

**THE UNIVERSITY OF WYOMING**

**BOARD OF TRUSTEES' REPORT**

**November 14-16, 2018**

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

## **University of Wyoming Mission Statement (July 2017)**

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

In the exercise of our primary mission to promote learning, we seek to provide academic and 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, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

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

**TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA**  
**November 14-16, 2018**

*Note: Only topics that have support materials provided in advance of the meeting are contained within this report. Topics that will be discussed with only a verbal report do not have information included.*

**WORK SESSIONS**

Fiscal and Legal Affairs Committee – Marsh

- Audited Annual Financial Reports – Marsh/Jewell/Reese .....1
- Vice President of Administration’s annual report on balances, transactions and investment returns for reserve accounts – Theobald/Jewell.....4
- Fall 15<sup>th</sup> Day Enrollment Report – Kyle Moore .....5
- STARS Program and Plan for Bronze Rating – Nicole Korfonta/Rachel Budowle.....6
- Great Colleges Survey Update & Student Satisfaction Survey Results – Durr/Maxey/A. Alexander/Blackburn .....7
- Engagement Task Force Report – Jean Garrison.....13
- Biodiversity Institute Plan – Synakowski/Nichols .....15

Academic and Student Affairs Committee – Sullivan

- Consideration and Action: Major in Construction Management – A. Alexander .....17

Biennium Budget Committee – McKinley

- Consideration and Action: Funding for Completion of BSL-3 Project – Theobald/Kibbon/Jewell.....18
- Consideration and Action: Tuition Policy – Jewell/Seth Jones [*no materials provided in advance*]

Facilities Contracting Committee – McKinley

- Consideration and Action: Union Visioning Study – Consultant Selection – Blackburn/Theobald/ Kibbon .....20
- Consideration and Action: Audio Visual/Information Technology Change Order for EERB – Theobald/Kibbon .....22
- Consideration and Action: Athletics – Corbett Pool Architect – Theobald/Kibbon .....24
- Consideration and Action: Commissioning Agent for Science Initiative – Consultant Selection – Theobald/Kibbon .....25
- Consideration and Action: Gas Line Easements to Black Hills Energy for north Laramie Integrity Update – Theobald/Kibbon.....27

UW Housing Committee (*ad hoc committee*) – McKinley

- UW Housing Task Force Update – McKinley/Brown/Theobald/Blackburn.....29

UW Regulation Review Committee (*ad hoc committee*) – Kermit Brown

- Consideration and Action: Amendments to Trustee By-Laws – Brown .....30
- Consideration and Action: Modifications to UW Regulations – Brown/Whaley
  - ✓ UW Regulation 1-1 (Organization of the University) .....32
  - ✓ UW Regulation 1-2 (Establishment of University Administrative Committees)
  - ✓ UW Regulation 1-3 (Bylaws of the University of Wyoming Staff Senate)
  - ✓ UW Regulation 1-102 (Board of Trustees Directives)
  - ✓ UW Regulation 2-411 (Academic Organization)
  - ✓ UW Regulation 2-400 through 2-410 (Regulations of the Academic Units)
  - ✓ UW Regulation 7-7 (Investment and Management of University Funds).....35
  - ✓ UW Regulation 8-1 (Proper Use of Computing and Data Communications Facilities).....37

WyoHackathon – Jim Caldwell [*no materials provided in advance*]

## **BUSINESS MEETING**

### **Roll Call**

#### **Approval of Board of Trustees Meeting Minutes**

October 10, 2018 (conference call)

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

October 10, 2018 (conference call)

### **Reports**

ASUW  
Staff Senate  
Faculty Senate

### **Public Testimony**

[To be held Friday, November 16 from 10:00-10:30 a.m.]

### **Committee of the Whole**

#### **REGULAR BUSINESS**

Board Committee Reports

#### **Trustee Committees**

*[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.]*

#### **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:

- I. Consideration and Action: Approval of Agreements, Contracts and Procurements (*if necessary*) – Whaley ..... 39
- II. Consideration and Action: Contracts and Grants – Synakowski ..... 40
- III. Personnel – Academic Report and Non-Academic Report – Miller/Benham-Deal [*no materials provided in advance*]

### Information Only Items:

- I. Contracts and Procurement Report (per Signature Authority Regulation) – Whaley ..... 41
- II. Capital Construction Report (progress update, including change orders) – Theobald [*See supplemental materials*]
- III. Construction Update – Theobald ..... 43
- IV. Foundation Monthly Giving Report – Blalock ..... 45

### **New Business**

**Date of Next Meeting** – December 12, 2018 (conference call)

### **Adjournment**

**AGENDA ITEM TITLE:**

**Audited Annual Financial Reports, Marsh/Jewell/Reese**

SESSION TYPE:

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

BKD, LLP; UW's external audit firm will lead a discussion on the annual audited financial statements for fiscal year 2018 for the University of Wyoming and Wyoming Public Media and the agreed upon procedure engagement for Intercollegiate Athletics.

Accountability is the paramount objective of institutional financial reporting. It is the University's duty to be accountable to the public and to provide information that responds to the needs of three groups of primary users of general-purpose financial reports: (1) the citizenry; (2) the governing board, the legislature and oversight bodies; and (3) investors and creditors.

Meaningful financial reports and accompanying notes provide information useful for assessing financial condition and results of operations, assisting in determining compliance with finance related laws, rules, and regulations, and assisting in evaluating efficiency and effectiveness of operations. Preparation of these statements and reports are the responsibility of University management; however, it is the audit function that provides an external examination of these financial statements and reports.

Three of the five annual reports are presented to the Board. Their purpose and deadlines for submission to regulatory agencies are:

1. **Financial Audit** – In accordance with required reporting standards, the Financial Report has three components: 1) management's discussion and analysis 2) institution-wide financial statements; and 3) notes to the basic financial statements. Required supplementary information is included in addition to the basic financial statements. The auditors express an opinion about whether the financial statements present fairly, in all material respects, the financial position of the University of Wyoming as of the fiscal year end, and the changes in its net assets and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America. The University of Wyoming is a component unit of the State of Wyoming. As such, the University's Financial Report is part of the Comprehensive Annual Financial Report (CAFR) prepared by the State Auditor's Office in accordance with W.S. 9-1-403 (a)(v). The final CAFR must be issued by the State Auditor on or before December 15th.
2. **Wyoming Public Media Financial Report** – These financial statements present only the operations of Wyoming Public Media (WPM). The auditors express an opinion on the fair presentation of WPM's financial position and results of operations. WPM's financial

information will be submitted to the Corporation for Public Broadcasting before December 31st.

3. **Intercollegiate Athletics Report** – This report constitutes an “agreed-upon procedures” engagement; its scope is less than that of an audit. The procedures include, but are not limited to, identifying all individual contributions that constitute more than 10% of total contributions, examination of cash receipts and disbursements, identification of unique internal control aspects and various inquiries related to compliance issues. The external auditors evaluate whether the Schedule of Cash Receipts and Disbursements is in compliance with the National Collegiate Athletic Association (NCAA) Constitution. The sufficiency of these procedures is solely the responsibility of university management. Consequently, the auditors make no representation regarding the sufficiency of the procedures.

Pursuant to the Bylaws of the Trustees, Article VII. Section 7-2:

*The Fiscal and Legal Affairs Committee is responsible for assuring that the University's organizational culture, capabilities, systems and processes are appropriate to protect the financial health and the reputation of the University in all audit-related areas enumerated below. Specifically the Fiscal and Legal Affairs Committee will review the financial reporting processes, the system of internal controls, the audit process, and the process for monitoring and ensuring compliance with financial laws and regulations. It will monitor the University's internal and external auditor's findings. In discharging their duties hereunder, the members of the Committee are entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by: officers or employees of the University whom the Committee members reasonably believe to be reliable and competent in the matters presented; and legal counsel, public accountants or other persons as to matters the Committee members reasonably believe are within the person's professional or expert competence.*

The Fiscal and Legal Affairs Committee meets with the external audit firm's partner and University management to review the annual financial reports in advance of presentation to the Board of Trustees. The Committee Chair will make a recommendation to the Board with respect to acceptance and approval of the reports.

Annual financial reports serve various functions and have numerous audiences. They not only serve to inform the campus community of the institution's financial condition and results of operations, they are required by various governmental, regulatory and rating agencies; holders of the institution's bonds; and accrediting agencies. The Board of Trustees is held to a high standard of full financial disclosure, transparency and accountability: public acceptance and approval of the financial reports completes the audit cycle, helps tell the University of Wyoming's financial story and assists the Board in exercising their fiduciary responsibilities.

#### PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

The Board accepts and approves the University of Wyoming and Wyoming Public Media's audited financial reports each year.

**WHY THIS ITEM IS BEFORE THE BOARD:**

The Board of Trustees is responsible for assuring that the University's organizational culture, capabilities, systems and processes are appropriate to protect the financial health and the reputation of the University in audit-related areas. The presentation of annual audited financial reports is intended to inform the Board about significant matters related to the results of the annual audit so that they can appropriately discharge their oversight responsibility.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Subject to recommendation by the Fiscal and Legal Affairs Committee Chair, it is recommended that the Board of Trustees of the University of Wyoming accept and approve the University of Wyoming, Wyoming Public Media, and Intercollegiate Athletics reports for the fiscal year ended June 30, 2018.

**PROPOSED MOTION:** [Trustee X to provide motion.]

I move to accept and approve the University of Wyoming, Wyoming Public Media, and Intercollegiate Athletics reports for the fiscal year ended June 30, 2018.

**PRESIDENT'S RECOMMENDATION:**

**AGENDA ITEM TITLE:**

**Vice President of Finance and Administration's annual report on balances, transactions and investment returns for reserve accounts, Jewell**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

The Annual Report on Balances of Reserve Funds shows the activity and ending balance of the following University Reserves as of June 30, 2018: Operating Reserve, Construction Reserve, Special Projects Reserve, Recruitment & Retention Reserve, Residence Hall Reserve, Litigation Reserve and Passenger Plane Reserve. The initial reserve funding was \$150,985,571 and the FY18 ending balance is \$94,078,096. No investment income was allocated to these reserve accounts for the year, as all investment income for the University is reported to the University entity rather than to individual accounts in the general ledger.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None

**WHY THIS ITEM IS BEFORE THE BOARD:**

This is an annual report required to be given to the Board of Trustees.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Information item – no action required.

**PROPOSED MOTION:**

N/A

**PRESIDENT'S RECOMMENDATION:**

N/A

**AGENDA ITEM TITLE: Fall 15<sup>th</sup> Day Enrollment Report, Kyle Moore**

**SESSION TYPE:**

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

Enrollment numbers are considered final as of the 15<sup>th</sup> class day of each Fall and Spring semester. The 15<sup>th</sup> class day of Fall and Spring semesters, also known as the “Census” date, is used to report final enrollments to federal and state agencies and considered the official figures on enrollment for the term.

Numbers reported are final and reflect the enrollments as of September 19<sup>th</sup> 2018. Numbers reported will include:

- Total Headcount
- Transfer Headcount
- Student Credit Hours (SCHs)
- First-Time Headcount
- Headcount by Classification
- First-Time In/Out of State
- Transfer Student In/Out of State
- Graduate/Professional

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

This information is reported each November.

**WHY THIS ITEM IS BEFORE THE BOARD:**

To keep the UW Board of Trustees up to date on enrollment figures.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A. Information Only.

**PROPOSED MOTION: [Trustee X to provide motion.]**

N/A. Information Only.

**PRESIDENT’S RECOMMENDATION:**

N/A. Information Only.

**AGENDA ITEM TITLE:**

**STARS Program and Plan for Bronze Rating**, Nicole Korfanta/Rachel Budowle

**SESSION TYPE:**

- Work Session
  - Education Session
  - Information Item
  - Other:
- [Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

Goal 4 of UW's *Breaking Through: 2017-2022 Strategic Plan* focuses on a high-performing university, including a performance indicator to achieve a bronze rating in STARS—the Association for the Advance of Sustainability in Higher Education's Sustainability, Tracking, Assessment, and Rating System (STARS). STARS provides a transparent metric and reporting tool for a wide range of sustainability activities across academics, engagement, operations, and planning and administration. In addition to using the reporting tool, universities can subscribe to receive a rating from bronze to platinum. UW is working to achieve a STARS bronze rating by 2022.

Beginning last academic year, the UW Campus Sustainability Committee (CSC)—a presidentially appointed committee of staff, faculty, and students working to enhance sustainability across campus since 2005—completed a feasibility analysis and report to realize success with STARS. The CSC will provide oversight and guidance for the process, including through support from the Office of the President and Rocky Mountain Power for a STARS student coordinator and two student interns. The Campus Sustainability Committee plans to participate in STARS as a Reporter institution during AY 2019 (gathering and reporting data without seeking a rating) and anticipates submitting a STARS report for a rating during AY 2019-20.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

N/A Information only.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Campus Sustainability Committee co-chairs will provide an overview of STARS for Trustees' information.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A Information only.

**PROPOSED MOTION:** [Trustee X to provide motion.]

N/A Information only.

**PRESIDENT'S RECOMMENDATION:**

N/A Information only.

**AGENDA ITEM TITLE:**

**Great Colleges Survey Update & Student Satisfaction Survey Results**, Durr/Maxey/A.  
Alexander/Blackburn

**SESSION TYPE:**

- Work Session
  - Education Session
  - Information Item
  - Other:
- [Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

Members of the Board of Trustees will receive reports on the findings of two surveys administered in Spring 2018, one examining employee workplace satisfaction and another on student satisfaction. Although the results of the student satisfaction survey were generally very positive, the results of the employee workplace satisfaction survey suggest several areas for potential improvements.

The results on employee workplace satisfaction are derived from data collected through the *Chronicle of Higher Education's* Great Colleges to Work For survey. The survey is a national, independently-administered survey that provides institutions with insights on the quality of the workplace experience and employees' perceptions of policies and benefits. This was the first time the University of Wyoming participated and all full-time, benefits-eligible employees were invited to complete the survey. Jeanne Durr and Dan Maxey will present a preliminary report produced by the Great Colleges Survey Task Force, which details UW's scores in 15 categories. A copy of the preliminary report is included in the supplementary materials. A more comprehensive report that includes an analysis of more than 300 pages of qualitative, open-ended response data is currently being developed and will be presented to the Trustees at a future meeting.

Findings on student satisfaction were generated from the UW Student Satisfaction Survey, a compendium of the nationally-administered ACT Student Opinion Survey and Ruffalo Noel Levitz Student Satisfaction Inventory, which covers a wide variety of topics that help us understand our strengths and opportunities for growth in meeting students' needs inside and beyond the classroom. The survey has been administered every two years since 1994. The presentation will be given by Anne Alexander and Sean Blackburn and highlight results of this most recent administration of the survey, as well as trends in the data over more than two decades. The full report of findings is included in the supplementary materials.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

The findings of each survey provide valuable insights regarding issues that directly influence faculty, staff, and student recruitment and retention. Understanding these issues may help to

provide members of the Board of Trustees with context for discussions around future Board actions.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A. Information Only.

**PROPOSED MOTION:**

N/A. Information Only.

**PRESIDENT'S RECOMMENDATION:**

N/A. Information Only.

## UNIVERSITY OF WYOMING

### 2018 Chronicle Great Colleges to Work For Survey Preliminary Report on Results

In Spring 2018, the University of Wyoming participated for the first time in the *Chronicle of Higher Education's* Great Colleges to Work For survey. The survey is an independently-administered, national survey that provides institutions with insights on the quality of the workplace experience and employees' perceptions of the competitiveness of policies and benefits. During this first administration of the survey, the University contracted to extend the opportunity to participate in the survey to all full-time, benefits-eligible faculty and staff, rather than just a random sample. The survey allowed employees an opportunity to share their perspectives on workplace satisfaction in a manner that would be completely confidential. The survey was administered between March 12-April 6, 2018 and 57% of all eligible employees participated.

**We now have our results.** A committee of faculty, staff, and administrators has prepared this preliminary report to share a high-level summary with the campus community. The committee is currently working on analyzing the data, including 309 pages of open-ended responses with help from a qualitative researcher, to generate a more comprehensive report to the campus community later in the fall semester. That report will inform campus dialogues, including a fall semester town hall, and the development of an action plan to address areas of concern.

As many of us among the campus community anticipated, the results are disappointing. Our average score in each of the 15 survey categories falls between 10 and 32 points below a comparison group of 38 other Carnegie Research institutions that participated. While at one level disheartening, feedback in specific categories allows the university to direct targeted actions to improve job satisfaction. The importance of this issue is reflected in the inclusion of the University's survey results as a key performance indicator in the *Breaking Through 2017-2022* strategic plan.

A summary table of the results is provided on the next page.

No one person or group bears responsibility for the work that lies ahead. We will all have a role to play in addressing these results in order to ensure that the University of Wyoming is a place where we are all proud to work. This committee looks forward to issuing a comprehensive report and facilitating campus dialogue. It is also our sincere hope that each member of this community will be engaged and invested in doing their part to achieve this goal.

Jeanne Durr  
*Associate Vice President for  
Human Resources  
Co-Chair*

Dan Maxey  
*Chief of Staff  
Office of the President  
Co-Chair*

Michael Barker\*  
*Professor of Civil and  
Architectural Engineering*

Tami Benham-Deal  
*Vice Provost*

Chris Maki\*\*  
*Manager of Space Allocation,  
Real Estate Operations*

Clifford Marks\*  
*Associate Professor of English*

Carl Mehta\*\*  
*Manager of Residence Life and  
Dining Services Contracts*

Emily Monago  
*Chief Diversity Officer*

\*Faculty Senate appointment; \*\*Staff Senate appointment

UNIVERSITY OF WYOMING | 2018 Chronicle Great Colleges to Work For Survey  
 Preliminary Report on Results

**Preliminary Results Summary**

The table below represents the topline survey results for the University of Wyoming, including the aggregated results for faculty, staff, and administrators.<sup>1</sup> It also includes the average scores for a comparison group of other Carnegie Research institutions that participated in this year's survey. Numerical figures reflect the average percentage of respondents who indicated that they "agree" or "strongly agree" with the survey prompts in each category using a five-point, Likert-like scale.

Category	Faculty	Exempt Prof Staff	Non-Exempt Staff	Admin	UW Overall	Carnegie Research*
Job Satisfaction/Support	61	62	60	62	61	75
Teaching Environment	45	37	46	51	44	68
Professional Development	61	47	49	59	54	71
Compensation, Benefits & Work/Life Balance	55	53	52	60	54	72
Facilities	56	65	61	60	60	75
Policies, Resources and Efficiency	40	38	42	42	39	62
Shared Governance	31	27	29	39	30	62
Pride	52	55	55	62	55	77
Supervisors/Department Chairs	66	62	60	64	64	74
Senior Leadership	29	29	35	43	31	62
Faculty, Administration & Staff Relations	33	31	34	38	33	62
Communication	44	39	39	46	41	59
Collaboration	46	41	39	54	43	63
Fairness	46	39	42	47	43	62
Respect & Appreciation	43	40	43	43	42	65
<b>SURVEY AVERAGE</b>					<b>46</b>	<b>67</b>

<b>Poor</b> 0%-44%	<b>Warrants Attention</b> 45%-54%	<b>Fair to Mediocre</b> 55%-64%	<b>Good</b> 65%-74%	<b>Very Good to Excellent</b> 75%-100%
-----------------------	--------------------------------------	------------------------------------	------------------------	---

<sup>1</sup>The Great Colleges to Work For survey's job category descriptions are available online at <https://greatcollegesprogram.com/job-category-descriptions/>

## **UW Student Satisfaction Survey 2018**

### **Executive Summary**

#### **Background**

Since the early 1990's, UW has administered the UW Student Satisfaction Survey (UWSSS), a compendium of the Ruffalo Noel Levitz (RNL) Student Satisfaction Inventory and the ACT Student Opinion Survey, every two years. Undergraduate and graduate students are randomly sampled to provide their feedback on university performance on a wide variety of measures from the quality of teaching to the availability of parking to the quality of our teaching and residential facilities. The results help inform UW's continuing efforts to assess our systems, diagnosing possible improvements and calibrations we need to make and identifying areas of strengths in which we should continue to invest. This year, 2,437 UW students responded to the UW Student Satisfaction Survey. We are able to compare questions from the RNL survey to national comparators; unfortunately, the ACT survey does not offer this capability.

#### **Overall Satisfaction**

Two questions capture overall satisfaction with UW in the survey, and the university was ranked highly in both of them.

- 93% of students indicated they are pleased with the education they are receiving at UW, and only 6% of survey respondents indicated they were not.
- 80% of students indicated that if they had it to do over, they would enroll at UW again, a result significantly higher than the national average. 15% indicated they would not.

#### **Importance versus Satisfaction**

We are able to gauge in the analysis the importance a student puts on an item compared with their satisfaction with that item. Of particular note, in several of the most important items as ranked by our students, UW's satisfaction results are significantly above the national average. This includes satisfaction with the knowledge of our faculty in their fields (80%), the safety and security environment (85%), academic advising (82%), the ability to experience intellectual growth (89%), tuition as a worthwhile investment (76%), and the ability to register for classes needed (89%). In those most important areas where UW does not significantly outpace the national average, satisfaction is still relatively high. This includes satisfaction with the content of courses in-major (82%), excellence in instruction in-major (83%), and excellence in instruction in all courses (80%).

#### **Positive Trends**

Given that we have data going back to 1994, we can also track positive trends over time. Of particular note, the following areas have seen and maintained positive growth in satisfaction for the last several administrations of the UWSSS. Current satisfaction levels are noted in parentheses.

- UW Libraries facilities and services (94%)
- UW Information Technology facilities and services (multiple measures; 83-91%)
- Instructional excellence (multiple measures; 65-90%)
- Laboratory facilities (79%)
- Admissions and registration (multiple measures; 71-80%)

*(Continued from Page 1)*

- Financial Aid staff (64%)
- Administration approachability (73%)
- Student Health (multiple measures; 76-78%)
- Veterans services (90%)
- Union services (87%)
- Transit services (80%)
- Sense of school spirit from athletics programs (74%)
- Billing and business services for students (multiple measures; 72-77%)
- Intramurals, student organizations, and cultural programs (87%)

#### **Opportunities for Improvement**

Some areas for improvement also emerge in the analysis. One in particular, the availability of student parking spaces, produces low scores for most universities. UW's score (18% satisfied, 69% dissatisfied) was statistically less positive than the national average; however, the level of dissatisfaction at UW has fallen over the past several years. Another low-scoring item is one we can do nothing about – the weather in Laramie.

Other areas that merit further investigation for improvement include the following. Current satisfaction levels are noted in parentheses.

- Use of student fees (multiple measures; 39-60%)
- Student voice and student government (multiple measures; 39-45%)
- Residence Halls (multiple measures; 52-70%)
- Availability of financial aid (59%)
- Although cultural programs have high satisfaction ratings (87%), their use (20%) has fallen over time.

**AGENDA ITEM TITLE: Engagement Task Force Report, Garrison**

SESSION TYPE:

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

Jean Garrison, Professor, Director, and Chair of the Engagement Task Force, will provide the Board with an overview of the eight recommendations listed below and detailed in the Engagement Task Force Report (completed and accepted by President Nichols in May 2018). In addition, Dr. Garrison will update the Board on plans and priorities for the new Office of Engagement and Outreach scheduled to open in January 2019.

Recommendations:

1. Create an Office of Engagement and Outreach that serves as a portal of access to UW for the citizens of Wyoming (and beyond) and coordinates and streamlines engagement/outreach efforts to achieve enhanced consistency, follow-through, and impact.
2. Strengthen UW's Culture of support for community engagement and outreach practices, integrate this work with institutional initiatives, and reward this activity within the UW community.
3. Develop practices and structures to expand mutually beneficial Relationships with community partners across the state.
4. Develop robust connections between engagement and Student Learning and student success measures.
5. Embrace Diverse Perspectives and experiences as we work with a broad range of communities and stakeholders.
6. Seek Recognition for UW's engagement and outreach strengths through national benchmarks, such as the Carnegie Foundation's Classification for Community Engagement, which model best practices in community engagement.
7. Assess community engagement and outreach activities and use results to drive future decisions.
8. Communicate regularly and effectively about engagement and outreach.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

Jean Garrison provided an update on the work of the Engagement Task Force in the November 2018 Board of Trustees Meeting.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Information only.

**ACTION REQUIRED AT THIS BOARD MEETING:**

None. Information Only.

**PROPOSED MOTION:**

N/A. Information Only.

**PRESIDENT'S RECOMMENDATION:**

N/A. Information Only.

**AGENDA ITEM TITLE: Biodiversity Institute Plan, Nichols/Synakowski**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

The impending expiration of resources of the Biodiversity Institute (BI) has stimulated an assessment of the potential future of biodiversity research at UW. This is especially appropriate given the emergence of the Science Initiative and the wide array of biodiversity research at UW across campus that, while strong, can be brought together in a powerful coherent enterprise.

For consideration is a plan for transition of Biodiversity Institute functions, and for establishing a new Berry Biodiversity Center of Excellence. The priorities for continued support of BI activities were informed by extensive discussions with BI stakeholders, faculty and leadership from across the campus, and from citizens. The essential BI functions are preserved under this plan, albeit with some reduction in capacity owing to fiscal constraints. Vulnerabilities for UW identified in this assessment that contributed to the BI situation and that may present risk elsewhere on campus are outlined. The plan proposes to honor the intent of the donor and UW in part through continued use of the Berry Conservation Center Building for carrying out these functions.

Moreover, the plan proposes to establish a new Berry Biodiversity Center of Excellence (BBCE). It's hub of activity and public face will be the Berry Conservation Center building. It will build on strong coupling with the Science Initiative building and programs, as well as biodiversity programs from across campus. A planning effort will be supported through indirect costs to stand up the BBCE and establish a plan to develop a first-of-a-kind predictive capability for complex biological systems to address topics of immediate economic and societal importance. An expressed requirement is that the BBCE ultimately be self-supporting in both its research and outreach activities, through state and federal grant capture, contracted projects, and donor contributions supporting both research and outreach.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

An update on the BI planning process was given in the last public Trustees meeting.

**WHY THIS ITEM IS BEFORE THE BOARD:**

It was decided that Regulation 2-13 should be followed in managing the transition of the BI. As part of this, the President is to present to the Board her recommendations for the transition, for Board approval. This represents that step.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Consider the proposed transition plan

**PROPOSED MOTION**

“I move that the Trustees adopt the Biodiversity Institute transition plan as presented to the Board.”

**PRESIDENT'S RECOMMENDATION:**

President recommends approval.

**AGENDA ITEM TITLE:**

**Consideration and Action: Major in Construction Management**, Anne Alexander

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

The Department of Civil and Architectural Engineering has developed a proposal, with feasibility study and projected budget, for a new major in Construction Management. The new program will attract a new audience of students to UW and will provide a high-demand credential that graduates will strong interest in from regional and national employers. The Department has consulted with the Board, Faculty Senate, Staff Senate, ASUW, Deans and Directors, and Executive Council on its Notice of Intent and Feasibility Study, and now brings forward its Request for Authorization for this new degree program.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

The Board's Academic and Student Affairs Committee has considered the Notice of Intent (November 2017) and feasibility study (September 2018). The Board has considered the Notice of Intent and feasibility study (September 2018).

**WHY THIS ITEM IS BEFORE THE BOARD:**

University of Wyoming Regulation 2-119 requires that the Board approve all new degree programs, and lays out the process for that approval.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Consideration for approval of new academic program in Construction Management.

**PROPOSED MOTION:** [Trustee X to provide motion.]

“I move that Request for Authorization for the new program in Construction Management be approved.”

**PRESIDENT'S RECOMMENDATION:**

The President recommends approval of the program and adherence to the guidelines laid out in the Request for Authorization.

**AGENDA ITEM TITLE:**

**Consideration and Action: Funding for Completion of BSL-3 Project**, Theobald/Kibbon/Jewell

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
 [Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

There are currently three projects occurring at the Wyoming State Veterinary Laboratory facility:

1. Reconstruction of the biological safety laboratory – level III,
2. Installation of new, appropriately-sized exhaust fans to serve the existing BSL – level II suite, and
3. Installation of a new incinerator in a newly-constructed addition to facility.

These three projects require two sets of additional commissioning services:

1. Assurance the facility mechanicals interact correctly, and
2. As required by the registration process with the Center for Disease Control (CDC), a final commissioning report indicating that the air pressure cascade throughout the facility is maintained, regardless the event (e.g. power outage).

Administration is requesting an additional \$500,000 to pay for the additional commissioning services to complete the BSL-3 project. As of October 25, 2018, the Agriculture College Permanent Land Income Account has an available cash balance of \$2,782,701 that can be used to finalize the BSL3 Project at the State Vet Lab. The table below reflects the amounts in the accounts:

**Agriculture College Permanent Land Income Account:**

Current Cash Balance (as of 10/25/18)	\$3,285,701
Funding Included in College of Ag. FY19 Unrestricted Operating Budget	(\$500,000)
Available Cash Balance	\$2,785,701

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Administration is requesting additional funding to complete the project.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Authorization of additional funding for the project.

**PROPOSED MOTION:** [Trustee X to provide motion.]

I move to authorize addition funding in the amount of \$500,000 for the commissioning and completion of the Wyoming State Veterinary Laboratory facility.

**PRESIDENT'S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Consideration and Action: Union Visioning Study – Consultant Selection**, Blackburn/Theobald/Kibbon

**SESSION TYPE:**

- Work Session
  - Education Session
  - Information Item
  - Other:
- [Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

Opening in 1939, the Wyoming Union has served for more than 75 years as the “campus living room”. Additions in 1957 and 1973—and a comprehensive renovation and addition in 2002—have substantially enlarged the Union to 19,000 square feet of meeting and conference space.

The Union houses the University Store, Copy Center, a variety of dining options, and the new Center for Student Involvement and Leadership, which includes ASUW student government, Fraternity and Sorority Life, Campus Activities Center, Service, Leadership and Community Engagement, Student Media, Non-Traditional Student Center, Rainbow Resource Center, the Multicultural Resource Center, the newly renovated Veterans Center, and as of September 2018, the Visit Day Program for prospective students. The Wyoming Union is a place where students can participate in a wide variety of programs, activities, leadership, and involvement opportunities that enrich the college experience.

The Union Visioning study will focus on the adequacy of building systems, programmatic needs, potential expansion, and how the facility may be operated more efficiently.

Administration issued a Request for Qualifications for consultants able to perform a visioning study for the Union. Eight firms proposed on the project and were scored by the planning team. Three of these firms were chosen for interviews.

The name of the consultant with whom Administration would like to enter into contract negotiations will be provided to the Facilities Contracting Committee on November 14, 2018.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

N/A

**WHY THIS ITEM IS BEFORE THE BOARD:**

Pursuant to UW Regulation 6-9, consultants selected for capital construction projects requires Board approval.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Approval to enter into contract negotiations with the highest ranking firm who will be responsible for preparing the Union Visioning Study.

**PROPOSED MOTION:**

“I move to authorize administration to enter into contract negotiations with the highest ranking firm for the Union Visioning Study.”

**PRESIDENT’S RECOMMENDATION:**

**AGENDA ITEM TITLE:**

**Consideration and Action: Audio Visual/Information Technology Change Order for EERB,**  
Theobald/Kibbon

**SESSION TYPE:**

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

The Administration has incorporated the Audio Visual and Information Technology (AV/IT) scopes of work for the EERB into the Construction Manager-at-Risk's guaranteed maximum price. Administration chose this approach to:

1. Reduce conflicts between the electrical subcontractor's scope of work and the AV/IT supplier's scope of work, and
2. Maintain a fully warranted system with one point of contact.

This change order is for additional AV equipment and related infrastructure associated with the completion of the College of Engineering Boardroom. The project carried an overall budget of \$2.99 million for AV/IT. This change order is for \$297,003 and will be issued to GE Johnson Construction Company of Wyoming. The balance remaining in the AV/IT budget after the issuance of this change order is \$1.96 million.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

- July 2011 – Board of Trustees approved the FY 2013-2014 Capital Construction Request for the University of Wyoming, which included planning funds for the Engineering Building Addition and Renovation (now named EERB).
- May 2012 – Board of Trustees was briefed on the Engineering Complex - Engineering Building Addition and Renovation (now named EERB) and the Energy Engineering Research Facility (now named the High Bay Research Facility).
- January 2013 – Board of Trustees approved the architect/engineering firm of Malone Belton Abel, P.C., Laramie, Wyoming, in association with GSG Architecture, P.C., Casper, Wyoming and Zimmer Gunsul Frasca Architects, LLP (ZGF), Seattle, WA for the Engineering Building Expansion and Renovation (now named EERB) and the Energy Engineering Research Facility (now named the High Bay Research Facility) projects.
- January 2015 – Board of Trustees approved the Construction-Manager-at-Risk firm of GE Johnson Construction Wyoming, Jackson, WY for the Engineering Building Expansion and Renovation (now named EERB).
- November 2015 – Board of Trustees approved the Schematic Design for the Engineering Education and Research Building.
- February 2016 – Board of Trustees approved the Revised Exterior Design for the Engineering Education and Research Building.

- May 2016 – Board of Trustees approved the Construction Contract with Wyoming Earthmoving Corporation of Rozet, Wyoming to complete site clearing and demolition work for the EERB project site.
- February 2017 – Board of Trustees approved the Guaranteed Maximum Price amendment to the EERB Construction Contract in the amount of \$69,014,882.
- May 2017 – Board of Trustees approved bid waiver for not meeting the 70/30 preference statute, no resident bids received from three highly specialized trade scopes.
- September 2017 – Board of Trustees approved reversions of exterior modifications made without initial Board of Trustees approval.
- September 2018 – Board of Trustees approved Administration to enter into contract negotiations with the lowest responsible bidder for the supply and installation of project furnishings.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Pursuant to UW Regulation 6-9 all change orders greater than \$50,000 require Board approval.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Authorization to execute a change order in the amount of \$297,003 for additional AV/IT work associated with the Engineering Education and Research Building.

**PROPOSED MOTION:** [Trustee X to provide motion.]

“I move to authorize Administration to execute a change order in the amount of \$297,003 with GE Johnson Construction of Wyoming.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Consideration and Action: Athletics – Corbett Pool Architect**, Theobald/Kibbon

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

During its 2018 session, the Wyoming legislature appropriated \$1 million “for the purposes of major maintenance expenditures related to Corbett pool.” Administration and UW Athletics propose to use this appropriation to:

1. Bring locker rooms up to current standards for competitive recruiting and student experience,
2. Improve mechanical systems, and
3. Address acoustical problems.

UW Operations publicly advertised for a design consultant and six responses were received. The selection committee scored each response based upon the qualifications of the personnel, the firm’s experience and capabilities with projects similar to this one, and the best value to the University. Pending Board of Trustees approval, we will begin negotiations with the top ranked firm: Arete Design Group, Sheridan, Wyoming.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None

**WHY THIS ITEM IS BEFORE THE BOARD:**

Pursuant to UW Regulation 6-9(III)(A), the Board of Trustees shall approve consultant selection for projects over \$500,000.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval to enter into contract negotiation with the most qualified and highest ranking firm.

**PROPOSED MOTION:** [Trustee X to provide motion]

“I move to allow administration to enter into contract negotiations with Arete Design Group for the Corbett Pool Locker Room Renovations.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Consideration and Action: Commissioning Agent for Science Initiative – Consultant Selection,**  
 Theobald/Kibbon

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
 [Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

Attachments are provided with the narrative—refer to Supplemental Materials Report.

**EXECUTIVE SUMMARY:**

Administration publicly advertised a combined Request for Qualifications/Request for Proposal for the commissioning of the Science Initiative Facility. Eight responses were received.

Responses were scored on the following criteria:

	<b>SOQ Evaluation Criteria</b>	<b>Weighting (Maximum Points)</b>
1	Cover letter	2
2	BCA membership and CCP certification	10
3	Brief history of the company including firm's management structure, number of employees, and number of years in business	5
4	Commissioning expertise and capabilities specific to the Science Initiative Project	15
5	Firm's experience over last 4 years	10
6	LEED experience	5
7	References	10
8	Key Personnel Experience, Responsibilities	10
9	Location of the firm and proximity to the work site	3
10	Fee proposal	30
	<b>Total Points:</b>	<b>100</b>

Iconergy was the highest ranking firm.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

- March 2017 – The Exterior Design Advisory Committee was established.
- November 2017 – The Exterior Design of the Science Initiative Building (excluding the Greenhouses) was approved by the Board of Trustees.
- January 2018 – The Greenhouse design was approved as part of the Exterior design of the Science Initiative by the Board of Trustees.

- September 2018 – The Board of Trustees approved “bumping out” the main entry into the facility in order to draw attention to its main entry.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Pursuant to UW Regulation 6-9, the selection of consultants for capital construction projects requires Board approval.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Administration seeks approval to enter into contract negotiations with the highest ranking firm for the commissioning of the Science Initiative facility.

**PROPOSED MOTION:** [Trustee X to provide motion.]

“I move to authorize administration to enter into contract negotiations with Iconergy for the commissioning of the Science Initiative facility.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Consideration and Action: Gas Line Easements to Black Hills Energy for north Laramie Integrity Update**, Theobald/Kibbon

SESSION TYPE:

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

This agenda item is to request approval of two gas line easement requests from Black Hills Energy across University land in Laramie. Black Hills Energy is the City of Laramie franchise utility natural gas service provider. Black Hills Energy is requesting gas line easements as part of an integrity upgrade project being referred to as the “Snowy Range Loop” to improve gas service and increase capacity to north Laramie and also benefiting the University’s West Campus Satellite Energy plant project.

Black Hills Energy plans to construct a 12” gas transmission line, including necessary regulation stations, from Harney Street and 30th to their main station on W. Lyons Street in Laramie. The proposed line will loop around the north end of the community and through the Cirrus Sky Technology Park (see attached vicinity map). The City of Laramie and Laramie Chamber Business Alliance own lots in the Cirrus Sky Technology Park and tracts along the project route. Both entities have approved the necessary easements to Black Hills Energy. A regulation station is proposed to be located near the intersection of Harney Street and extension of Television Road (See attached map) and will be screened with a vinyl fence to comply with City code.

The first requested easement, for the gas line, crosses the University’s lot in Cirrus Sky and is located along the north boundary of the lot on an east-west alignment. The requested easement area measures 15 feet wide and approximately 496 feet long. Black Hills Energy has worked with the University to locate the easement along the least obtrusive and most direct route possible.

The second requested easement is for a regulation station and is located near the southwest corner of the intersection of Harney Street and the minimally improved extension of Television Road. The requested regulation station easement area measures 25 feet by 80 feet. The new 12” line will run west in Harney Street from 30<sup>th</sup> and enter the new regulation station from the east, connecting to an existing 6” gas line that continues west in Harney Street. University Operations reviewed other possible locations for this easement to the east and west of the proposed location, but determined that the proposed location by Black Hills Energy is the safest and most reasonable location.

The easement terms will provide reasonable access and the right for Black Hills Energy to construct, operate, inspect, maintain and repair the line, regulation station, and associated

appurtenances so long as the line and improvements remains in use. A building cannot be constructed on the easement without consent of Black Hills Energy, and the line must be buried at a depth that allows the University the right to cultivate and irrigate the land.

The University has evaluated comparable assessed land values in the area, used a percentage of the \$ per acre fee simple value to determine possible easement values, considered any potential impacts to the University's use of the land, and determined that a fee of \$4,980 is consistent with market rates for the type and size of the easements. The University proposes the fee of \$4,980 for the easements if approved by this Board.

At the direction of the Facilities Contracting Committee, the administration has finalized the gas line easements, including survey and legal description documents. The easement agreement has been signed by Black Hills Energy and follows the guidelines of the most recent utility easements approved by the Board.

The administration requests that the Facilities Contracting Committee recommend, to the full Board, approval of the requested gas line easements on University land to Black Hills Energy, if determined appropriate by the Facilities Contracting Committee.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Per UW Regulation 7-2, the Board of Trustees reserves authority to approve and/or sign contracts for "Other matters involving real property, including but not limited to the lease of real property; easements; water rights and development; oil, gas and mineral leases; and federal or state government leases, permits, or licenses for longer than one year or more than \$50,000".

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval or disapproval of the recommendation of the Board's Facilities Contracting Committee.

**PROPOSED MOTION:** [Trustee X to provide motion.]

I move to authorize administration to execute the gas line easements to Black Hills Gas Energy on University land for the gas line and regulation station as presented to the Board.

**PRESIDENT'S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE: UW Housing Task Force Update, McKinley/Brown/Theobald/Blackburn**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

The Board of Trustees Facilities Contracting Committee met on October 15 before the Housing Task Force meeting on October 18. There will be another Board of Trustee Facilities Contracting Committee meeting on November 7. Trustees McKinley and Brown and Vice Presidents Theobald and Blackburn will provide the Trustees with an update on the UW Housing Task Force.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

The Board has been briefed on this topic regularly at their meetings.

**WHY THIS ITEM IS BEFORE THE BOARD:**

This is an update.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A. Information Only.

**PROPOSED MOTION: [Trustee X to provide motion.]**

N/A. Information Only.

**PRESIDENT'S RECOMMENDATION:**

N/A. Information Only.

**AGENDA ITEM TITLE:**

**Consideration and Action: Amendments to Trustee By-Laws, Brown**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

Attached are draft modifications to the Bylaws of the Trustees adding a Standing Research and Economic Development Committee with the following language:

The Research and Economic Development Committee is responsible for working with University administration to review and make recommendations to the full Board regarding policies and procedures pertaining to research compliance, core facilities, pre-award management and indirect revenue distribution. The Committee is also responsible for working with University administration to enhance the University's Technology Transfer and Research Products Center, including reviewing and making recommendations to the full Board regarding policies and procedures pertaining to inventions and copyrightable materials, technologies available for licensing, technology startup ventures, and the protection, marketing, and ultimate transfer of intellectual property to industry. In addition, this committee is responsible for working with University administration in supporting entrepreneurial business ventures, and provides recommendations to the full Board on such matters, including those pertaining to the use of the University of Wyoming Research Corporation.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Research and Economic Development.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

Written notice of these proposed modifications was provided at the October 2018 Board of Trustees conference call.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Pursuant to Article VIII, the Bylaws may be changed or amended at any regular meeting of the Trustees by a vote of two-thirds of all the members, provided that notice of the intention to change, amend, or add to the Bylaws, in whole or part, shall have been given in the notice of the meeting or shall have been given at a preceding meeting of the Trustees. Such notice shall be in writing and shall include the exact wording of the legislation proposed.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval or disapproval of the modifications to the Bylaws.

**PROPOSED MOTION:**

“I move to authorize the changes to the Bylaws of the Trustees as presented to the Board in the attached redline version.”

**AGENDA ITEM TITLE:**

**Consideration and Action: Modifications to UW Regulations** Brown/Whaley

SESSION TYPE:

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

At the September 2016 Board of Trustees meeting, the Board approved review by UW Administration of UW's current regulatory structure, to include the following:

- 1) Phasing out presidential directives;
- 2) Defining regulation versus policy/procedure;
- 3) Creating a new "look" and format for the regulations; and
- 4) Updating the substance of the regulations, policies, and procedures as needed, including determining whether there are any substantive gaps.

At the January 2017 Board of Trustees meeting, the University proposed 12 sections for the new *Governing Regulations and Standard Administrative Policies and Procedures Manual*.

**Section 1:** Governance and Structure

**Section 2:** Academic Affairs

**Section 3:** Athletics

**Section 4:** Diversity and Equal Opportunity

**Section 5:** Employment and Ethics

**Section 6:** Facilities

**Section 7:** Finance and Business

**Section 8:** Information Technology

**Section 9:** Research and Economic Development

**Section 10:** Safety and Security

**Section 11:** Student Affairs

**Section 12:** University Relations

The new structure will involve three levels of policies:

- 1) Governing Regulations (Level A)
- 2) Standard Administrative Policies and Procedures (Level B)
- 3) Department/Unit Administrative Policies and Procedures (Level C)

Attached are (1) modifications to the new Section 1 Regulations (Governance and Structure), (2) new UW Regulation 2-411 (Academic Organization), and (3) UW Regulations 2-400-410 (Regulations of the Academic Units).

Some specifics:

- **UW Regulation 1-1 (Organization of the University):** Clarified the definition of Administrative Officer and the appointment of University Officers. Transferred the Search Committee section from UW Regulation 1-102(P) and the President's settlement authority from UW Regulation 1-102(A) to this Regulation. Added a statement that the President shall establish standing administrative committees of the University. Transferred Section III (Academic Organization) to new UW Regulation 2-411. Housekeeping edits.
- **UW Regulation 1-2 (Establishment of University Administrative Committees):** Propose repealing and transferring statement that there will be University Administrative Committees to UW Regulation 1-1. List of committees will be a Standard Administrative Policy and Procedure (SAP).
- **UW Regulation 1-3 (Bylaws of the University of Wyoming Staff Senate):** Repealed a majority of the Regulation (composition of the Senate, election of senators, terms of office, absenteeism, interim vacancies, selection and duties of officers, executive committee, committees, meetings and actions, and reporting of actions to Bylaws). Added a statement that the Staff Senate shall establish bylaws, policies, and procedures, as it deems appropriate, for the functioning of the Senate and the regulation of its program, services, and operations. Housekeeping edits. The Staff Senate has endorsed these changes.
- **UW Regulation 1-102 (Board of Trustees Directives):** Each Directive will be transferred to an appropriate UW Regulation or SAP (see attached for proposed transfers).
- **UW Regulation 2-411 (Academic Organization):** Transferred Section III (Academic Organization) of UW Regulation 1-1 to this Regulation and defined Colleges, Schools, Branch Campus, and library services. Added that the Colleges, Schools, Branch Campus, and Libraries shall establish Bylaws and that, subject to the approval of the Board of Trustees, a College, School, Branch Campus, or the UW Libraries may establish schools, divisions, departments and/or faculties to promote effective and representative academic programs and governance. Defined Dean, Associate and Assistant Deans, and Directors and Division/Department Heads.
- **UW Regulations 2-400 through 2-410 (Regulations of the Academic Units):** Propose repealing and replacing with Bylaws (see UW Regulation 2-411).

To ensure consistency and uniformity, including the need to sunset or repeal existing regulations, the effective date for these new regulations will be **July 1, 2019**. For the sake of clarity, this effective date does not preclude the Board of Trustees, at its discretion, from drafting new or modifying existing regulations during this process.

Per the routing process for UW Regulations, the draft modifications were provided to the Executive Team, Deans and Directors, Faculty Senate, Staff Senate, ASUW, and the Internal Auditor. Faculty Senate Executive Committee provided comments.

The Trustee Regulation Committee will discuss this item at the November 2018 Board of Trustees meeting and recommend full Board action, if appropriate.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

UW Regulation 1-101 requires that the Board approve modifications to UW Regulations.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval, modification, or disapproval of the recommended modifications to the Regulations.

**PROPOSED MOTION:**

“As part of the University’s regulatory structure review, I move to authorize modifications to the new Section 1 Governance and Structure Regulations, adoption of new UW Regulation 2-411, titled Academic Organization, and repeal of UW Regulations 2-400 through 2-410, titled Regulations of the Academic Units, as presented to the Board.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Approval of modifications to UW Regulation 7-7 (Investment and Management of University Funds), Brown/Whaley**

SESSION TYPE:

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

At the September 2016 Board of Trustees meeting, the Board approved review by UW Administration of UW's current regulatory structure, to include the following:

- 1) Phasing out presidential directives;
- 2) Defining regulation versus policy/procedure;
- 3) Creating a new "look" and format for the regulations; and
- 4) Updating the substance of the regulations, policies, and procedures as needed, including determining whether there are any substantive gaps.

At the January 2017 Board of Trustees meeting, the University proposed 12 sections for the new ***Governing Regulations and Standard Administrative Policies and Procedures Manual***.

**Section 1:** Governance and Structure

**Section 2:** Academic Affairs

**Section 3:** Athletics

**Section 4:** Diversity and Equal Opportunity

**Section 5:** Employment and Ethics

**Section 6:** Facilities

**Section 7:** Finance and Business

**Section 8:** Information Technology

**Section 9:** Research and Economic Development

**Section 10:** Safety and Security

**Section 11:** Student Affairs

**Section 12:** University Relations

The new structure will involve three levels of policies:

- 1) Governing Regulations (Level A)
- 2) Standard Administrative Policies and Procedures (Level B)
- 3) Department/Unit Administrative Policies and Procedures (Level C)

Attached are proposed revisions to UW Regulation 7-7 (Investment and Management of University Funds). The revisions and edits to the UW Investment Policy are intended to give the Administration the ability to manage and invest UW's cash in order to maximize returns within

the bounds of existing Wyoming Statute. Investment returns on UW's cash are realized in the University's General Operations Unrestricted Operating Fund (previous to the WyoCloud implementation this was known as the 'UW Income Fund') and are used collectively along with the state block grant and tuition to fund unrestricted operating budgets across campus. Overall the policy provides guidelines for the types of investments in which the Administration can invest the University's cash with the primary goal still being to preserve the cash and the secondary goal being to maximize returns.

Specifically, the UW Investment Policy has been revised to include a description of funds to be invested, investment opportunities at a short term (12 months or less), intermediate (1-5 years) and long term (10 years +) basis. The policy provides for UW to invest according to W.S. 9-4-831: *Investment of public funds* and State of Wyoming Loan and investment Board Master Investment Policy and Sub-Policies, Section 21, Local Government Investing. The University of Wyoming Regulation 1-102(H) gives authority to the University of Wyoming Investment Policy.

Per the routing process for UW Regulations, the draft modifications were provided to the Executive Team, Deans and Directors, Faculty Senate, Staff Senate, ASUW, and the Internal Auditor.

The Trustee Regulation Committee will discuss this item at the November 2018 Board of Trustees meeting and recommend full Board action, if appropriate.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

UW Regulation 1-101 requires that the Board approve modifications to UW Regulations.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval, modification, or disapproval of the recommended modifications to the Regulations.

**PROPOSED MOTION:**

"As part of the University's regulatory structure review, I move to authorize modification of UW Regulation 7-7, as presented to the Board."

**PRESIDENT'S RECOMMENDATION:**

The President recommends approval.

**AGENDA ITEM TITLE:**

**Approval of modifications to the new Section 8 Regulation (Information Technology),  
Brown/Whaley**

SESSION TYPE:

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

At the September 2016 Board of Trustees meeting, the Board approved review by UW Administration of UW's current regulatory structure, to include the following:

- 1) Phasing out presidential directives;
- 2) Defining regulation versus policy/procedure;
- 3) Creating a new "look" and format for the regulations; and
- 4) Updating the substance of the regulations, policies, and procedures as needed, including determining whether there are any substantive gaps.

At the January 2017 Board of Trustees meeting, the University proposed 12 sections for the new ***Governing Regulations and Standard Administrative Policies and Procedures Manual***.

**Section 1:** Governance and Structure

**Section 2:** Academic Affairs

**Section 3:** Athletics

**Section 4:** Diversity and Equal Opportunity

**Section 5:** Employment and Ethics

**Section 6:** Facilities

**Section 7:** Finance and Business

**Section 8:** Information Technology

**Section 9:** Research and Economic Development

**Section 10:** Safety and Security

**Section 11:** Student Affairs

**Section 12:** University Relations

The new structure will involve three levels of policies:

- 1) Governing Regulations (Level A)
- 2) Standard Administrative Policies and Procedures (Level B)
- 3) Department/Unit Administrative Policies and Procedures (Level C)

Attached are proposed revisions to UW Regulation 8-1 (Proper Use of Computing and Data Communications Operated by Division of Information Technology). The modifications include the following:

- Clarifies that the University maintains and operates technology systems and resources to support its administrative, research, instructional and service functions, and that the policy serves to assure the optimum functioning of these information technology systems and resources to protect them from abuse and from unlawful or other misuse.
- Defines Technology Resources to include “any and all University computing devices and electronic means used to create, store, access, transmit and use data, information or communications, including but not limited to computing, telecommunications and network.”
- Clarifies that improper use includes but is not limited to, use for personal gain; use which intentionally interferes with legitimate use by others; use which infringes upon intellectual properties such as copyright, patents and trademarks; and use which violates any law or University Regulation, including but not limited to, pornography, gambling, sexual harassment, bullying, stalking, harassment, and threats.
- Clarifies that except as otherwise authorized, University business email and list serves shall not include political endorsements; messages of support or opposition for state legislative, congressional or agency action; or commercial advertising, solicitations, or promotions.

Per the routing process for UW Regulations, the draft modifications were provided to the Executive Team, Deans and Directors, Faculty Senate, Staff Senate, ASUW, and the Internal Auditor.

The Trustee Regulation Committee will discuss this item at the November 2018 Board of Trustees meeting and recommend full Board action, if appropriate.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

None.

**WHY THIS ITEM IS BEFORE THE BOARD:**

UW Regulation 1-101 requires that the Board approve modifications to UW Regulations.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval, modification, or disapproval of the recommended modifications to the Regulations.

**PROPOSED MOTION:**

“As part of the University’s regulatory structure review, I move to authorize modification of the new Section 8 Information Technology Regulation, specifically UW Regulation 8-1, as presented to the Board.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**Committee of the Whole – PROPOSED ITEMS FOR ACTION:**

**AGENDA ITEM TITLE: Consideration and Action: Approval of Agreements, Contracts and Procurements, Whaley**

SESSION TYPE:

- Work Session
- Education Session
- Information Item
- Other:

[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

UW Regulation 7-2 (Signature Authority) requires Board approval for University contracts, federal contracts, agreements, memorandums of understanding, and procurements that involve an external party, require consideration (paid or received) valued more than \$1,000,000 (one-time or in aggregate), or for which the term is more than five years.

A list of contracts, agreements, and procurements that the University is seeking approval to execute will be provided.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

Standing item at each Board meeting, as needed.

WHY THIS ITEM IS BEFORE THE BOARD:

UW Regulation 7-2 (Signature Authority) requires Board approval for University contracts, federal contracts, agreements, memorandums of understanding, and procurements that involve an external party, require consideration (paid or received) valued more than \$1,000,000 (one-time or in aggregate), or for which the term is more than five years.

ACTION REQUIRED AT THIS BOARD MEETING:

Board approval or disapproval for Administration to execute the contracts, agreements, and procurements as provided to the Board.

PROPOSED MOTION:

“I move to approve Administration to execute the list of contracts, agreements, and procurements as provided to the Board.”

PRESIDENT'S RECOMMENDATION:

The President recommends approval.

**Committee of the Whole – PROPOSED ITEMS FOR ACTION:**

**AGENDA ITEM TITLE: Consideration and Action: Contracts and Grants, Synakowski**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:

[Committee of the Whole – Items for Approval]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

**EXECUTIVE SUMMARY:**

The Division of Research and Economic Development provides a list of all Contracts and Grants awarded to the University of Wyoming. This report provided data on a monthly basis. Attached is a list of all research grants and contracts awarded in the months of July, August and September 2018.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

At each meeting the Board approves or disapproves the Contract and Grants Report.

**WHY THIS ITEM IS BEFORE THE BOARD:**

UW Regulation 4-2 requires that all research grants, contracts and gifts be accepted or rejected by the Board.

**ACTION REQUIRED AT THIS BOARD MEETING:**

Board approval or disapproval of the Contract and Grants Report.

**PROPOSED MOTION**

“I move to approve the Contract and Grants Report as presented to the Board.”

**PRESIDENT’S RECOMMENDATION:**

The President recommends approval.

**INFORMATION ONLY:**

**AGENDA ITEM TITLE:**

**Contracts and Procurement Report (per Signature Authority Regulation), Whaley**

SESSION TYPE:

- Work Session
- Education Session
- Information Item
- Other:

[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

Per UW Regulation 7-2 (Signature Authority), unless otherwise limited by UW Regulation or reserved by the Board of Trustees, the President shall have authority to approve and/or sign University contracts, federal contracts, agreements, memorandums of understanding, and procurements that involve an external party, require consideration (paid or received) valued less than \$1,000,000 (one-time or in aggregate), and for which the term is less than five years. The President may delegate this authority to University Officers for such contracts, federal contracts, agreements, memorandums of understanding, and procurements that require consideration (paid or received) valued less than \$500,000 (one-time or in aggregate) and for which the term is less than five years.

As required by the Regulation, attached are the following reports:

- 1) Service Contracts (including contracts, federal contracts, agreements, and memorandums of understanding) valued at \$50,000 or above (one-time or in aggregate) from August 16, 2018 – October 15, 2018
- 2) Procurements valued at \$50,000 or above (one-time or in aggregate) from August 16, 2018 – October 15, 2018

Service contract workflow

Per Presidential Directive 3-2014-1 (Signature Authority), the President can delegate signature authority to University officers for service contracts valued less than \$500,000 (one-time or in aggregate) and for which the term is less than five years.

Procurement workflow

Cost Center Managers (business manager level) approve all purchases, and are the final approvers for purchases of \$99,999 or less.

Deans/Associate Vice Presidents are included in the approval workflow if the purchase is \$100,000 or above. They are the final approvers for purchases between \$100,000 and \$249,999.

Vice Presidents are added to the approval workflow if the purchase is \$250,000 or above. They are the final approvers for purchases between \$250,000 and \$499,999.

The President is added to the approval workflow if the purchase is \$500,000 or above. She is the final approver for purchases between \$500,000 and \$999,999.

The Board of Trustees approves purchases of \$1,000,000 and above.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

Standing information item at each in-person Board of Trustees meeting.

**WHY THIS ITEM IS BEFORE THE BOARD:**

Per UW Regulation 7-2 (Signature Authority), at each regular meeting of the Board of Trustees (excluding conference calls), the President shall provide a written report to the Board of Trustees identifying each contract, federal contract, agreement, memorandum of understanding, or procurement valued at \$50,000 or above (one-time or in aggregate) signed by the President or designee under this provision.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A. Information Only.

**PROPOSED MOTION:**

N/A. Information Only.

**PRESIDENT'S RECOMMENDATION:**

N/A. Information Only.

**INFORMATION ONLY:**

**AGENDA ITEM TITLE: Capital Construction Update, Theobald**

SESSION TYPE:

- Work Session  
 Education Session  
 Information Item  
 Other:  
[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

- Yes (select below):  
 Driving Excellence  
 Inspiring Students  
 Impacting Communities  
 High-Performing University  
 No [Regular Business]

- Attachments are provided with the narrative—refer to Supplemental Materials Report.*

EXECUTIVE SUMMARY:

**BSL – 3 Update**

- Final commissioning is underway.
- A project has started to commission the existing vet lab spaces, the incinerator project and the BSL 3 space under one umbrella.
- The new incinerator is anticipated to arrive the first week of November.
- Mechanical and electrical finishes are underway; hang, tape and finish drywall is underway; painting will commence mid-November.
- The new incinerator loader has arrived and is set in its final location.
- Anticipate incinerator project to be substantially complete the end of November.

**Engineering Update**

- Exterior masonry installation is complete.
- Installation of exterior glazing systems are complete, trim and mullions in progress.
- Interior metal stud framing is complete and drywall is complete through level 4.
- Paint, first coat is complete through level 3 west, level 3 east and level 4 are ongoing.
- Mechanical and plumbing roughs are nearly complete, scheduled to conclude by early November.
- Electrical systems installation is on-going, roughs are scheduled to conclude early November.
- Site utilities are complete and final grading, hardscapes, site walls, and irrigation mains are underway.
- Site curb, gutter, sidewalk, and asphalt patches are complete.
- Interior finishes are underway, lab casework, fume hoods, and corridor built in furnishings.

**Arena Auditorium Phase II**

- Punch list items remain.
- Metal panel work remains outstanding.

**Mick and Susie McMurry High Altitude Performance Center (AKA RAC 2)**

- Project is substantially complete.
- Punch list items remain.

**WWAMI**

- Diffuser replacement and retesting of the new gross anatomy lab is complete. Awaiting test results.
- Framing, drywall, and finishing in Health Sciences is complete.
- IT rough-in, painting, and ceiling installation work in Health Sciences is underway.

**Science Initiative**

- Design team is proceeding with construction documents, anticipate 50% construction documents mid-December.
- Abatement and site clearing and civil preparatory work is scheduled to be complete mid-December.

**Law School Addition**

- Consultant selection process is underway, anticipate January meeting for Board approval.

**Campus Master Plan**

- Consultant Selection is underway, anticipate Board approval in December or January.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

Regular construction updates have been shared with the Board.

**WHY THIS ITEM IS BEFORE THE BOARD:**

This information is presented for the general information of the Trustees.

**ACTION REQUIRED AT THIS BOARD MEETING:**

N/A. Information Only.

**PROPOSED MOTION:**

N/A. Information Only.

**PRESIDENT'S RECOMMENDATION:**

N/A. Information Only.

**INFORMATION ONLY:**

**AGENDA ITEM TITLE: Foundation Monthly Giving Report, Blalock**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

*Attachments are provided with the narrative—refer to Supplemental Materials Report.*

**EXECUTIVE SUMMARY:**

As part of the reporting process to the UW BOT on philanthropy, a monthly giving report is presented for informational purposes to the BOT at each meeting. This report summarizes private support overall as well as a breakdown by units on campus for the reported period. As of September 30, 2018, private giving totals \$6,211,446.00.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

N/A

**WHY THIS ITEM IS BEFORE THE BOARD:**

Item presented to UW Board of Trustees at each meeting.

**ACTION REQUIRED AT THIS BOARD MEETING:**

None. Information Only.

**PROPOSED MOTION:**

None. Information Only.

**PRESIDENT'S RECOMMENDATION:**

None. Information Only.

**THE UNIVERSITY OF WYOMING**

**BOARD OF TRUSTEES' REPORT**  
***SUPPLEMENTAL MATERIALS***

**November 14-16, 2018**

The final supplemental report 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**

**November 14-16, 2018**

***SUPPLEMENTAL MATERIALS***

**WORK SESSIONS**

Fiscal and Legal Affairs Committee – Marsh

- Audited Annual Financial Reports [external auditors will present] – Marsh/Jewell/Reese  
[*Narrative in Report—no supplemental materials provided.*]

Vice President of Finance and Administration’s annual report on balances, transactions and investment returns for reserve accounts – Theobald/Jewell .....1

Fall 15<sup>th</sup> Day Enrollment Report – Kyle Moore .....3

STARS Program and Plan for Bronze Rating – Nicole Korfanta/Rachel Budowle .....5

Great Colleges Survey Update & Student Satisfaction Survey Results – Durr/Maxey/A. Alexander/Blackburn .....9

Engagement Task Force Report – Jean Garrison.....83

Biodiversity Institute Plan – Nichols/Synakowski [*No materials provided in advance.*]

Academic and Student Affairs Committee – Sullivan

- Consideration and Action: Major in Construction Management – A. Alexander .....123

Biennium Budget Committee – McKinley

- Consideration and Action: Funding for Completion of BSL-3 Project – Theobald/Kibbon/Jewell [*Narrative in Report—no supplemental materials provided.*]
- Consideration and Action: Tuition Policy – Jewell/Seth Jones [*No materials provided in advance.*]

Facilities Contracting Committee – McKinley

- Consideration and Action: Union Visioning Study – Consultant Selection – Blackburn/Theobald/Kibbon [*Narrative in Report—no supplemental materials provided.*]
- Consideration and Action: Audio Visual/ Information Technology Change Order for EERB – Theobald/Kibbon [*Narrative in Report—no supplemental materials provided.*]
- Consideration and Action: Athletics – Corbett Pool Architect – Theobald/Kibbon [*Narrative in Report—no supplemental materials provided.*]
- Consideration and Action: Commissioning Agent for Science Initiative – Consultant Selection – Theobald/Kibbon [*Narrative in Report—no supplemental materials provided.*]
- Consideration and Action: Gas Line Easements to Black Hills Energy for north Laramie Integrity Upgrade – Theobald/Kibbon.....145

UW Housing Committee (ad hoc committee) – McKinley

- UW Housing Task Force Update – McKinley/Brown/Theobald/Blackburn  
[*Narrative in Report—no supplemental materials provided.*]

UW Regulation Review Committee (ad hoc committee) – Brown

- Consideration and Action: Amendments to Trustees By-Laws – Brown .....158
- Consideration and Action: Modifications to UW Regulations – Brown/Whaley.....175
  - ✓ UW Regulation 1-1 (Organization of the University)
  - ✓ UW Regulation 1-2 (Establishment of University Administrative Committees)
  - ✓ UW Regulation 1-3 (Bylaws of the University of Wyoming Staff Senate)
  - ✓ UW Regulation 1-102 (Board of Trustees Directives)
  - ✓ UW Regulation 2-411 (Academic Organization)

- ✓ UW Regulations 2-400 through 2-410 (Regulations of the Academic Units)
- ✓ UW Regulation 7-7 (Investment and Management of University Funds)
- ✓ UW Regulation 8-1 (Proper Use of Computing and Data Communications Facilities)

WyoHackathon – Jim Caldwell *[No materials provided in advance.]*

Proposed Items for Action:

- I. Consideration and Action: Approval of Agreements, Contracts and Procurements (*if necessary*) – Whaley *[Narrative in Report—no supplemental materials provided.]*
- II. Consideration and Action: Contracts and Grants, Synakowski ..... 307
- III. Consideration and Action: Personnel – Academic Report and Non-Academic Report – Kate Miller/Benham-Deal *[No materials provided in advance.]*

Information Only Items:

- I. Contracts and Procurement Report (per Signature Authority Regulation) – Whaley ..... 325
- II. Capital Construction Report (progress update, including change orders) – Theobald ..... 331
- III. Construction Update – Theobald  
*[Narrative in Report—no supplemental materials provided.]*
- IV. Foundation Monthly Giving Report – Blalock ..... 348

**AGENDA ITEM TITLE:**

**Vice President of Finance and Administration's annual report of balances, transactions and investment returns for reserve accounts**, Theobald/Jewell

University of Wyoming  
 Annual Report on Balances of Reserve Funds  
 Fiscal Year ended 6/30/18

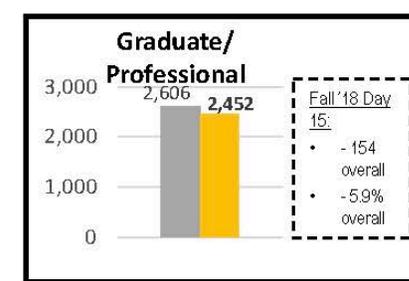
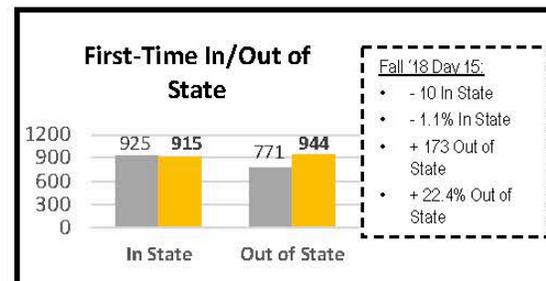
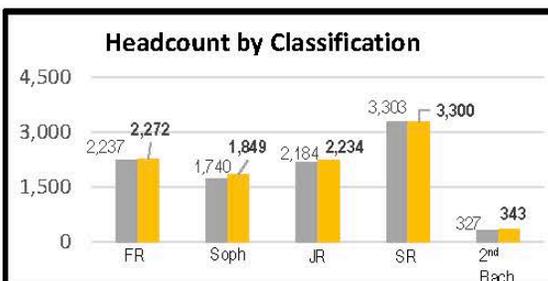
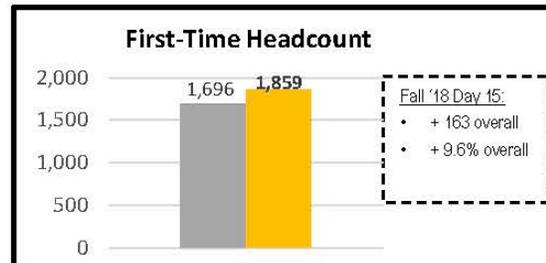
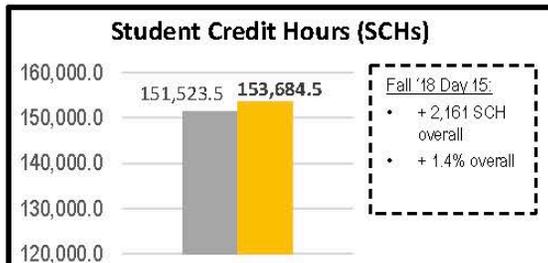
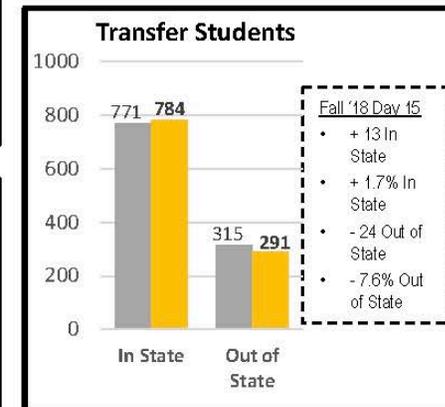
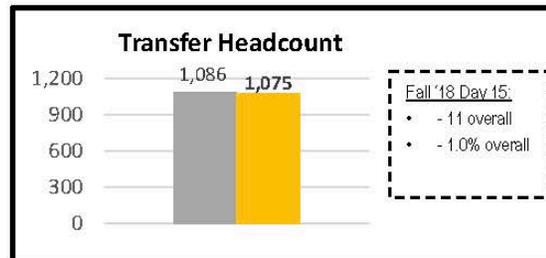
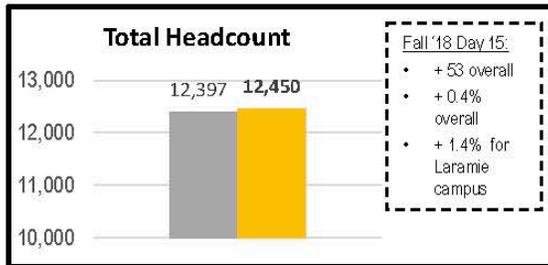
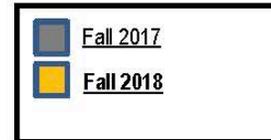
	Operating Reserve	Construction Reserve	Special Projects Reserve	Recruitment & Retention Reserve	Residence Hall Reserve	Litigation Reserve	Passenger Plane Reserve
Initial reserves funding	50,000,000	20,000,000	50,585,571	10,400,000	14,000,000	5,000,000	1,000,000
Annual funding transfer - transportation plane							140,000
Transfer of endowment funds to UWF				(10,000,000)			
FY18 Reserves approved uses:							
Science Initiative Building funding	(10,000,000)	(5,000,000)					
Voluntary Separation Incentive Plan (VSIP) funding	(5,000,000)						
HPC Research Cluster Upgrade - IT			(1,635,000)				
VMAX Data Storage Replacement - IT			(860,000)				
Chiller for IT Building - IT			(770,000)				
WyoCloud Project Funding - Admin			(8,218,469)				
Earmark for Start Ups - Academic Affairs			(3,000,000)				
Veterans Center Renovation - Student Affairs			(420,000)				
Return of funds to ASUW Reserve - Student Affairs			(502,918)				
King Air Research Aircraft Reserves - Atmospheric Science			(513,732)				
Voluntary Separation Incentive Plan (VSIP) funding - Academic Affairs			(1,000,000)				
Return Season Ticket Deferred Revenue - Athletics			(1,428,387)				
Return WWAMI Funds (per Internal Audit sweep analysis)			(3,367,720)				
Return Seed Certification & Research funds (per Internal Audit sweep analysis)			(280,471)				
Return Donor Accounts (per Internal Audit sweep analysis)			(2,632,369)				
Return of fundraising account - Staff Senate			(5,791)				
Return of swept FY17 funds - EORI			(115,013)				
Return of swept FY17 funds - Small Business Development Center			(30,151)				
Remaining funding for WyoCloud Project - Admin			(2,267,453)				
<b>Ending Balance 6/30/18</b>	<b>35,000,000</b>	<b>15,000,000</b>	<b>23,538,096</b>	<b>400,000</b>	<b>14,000,000</b>	<b>5,000,000</b>	<b>1,140,000</b>

**AGENDA ITEM TITLE: Fall 15<sup>th</sup> Day Enrollment Report, Kyle Moore**



## Fall 2018 Day 15 Enrollment as of September 19<sup>th</sup>, 2018

- The Fall 2018 enrollment numbers below reflect federal total numbers from September 19<sup>th</sup>, 2018. The Fall 2017 enrollment comparisons reflect federal total numbers from September 20<sup>th</sup>, 2017.



**AGENDA ITEM TITLE:**  
**STARS Program and Plan for Bronze Rating**, Nicole Korfanta/Rachel Budowle



## The Sustainability Tracking, Assessment & Rating System™ (STARS®)

is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. STARS is administered by the [Association for the Advancement of Sustainability in Higher Education](#) (AASHE) with support and ongoing engagement from a wide variety of higher education stakeholders. The framework was developed to engage and recognize the full spectrum of colleges and universities, from community colleges to research universities, and from institutions just starting sustainability initiatives to long-time campus sustainability leaders.

### Earn Public Recognition

Participating institutions are eligible to earn a [STARS Bronze, Silver, Gold or Platinum rating](#) or recognition as a STARS Reporter. Rated institutions are also featured in the highly regarded [Sustainable Campus Index](#), an annual publication that highlights top performers and best practices in 17 impact areas covering academics, community engagement, campus operations, and leadership.



### Additional Benefits

As a STARS participant, your institution can use the [online Reporting Tool](#) and [Data Displays](#) to:

- Measure your current sustainability performance, create a baseline for continuous improvement, and integrate sustainability into planning and development efforts.
- Engage students, staff, and faculty in the reporting process and build a culture of sustainability on campus.
- Communicate your institution's sustainability achievements to campus and community stakeholders and share data with other organizations (e.g., The Princeton Review and *Sierra* magazine).
- Compare and learn from peer institutions and identify new ideas and best practices to implement locally.

### How to Participate

Any college or university in the world can register for STARS to begin tracking, managing and sharing information about its sustainability efforts. Further information about program benefits and fees is available on the [Register](#) page of the STARS website.

For more information, visit [stars.aashe.org](http://stars.aashe.org) or email [stars@aaashe.org](mailto:stars@aaashe.org).

## Table of Credits

<b>ACADEMICS (AC)</b>			
	AC 1	Academic Courses	14
	AC 2	Learning Outcomes*	8
	AC 3	Undergraduate Program*	3
<b>Curriculum</b>	AC 4	Graduate Program*	3
40 points available	AC 5	Immersive Experience*	2
	AC 6	Sustainability Literacy Assessment	4
	AC 7	Incentives for Developing Courses	2
	AC 8	Campus as a Living Laboratory*	4
	AC 9	Research and Scholarship*	12
<b>Research</b>	AC 10	Support for Research*	4
18 points available	AC 11	Open Access to Research*	2
<b>ENGAGEMENT (EN)</b>			
	EN 1	Student Educators Program	4
	EN 2	Student Orientation*	2
	EN 3	Student Life	2
<b>Campus Engagement</b>	EN 4	Outreach Materials and Publications	2
21 points available	EN 5	Outreach Campaign	4
	EN 6	Assessing Sustainability Culture	1
	EN 7	Employee Educators Program	3
	EN 8	Employee Orientation	1
	EN 9	Staff Professional Development	2
	EN 10	Community Partnerships	3
	EN 11	Inter-Campus Collaboration	3
<b>Public Engagement</b>	EN 12	Continuing Education*	5
20 points available	EN 13	Community Service*	5
	EN 14	Participation in Public Policy	2
	EN 15	Trademark Licensing*	2
<b>OPERATIONS (OP)</b>			
<b>Air &amp; Climate</b>	OP 1	Greenhouse Gas Emissions	10
11 points available	OP 2	Outdoor Air Quality	1
<b>Buildings</b>	OP 3	Building Operations and Maintenance*	5
8 points available	OP 4	Building Design and Construction*	3
<b>Energy</b>	OP 5	Building Energy Consumption	6
10 points available	OP 6	Clean and Renewable Energy	4
<b>Food &amp; Dining</b>	OP 7	Food and Beverage Purchasing*	6
8 points available	OP 8	Sustainable Dining*	2
<b>Grounds</b>	OP 9	Landscape Management*	2
3-4 points available	OP 10	Biodiversity*	1-2

<b>Purchasing</b> 6 points available	OP 11	Sustainable Procurement	3
	OP 12	Electronics Purchasing	1
	OP 13	Cleaning and Janitorial Purchasing	1
	OP 14	Office Paper Purchasing	1
<b>Transportation</b> 7 points available	OP 15	Campus Fleet*	1
	OP 16	Student Commute Modal Split*	2
	OP 17	Employee Commute Modal Split	2
	OP 18	Support for Sustainable Transportation	2
<b>Waste</b> 10 points available	OP 19	Waste Minimization and Diversion	8
	OP 20	Construction and Demolition Waste Diversion*	1
	OP 21	Hazardous Waste Management	1
<b>Water</b> 6-8 points available	OP 22	Water Use	4-6
	OP 23	Rainwater Management	2
<b>PLANNING &amp; ADMINISTRATION (PA)</b>			
<b>Coordination &amp; Planning</b> 8 points available	PA 1	Sustainability Coordination	1
	PA 2	Sustainability Planning	4
	PA 3	Participatory Governance	3
<b>Diversity &amp; Affordability</b> 10 points available	PA 4	Diversity and Equity Coordination	2
	PA 5	Assessing Diversity and Equity	1
	PA 6	Support for Underrepresented Groups	3
	PA 7	Affordability and Access	4
<b>Investment &amp; Finance</b> 7 points available	PA 8	Committee on Investor Responsibility*	2
	PA 9	Sustainable Investment*	4
	PA 10	Investment Disclosure*	1
<b>Wellbeing &amp; Work</b> 7 points available	PA 11	Employee Compensation	3
	PA 12	Assessing Employee Satisfaction	1
	PA 13	Wellness Program	1
	PA 14	Workplace Health and Safety	2
<b>INNOVATION &amp; LEADERSHIP (IN)</b>			4 bonus points available
<b>Exemplary Practice</b> Catalog of credits available			0.5 each
<b>Innovation</b> 4 credits available			1 each

\* credit does not apply to all institutions

**AGENDA ITEM TITLE:**

**Great Colleges Survey Update & Student Satisfaction Survey Results**, Durr/Maxey/A.  
Alexander/Blackburn

+



University of Wyoming Student Satisfaction  
Survey 1994 to 2018

Report Prepared by Oliver Walter

September 12, 2018

## University of Wyoming Student Satisfaction: 1994 to 2018

### I. Preface

Beginning in 1994, the University of Wyoming has conducted student surveys with the objective of determining student satisfaction with university performance—from the quality of teaching to the availability of student parking. In 1994 the first survey to be administered university-wide was the ACT Student Opinion Survey. In 1998, Noel-Levitz (NL) Student Satisfaction Inventory was added. (Note that when the initial figures in a graph are listed as 1994, it is from an ACT survey. All Noel-Levitz surveys begin in 1998) Both have been administered biennially. In all, 2,437 responded to the two surveys. A third survey, the University of Wyoming Student Opinion Survey, composed of items developed primarily by Student Affairs and Academic Affairs was administered between 1994 and 2016 but was not continued in 2018. (For a more detailed description of the methods used to administer the two surveys, see the Appendix).

Noel-Levitz provided us with comparative results from national samples of public universities. Unfortunately, ACT terminated this practice in 2012. When the narrative states that UW's satisfaction levels are significantly above or below the national average, it indicates that for the Noel-Levitz data the difference between UW's level of satisfaction and the national level is statistically significant either positively or negatively.

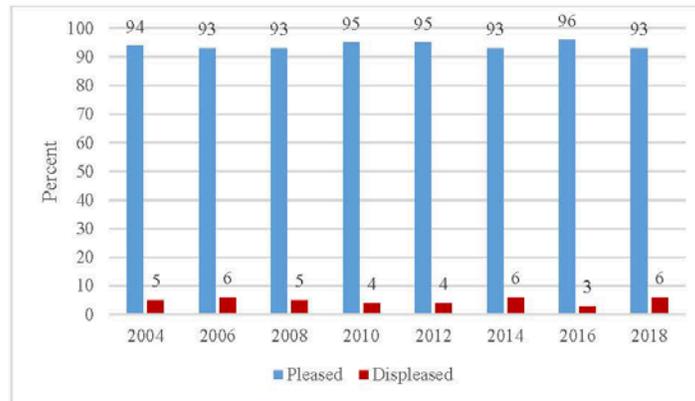
Many questions in these surveys contain a "neutral" or "don't know" response. Thus, the percentages reported in tables and graphs seldom add up to 100 percent because we are reporting the results from students who give a positive or negative response to questions. The "Don't know" or "No answer" responses have been excluded from results reported here. All percentages cited in this report have been rounded to the nearest whole number.

The Noel-Levitz questionnaire contains 73 satisfaction questions and ACT, 65. The vast majority of questions in both surveys present the student with a specified number of responses running from very satisfied to very dissatisfied. In addition to these questions, students were asked what pleased them most or disappointed the most about UW. The result is a very large number of responses. For the sake of presentation, similar responses have been categorized.

### II: An Overview of Likes and Dislikes

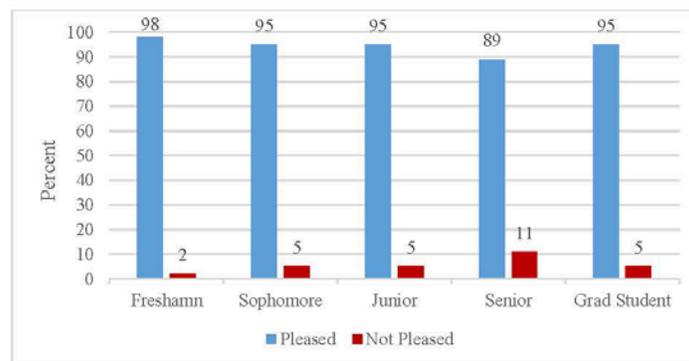
For the most part, students are quite satisfied with UW as is demonstrated in Graph 1. Here students were asked to respond to the following sentence: Overall, I am pleased with the education that I am receiving at UW

**Graph 1**  
**Overall, I am pleased with the education that I am receiving at UW**

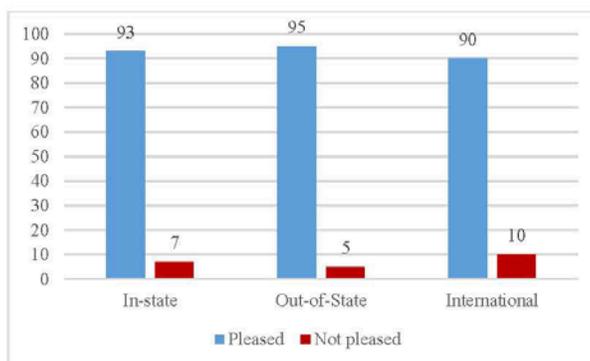


General satisfaction is high across all academic classes although slightly lower among seniors. Nor does satisfaction vary substantially when different residence categories are compared (Graphs 2 and 3).

**Graph 2**  
**Overall, I am pleased with the education that I am receiving at UW by class**

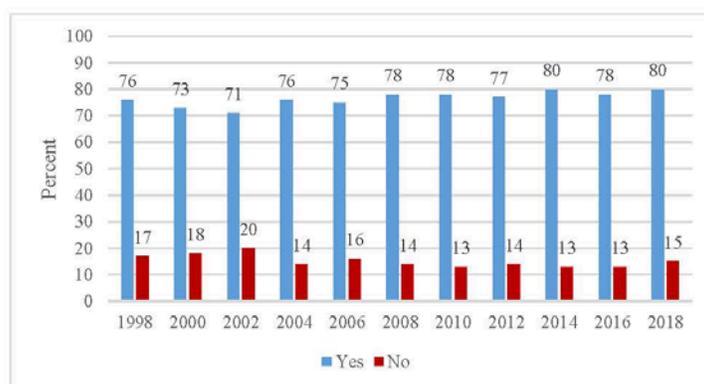


**Graph 3**  
**Overall, I am pleased with the education that I am receiving at UW**  
**by residence**



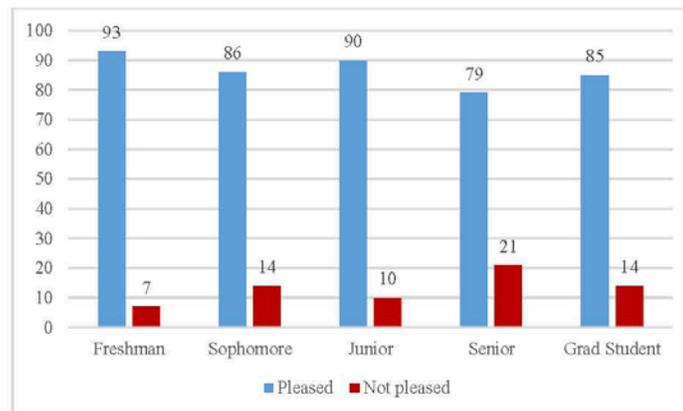
A similar result can be found in a question that asked students if they would enroll in UW again. **In 2018, nearly eight out of ten indicated that they would do so while only 15 percent declared they would not**, a percentage significantly higher than at other universities. When comparing the results of this question by the student's academic class and residence, the only notable difference again is among the seniors for whom 79 percent indicate they would enroll again, 14 percentage points below the corresponding figure for freshmen is (Graphs 4,5,6)

**Graph 4**  
**All in all, if you had to do it over, would you enroll here again? \***

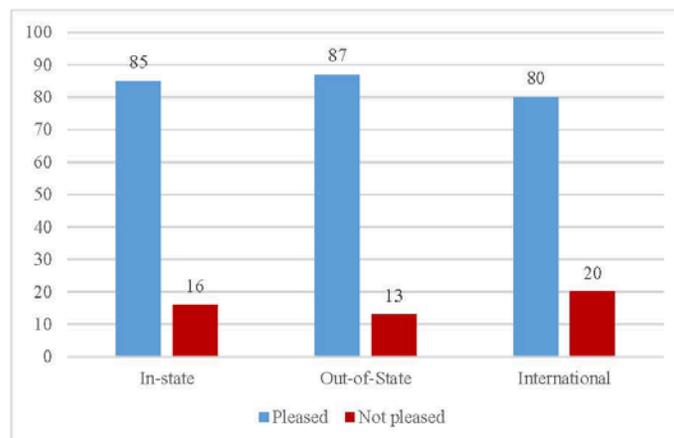


\*UW satisfaction level is significantly higher than national average--.05.

**Graph 5**  
**All in all, if you had to do it over, would you enroll here again by class?**



**Graph 6**  
**All in all, if you had to do it over, would you enroll here again by residence?**



All three surveys contain a plethora of items which allow us to go beyond generalized levels of satisfaction. All students were asked what pleased them most about UW and what disappointed them most. Tables 1 and 2 provide a list of the most frequent responses to both

questions. In all there were 1543 positive responses and 1008 negative (note that students could provide more than one response).

In terms of the positive, **educational quality, cost, size and the friendliness** were the most frequently cited comments.

**Table 1**  
**What pleases you most about UW?**  
 Total comments 1543

Comment	Number of comments	Percent of total
Quality of education/classes/professors	271	18
Reasonable cost/inexpensive/Hathaway scholarship/financial aid	209	14
Size/small/class size/personal	195	13
UW friendly/helpful	195	13
A particular department or program/availability of program and courses/resource availability	129	8
Location/Wyoming/Laramie/ close to home/close to the mountains	96	6
Campus beauty/buildings/grounds/ease of accessibility/quality of resources and facilities	87	6
Faculty, staff, students friendly/accessible	78	5
Many non-academic opportunities, intramurals, cultural programs, athletics etc.	67	4
Distance ED—Casper Center	48	3
Non-UW likes/weather/number of bars in Laramie, etc.	46	3
General/ atmosphere/culture/environment/	42	3
Politically neutral/ welcoming to all ideas	23	2
Advisor	17	1
Safety and Security	16	1
Other-miscellaneous	24	2

The disappointments, although fewer in number, ranged over a broad set of items. Here, **lack of campus parking, complaints about uncaring professors, cost and class availability** were the leading complaints. Interestingly, in 2016 **Laramie's weather** was the top complaint, in 2018 it dropped to fifth. The most notable difference between the 2016 and 2018 results is the marked increase in the number of students who find UW faculty and staff to be too liberal. Faculty and staff have certainly not undergone a major ideological shift since 2016. Thus, one suspects that UW students are attuned to these issues because of their prominence on the state and national levels.

**Table 2**  
**What disappoints you most about UW?**  
 Total comments 1008

Comments	Number of comments	Percent of total
Parking	100	10
Professors/poor quality teaching/teachers who do not care	89	9
Class availability/classes not at convenient times	76	8
Cost/out-of-state tuition/lack of scholarships	69	7
Weather/cold/wind/too much snow	56	6
Too liberal/limit on concealed carry	47	5
Too bureaucratic/not responsive/Admissions/financial aid/medical	47	5
Living in the dorms/dorm food/dorm rules	47	5
Advisors/quality of advising	47	5
UW/state spending priorities/under staffing faculty and staff	42	4
Particular department or program or class	40	4
Lack of racial and cultural diversity/racist/homophobic	37	4
Athletics/cost/lack of performance	32	3
Lack of things to do outside academics/lack of entertainment	26	3
UW unfriendly/people narrow minded/lack of community	24	2
Too many requirements/USP/major requirements	23	2
UW party school/lack of prestige/education dumbed down/quality of students	21	2
Location/Laramie/Wyoming	21	2
Facilities outmoded/need upgrades	19	2
Lack of or quality of out-reach classes	18	1
Various programs neglected or underfunded by UW	17	1
Too conservative	11	1
Miscellaneous	99	10

Another approach to determining student satisfaction is to rank the closed-ended responses (those with answers supplied to the student on the questionnaires) from most satisfied to least satisfied. We can do so with both the Noel-Levitz and ACT survey results. This approach focuses student attention more than the open-ended items, of course, and, not surprisingly, the lists of likes and dislikes diverge somewhat from the open-ended items.

The satisfaction items in the Noel-Levitz and the ACT surveys were sorted by mean level of satisfaction. Tables 3 to 6 list the items for which there was most and least satisfaction. Please note that for Noel-Levitz responses run from 7, indicating most satisfied, to 1, indicating least satisfied while the ACT scale runs 5, most satisfied, to 1, least satisfied.

For the organizational purposes given the importance attributed to the various items in the above table, we will first present results related to **instruction and advising, followed by instructional support, student support and other university related features.**

**Over the past decade the library and the computer center have received high marks and in 2018 they do so again.** Given that the main purpose of the University is instruction, it is gratifying that seven of the the Noel-Levitz items considered most positive by the students are instruction or instructional support (Table 3). Note that all of the ten most positive items are significantly above the national average. The items deemed most positive by the students in the ACT survey differ somewhat but six of the ten are instruction or instructional support (Table 4).

**Table 3  
 Noel-Levitz ten most positive items (7 most positive—1 least)\***

<b>Most Positive</b>			<b>Average</b>
1	Instructional support	Library resources and services are adequate.	6.05***
2	Instructional support	Computer labs are adequate and accessible.	6.05***
3	Other University features	The institution has a good reputation within the community.	5.99***
4	Other University features	On the whole, the campus is well-maintained	5.99***
5	Instruction	Nearly all the faculty are knowledgeable in their field.	5.96***
6	Instruction	I am able to experience intellectual growth here.	5.95***
7	Instructional support	Library staff are helpful and approachable	5.92***
8	Instructional support	Tutoring services are readily available.	5.90***
9	Other University features	Males and females have equal opportunities to participate in intercollegiate athletics.	5.88***
10	Instruction	Faculty are usually available after class and during office hours.	5.86***

\*\*\*UW average significantly above the national average to .001.

**Table 4**  
**ACT ten most positive items (5 most positive—1 least)\***

<b>Most Positive</b>			<b>Average</b>
1	Instructional support	Library facilities and services	4.42
2	Instruction	Class size relative to the type of class	4.26
3	Other University features	Cultural programs	4.23
4	Other University features	Student Union	4.21
5	Other University features	Recreational and Intramural programs and services	4.20
6	Instructional support	Study areas	4.20
7	Other University features	Athletic facilities	4.17
8	Instruction	Attitude of faculty to students	4.15
9	Instruction	Out-of-class availability of instructors	4.10
10	Instructional support	Computer services	4.08

**As has been the case since we began administering the satisfaction surveys, students are by far the most dissatisfied with the availability of campus parking.** Both surveys reveal a rather negative view of student fees and the residence halls (Tables 5 and 6). Interestingly, for two of the least positive items—"There is an adequate selection of food available in the cafeteria" and "There are sufficient number of weekend activities for students"—UW's percentages are more positive than the national averages.

**Table 5**  
**Noel-Levitz ten least positive items (7 most positive—1 least)\***

Least Positive			Average
1	Student support	The amount of student parking space on campus is adequate	2.72***
2	Student support	Living conditions in the residence halls are comfortable.	4.42***
3	Student support	Student activities fees are put to good use.	4.68
4	Student support	I seldom get the “run-around” when seeking information on this campus.	4.77
5	Student support	Channels for expressing student complaints are readily available.	4.78
6	Student support	There is an adequate selection of food available in the cafeteria.	4.81***
7	Student support	Residence hall staff are concerned about me as an individual.	4.81*
8	Student support	Financial aid councilors are helpful	4.93
9	Instruction	Faculty take into consideration student differences as they teach a course.	4.93
10	Student support	There are sufficient number of weekend activities for students.	4.99***

\*\*\* UW average significantly above national average to .001.

\*UW average significantly below the national average to .05.

**Table 6**  
**ACT ten least positive items (5 most positive—1 least)\***

Least Positive			Average
1	Student support	Parking facilities and services	2.51
2	Student support	Student employment services	3.01
3	Student support	Purpose for which student activities fees are used	3.22
4	Student support	Student voice in college policies	3.30
5	Instruction	Availability of course at times you can take them	3.34
6	Student support	Residence hall services and programs	3.41
7	Student support	Job placement services	3.44
8	Student support	Student government	3.45
9	Student support	Residence hall rules and regulations	3.46
10	Student support	Student health insurance	3.48

One of the strengths of the Noel-Levitz survey is that for each of the items pertaining to student satisfaction, the survey asked **how important** the item was to the student. Table 7 lists the ten Noel-Levitz questions with the highest averages—those ranked most important to UW students. **Six pertain to instruction, one to advising, two to campus safety and one to the cost of tuition.**

Note that on only one of those items considered most important to students does the satisfaction level fall below 80 percent. But for that item—tuition— 76 percent of the UW students express satisfaction. Unlike the 2016 results, the students ranked two safety items in the top ten. For these two, satisfaction was over 80 percent.

**It is encouraging that for seven of the most important items, UW's results were significantly above the national averages.**

**Table 7**  
**Ten items ranked most important to UW students**  
**and their level of satisfaction (7 most important 1 least important)\***

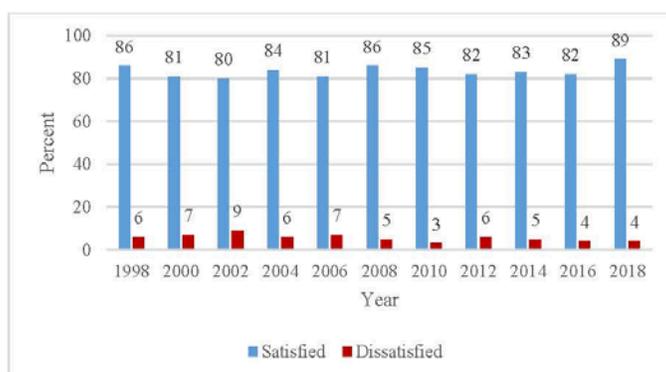
<b>Area</b>	<b>Mean importance</b>	<b>Ten items most important to UW students</b>	<b>Percent satisfied</b>	<b>Percent dissatisfied</b>	<b>Comparison to other public universities</b>
Instruction	6.60	The content of the courses within my major is valuable	82	9	No significant difference
Instruction	6.60	The instruction in my major field is excellent.	83	8	No significant difference
Instruction	6.60	Nearly all of the faculty are knowledgeable in their field.	80	6	<b>UW significantly more positive than national sample.</b>
Safety— Student support	6.59	The campus is safe and secure for all students.	85	8	<b>UW significantly more positive than national sample.</b>
Instruction	6.58	The quality of instruction I receive in most of my classes is excellent.	80	9	No significant difference
Instruction-- Advising	6.56	My academic advisor is knowledgeable about requirements in my major.	82	11	<b>UW significantly more positive than national sample.</b>
Safety— Student support	6.55	Security staff respond quickly in emergencies	81	6	<b>UW significantly more positive than national sample.</b>
Instruction	6.53	I am able to experience intellectual growth here	89	4	<b>UW significantly more positive than national sample</b>
Tuition— Student support	6.51	Tuition paid is a worthwhile investment.	76	13	<b>UW significantly more positive than national sample.</b>
Instruction	6.49	I am able to register for classes I need with few conflicts.	89	4	<b>UW significantly more positive than national sample</b>

\*\*Significantly more positive than national sample-.001.

### III. Instruction: Teaching and Advising

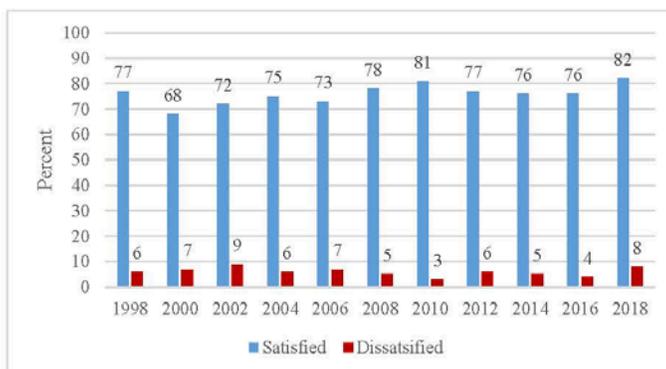
American universities comprise myriad activities from funded research to athletics to health services. But whatever else occurs on a campus, a university's primary reason to be is to **foster intellectual growth**. And it is here that teaching and advising are essential to UW's success. In this regard, as can be seen in Graph 7, UW students are **very positive (89%)** with only **four percent** indicating dissatisfaction.

**Graph 7**  
**I am able to experience intellectual growth here**



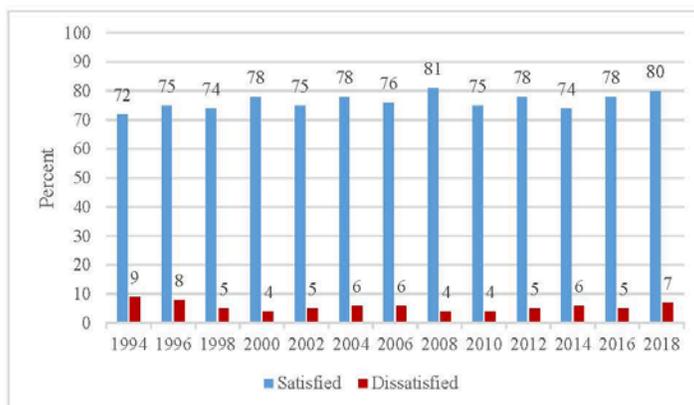
In a related question, Noel-Levitz asked students whether they perceived that UW had **commitment to “academic excellence.”** Here again, a **large majority answered in the affirmative** (Graph 8).

**Graph 8**  
**There is a commitment to academic excellence on this campus**

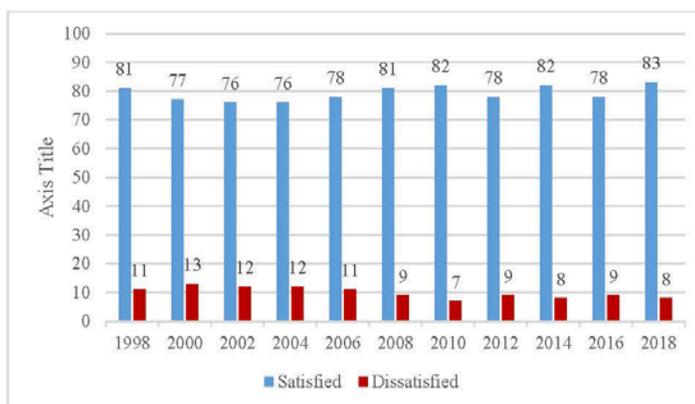


Let us examine the results over time for the survey items related directly to teaching. Graph 9 presents data from a question which asked students to evaluate the quality of instruction they received at UW. This graph is from the ACT survey and Graphs 10 and 11 are from Noel-Levitz. **All of these graphs demonstrate that the overwhelming percentage of UW students were satisfied with the quality of teaching they have received during the past two decades.** Throughout this period 70 to 80 percent expressed satisfaction, and for the three most recent surveys, **never did the percentage of dissatisfaction rise above nine percent.**

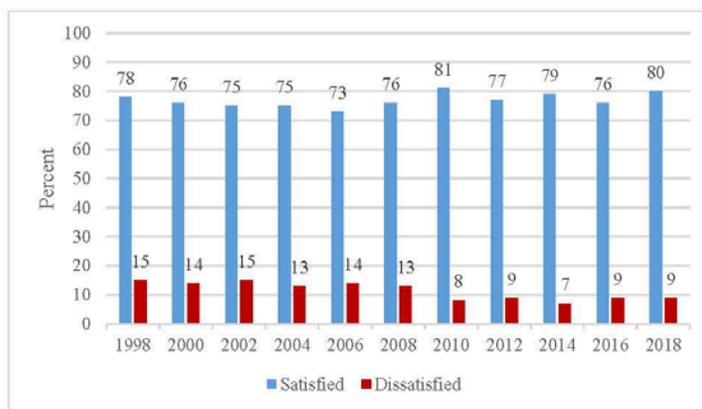
**Graph 9**  
**Instruction in your major field**



**Graph 10**  
**The instruction I received in my major field is excellent**

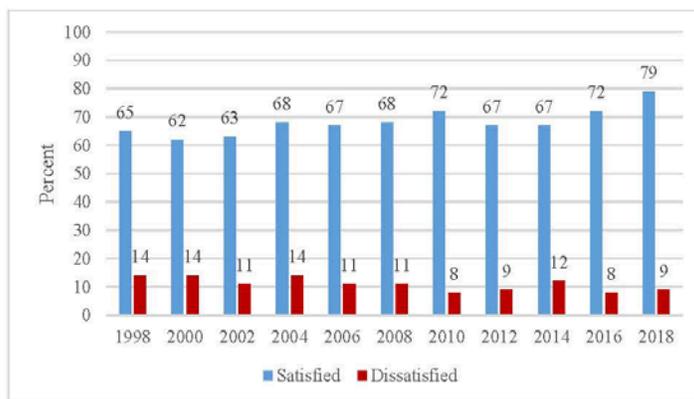


**Graph 11**  
**The quality of instruction I receive in most of my classes is excellent**

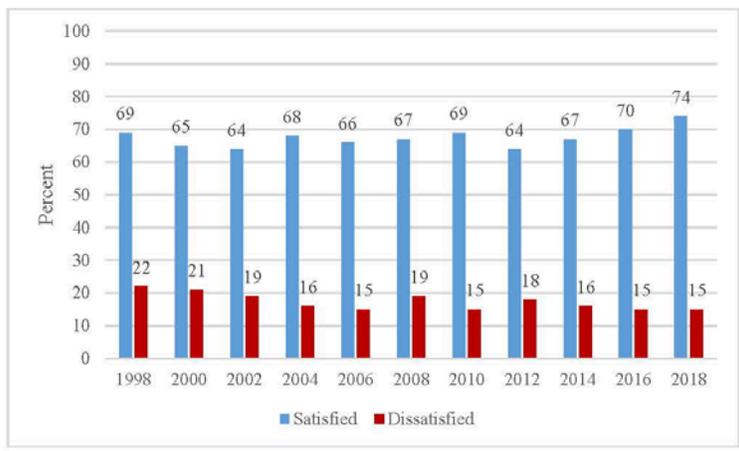


As with every state university, adjunct faculty (non-tenure track faculty) and graduate assistants are responsible for a significant amount of teaching. For instance, in academic year 2014-2015, adjunct faculty taught 33 percent of all classes at UW and graduate assistants seven percent. Satisfaction with adjunct faculty was a bit lower than the overall average, although it is questionable whether students can regularly discern which teachers are tenured/tenure track and those who are adjunct (Graph 12). On the other hand, graduate assistants are more identifiable and satisfaction with GAs is slightly less than it is for adjunct faculty (Graph 13).

**Graph 12**  
**Adjunct faculty are competent as classroom teachers**

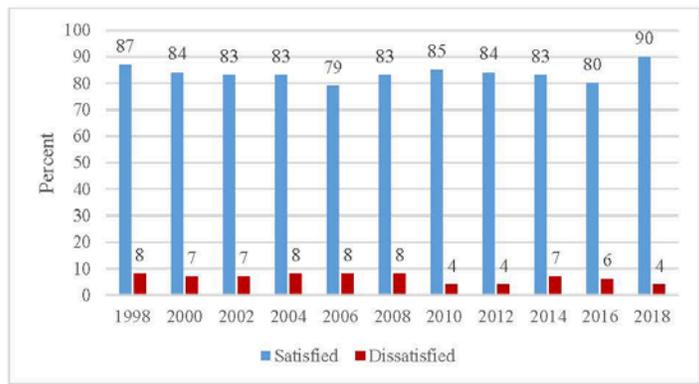


**Graph 13**  
**Graduate assistants are competent as classroom teachers**



A number of other survey questions pertain to the quality of teaching. Although one might question whether students could accurately assess whether faculty are knowledgeable in their fields of study, it is obviously far better for the students to evaluate their teachers positively in this regard. Graph 14 provides UW student assessment of faculty competence. **As can be seen in 2018, 90 percent of the sample rated faculty knowledgeable in their field while only 4 percent rated them negatively.**

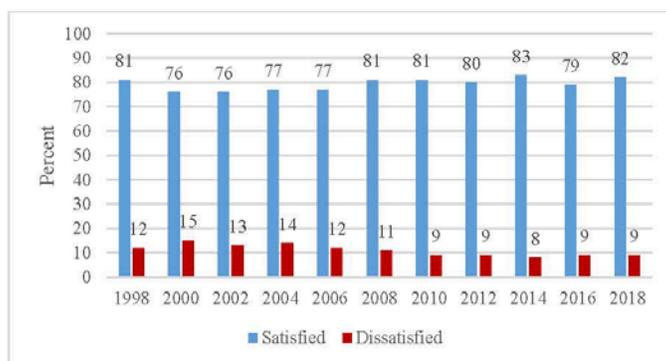
**Graph 14**  
**Nearly all of the faculty are knowledgeable in their field\***



\*Significantly more positive than the national average to .001.

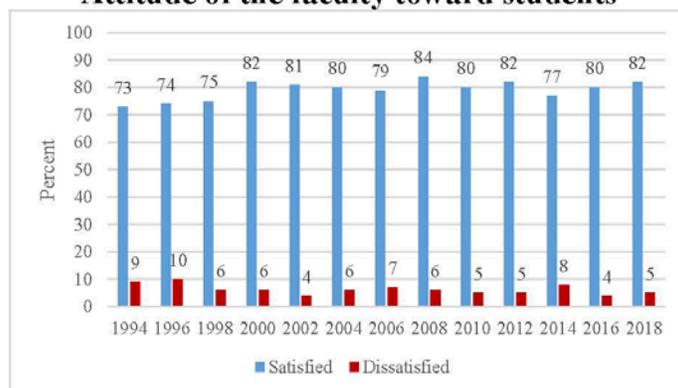
Similar to faculty knowledge, the value of a course is not always discernable to students, at least contemporaneously. But far better for students to provide a positive assessment. **Here again, eight of ten students provided positive ratings and in the past five surveys fewer than ten percent were negative (Graph 15).**

**Graph 15**  
**The content of the courses within my major is valuable**



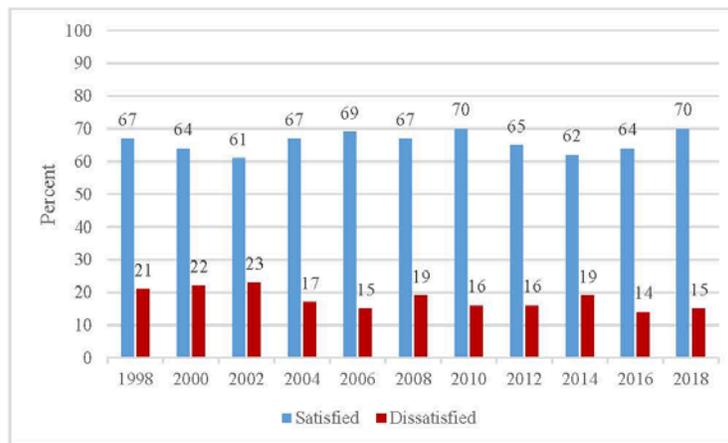
Another quality important to the assessment of teaching is student perception of faculty attitudes toward them. The data in Graph 16 are similar to those in the preceding graphs—on average, since 1994, **eight of ten students expressed satisfaction**, and only once did dissatisfaction rise to ten percent. **It should be noted that in 2018, only five percent expressed dissatisfaction.**

**Graph 16**  
**Attitude of the faculty toward students**

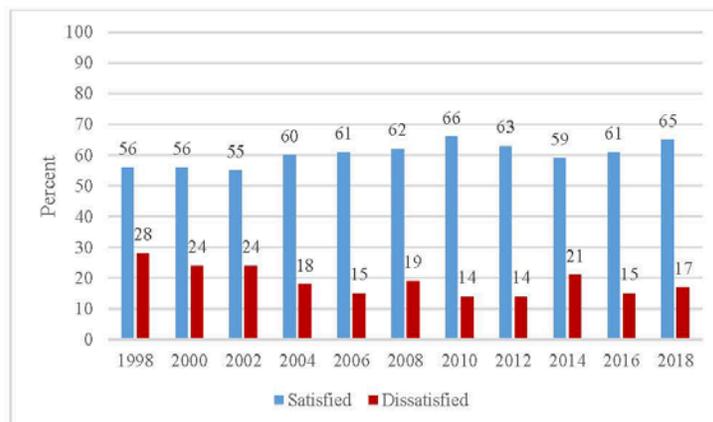


The Noel-Levitz survey posed two additional questions related to faculty teaching. The first of these asked students whether faculty provide timely feedback about student progress while another asked whether faculty took into account student differences. Satisfaction was lower but still positive assessment was substantially more positive than negative. (Graphs 17 and 18).

**Graph17**  
**Faculty provide timely feedback about student progress in a course**

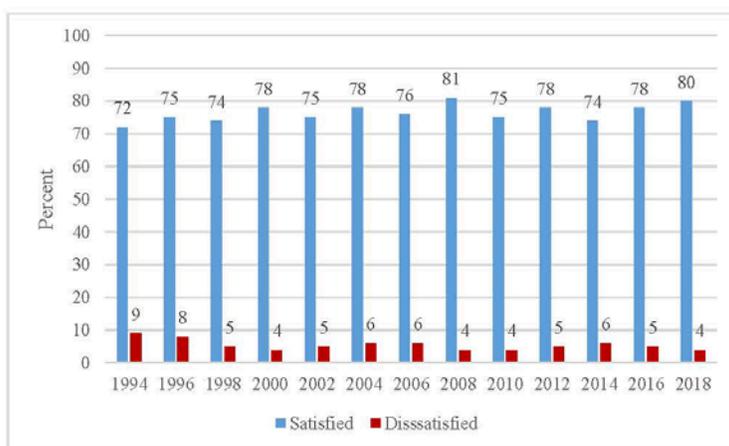


**Graph 18**  
**Faculty take into consideration student differences as they teach a course**

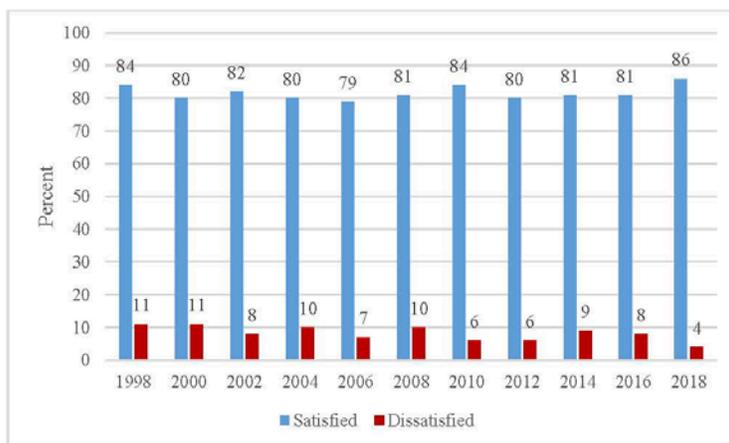


Tenured/tenure track faculty not only teach but also have research and service components in their job descriptions. These responsibilities are often little understood by students (and their parents), and, on occasion, these responsibilities undoubtedly render them unavailable to students. Graphs 19 and 20 provide data on how well faculty are perceived to meet their obligations to be available to students. **Judging by the student responses, overwhelmingly students (eight of ten) were satisfied. Dissatisfaction in recent years has not risen above four percent.**

**Graph 19**  
**Out-of-class availability of your instructors**

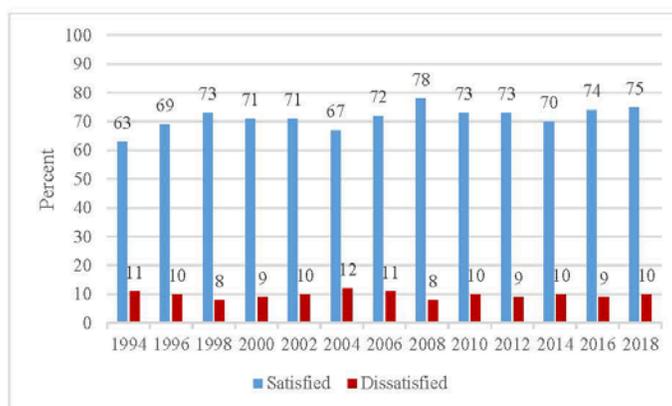


**Graph 20**  
**Faculty are usually available after class and during office hours**



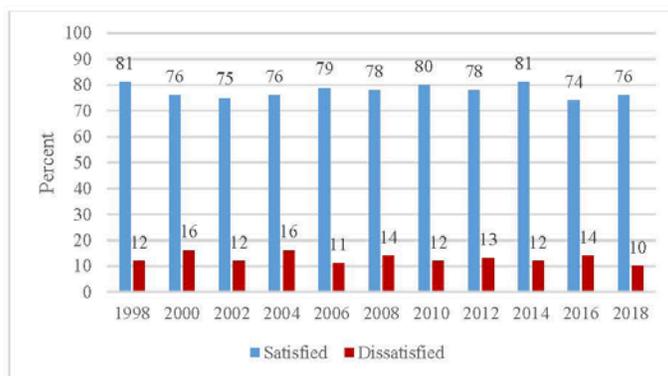
Data in Table 7 demonstrate that students considered academic advising to be of great importance. Therefore, when judging overall student satisfaction, student assessment of advising is a key component. Graph 21 contains ACT survey results derived from an item questioning students about the availability of their advisor. **The 2018 results vary little from the previous eleven surveys—seven in ten students were satisfied while one in ten was dissatisfied.**

**Graph 21**  
**Availability of your advisor**

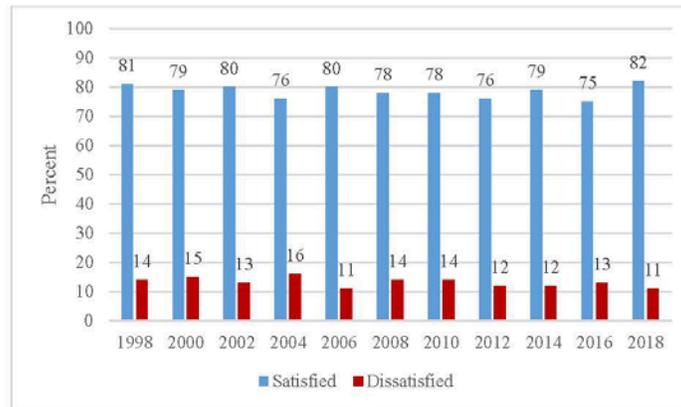


Advisor approachability is another important component of advising. Graph 22 indicates that in 2018, **76 percent were satisfied with their advisor in this regard although 10 percent were not.** Students were also questioned about how knowledgeable their advisors were concerning requirements. Here the results are very similar to those in Graph 22.

**Graph 22**  
**My academic advisor is approachable**

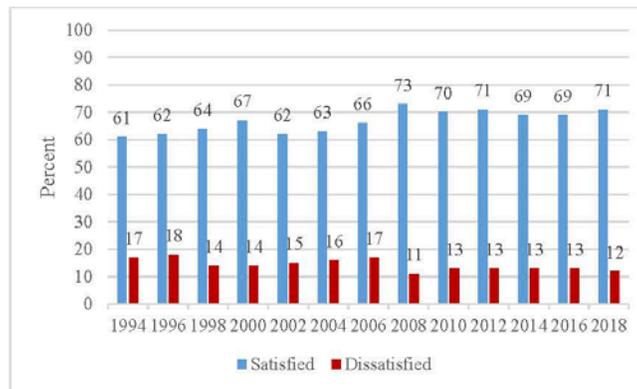


**Graph 23**  
**My academic advisor is knowledgeable about requirements in my major**



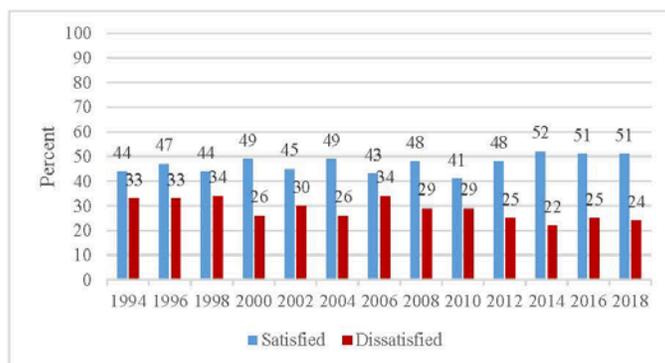
An ACT item asked students about the value of the information they received from their advisor. Results here have varied somewhat since 1994 when satisfaction was at its lowest point—61 percent. **In 2018 satisfaction was 71 percent with only 12 percent expressing dissatisfaction (Graph24).**

**Graph 24**  
**Value of the information provided by your advisor**



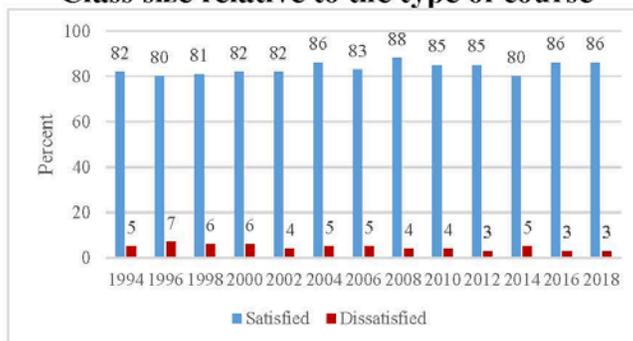
As state funding for public higher education has decreased in Wyoming, one might expect that it has become more difficult to enroll in the classes needed for timely graduation. Recall from Table 2 that inability to enroll in needed classes was the third most frequently cited complaint about UW. One question in the ACT survey is relevant to this problem. Do students perceive that UW provides a sufficient number of classes so that the student may enroll when the student has time to take the class? **Graph 25 shows that 51 percent of UW students expressed satisfaction with 24 percent dissatisfied. This item reveals a level of dissatisfaction among the highest in the surveys— one quarter of the students expressed dissatisfaction. It should be noted, however, that for this item dissatisfaction has not varied significantly from past results.**

**Graph 25**  
**Availability of the courses you want at times you can take them\***



A final teaching related item asked students about satisfaction with class size. **Overwhelmingly, students were satisfied—86 percent (Graph 26).**

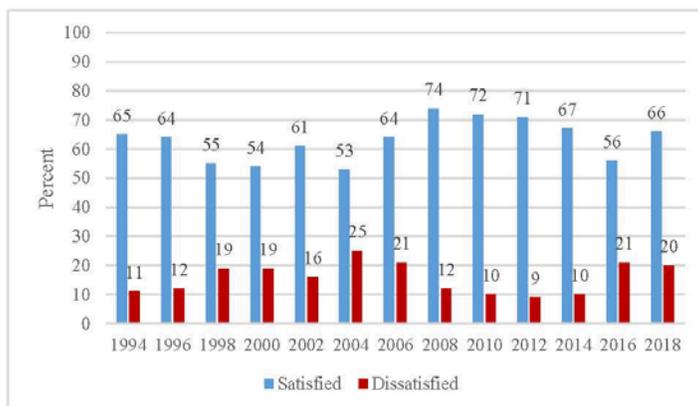
**Graph 26**  
**Class size relative to the type of course**



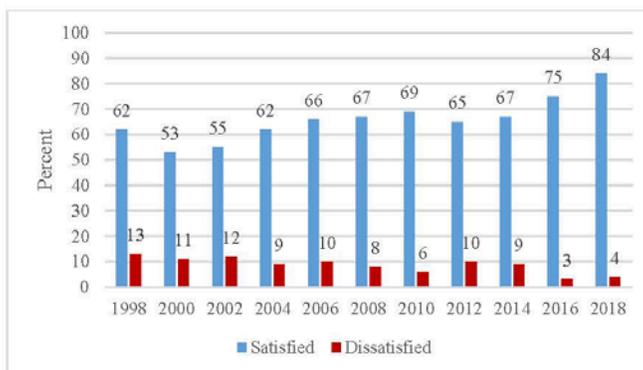
#### IV. Instructional Support: Honors and Tutoring

UW provides students a number of units which are designed to provide assistance or to enhance their educational experience. One of these is the Honors program. Roughly 15 percent of the survey respondents indicated they had been enrolled in the Honors program. **Satisfaction has varied over time but it did increase from 56 to 66 percent in 2018 (Graph 27).** Tutoring is designed to provide students with assistance beyond the classroom. In all, 19 percent of the UW students indicated they used this service. As can be seen in Graph 28, **satisfaction with the availability of these services has grown and in 2018 stands at 84 percent. In 2018, 75 percent indicated overall satisfaction with tutoring services while only six percent expressed dissatisfaction (Graph 29).**

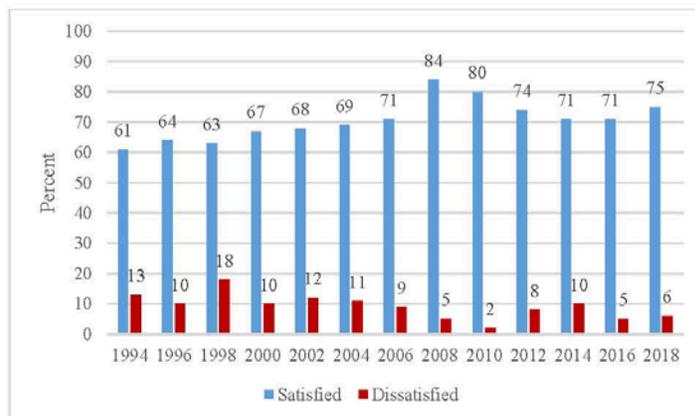
**Graph 27**  
**UW Honors Program**



**Graph 28**  
**Tutoring services are readily available**



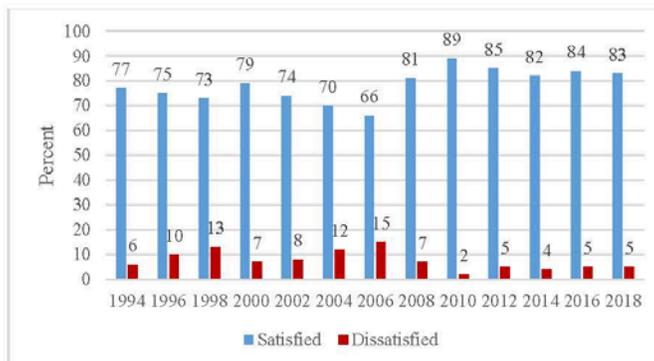
**Graph 29**  
**College sponsored tutorial services**



**V. Instructional Support: Teaching facilities**

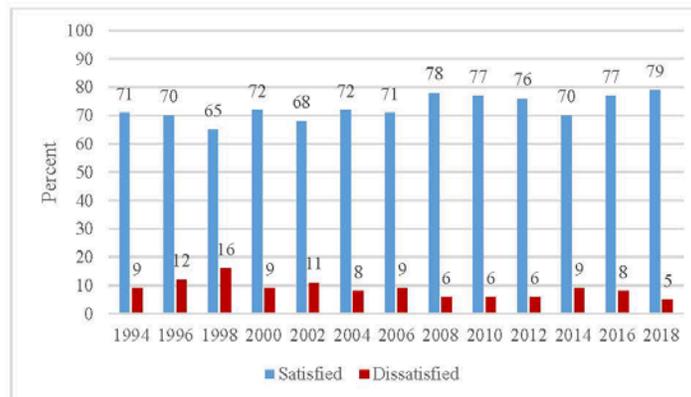
The University of Wyoming has benefited from major legislative appropriations designed to enhance UW's facilities. And as one can see in the next several graphs, **student satisfaction in this area is very positive and for the Noel-Levitz items significantly higher than the national average. More than eight of ten UW students were satisfied with classroom facilities—only 5 percent expressed dissatisfaction (Graph 30).**

**Graph 30**  
**Classroom facilities**



Satisfaction with laboratory facilities is only slightly less than satisfaction with classroom facilities and in 2018 satisfaction was at an all-time high—significantly above the national average (Graph 31).

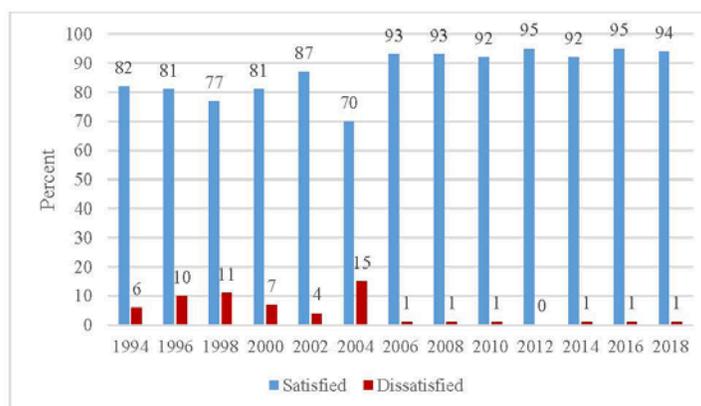
**Graph 31**  
**Laboratory facilities\***



\*2018 significantly more positive than national sample-.01.

The Library is among the most positively evaluated units in our surveys (Tables 4 and 5). Since the construction of the library addition, over nine out of ten students have expressed satisfaction and only one in one hundred students indicate dissatisfaction Graph 32).

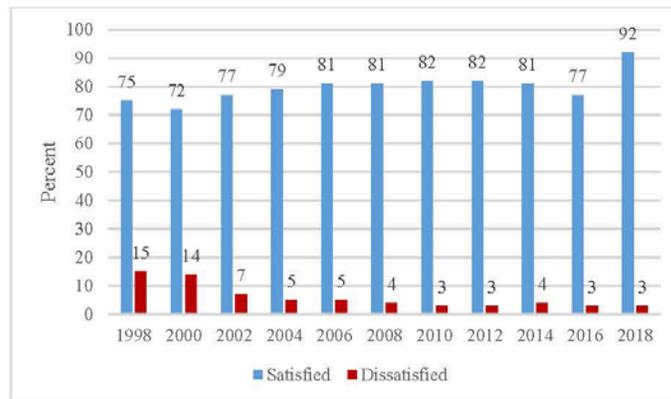
**Graph 32**  
**Library facilities and services**



Graphs 33 and 34 are from Noel-Levitz data and both indicate a very positive evaluation of the library, its staff and its offerings.

**Graph 33**

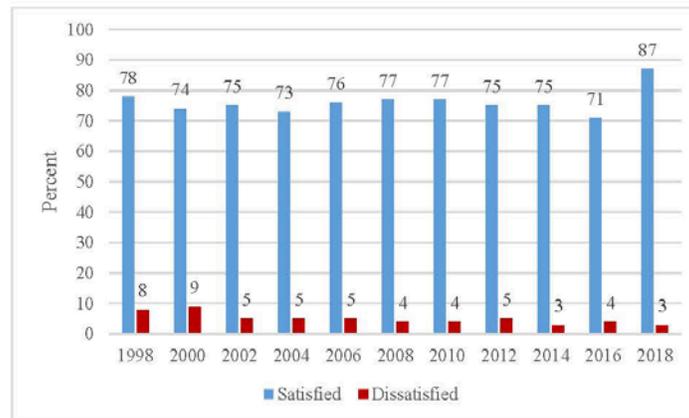
**Library resources and services are adequate\***



\*2018 significantly more positive than national sample-.01.

**Graph 34**

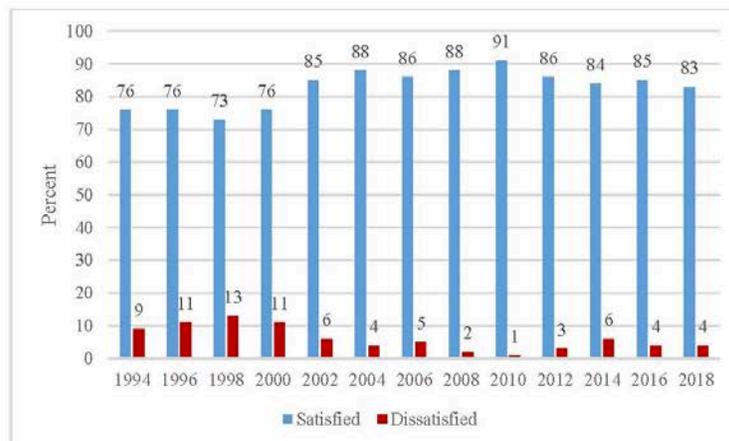
**Library staff are helpful and approachable\***



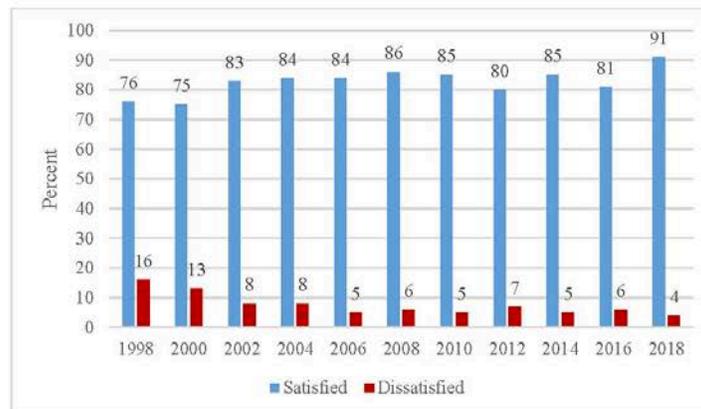
\*2018 significantly above national average .001.

Like the library, UW's computer services are among the most positively evaluated aspects of UW. Graphs 35 and 36 both show that over eight out of ten students were very satisfied, and the Noel-Levitz data indicate a satisfaction level significantly higher than the national average.

**Graph 35  
 Computer Services**



**Graph 36  
 Computer labs are adequate and accessible\***

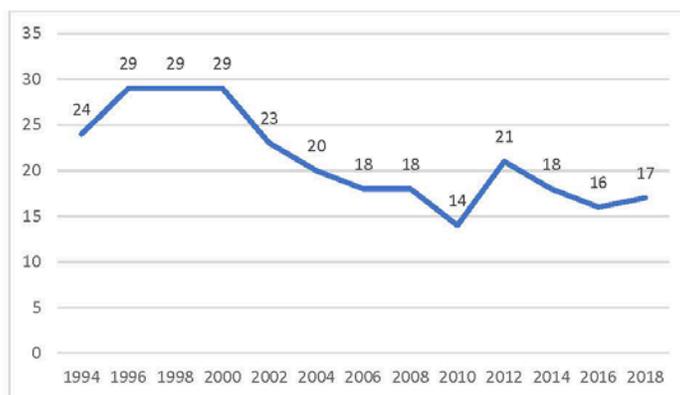


\*2018 significantly more positive than national average to .001

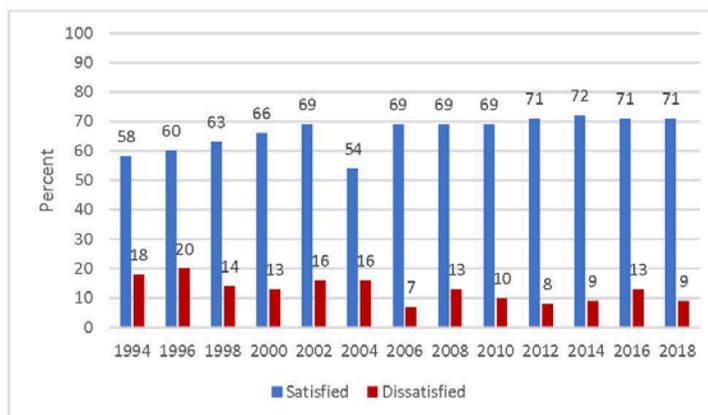
## VI. Student Support: Career Planning and Placement

Seventeen percent of 2018 respondents indicated they had used career planning services—somewhat less than the national average for students in other public universities—23 percent nationally (Graph 37). Why there should be such a substantial decrease is puzzling given the greater emphasis now placed upon securing employment following graduation. At UW 71 percent of the students rated these services positively (Graph 38).

**Graph 37**  
**Percent of students using career planning services**

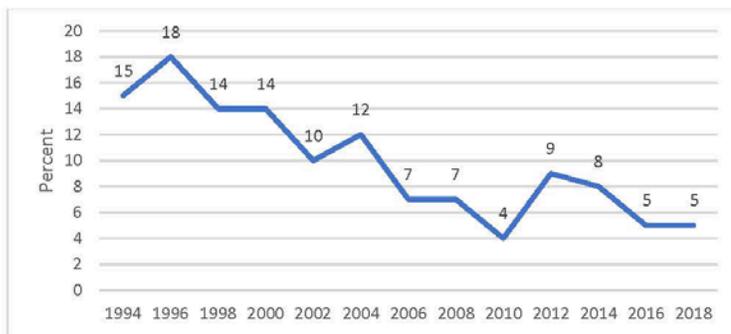


**Graph 38**  
**Satisfaction with Career planning services**

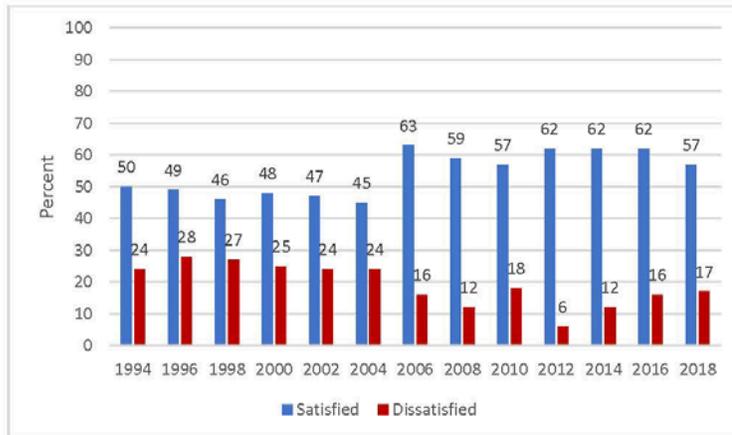


Use of job placement services has declined considerably also since the 1990s (Graph 39). Again, given the supposed concern with securing a job, this is puzzling. The national average is 11 percent. Fifty seven percent of the UW students who have used the service rate it positively (Graph 40).

**Graph 39**  
**Job placement percent using service**

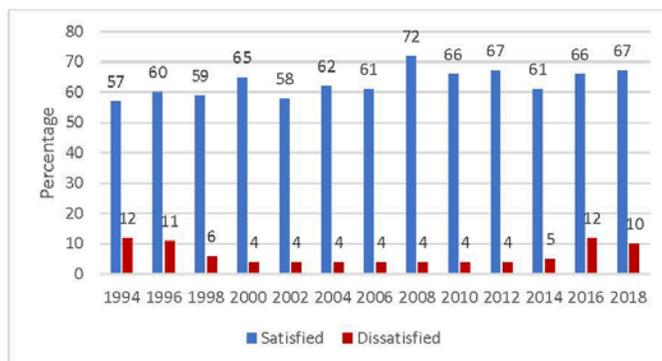


**Graph 40**  
**Satisfaction with job placement services**



When asked about preparation for future occupations, **67 percent of respondents expressed satisfaction with the preparation they were receiving (Graph 41).**

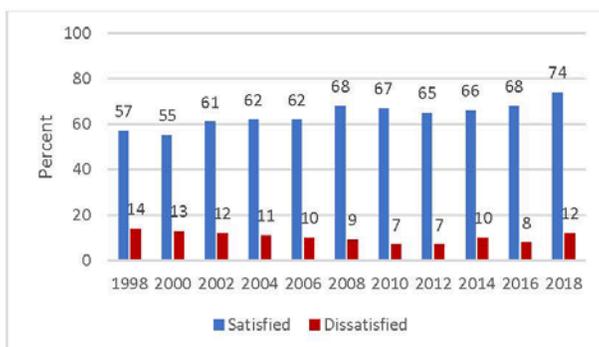
**Graph 41**  
**Preparation you are receiving for your future occupation**



## VII. Student Support: Ideology, Diversity, Race Relations

**Seventy-four percent of respondents** indicated that they were satisfied with UW’s commitment to racial harmony, a substantial increase from earlier surveys (Graph 42). However, **this level of satisfaction was significantly below the national average.**

**Graph 42**  
**There is a strong commitment to racial harmony on this campus\***



\*2016 significantly less positive than national sample-.05.

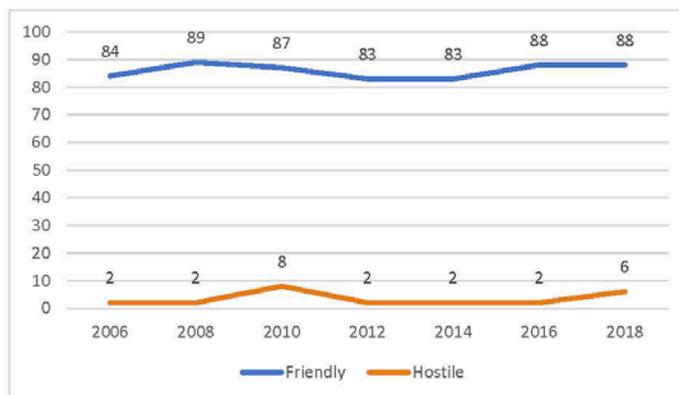
The 2016 UW Student Opinion Survey contained a set of items which asked students to respond to eleven descriptors of UW's climate for diversity. Although this survey was discontinued in 2018, several items from it were added to the ACT questionnaire. Students were given polar opposites and requested to mark one of five categories which ran from "Very Close" on one pole to "Very Close" on the opposite. For example, one item asked students to choose between "Friendly" to "Hostile". **A remarkable 88 percent of the students judged UW to be friendly (Table 8).**

**Table 8**  
**Climate descriptors of UW**

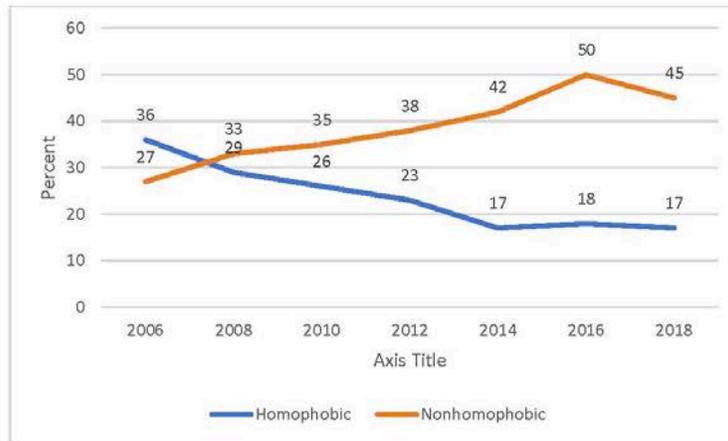
Friendly	88%	Hostile	6%
Conservative	46	Liberal	34
Homophobic	17	Non-homophobic	45

This set of three items was first asked in 2006. For one—friendly or hostile—there has been little change. **Consistently, nearly nine out of ten students perceive the University is a friendly place (Graph 43).** On the other hand, there have been substantial changes in the other two of these climate descriptors. **Students perceiving the UW climate as homophobic has declined from 36 percent to 17 percent while the non-homophobic responses have risen from 27 percent to 45 percent although this percentage decreased from a high of 50 percent in 2016. This is one of the largest changes found in the three surveys and it matches similar changes found nation-wide (Graph 44).** As noted in the open ended items (Table 2), the percentage of students viewing UW as liberal rather than conservative has risen from 17 percent in 2016 to 34 percent in 2018. The conservative response has remained stable at 46 percent (Graph 45).

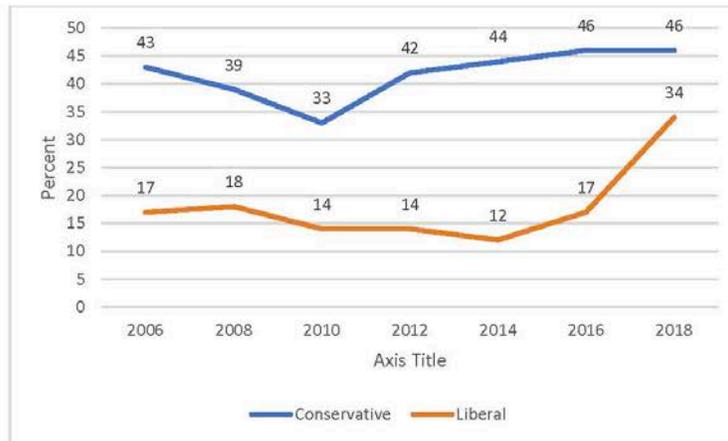
**Graph 43**  
**Is UW Friendly or Hostile**



**Graph 44**  
**Is UW non-homophobic or homophobic?**



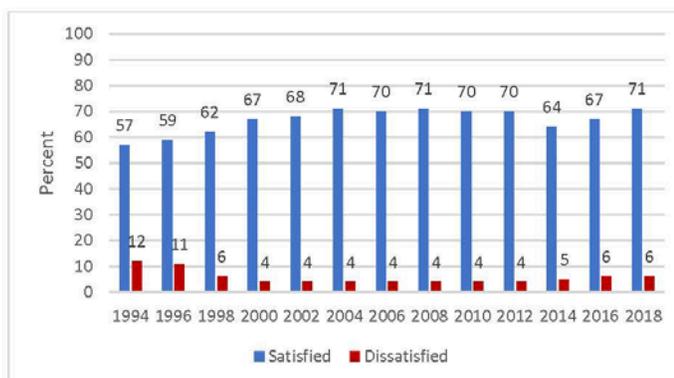
**Graph 45**  
**UW Liberal or Conservative**



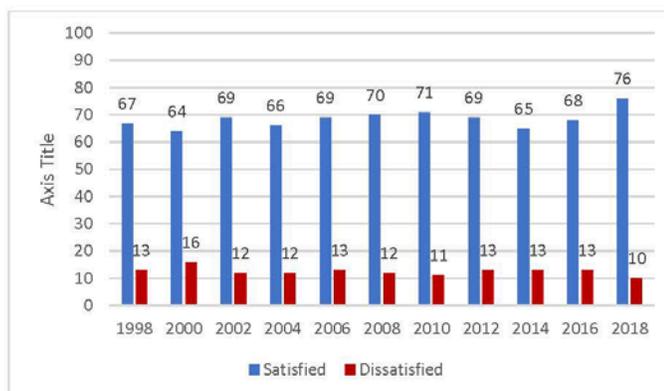
## VIII. Student Support: Admissions and the Decision to Enroll

Both surveys contained questions pertaining to the Office of Admissions and the admission process. **Graphs 46 through 49 show consistent satisfaction levels with the Admissions staff and its procedures—three-fifths to two thirds of UW students indicated satisfaction while around one in ten expressed dissatisfaction.** Notable is the increase in satisfaction in 2018. Responses on Graphs 47 to 49 are consistent with those from other public universities.

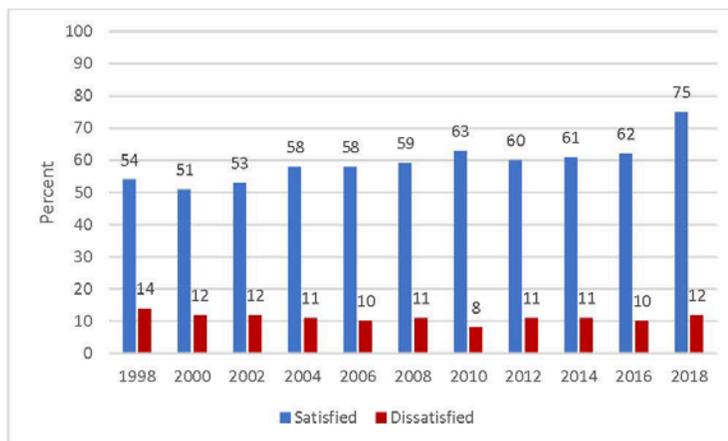
**Graph 46**  
**General admissions procedures**



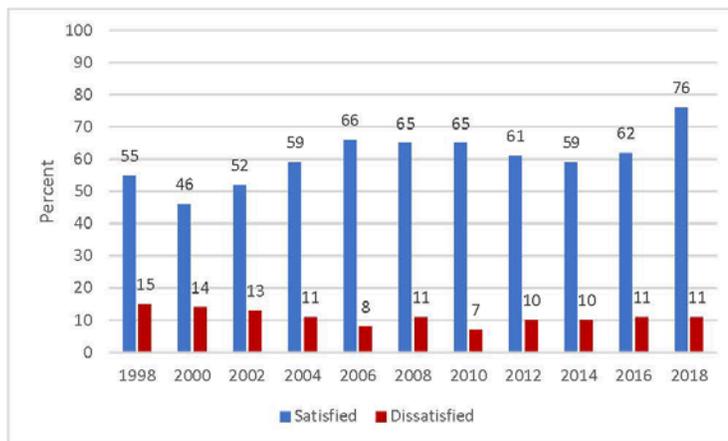
**Graph 47**  
**Admissions staff are knowledgeable**



**Graph 48**  
**Admissions counselors respond to prospective students' unique needs and requests**



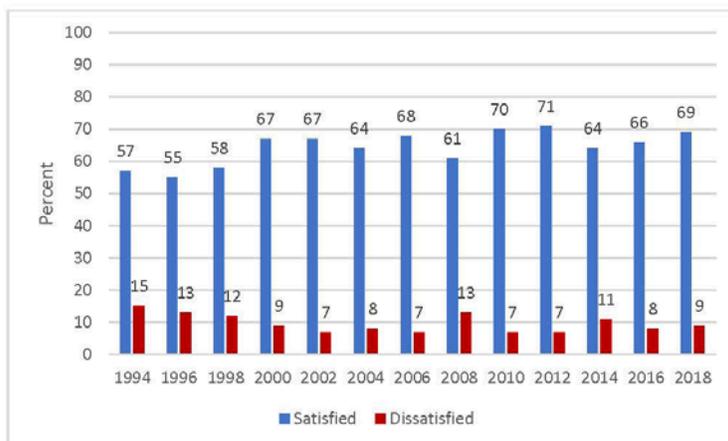
**Graph 49**  
**Admissions counselors accurately portray the campus in their recruiting practices\***



\*2018 significantly more positive than national average to .05

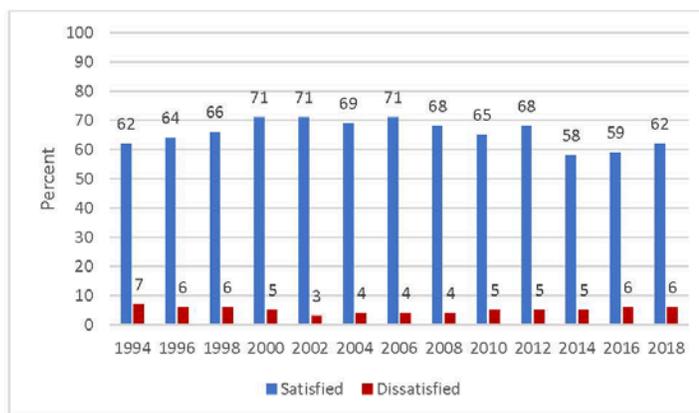
A similar satisfaction level can be seen in Graph 50— over two-thirds of the respondents expressed satisfaction—only slightly less than the high of 71 percent in 2012.

**Graph 50**  
**Accuracy of college information received**  
**before enrolling**



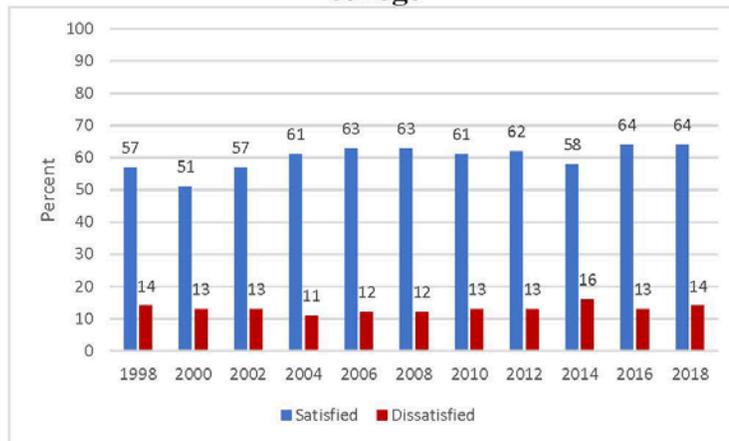
Satisfaction with the **college catalog and admissions publications fell to its lowest point in 2014 and rose only slightly in 2018 (Graph 51)**. Probably, this decline is related to the discontinuation of a print copy of the catalog. It may be that the term catalog has little meaning to digitally-minded students.

**Graph 51**  
**College catalog/admissions publications**

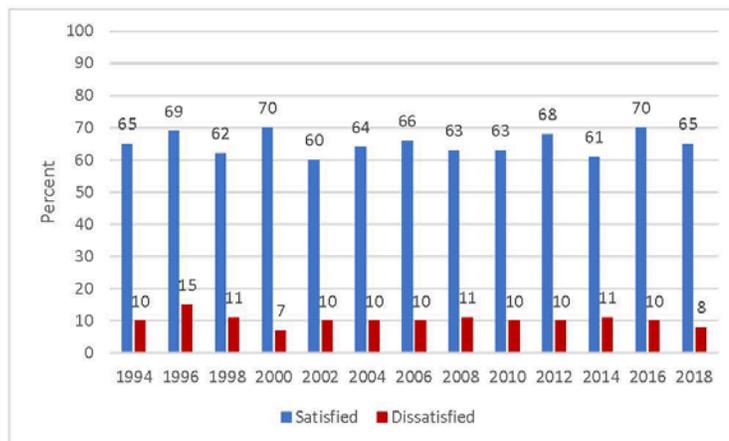


Noel-Levitz and ACT surveys each include a question on new student orientation (Graphs 52 and 53). **Again, about two-thirds of the students responded positively.**

**Graph 52**  
**New student orientation services help students adjust to college**



**Graph 53**  
**College orientation program**



The Noel-Levitz survey had a series of questions asking students to rate the importance of various factors in their decision to attend UW. **Not surprisingly, cost and financial aid were deemed by far the most important of the items presented to the respondents.** Tables 9, 10, and 11, give the percentage of students who ranked these factors as very important in their decision. Interestingly, although out-of-state tuition is significantly more expensive than in-state, the differences among the two groups is not substantial.

**Table 9**  
**Factors rated very important in decision to enroll at UW:**  
**Cost**

	In-state	Out-of-state
1998	65%	49
2000	66	59
2002	63	58
2004	70	65
2006	64	63
2008	68	66
2010	72	63
2012	70	66
2014	79	62
2016	73	71
2018	62	63

**Table 10**  
**Factors rated very important in decision to enroll at UW:**  
**Financial aid**

	In-state	Out-of-state
1998	50%	42
2000	50	44
2002	49	39
2004	52	47
2006	47	45
2008	51	52
2010	59	47
2012	56	47
2014	69	50
2016	64	55
2018	57	56

Less important to students was academic reputation. However, its importance has increased substantially over the last two decades (Table 11).

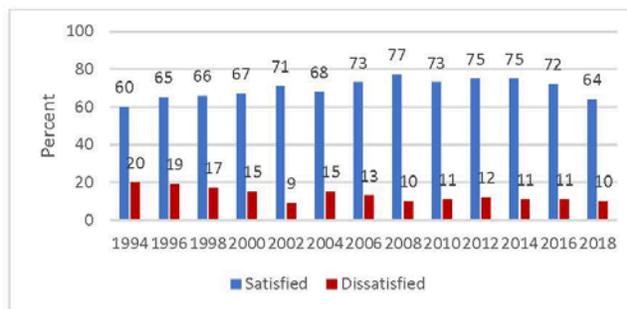
**Table 11**  
**Factors rated very important in decision to enroll at UW:**  
**Academic reputation**

	In-state	Out-of-state
1998	22%	27
2000	19	28
2002	20	25
2004	28	30
2006	27	37
2008	28	31
2010	25	38
2012	31	40
2014	32	34
2016	34	39
2018	40	39

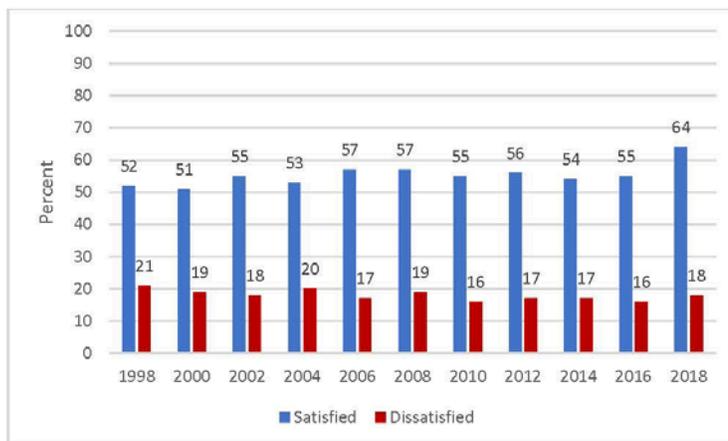
### IX. Student Support: Financial Aid

The survey results give a mixed message concerning financial aid. Overall, satisfaction with these services declined from 72 percent to 64 percent (Graph 54). On the other hand, the evaluation of financial aid counselors was more positive than in any previous surveys (Graphs 55). When asked whether financial aid information was available prior to enrollment, 59 percent responded positively—a result almost identical to other recent surveys (Graph 56).

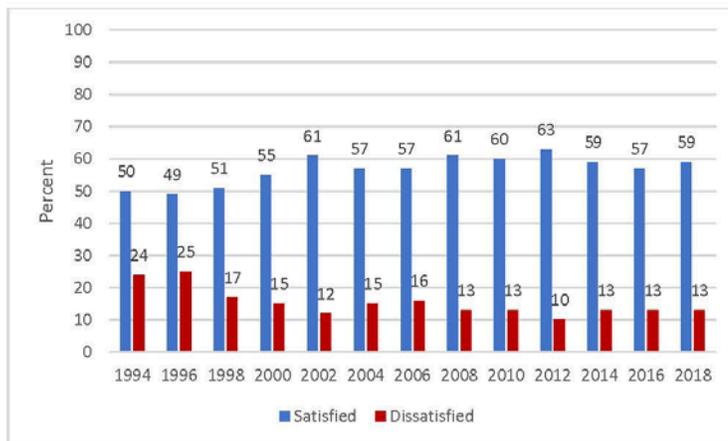
**Graph 54**  
**Financial aid services**



**Graph 55**  
**Financial aid counselors are helpful**

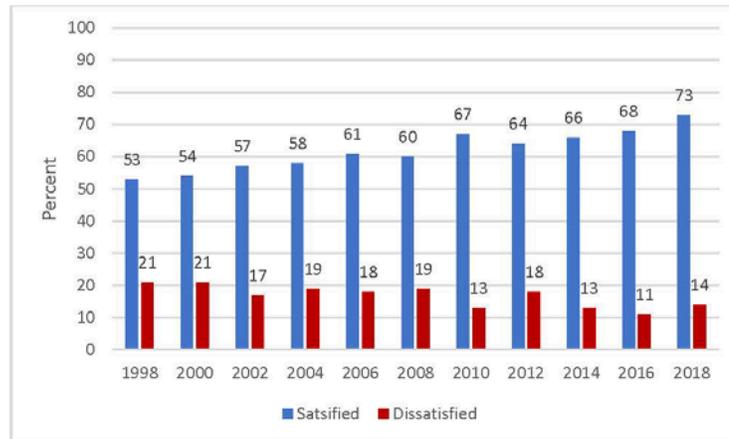


**Graph 56**  
**Availability of financial aid information prior to enrolling**



When questioned about whether financial aid awards were announced in time to be helpful in college planning, 73 percent of the students answered in the affirmative, the most positive overall response since 1998 (Graph 57).

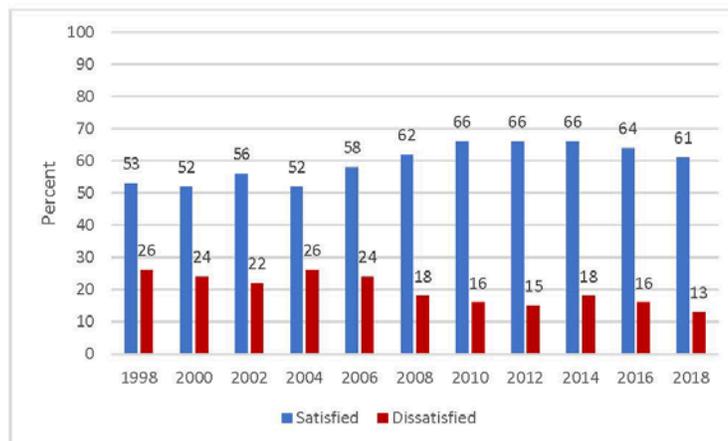
**Graph 57**  
**Financial aid awards are announced to students in time to be helpful in college planning\***



\*2018 significantly more positive than national average to .001.

The state of Wyoming ranks near the top in terms of the availability of student financial aid. **Most students express satisfaction, although in 2018 there was a slight decline (Graph 58).** Interestingly, there was very little difference between in-state and out-of-state students on this item.

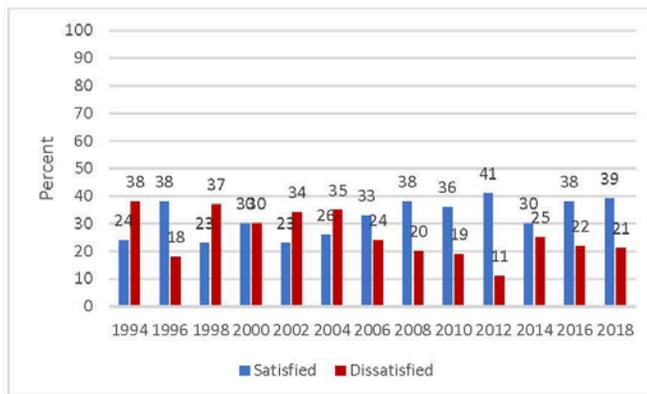
**Graph 58**  
**Adequate financial aid is available for most students**



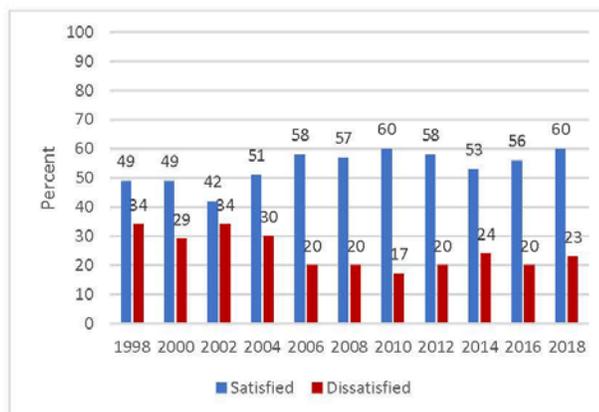
## X. Student Support: Tuition and Student Fees

Satisfaction with the way student fees have been used has varied considerably over the years. In four of eleven ACT surveys, those dissatisfied outnumbered those satisfied; however, beginning in 2006, the pattern was reversed. **Satisfaction declined significantly in 2014 but rebounded in 2016 and again in 2018.** (Graphs 59) The Noel-Levitz question elicited a more positive response (Graph 60), but both graphs show that a quarter of the students were dissatisfied with the use of student fees.

**Graph 59**  
**Purpose for which student activity fees are used**

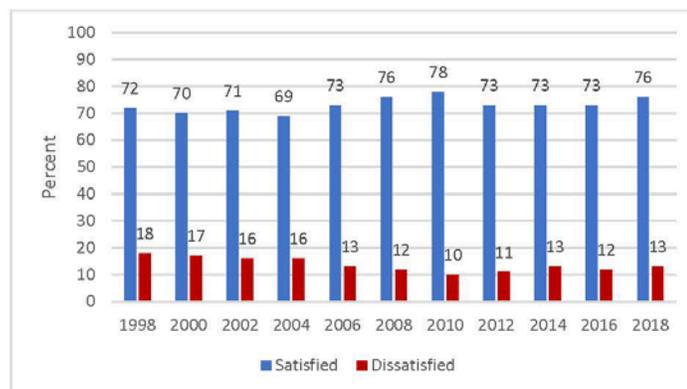


**Graph 60**  
**Student activities fees are put to good use**



As noted earlier, UW tuition, although it has increased substantially over the past couple of decades, is among the lowest in the United States for public flagship universities. Since 2006, on average, **nearly three-quarters of UW students have expressed satisfaction with tuition** (Graph 61). Interestingly, satisfaction has varied only slightly although tuition has increased significantly since 1998.

**Graph 61**  
**Tuition paid is a worthwhile investment\***

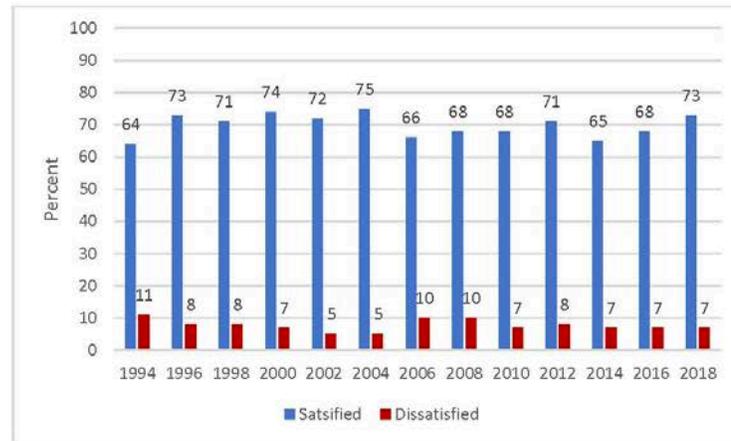


\*2018 significantly more positive than national average to .001.

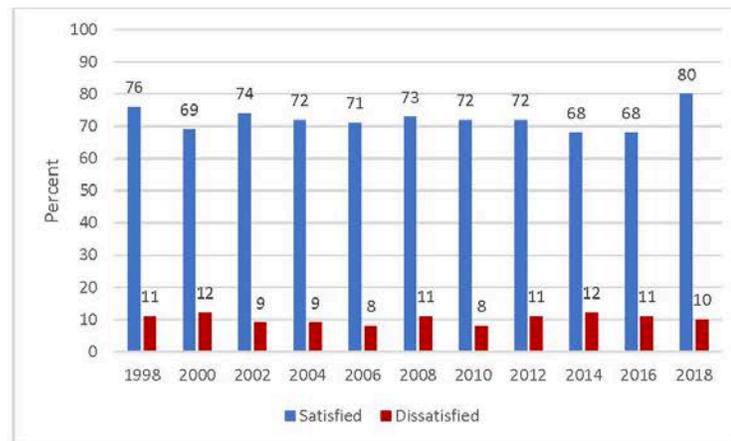
## XI. Student Support: Registration

In 2018, seven-three percent of students expressed satisfaction with the registration process and only seven percent were dissatisfied (Graph 62). A Noel-Levitz item asked students about Registration personnel (Graph 63). Here, between 2016 and 2018 we find one of the largest increases in satisfaction in the survey.

**Graph 62**  
**General registration procedures**



**Graph 63**  
**The personnel involved in registration are helpful\***

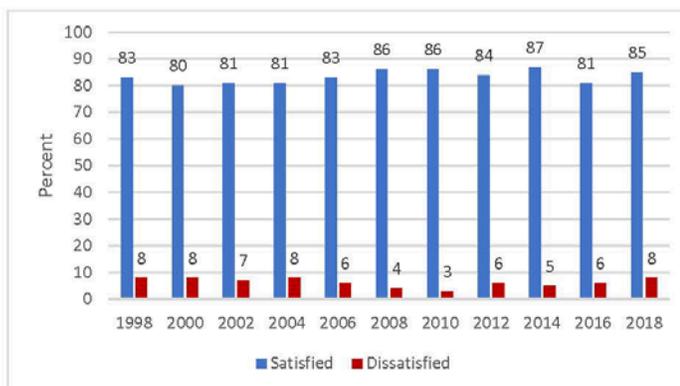


\*2018 significantly more positive than national average to .001.

## X. Student Support: Student Safety

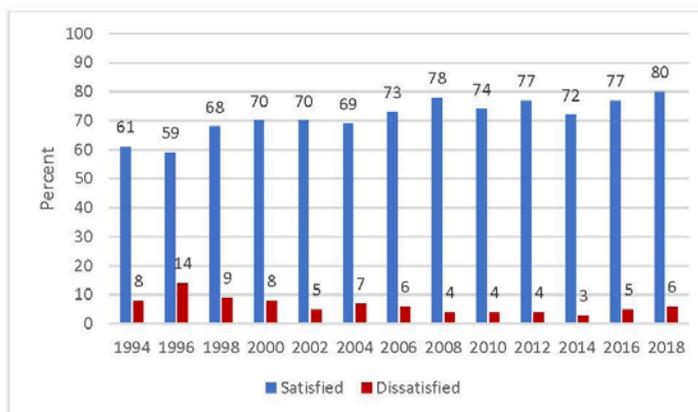
In 2018, the Noel-Levitz survey found that personal safety was deemed one of the most important items to students (Table 7) and when asked if they were satisfied with this aspect of UW, 85 percent indicated satisfaction with only six percent dissatisfied. The results from the ACT survey were nearly identical (Graphs 64 and 65).

**Graph 64**  
**The campus is safe and secure for all students\***



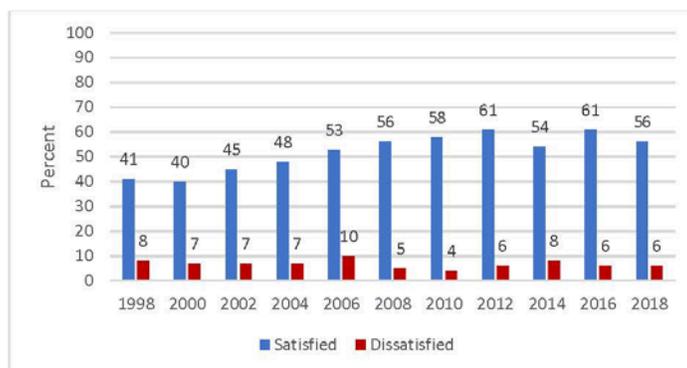
\*2018 significantly more positive than national sample-001.

**Graph 65**  
**Personal security/safety at UW**



On a related item which questioned students whether security staff responded quickly in emergencies, **UW students were not nearly as satisfied (56 percent) although satisfaction was considerably higher than at the turn of the century and once again UW satisfaction level was significantly higher than the national average (Graph 66).** The difference between Graphs 65 and 66 can be explained by the fact that a much higher percentage of students indicated they were simply unaware of the speed at which police responded.

**Graph 66**  
**Security staff respond quickly in emergencies\***

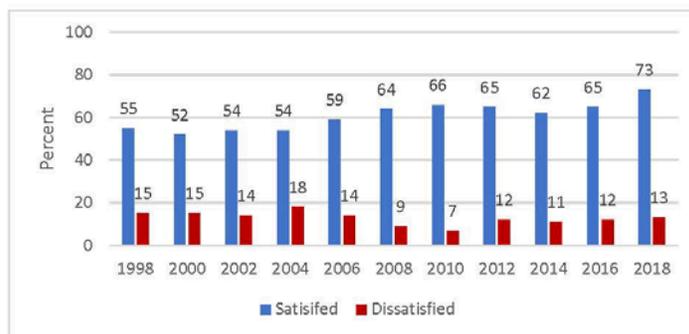


\*2018 significantly more positive than national sample-001.

## XI. Student Support: Administration responsiveness

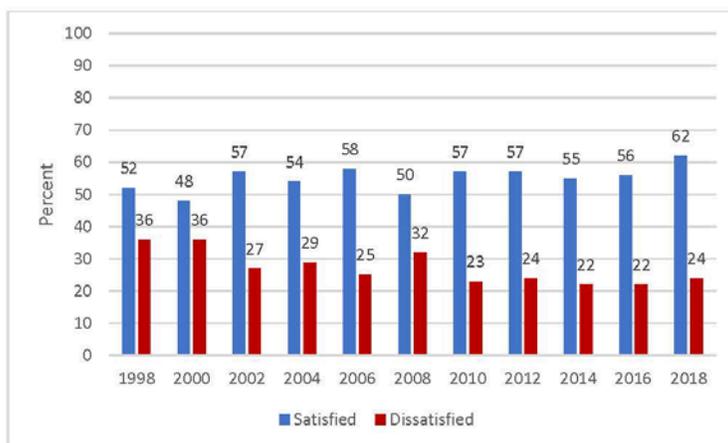
Satisfaction with the approachability of UW administrators rose eight points in 2018 and reached its highest level since we began administering the Noel-Levitz survey (Graph 67).

**Graph 67**  
**Administrators are approachable to students**



No student wishes to be directed from one office to another when attempting to solve an administrative problem, i.e., given the run-around. **Comparatively, this is one of the lower levels of satisfaction in this study although UW's level is not significantly different from other universities (Graph 68). It is concerning, however, that one-quarter of the students indicated dissatisfaction.**

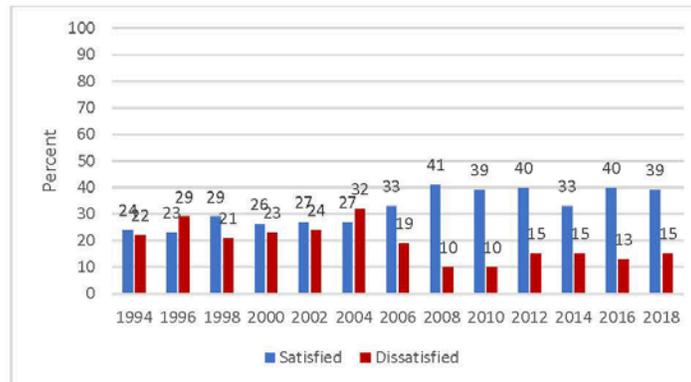
**Graph 68**  
**I seldom get the “run-around” when seeking information on this campus**



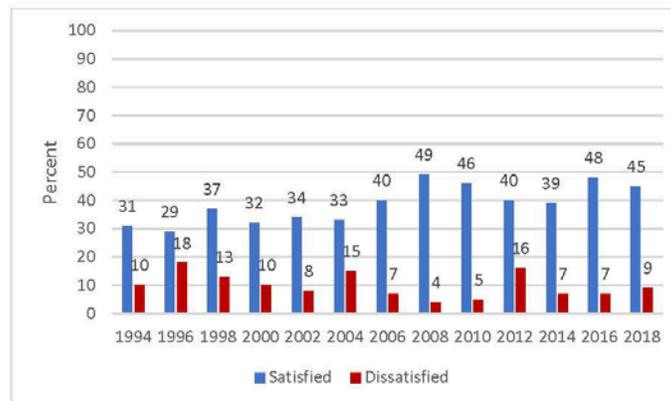
## **XII. Student Support: Student Government/Voice in Policy**

**Less than a majority of students expressed satisfaction with student government or their voice in college policies. These are two of the few survey items for which student satisfaction is less than a majority opinion (Graph 69 and 70).** Perhaps most noticeable about these two graphs is, as with Graph 66, the large number of students who simply did not express an opinion.

**Graph 69**  
**Student voice in college policies**



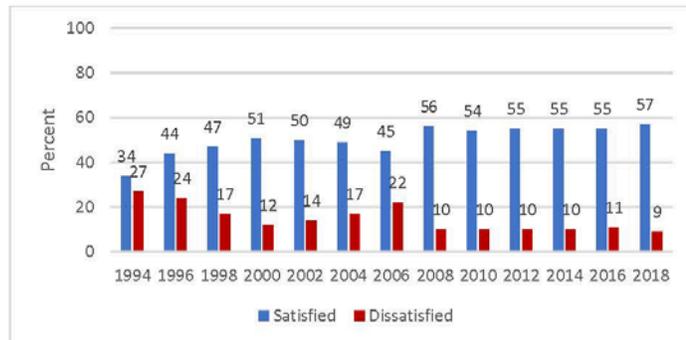
**Graph 70**  
**Student Government**



### **XIII. Student Support: Residence Halls and Food Services**

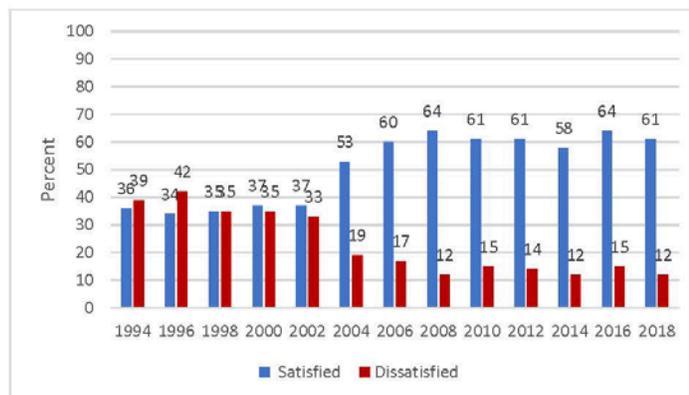
Both the Noel-Levitz and the ACT surveys revealed a mixed student evaluation of UW’s residence halls and food service. Current satisfaction with the availability of student housing has increased substantially from its low of 34 percent in 1994 and, as can be seen in **Graph 71, now stands at 57 percent.**

**Graph 71**  
**Availability of student housing**

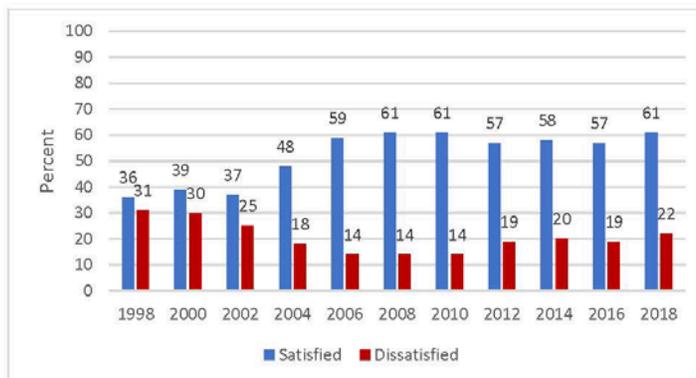


Both questions on food services reveal a similar pattern: a major increase in satisfaction beginning in 2004 coinciding with new facilities. About three-fifths of the students indicated satisfaction with food services in 2018. (Graphs 72 and 73).

**Graph 72**  
**Food services in residence halls**

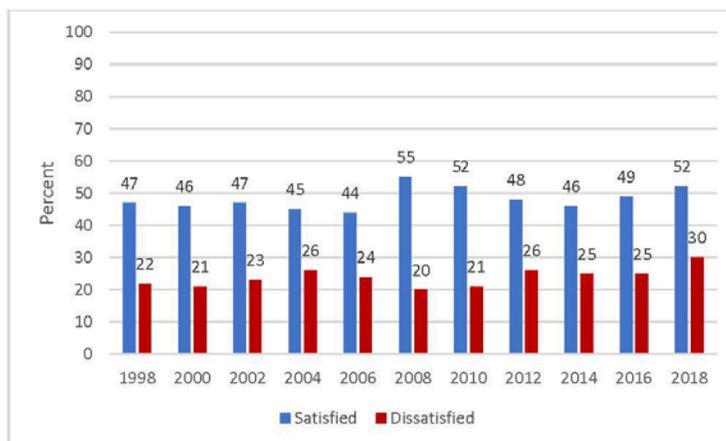


**Graph 73**  
**There is an adequate selection of food available in the cafeteria**



Satisfaction with “living conditions” in the residence halls was 52 percent in 2018. This figure is significantly below the national average (Graph 74). From 1998 to the present, on average one-quarter of UW students expressed dissatisfaction.

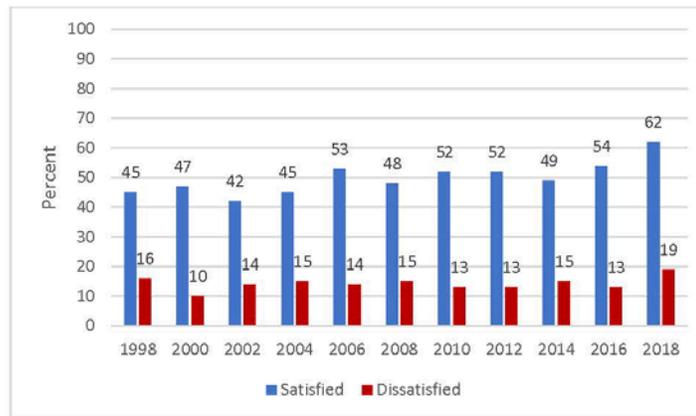
**Graph 74**  
**Living conditions in the residence halls are comfortable (adequate space, lighting, heat, air conditioning, telephones, etc.)\***



**\*\*\*2018 significantly less positive than national sample-001.**

**Satisfaction with residence hall staff (Graph 75) increased markedly in 2018 (62 percent) and is at its highest point since 1998. Still, UW's figures were significantly below the national average.**

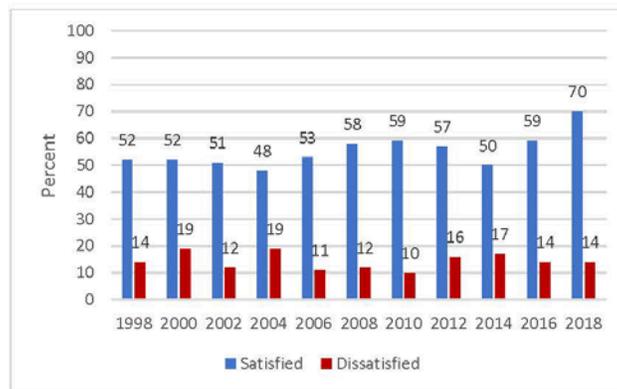
**Graph 75**  
**Residence hall staff are concerned about me as an individual\***



\*2018 significantly less positive than national sample-.05

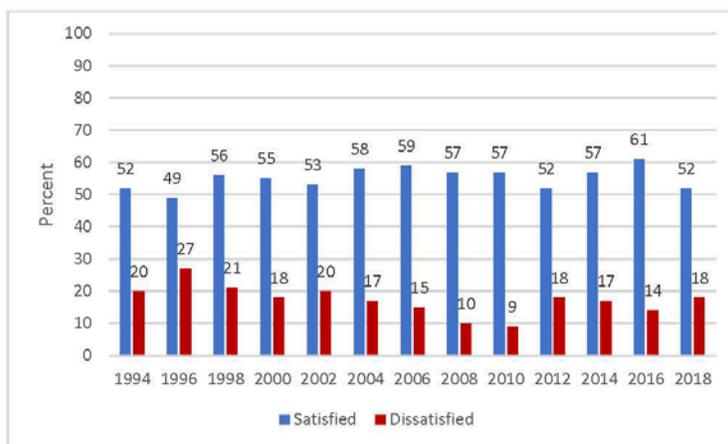
**In terms of student satisfaction with residence hall rules and regulations, satisfaction levels increased by 11 percentage points—one of the largest increases in the survey (Graph 76).**

**Graph 76**  
**Residence hall regulations are reasonable**



The data shown in Graph 77 are basically a summation of the above questions concerning the residence halls and their programs. **In 2018, satisfaction reached its highest point since the initial survey in 1994—61 percent—but fell in 2018 to 52 percent.**

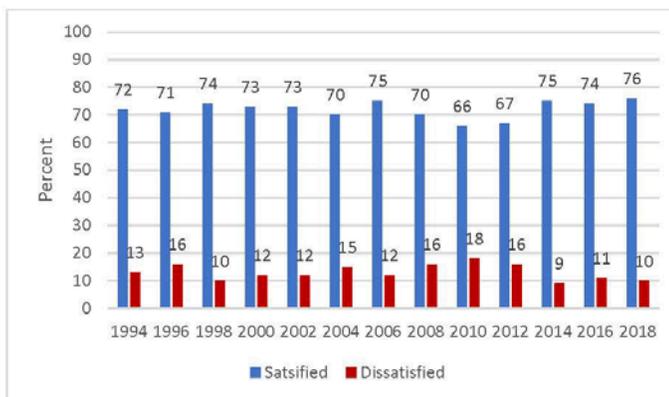
**Graph 77**  
**Residence hall services and programs**



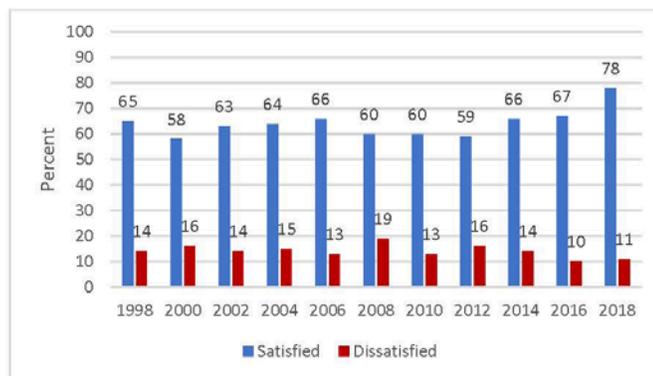
## **XVI. Student Support: Student Health Services and Health Insurance**

Slightly less than three-fifths of the students said they used the services provided by Student Health—a percentage that has remained stable over the past decade. When posed with the item “Student Health Services” 76 percent said they were satisfied (Graph 78). Graph 79 shows that 77 percent view the Student Health staff as competent, an increase of nine percent since 2016 and one that is significantly higher than that in other universities.

**Graph 78**  
**Student Health services**



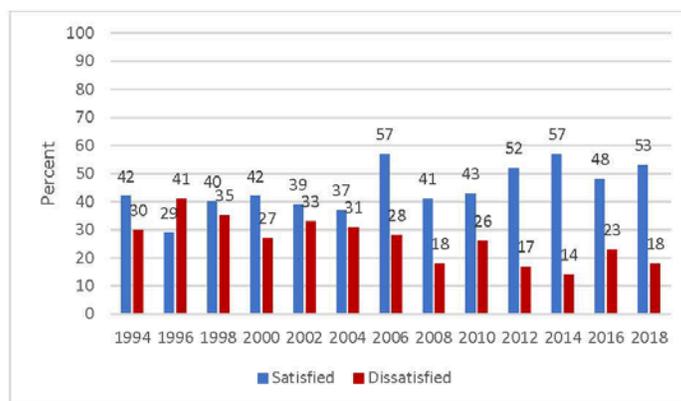
**Graph 79**  
**The staff in the health services area are competent\***



\*2018 significantly more positive than national sample-05.

In 2018, only 18 percent of students indicated that they used UW's student health insurance, a percentage nearly identical to the national average. Satisfaction with the program increased slightly to 53 percent in 2018 (Graph 80).

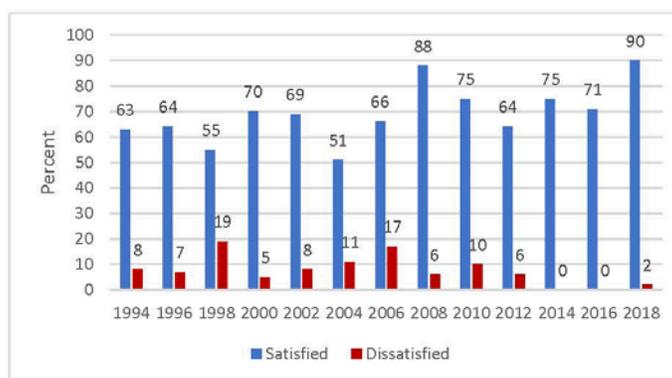
**Graph 80**  
**Student Health Insurance Program**



**XVII. Student Support: Veterans' Services**

Satisfaction with Veterans services has varied considerably over the years—from a low of 51 percent to a high of 90 percent. Part of the reason for this variance is the relatively low number of students who are eligible for these services. In recent years the university has devoted greater resources to the program. In 2018 only two percent of the veterans surveyed expressed dissatisfaction while 90 percent gave these services a positive evaluation (Graph 81).

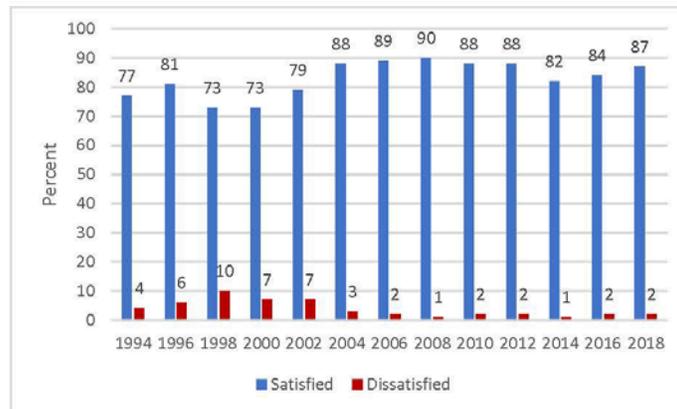
**Graph 81**  
**Veteran's services**



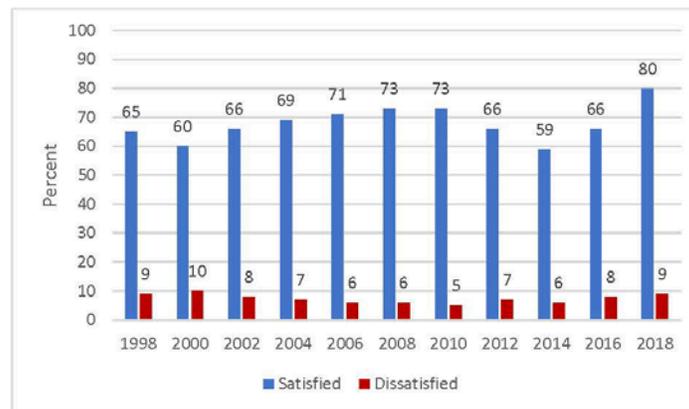
### XVIII. Other University Features: Student Union

Satisfaction with the Student Union has remained high—87 percent (Graph 82). Impressively only two percent of UW students expressed dissatisfaction with the Student Union. Eighty percent of the students also indicate that they found the student center a comfortable place to spend leisure time, a significant increase since 2014 (Graph 83).

**Graph 82**  
**Student Union satisfaction**



**Graph 83**  
**The Student Center is a Comfortable Place for Students to spend their leisure time \***

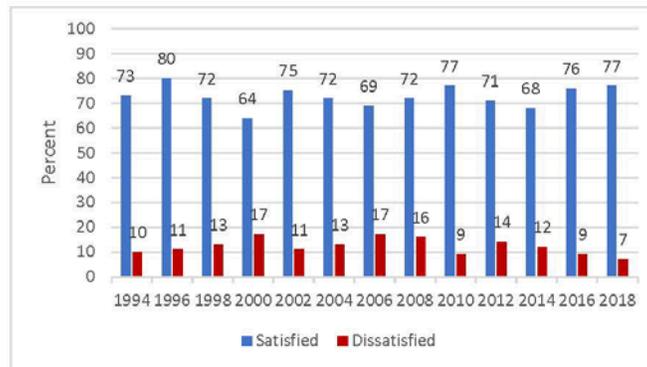


\*2018 significantly more positive than national sample-05.

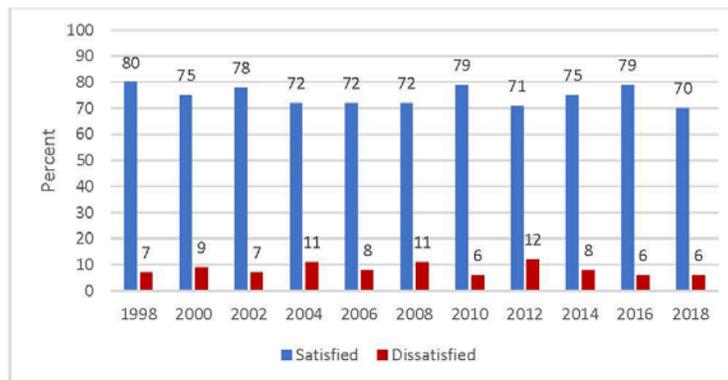
### XIX. Other University Features: Bookstore

At UW, 77 percent of the students indicated satisfaction with the bookstore (Graph 84). Agreement that “bookstore staff are helpful” saw a drop in 2018 from 79 to 70 percent, still a level of satisfaction that is significantly above the national average (Graph 85).

**Graph 84**  
**Satisfaction with campus bookstore**



**Graph 85**  
**Bookstore staff are helpful\***

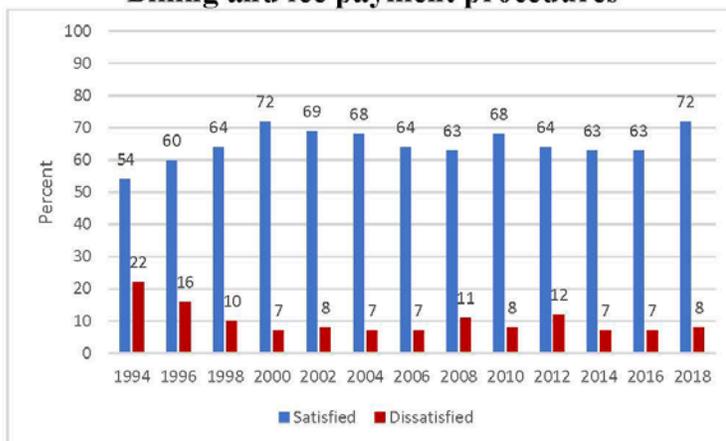


\*2018 significantly more positive than national sample-05

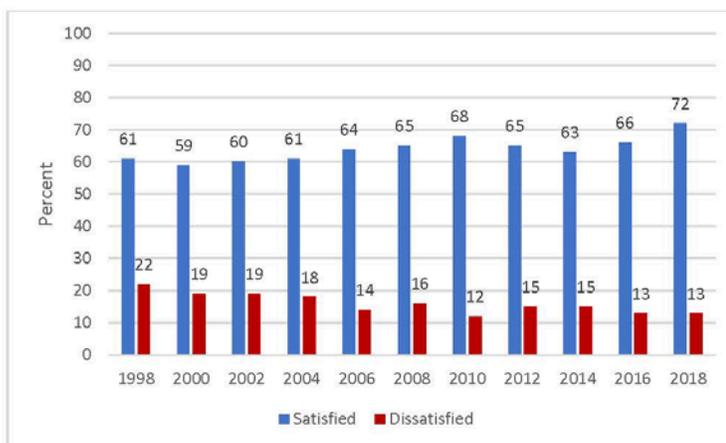
## XX. Other University Features: Bill and fee payment

Both ACT and Noel-Levitz surveys asked questions about bill payment and both found the same results: **slightly over seven in ten of the students were satisfied** (Graphs 86 and 87). **Satisfaction with the convenience of the business office increased sharply from 58 percent to 77 percent!** (Graph 88).

**Graph 86**  
**Billing and fee payment procedures**

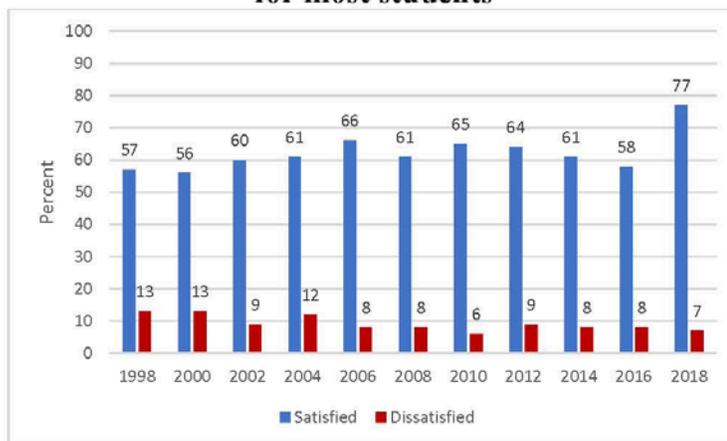


**Graph 87**  
**Billing policies are reasonable\***



\*2018 significantly more positive than national sample-001

**Graph 88**  
**The business office is open during hours which are convenient for most students**

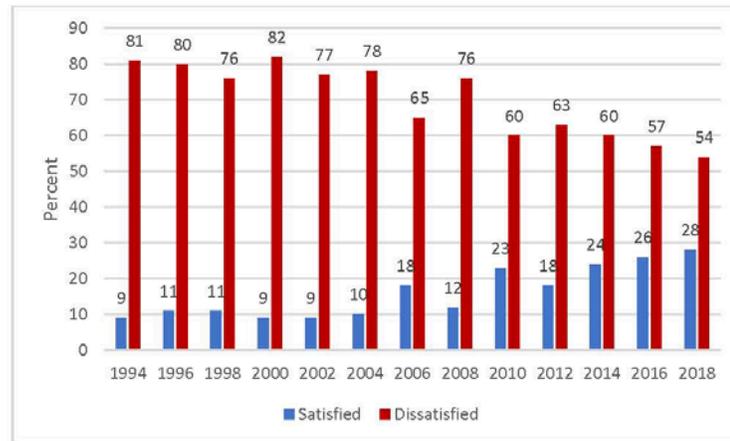


\*2018 significantly more positive than national sample-001

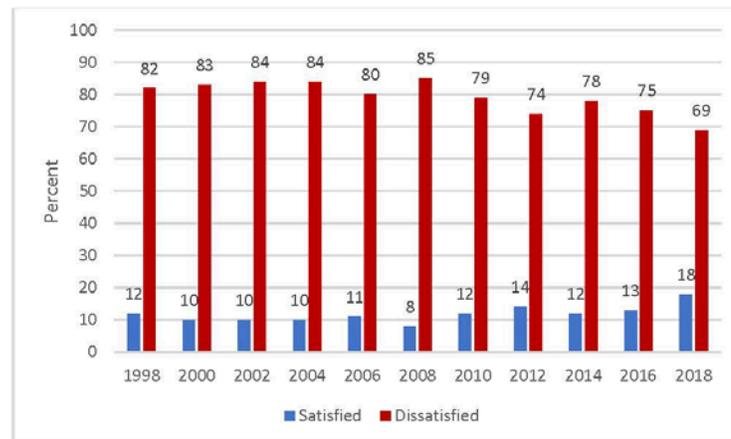
## XXI. Other University Features: Parking and Mass Transit

From the initial ACT student opinion survey in 1994 to the present, dissatisfaction with parking availability has been greater than for any other aspect of UW. However, the good news is that dissatisfaction fell to its lowest level (54 percent dissatisfaction) since 1994. Still, only 28 percent of students indicated satisfaction in 2018 (Graph 89) The Noel-Levitz question was somewhat different asking whether the amount of parking space was adequate. Here 69 percent of students answered negatively, a percent that is below the national average (Graph 90). On the other hand, students were much more satisfied when asked the question of whether parking lots were well lighted and secure –69 percent (Graph 91).

**Graph 89**  
**Parking facilities and services**

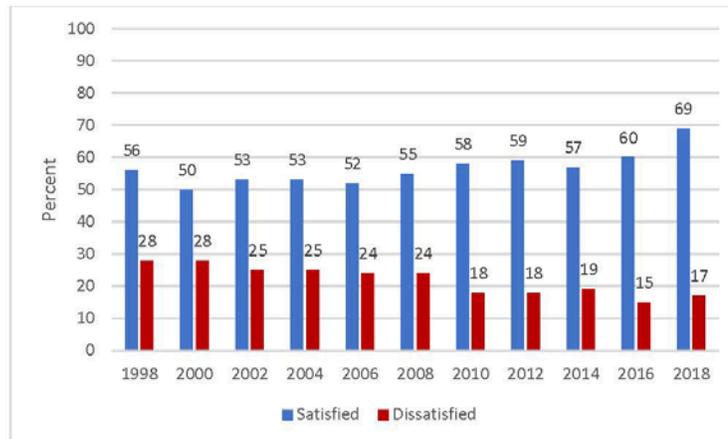


**Graph 90**  
**The amount of student parking space on campus is adequate\***



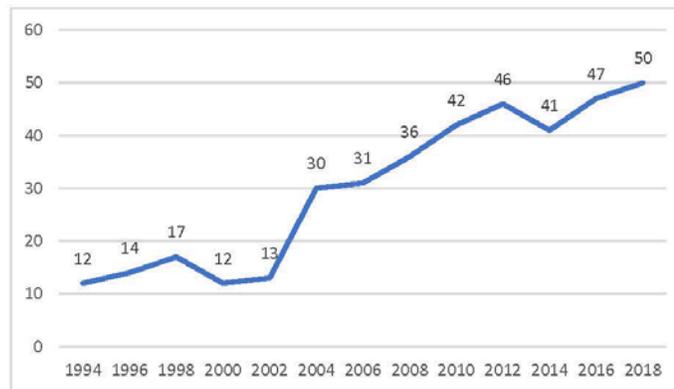
\*\*\*2016 significantly less positive than national sample-.001.

**Graph 91**  
**Parking lots are well-lighted and secure**

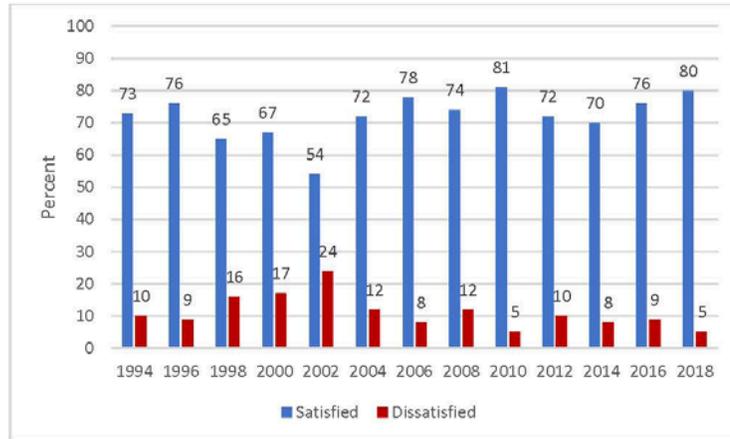


Close-in parking on campus has been reduced in the past couple of decades. To accommodate the reduction, the University established outlying parking lots with frequent bus transportation to campus. Graph 92 illustrates the impact of this policy on the number of students using “mass transit.” **Five in ten students indicate they have used it and, currently, eighty percent expressed satisfaction** (Graph 93)

**Graph 92**  
**Usage of UW mass transit**



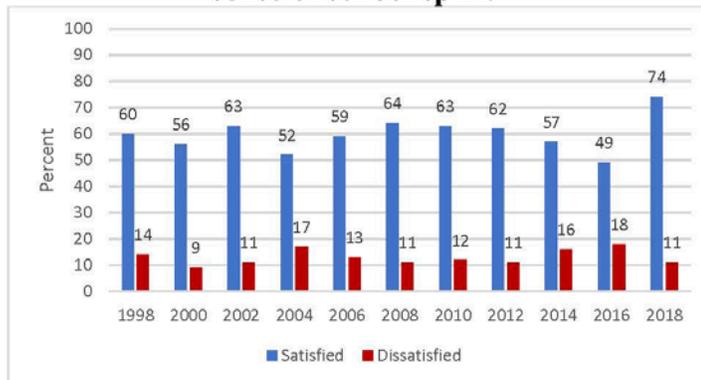
**Graph 93**  
**Satisfaction with UW mass transit**



**XXII. Other University Features: Athletics**

The Noel-Levitz survey asked students whether athletics contributed to a strong sense of school spirit. **In 2018 the UW level of satisfaction increased by 35 percentage points! (Graph 94). This level of satisfaction is significantly above the national average.**

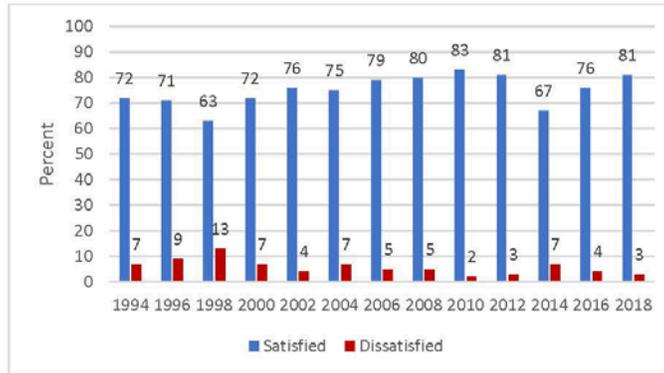
**Graph 94**  
**The intercollegiate athletic programs contribute to a strong sense of school spirit\***



\*2018 significantly more positive than national sample-001

From 2014 to the present, satisfaction with athletic facilities increased by 14 percentage points to 81 percent with only three percent indicating dissatisfaction (Graph 95).

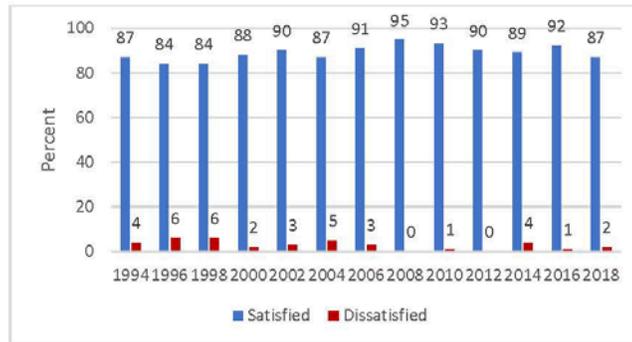
**Graph 95**  
**Satisfaction with athletic facilities**



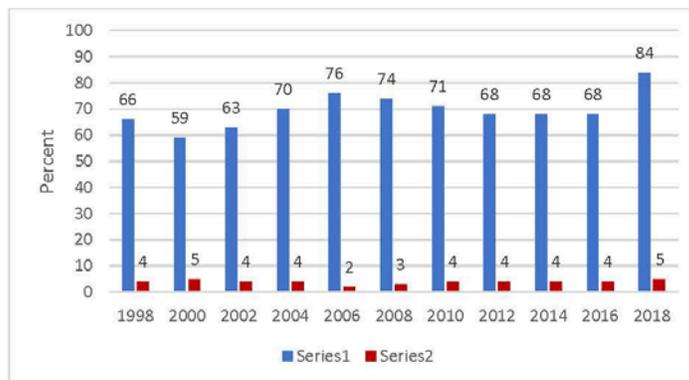
**XXIII. Other University Features: Recreational and Intramural Programs and Services**

Satisfaction with recreational and intramural programs remained high in 2018 as it has throughout the period of survey administration—87 percent (Graph 96). And 84 percent of UW students were satisfied with the variety of intramural offerings a major increase since 2016 (Graph 97).

**Graph 96**  
**Recreational and Intramural Programs and services**



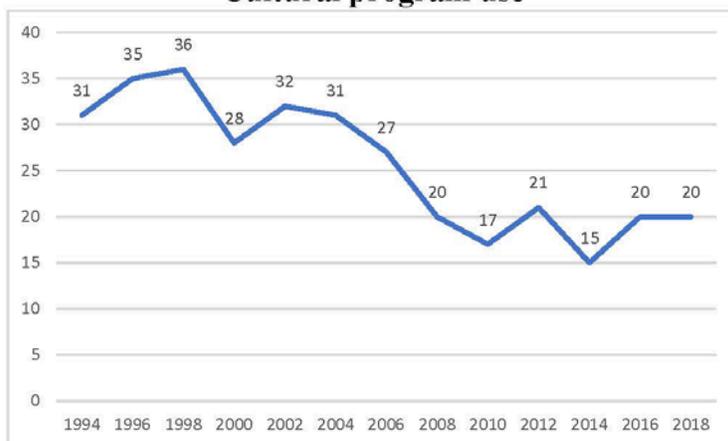
**Graph 97**  
**A variety of intramural activities are offered**



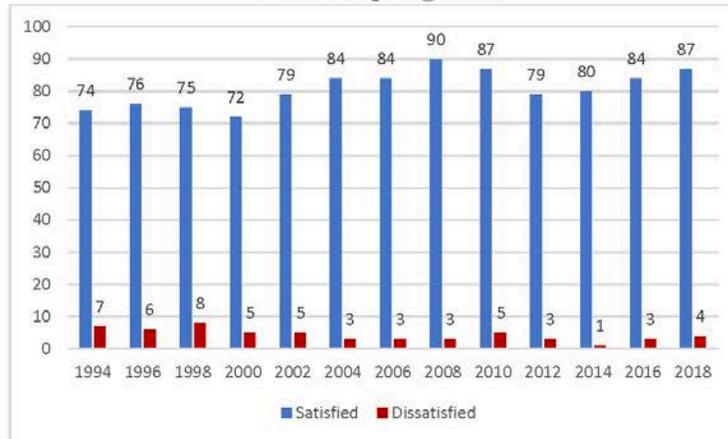
**XXIV. Other University Features: Cultural programs**

Attendance and participation in cultural programs have **declined quite dramatically during the last 20 years from a high of 36 percent in 1998 to 20 percent in the latest survey (Graph 98). However, for those who have taken advantage of these programs satisfaction remains high—87percent in 2018 (Graph 99).**

**Graph 98**  
**Cultural program use**



**Graph 99**  
**Cultural programs**



## Appendix



Wyoming Survey & Analysis Center  
UNIVERSITY OF WYOMING

# 2018 University of Wyoming Student Satisfaction Surveys: Methods Report

Bistra Anatchkova, Ph.D., Survey Research Manager Brian Harnisch, M.B.A., Senior Research Scientist

## Introduction

In the spring of 2018 the University of Wyoming administered its biennial Student Satisfaction survey using two survey forms: The Ruffalo Noel-Levitz form, and a UW form based on a form once known as the A.C.T. form.

For the first time both were administered using exclusively online survey administration.

Both were administered the week following UW spring break. The surveys went live on March 22<sup>nd</sup>, and closed on April 9<sup>th</sup>, 2018. For both surveys students received 1 invitation email, and 3 reminder emails. In addition, students received an email from the Vice President for Student affairs on March 21<sup>st</sup> informing them that they may be selected for one of the surveys and asking that they participate (See Appendix A).

<b>Surv Facts</b>
<b>Start and End Dates</b> March 22, 2018 – April 9, 2018
<b>Completed Surveys</b> 2437 Total Surveys 932 completions Ruffalo Noel-Levitz ..... 1505 completions UW A.C.T.
<b>Response Rate</b> 30% - Ruffalo Noel-Levitz 37% - UW A.C.T.

## Methods

### *Sampling Frame, Sample Design and Sample Size*

The pool of respondents for the survey included all UW students registered for the spring 2018 semester. The contact list was obtained from the UW Office of the Registrar.

The total number of records on that list was 12100. A total of 309 records did not have an email address associated with the name. Those were excluded from the list which the sample of potential respondents was drawn.

A probability sample of 7200 records was randomly drawn from that list. These were further randomly split into two subsamples to be used for the administration of the two survey forms.

A total of 3100 records were drawn for the Ruffalo Noel-Levitz form. The remaining 4100 were prepared for use in the UW A.C.T. adapted form.

### *Questionnaire Content*

The Ruffalo Noel-Levitz forms are proprietary and are made available for use by colleges with very little options of adding college specific questions. As in previous years, the "Student Satisfaction Inventory 4-Year Form A" form was used.

The UW A.C.T. adapted from provided more flexibility. In addition to all questions belonging to the original A.C.T. survey instrument, a few questions from what used to be a UW third form used in previous years were added.

These are:

**Here are two statements. For each one, please mark the box that comes closest to your opinion. Please tell us how much you agree or disagree with each one**

- a) Overall, I am pleased with the education that I am receiving at UW
- b) Overall, I would recommend that a friend or relative attend UW

**We'd like to know how you would describe the general climate for diversity on the UW campus, based on your own experience. Listed below are several pairs of opposite terms, such as**

**"friendly" and "hostile." For each pair of listed below, please mark the circle that represents your view of how close the social climate at UW is to the term listed on the left versus the term on the right.**

		Very close to ←	Closer to ←	In between ← →	Closer to →	Very close to →	
a	Friendly						Hostile
e	Conservative						Liberal
g	Homophobic						Non-homophobic
k	Improving						Worsening

What pleases you most about UW?

---

What disappoints you most about UW?

---

### *Mode of Contact and Mode of Data Collection*

For the first time, the only mode data collection for the UW Student Opinion Survey was a web survey. The only mode of contact was email.

### *Survey Administration*

Both survey forms were administered using the online mode of data collection. Students received an email from the Vice President for Student affairs on March 21<sup>st</sup> informing them that they may be selected for one of the surveys and asking that they participate.

Students were invited to complete the survey to which they were randomly assigned via email. An electronic link to the survey was provide as was a unique access code (See Appendix A for invitation email examples). Students were offered an entry into a raffle for a new iPad if they completed their survey.

The surveys went live on March 22<sup>nd</sup>, 2018. One survey invitation email and 3 reminder emails went out before the survey was closed on April 9<sup>th</sup>, 2018.

By close of data collection a total of 1505 completed UW A.C.T. and a total of 932 completed Noel-Levitz surveys were obtained.

### *Response Rates*

A total of 7200 students were included in the survey sample. For the Ruffalo Noel-Levitz survey, 3100 students were included. Of the 3100, two email addresses returned as invalid. With 932 survey completions, the valid response rate for the Ruffalo Noel-Levitz survey is 30.1%. For the UW A.C.T survey, a total of 4100 students were included. Of the 4100, five email addresses returned as invalid. With 1505 survey completions, the valid response rate for the UW A.C.T is 36.8%.

### *Data Compilation*

At close of data collection the data from UW A.C.T were exported in the SPSS software and checked for consistency, missing data, etc. This data set was delivered to the University of Wyoming for further analysis.

### *Appendix A*

PRENOTICE EMAIL



**Watch for Important Student Surveys**

March 21, 2018

Dear UW Student:

We know that this is a busy time of the semester and that, for many of you, the last thing you need is to be asked to complete another survey. But, if you would like to help make positive changes at the University of Wyoming and be entered into a drawing for a new iPad, please consider this upcoming survey opportunity.

Every two years, the UW administration sponsors a student opinion survey. This year, for the first time, the survey will be conducted entirely online.

In a couple of days, some of you (we draw a probability sample from all UW students) will receive an official invitation via email to complete one of two questionnaire forms. The University of Wyoming has partnered with Ruffalo Noel Levitz to gather student feedback using the Student Satisfaction Inventory. Alternatively, you may be selected to complete the University of Wyoming Student Opinion Survey form, administered by the Wyoming Survey & Analysis Center.

Be sure to check your email on Thursday, March 22. Please also double-check your spam and/or clutter folders. If you have been selected, please complete the survey right away. The survey will be only available for a short time.

Every student who completes the Student Satisfaction Inventory or the Student Opinion Survey will be entered into a drawing for a new iPad.

Thank you in advance for your participation. Your input helps to make positive changes at the University of Wyoming.

Sincerely,

Sean Blackburn, Vice President for Student Affairs

INVITATION EMAIL – UW A.C.T.

Dear <Name>,

You have been selected to participate in this year's University of Wyoming Student Opinion Survey. Every two years, the UW administration sponsors a student opinion survey. This year, for the first time, the survey will be conducted entirely online.

We know that this is a busy time of the semester. But, if you would like to help make positive changes at the University of Wyoming and be entered into a drawing for a new iPad, please consider completing this survey.

The survey will take roughly 10 minutes to complete. You don't have to answer any questions you don't want to, and you can end the survey at any time. Your responses will be kept completely confidential; results will be provided to the administration with ALL personally identifying information removed. Every student who completes the survey will be entered into a drawing for a new iPad. Your unique survey link is provided below. This link is unique to your email address; please do not share it with any other students.

**Follow this link to the Survey:**

[Take the Survey](#)

INVITATION EMAIL – RUFFALO NOEL-LEVITZ

Hello <Name>,

You have been selected to participate in this year's University of Wyoming Student Satisfaction Priorities Survey. Every two years, the UW administration sponsors a student opinion survey. This year, for the first time, the survey will be conducted entirely online.

We know that this is a busy time of the semester. But, if you would like to help make positive changes at the University of Wyoming and be entered into a

drawing for a new iPad, please consider completing this survey.

The survey will take roughly 10 minutes to complete. You don't have to answer any questions you don't want to, and you can end the survey at any time. Your responses will be kept completely confidential; results will be provided to the administration with ALL personally identifying information removed. Every student who completes the survey will be entered into a drawing for a new iPad. Your unique survey link is provided below. This link is unique to your email address; please do not share it with any other students.

This survey is available for online completion and via your mobile device.

Please click on or copy and paste this link:

[<Link>](#)

Thank you in advance for taking the time to complete this very important survey. If you have any issues accessing the survey, please email us directly at [wysac.src@uwyo.edu](mailto:wysac.src@uwyo.edu).

**AGENDA ITEM TITLE: Engagement Task Force Report, Jean Garrison**

# *Envisioning*

## Community Engagement and Outreach



UNIVERSITY OF WYOMING

*May, 2018*

---

## Contents

Executive Summary	3
Vision for Breaking Through on Engagement and Outreach at UW	5
Introduction, Purpose and Charge, Needs and Values	
Why Change Now?	9
Strategic Listening Sessions, Community Focus Groups, Faculty and Staff Inventory Survey, Benchmarking and Institutional Comparisons	
Recommendations for Meeting Wyoming Needs and Building Engagement Best Practices	15
Appendix A: Engagement Task Force Members	29
Appendix B: Engagement Task Force Process	30
Appendix C: UW Focus Group Project	31
Appendix D: Marvin Millgate Community Engagement Awards	33
Appendix E: Comparable Institution Benchmarking Exercise	34
Appendix F: Engagement and Outreach Transition Plan	36
Appendix G: Ideal Timeline for Implementation	38

*Front Cover: Wyoming Agricultural Experiment Station draft horses Pistol and Pete  
join a Cinco de Mayo celebration at the Lincoln Community Center in Laramie.*

# Envisioning

## Community Engagement and Outreach at the University of Wyoming

### Executive Summary

In summer 2017, the University of Wyoming launched its strategic plan, *Breaking Through: 2017-2022*, to set a new tone and mission for Wyoming's flagship and land-grant university. In that plan, UW committed itself 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."<sup>1</sup>

At the heart of that commitment are the values of engagement and communication, and the specific goal to "improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners."<sup>2</sup>

The Engagement Task Force was created by President Laurie S. Nichols to implement a new vision for engagement and outreach with our communities. In this report, we build on our history and identity as Wyoming's sole land-grant and public flagship institution to present our plan for a "One Wyoming, One State, One University, One Team"<sup>3</sup> strategic approach to community engagement.

The project has involved an institutional self-study, which includes a thoughtful review of key themes from the fall 2016 strategic planning community and campus listening sessions; focus groups across twelve communities; a faculty/staff engagement and outreach inventory survey; and benchmarking UW against close peer, stretch peer, and exemplar/aspirational institutions. We now present this plan to elevate the university's already substantial efforts in community engagement and outreach.

For UW to develop more effective, sustainable, and equitable relationships with our communities to address the complex economic and social challenges facing Wyoming, we make the following eight recommendations:

<sup>1</sup> *Breaking Through: 2017-2022, A Strategic Plan for the University of Wyoming*, available: <http://www.uwyo.edu/strategic-plan/>, p. 6.

<sup>2</sup> *Breaking Through: 2017-2022*, p. 11.

<sup>3</sup> Following the lead of UW Athletics, we see the One Wyoming, One State, One University, One Team motto as a clear vision representing our belief that the University of Wyoming is part of Wyoming's communities.

1. Create an **Office** of Engagement and Outreach that serves as a portal of access to UW for the citizens of Wyoming (and beyond) and coordinates and streamlines engagement/outreach efforts to achieve enhanced consistency, follow-through, and impact.
2. Strengthen UW's **Culture** of support for community engagement and outreach practices, integrate this work with institutional initiatives, and reward this activity within the UW community.
3. Develop practices and structures to expand mutually beneficial **Relationships** with community partners across the state.
4. Develop robust connections between engagement and **Student Learning** and student success measures.
5. Embrace **Diverse Perspectives** and experiences as we work with a broad range of communities and stakeholders.
6. Seek **Recognition** for UW's engagement and outreach strengths through national benchmarks, such as the Carnegie Foundation's Classification for Community Engagement, which model best practices in community engagement.
7. **Assess** community engagement and outreach activities and use results to drive future decisions.
8. **Communicate** regularly and effectively about engagement and outreach.

Changing our engagement and outreach model from individualized practice to a strategic, coordinated model whereby UW builds partnerships with a conscious ethos of reciprocity will take a long-term commitment on the part of our administration, faculty, staff, and students. The ability to execute these recommendations will rely on a structure and team of professionals with reach across the state dedicated to year-round engagement and service. Key to successfully implementing this work is approval by the President and Provost, a programming budget that builds rewards and incentives, and institution-wide buy-in to build a culture and best practice model for engagement with and outreach to our communities.

## *Vision*

### *for Breaking Through on Engagement & Outreach at UW*

#### *Introduction*

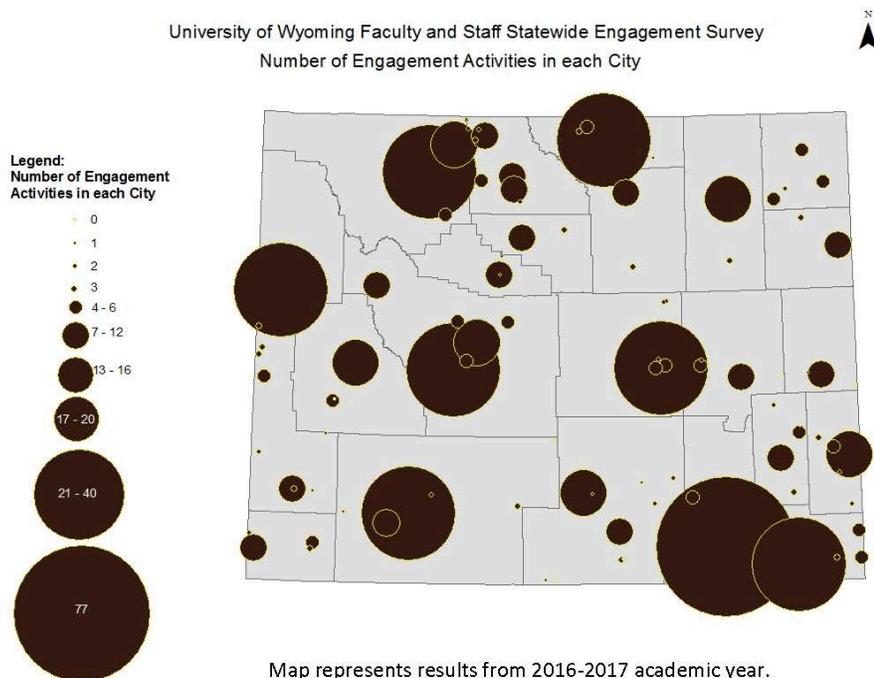
As Wyoming's only four-year public university, we are committed to active engagement, collaboration, and clear communication with our local, state, tribal, national and global constituencies for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. We seek to enhance the culture of engagement that recognizes faculty, staff, and students for their contributions to engagement and outreach on campus and in our communities.

UW is positioned, ready, and willing to work with our partners to improve and enhance the health and well-being of our citizens, communities, and environments through coordinated, reciprocal public relationships that actively engage our partners and constituents. We are guided by both a vision and opportunity to follow the lead of UW Athletics to build a "One Wyoming, One State, One University, One Team" model to enhance our strategic engagement and outreach efforts.

The Morrill Act of 1862 is our starting point. Its vision for education laid the foundation for enabling all citizens of the United States to participate in the nation's economic and social progress through its focus on practical public education. Thus, America crafted a forward-thinking system of education grounded on the assumption that knowledge provides a primary foundation for the creation of wealth, prosperity, and a stable democratic society. An expansion to the Morrill Act in the 1880s allowed Wyoming Territory to establish the University of Wyoming, a land-grant institution, three years before Wyoming became a state.

Our commitment to communities includes providing a breadth of outreach activities, as well as building depth in our community engagement partnerships. Today, every college, school, and division of UW participates in numerous activities in the state, with significant impacts on communities in each of Wyoming's 23 counties.

Some of the most visible partnerships with our communities can be found in programs offered by UW Extension, which has educators in every county and the Wind River Indian Reservation. Programs include Cent\$ible Nutrition, 4-H, and research projects aimed at improving production and value of Wyoming's ranches.



The Division of Kinesiology and Health at UW leads the Growing Resilience garden programs. Other programs include the \$4 million in free legal advice provided by the seven clinics in the College of Law and extensive K-12 and community college outreach efforts by every UW college and school. In these, we see UW's deep commitment to improving the lives of Wyoming's citizens.

To enhance the work we do, we have adopted the Carnegie Foundation for the Advancement of Teaching definition of community engagement as a core goal, which places at its center the collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources.

Carnegie defines the purpose of community engagement as:

*[T]he partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.<sup>4</sup>*

<sup>4</sup> See New England Resource Center for Higher Education, College of Education and Human Development, University of Massachusetts, Boston at [http://nerche.org/index.php?option=com\\_content&view=article&id=341&itemid=92#CEdef](http://nerche.org/index.php?option=com_content&view=article&id=341&itemid=92#CEdef).

Further, we are committed to the Association of Public Land-grant Universities' (APLUs) guiding principles that our work produce knowledge that benefits individuals and society, prepares students for productive citizenship, and addresses the problems of the communities we serve.<sup>5</sup> Undergirding the community engagement focus is the recognition that not all expertise and knowledge resides in the academy and both expertise and great learning opportunities in teaching and scholarship also reside in nonacademic settings, such as our communities.

We intend to build upon our past to embark on this new venture, one requiring a fresh strategy and structure, understanding the Carnegie model opportunity and APLU guidelines, along with committing to implement the goal in *Breaking Through: 2017-2022* to positively impact our communities.

### *Purpose and Charge*

The Engagement Task Force, chaired by Professor Jean Garrison, was charged by President Nichols to do the following:

- Create a plan for an Office of Engagement and Outreach.
- Work toward UW designation as a Carnegie Foundation “community engaged university” and use this designation in university marketing efforts.
- Coordinate and streamline engagement efforts to achieve enhanced consistency, follow-through, communication, marketing, and impact.
- Provide a portal of access to UW for the citizens of Wyoming (and beyond).
- Strengthen UW’s culture of engagement with enhanced recognition and reward.
- Whenever possible, integrate engagement with other institutional initiatives and offices (e.g., admissions, distance education, community college/regional centers, and entrepreneurship).

We were challenged to think futuristically about how to create an environment of engaged education, student opportunities, scholarship and service, and faculty and staff development at UW, as well as how to build collaboration between UW and our constituents to address complex economic and social challenges and opportunities facing UW and Wyoming.

Those involved in developing this report agree now is the time for UW to move beyond uncoordinated efforts at the institutional level in service, extension, and outreach to adopt a community engagement model where we share best practices across units (See Appendix A: Engagement Task Force Members).

---

<sup>5</sup> APLU Council on Engagement and Outreach, *The Centrality of Engagement in Higher Education*, Association of Public and Land-Grant Universities, August 2015.

### *Needs and Values*

Being deliberate about partnership relationships and planning for outreach programs is an imperative for UW's continued success.

To achieve our community engagement goals, we recommend a model that follows these guiding principles:

- Recognize that UW's diverse resources extend well beyond the Laramie campus and across the state, and use the "One Wyoming, One State, One University, One Team" approach of UW Athletics to underlie the strategic engagement and outreach missions.
- Make UW known as a partner and resource to meet community needs.
- Centralize awareness of UW outreach and engagement efforts and where appropriate provide leadership, support, and training to achieve enhanced consistency and follow-through.
- Leverage UW assets to address the needs of the larger community, recognizing the land-grant mission includes extending the scholarship of teaching, research, extension, outreach and service to address societal and economic challenges and opportunities.
- Regularly communicate the significance of engagement and outreach activities and their contribution to the land-grant mission.
- Align recruitment, incentive, and appointment practices with engagement goals and values.
- Coordinate discussions and summits around the state convened around specific problems and needs as identified by community partners with focus on active solution-based outcomes.
- Assess what we do and make decisions based on those assessments.
- Build off existing exemplars to evaluate how to achieve institution-wide progress on engagement goals.

This commitment to holistic community engagement allows us to retain many of our present practices but requires us to adopt new community engagement concepts and associated terminology; align community engagement to the university's mission and the unique needs of our communities; move beyond planning to focus on impacts for individuals, communities, and the institution; and undertake community engagement activities in a strategic and coordinated way with a new Office of Engagement and Outreach.

## *Why Change Now?*

UW's support for community engagement is grounded first in providing opportunities for students and our communities, a practice reaffirmed by the recent strategic planning process. The task force drew first upon available internal data and assessed inputs through the Faculty Survey of Student Engagement (FSSE) and the National Survey of Student Engagement (NSSE), which provide data comparing UW nationally and benchmarking us with other U.S. universities and colleges.

The FSSE, administered last in 2015, reported that 45 percent of faculty members thought students in lower-division classes and 46 percent of faculty members thought students in upper division classes should participate in community-based projects (service learning) as part of a course. The institution likewise administers a student satisfaction survey every two years to freshmen and seniors, and for their part, 45 percent of seniors reported that at least some of their courses included a community-based project.<sup>6</sup> This shows a baseline measurement for service-learning opportunities and commitment at UW.

Further, in the fall 2016 biennial statewide survey administered by Wyoming Survey and Analysis Center (WySAC), Wyoming residents were asked to rate the university the same way students are graded and to share their perceptions of UW.

- 78 percent of respondents gave UW an A or a B rating. This gives UW a grade point average of 3.24 on a 4.0 scale, the third-highest since polling on UW's performance began in 1984.
- Wyoming residents were asked to rate UW's performance on "having a strong level of engagement with your community." On this question, 61 percent rated the university's performance as excellent or good (19 percent excellent and 42 percent good).<sup>7</sup>

These significant but limited measurements provided an excellent starting point. They also challenged us to complete a more in-depth, multi-method self-study to get a sense of the scope, breadth, and depth of UW's current engagement and outreach activities, as well as to evaluate the needs and wants of statewide constituents. Steps included the following:

- Review and code 10 community listening sessions and campus listening sessions that involved all campus units.
- Conduct focus group exercises in 12 Wyoming communities.
- Conduct a faculty/staff inventory survey for AY 2017 (which revealed UW activities in all counties of the state).

<sup>6</sup> University of Wyoming, *FSSE-NSSE Combined Report 2015*, Faculty Survey of Student Engagement.

<sup>7</sup> The Wyoming Survey and Analysis Center conducts a biennial survey co-sponsored with the UW Department of Political Science which includes questions on statewide perceptions of the University of Wyoming. Full results from the Wyoming Statewide Survey from November 2016 are available at <http://www.uwyo.edu/uw/news/files/documents/2016/12/questions.pdf>. The survey polled 722 Wyoming residents, with a margin of error +/- 3.6 percentage points. See Brian Harnisch, "Statewide Perceptions of the University of Wyoming," *WySAC Issue Brief*, November 14, 2016, and the university press release from December 5, 2016, noting the questions focusing on statewide perceptions of UW.

- Conduct a benchmarking exercise to investigate engagement practices by close peers, stretch peers, and regional and exemplar institutions.

In addition, members of the task force hosted more than a dozen meetings that included guests from across campus. They traveled to a community engagement seminar, participated in a webinar focusing on the Carnegie application process, hosted three campus listening sessions, and completed a site visit to Colorado State University (See Appendix B: Engagement Task Force Process).

Through these efforts, the task force has identified some general hallmarks of UW's engagement and outreach practices, as well as opportunities and challenges for UW's future engagement and outreach efforts. We present the general results from these investigations.

### *Strategic Planning Listening Sessions*

An inventory of UW's 10 listening sessions from communities around the state and the listening sessions with UW academic and nonacademic units provided important input into UW's strategic plan, *Breaking Through: 2017-2022*, and a starting point for our data gathering efforts. Once coded for general engagement and outreach themes, these sessions provided an important first cut at evaluating how UW constituents and we evaluate the strengths, assets, and role of UW in the state; some challenges and concerns about barriers to UW involvement with our communities; engagement needs and wants within Wyoming communities; and aspirations for UW in the area of engagement.

- An inventory of the 10 community listening sessions shows that UW needs better communication overall and needs to share its story better with the state. These sessions also highlighted community concerns over a variety of program eliminations and a desire for more new programs via the old Outreach School and more UW collaboration with K-12 and the community colleges. UW was mentioned as a key partner in the state's energy economy and for economic diversification efforts.
- An inventory of the listening sessions held with UW units shows that across departments/colleges/units, engagement and outreach are widespread and highly valued. The breadth and scope of UW Extension was complimented and many other statewide activities and partner relationships (e.g., from clinics to agencies/businesses) were noted. Many identified the need for a centralized organization for UW engagement to support their efforts and for a better way to reward this service internally.

### *Community Focus Groups*

Focus groups were conducted in 12 Wyoming communities to provide a more intentional baseline for views on UW in their communities. These focus group sessions, conducted across January-March 2018 (See Appendix C: UW Focus Group Project), were facilitated by a third party and had no UW people present. Invitees were selected on the basis of their role in the community to get as broad a set of perspectives as possible. These targeted communities were Afton/Star Valley, Casper, Cheyenne, Ethete Northern Arapaho Tribe, Fort Washakie Eastern Shoshone Tribe,

Gillette, Laramie, Powell/Cody, Riverton/Lander, Rock Springs/Green River, Sheridan, and Torrington.

Facilitators collected data from the targeted questions discerning participant attitudes about UW's activities in and interactions with the community, as well as the top opportunities and challenges in their communities. The goal was to pilot a systematic and statewide assessment mechanism to augment data from President Nichols's community listening sessions. Although participation was small in some communities, taken together some important themes emerged.

Participants in the focus groups throughout the state expressed strong affinity and affection for UW, as well as fierce loyalty to their communities. Unsurprisingly, the extent to which UW is perceived to be present and listening in a community is directly related to the distance of their community from Laramie. Participants also noted that perceptions of engagement and partnership with these communities, including Laramie, have waxed and waned over the years, depending on UW leadership. Recent outreach efforts from UW President Nichols, however, have not gone unnoticed by these communities and are greatly appreciated.

UW is clearly engaged on some level with all these communities, but there is a wide spectrum of awareness regarding the level of presence or engagement. In fact, focus group participants noted that although UW definitely has a presence in several of these communities, many residents are simply not aware of that presence.

Four areas emerge where UW can make the most impact in the near term:

- There is a strong desire for a greater physical presence by UW in communities that are distant from Laramie. For example, participants from more distant communities noted the aggressive efforts of universities in surrounding states closer to them to recruit local students.
- Economic diversity and economic sustainability are seen as the greatest opportunity and greatest challenge for every community represented in this report. While a wide array of resources and services are currently available, participants felt these resources are not known or understood, and communities fail to take advantage of faculty and staff expertise that can help address the challenges facing their community and the state.
- Concern over the significant challenges to growth and economic development (that UW may or may not have a role in addressing) were linked to the difficulty Wyoming communities have providing opportunities for Wyoming's youth to stay in the state.
- The Wind River Indian Reservation communities have fundamentally different needs than other Wyoming communities. Focus group report writers noted a variety of special needs related to economic development and unique barriers, but also indicated these perhaps provide the greatest potential for UW to make an immediate impact.

Recommendation themes that emerged from the focus groups are for UW to continue statewide outreach and dialogue, especially in communities that are more distant and perceived as isolated from UW; emphasize the importance of UW's partnership with K-12 education and community colleges; maintain and expand existing partnership programs that match UW students with internship, research and service opportunities (e.g., communities want to see UW students and show them what a great place their communities are to live); develop strategies, provide

resources, and market available UW services to help communities attract businesses/entrepreneurs; develop research partnerships with communities to help them address their challenges and opportunities; and ensure better alignment between the needs of industry/workforce and UW programs/degrees/certificates.

### *Faculty and Staff Inventory Survey*

In the spring of 2018, a faculty/staff survey was deployed to each UW unit to further inventory specific engagement activities and community impact. The survey results will be used to: 1) establish a baseline of UW outreach and community engagement, 2) learn how to better support engagement at UW, 3) serve as a template for future faculty and unit reporting, and 4) make future surveys easier to use and complete.

The campus-wide survey represents a conservative estimate of UW's statewide outreach and engagement and gives us data to understand the wins we should celebrate and additional efforts we can strategically invest in. Results of the voluntary survey completed by 83 UW units show 1,294,061 individuals across all counties were served by UW engagement/outreach efforts in 2016-17, and the 662,644 contact hours for these efforts represent the equivalent of 319 fulltime employees (FTEs).

The survey results illustrate UW's rich engagement and outreach around the state. The highest concentration of outreach and engagement was in Albany County, with the next highest numbers served in Laramie, Natrona, Fremont, Sheridan, and Washakie counties, respectively. UW dollars spent for these activities was \$12,078,611. Top areas of engagement were extension, direct client and patient care (e.g., Colleges of Law and Health Sciences), professional development, community college collaboration, K-12 collaboration, research, and seminars/public talks.

Two important areas to explore are incentives and rewards for engagement and outreach activities and assessment practices.

- The inventory shows no consistent reward practices for engagement and outreach. Current practices range from no-cost incentives, such as verbal recognition, to formal measures on performance evaluations. Some units have funds to encourage and support engagement activities by faculty members (some do not), while units such as Nursing and UW Extension have expectations for clinical practice and extension, respectively, "woven into the fabric of the school." For faculty and academic professionals with extension appointments, tenure and promotion (T&P) criteria explicitly evaluate outreach and engagement activities through annual evaluations (thus affecting merit raises when they occur).

Numerous college, UW Extension, and professional society awards recognize exceptional outreach and engagement. Some rewards are in place, such as the Service, Leadership and Community Engagement (SLCE) mini-grants for academic service learning/community engagement. The Engagement Task Force took these examples to heart, as well as best practices identified in the benchmarking exercise, to initiate four engagement awards for faculty, staff, student, and community partner and will build upon community involvement strategies to make additional recommendations in this report (See Appendix D: Marvin Millgate Community Engagement Awards).

- UW units reported a plethora of efforts to include community feedback on their engagement and outreach efforts. Strategies to involve community included conducting needs assessments, building on long-established personal relationships, soliciting input from people involved in trainings, and involving local representatives or using local feedback in strategic planning.

Many organizations, such as Wyoming Institute for Disabilities (WIND), report directly to their advisory committees and host partner meetings once a year, as well as attend planning meetings and working groups hosted by partners. The School of Nursing faculty work hard to establish ongoing relationships with hospitals and primary care clinics, becoming embedded in these practice sites. In the College of Agriculture and Natural Resources, faculty and academic professionals collaboratively work with stakeholders to conduct regional or statewide needs assessments, determine relevant issues and concerns, and design and implement educational approaches and applied research (e.g., producer-driven research). Further, advisory board members are invited to represent their counties and disciplines and are regularly encouraged to provide input and feedback.

Student Educational Opportunity (SEO)/TRIO Programs outline and agree upon assessment procedures prior to each grant competition cycle, and staff are evaluated annually on the extent to which they develop and/or maintain positive relationships with grant partners. Wyoming's Established Program to Stimulate Competitive Research (EPSCoR) uses roundtables and focus groups to start activities and continued trips to the communities to gather input on how the activities should be changed. The College of Education uses focus groups, Zoom meetings, on-site meetings, observations of practices, and data analysis, while grant projects such as GEAR UP Wyoming hire an external evaluator who makes site visits and carries out assessment, resulting in annual written reports.

By pulling this information together and mapping where we are today, we can see that UW is very involved in statewide engagement and outreach, but practices vary based on the units involved. Survey results show a need to elevate reward and incentive structures as well as best practices and core competencies for engagement and outreach and to inventory the various assessment practices in place.

The challenge will be to use these results as a baseline on scope, breadth, and depth and moving forward to more systematically track, scale up, and systematize what we are doing based on what we learn.

### *Benchmarking and Institutional Comparisons*

A comparison of engagement practices with close peers, stretch peers, and aspirational institutions provides a fourth source of data from which we build recommendations for UW. This effort was a two-step process that first involved reviewing the community/civic engagement structures at 25 higher education institutions, including each of UW's close peers and stretch peers, as well as five additional regional and exemplar institutions. This step was followed up by interviewing engagement teams at nine institutions and conducting a site visit to Colorado State University (See Appendix E: Comparative Institution Benchmarking Exercise).

A review of the engagement practices at UW's close peer institutions shows that seven close peers have held the Carnegie Foundation's Classification for Community Engagement designation since 2010 or 2015 (Montana State University, New Mexico State University, North Dakota State University, Oklahoma State University, University of Idaho, University of Maine, and University of Montana), while South Dakota State University, University of Nevada-Reno, University of Rhode Island, and Utah State University have not.

Among UW's stretch peers, Clemson University, Colorado State University, Kansas State University, Texas Tech University, University of Utah, Washington State University, and the University of West Virginia have the Carnegie designation, while the University of Nebraska-Lincoln and University of New Mexico do not.

A closer examination of a subset of the peers and stretch peers and inclusion of regional exemplars and aspirational institutions (e.g., University of Colorado-Boulder, University of Nebraska-Omaha, Ohio State University, Oregon State University, and Purdue University) for comparative purposes, produces a series of observations and recommendations for best practices for community engagement structure, function, and practice at UW.

- None of the close peers have a centralized engagement office, although Oklahoma State University recommends it in their strategic plan. Each, however, has a civic engagement office similar to UW's SLCE office that focuses on service learning and student opportunities and reports through the division of student affairs. (The sole exception is the University of Montana, which reports through its Extended University.) These are director-level appointments. Broader engagement and outreach functions are decentralized to the colleges, largely within extension offices. None centrally coordinate engagement efforts.
- In contrast, five of UW's stretch peers have more comprehensive engagement and outreach offices similar to what we are proposing. Among these exemplars – including Colorado State University and aspirational schools such as Ohio State University, Oregon State University, and Purdue University – we see centralized offices that follow the Carnegie best practices model for engagement, e.g., the office is responsible for strategic planning, leading key initiatives, helping elevate the engagement efforts of other units, and building reward and incentive structures for engagement.
- Follow-up interviews provided useful information on reporting structures and engagement structures. In these interviews, the engagement leadership teams recommended that the most effective engagement and outreach offices report directly to the President or Provost through a Vice President or Associate Vice President or similar high-level appointment. This facilitates broad coordination and oversight activities. They also recommended a council (generally a high-level Provost's Council) to champion strategic engagement at their institution. Further, they recommended building incentive and reward structures for faculty/staff, including engagement as an explicit part of T&P and evaluation processes, as well as providing new funds for innovative fellows' programs and partnership grants. These strategies have helped to build broad institutional buy-in for the engagement and outreach mission.

## Recommendations

### *for Meeting Wyoming Needs & Building Engagement Best Practices*

The Engagement Task Force proposes eight recommendations to elevate UW's engagement and outreach practices. To advance on all eight of these recommendations, we must gather and invest resources to support our work in these areas.

We also recognize that to make progress, we need to ensure all UW employees feel they are part of the mission, they have the tools needed to be successful, and that their work is recognized, rewarded, and celebrated.

1. Create an **Office** of Engagement and Outreach that serves as a portal of access to UW for the citizens of Wyoming (and beyond) and coordinates and streamlines engagement/outreach efforts to achieve enhanced consistency, follow-through, and impact.
2. Strengthen UW's **Culture** of support for community engagement and outreach practices, integrate this work with institutional initiatives, and reward this activity within the UW community.
3. Develop practices and structures to expand mutually beneficial **Relationships** with community partners across the state.
4. Develop robust connections between engagement and **Student Learning** and student success measures.
5. Embrace **Diverse Perspectives** and experiences as we work with a broad range of communities and stakeholders.
6. Seek **Recognition** for UW's engagement and outreach strengths through national benchmarks, such as the Carnegie Foundation's Classification for Community Engagement, which model best practices in community engagement.
7. **Assess** community engagement and outreach activities and use results to drive future decisions.
8. **Communicate** regularly and effectively about engagement and outreach.

These recommendations provide a bold new plan for engagement and outreach practices at the University of Wyoming.

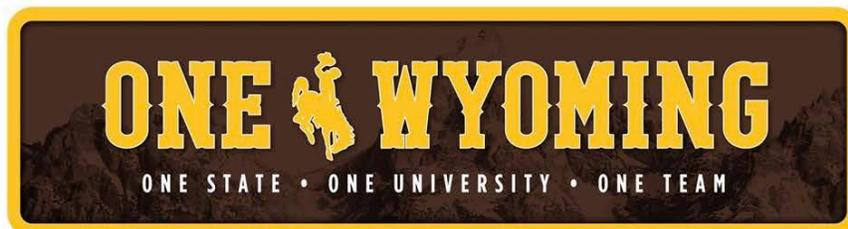
**1.** Create an **Office of Engagement and Outreach** that serves as a portal to UW for the citizens of Wyoming (and beyond) and coordinates and streamlines engagement and outreach efforts to achieve enhanced consistency, follow through, and impact.

Creating and supporting this office sends a clear signal of UW's commitment to partner with our communities and to fundamentally transform our ability to do so. Recent budget challenges and internal restructuring mean that UW needs to better coordinate these efforts, resource them centrally, and rebuild networks to connect engagement/outreach efforts to our communities so we build on existing practices in a coordinated and systematic way.

*Action Plan 1*

- 1.a. The Office of Engagement and Outreach's vision and goals will be to:
  1. Connect people at UW with people around the state seeking help and expertise.
  2. Lead and frame campus and statewide discussions on the engagement structures in Laramie and statewide that will best synchronize the engagement and outreach missions.
  3. Establish and build its scope as an advocate and leader for the university's engagement and outreach mission and work to connect the expertise and resources of the university to meet the needs and goals of communities.
  4. Identify, foster, and assist in delivery of innovative programs and strategies to meet the informational, educational, and technical needs of the current and emerging workforce, businesses/industries, and communities/regions.
  5. Build a deep culture of engagement within UW which integrates these efforts with other institutional initiatives.
- 1.b. To attain these goals, we recommend the following actions:
  1. Create a centralized structure with an office and direct report to the President to provide a platform to coordinate and build institution-wide engagement and outreach initiatives. Structurally, the position of Chief Engagement Officer will enhance visibility and set the cultural tone that UW holds a high level of expectation in our engagement and outreach missions. Our benchmarking exercise indicates positioning at this level has been an important indicator of institutional commitment and broad buy-in.
  2. Develop a President's Council for Engagement and Outreach (chaired by the Chief Engagement Officer) to oversee key initiatives and policies that includes representatives from colleges and units who serve as champions for the engagement mission. Important partners include the Office of Research and Economic Development; Office of Diversity, Inclusion, and Equity; Alumni Relations; Communications and Institutional Marketing; UW Extension; SLCE; and academic units. The office will have a natural synergy with offices in student affairs, athletics, cultural centers, university relations and development, among others.

3. Develop a community engagement and outreach advisory board with key community partners.
4. Work with colleges, departments and other units to establish clear lines of authority and reporting on engagement in collaboration with the Office.
5. Develop strategic priorities, respond to institutional needs, and lead and coordinate key programming initiatives around the state (e.g., K-12, community college, and Wind River Reservation initiatives).
6. Champion and explore statewide structures and best practices to advance the engagement mission, building from examples such as Colorado State University's "hub" model and Nebraska's regional arrangements.
7. Build upon existing efforts that gather partner input to create expectations for best practices for engagement and outreach.
8. Implement the Office of Engagement and Outreach transition plan (See Appendix F: Engagement and Outreach Transition Plan and Appendix G: Ideal Timeline for Implementation).



*Inspired by the unique nature of being Wyoming's only four-year institution of higher education, "One Wyoming" is the story of an entire state pulling in the same direction for its one University and athletic teams.*

## **2.** Strengthen UW's **Culture** of support for community engagement and outreach practices, integrate this work with institutional initiatives, and reward this activity within the UW community.

Transform and reshape UW's academic culture to promote, reward, and incentivize community engagement and outreach, as well as engaged scholarship and teaching. Integrate outreach and engagement throughout all departments and campus initiatives and provide transformative experiences for learners and communities.

### *Action Plan 2*

2.a. To strengthen UW's culture of engagement and outreach, we must:

1. Coordinate top-down initiatives from the President and Provost with bottom-up practices and experience to build depth, breadth, scope and impact of engagement and outreach programs.
2. Build reward practices to strengthen the culture of engagement and outreach among faculty and staff, simultaneously working to align recruitment, incentive, and appointment practices with engagement goals and values.

2.b. To attain these goals, we recommend the following actions:

1. Invest up front in programs coordinated by the new Office that recognize and reward community-engaged scholarship and practice among faculty, staff, students, and community partners to build buy-in for these efforts.
2. Encourage UW researchers to communicate their expertise to the general population through public talks, accessible publications, and new media.
3. Work with Academic Affairs to include engagement/outreach recognition as part of the T&P and performance review process, hiring letters, and new position advertisements. Make the Chief Engagement Officer a member of the university T&P committee.
4. Put together a toolkit for engagement/outreach best practices and make this available to the campus community and our partners.
5. Align institutional efforts with college/unit efforts and build best practices in engagement and outreach programs/initiatives.
6. Identify engagement reporting responsibilities within colleges and units and individuals who will serve a liaison role with the Office of Engagement and Outreach.

### **3.** Develop practices and structures to expand mutually beneficial **Relationships** with community partners across the state.

Recognize that partnership, collaboration, innovation, and communication are key to understanding issues, guiding solutions, and identifying opportunities for community engagement and economic development. We value the scope and breadth of our outreach activities, as well as the deeper engagement we have in a variety of community partnerships. We intend to build from these efforts and use new structures and coordinated processes to achieve enhanced consistency, follow-through, and impact in our efforts. This includes incorporating our partners' expertise, experience, and perspectives into projects' design and implementation.

#### *Action Plan 3*

- 3.a. To enhance effective partnerships, UW needs to:
  1. Empower employees in Laramie and out in the state, through organizational structures, appropriate reporting lines, and support, to be effective advocates for the university and to build partnerships that address community needs.
- 3.b. To attain this goal, we recommend the following actions:
  1. Champion and become a partner in key university/state initiatives where there is need and infrastructure in place so as to make an immediate impact. The focus group exercise highlighted three opportunities: the Wind River Indian Reservation, K-12 and community college partnerships, and economic development (e.g., Economically Needed Diversity Options for Wyoming or ENDOW).
  2. Work with key partners, such as UW Extension, to host discussions on appropriate structures and practices to best serve UW's statewide engagement mission.
  3. Utilize learning communities, technology, and social media, as well as interactive, hands-on, field-based, experiential, hybrid, and discussion-based approaches for engagement with the state.
  4. Build upon UW's existing engagement networks and resources (e.g., UW Extension, Academic Coordinators, Wyoming Technology Business Center) to support engagement and develop a network of thought leaders to build partnerships among existing UW personnel.
  5. Develop new internal practices to foster partnership, collaboration, innovation, and communication to understand issues, guide solutions, and identify opportunities for community engagement and economic development.
  6. Collaborate with UW's Alumni Association and use alumni networks effectively for engagement; develop best practices and train on what they need to know; develop parameters for involvement of volunteers around the state.
  7. Identify professional development and funding support needs to expand the scholarship of teaching, research, extension, outreach, and service to address societal, economic, and development needs.

8. Connect and collaborate with businesses, communities, and regions to leverage talent, innovation, and resources to address current and emerging real-world issues and opportunities (e.g., work with Office of Research and Economic Development, look for synergy with ENDOW, etc.).
9. Prioritize the community college relationship as a key to the success of UW's engagement and outreach missions.
10. Emphasize programs that get students back to their hometowns and out into communities. Leverage strengths such as the Science Initiative "Science Roadshow."



*The UW Science Initiative's Learning Actively Mentoring Program supported 16 K-12 educators from across the state to attend the 2016 Wyoming Department of Education's Roadmap to STE(A)M conference. In return, educators opened their classrooms to undergraduate researchers such as Logan Fairbourn, above, a UW senior majoring in microbiology. During 2017-18, he and others took the "Science Roadshow" to nine Wyoming cities and 12 K-12 schools, delivering active-learning classroom lessons based on their research to over 1,000 students.*

## **4.** Develop robust connection between engagement and **Student Learning** and student success measures.

Community engagement opportunities are integral to student recruitment, retention, and success. The Office of Engagement and Outreach will help elevate and coordinate this work, bridging the gap between Academic Affairs and Student Affairs. As an example, Association of American Colleges and Universities (AACU) High-Impact Educational Practices will be combined to integrate service learning and community engagement with first-year programs such as Cowboy Connect and the First-Year Freshman Experience 4th credit. By working with SLCE to enhance existing courses and develop new curricular and co-curricular engagement opportunities for students, UW will expand the scope and impact of its engagement efforts.

### *Action Plan 4*

- 4.a. To make engagement central to the student experience, we must:
  1. Encourage service-learning opportunities for our students and faculty development to help teachers offer service-learning components with their classes.
  2. Continue to align and enhance statewide engagement and outreach efforts with K-12 and community colleges, including the state's educational attainment benchmarks.
  3. Focus on a broad range of healthy community initiatives that affect our youth.
- 4.b. To attain these goals, we recommend the following actions:
  1. The Office of Engagement and Outreach will serve as a bridge between the faculty and the SLCE office to enhance service-learning opportunities and measure impact of these programs.
  2. Partner with the SLCE office and the Center for Student Involvement and Leadership (CSIL) and Advising, Career and Exploratory Studies office (ACES) in the growth, development, and expansion of student service and internship experiences.
  3. Identify and align a sharing of resources between the Office of Engagement and Outreach and the SLCE office in areas of common mission (e.g., SLCE innovative grants program).
  4. Utilize Campus Compact resources and other resources/practices available through organizations such as the Association of Public Land-grant Universities and Carnegie Foundation for seminars, best practices, and funding opportunities.
  5. Work cooperatively with SLCE as it develops a process for designation of service learning and/or community engagement courses to ensure all such courses meet the same standards.
  6. Develop best practices plan for service-learning courses, including a standard memorandum of understanding (MOU) to be used by all designated courses; standard learning outcomes; specific evaluations for instructors, students, and community partners; clearly defined reciprocal relationships; and student

- opportunities for reflection based on learning from the experience. Make these practices a condition of Office of Engagement and Outreach and/or SLCE funding.
7. Develop learning outcomes to be incorporated in First-Year Seminar (FYS) courses or 4th credit experience.



*Service-learning uses real-life experiences to help students gain knowledge and practices for active engagement in their communities, the nation, and the world. Service and engagement can foster long-term and potentially transformative learning.*

## **5.** Embrace **Diverse Perspectives** and experiences as we work with a broad range of communities and stakeholders.

Expand UW's capacity to effectively engage with new and historically under-represented learners, communities, and stakeholders and learn from and with diverse populations and communities. Deliberately link the engagement and outreach mission to the UW Diversity, Equity and Inclusion Strategic Plan. Identify and address challenges and provide multiple and varied ways for people to access education, research, and information.

### *Action Plan 5*

5. a. To build diverse perspectives into our engagement mission, we must:
  1. Make the variety of perspectives, experiences, and opinions central to the engagement and outreach process.
  2. Evaluate and assess engagement and outreach with this vision in mind.
5. b. To attain these goals, we recommend the following actions:
  1. Partner with the Office of Diversity, Equity and Inclusion to address the campus climate and culture to create and maintain diversity, equity, and inclusion values in all engagement and outreach practices.
  2. Partner with the Office of Equity, Diversity, and Inclusion to facilitate connections with surrounding communities and assist in a statewide discussion on issues of diversity, equity and inclusion.
  3. Align with UW efforts and practices to prioritize partnership with the Wind River Indian Reservation. The Office of Engagement and Outreach should work directly with the new Native American Education Research and Cultural Center (NAERCC) to coordinate projects and engagement/outreach activities on the reservation.
  4. Create professional development opportunities in best practices for engagement that embrace the values of diversity, equity, and inclusion.
  5. Work collaboratively with the Social Justice Research Center; the School of Race, Gender and Social Justice; the Office of Diversity, Equity and Inclusion; and partners such as WIND to foster outreach efforts that develop culturally-appropriate content and delivery methods.

**6.** Seek **Recognition** for UW's engagement and outreach strengths through national benchmarks, such as the Carnegie Foundation's Classification for Community Engagement, which model best practices in community engagement.

UW seeks alignment with national engagement and outreach initiatives, specifically working toward Carnegie's classification as a "community engaged university" and working with other organizations, such as Campus Compact and the Association of Public Land-grant Universities, to enhance our community engagement model. These initiatives provide a framework in which to develop plans, programs and policies, which bring the greatest impact and recognition to our community engagement efforts.

*Action Plan 6*

- 6.a. To build national recognition for UW's engagement and outreach work, we must:
  - 1. Build expertise and commitment to partnership, collaboration, and reciprocity practices across the institution.
  - 2. Build a culture of engagement from the bottom up.
- 6.b. To meet these goals, we recommend the following actions:
  - 1. Develop a timeline for addressing criteria in the Campus Compact Civic Action Plan, APLU Council on Engagement and Outreach initiatives/awards, and the Carnegie application. Needed actions include:
    - a. Build mechanisms to move engagement and outreach practices from unit- to institutional-level best practices.
    - b. Emphasize recognition and reward to build a culture of engagement and outreach through campus-wide awards and celebrations.
    - c. Show investment of financial resources and dedicated fundraising to outreach and engagement.
    - d. Foster a culture of faculty scholarship associated with outreach and partnership activities.
    - e. Grow engagement and outreach opportunities for students, staff, and faculty by providing a toolkit, and when possible, provide financial support.
    - f. Increase the number of service-learning opportunities for students and enhance assessment of these courses.
    - g. Link engagement efforts to other important institutional initiatives.
  - 2. Build capacity and staff support in the Office of Engagement and Outreach to strategically support engagement and outreach practices, as well as assess their impact.

## Assess community engagement and outreach activities and use results to drive future decisions.

Evaluate best practices in community engagement and outreach programs, continue needs assessment for the constituents the university serves, and develop plans for meeting those needs. Produce an institutional outreach and engagement impact report annually.

### *Action Plan 7*

- 7.a. To assess our activities and act on what we learn, we must:
1. Conduct meaningful tracking and assessment that can be embedded into existing processes.
  2. Work with partners to provide a toolkit as well as educational and technical assistance for evaluation efforts.
  3. Provide incentives to complete engagement evaluation.
- 7.b. We recommend the following actions:
1. Establish a mechanism to evaluate faculty and staff activities and measure impacts, which is embedded within existing evaluation processes and procedures (e.g., Faculty 180 for annual faculty reviews, new Human Resources Management System for staff). As staffing becomes available, make tracking these data a function of the Office of Engagement and Outreach.
  2. The Chief Engagement Officer and President's Council should work with external partners and appropriate UW entities to establish consistent guidelines and procedures for institutional-level assessment of engagement and outreach practices. When staff resources are available, it should catalog and host the central database of assessed activities/programs/partnerships.
  3. Develop and build upon existing external assessment mechanisms to address awareness, perception, and impact from individuals in communities throughout the state. Build upon program/unit level exemplar assessment and feedback mechanisms.
  4. Use assessment and impact data to identify and develop best practices and support a campus-wide engaged community.
  5. Set campus expectations to assess and report engagement impact, reviewing existing tools and acting on what these assessments tell us.
  6. Use impact and engagement assessment reports to provide credibility to faculty and staff recognitions and input in determining engagement grant awardees.
  7. Insert engagement impact questions into the UW Student Satisfaction Survey and, if possible, insert institution-specific statements into the National Survey of Student Engagement. <http://www.uwyo.edu/assessment/nsse/>

8. Continue to administer the Faculty Survey of Student Engagement to faculty and include the data analysis in the assessment database.  
<http://www.uwyo.edu/assessment/nsse/>
9. Work with the Service, Opportunity, Acquisition and Research (SOAR) experiential transcript project to get examples of impact on students from aggregated reflective statements on engagement opportunities such as service learning, undergraduate research, and others.



*Anna Ortega, left, helps process a bighorn sheep during winter capture operations as part of her National Science Foundation Graduate Research Fellowship. Matt Kauffman, right, directs the Wyoming Migration Initiative, which uses community-engaged faculty and student research and public outreach to address challenges faced by human and ungulate communities. The Wyoming Migration Initiative is an effort of the Wyoming Cooperative Fish and Wildlife Research Unit of the UW Department of Zoology and Physiology. (Photo: Benjamin Kraushaar)*

## **8.** **Communicate** regularly and effectively about engagement and outreach.

Engage audiences within and outside the UW community through a variety of approaches to build awareness; support interaction; recognize and motivate those involved; and help sustain and enhance excellence, follow-through, and impact in engagement and outreach. Make UW known as a partner and resource to meet community needs.

### *Action Plan 8*

- 8.a. To effectively communicate with our audiences, we must:
1. Develop and implement a dynamic communications and marketing strategy that increases understanding of and buy-in for engagement and outreach goals and practices by students, faculty, staff, community partners, and other stakeholders.
  2. Make sure community engagement opportunities, partnerships, and outcomes are communicated consistently and effectively to individuals and groups on and off campus, emphasizing their contribution to UW's land-grant mission and priority areas.
- 8.b. To attain these goals, we recommend the following actions:
1. Develop an Office of Engagement and Outreach marketing and communications plan that communicates the value of engagement and outreach in accurate and compelling ways and inspires stakeholders to engage. Work with the Office of Institutional Marketing and Communications to develop this plan.
  2. Develop systems whereby constituents outside UW can connect with individuals and entities within UW. Likewise, facilitate connections and build engagement networks among members of the UW community with one another and outside constituencies and partners. For example, utilize UW Alumni Association alumni volunteer networks and board of directors, as well as members of other UW boards.
  3. Help UW employees located around the state to connect people with the Office of Engagement and Outreach and UW's other resources.
  4. Create an Office of Engagement and Outreach website to promote engagement activities to all audiences. Include a calendar and interactive map of UW's engagement and outreach activities.
  5. Work with the Office of Communications and Marketing to highlight the accomplishments of students, staff, faculty, and partners pursuing exemplary community-engaged teaching, learning, and research. That is, tell our stories regularly and effectively, using a variety of approaches (media releases, articles, video, social media, etc.).
  6. Multiply the efforts of the Office of Engagement and Outreach by working with other UW units, including the college communications and marketing specialists, to

develop common frameworks for communicating with one another, collaborate on activities and strategies, and share knowledge and practices.

7. Ensure engagement and outreach are prominent in UW's new marketing campaign to recruit students. Put institutional resources to this effort to coordinate messaging with other institutional- and unit-level publications and communications.
8. Assess our efforts using a variety of measurements; report on outcomes; and use the results to guide future communications and marketing.



*Marco Polo, MA in International Studies and Environment and Natural Resources, left, and Misty Springer, Master's of Public Administration, conduct a radio interview at the Buffalo Bill Center of the West in Cody about their research. They presented to audiences in Jackson and Powell in March 2018 as part of the Center for Global Studies "What in the World?" series.*

## *Appendix A*

### *Engagement Task Force Members*

**Chair: Jean Garrison**, Special Assistant to the President for Engagement and Director of the Center for Global Studies

**Anne Alexander**, Associate Vice Provost in the Office of Academic Affairs

**Chad Baldwin**, Associate Vice President for Marketing and Communications

**Jordan Blazovich**, ASUW Student Senator representing the College of Health Sciences

**Chris Boswell**, Vice President for Governmental and Community Affairs

**Mary Burman**, Dean of the Fay W. Whitney School of Nursing

**Jo Chytka**, Director of UW Advising, Career and Exploratory Studies

**Tony Denzer**, Head of the Department of Civil and Architectural Engineering

**Shelley Dodd**, Director of the Office of Admissions

**Jeff Edgens**, Dean of UW-Casper

**Brent Ewers**, Botany professor and director of Wyoming EPSCoR

**Paul Flesher**, Professor of Religious Studies and Director of Saturday University

**Keener Fry**, Director of the UW Alumni Association

**Bret Hess**, Professor of Animal Science, Associate Dean for Research and Director of the Wyoming Agricultural Experiment Station

**Richard Raridon**, Coordinator of Community Engagement and Service in the Service, Leadership and Community Engagement office

**Kate Welsh**, Associate Professor in the School of Teacher Education and Director of the Social Justice Research Center

#### **Committee Resource Experts**

**Chavawn Kelley**, Writer/Editor, UW Extension Communications and Technology

**David Keto**, Producer/Director, UW Extension Communication and Technology

**Scott Seville**, Professor of Zoology and Physiology, UW Casper, and Director of INBRE (IDeA Networks for Biomedical Research Excellence)

**Glen Whipple**, Associate Dean/Director of UW Extension

#### **Acknowledgements**

The Engagement Task Force would like to thank Pilar Flores, Paddington Hodza, and Chavawn Kelley for their extra efforts to make this report possible.

## *Appendix B*

### *Engagement Task Force Process*

The Engagement Task Force started meeting in August 2017 to address Goal 3: Impacting Communities in UW's strategic plan, *Breaking Through: 2017-2022*. The task force was charged to create a plan to coordinate and streamline engagement efforts, provide a portal of access to UW for the citizens of Wyoming, strengthen UW's culture of engagement, integrate engagement with other institutional initiatives, and specifically to create a plan to open an Office of Engagement and Outreach, and to work toward UW's designation as a Carnegie Foundation "community engaged university."

Five subcommittees were formed, following Carnegie 2015 questions.

1. Committee on Strategic Planning for Engagement and Awards
2. Committee on Assessing Engagement Impact
3. Committee on Strategic Communication, Funding, and Constituent Relations
4. Committee on Curriculum and Professional Development
5. Committee on Community Partnerships

Subcommittee members brought various subject experts into the project, and a small steering committee helped define committee procedures. Throughout the 2017-18 academic year, the task force met every two weeks, and to supplement the discussion, guests from the campus community were invited to share their expertise and insights.

The task force and/or its chair met with numerous constituent groups and stakeholders, including Faculty Senate, Staff Senate, leadership teams and department heads from College of Agriculture and Natural Resources, College of Arts and Sciences, College of Business, College of Education, College of Health Sciences, College of Law, and the School of Energy Resources. The task force chair met with various groups outside the Laramie campus, such as the Connecting Extension and Research Conference (CERC), the conference for Academic Coordinators, UW Extension and UW employee groups in Fremont County and Sheridan County, and leadership representatives from all seven Wyoming community colleges.

Three campus listening sessions were held: November 2017, February 2018, and April 2018. An Engagement Task Force website was created to help disseminate information about the project, and an engagement email created to solicit feedback.

Key tasks included a review of listening sessions of each UW unit completed for the strategic planning process, the listening sessions conducted by President Nichols across 10 Wyoming communities, focus groups from 12 communities, design and implementation of a faculty/staff survey assessing extension, outreach, and service activities undertaken across Wyoming, and an assessment of engagement practices at 25 institutions, including each of UW's close peer and stretch peer institutions and a select set of regional and exemplar institutions.

*Appendix C*

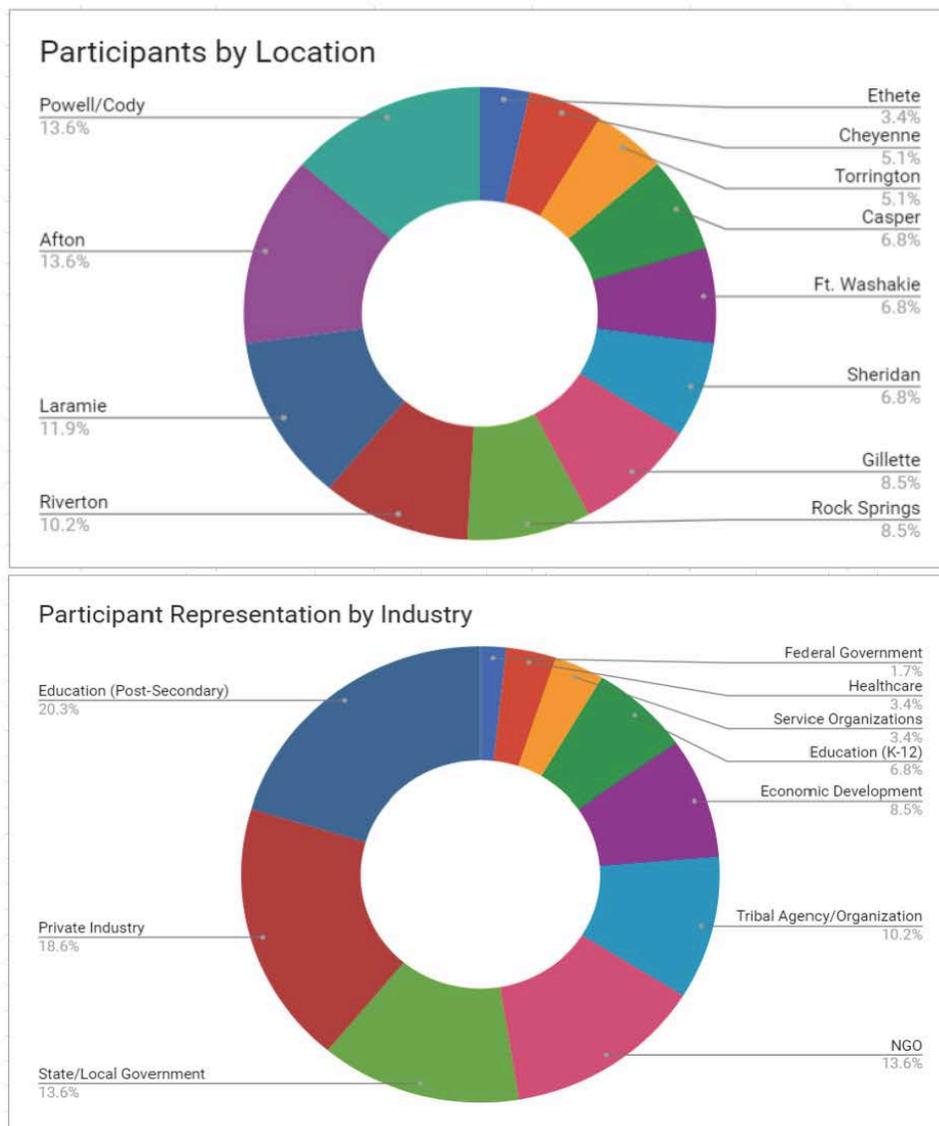
*UW Focus Group Project*

To gather community input, UW worked with Central Wyoming College, a neutral party, to facilitate focus groups around the state. The questions and discussion topics were developed by the UW Engagement Task Force. Individuals were invited to attend, and focus groups lasting 90 minutes were held in Afton, Casper, Cheyenne, Ethete, Fort Washakie, Gillette, Laramie, Powell, Riverton, Rock Springs, Sheridan, and Torrington from mid-January to early March. The UW Engagement Task Force had a target of six to eight attendees per focus group. Although some groups were smaller than this, it should be noted that all information gathered is of value, and when combined with all participants as a whole, themes emerged.

**Demographic Summary**

A total of 59 participants were involved in the focus groups around the state. The following figures illustrate industry representation by location, focus group representation by industry, and representation by focus group site. Of the 59 participants, 34 are UW alumni.

Location	Tribal Agency or Organization	Education (K-12)	Education (Post Secondary)	State/Local Government	Federal Government	Private Industry	Economic Development	Healthcare	Non Governmental Organization	Service Organizations	Totals
Ft. Washakie	4										4
Casper		1	1			1	1				4
Ethete	2										2
Powell/Cody			3	1		2			2		8
Rock Springs			1	1	1	1	1				5
Riverton			2	2		2					6
Afton		3	1	1		1	1	1			8
Sheridan			1					1	1	1	4
Gillette			1	1		1	1		1		5
Laramie				1		3			3		7
Cheyenne				1					1	1	3
Torrington			2				1				3
<b>Totals</b>	<b>6</b>	<b>4</b>	<b>12</b>	<b>8</b>	<b>1</b>	<b>11</b>	<b>5</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>59</b>



## *Appendix D*

### *Marvin Millgate Community Engagement Awards*

The Marvin Millgate Community Engagement Awards were established by President Laurie Nichols and Provost Kate Miller, in cooperation with UW's Engagement Task Force, to recognize individuals and groups at UW and in our communities who have rendered exceptional engagement and service to Wyoming communities.

#### **Engaged Faculty Award**

The Engaged Faculty Award will be presented to one faculty member whose demonstrated scholarship and/or practice of engagement significantly advances knowledge-sharing between academic disciplines and the public. Eligibility: Full-time, tenured/tenure-track faculty member or academic professional (extended term track).

Award Amount: \$1,000

#### **Engaged Staff Award**

The Engaged Staff Award recognizes one staff member at the university who both supports learning and development through community engagement and builds strong, reciprocal relationships between the campus and the community. Eligibility: Any full-time staff member.

Award Amount: \$1,000

#### **Student Engagement Award**

The Student Engagement Award recognizes one outstanding university student or Recognized Student Organization that has been engaged in service learning or other service opportunities that have made a tangible difference in the community. Eligibility: Any full-time student or Recognized Student Organization.

Award Amount: \$1,000

#### **Excellence in Community Partnership Award**

This award recognizes community organizations that have rendered exceptional outreach and/or engagement within Wyoming's communities through partnership with the University of Wyoming. Awards will be presented to community organizations with a distinguished record of engagement. Recipients of these awards have made a significant contribution to their communities and enhanced the institution's culture of engagement, further establishing and strengthening the University of Wyoming's commitment to supporting the communities we serve.

Award Amount: \$1,000

## *Appendix E*

### *Comparative Institution Benchmarking Exercise*

A subgroup of the Engagement Task Force Committee 5 – Community Partnership Committee completed a benchmarking exercise investigating the engagement structures, functions, and practices at each of UW's close peer and stretch peer institutions (20 institutions in total).

This list was supplemented by further investigation of engagement structures and practices at five additional institutions, representing a cross section of regional and exemplar institutions in terms of engagement practice.

#### **UW Close Peers**

Montana State University, New Mexico State University, North Dakota State University, Oklahoma State University, South Dakota State University, University of Idaho, University of Maine, University of Montana, University of Nevada-Reno, University of Rhode Island, and Utah State University.

#### **UW Stretch Peers**

Clemson University, Colorado State University, Kansas State University, University of Nebraska-Lincoln, Texas Tech University, University of New Mexico, University of Utah, Washington State University, and West Virginia University.

#### **Regional and Exemplar/Aspirational Institutions<sup>8</sup>**

University of Colorado-Boulder, University of Nebraska-Omaha, Ohio State University, Oregon State University, and Purdue University.

#### **Process**

This benchmarking exercise was a two-step process: 1) reviewing engagement structures for each of the close peer institutions, stretch peer institutions, and regional/exemplar institutions and 2) conducting follow-up interviews with the engagement leadership teams for a subset of nine of these institutions to provide a more in-depth look at their engagement and outreach practices. Those interviews included Kansas State University, New Mexico State University, Colorado State University (CSU-site visit conducted on Dec. 19), University of Colorado, University of Nebraska-Lincoln, University of Nebraska-Omaha, University of Nevada-Reno, Oregon State University, Ohio State University, and Purdue University.

---

<sup>8</sup> The regional and exemplar institutions were selected based on the different engagement models they represented (e.g., University of Colorado-Boulder has an Office of Engagement but is not Carnegie designated and University of Nebraska-Omaha houses the Nebraska Campus Compact office). Ohio State University, Oregon State University and Purdue University were suggested on multiple occasions as exemplars for their practice of engagement.

Those engagement leadership teams interviewed were asked the following questions:

1. Could you explain the governance model for engagement and outreach at your institution? Who is in charge of engagement at your institution and who do you report to? What is the structure and function of engagement and outreach at your institution? What are the strengths and weaknesses/challenges of your engagement model? How have your functions and reporting lines evolved over time? What would you change, if anything?
2. What is the scope of your engagement and outreach mission? What is the relationship with other internal units and who are your key partners/allies? Who are your key partners outside the institution? How do you manage partnerships and relationships with outreach and engagement?
3. What do you consider your core engagement mission? Particular programs/initiatives/relationships?
4. Do you reward engagement and outreach at your institution? How so? How is this incorporated into T&P and performance documents? How do you incentivize involvement in engagement?
5. Do you have assessment mechanisms for engagement? Do you note engagement on student curricular or co-curricular transcripts?
6. Have you gotten campus-wide buy-in for the engagement mission? How so? What initiatives have been most successful and why?
7. What is your core budget and what sources do you have to support the engagement mission? Who are the key personnel in your office supporting the engagement mission?
8. Who was responsible for completing the Carnegie application (if applicable)? Can we have a copy of your most recent application and supporting materials?

## *Appendix F*

### *Engagement and Outreach Transition Plan*

This engagement and outreach transition plan discusses the structure, functions, and practices that represent the broad range of tasks to be completed to transfer this engagement project from the Engagement Task Force to the new Office of Engagement and Outreach. The purpose is to make the office an effective portal of access to UW for the citizens of Wyoming and to provide the tools to coordinate and streamline engagement/outreach efforts to achieve enhanced consistency, follow-through, and impact.

#### **Structures**

1. UW will hire a Chief Engagement Officer to set up and run the Office of Engagement and Outreach to lead our engagement mission. The Office will champion the creation of the President's Council and the community advisory board, build new networks and relationships with UW colleges/units, and serve as a resource to the campus and communities across the state. The Office will hire a project coordinator to assist in these efforts and other office initiatives.
2. The Office will champion and explore statewide structures to advance the engagement mission, including addressing the wide variety of needs from agricultural to health care to economic development in our communities.
  - a. Develop recommendations for how to coordinate engagement and outreach around the state, e.g., review the Colorado State University "hub" model and Nebraska's regional structure, which provide useful examples to think about for how UW can bring its resources out to the state most effectively.
  - b. Convene a series of discussions with key stakeholders to identify a location to model the new engagement practices and structures.
  - c. Request that an Associate Dean in the College of Agriculture and Natural Resources serve as liaison between Extension/AES and the Office of Engagement, e.g., follow the Purdue model where part of the job description is tied to the institution's engagement mission.
  - d. Consult with colleges/units regarding the link with new hires and existing personnel who are tasked with engagement as part of their job description. For example, investigate the need for new types of positions out in the state (e.g., Engineering Extension).

#### **Functions and Creating a Culture of Engagement**

1. The Office will develop new programs to enhance UW's breadth of outreach and depth in the practice of engagement. The benchmarking exercise revealed the effectiveness of the following programs to establish broader buy-in for engagement.
  - a. Establish and incentivize a competitive Engagement Fellows Program to promote professional development and create a team to help guide the practice of the Office of Engagement and Outreach. This program provides a mechanism to provide faculty support for Office projects and a professional development opportunity for UW faculty.
  - b. Establish an Engaged Faculty Scholars Program to enhance the scholarship of engaged research, teaching, and community partnership.

- c. Institute a collaborative community grants competition to build engaged teaching, research, partnerships and broad buy-in on campus and with our communities.
- d. Work cooperatively with SLCE and ECTL to expand professional development support for faculty and staff who engage with the community; establish a community engagement professional development series; and provide funding for faculty/staff to participate in professional development offered outside of UW.
- e. The Office will make permanent the university-wide engagement recognition awards with community partners, service learning, students, and faculty engaged scholar awards.

#### **Practices and Programming**

1. The Office will work with partners to develop the university's engagement and outreach calendar and means to track activities.
2. With staff support, and/or in conjunction with Office of Institutional Analysis, the Office will create a university-wide database to track and monitor community-engaged partnerships, programs, requests, and courses. From this, it will create a baseline report on UW's impact, role, and perception in communities across Wyoming.
3. The Office will develop a close relationship with Institutional Marketing and Communications to share resources, as well as build the UW brand and highlight UW's presence and collaborative work with community partners statewide.
4. The Office will host an annual symposium or similar event to highlight engagement and outreach work, host regular community engagement roundtables focused on professional development topics, and work with departments to take advantage of resources at the library to develop an archival system for outreach and engagement work.
5. In partnership with SLCE, UW Extension, and ECTL, the Office will work to increase community engagement instruction, training, and orientation opportunities for faculty, staff, and students to enhance best practices in service learning, involvement, and overall opportunities.
6. The Office will work with Academic Affairs, Faculty Senate, Staff Senate, and Human Resources to develop faculty and staff job descriptions and expectations for engagement.
7. The Office will assist in key programming initiatives around the state.
  - a. Provide a toolkit for best practices and consultation for taking programs out to the state.
  - b. Facilitate and provide logistical support for engagement with statewide service clubs and organizations, K-12, and community college outreach.
  - c. Take advantage of existing opportunities with partnerships (e.g., Wyoming Humanities Council), ongoing opportunities with civic engagement initiatives (e.g., Malcolm Wallop Civic Engagement Initiative), and significant celebrations (e.g., Wyoming Suffrage Celebration).
  - d. Seek new funding to support outreach programs and invest in high-impact programming to move forward UW's outreach and engagement objectives (e.g., Saturday University).
8. The Office will use the Engagement Task Force report as the baseline to complete a strategic plan for engagement and outreach as a primary first task. It will produce an annual outreach and engagement annual report.

*Appendix G*

*Ideal Timeline for Implementation*

Year 1 (Beginning January 2019)	Year 2 (AY 2020)	Years 3-4 (AY 2021 & 2022)
<ul style="list-style-type: none"> <li>-Hire Chief Engagement Officer and set up office</li> <li>-Organize President's Engagement Council</li> <li>-Complete engagement office strategic plan</li> <li>-Use website as a platform to share engagement resources (e.g., communications toolkit and outreach/engagement toolkit)</li> <li>-Investigate most effective means to develop an engagement and outreach calendar and to track activities</li> <li>-Facilitate discussions for campus engagement processes and work with College of Ag (and other stakeholders) to review options for statewide engagement structures and processes</li> <li>-Identify key partnership and infrastructure needs to move strategic priorities forward</li> <li>-Coordinate university engagement awards</li> <li>-Meet with college/unit advisory boards to share engagement mission; begin to identify make-up of community advisory board</li> <li>-Lead/coordinate/facilitate key high-impact outreach and engagement events</li> </ul>	<ul style="list-style-type: none"> <li>-Ongoing activities/programs from Year 1</li> <li>-Hire project coordinator</li> <li>-Organize community advisory board</li> <li>-Develop engagement communications plan and work with college/units on their plans</li> <li>-Work with SLCE and ECTL to create professional development roundtable series</li> <li>-Enhance/augment SLCE small grants program</li> <li>-Investigate current campus evaluation and assessment processes for engagement</li> <li>-Plan Faculty Engagement Fellows Program</li> <li>-Plan Engaged Faculty Scholars Program</li> <li>-Seek funds for graduate assistant to support faculty engagement fellows</li> <li>-Establish engagement and outreach calendar and means to track statewide engagement</li> <li>-Develop key partnerships and evaluate infrastructure needs to move forward strategic priorities for the office</li> <li>-Work with SLCE and other offices to organize campus-wide engagement celebration</li> <li>-Recommend institutional-level expectations for evaluation and assessment of engagement</li> <li>-Complete an annual report on engagement</li> </ul>	<ul style="list-style-type: none"> <li>-Ongoing activities/programs from Years 1 &amp; 2</li> <li>-Hire program coordinator/office associate to track outreach and engagement activities</li> <li>-Launch community engagement fellows and grants program</li> <li>-Submit Campus Compact Civic Action Plan</li> <li>-Align collecting, measuring, evaluation, and assessment practices with national best practices including Carnegie Foundation's Classification for Community Engagement</li> <li>-Use outreach and engagement assessment data and make decisions and appropriate changes</li> </ul>
		
		<p><i>Individuals and communities in Wyoming face challenges that require new ways of learning, engaging, and problem-solving that transcend physical, societal, and institutional boundaries.</i></p>



**AGENDA ITEM TITLE:**

**Consideration and Action: Major in Construction Management**, A. Alexander

## Request for Authorization Bachelor of Science in Construction Management

October 29, 2018

Contact: Anthony Denzer [tdenzer@uwyo.edu](mailto:tdenzer@uwyo.edu)

### Executive Summary

<b>Degree Title:</b>	<b>Construction Management</b>
<b>Level of Degree:</b>	<b>Bachelor's (B.S.); also Minor and Certificate</b>
<b>Delivery Mode(s):</b>	<b>On-Campus</b>
<b>Startup Cost of Degree:</b>	<b>\$346,286</b>
<b>Anticipated Launch Date:</b>	<b>Immediately</b>

### **Description:**

We propose to create a new B.S. degree in Construction Management, to be administered by the Department of Civil and Architectural Engineering. Construction Management offers a considerable opportunity for UW to grow. Key points:

- Expected 4-year enrollment: 150 or more
  - Can offer to 2018-19 freshman students for completion in May 2022
  - Not an engineering degree
  - Accreditation by American Council for Construction Education (ACCE)
  - Curriculum takes advantage of some existing courses in Engineering and Business
  - Need 14 new courses in Construction Management
  - Need 5 faculty and 1 administrative assistant
  - Has demonstrated support from Dean Pishko; 1 Professor of Practice already hired
  - Supported by:
    - Faculty of Civil & Architectural Engineering
    - College of Engineering and Applied Sciences
    - External Advisory Boards and Industry Partners
    - Faculty Senate Academic Programs Committee
    - UW Board of Trustees, Academic and Student Affairs committee
-

## Table of Contents

Overview and Description of Degree, Purpose, Strategic Plan Overlay .....	3
Student demand for construction programs in neighboring states. ....	4
Learning Outcomes .....	5
Curriculum Map and Program Structure .....	6
1. Standard Curriculum .....	6
2. Study Abroad Option .....	7
3. Internship Option.....	8
Course Descriptions: 14 new courses .....	9
Minor.....	10
Certificate.....	10
Coordination with Wyoming Community Colleges.....	11
Assessment Plan .....	12
Degree Program Evaluation.....	13
Substantive Change Determination .....	13
Marketing Plan.....	14
New Resources Required .....	15
Executive Summary of Demand Statistics.....	16

#### **Overview and Description of Degree, Purpose, Strategic Plan Overlay**

We propose a B.S. degree in Construction Management administered by the Department of Civil and Architectural Engineering (CAE). This is a pragmatic opportunity for UW to grow efficiently.

The mission is to prepare students for careers in Construction Management. Construction managers plan, coordinate, budget, and supervise construction projects from start to finish. We plan to achieve American Council for Construction Education (ACCE) accreditation.

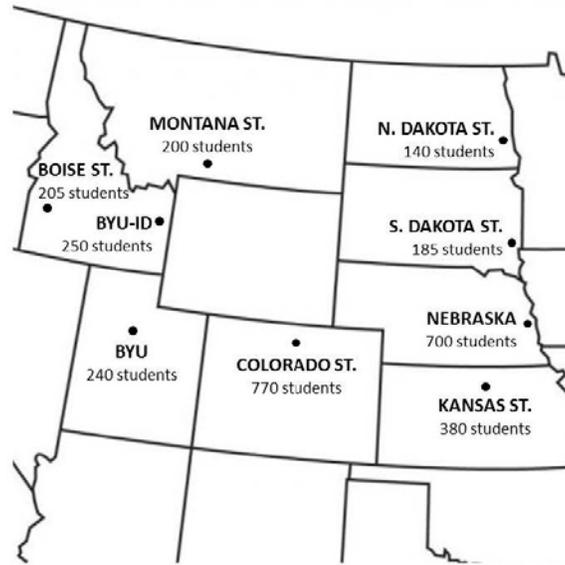
The rationale is:

- **To serve Wyoming students.**  
*Currently Wyoming students interested in pursuing (non-engineering) professional careers in the construction industry must leave the state to earn a degree in Construction Management. Wyoming is one of only eleven states not offering an accredited Construction Management degree. Rather than 'poaching' students from other programs at UW, Construction Management will draw students to UW who currently do not attend.*
- **To grow enrollment at UW.**  
*Over 2,800 students are enrolled in Construction programs in neighboring states. Based on a comparison of construction management programs offered by of our peer institutions (see next page), we believe that implementing this program will increase UW's enrollment by 150-200 students over 4 years.*
- **To help diversify the state's economy.**  
*Industry partners in Wyoming have expressed overwhelming support for this program. The proposed curriculum focuses on both vertical and horizontal construction methods to include mining and heavy/highway industries. These industries are critical to the State's economy and supporting them thus to the mission of our land grant institution.*
- **To serve industry demand and national trends.**  
*Demand for employees in the construction industry is strong and forecasted to grow. Data is included.*
- **To build synergy with existing programs.**  
*The B.S. in Construction Management can be created efficiently, because of existing coursework in Civil & Architectural Engineering, Accounting, Management, and others. Also, Casper College and Laramie County Community College, offer A.S. degrees in Construction Management. We will pursue 2+2 articulation plans and other exchanges.*

This proposal aligns with **Breaking Through: 2017–2022 A Strategic Plan for the University of Wyoming** in several important ways. Construction Management supports the following points from this plan:

- Promote academic programs that address workforce needs of the state and region (Goal One)
- To grow enrollment (Goal Two)
- Provide high-impact learning experiences (Goal Two)
- Expand and grow quality of undergraduate scholarly experiences (Goal Two)
- Support economic development in Wyoming (Goal Three)

The **College of Engineering & Applied Science (CEAS) Strategic Plan (FY18–23)** calls for launching a Construction Management program in AY19, as part of the goal to "Invest in High Impact Practices." This plan also calls for innovative growth and enrollment growth.



Student demand for construction programs in neighboring states.

### **Learning Outcomes**

We plan to adopt, directly, the learning outcomes required by the American Council for Construction Education (ACCE) accreditation rules. They state:

*Upon graduation from an accredited ACCE 4-year program a graduate shall be able to:*

- 1. Create written communications appropriate to the construction discipline.*
- 2. Create oral presentations appropriate to the construction discipline.*
- 3. Create a construction project safety plan.*
- 4. Create construction project cost estimates.*
- 5. Create construction project schedules.*
- 6. Analyze professional decisions based on ethical principles.*
- 7. Analyze construction documents for planning and management of construction processes.*
- 8. Analyze methods, materials, and equipment used to construct projects.*
- 9. Apply construction management skills as a member of a multi-disciplinary team.*
- 10. Apply electronic-based technology to manage the construction process.*
- 11. Apply basic surveying techniques for construction layout and control.*
- 12. Understand different methods of project delivery and the roles and responsibilities of all constituencies involved in the design and construction process.*
- 13. Understand construction risk management.*
- 14. Understand construction accounting and cost control.*
- 15. Understand construction quality assurance and control.*
- 16. Understand construction project control processes.*
- 17. Understand the legal implications of contract, common, and regulatory law to manage a construction project.*
- 18. Understand the basic principles of sustainable construction.*
- 19. Understand the basic principles of structural behavior.*
- 20. Understand the basic principles of mechanical, electrical and piping system.*

Additionally, general learning outcomes are required and assessed through the University Studies Program (USP).

**Curriculum Map and Program Structure**

**1. Standard Curriculum**

<b>FRESHMAN FALL</b>	<b>13</b>	<b>FRESHMAN SPRING</b>	<b>17</b>
CE 1000: VISTA I	1	MATH 2200: Calculus I	4
MATH 1405: Trigonometry	3	PHYS 1110: General Physics I	4
USP C1 requirement	3	COJO 2010: Public Speaking (C2)	3
USP FYS requirement	3	ECON 1010: Macroeconomics (H)	3
USP V requirement	3	General Elective	3
<b>SOPHOMORE FALL</b>	<b>17</b>	<b>SOPHOMORE SPRING</b>	<b>15</b>
ACCT 1010: Accounting I	3	ACCT 1020: Accounting II	3
CM 2000: Introduction to Construction Management	3	CE 2070: Engineering Surveying	3
GEOL 1100: Physical Geology	4	CM 2120: Construction Materials and Methods	3
STAT 2010: Statistics for Business	4	CM 2600: Construction Documents	3
USP H requirement	3	General Elective	3
<b>JUNIOR FALL</b>	<b>16</b>	<b>JUNIOR SPRING</b>	<b>15</b>
CM 2200: Structural Systems	4	CM 3120: Construction Cost Estimating	3
CM 2400: MEP Systems	3	CM 3140: Heavy Construction Methods	3
CM 3100: Construction Scheduling	3	CM 3160: Construction Law and Contract Documents	3
CM 3220: Soils and Concrete	3	COJO 3010: Business and Professional Communication (C3)	3
CM Elective (upper div.)	3	Math/Science Elective	3
<b>SENIOR FALL</b>	<b>15</b>	<b>SENIOR SPRING</b>	<b>12</b>
CM 4100: Project Management	3	CM 4600: Building Information Modeling	3
CM 4120: Construction Safety	3	CM 4900: Capstone Project	3
MGT 3210: Management and Organization	3	CM Elective (upper div.)	3
CM Elective (upper div.)	3	General Elective	3
General Elective	3		
		<b>TOTAL credits</b>	<b>120</b>
		Upper division credits	42

**2. Study Abroad Option**

<b>FRESHMAN FALL</b>	<b>13</b>	<b>FRESHMAN SPRING</b>	<b>14</b>
CE 1000: VISTA I	1	MATH 2200: Calculus I	4
MATH 1405: Trigonometry	3	PHYS 1110: General Physics I	4
USP C1 requirement	3	COJO 2010: Public Speaking (C2)	3
USP FYS requirement	3	ECON 1010: Macroeconomics (H)	3
USP V requirement	3		
<b>SOPHOMORE FALL</b>	<b>17</b>	<b>SOPHOMORE SPRING</b>	<b>15</b>
ACCT 1010: Accounting I	3	ACCT 1020: Accounting II	3
CM 2000: Introduction to Construction Management	3	CE 2070: Engineering Surveying	3
GEOL 1100: Physical Geology	4	CM 2120: Construction Materials and Methods	3
STAT 2010: Statistics for Business	4	CM 2600: Construction Documents	3
General Elective	3	General Elective	3
<b>SUMMER STUDY ABROAD</b>	<b>6</b>		
<b>4 weeks in London, Paris, Barcelona</b>			
ARE 3030: Architectural History (H)	3		
ARE 4050: Modern Eng. (CM Elect)	3		
<b>JUNIOR FALL</b>	<b>16</b>	<b>JUNIOR SPRING</b>	<b>15</b>
CM 2200: Structural Systems	4	CM 3120: Construction Cost Estimating	3
CM 2400: MEP Systems	3	CM 3140: Heavy Construction Methods	3
CM 3100: Construction Scheduling	3	CM 3160: Construction Law and Contract Documents	3
CM 3220: Soils and Concrete	3	COJO 3010: Business and Professional Communication (C3)	3
CM Elective (upper div.)	3	Math/Science Elective	3
<b>SENIOR FALL</b>	<b>12</b>	<b>SENIOR SPRING</b>	<b>12</b>
CM 4100: Project Management	3	CM 4600: Building Information Modeling	3
CM 4120: Construction Safety	3	CM 4900: Capstone Project	3
MGT 3210: Management and Organization	3	CM Elective (upper div.)	3
General Elective	3	General Elective	3
		<b>TOTAL credits</b>	<b>120</b>
		Upper division credits	45

### 3. Internship Option

<b>FRESHMAN FALL</b>	<b>13</b>	<b>FRESHMAN SPRING</b>	<b>14</b>
CE 1000: VISTA I	1	MATH 2200: Calculus I	4
MATH 1405: Trigonometry	3	PHYS 1110: General Physics I	4
USP C1 requirement	3	COJO 2010: Public Speaking (C2)	3
USP FYS requirement	3	ECON 1010: Macroeconomics (H)	3
USP V requirement	3		
<b>SOPHOMORE FALL</b>	<b>17</b>	<b>SOPHOMORE SPRING</b>	<b>15</b>
ACCT 1010: Accounting I	3	ACCT 1020: Accounting II	3
CM 2000: Introduction to Construction Management	3	CE 2070: Engineering Surveying	3
GEOL 1100: Physical Geology	4	CM 2120: Construction Materials and Methods	3
STAT 2010: Statistics for Business	4	CM 2600: Construction Documents	3
USP H requirement	3	General Elective	3
<b>SUMMER</b>	<b>3</b>		
CM 4970: Internship I (CM Elect)	3		
<b>JUNIOR FALL</b>	<b>16</b>	<b>JUNIOR SPRING</b>	<b>15</b>
CM 2200: Structural Systems	4	CM 3120: Construction Cost Estimating	3
CM 2400: MEP Systems	3	CM 3140: Heavy Construction Methods	3
CM 3100: Construction Scheduling	3	CM 3160: Construction Law and Contract Documents	3
CM 3220: Soils and Concrete	3	COJO 3010: Business and Professional Communication (C3)	3
General Elective	3	Math/Science Elective	3
<b>SUMMER</b>	<b>3</b>		
CM 4975: Internship II (CM Elect)	3		
<b>SENIOR FALL</b>	<b>12</b>	<b>SENIOR SPRING</b>	<b>12</b>
CM 4100: Project Management	3	CM 4600: Building Information Modeling	3
CM 4120: Construction Safety	3	CM 4900: Capstone Project	3
MGT 3210: Management and Organization	3	CM Elective (upper div.)	3
General Elective	3	General Elective	3
		<b>TOTAL credits</b>	<b>120</b>
		Upper division credits	45

**Course Descriptions: 14 new courses**

*\*These courses have been created and are in the UW Catalog.*

**\*CM 2000: Introduction to Construction Management (3)**

*Introduction to the practice and principles of construction management as it relates to both vertical and horizontal construction projects.*

**CM 2120: Construction Materials and Methods (3)**

*Overview of the various materials, assemblies, and processes used and applied in the building construction process.*

**CM 2200: Structural Systems (4)**

*Introduction to structural systems including fundamental concepts of statics, mechanics of materials, loads, and framing design methods in steel, concrete, and timber.*

**CM 2400: MEP Systems (3)**

*Introduction to Mechanical, Electrical, and Plumbing systems in buildings.*

**CM 2600: Construction Documents (3)**

*Introduction to the creation and interpretation of construction documents used in the construction industry to build today's vertical and horizontal construction projects.*

**\*CM 3100: Construction Scheduling (3)**

*Principles of construction scheduling including analytical and quantitative scheduling and management techniques as they apply to both vertical and horizontal construction projects.*

**\*CM 3120: Construction Cost Estimating (3)**

*Overview and implementation of construction cost estimating practices used in the pre-construction, bidding and construction phases of both horizontal and vertical construction projects.*

**CM 3140: Heavy Construction Methods (3)**

*Construction equipment and construction techniques for earthwork, mining and horizontal construction.*

**CM 3160: Construction Law and Contract Documents (3)**

*Contracts, insurance/ bonds, roles and responsibility in various project delivery methods. Labor relations, dispute resolution arbitration*

**CM 3220: Soils and Concrete (3)**

*Soil mechanics, foundation engineering, road design and concrete construction.*

**CM 4100: Project Management (3)**

*Theory and practice of the organization, management, and administrative functions on construction projects.*

**CM 4120: Construction Safety (3)**

*Standards and practices for safety in the workplace. Understand the role of a safety coordinator and job planning to prevent worksite injuries.*

**CM 4600: Building Information Modeling (3)**

*Use of building information modeling software to create design, construction, coordination and fabrication models used in the documentation and construction process.*

**CM 4900: Capstone Project (3)**

*Completion of a comprehensive project under faculty supervision.*

### **Minor**

UW students pursuing undergraduate degrees in other areas of study will have the opportunity to earn a Minor in Construction Management. Students earning the Minor will develop skills which employers seek. A Minor in Construction Management will be especially valuable for Civil Engineering and Architectural Engineering students who can market these skills in an industry driven by project management.

A Minor in Construction Management may be earned by:

Completing any 15 credits with a CM prefix, with the exceptions listed below.

Civil and Architectural Engineering majors will not be permitted to use the following courses to satisfy the Minor requirements, as they are superseded by higher-level required courses in their major:

- CM 2200: Structures
- CM 2400: MEP Systems
- CM 3220: Soils and Concrete

Minors in Construction Management are not accredited.

### **Certificate**

Although many construction jobs do not typically require formal education, management roles are another matter. With documented education in the construction management discipline, non-degree-seeking students will more easily earn management positions within the construction industry.

For non-degree-seeking students, a Certificate in Construction Management may be earned by completing the following courses (15 credits total; no substitutions):

- CM 2000: Introduction to Construction Management
- CM 2600: Construction Documents
- CM 3100: Construction Scheduling
- CM 3120: Construction Cost Estimating
- CM 4100: Project Management

Certificates in Construction Management are not accredited.

#### **Coordination with Wyoming Community Colleges**

*Note: On September 12, 2018 the Board's Academic and Student Affairs Committee asked that we provide more information about coordination with Wyoming Community Colleges.*

We presented information about the proposed degree program at the Wyoming Articulation Summit, October 5, 2018, and held a Breakout Session specifically about Construction Management. Those attending the session were:

Paul Marquard, Casper College  
Jason Eggemeyer, Casper College  
DeeJaay Beals, LCCC  
Edith Johnson-LaMeres, Sheridan College  
Liz Hunter, NWCCD (Gillette)  
Stephen Schutten, Western Wyoming C.C.

This session was extremely productive, and the attendees expressed gratitude that we were keeping them informed at an early stage, rather than after-the-fact.

We are committed to continuing to work closely with these partners to work on 2+2 articulation agreements, to recruit students to UW, and to make the transition from Community College to UW as seamless as possible.

### Assessment Plan

The faculty of the Department of Civil & Architectural Engineering (not the smaller subset of Construction Management faculty) will be responsible for the degree program.

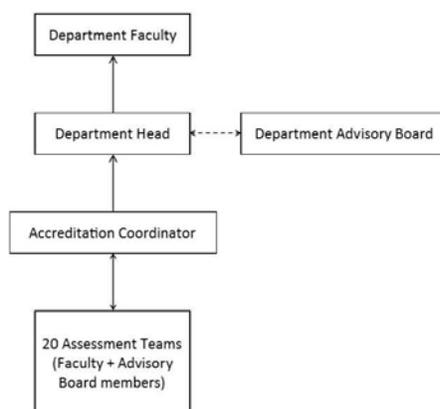
The department has well-established procedures for assessing our existing B.S. programs for ABET accreditation requirements. We plan to mirror these procedures in assessing the Construction Management program.

Assessment processes should be regularly-used, appropriate, and documented. Assessment results should be systematically utilized as input for the continuous improvement of the program.

We plan to:

- Identify a faculty Accreditation Coordinator for the Construction Management program. This is likely faculty hire #2 (chart below), a senior level person who would start in Summer 2019.
- Develop overall Assessment Plan, including:
  - Establish schedule for assessing Learning Outcomes. Typically we assess each Learning Outcome every 2-3 years. Assessment may occur more frequently in the beginning.
  - Map the 20 Learning Outcomes to specific courses or other potential assessment measures.
  - Establish an "Assessment Team" for each Learning Outcome
- Assessment Teams will:
  - Develop Performance Indicators for each Learning Outcome.
  - Develop assessment rubrics for each Performance Indicator.
- The overall process will:
  - Use a variety of assessment tools, including a mix of direct and indirect assessments.
  - Where student work is used as a direct assessment, the student work will be evaluated by multiple faculty members and Advisory Board members.

Assessment Responsibility Chart



#### **Degree Program Evaluation**

The program will be evaluated by the Department Head, the department faculty, and the department's Advisory Board on an ongoing basis. An annual report will be created.

We plan to:

- Establish a Construction Management Advisory Board (a subset of the department's Advisory Board), composed of industry professionals, to review the program's mission, objectives, and curriculum.
- Collect and analyze enrollment data, including retention and graduation rates.
- Conduct and analyze exit surveys for graduating students.
- Collect and analyze job placement and hiring statistics.

The program will also be evaluated by the American Council for Construction Education (ACCE) as we seek initial accreditation (timeframe to be determined).

The program will be evaluated by UW Academic Affairs within 5 years of startup.

#### **Substantive Change Determination**

This has been investigated. This program does not represent a Substantive Change and there are no significant implications for HLC.

### Marketing Plan

*Note: On September 12, 2018 the Board's Academic and Student Affairs Committee asked that we provide more information about the marketing plan for the program. The plan below was created by Kenya Johnson, Project Coordinator, College of Engineering and Applied Science.*

The first year marketing plan for the Construction Management program will focus on building audience awareness both externally and internally. We will use digital, direct mail, broadcast, newspaper and web strategies to reach the target audiences. The marketing budget (~\$20K) will support:

- a digital ad campaign contracted through Spectrum, which will target prospective Construction Management students
- a direct mail campaign targeting high school counselors across the nation
- development of hard copy marketing
- web page development for the program

These activities are already in progress, and marketing is set to occur almost immediately following the Board's approval of the degree program.

Externally, there will be an emphasis on advertising to build the top of the enrollment funnel for the Construction Management program. The Spectrum digital marketing campaigns uses targeted demographics to reach prospective students, which directs them to the University of Wyoming student enrollment platform, Salesforce. The Construction Management program will also be included in the Denver International Airport ad campaign which will run during peak travel times, Thanksgiving through New Year's. A direct mail campaign will target high school counselors across the nation and will include a program poster, brochure, and a letter introducing the program from Department Head, Tony Denzer. Additionally, at the front of the program's launch, Dr. Denzer will be scheduled for a number of interviews to be used in radio, newspaper, podcast, social media, and web news stories to be featured in local and regional news. As students move into the inquiry phase of the UW enrollment funnel, prospective students will roll into the existing College of Engineering & Applied Science (CEAS) communication plan, which includes multiple monthly contacts from the CEAS informing them of current events in the CEAS and directing them in the enrollment process.

Program awareness across the campus will be just as valuable as external interest in growing the Construction Management program. Internally we will promote program awareness through developing a Construction Management webpage housed under the Department of Civil and Architectural Engineering, UW Institutional Communication announcements, Construction Management hard copy marketing displayed across campus, partnering with Admissions and other critical units to spread the Construction Management story, and reinforcing messaging using social media.

Data and metrics from the first year marketing effort will be assessed using fall 15-day numbers to determine the success of the marketing campaigns. Though 2nd year marketing will need be underway before final data is available, major cost campaigns will not begin until data is assessed.

**New Resources Required**

5 full-time faculty positions and 1 full-time staff position are required to deliver the program effectively. A phased implementation plan has been developed.

1.	Professor of Practice <i>Teach 3+2; Professional Outreach &amp; Internship Coordinator</i>	Hired in Jan 2017 (EI funding)	\$92K + \$47K
2.	Tenure Track, Senior <i>Teach 2+1; Program Director &amp; Accreditation Coordinator</i>	To start in July 2019	\$120K + \$66K
3.	Tenure Track, Junior <i>Teach 2+1; High Research expectations</i>	Start date TBD	\$86K + \$44K
4.	Professor of Practice <i>Teach 3+3; Professional Outreach</i>	Start date TBD	\$86K + \$44K
5.	Tenure Track, Junior <i>Teach 2+1; High Research expectations</i>	Start date TBD	\$86K + \$44K
	Admin. Asst.	Start date TBD	\$36K + \$18K

Marketing budget:

2018–19	\$20,000
2019–20	\$10,000
2020–21	\$10,000
2021–22	\$10,000

No other resources are required. Student fees will support technology and instructional (lab) supplies.

#### **Executive Summary of Demand Statistics**

Our own research indicates demand for employees in the construction industry is strong and forecasted to grow:

- Employment of construction managers is expected to increase 11% (Faster than average) from 2016–26, according to the Bureau of Labor Statistics (BLS). About 44,800 new jobs will be created nationwide.
- The median annual wage for construction managers was \$91,370 in May 2017.

Market Research was conducted by the Education Advisory Board (EAB) in Summer 2018. Highlights are:

- Regional employer demand for construction managers grew by 169% between 2013–2018.
- Students graduating with a Bachelor's degree in Construction Management have "high salary potential." The regional average salary, from job postings, was found to be \$85,000.
- UW's tuition rates will appeal to prospective students.



Academic Affairs  
1000 E. University Avenue, Laramie, WY 82071  
(307) 766-4286

October 29, 2018

Board of Trustees:

This letter serves as a Letter of Commitment for a new Academic Program, the B.S. degree in Construction Management to be housed within the Civil & Architectural Engineering Department (CAE) of the College of Engineering and Applied Sciences (CEAS). The program will also offer a Minor and a Certificate using the same courses. I find this program supports UW's Strategic Plan in several ways.

#### **Needs**

Construction Management is a rapidly-growing profession. UW contracted a market research study from the Education Advisory Board (EAB), which found that regional employer demand for construction managers grew by 169% from 2013–2018. Likewise there is growth in academic programs nationwide. Every other state adjacent to Wyoming has a Construction Management program in a public university, and they have high enrollments. Based on enrollment levels in peer institutions, the anticipated enrollment in the B.S. program is 150 students after four years. There are no special admissions requirements for the major. Any student meeting the pre-requisites to take the courses required are also eligible for the major.

#### **Requirements**

The curriculum for the B.S. degree in Construction Management is 120 credit hours. It has been vetted multiple times at the Department, College, and University level. It is parallel to programs at peer institutions. Special attention has been paid to ensuring that students will be able to complete the program in four years.

The curriculum has been developed based on 20 learning outcomes established by the American Council for Construction Education (ACCE), the accrediting body. Note that it is not an Engineering degree. It includes some required courses in Business and Communications.

The curriculum includes the following 14 new courses:

- CM 2000: Introduction to Construction Management (3)
  - CM 2120: Construction Materials and Methods (3)
  - CM 2200: Structural Systems (4)
-



Academic Affairs  
1000 E. University Avenue, Laramie, WY 82071  
(307) 766-4286

CM 2400: MEP Systems (3)  
CM 2600: Construction Documents (3)  
CM 3100: Construction Scheduling (3)  
CM 3120: Construction Cost Estimating (3)  
CM 3140: Heavy Construction Methods (3)  
CM 3160: Construction Law and Contract Documents (3)  
CM 3220: Soils and Concrete (3)  
CM 4100: Project Management (3)  
CM 4120: Construction Safety (3)  
CM 4600: Building Integrated Modeling (3)  
CM 4900: Capstone Project (3)

#### **Resources**

The program requires significant new personnel resources. One Professor of Practice has been hired using funds from the Engineering Initiative. Four additional faculty lines are needed, plus an administrative assistant. The four faculty lines can be added incrementally over a period of four years. If the program grows well beyond projections, it will be reasonable to grow the faculty accordingly to maintain a student-faculty ratio of about 30-1. New faculty/staff lines in Construction Management should not negatively burden other units in CEAS.

Student program fees will support needs for student learning support (computer hardware/software, lab materials).

The marketing plan includes a four-year budget of \$50,000.

#### **Four Year Budget**

The pro forma budget is attached. It includes the direct costs associated with the establishment of this program. Positive revenue is feasible by the 4<sup>th</sup> year of the program.

#### **Timeline**

Upon board approval, UW students may declare a major in Construction Management immediately. (The freshman year consists of general education courses.) The rollout plan would allow 2018-19 freshmen (currently at UW) to take sophomore-level courses in Construction Management in 2019-20, junior-level courses in 2020-21, and so on. The first graduating class would occur in May 2022.

---



Academic Affairs  
1000 E. University Avenue, Laramie, WY 82071  
(307) 766-4286

The program can declare 'candidate' status with ACCE in Summer 2019. Accreditation review would begin after the program graduates its first class.

In conclusion, I support the creation of the B.S. degree in Construction Management. This program is well-conceived and has a high likelihood of success.

Best,

Kate C. Miller  
Provost and Vice President, Academic Affairs

	Fiscal Year			
	1	2	3	4
<b>Revenue</b>				
Cummulative Total NEW headcount enrollment	30	70	110	150
NEW Resident enrollment	15	20	20	20
NEW Non Resident Enrollment	15	20	20	20
<i>Resident (Hours provided outside of NEW Program)</i>	450	945	1,150	1,405
<i>Resident (Hours in NEW Program)</i>	0	135	555	860
<i>Non Resident (Hours provided outside of NEW Program)</i>	450	945	1,150	1,405
<i>Non Resident (Hours in NEW Program)</i>	0	135	555	860
<b>Total Resident credit hours generated**</b>	<b>450</b>	<b>1,080</b>	<b>1,705</b>	<b>1,405</b>
<b>Total Non Resident credit hours generated**</b>	<b>450</b>	<b>1,080</b>	<b>1,705</b>	<b>2,265</b>
<b>Per Credit Tuition*</b>				
Resident (Posted Tuition Rate)	\$134	\$139	\$145	\$151
Nonresident (Posted Tuition Rate)	\$537	\$558	\$581	\$604
Prior Year's Non Resident Discount Rate	30%	30%	30%	30%
Estimated Actual Non Resident Per Credit Tuition	\$376	\$391	\$407	\$423
<i>Total Resident Tuition outside of NEW Program</i>	<i>\$60,300</i>	<i>\$131,695</i>	<i>\$166,675</i>	<i>\$211,778</i>
<i>Total Resident Tuition in NEW Program</i>	<i>\$0</i>	<i>\$18,814</i>	<i>\$80,439</i>	<i>\$129,629</i>
<i>Total Non Resident Tuition outside of NEW Program</i>	<i>\$169,155</i>	<i>\$369,435</i>	<i>\$467,559</i>	<i>\$594,085</i>
<i>Total Non Resident Tuition in NEW Program</i>	<i>\$0</i>	<i>\$52,776</i>	<i>\$225,648</i>	<i>\$363,639</i>
<b>Total Tuition from NEW Enrollment</b>	<b>\$229,455</b>	<b>\$572,720</b>	<b>\$940,321</b>	<b>\$1,299,132</b>
<b>Fees</b>				
Program Per Credit Hour	\$25	\$25	\$25	\$25
Program Fee Revenue	\$22,500	\$54,000	\$85,250	\$91,750
<i>Advising Fee Per Credit Hour</i>	<i>\$6.00</i>	<i>\$6.00</i>	<i>\$6.00</i>	<i>\$6.00</i>
<i>Advising Fee Revenue</i>	<i>\$5,400</i>	<i>\$12,960</i>	<i>\$20,460</i>	<i>\$22,020</i>
<i>Mandatory Fee (Per Full Time Student)</i>	<i>\$690.00</i>	<i>\$690.00</i>	<i>\$690.00</i>	<i>\$690.00</i>

<i>Mandatory Fee Revenue</i>	\$20,700	\$48,300	\$75,900	\$103,500
<b>Total New Revenue Remaining with New Program</b>	\$22,500	\$125,590	\$391,337	\$585,019
<b>Total New Revenue Distributed Centrally within the University</b>	\$255,555	\$562,390	\$730,594	\$931,383
<b>Total New Revenue Generated</b>	\$278,055	\$687,980	\$1,121,931	\$1,516,402
<b>New Program Expense Assumptions</b>				
Compensation and benefits				
Faculty	\$318,126	\$318,126	\$318,126	\$441,364
Other instructional staff				
GAs				
Staff		\$56,196	\$56,196	\$56,196
Programming	\$ 8,160	\$ 19,040	\$ 29,920	\$ 40,800
Marketing	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
New course development	0	0	0	0
Other (specify)	0	0	0	0

<b>Projected Financial Results for New Program</b>	<b>FY1</b>	<b>FY2</b>	<b>FY3</b>	<b>FY4</b>
Total Expenses	\$346,286	\$403,362	\$414,242	\$548,360
Total New Revenues Remaining with Program	\$22,500	\$125,590	\$391,337	\$585,019
<b>New Program's Total Surplus or Deficit</b>	<b>-\$323,786</b>	<b>-\$277,772</b>	<b>-\$22,905</b>	<b>\$36,659</b>

Operating margin (surplus or deficit / revenues) -14.39 -2.21 -0.06 0.06

Capital expense

Net cash flow generated

\* UW's Board of Trustees' current working policy is to raise tuition by 4% each year

Last updated 5/15/18

**AGENDA ITEM TITLE:**

**Consideration and Action: Gas Line Easements to Black Hills Energy for north Laramie Integrity Upgrade, Theobald/Kibbon**



PREPARED BY:  
 REAL ESTATE  
 OPERATIONS  
 August 2018

Gas Line Easement to Black Hills Energy  
 North Laramie Integrity Upgrade Project -  
 Cirrus Sky Lot



- Proposed Gas Easement
- 12" Pipeline Proposed Route
- UW Property



PREPARED BY:  
 REAL ESTATE  
 OPERATIONS  
 August 2018

Gas Line Easement to Black Hills Energy for  
 North Laramie Integrity Upgrade Project -  
 Regulation Station off of Harney Street



- Proposed Gas Easement
- Street/Utility Purposes
- 12" Pipeline Proposed Route
- UW Properties

Prepared by, and after recording  
please mail to:

JIM WASSON  
Agent Right-Of-Way  
Black Hills Energy  
1301 W 24th ST  
CHEYENNE, WY, 82001

**EASEMENT FOR GAS LINES AND APPURTENANCES**

THIS EASEMENT is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2018, by and between **Trustees of the University of Wyoming** "GRANTOR", and **Black Hills Gas Distribution, a LLC** "GRANTEE".

Grantor, in consideration of the sum of Ten Dollars (\$10.00) and other valuable consideration, the receipt of which is hereby acknowledged, hereby grants, bargains, sells and conveys to Grantee, its lessees, licensees, successors and assigns, the right, privilege and perpetual underground pipeline easement to enter upon the lands of Grantor described on Exhibit A to survey, construct, operate, patrol, inspect, maintain, alter, add pipes, repair, rebuild and remove, on, under and over said lands lines for the transmission and distribution of gas and all appurtenances and appliances necessary in connection therewith, together with the right of ingress and egress to and from the said lines of Grantee over the lands of Grantor so that Grantee may go to and from said lines from the public roads adjacent to Grantor's lands, situate in the County of Albany, in the State of Wyoming, further described on Exhibit A attached hereto and incorporated herein by this reference. Easement shall be maintained at no cost to Grantor and under the following terms and conditions:

1. Grantee shall not enclose or fence said easement without the express written consent of Grantor. Grantee may use existing gates in fences which cross or which shall hereinafter cross the route of said lines. Grantee is given the right to trim, cut and clear away or otherwise control any trees, limbs, brush and vegetation on or adjacent to the above described easement whenever, in its judgment, such will interfere with or endanger the construction, safety, operation or maintenance of said lines. In exercising its rights of ingress and egress Grantee shall, whenever practicable, use existing roads or lanes and shall repair any damage caused thereby.
  2. Grantor is hereby conveying the uses herein specified without divesting himself, his heirs or assigns, of the right to cultivate, irrigate, use and enjoy the above described premises: PROVIDED, however, such use shall not, in the judgment of said Grantee, interfere with or endanger the construction, safety, operation or maintenance of said lines, and provided further that no building shall be constructed on the easement without written permission from Grantee. In addition, the granting of any subsequent easements to third parties that either cross Grantee's gas lines or are situated within five feet of Grantee's gas lines shall require written permission from Grantee.
-

3. Grantee, its successors and assigns, agrees to lay all pipelines at sufficient depth to avoid interfering with cultivation of the soil or irrigation of landscaping and agrees to pay for any damage caused to land, growing crops, fences, livestock or other personal property of Grantor from the construction, operation or maintenance of said lines.
4. Title to said lines shall be and remain in said Grantee.
5. Grantee may assign or transfer rights under this easement to Grantee's principal, affiliates or subsidiaries of its principal upon reasonable written notice to Grantor. Grantee shall not assign nor transfer any of these rights to any third party.
6. Grantee agrees that during the period of construction, or any subsequent altering, removing or replacing, it will reclaim and restore the surface within the easement or on adjacent lands damaged due to construction and maintenance activities of the Grantee.
7. Grantee shall indemnify Grantor for all damages caused to Grantor as a result of Grantee's negligent exercise of the rights and privileges granted herein.
8. Upon abandonment or discontinuance of use of this easement for the purposes specified above, all of Grantee's rights under this easement shall revert to the Grantor or its assigns, the same as if this grant had never been made. Failure to report, to the Grantor, the status of the use of this easement upon delivery and receipt of a written request from Grantor within 60 days of the request, shall be considered an indication that Grantee has abandoned this easement. Should this easement be abandoned by the Grantee, or its use discontinued for the specified purpose, Grantee shall return the above described tract of land to a condition satisfactory to the Grantor.
9. Grantor does not waive its sovereign immunity or its governmental immunity by entering into this Easement and fully retains all immunities and defenses provided by law with regard to any action based on this Easement. Any actions or claims against Grantor under this Agreement must be in accordance with and are controlled by the Wyoming Governmental Claims Act, W.S. 1-39-101 et seq. (1977) as amended.

This easement shall run with the land and shall be binding upon Grantor and Grantor's heirs, personal representatives, successors and assigns. Grantor hereby represents, warrants and covenants that Grantor is the sole owner(s) of the above-described land, subject to existing liens and right-of-way easement of record and has all rights to grant this easement.

---



GRANTEE:  
Black Hills Gas Distribution, LLC

  
\_\_\_\_\_  
Craig Johnson  
Director of Gas Operations

ACKNOWLEDGEMENT

STATE OF WYOMING     )  
  ) SS  
COUNTY OF LARAMIE    )

The foregoing instrument was acknowledged before me by Craig Johnson, Director of Gas Operations for Black Hills Gas Distribution, LLC, this 5<sup>th</sup> day of October, 2018.

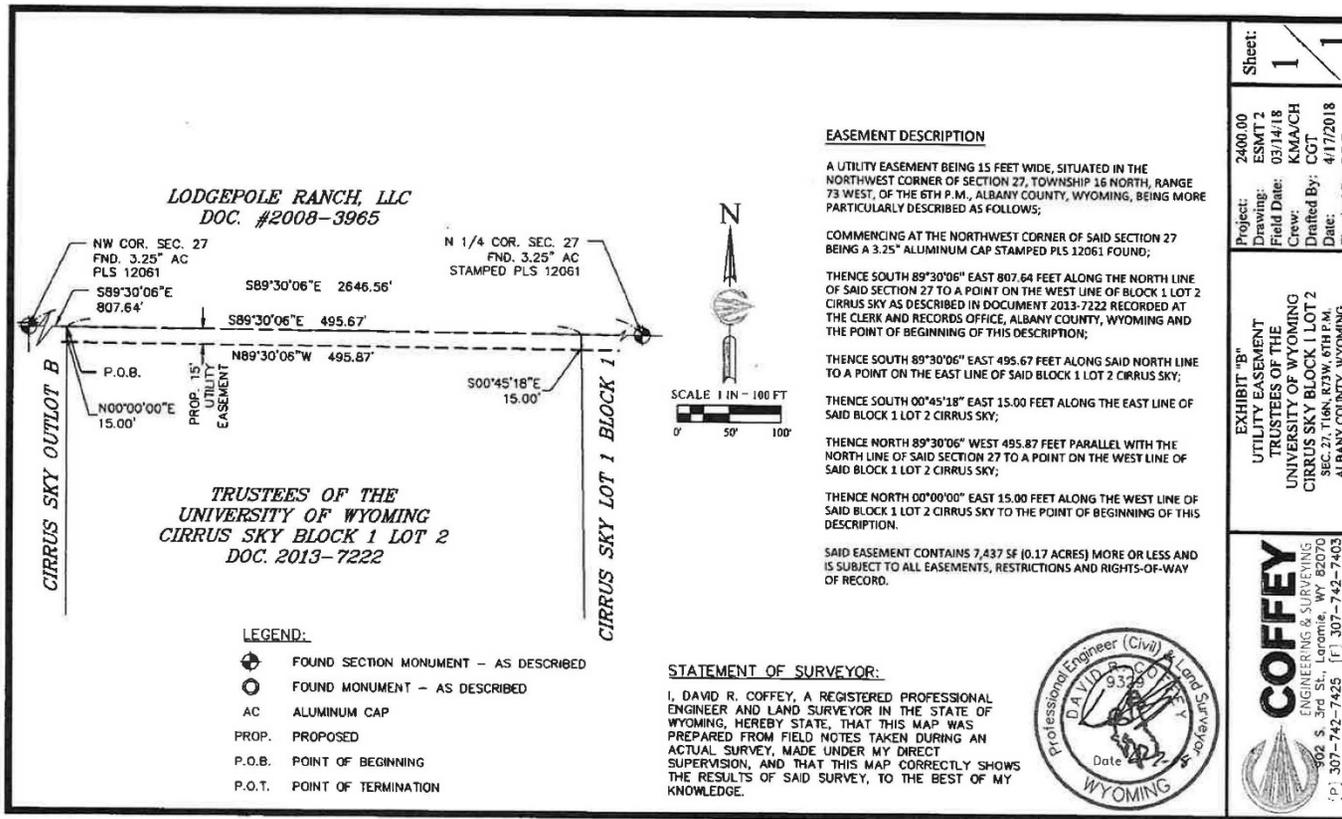
Witness my hand and official seal.



  
\_\_\_\_\_  
Notary Public

My Commission expires: June 23, 2019.

EXHIBIT "A"



Prepared by, and after recording  
please mail to:

JIM WASSON  
Agent Right-Of-Way  
Black Hills Energy  
1301 W 24th ST  
CHEYENNE, WY 82001

#### EASEMENT FOR GAS LINES AND APPURTENANCES

THIS EASEMENT is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2018, by and between **Trustees of the University of Wyoming** "GRANTOR", and **Black Hills Gas Distribution, a LLC** "GRANTEE".

Grantor, in consideration of the sum of Ten Dollars (\$10.00) and other valuable consideration, the receipt of which is hereby acknowledged, hereby grants, bargains, sells and conveys to Grantee, its lessees, licensees, successors and assigns, the right, privilege and perpetual pipeline easement to enter upon the lands of Grantor described on Exhibit A to survey, construct, operate, patrol, inspect, maintain, alter, add pipes, repair, rebuild and remove, on, under and over said lands lines for the transmission and distribution of gas and all appurtenances and appliances necessary in connection therewith, including but not limited to aboveground valve settings or district regulator stations, together with the right of ingress and egress to and from the said lines of Grantee over the lands of Grantor so that Grantee may go to and from said lines from the public roads adjacent to Grantor's lands, situate in the County of Albany, in the State of Wyoming, further described on Exhibit A attached hereto and incorporated herein by this reference. Easement shall be maintained at no cost to Grantor and under the following terms and conditions:

1. Grantee shall not enclose or fence said easement without the express written consent of Grantor. Grantee may use existing gates in fences which cross or which shall hereinafter cross the route of said lines. Grantee is given the right to trim, cut and clear away or otherwise control any trees, limbs, brush and vegetation on or adjacent to the above described easement whenever, in its judgment, such will interfere with or endanger the construction, safety, operation or maintenance of said lines. In exercising its rights of ingress and egress Grantee shall, whenever practicable, use existing roads or lanes and shall repair any damage caused thereby.
  2. Grantor is hereby conveying the uses herein specified without divesting himself, his heirs or assigns, of the right to cultivate, irrigate, use and enjoy the above described premises: PROVIDED, however, such use shall not, in the judgment of said Grantee, interfere with or endanger the construction, safety, operation or maintenance of said lines, and provided further that no building shall be constructed on the easement without written permission from Grantee. In addition, the granting of any subsequent easements to third parties that either cross Grantee's gas lines or are situated within five feet of Grantee's gas lines shall require written permission from Grantee.
-

3. Grantee, its successors and assigns, agrees to lay all pipelines at sufficient depth to avoid interfering with cultivation of the soil or irrigation of landscaping and agrees to pay for any damage caused to land, growing crops, fences, livestock or other personal property of Grantor from the construction, operation or maintenance of said lines.
4. Title to said lines shall be and remain in said Grantee.
5. Grantee may assign or transfer rights under this easement to Grantee's principal, affiliates or subsidiaries of its principal upon reasonable written notice to Grantor. Grantee shall not assign nor transfer any of these rights to any third party.
6. Grantee agrees that during the period of construction, or any subsequent altering, removing or replacing, it will reclaim and restore the surface within the easement and on adjacent lands damaged due to construction and maintenance activities of the Grantee.
7. Grantee shall indemnify Grantor for all damages caused to Grantor as a result of Grantee's negligent exercise of the rights and privileges granted herein.
8. Upon abandonment or discontinuance of use of this easement for the purposes specified above, all of Grantee's rights under this easement shall revert to the Grantor or its assigns, the same as if this grant had never been made. Failure to report, to the Grantor, the status of the use of this easement upon delivery and receipt of a written request from Grantor within 60 days of the request, shall be considered an indication that Grantee has abandoned this easement. Should this easement be abandoned by the Grantee, or its use discontinued for the specified purpose, Grantee shall return the above described tract of land to a condition satisfactory to the Grantor.
9. Grantor does not waive its sovereign immunity or its governmental immunity by entering into this Easement and fully retains all immunities and defenses provided by law with regard to any action based on this Easement. Any actions or claims against Grantor under this Agreement must be in accordance with and are controlled by the Wyoming Governmental Claims Act, W.S. 1-39-101 et seq. (1977) as amended.

This easement shall run with the land and shall be binding upon Grantor and Grantor's heirs, personal representatives, successors and assigns. Grantor hereby represents, warrants and covenants that Grantor is the sole owner(s) of the above-described land, subject to existing liens and right-of-way easement of record and has all rights to grant this easement.

---

IN WITNESS WHEREOF, this instrument has been executed on the day and year first above written.

GRANTOR:  
Trustees of the University of Wyoming

\_\_\_\_\_  
Neil Theobald  
Vice President for Finance and Administration  
Deputy Treasurer, Board of Trustees

ACKNOWLEDGEMENT

STATE OF WYOMING     )  
  ) SS  
COUNTY OF ALBANY    )

The foregoing instrument was acknowledged before me by Neil Theobald as Vice President for Finance and Administration, Deputy Treasurer, Board of Trustees, this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

Witness my hand and official seal.

\_\_\_\_\_  
Notary Public

My Commission expires: \_\_\_\_\_.

---

GRANTEE:  
Black Hills Gas Distribution, LLC

  
\_\_\_\_\_  
Craig Johnson  
Director of Gas Operations

ACKNOWLEDGEMENT

STATE OF WYOMING     )  
  ) SS  
COUNTY OF LARAMIE    )

The foregoing instrument was acknowledged before me by **Craig Johnson, Director of Gas Operations for Black Hills Gas Distribution, LLC**, this 5<sup>th</sup> day of October, 2018.

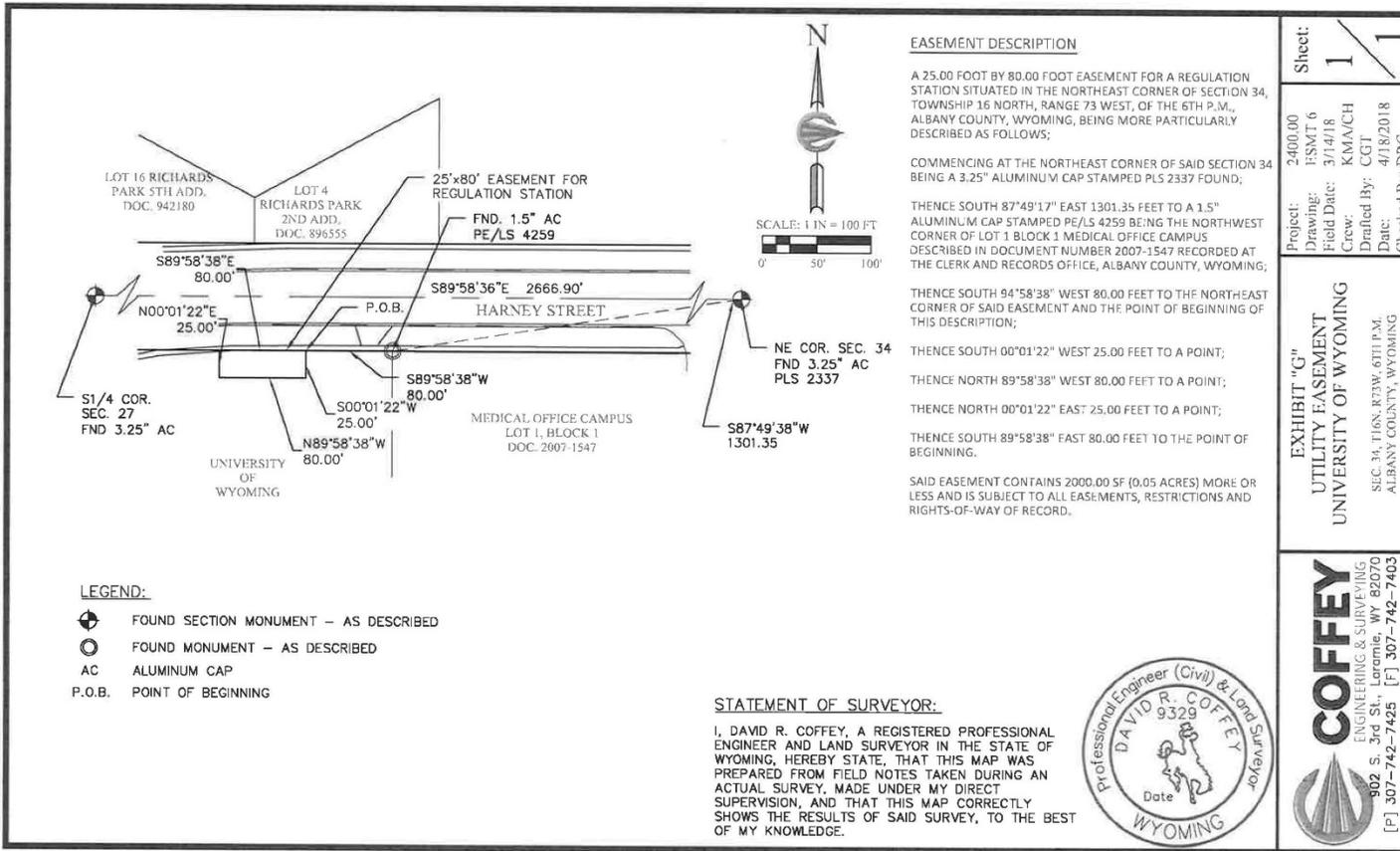
Witness my hand and official seal.



  
\_\_\_\_\_  
Notary Public

My Commission expires: June 23, 2019

EXHIBIT "A"



**AGENDA ITEM TITLE:**

**Consideration and Action: Amendments to Trustee By-Laws, Brown**

**BYLAWS OF THE TRUSTEES  
OF THE UNIVERSITY OF WYOMING**

The ByLaws of the Trustees were adopted pursuant to authority granted to the Trustees by the Wyoming Legislature and in accordance with the Wyoming Constitution. The ByLaws are about the Trustees and how the Trustees organize and carry out their meetings. Additionally, the existence of Trustee Regulations is established and the appointment of the President of the University and his/her authority is set forth.

**BYLAWS OF THE TRUSTEES OF  
THE UNIVERSITY OF WYOMING**

Republished Edition \_\_\_\_\_ September 14, 2018

**Article I. STATUTORY CREATION AND AUTHORITY**

Section 1-1. APPOINTMENT, TERM AND AUTHORITY

In accordance with the laws of the State of Wyoming (Wyo. Stat. §§21-17-201 et seq), the government of the University of Wyoming is vested in a board of twelve (12) trustees appointed by the governor, with the advice and consent of the senate, for a six year term, with terms to be staggered.

For purposes of these Bylaws, "Trustees," "Board" and "Board of Trustees" shall be defined as the 12 individual trustees appointed by the governor and may be used interchangeably throughout these Bylaws.

Section 1-2. EX OFFICIO MEMBERS

The Governor of the State of Wyoming, the President of the University of Wyoming, the State Superintendent of Public Instruction, the Director of the Wyoming Community College Commission, and the President of the Associated Students of the University of Wyoming are ex officio members of the Trustees, as such having the right to speak, but not to vote.

For purposes of these Bylaws, these members shall be defined as "ex officio members."

Section 1-3. VACANCIES

Any vacancy in the membership of the Trustees shall be filled in accordance with laws pertaining thereto.

## Article II. MEETINGS OF THE TRUSTEES

### Section 2-1. REGULAR MEETINGS

The annual meeting of the Trustees shall be held at the time of the meeting that is held closest to the regular Spring Commencement. At the annual meeting, the Trustees may set their schedule of regular meetings for the ensuing year and the final UW Board of Trustees' Annual Schedule of Items to Approve, Discuss or Report for the ensuing year in a form similar to that attached hereto and made a part hereof by this reference, but with such modifications as a majority of the Board may approve. After approval, a copy of the UW Board of Trustees' Annual Schedule of Items to Approve, Discuss or Report shall be posted on the Trustees' website annually. Written notice of all regular meetings shall be given by the President of the University to each Trustee and ex officio member at least ten (10) days in advance of the meeting. Attendance by Trustees or ex officio members at regular meetings can be in person or by electronic media.

Meeting Agendas for UW Board of Trustees shall be developed from three sources:

First: Those matters listed as monthly topics for each month's meeting shall be listed on the Trustees' Agenda for the month as set forth herein.

Second: Items requested by a Trustee in writing or during that period of time allocated allowing any Trustee to raise a topic of their choice for placement on the Agenda and approved by the President of the Board.

Third: Items requested from Administration for placement on the Agenda and approved by the President of the Board with input from the Executive Committee.

Prior to preparing a draft agenda, consultation will be had with the Board President to assure the Board President is fully engaged in the development of all Board Agendas. A preliminary draft agenda will be developed far enough in advance so as to allow compliance with the posting time frames set out on the next paragraph, but also allowing sufficient time for the President of the University and the Executive Committee to review and provide appropriate input.

While exceptions can be made if necessary, Administration is expected to have any topics it wishes to present to the Board in open or executive session at the next meeting in a form allowing all final materials relative to that topic, together with both the open and executive session minutes from the previous meeting, to be uploaded to the Trustees' website at least two weekends/over ten (10) days prior to the next scheduled meeting.

Section 2-2. SPECIAL MEETINGS

Special meetings of the Trustees may be called by the President of the Trustees, or by any three Trustees, at such time and place as they may deem expedient, and a majority of said Trustees shall constitute a quorum for the transaction of business; but a smaller number may adjourn from time to time. Notice of special meetings shall be given to each Trustee and ex officio member at least eight (8) hours in advance of such meeting. Attendance by Trustees or ex officio members at special meetings can be in person or by electronic media.

Section 2-3. ACTION IN REGULAR AND SPECIAL MEETINGS

At all regular and special meetings, it shall be valid to act on any subject within the power of the corporation except as provided elsewhere in these Bylaws.

Section 2-4. PLACE OF MEETINGS

All meetings of the Trustees shall be held at the University of Wyoming, unless otherwise ordered by the Trustees.

Section 2-5. REPEALED

Section 2-6. ACT OF THE TRUSTEES

The act of the majority of the Trustees present at a meeting at which a quorum is present shall be the act of the Trustees. A Trustee is considered "present" if attending the meeting in person or by electronic media.

Section 2-7. PUBLIC ATTENDANCE AT MEETINGS

Regular and special meetings of the Trustees shall be open to the public except for executive sessions which may be convened at any time by vote upon motion by any Trustee. Executive sessions shall be attended only by the Trustees and such persons as may be designated by the presiding officer or included in the motion. No actions shall be taken in executive sessions. Matters considered and discussed during executive sessions shall be confidential except as otherwise provided by law.

**Article III. PROCEDURE AT MEETINGS**

Section 3-1. QUORUM

A majority of the Trustees shall constitute a quorum for the transaction of business. Any number less than a quorum present at a meeting duly called may adjourn from time to time until a quorum shall be in attendance.

#### Section 3-2. ORDER OF BUSINESS

The business at each regular or special meeting shall be conducted in the following manner, unless otherwise authorized by appropriate Trustees action.

Roll Call

Approval of Board of Trustees Meeting Minutes

Election of Officers (annual meeting or as necessary)

Reports

Public Testimony (scheduled during the regular meeting)

Committee of the Whole, Regular Business (Board Committee Reports)

Proposed Items for Action

New business

Date of Next Meeting

Adjournment

#### Section 3-3. RULES OF PROCEDURE

Meetings of the Trustees shall be conducted according to Robert's rules of parliamentary procedure except as modified by the Trustees. Each Trustee who is present shall vote on every question, unless excused from voting by the Trustees. The ayes and nays shall be called and entered upon request of any Trustee.

#### Section 3-4. MINUTES OF PROCEEDINGS

Minutes of proceedings of the Trustees and of their committees shall be kept by the secretary, or designee. Action of the Trustees which utilizes material presented by reports or other documents shall be presented in the minutes in such form as to include, when not impractical, the full text of the action so that reference to other reports and documents is not necessary in order to determine the exact meaning of the action taken.

### **Article IV. OFFICERS OF THE TRUSTEES**

#### Section 4-1. NUMBER

The officers of the Trustees shall be a President, a Vice President, a Secretary, and a Treasurer, who shall be limited to the twelve appointed Trustees.

#### Section 4-2. ELECTION AND TERM OF OFFICE

The officers of the Trustees shall be elected annually at the annual meeting. Each officer shall hold office for one year or until his or her successor is elected and qualified. No Trustee shall be eligible for re-election as president immediately after having served two successive regular terms in that office.

#### Section 4-3. VACANCIES

In the event of a vacancy in any office of the Trustees, an election shall be held for the unexpired term at the next regular or special meeting of the Trustees.

### **Article V. DUTIES OF OFFICERS**

#### Section 5-1. DETERMINATION OF DUTIES

The officers of the Trustees shall perform the duties expressly enjoined upon them by the laws of this State and by the Bylaws of the Trustees, and such other incidental duties as pertain to their respective offices, or as may be assigned from time to time by the Trustees or their President.

#### Section 5-2. PRESIDENT

The President of the Trustees shall preside over all meetings of the Trustees; shall call the Trustees or Executive Committee in regular or special session at such times as the President may deem advisable or necessary or at any time upon the petition of three or more Trustees; and the President shall have authority to decide any disputes as to the application or meaning of these rules and Bylaws, but this decision shall be referred to the next regular or special meeting of the Trustees for final decision and adjudication by the Trustees. The President of the Trustees shall have power to make temporary appointments to fill vacancies in the appointments of the Trustees to other boards or committees during the interval between Trustees meetings. The President shall be an ex officio non-voting member of all permanent committees of the Trustees. The President may sign, with the secretary or any other proper officer of the Trustees thereunto authorized by the Trustees, any deeds, mortgage, bonds, contracts, or other instruments which the Trustees have authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Trustees by resolution, by UW Regulation, or by these Bylaws to some other officer or agent of the Trustees, or shall be required by law to be otherwise signed or executed. The President of the Trustees shall have the power to appoint ad-hoc committees as needed to address the business of the University. An ad-hoc committee is defined as an informal working group that can operate without formal board approval until completion of the committee's assigned task as determined by the President.

Section 5-3. VICE PRESIDENT

In the absence of the President of the Trustees or in the event that the office becomes vacant, or of the president's inability or refusal to act, the Vice President shall perform the duties of the President.

Section 5-4. SECRETARY

The Secretary of the Trustees shall be sworn to the performance of his or her duties as provided by statute. The Secretary shall be responsible for the minutes of meetings of the Trustees; shall be custodian of the Trustees records and of the seal of the Trustees and see that the seal of the Trustees is affixed to all documents, the execution of which on behalf of the Trustees under its seal, is duly authorized; shall sign with the President of the Trustees such instruments as the latter may execute; and shall be responsible for the supervision of duties delegated or assigned to the Deputy Secretary appointed by the Trustees.

In the event that the offices of President and Vice President become vacant or both refuse or are unwilling to act, the Secretary shall perform the duties of President until the next regular or special meeting of the Trustees and preside at that meeting until the vacancy in the presidency is filled.

Section 5-5. TREASURER

The Treasurer shall cause an annual report to be prepared by the officers and employees of the University of Wyoming which shall show all receipts and disbursements; shall receive any monies, through the Deputy Treasurer, required by law to be paid to the Treasurer of the Trustees; and shall maintain general cognizance of fiscal and accounting procedures utilized by officers of the University of Wyoming designated by the Trustees to receive and disburse all monies.

In the event that the offices of President, Vice President and Secretary become vacant or all refuse or are unwilling to act, the Treasurer shall perform the duties of the President until the next regular or special meeting of the Trustees and preside at the meeting of the Trustees until the vacancy in the presidency is filled.

**Article VI. OTHER OFFICERS**

Section 6-1. DEPUTY SECRETARY

At the discretion of the Trustees, the Deputy Secretary shall be appointed by the Trustees, and shall perform such duties as are delegated by the Secretary of the Trustees.

Section 6-2. DEPUTY TREASURER

The Deputy Treasurer shall be nominated by the President of the University, and at the discretion of the Trustees, shall be appointed by the Trustees, shall be an officer of the University of Wyoming whose duties include responsibility for the receipt, custody, and expenditure of all funds of the University of Wyoming not held by the State Treasurer, and shall exercise the same responsibility with respect to any funds or monies of the Trustees of the University of Wyoming.

Section 6-3. INTERNAL AUDITOR

The Internal Auditor shall be appointed by the Trustees, and shall perform such duties as the Trustees require.

Section 6-4. OTHER OFFICERS AND DUTIES

At the discretion of the Trustees, other officers may be appointed by the Trustees as may be deemed necessary. The duties of all officers of the Trustees shall be set forth in writing at the time of appointment or in appropriate UW Regulations.

**Article VII. COMMITTEES OF THE TRUSTEES**

Section 7-1. EXECUTIVE COMMITTEE

The Executive Committee shall consist of five Trustees: the President of the Trustees who shall serve as Chairman, the immediate past President of the Trustees, if such person remains on the Board, the Vice President of the Trustees, the Secretary of the Trustees, and the Treasurer of the Trustees. The Executive Committee shall have authority to meet with the University president to exchange information and discuss issues and to act for the Trustees in all routine business matters wherein immediate decisions and actions are deemed necessary for the present welfare of the University. All such actions of the Executive Committee shall be reported to the Trustees at their next regular or special meeting and ratified when appropriate, and shall be entered in full upon the minutes of such meeting of said Trustees.

Section 7-2. FISCAL AND LEGAL AFFAIRS COMMITTEE

The Fiscal and Legal Affairs Committee is responsible for assuring that the University's organizational culture, capabilities, systems and processes are appropriate to protect the financial health and the reputation of the University in all audit-related areas enumerated below. Specifically the Fiscal and Legal Affairs Committee will review the financial reporting processes, the system of internal controls, the audit process, and the process for monitoring and ensuring compliance with financial laws and regulations. It will monitor the University's internal and external auditor's findings.

In discharging their duties hereunder, the members of the Committee are entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by: officers or employees of the University whom the Committee members reasonably believe to be reliable and competent in the matters presented; and legal counsel, public accountants or other persons as to matters the Committee members reasonably believe are within the person's professional or expert competence.

#### I. Investments

Review the management of invested University funds, including University endowment funds and University operating funds, subject to the following conditions:

- a. The President of the University shall be the administrative officer of the invested University funds, and may assign to a designee such duties as may be described in a written delegation of authority.
- b. With Board approval, the Committee may employ the services of an agent, such as the University of Wyoming Foundation, an investment adviser, and/or manager(s), and may give due consideration to such advice.
- c. The Committee, or the Board-approved agent, shall place the securities of said Funds in custody of a custodian bank or other fully insured custodial institution, which shall have the right and privilege of holding the securities in a street name or in a name of such nominee as it may choose.
- d. Each year the Committee shall review the agent's investment policy, asset allocation strategy and other endowment management philosophies, such as earnings distribution policies. The Committee shall receive and review an annual report on portfolio performance and other relevant endowment management metrics.

#### II. Financial Reporting Process

- a. Ensure that the external auditors communicate all matters required by their professional standards to the Committee and review significant accounting and reporting issues, including recent professional and regulatory pronouncements in order to understand their impact on the University's financial statements.
- b. Review the annual financial statements, including management's discussion and analysis, and determine if they are complete and consistent with information known to committee members.

- c. Be satisfied that all regulatory compliance matters have been considered in the preparation of the financial statements.
- d. Review significant financial risks and exposures and the plans to minimize such risks.
- e. Review, with the University's legal counsel, any legal matters that could have a significant impact on the financial statements.

III. System of Internal Control

- a. Ensure that management is setting the appropriate tone in communicating the importance of internal control and ensure that individuals have an understanding of their roles and responsibilities.
- b. Receive and review reports from internal and external auditors regarding the quality of institutional internal control systems and determine whether management has implemented internal control recommendations made by internal and external auditors.
- c. Ensure that internal and external auditors keep the Committee informed about fraud, illegal acts, deficiencies in internal control and ensure that an appropriate process exists for the receipt, retention and treatment of complaints, including anonymous complaints, regarding accounting, internal controls and auditing matters.
- d. Evaluate the extent to which internal and external auditors review computer systems and applications, the security of such systems and applications, and the contingency plan for processing financial information in the event of a systems breakdown.

IV. Audit Process – External

- a. Following appropriate consultation with management, recommend to the Board the selection and retention of the external audit firm. Approve external auditor's fees.
- b. Review and approve the external auditor's proposed scope and approach.
- c. Review and confirm the external auditor's assertion of their independence in accordance with professional standards.
- d. Review the performance of the external auditors and recommend the appointment or discharge of the external auditors.

- e. Ensure that, unless extenuating circumstances exist, an external auditor under contract with the University that bids on a new contract provides that the lead partner has not performed audit services beyond a total maximum of four years in an eight-year period.
  - f. Strongly encourage, unless extenuating circumstances exist, that external auditors may only provide services for a total maximum of eight consecutive years. This limitation does not preclude an external auditor from bidding on or receiving a new contract after a break in service.
  - g. Meet with the external auditors, the Internal Auditor, and management in separate executive sessions to discuss any matters that the Committee or these entities believe should be discussed privately. Mediate any disagreements between management and external auditors regarding financial reporting.
  - h. Review with management and external auditors the results of the annual external audit, including any difficulties encountered, restrictions placed on the scope of the external auditor's activities, access to requested information and any significant disagreements with management.
  - i. Review and approve any engagement of the external auditors for non-audit related consulting activities.
- V. Audit Process – Internal
- a. Review and ensure that the University has the appropriate structure, staffing, and capability to effectively carry out the internal audit responsibilities.
  - b. Review and concur in the appointment, compensation, replacement, reassignment, or dismissal of the Internal Auditor.
  - c. Review and confirm the priorities and key action plans of the audit function. Receive and review internal audit reports from the Internal Auditor regarding results of the internal audit program.
  - d. Ensure that audited divisions and colleges attend the Committee meetings to discuss audit findings and recommendations.
  - e. Report each internal audit report from the Internal Auditor to the Board of Trustees. The Board of Trustees shall formally act on each internal audit report.

- f. Ensure there is regular, independent communication between the Committee and the Internal Auditor and ensure there are no unjustified restrictions or limitations on internal audit programs.
- g. Ensure there is flexibility when setting the Committee agenda based on concurrence between the Division of Administration and the Internal Auditor.

VI. Compliance with Laws & Regulations

- a. Review the findings of any significant examinations by financial regulatory agencies and review management's corrective action plans. Ensure that action plans are implemented to the satisfaction of the regulatory agencies.

VII. Other Responsibilities

- a. Ensure that significant findings and recommendations made by the internal and external auditors are received, discussed and acted upon in an appropriate and timely manner.
- b. Regularly update the Board of Trustees about Committee activities, any key internal or external audit issues and make appropriate recommendations for Board action.
- c. Review and update this By-Law and receive approval of changes from the Board of Trustees.

Section 7-3. BIENNIUM BUDGET COMMITTEE

The Biennium Budget Committee is responsible for working with University administration as it develops and submits the University's budget requests to the Governor as a state agency, including the 067 University of Wyoming operating budget, the 069 WICHE budget, the 167 Medical Education budget, and the Enhanced Oil Recovery Commission's 070 operating budget. It also includes funding requests related to capital facilities, as well as any other recommendations in the University's budget request that would be included in the state's appropriations bill for the biennium or in a supplemental budget request.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Administration and the Vice President for Governmental and Community Affairs.

Section 7-4. FACILITIES CONTRACTING COMMITTEE

The Facilities Contracting Committee is responsible for working with University administration to develop and recommend modifications to the University's

facilities planning, contracting and construction policies and procedures. These recommendations will be presented to the full Board of Trustees for review and approval.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Administration and the General Counsel.

#### Section 7-5. FINANCIAL MANAGEMENT AND REPORTING COMMITTEE

The Financial Management and Reporting Committee is responsible for taking an immediate and active role in developing a long-term, integrated and comprehensive financial management and reporting system for the University; helping develop a meaningful short-term financial reporting protocol for the Board of Trustees so that the Board can meet its fiduciary obligations; and participating in developing the University's budget structure in coordination with the financial management and reporting system.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Administration and the General Counsel.

#### Section 7-6. HONORARY DEGREES AND AWARDS COMMITTEE

The Honorary Degrees and Awards Committee is responsible for recommending to the Board of Trustees the awarding of both the Trustees' Award of Merit and Honorary Degrees.

The Trustees' Award of Merit was established in 1984 and recognizes individuals and groups who have rendered meritorious service or made exemplary contributions to the University. Nominations for the Trustees' Award of Merit are submitted to the Honorary Degree Committee, accepted on a continuous basis, and reviewed at regular intervals. There are no minimum or maximum number of awards given in any calendar year.

An Honorary Degree from the University recognizes individuals who embody the University's high ideals and who exemplify the values of excellence, service, and integrity. Honorary Degrees are among the highest honors a university can confer, and recognize a career of distinguished accomplishment in the professions, sciences, arts, humanities, public service, and service to humanity. Nominations for Honorary Degrees are submitted to the President of the University, who will refer them to a joint committee made up of the Honorary Degree Committee and three faculty members appointed by the Faculty Senate. The joint committee will forward its recommendations to the Board of Trustees for final decision at its January meeting and announcement in the spring semester.

In discharging their duties hereunder, the members of the Committee shall work with the President of the University and the Provost.

Section 7-7. TRUSTEES LEGISLATIVE RELATIONS COMMITTEE

The Trustees' Legislative Relations Committee is responsible for working closely with the Governor's office and the legislative leadership to develop a consensus of priorities for the University.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Government and Community Affairs and the Vice President for Administration.

Section 7-8. VICE PRESIDENT AND DEAN SEARCH COMMITTEE

The Vice President and Dean Search Committee is responsible for informing the Board of Trustees of the progress of University searches for administrative officers and deans/directors of a college or school. The Vice President and Dean Search Committee may provide nonbinding feedback to the University's search committee during the recruitment process, confer with the University's search committee on the final candidate, and communicate with the full Board of Trustees as it determines.

In discharging their duties hereunder, the members of the Committee shall work with the President of the University.

Section 7-9. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

The Academic and Student Affairs Committee is responsible for (1) reviewing and making recommendations to the full Board regarding the University's academic mission, as well as policies and resources needed to realize that mission, execute UW's academic strategic priorities, ensure the quality and integrity of each of UW's academic programs, and to ensure the University remains focused on an excellent student experience whether it is on a UW Campus or at a distance; and (2) reviewing and making recommendations to the full Board regarding policies, programming and services related to student engagement, wellness, development, and persistence.

In discharging their duties hereunder, the members of the Committee shall work with the Provost and Vice President for Academic Affairs and the Vice President for Student Affairs.

Section 7-10. RESEARCH AND ECONOMIC DEVELOPMENT COMMITTEE

The Research and Economic Development Committee is responsible for working with University administration to review and make recommendations to the full

Board regarding policies and procedures pertaining to research compliance, core facilities, pre-award management and indirect revenue distribution. The Committee is also responsible for working with University administration to enhance the University's Technology Transfer and Research Products Center, including reviewing and making recommendations to the full Board regarding policies and procedures pertaining to inventions and copyrightable materials, technologies available for licensing, technology startup ventures, and the protection, marketing, and ultimate transfer of intellectual property to industry. In addition, this committee is responsible for working with University administration in supporting entrepreneurial business ventures, and provides recommendations to the full Board on such matters, including those pertaining to the use of the University of Wyoming Research Corporation.

In discharging their duties hereunder, the members of the Committee shall work with the Vice President for Research and Economic Development.

#### Section 7-~~401~~1. MEMBERS, TERM, AND COMMITTEE CHAIRMEN

Each Committee of the Trustees shall consist of not fewer than three Trustees. Appointments shall be made by the President of the Board of Trustees at the May meeting of the Trustees, or as the President deems necessary throughout the year, for terms of two years. Appointments to fill a vacancy for the unexpired term may be made by the President of the Board at any time and announced at the next regular Board meeting following the appointment. The President of the Board of Trustees shall serve as an ex-officio member of all Trustees' Committees, may attend Committee meetings at his or her discretion, and may appoint a replacement for any Committees the President served on prior to being elected.

At the May meeting, the President of the Trustees shall appoint a chairman for each committee. The chairman shall hold office for one year or until his or her successor is appointed and qualified.

### Article VIII. AMENDMENT OF BYLAWS

These Bylaws may be changed or amended and additional Bylaws may be adopted at any regular meeting of the Trustees by a vote of two-thirds of the Trustees, provided that notice of the intention to change, amend, or add to the Bylaws, in whole or in part, shall have been given in the notice of the meeting or shall have been given at a preceding meeting of the Trustees. Such notice shall be in writing and shall include the exact wording of the legislation proposed. The Bylaws, in whole or in part, may be suspended at any Board meeting only by an affirmative vote of two-thirds of the Trustees.

## **Article IX. UW REGULATIONS**

Rules for the government of the University and all its branches shall be designated as "UW Regulations," which may be adopted, changed or amended at any regular or special meeting of the Trustees without prior formal notice. In order to have the status of a standing regulation, any intention to adopt, change or amend such Regulations must be presented as a formal motion for action by the Trustees.

## **Article X. PRESIDENT OF THE UNIVERSITY OF WYOMING**

### **Section 10-1. APPOINTMENT**

The President of the University of Wyoming shall be appointed by the Trustees, but no such appointment shall be made without nine affirmative votes of the Trustees. The initial term of office shall be for not less than one year, and the President shall thereafter continue in such office at the will of the majority of the Trustees, who, from time to time, shall fix his or her salary. It will be the policy of the Trustees to confer with an advisory committee from the University faculty and staff prior to the selection of a new President.

### **Section 10-2. DUTIES AND POWERS**

The President of the University shall perform the duties expressly enjoined upon the President by the laws of this State, by these Bylaws, and such other incidental duties as pertain to his or her office or as may be assigned from time to time by the Trustees. As the executive head of the University of Wyoming, on behalf of the Trustees the President shall be responsible for the custody of the books, records, buildings, and all other property of the University, and for the administration of the academic and business activities of the University in accordance with the directives, Bylaws and UW Regulations and shall be clothed with all authority requisite to these ends. The President shall inform and advise the Trustees with respect to the operations of the University and its relationships, and shall serve as an ex officio non-voting member of all permanent Trustees' committees.

## **Article XI. THE UNIVERSITY OF WYOMING**

Pursuant to State Law establishing the University as an institution of learning under the name and style "The University of Wyoming," all authorized functions and business matters carried on by the officers, faculty and staff of the University in accordance with regulations and financial budgets of the Trustees shall be in the name of "The University of Wyoming."

## **Article XII. SEAL**

The corporate seal of the Trustees of the University of Wyoming shall consist of a circular design on which is inscribed the words "The University of

Wyoming - 1886 -" and in the center the word "Equality." It shall be affixed to all papers which may require it as authorized by the Secretary, the President of the University of Wyoming, or regulation or direction of the Trustees.

**Article XIII. SERVING ON BOARDS**

The President of the Board of Trustees may appoint Trustees to the governing bodies of University related organizations.

Revisions adopted 5/13/2015 Board of Trustees meeting  
Revisions adopted 11/18/2016 Board of Trustees meeting  
Revisions adopted 5/10/2017 Board of Trustees meeting  
Revisions adopted 5/9/2018 Board of Trustees meeting  
Revisions adopted 9/14/2018 Board of Trustees meeting

**AGENDA ITEM TITLE:**

**Consideration and Action: Modifications to UW Regulations.** Brown/Whaley

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18



---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Organization of the University  
**Number:** UW Regulation 1-1

---

### I. OFFICERS OF THE UNIVERSITY

#### A. Designation

Officers of the University are: The President; Administrative Officers, to include the ~~Vice Presidents, the Chief Diversity Officer, the General Counsel, the Director of Government Relations and the Director of Intercollegiate Athletics~~ ~~principal administrative officers of the University and the heads of their administrative units~~ as set forth in section II of this regulation, ~~and the Vice Provost, Associate Vice Provosts and Associate Vice Presidents~~; and Academic Officers, to include Deans, Directors, Associate and Assistant Deans and Department and Division Heads, of the organized education units specified in ~~section III of this regulation~~ UW Regulation 2-411 (Academic Organization). ~~Athletic coaches shall not be considered officers of the University but shall be contractual employees.~~

#### B. Appointment

The President of the University shall be appointed by the Trustees as provided in the Bylaws of the Trustees of the University of Wyoming. Nine affirmative votes of the Trustees shall be required for appointment. ~~All other~~ The following Officers shall be appointed by the Trustees upon the recommendation of the President following consultation with the appropriate University ~~Officers~~ Officers and faculty: Vice Presidents, the Chief Diversity Officer, General Counsel, the Director of Government Relations, the Director of Intercollegiate Athletics, Deans, and the Executive Director of the School of Energy Resources. All appointments under this paragraph shall be on such terms with respect to salary, terms of employment and like matters as the Trustees may determine.

#### C. Search Committees

Whenever the appropriate appointing authority appoints a Search Committee with regard to the selection of an administrative officer (as defined below), the following shall apply:

**Commented [TR1]:** This section transferred from UW Regulation 1-102(F)

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

1. The President of the Board of Trustees shall appoint a committee of three (3) members of the Board to serve as the Board of Trustees Vice President and Dean Search Committee to allow the Board of Trustees to be kept fully informed without interfering with the process.
2. The Chair of the University's Search Committee shall provide the Vice President and Dean Search Committee with a copy of the statement of qualifications the Search Committee will use during its recruitment process.
3. The Chair of the Search Committee shall regularly inform the Vice President and Dean Search Committee of the progress of the search, recognizing that the Vice President and Dean Search Committee can provide nonbinding feedback.
4. After the Search Committee has identified the final candidates, the Chair of the Search Committee will recommend the final candidates to the appropriate appointing authority and the Vice President and Dean Search Committee. The Chair of the Search Committee, and such other members of the Search Committee deemed advisable, shall confer with the appointing authority and the Vice President and Dean Search Committee, solely for the purpose of the Vice President and Dean Search Committee receiving information.
5. The Vice President and Dean Search Committee may communicate with the full membership of the Board of Trustees as it determines. All communications to and from the Vice President and Dean Search Committee under this regulation shall be treated in a confidential manner.
6. When the President of the University has determined the top 2-3 candidates for a position to which this Paragraph P applies, prior to the University commencing negotiations with the person to whom the offer will be made, the President of the University shall advise the Board of Trustees of the intention to make an offer of employment to the top candidate or the other candidates, if applicable, should negotiations with the top candidate be unsuccessful. The President shall do so in an executive session of a meeting of the Board of Trustees and shall provide such information to the Board as the Board may require. Negotiations with the candidate shall not commence prior to the Board's executive session. If the negotiations are successful with any of the top candidates, the President of the University shall recommend the Board approve appointment of the candidate but all matters shall remain confidential pending the Board's final approval.

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

7. In establishing their time frames applicable to the search process, the President, working with the Search Committee, shall take into consideration the Trustees' regularly scheduled monthly meetings in an effort to coordinate the approval/hiring process with such Trustee meeting schedule so as to reduce the number of special meetings which would otherwise have to be held to assure compliance with this Regulation.

This process applies to the selection of the following administrative officers (as well as any additional vice president or dean positions that may be established in the future):

- a. Provost and Vice President for Academic Affairs
- b. Vice President for Finance and Administration
- ~~e.~~ ~~Vice President for Governmental and Community Affairs~~
- ~~d.~~ ~~c.~~ Vice President for Information Technology
- ~~e.~~ ~~d.~~ Vice President for Institutional Advancement
- ~~f.~~ ~~e.~~ Vice President for Research and Economic Development
- ~~g.~~ ~~f.~~ Vice President for Student Affairs
- ~~h.~~ ~~g.~~ Chief Diversity Officer
- h. Director of Government Relations
- i. Director of Intercollegiate Athletics
- j. General Counsel
- k. Dean of College of Agriculture and Natural Resources
- l. Dean of College of Arts and Sciences
- m. Dean of College of Business
- n. Dean of College of Education
- o. Dean of College of Engineering and Applied Science
- p. Dean of College of Health Sciences
- q. Dean of College of Law
- r. Dean of Haub School of Environment and Natural Resources
- s. Dean of Honors College
- ~~s.~~ t. Dean of Libraries
- ~~t.~~ u. Executive Director of SER

#### C.D. **Removal**

Any person appointed to an office or position pursuant to this section may be removed by the Trustees whenever in their judgment the best interests of the University will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Likewise such removal shall be without prejudice to the rights, if any, of such person as a tenured member of the faculty.

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

## II. THE ADMINISTRATIVE ORGANIZATION OF THE UNIVERSITY

### A. President of the University

Subject to control of the Board of Trustees, the President of the University is the chief executive officer of the University and is vested with powers and duties as provided by laws of this State and the Bylaws of the Trustees of the University of Wyoming. In addition to such duties, the President shall enforce UW Regulations as adopted hereof, and the President is hereby clothed with all authority requisite to these ends. Any authority or responsibility of the President may be delegated by him/her to any other member of academic personnel (faculty or academic professional) or staff of the University, but delegation of major areas of authority or responsibility shall have the prior consent of the Trustees. The President shall establish standing administrative committees of the University. All administrative committees established under the authority of the President shall be responsible and advisory to the President. The President is authorized to settle claims against the University up to \$100,000.

In the event of the termination, resignation, death or incapacity of the President, the Trustees may appoint an acting President who shall perform the duties and have the powers of the President during such time as the Board of Trustees may direct. If no acting President has been appointed by the Board of Trustees, the duties of the President shall be performed by the Provost and Vice President for Academic Affairs.

The President shall serve as the ordinary channel of communication between the Trustees and academic personnel and between the Trustees and all subordinate administrative officers and staff of the internal organization. This regulation shall not be interpreted to limit the right of communication between academic personnel or other officers of the University and the Trustees or to limit the manner in which the Trustees may gain information as to the work and operation of the University.

The President shall have as principal administrative officers a Provost and Vice President for Academic Affairs, a Vice President for Student Affairs, a Vice President for Finance and Administration, a Vice President for Research and Economic Development, a Vice President for Institutional Advancement, a Vice President for Information Technology, a General Counsel, a Vice President for Director of Governmental and Community Affairs, Government Relations, a Director of Intercollegiate Athletics and a Chief Diversity Officer. The Chief Diversity Officer shall, at the direction of the President and in collaboration with the other principal administrative officers of the University, lead the development and implementation of the University diversity plan. The President also may have other assistants as are authorized from time to time and may also authorize the appointment of a Vice

Commented [TRE2]: We are proposing to delete UW Regulation 1-2 (Standing Committees) and instead add this clarification.

Commented [TRE3]: Transferred from UW Regulation 1-102(A)

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

Provost, Associate Vice Provosts and Associate Vice Presidents for each of the principal administrative officers, who shall perform such duties as specified.

**B. Provost and Vice President for Academic Affairs**

~~The Provost and Vice President for Academic Affairs shall be responsible to the President for general administrative and coordination functions over the various instructional programs, on or off campus, offered by the University.~~ As the principal administrative officer for academic affairs, the Provost and Vice President shall ~~maintain administrative supervision of~~ supervises the academic colleges and schools; academic personnel; academic centers and institutes; the Art Museum; the University of Wyoming at Casper, enrollment management; international programs; the University Libraries; and undergraduate and graduate education.

The ~~Vice President~~ Provost shall initiate, organize, or direct such actions as are necessary and appropriate to assure that academic program needs and standards are established and implemented by appropriate units and officers of the University, including ~~Higher Learning Commission~~ accreditation. The ~~Vice President~~ Provost shall consult with and advise the President ~~with respect to~~ on the recommendations of the ~~officers-heads~~ of the various academic units concerning organization, development of programs, ~~appointment of~~ academic personnel appointments, promotions, leaves of absence, ~~and salaries, and shall conduct such the commission of~~ special studies relating to curriculum, instruction, academic personnel and other ~~matters as may be determined by the President~~ areas as needed.

Additional administrative units may be assigned to the ~~Vice President~~ Provost by the President, ~~and the~~ The ~~Vice President~~ Provost may be assisted by a Vice Provost, one or more Associate Vice ~~Presidents~~ Provosts, and such other assistants as are authorized ~~by the President~~ from time to time.

**C. Vice President for Finance and Administration**

The Vice President for Finance and Administration is the principal financial officer of the University and shall be responsible to the President for the administration of all the business and financial affairs and ~~the physical plant of the University~~ UW Operations, including ~~institutional business and capital~~ planning, preparation and administration of the University budget and development of long-term financing strategies to support implementation of the Capital Facilities Plan. The Vice President ~~for Finance and Administration~~ serves as the principal advisor to the President on the status of the University budget, and shall perform such duties as are required by statute or by UW Regulations.

~~Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18~~

The Vice President for Finance and Administration, in consultation with General Counsel, shall ~~execute-prepare~~ such agreements, leases, and other instruments relating to the transfer of real property, as may be appropriate to the management, control, acquisition, or disposition of property of the University in accordance with UW Regulations or other directions of the Board of Trustees. The Vice President for Finance and Administration shall have administrative supervision over the following units: ~~Administrative Operations, Auxiliary Services, Budget and Institutional Planning~~; Campus Police, ~~Fiscal Administration~~Financial Affairs, Human Resources, University Operations and such other units and personnel as may be designated by the President.

In accordance with the Bylaws, the Vice President for Finance and Administration shall serve as the Deputy Treasurer of the Trustees of the University of Wyoming, and shall exercise all duties and responsibilities incident to this position, including the receipt, custody and recording of all monies or funds payable to the Trustees, the Treasurer, the University, or any of its colleges, divisions, or departments and the disbursement or investment of such funds and monies as authorized by the Trustees. ~~Such disbursements shall be on vouchers authorized and approved by the Vice President for Administration or designee.~~

**D. General Counsel**

The General Counsel provides legal advice to the University, supervises the General Counsel's Office, and coordinates communications with the state's Attorney General. The General Counsel is responsible for administration of UW Regulations, procedures related to risk management, and review of discrimination, harassment, and workplace violence complaints. The General Counsel has administrative responsibility for the Equal Opportunity Report and Response Unit and the Risk Management Office.

**E. Vice President for Information Technology**

The Vice President for Information Technology shall be responsible to the President for the general information technology functions of the University. As the chief information officer of the University, the Vice President shall oversee and manage the elements of Information Technology, including administrative and academic computing, networking, telecommunications, computing laboratories and customer support services.

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

The Vice President shall advise the President and the University community on issues involving Information Technology and data privacy; develop and manage computing standards, network architecture and security; determine information integration methodologies; and work with internal and external constituents to support diverse technology needs and build consensus on information technology issues. The Vice President shall be an advocate for the development and use of technology in instruction, academic support, research, social media, and institutional support.

The Vice President shall evaluate and analyze beneficial emerging and advanced technologies and provide a stable, reliable technology infrastructure for the University.

**F. Vice President for Institutional Advancement**

The Vice President for Institutional Advancement shall be responsible to the President and the Board of Trustees for private fundraising and University-relations with alumni and friends/donors, and shall maintain administrative supervision of the Office of Institutional Advancement. The Vice President's primary functions shall include seeking private financial support for the University, coordinating private development and fundraising activities, and communicating with the University of Wyoming Foundation.

The Vice President shall initiate, organize, or direct such actions as are necessary and appropriate to ensure that development and alumni/friends-donor relations are properly implemented and coordinated, and shall consult with engage and advise the President and the Board of Trustees on all development and alumni/friends relations/donor relations.

**G. Vice President for Research and Economic Development**

The Vice President for Research and Economic Development shall be responsible to the President for the general administrative supervision and coordination of research programs conducted by units of the University. The Vice President shall be responsible for reviewing and evaluating proposed research and economic development programs; continuing review of existing contracts and grants; and maintaining research compliance, including oversight of the Institutional Review Board (IRB), the Institutional Animal Care and Use Committee (IACUC), the Institutional Biosafety Committee (IBC), the Radiation Safety Committee, conflict of interest in research, and export control. The Vice President shall also be responsible for responding to allegations of research misconduct and shall serve as the Research Integrity Officer for the University.

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 10-1-18**

The Vice President shall be responsible for maintaining an assessment of the available research capabilities of the University and shall interact with governmental agencies or other entities sponsoring or seeking research or investigatory studies.

The Vice President shall have administrative supervision over the following research units: Research Services, ~~Sponsored Programs, the Science Initiative~~, the Advanced Research Computing Center (ARCC), the Wyoming IDeA Networks for Biomedical Excellence (INBRE) Program, ~~the Stable Isotope Facility, the Wyoming Survey and Analysis Center (WYSAC)~~, the University of Wyoming-National Park Service Research Center, the Neuroscience Center, the Water Research Program/Office of Water Programs, Wyoming EPSCoR/IDeA, the Wyoming Natural Diversity Database (WYNDD), ~~the High Plains American Indian Institute (HPAII), the offices of Undergraduate Research, UW/Community College Research Network, Research Resources, Research Coordination and Stimulus, the Wyoming Research Products Center~~, the Humanities Institute, and any such other units as may be designated by the President.

The Vice President shall have administrative supervision over the following economic development units: ~~the Institute for Innovation and Entrepreneurship~~, the Wyoming Procurement Technical Assistance Center (PTAC), ~~the Research Products Center and Technology Transfer Office~~, Manufacturing Works, the Market Research center, the Wyoming SBIR/STTR Initiative (WSSI), the Wyoming Small Business Development Center (SBDC), the Wyoming Technology Business Center (WTBC), Wyoming Public Media, and any such other units as may be designated by the President.

#### **H. Vice President for Student Affairs**

The Vice President for Student Affairs shall be responsible to the President for the general administrative leadership and coordination of programs and services designed to support the learning and development of UW students.

The Vice President shall develop and deliver services, programs and facilities that promote the intellectual, personal, cultural and civic development of students; coordinate efforts to create a caring community in which individuals are respected, encouraged to pursue excellence, and assisted in achieving their potential; and foster the celebration of diversity of individuals and cultures.

The Vice President for Student Affairs shall have administrative supervision over the following units: Alumni Relations; the Associated Students of the University of Wyoming (ASUW); Cowboy Parents; Campus Recreation; Dean of Students; Multicultural Affairs; Residence Life and Dining Services; the University

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 10-1-18**

Disability Support Services; Student Health Service; University Counseling Center, which includes the AWARE program; Wyoming Union and the Center for Student Involvement and Leadership; UW Catering and Events; the Wyoming Conservation Corp; and any other such units or responsibilities as may be designated by the President. Each unit shall be headed by a director who shall be responsible for all matters relating to the administrative affairs of that unit.

**I. Director of Intercollegiate Athletics**

The Director of Intercollegiate Athletics shall be responsible to the President for the planning, direction and management of the Athletics Division.

Athletic coaches shall not be considered Officers of the University but shall be contractual employees. The President shall have the authority to appoint any athletic coach with a one-year contract and shall consult with the Executive Committee of the Trustees prior to appointing any coach with a multi-year contract.

**J. ~~Vice President for~~ Director of Governmental and Community Affairs Relations**

The ~~Vice President for Governmental and Community Affairs~~ Director of Government Relations is responsible to the President for establishing and implementing the University's plans for relations with federal, state, and local government officials, coordinating the efforts to engage policy makers at the federal and state level to promote the University and enhance the University's ability to meet its mission and goals. The ~~Vice President~~ Director for Government Relations represents the University in its communications with elected officials at all levels, including all federal and state legislation. The ~~Vice President~~ Director provides advice, assistance, and information to the Board of Trustees, the President, and other University units with respect to government relations.

~~The Vice President has administrative responsibility for the Institutional Communication and Institutional Marketing Departments.~~

**III. THE ACADEMIC ORGANIZATION OF THE UNIVERSITY**

**A. Academic Personnel**

~~The faculty consists of (a) all persons having professional ranks (professor, associate professor, assistant professor, or instructor), (b) librarians of all ranks, and (c) archivists of all ranks. Persons having professional ranks are either non-tenure track or tenure track. Non-tenure track faculty include clinical, visiting, and adjunct~~

Commented [TRE4]: This is outlined in UW Regulation 2-1

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

~~professors of all ranks. Tenure track faculty include probationary and tenured faculty members. Persons having librarian or archivist ranks are either non-extended term track (previously referred to as "temporary") or extended term track. Extended term track librarians and archivists include individuals holding probationary or extended term appointments.~~

~~Academic professionals include (a) lecturers of all ranks, except as noted below; (b) research scientists of all ranks; (c) extension educators of all ranks; and (d) postdoctoral associates. All postdoctoral associates are non-extended term track employees. Academic professionals in the other categories may be non-extended term track or extended term track. The latter category includes academic professionals holding probationary or extended term appointments.~~

~~Non-tenure track, visiting, and adjunct faculty members and non-extended term track academic professionals are non-voting academic personnel. Specific University regulations govern the voting rights of other academic personnel in such matters as reappointment, tenure, promotion, extended terms, representation in the Faculty Senate and its standing committees, and college and university level committees. Emeritus status reflects the Trustees' recognition for long and distinguished service by a retired faculty member or academic professional and carries no voting rights.~~

~~Current employees who have held the rank of lecturer since before the implementation of the academic professional category and who have not elected to convert to the academic professional category retain the title lecturer, along with the status formerly associated with that title. In particular, they retain faculty status, appointments subject to annual renewal, and any voting rights associated with the lecturer title before 1992.~~

~~The University Faculty, subject to approval by the President and the Trustees, shall formulate educational and academic policies for the University as a whole; shall promote the general welfare of the University, its students and the faculty; and shall establish bylaws for its organization pursuant to which it may adopt regulations in accordance with UW Regulation 1-101.~~

**B. ~~Colleges and Schools~~**

~~The University shall have the following colleges: Agriculture and Natural Resources, Arts and Sciences, Business, Education, Engineering and Applied Science, Health Sciences, Honors, and Law.~~

**Commented [TRE5]:** This will be transferred to new UW Regulation 2-411 (Academic Organization)

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

~~Each college and the Haub School of Environment and Natural Resources shall be headed by a dean who shall be responsible for all matters relating to the educational and administrative affairs of the college or school and who shall report to the Provost and Vice President for Academic Affairs. The dean shall preside at meetings of the college or school faculty, recommend the college or school budget in consultation with the heads of subunits within the college or school, transmit and recommend appointments and promotions with respect to academic personnel and staff of the college or school and exercise general administrative supervision over the educational programs and operations of the college or school.~~

~~The faculty of the college or school shall consist of the President of the University and the Provost and Vice President for Academic Affairs (serving as ex officio without vote), the dean, and all members of the University faculty serving in the college or school.~~

~~The college or school faculty shall, subject to the authority of the President and the Trustees, have jurisdiction in all academic matters within the scope of the college or school, including the determination of curricula, the standards for admission to, continuation in, and graduation from the college or school, except as authority is otherwise limited by maintenance of general University educational policy and correct academic and administrative relations with other units of the University. Questions of autonomy and jurisdiction between a college or school faculty and the University faculty or between two college faculties shall be adjudicated by the President of the University, subject to appeal to the Trustees.~~

~~The college faculty, through the dean of the college or school, shall recommend candidates for diplomas and degrees in course to the President and the Trustees. Subject to the approval of the Trustees, each college or school may be organized into schools, departments, divisions or faculties under the general directions of an academic officer.~~

**C. Graduate Education**

~~Graduate education at the University shall be the primary responsibility of the faculty, department head/chair and Deans of the academic colleges, and interdisciplinary programs under the oversight of the Provost and Vice President for Academic Affairs or designee. Policies pertaining to individual degrees and majors, graduate program admission and degree completion processes are outlined in the University Catalog. The Graduate Council, a standing committee of the Faculty Senate, shall be responsible for reviewing proposals for new academic programs and making recommendations to the Provost and Vice President for Academic Affairs, reviewing policies for graduate education, and providing an~~

Commented [TREG]: Will be detailed in a new Regulation or SAMP governing graduate education

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

~~appellate body to review appeals of graduate students. The membership and charge of the Graduate Council is outlined in UW Regulation 6-702. The faculty shall recommend candidates for advanced degrees and diplomas to the President and the Trustees through the college or school dean or interdisciplinary program director.~~

**~~D. University Libraries~~**

~~University Libraries shall be headed by a Dean who shall be responsible for the provision of library services, and for the recommendation of the Library budget. The Dean shall report to the Provost and Vice President for Academic Affairs. Librarians at the University shall be appointed by the Trustees. Recommendations for such appointment shall be initiated by the Dean, and shall be forwarded to the Provost and Vice President for Academic Affairs who shall add his/her recommendations to the President for recommendation to the Trustees. The designation "Librarian" shall be an academic title, signifying faculty status, and shall apply only to those qualified to provide professional library services in support of the University's instructional, research and public service functions, including the following:~~

- ~~1. Selection and development of library collections and other informational resources;~~
- ~~2. Bibliographical control of collections and their organization for use;~~
- ~~3. Reference, bibliographic instruction and advisory services;~~
- ~~4. Development and application of specialized information systems;~~
- ~~5. Library administration and management; and~~
- ~~6. Research where necessary or desirable in relation to the foregoing.~~

~~The Librarians shall be subject to a peer review, ranking, promotion and extended-term appointment system more specifically set forth in UW Regulations. Recruiting, appointments and salaries will be administered by the Dean, through the Provost and Vice President for Academic Affairs. The principles of academic freedom as defined in these Regulations shall apply to Librarians.~~

**~~E. Divisions of Military Science and Aerospace Studies~~**

~~The Divisions of Military Science and Aerospace Studies shall offer such programs in the Reserve Officer Training Corps as may be authorized by the Congress of the~~

**Commented [TRE7]:** Dean responsibilities outlined in new Regulation 2-411 (Academic Organization). Designation outlined in UW Regulation 2-1. Tenure and promotion outlined in UW Regulation 2-7.

**Commented [TRE8]:** Outlined under Duties of Provost and UW Reg 2-1

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 10-1-18**

~~United States and the Department of Defense through the Secretaries of the Army and Air Force, respectively, and as approved by the Trustees. The Divisions shall be headed by a Professor of Military Science and a Professor of Aerospace Studies, respectively, who shall report to the Provost and Vice President for Academic Affairs. The professors shall be nominated by the appropriate Armed Forces and appointed by the Trustees upon recommendation of the President of the University.~~

### **III. — HONORARY DEGREES**

~~Nominees for honorary degrees may be submitted by members or former members of the Trustees, members of the faculty, and alumni. All recommendations shall be submitted in writing to the President of the University by a designated date each year. The President shall refer all nominations to a joint committee consisting of not more than four members of the Trustees appointed annually by the President of the Trustees, three members of the appropriate faculty committee chosen annually by that committee, and the President of the University who shall preside as chairperson without vote.~~

**Commented [TR59]:** This section was moved to UW Regulation 2-119 (Degrees and Diplomas)

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

**Source:**

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

**Associated Regulations, Policies, and Forms:** Bylaws of the Trustees of the University of Wyoming, Article IX

**History:**

Trustee Regulations I, II, III, and IX.B; adopted 1/22/2010 Board of Trustees minutes  
Revisions adopted 11/18/2010 Board of Trustees meeting  
Revisions adopted 3/23/2012 Board of Trustees meeting  
Revisions adopted 1/17/2014 Board of Trustees meeting  
Revisions adopted 6/16/2014 Board of Trustees meeting  
Revisions adopted 7/17/2014 Board of Trustees meeting  
Revisions adopted 7/17/2014 Board of Trustees meeting  
Revisions adopted 1/20/2016 Board of Trustees meeting  
Revisions adopted 11/18/2016 Board of Trustees meeting  
Revisions adopted 3/23/2017 Board of Trustees meeting  
Revisions adopted 5/11/2017 Board of Trustees meeting  
Revisions adopted 7/20/2017 Board of Trustees meeting  
Revisions adopted 9/15/2017 Board of Trustees meeting

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Establishment of University Administrative Committees  
**Number:** UW Regulation 1.1

---



**Commented [TRE1]:** Move statement that there will be University Administrative Committees to UW Regulation 1.1 (Section II.A). List of committees will be a Standard Administrative Policy and Procedure (Level E). Most of the committees on the current list will be moved to relevant VP unit (for example, the Animal Care Committee will sit in Research) and will be posted as a Department Administrative Policy and Procedure (Level C).

**I. — PURPOSE**

To establish the standing administrative committees of the University of Wyoming, with specific duties and structure for the individual committees as outlined below.

**II. — GENERAL INFORMATION**

All administrative committees established under the authority of the President shall be responsible and advisory to him/her. For the purposes of general administration, a University Vice President is designated for each committee. The designated Vice President shall provide administrative support, receive recommendations, and otherwise assist in effectuating the purposes and functions of the committee.

The applicable Vice President or designee shall appoint a chairperson (or co-chairpersons) and members of the committee. Appointed members and ex-officio members of each committee shall have the same privileges of participation unless otherwise stated. If applicable, copies of minutes of all committee meetings shall be sent to the designated Vice President who shall maintain such minutes. These minutes shall be available for review by the President.

**III. — UNIVERSITY ADMINISTRATIVE COMMITTEES**

**A. — Animal Care Committee**

**1. — Rationale**

The Health Research Extension Act (HREA) of 1985 and the Animal Welfare Act require the University to appoint an Institutional Animal Care and Use Committee (IACUC), whose responsibilities are delineated by federal law and policy.

**2. — Functions**

The IACUC is responsible for overseeing the care and well-being of animals used for research and educational purposes at the University and serves the public by ensuring compliance with all legal and ethical standards regarding the use of vertebrate animals in research and teaching at the University.

**3. Composition**

~~The composition of the Committee shall be determined as outlined in the Public Health Service Policy on the Humane Care and Use of Laboratory Animals. The Associate Vice President for Research and Economic Development and the Veterinary Officer shall serve as *ex-officio* members of the Committee. Administrative responsibility is assigned to the Vice President for Research and Economic Development.~~

**B. Athletics Planning Committee**

**1. Rationale**

~~As a result of Trustee action authorizing the University to subscribe to the Knight Foundation Commission "one plus three" model for Interscholastic Athletics — presidential control directed toward academic integrity, financial integrity, and independent certification, the Committee shall be advisory to the President for the formulation of intercollegiate athletics planning and policy.~~

**2. Functions**

~~The Committee shall review, formulate and initiate general and long range goals, plans and policies pertaining to the Division of Interscholastic Athletics. In addition, the committee shall review and assess matters pertaining to NCAA compliance and the application of University rules and regulations for eligibility, scholarships and equity; review annually the status of the Division of Interscholastic Athletics to determine needs, and submit findings to the President; review regularly the academic issues, policies and progress associated with student athletes in the Division; meet at least quarterly at the discretion of the Chairperson or President; report to the University Faculty Senate in general Senate meetings at least once annually and, upon request, to Staff Senate and Student Senate; and assume other duties as directed by the President.~~

**3. Composition**

~~The Committee shall consist of the faculty representative to the Mountain West Conference and National Collegiate Athletic Association, eight other faculty members from degree granting colleges, two deans, four administrators (*ex-officio*), two staff members, two students, and the Director of Interscholastic Athletics, all appointed by the President of the University. The Faculty Athletic Representative will serve as the Committee chair.~~

**C. ~~Controlled Substances Use Committee~~**

**1. ~~Rationale~~**

~~The Committee is required to ensure the proper handling of controlled substances under the jurisdiction of the University.~~

**2. ~~Functions~~**

~~The Committee shall develop policies and practices for the handling of controlled and dangerous substances consistent with applicable Federal and State regulations and shall submit its recommendations to the Vice President for Research and Economic Development.~~

**3. ~~Composition~~**

~~The Committee shall consist of at least five faculty members including at least three biological scientists and with representation from the Colleges of Agriculture and Natural Resources, Arts and Sciences, Health Sciences, or the Division of Medical Education and Public Health (a physician). The Safety Officer and the Vice President for Research and Economic Development shall be *ex officio* members of the Committee. Administrative responsibility is assigned to the Vice President for Administration.~~

**D. ~~Employee Benefits Committee~~**

**1. ~~Rationale~~**

~~The University, on as needed basis, should have a mechanism to review and develop economic benefits for the faculty and staff.~~

**2. ~~Functions~~**

~~It shall be the primary function of this Committee to formulate, propose and review programs of fringe benefits relating to the economic status of faculty and staff, and to make recommendations to the Vice President for Administration concerning the same. The Committee shall provide recommendations on the development of economic benefits for the faculty and staff in the broad areas of insurance, group investments, social security and retirement.~~

**3. ~~Composition~~**

~~The Committee shall be composed of four faculty members, one of whom shall be a retiree, selected by the Faculty Senate; four staff members, one of~~

whom shall be a retiree, selected by the Staff Senate; and one staff officer and one academic officer of the University, chosen by the Vice President for Administration. The Director of Human Resources shall be an ex officio member without vote. Administrative responsibility is assigned to the Vice President for Administration.

**E. Environmental Health, Safety, and Risk Management Committee**

**1. Rationale**

Sound policies and practices regarding environmental health, safety, and risk management are essential: 1) to ensure the well-being of students, employees, and visitors to the campus, and 2) to attain the most cost-effective methods for safeguarding University assets. A committee drawn from diverse areas of the University is vital to the process of evaluating safety practices and risk exposure and formulating relevant policy recommendations.

**2. Functions**

The Committee shall review incidents and situations related to safety or risk concerns and make policy or action recommendations to the appropriate Vice President or relevant division/department administrators. The Committee shall assist University offices to: 1) formulate recommendations to the appropriate Vice Presidents regarding the allocation of resources for environmental health, safety, and risk management purposes, and 2) ensure compliance with policies and practices.

The Committee also provides the University community a forum for expression of health, safety, and risk concerns.

**3. Composition**

The committee membership includes representatives from the offices of Agriculture Research Service, Athletics, Facilities Planning, Financial Services, Residence Life and Dining Services, Human Resources, Kinesiology and Health, Physical Plant, Campus Police, Risk Management, Environmental Health and Safety, and Dean of Students, as well as three members of the faculty, one student, and one staff member at large.

The faculty members are appointed by the Faculty Senate for three year terms on a rotating basis from the various colleges with representation to include physical and biological sciences; the student member is appointed by the ASUW for a one year term; and the staff member at large is

~~appointed by the Staff Senate for a three year term. Administrative responsibility is assigned to the Vice President for Administration.~~

**F. Facilities and Space Allocation Committee**

**1. Rationale**

~~The University must sustain its programs and respond to emerging needs within the constraints of existing space and available resources. Establishing this committee will promote the allocation of these limited resources in a manner consistent with overall program goals.~~

**2. Functions**

~~It shall be the function of the Committee to determine the allocation of space not assigned to colleges and determine the reassignment of space among colleges and other units in accordance with University program requirements.~~

**3. Composition**

~~The Committee shall consist of the Vice Presidents of the University and the Director of Interscholastic Athletics as needed. The Committee shall be chaired by the Vice President for Academic Affairs and the Vice President for Administration. This Committee is assisted by the Office of Space Management.~~

**G. Institutional Biosafety Committee**

**1. Rationale**

~~The University shall ensure biological safety through prudent practices necessary to protect people and the environment from hazardous biological materials and through conformance with biological safety directives and federal and state guidelines.~~

**2. Functions**

~~The Committee shall make recommendations and proposals on matters pertaining to the use of biological agents in research and teaching, including toxins, bacteria, viruses, fungi, parasites, infected or potentially infected human, animal or plant cells, recombinant DNA, infectious nucleic acids and toxin producing agents. Such matters shall include but are not limited to research, sanitation, treatment and disposal of hazardous biological materials. The Committee shall recommend such regulation as may be~~

~~necessary for assuring the proper handling of biohazardous materials. The Biological Safety Specialist shall have the responsibility to provide the professional expertise needed in carrying out the charge of the Committee, and shall interpret, upon consultation with the Office of General Counsel, federal and state regulations regarding biological agents for the committee.~~

**3. — Composition**

~~The Institutional Biosafety Committee shall be comprised of at least one representative from each academic unit interested and involved in research related to biological agents, the Biological Safety Specialist, and at least two qualified individuals not affiliated with the University to represent the interest of the community with respect to health and protection of the environment. The Biological Safety Specialist shall be a permanent voting member of the committee. Members shall be appointed by the Vice President and General Counsel and the Committee shall select a chairperson annually. A quorum will consist of a simple majority. A passing vote will be a simple majority of the members present. Administrative responsibility is assigned to the Vice President and General Counsel.~~

**H. — Institutional Review Board for Projects Involving Human Subjects**

**1. — Rationale**

~~The Department of Health and Human Services Policy for Protection of Human Research Subjects requires the University to appoint at least one Institutional Review Board (IRB), whose responsibilities are delineated by federal law and policy.~~

**2. — Functions**

~~The IRB is responsible for conducting initial and continuing reviews and providing oversight for all research activities involving the use of human subjects performed by any employee or student of the University.~~

**3. — Composition**

~~The composition of the Committee shall be determined as outlined in the Department of Health and Human Services Policy for Protection of Human Research Subjects. The Associate Vice President for Research and Economic Development shall serve as an *ex officio* member of the Committee. Administrative responsibility is assigned to the Vice President for Research and Economic Development.~~

**I. ~~Parking Advisory Committee~~**

**1. ~~Rationale~~**

~~Staff, students and faculty should have the opportunity to participate in the formulation of traffic and parking regulations and to address the special traffic and parking needs of those in the University community.~~

**2. ~~Functions~~**

~~The committee shall make recommendations to the administration concerning general traffic and parking regulations, assign special and reserve parking spaces, act on written appeals for special parking permit considerations, and work with the Manager of Transportation and Parking to implement minor changes in the traffic patterns and parking.~~

**3. ~~Composition~~**

~~The committee shall include six representatives appointed by the Vice President for Administration. Administrative responsibility is assigned to the Vice President for Administration.~~

**J. ~~Radiation Safety Committee~~**

**1. ~~Rationale~~**

~~The University, operating under a type A broad scope byproduct (radioactive materials) license, is required under the United States Nuclear Regulatory Commission (NRC) to appoint a radiation safety committee.~~

**2. ~~Functions~~**

~~The Committee shall develop, administer and periodically review policies and procedures to assure control of procurement and use of radioactive materials, and enforce the radiation safety program by advising and directing personnel regarding the applicable policies and procedures of the NRC.~~

**3. ~~Composition~~**

~~The Committee shall consist of the Associate Vice President for Research, the Radiation Safety Officer/Health Physicist, at least one administrative representative appointed by the Vice President and General Counsel, and at least one technical representative from each college, group or activity using ionizing radiation sources under the University's license. Appointments will~~

~~be for a one year term. Administrative responsibility is assigned to the Vice President and General Counsel.~~

**~~K. Traffic Appeals Committee~~**

**~~1. Rationale~~**

~~Staff, students and faculty should have the opportunity to appeal traffic citations issued to them by the University.~~

**~~2. Functions~~**

~~The Committee shall (1) act on all written appeals made within fifteen days of the date of violation; (2) grant, deny, reduce or alter the appeal; and (3) make recommendations concerning general traffic and parking regulations to the Parking Advisory Committee.~~

**~~3. Composition~~**

~~The Committee shall include a representative of the Vice President for Administration and one representative each from the faculty, staff, and ASUW. The Chief of the University Police Department or designee shall be an ex officio member without vote. Administrative responsibility is assigned to the Vice President for Administration.~~

---

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

**Source:** None

**Links:** <http://www.uwyo.edu/reg-policies>

**Associated Regulations, Policies, and Forms:**

**History:**

University Regulation 2; adopted 1/22/2010 Board of Trustees meeting  
Revisions adopted 3/23/2012 Board of Trustees meeting  
Revisions adopted 6/16/2014 Board of Trustees meeting  
Revisions adopted 7/17/2014 Board of Trustees meeting  
Reformatted 7/1/2018

Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Staff Senate  
**Number:** UW Regulation 1-3

---



### I. PREAMBLE PURPOSE

~~These Bylaws To~~ describe the roles and responsibilities of the University of Wyoming Staff Senate. ~~These provisions shall remain in effect until repealed, modified, or otherwise changed.~~

### II. ROLES AND RESPONSIBILITIES POLICY

The ~~University~~ Staff Senate shall be the representative body of the University's staff employees and shall serve the following functions:

- A. To achieve a spirit of unity, pride, and cooperation by being recognized equally with faculty and student bodies in advising University administration.
- B. To provide a means of communication between staff and administration relative to issues of mutual concern.
- C. To provide open meetings to express, propose, represent, investigate, debate, and recommend action to University administration.
- D. To advise the administration of working and employment conditions and practices, including compensation, benefits, and grievances.
- E. To involve staff senators in University administration and to increase awareness of staff problems and opportunities.

### III. ADVISORY STATUS OF THE SENATE

The Senate shall be advisory to the President of the University.

### IV. BYLAWS

The Staff Senate shall establish bylaws, policies, and procedures, as it deems appropriate, for the functioning of the Senate and the regulation of its program, services, and operations.

Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18

**IV. COMPOSITION OF THE SENATE**

- a. ~~The Senate shall consist of no more than forty (40) elected members, or three percent (3%) of the total number of benefited staff at the time of reapportionment, whichever is less. The Senate shall request annually a Faculty Senate representative and an ASUW representative to serve as ex-officio members of the Senate. Ex-officio members are non-voting members of the Senate.~~
- b. ~~Benefited staff employees working at least twenty (20) hours per week and who are not on probation shall be eligible for elected membership to the Senate, subject to the following qualifications:~~
  - (1) ~~Each of the University's eight (8) divisions shall have at least one Senator, with the remaining seats allocated in relation to the percentage of benefited staff from each division;~~
  - (2) ~~Officers of the University, appointed by the Trustees, are excluded from elected membership to the Senate; and~~
  - (3) ~~Each person nominated for election (or appointed to an unexpired term) shall have been an employee of the University for a full year preceding the date of nomination.~~
- c. ~~The apportionment of Senators shall be calculated biannually in odd-numbered years.~~

**V. ELECTION OF SENATORS**

- a. ~~Regular elections to fill vacant positions shall be held annually prior to the regular May Senate meeting.~~
- b. ~~For voting purposes, the voting staff must meet the requirements listed in Section 4 above and must be on the University payroll as of the first Monday in March of the election year.~~

**VI. TERMS OF OFFICE OF SENATORS**

- a. ~~Elected Senators shall assume their duties on July 1.~~

Commented [TR1]: Sections IV-XIV shall be transferred to Bylaws, governed by the Staff Senate.

~~Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18~~

~~b. Senate membership shall be for a three (3) year term with approximately one third (1/3) of the Senators elected each May. A Senator shall not serve more than two (2) consecutive full terms from one (1) division.~~

~~e. When Senators transfer within the University from one division to another a vacancy will be created and shall be filled according to the rules for interim vacancies.~~

#### ~~VII. ABSENTEEISM~~

~~If a Senator has four (4) absences from regular Senate meetings in any fiscal year or fraction thereof, a Senator's position may be vacated by a vote of the Senate, on a recommendation of the Executive Committee. Following four (4) absences the Senator will be contacted in writing by the Senate President notifying the Senator that his/her position may be subject to vacation.~~

#### ~~VIII. INTERIM VACANCIES~~

~~The Senate Credentials and Elections Committee shall nominate willing and eligible staff for ratification by a majority of those members present and voting at a regular Senate meeting to fill vacancies for the remainder of the term.~~

#### ~~IX. SELECTION OF OFFICERS OF THE SENATE~~

~~a. At the January meeting, the Senate shall annually elect from its membership a President elect who shall serve as an ex officio member of the Senate's Executive Committee until assuming the duties of President on July 1. The President elect position may be held concurrently with other Senate positions. If the Senate term of the President elect expires prior to his/her serving as President, and he/she is not elected to another term, his/her term shall be extended for one year to allow him/her to serve as President.~~

~~b. The Senate shall annually elect from its membership a Vice President, a Secretary, a Parliamentarian, and a Member at Large for a term of one (1) year each. The election shall be held at the May meeting after election of Senators. Those newly elected officers shall assume their duties on July 1.~~

~~c. Vacant offices of President elect, Vice President, Secretary, and Member at Large shall be filled by special election at the first regular Senate meeting following the vacancy. The Senate may, by a two-thirds (2/3) vote, declare an office vacant when~~

~~Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18~~

~~an officer is unable to carry out or improperly performs the duties of the office.~~

- ~~d. The President, with the advice and consent of the Senate, may appoint such other officers as specified by the Rules of the Staff Senate.~~

~~X. DUTIES OF SENATE OFFICERS~~

- ~~a. The President shall have the authority to appoint such committees as are deemed necessary for the business of the Senate; shall preside over all meetings of the Senate and over all general meetings called by the Senate; shall serve as an ex-officio non-voting member on all committees of the Senate; and shall perform such other duties as prescribed by the Rules of the Staff Senate.~~
- ~~b. The Vice President shall preside in the President's absence; shall assume the office of President for the remainder of the current term when the office is vacant; and shall perform such other duties as prescribed by the Rules of the Staff Senate.~~
- ~~c. The Secretary shall maintain minutes of each meeting of the Senate and general meetings of the staff; shall maintain a roll of current members and their attendance at meetings; shall maintain an accurate record of all numbered resolutions adopted by the Senate and the vote of each Senator on such resolutions; shall receive and keep all communications and reports to and from the Senate; and shall perform such other duties as prescribed by the Rules of the Staff Senate.~~
- ~~d. The Parliamentarian shall keep Staff Senate procedures in accordance with Senate Bylaws, the Rules and Procedures and the most recent version of Robert's Rules of Order; and shall perform such other duties as prescribed by the Rules of the Staff Senate.~~
- ~~e. The Member at Large shall serve as a representative of all Senators to the Executive Committee to ensure that all opinions within the University receive full consideration by the Senate, and shall perform such other duties as prescribed by the Rules of the Staff Senate.~~

~~XI. EXECUTIVE COMMITTEE OF THE SENATE~~

- ~~a. The Executive Committee shall be composed of the elected officers of the Senate and such other Senate officers and members as provided by the Rules of the Staff Senate.~~
- ~~b. The President of the Senate shall serve as Chairman of the Executive Committee.~~

~~Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18~~

- ~~c. The Executive Committee shall set the agenda for the regular meetings of the Senate and for general meetings of the staff.~~
- ~~d. The Executive Committee shall act on behalf of the Senate in carrying on the business of the Senate between regular meetings.~~
- ~~e. The Executive Committee shall perform such other responsibilities as prescribed by the Rules of the Staff Senate, or specifically assigned to it by the Senate.~~

#### ~~XII. COMMITTEES OF THE SENATE~~

~~The Senate shall establish and disband such standing, special, and ad-hoc committees as are necessary to conduct Senate business. Such committees shall perform duties determined by the Senate and/or the Executive Committee.~~

#### ~~XIII. MEETINGS AND ACTIONS~~

- ~~a. The Senate shall meet in regular session monthly or if the President requests a meeting. No vote on any matter pending before the Senate shall be taken unless a quorum is present. At least two-thirds (2/3) of the voting members must be present for there to be a quorum. In the conduct of the meetings, *Robert's Rules of Order* latest edition shall prevail, unless superseded by the Rules of the Staff Senate.~~
- ~~b. Meetings of the Senate shall be open. The Senate, at its option, may move into executive session by a two-thirds (2/3) vote of the members present and voting. A record of proceedings at meetings shall be kept which, upon request and under reasonable conditions, shall be made available by the Secretary of the Senate.~~
- ~~c. The Senate shall establish and maintain reasonable procedures whereby any individual may be heard by a committee of the Senate or by the Senate in accordance with the Rules of the Staff Senate.~~
- ~~d. Any actions of the Senate may be reviewed at a general meeting of the staff upon written request signed by at least fifty (50) benefited staff employees who work at least twenty (20) hours per week. This written request must be submitted to the Senate President.~~
- ~~e. The Senate shall invite the President of the University to present, at least once a year, a general message on the state of the University. The Senate shall consider any special recommendations made at any time by the President.~~

#### ~~XIV. REPORTING OF ACTIONS~~

~~Staff Senate endorsed changes 5-1-18  
Endorsed by the Regulation Committee 8-1-18~~

~~All approved, numbered bills and actions of the Senate shall be forwarded by the Senate President to the President of the University, with a copy to the appropriate administrative officer.~~

~~**XV. SENATE SUPPORT**~~

- ~~A. The Senate shall have a budget as determined annually by University procedures including ~~secretarial/clerical~~ administrative assistant services, a salary for the Senate President, office space, and appropriate support services.~~
- ~~B. The Senate President shall be given a fifty percent (50%) release from his/her normal job responsibilities while holding that office. The Senate President shall be paid one hundred percent (100%) of his/her normal salary from his/her home unit. In addition, release time funds of up to fifty percent (50%) of the Senate President's salary shall be provided to the home unit by the Vice President for Finance and Administration for use as deemed necessary.~~
- ~~C. Senate members shall be released from normal work duties for a minimum of eight (8) hours each month for the purpose of participating in Senate activities. Senate officers shall be granted such additional release time as is necessary to attend to specified Senate affairs. In no way shall this release time be charged against an individual member.~~
- ~~D. Additional support may be provided by the Vice President for Finance and Administration upon justified requests from the Senate President.~~

~~**XVI. AMENDMENTS TO THESE BYLAWS**~~

~~These Bylaws may be amended in the manner provided for amendment of UW Regulations.~~

---

**Responsible Division/Unit:** Staff Senate

**Source:** None

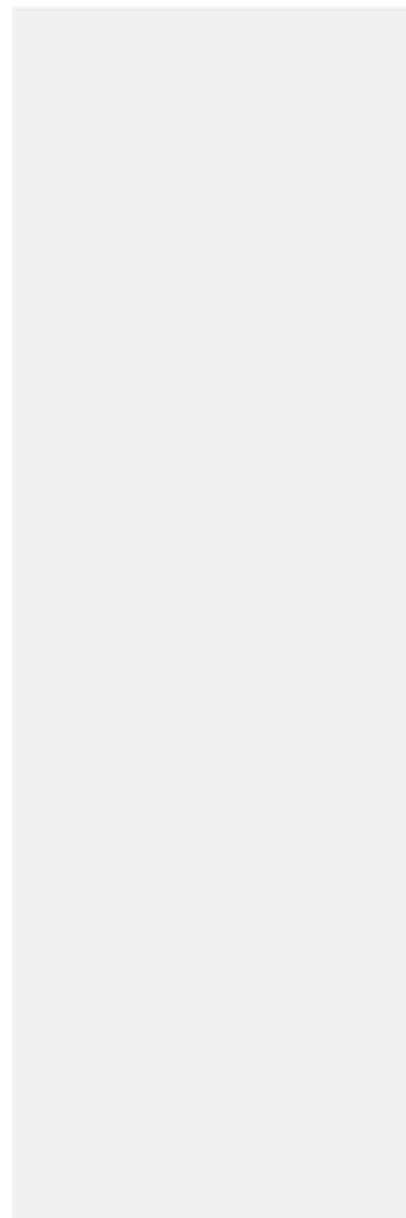
**Links:** <http://www.uwyo.edu/regs-policies>

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

**History:**  
University Regulation, Revision 6; adopted 7/17/2008 Board of Trustees meeting

**Staff Senate endorsed changes 5-1-18**  
**Endorsed by the Regulation Committee 8-1-18**

Revisions adopted 5/6/2011 Board of Trustees meeting  
Revisions adopted 9/12/2014 Board of Trustees meeting  
Reformatted 7/1/2018: formerly UW Regulation 1-34, now UW Regulation 1-3



This Regulation will only sunset when all Directives have been transferred as outlined below

## UNIVERSITY OF WYOMING REGULATIONS



**Subject:** Board of Trustees Directives  
**Number:** UW Regulation 1-102

### 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.

**Commented [TRE1]:** This Directive will be transferred to UW Regulation 1-1 (Duties of the President)

#### B. Change Orders for Construction

(Minutes of Trustees — September 14-16, 2006 — Consent Agenda, p. 35). The Director of Physical Plant is authorized to approve change orders for construction or major maintenance projects up to \$50,000. The Vice President for Administration is authorized to approve change orders for construction or major maintenance projects up to 20% of the total project amount approved by the Trustees. All change orders will be reported to the Trustees.

**Commented [TRE2]:** This Directive will be transferred to UW Regulation 6-1 (Design, Construction, and Naming of Buildings). Attachment H will be transferred to new Governing Regulation in Section 6 (Facilities).

(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.

**Commented [TRE3]:** This Directive will be transferred to new Governing Regulation in Section 6 (Facilities) titled "Acquisition, Retention or 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

**Commented [TRE4]:** This Directive will be transferred to a SAP with Academic Affairs

**This Regulation will only sunset when all Directives have been transferred as outlined below**

~~graduate committee since the last review period will have the designation of "Graduate Faculty" terminated.~~

**E. ~~President's Authority to Appoint Certain Faculty~~**

~~(Minutes of the Trustees – March 3-4, 2000, Personnel Committee). The President of the University may approve gratis, adjunct, temporary, clinical, and visiting academic appointments, whether full or part time. The President shall report all such personnel actions to the Trustees annually.~~

**Commented [TRE5]:** This Directive will be transferred to UW Regulation 2-1 (Academic Personnel)

**F. ~~Emeritus Status and Board Retirement~~**

~~(Minutes of the Trustees – January 9-11, 2002, Work Session). Emeritus faculty and academic professionals shall receive Board retirement benefits whether or not they meet the University service requirements for eligibility for Board retirement contained in UW Reg. 5-2.~~

**Commented [TRE6]:** This Directive will be transferred to UW Regulation 2-1 (Academic Personnel)

**G. ~~Authorization for Stock Transfers~~**

~~(Minutes of the Trustees – July 25, 1998, Budget Committee). The President of the University and Treasurer of the Board are authorized to:~~

**Commented [TRE7]:** This Directive will be transferred to a new regulation in Section 7 (Finance and Business) titled "Investment and Management of University Funds" (former Investment Policy)

~~1. Sell, assign, and transfer stocks, bonds, evidences of interest, evidences of indebtedness and/or other obligation, and all other securities, corporate or otherwise, now or hereafter held by this corporation in its own right or in any fiduciary capacity, and to execute any and all instruments necessary, proper or desirable for the purpose, and to ratify any past actions;~~

~~2. Act as agents of UW and to sign agreements, resolutions and any other documentation required to establish, maintain, and terminate security cash accounts with security dealers and brokers for the purpose of taking ownership and possession of cash, bonds, stocks and other securities held by such dealers and brokers which have been directed to the University by gift, bequest or any other act of transfer; and as agents they are fully authorized to sell, assign and transfer stocks, bonds, evidence of interest, etc. and all other securities, corporate or otherwise, now or hereafter held by the corporation its own right or in any fiduciary capacity pursuant to this authorization and to execute any and all instruments necessary, proper or desirable for the purpose.~~

**H. ~~University of Wyoming Investment Policy~~**

~~(Minutes of the Trustees – March 12, 2007, Audit and Fiscal Integrity Committee). Attachment B is the Investment Policy of the University of Wyoming which~~

**Commented [TRE8]:** This Directive and Policy will be transferred to a new regulation in Section 7 (Finance and Business) titled "Investment and Management of University Funds"

**This Regulation will only sunset when all Directives have been transferred as outlined below**

~~establishes the general guidelines and procedures for the investment of University funds.~~

**~~I. Evaluation of Unoccupied Facilities~~**

~~(Minutes of the Trustees – July 25, 1998). It is the policy of the University that when a facility is no longer occupied, or upon request of the University administration, an evaluation of the subject facility or land shall be made to guide decisions regarding the retention or disposal of the facility and the land. The Vice President for Administration shall establish procedures, as appropriate, to determine necessary analyses to be used in the evaluation.~~

**Commented [TRE9]:** This Directive will be combined with new Governing Regulation in Section 6 (Facilities) titled "Acquisition, Retention or Disposal of Real Property"

**~~J. Master List of Degrees~~**

~~(Minutes of the Trustees – March 1983). At its annual meeting in May, the Board of Trustees shall approve the master list of degrees offered by the University of Wyoming. The list may be amended by the Board at any meeting.~~

**Commented [TRE10]:** This Directive has been moved to UW Regulation 2-119 (Degrees and Diplomas)

**~~K. Trustees Serving on Boards~~**

~~(Minutes of the Trustees – March 5, 2010, Consent Agenda) If the Board of Trustees agrees to appoint Board members to the governing bodies of University related organizations, such appointments shall be for service only as non-voting members.~~

**Commented [TRE11]:** This Directive will be transferred to the Trustee Bylaws

**~~L. School of Energy Resources~~**

~~(Minutes of the Trustees – January 17, 2014). The Division of Academic Affairs shall establish and provide for the implementation of the following:~~

- ~~1. For any performance evaluation of an employee in a non-classified administrative position within the School of Energy Resources, there shall be an opportunity for the Energy Resources Council to provide input and there shall be a report to the Energy Resource Council regarding the outcome of the performance evaluation.~~
- ~~2. The search committee established for the selection of any deputy director position within the School of Energy Resources shall include at least one member of the Energy Resources Council who is not an employee of the University.~~
- ~~3. The process for selecting the director of the School of Energy Resources shall include the following:~~

**Commented [TRE12]:** This Directive will be transferred to SER Bylaws (will take place of the former Section 7 Regulations of the Academic Units)

**This Regulation will only sunset when all Directives have been transferred as outlined below**

- ~~a. The chairman of the Energy Resources Council, or the Chairman's designee, shall be a member of the search committee.~~
- ~~b. The search committee member in subparagraph 3.a. shall consult with the other members of the Energy Resources Council during that member's service on the search committee.~~
- ~~c. The Vice President for Academic Affairs shall consult with the Energy Resources Council before recommending a candidate to the President for consideration by the Board of Trustees.~~

**M. ~~Public Art Policy~~**

~~(Minutes of the Trustees – January 17, 2014). Attachment C is the University of Wyoming Public Art Policy which outlines the roles of the President's Public Art Committee.~~

**Commented [TRE13]:** This Directive and Policy will be transferred to a new Governing Regulation in Section 6 (Facilities)

**N. ~~Policy for Performance and Payment Bonds for Construction Work at UW~~**

~~(Minutes of the Trustees – July 17, 2014). Attachment D is the Policy for Performance and Payment Bonds for Construction Work at UW, which provides the amounts, process and delegations of authority for bonds required by statute for construction work.~~

**Commented [TRE14]:** This Directive will be transferred to UW Regulation 6-1 (Design, Construction, and Naming of Buildings)

**O. ~~New Student Live-In Policy~~**

~~(Minutes of the Trustees – September 12, 2014). Attachment E is the New Student Live-In Policy, which was approved by the Board in 1996 and establishes the policy requiring all new incoming students to live in the residence halls for their first two semesters unless one of the articulated exceptions applies.~~

**Commented [TRE15]:** This Directive will be transferred to a new Governing Regulation in Section 11 (Student Affairs)

**P. ~~Search Committees~~**

~~(Minutes of the Trustees – January 16, 2015, Work Session, revised x x x). Whenever the appropriate appointing authority appoints a Search Committee with regard to the selection of an administrative officer (as defined below), the following shall apply:~~

**Commented [TRE16]:** This Directive will be transferred to UW Regulation 1-1 (Organization of the University)

- ~~1. The President of the Board of Trustees shall appoint a committee of three (3) members of the Board to serve as the Board of Trustees Vice President and Dean Search Committee to allow the Board of Trustees to be kept fully informed without interfering with the process.~~

~~This Regulation will only sunset when all Directives have been transferred as outlined below~~

- ~~2. The Chair of the University's Search Committee shall provide the Vice President and Dean Search Committee with a copy of the statement of qualifications the Search Committee will use during its recruitment process.~~
- ~~3. The Chair of the Search Committee shall regularly inform the Vice President and Dean Search Committee of the progress of the search, recognizing that the Vice President and Dean Search Committee can provide nonbinding feedback.~~
- ~~4. After the Search Committee has identified the final candidates, the Chair of the Search Committee will recommend the final candidates to the appropriate appointing authority and the Vice President and Dean Search Committee. The Chair of the Search Committee, and such other members of the Search Committee deemed advisable, shall confer with the appointing authority and the Vice President and Dean Search Committee, solely for the purpose of the Vice President and Dean Search Committee receiving information.~~
- ~~5. The Vice President and Dean Search Committee may communicate with the full membership of the Board of Trustees as it determines. All communications to and from the Vice President and Dean Search Committee under this regulation shall be treated in a confidential manner.~~
- ~~6. When the President of the University has determined the top 2-3 candidates for a position to which this Paragraph P applies, prior to the University commencing negotiations with the person to whom the offer will be made, the President of the University shall advise the Board of Trustees of the intention to make an offer of employment to the top candidate or the other candidates, if applicable, should negotiations with the top candidate be unsuccessful. The President shall do so in an executive session of a meeting of the Board of Trustees and shall provide such information to the Board as the Board may require. Negotiations with the candidate shall not commence prior to the Board's executive session. If the negotiations are successful with any of the top candidates, the President of the University shall recommend the Board approve appointment of the candidate but all matters shall remain confidential pending the Board's final approval.~~
- ~~7. In establishing their time frame applicable to the search process, the President, working with the Search Committee, shall take into consideration the Trustees' regularly scheduled monthly meetings in an effort to coordinate the approval/hiring process with such Trustee meeting schedule so as to reduce the number of special meetings which would otherwise have to be held to assure compliance with this Regulation.~~

**This Regulation will only sunset when all Directives have been transferred as outlined below**

This process applies to the selection of the following administrative officers (as well as any additional vice president or dean positions that may be established in the future):

- a. Provost and Vice President for Academic Affairs
- a. Vice President for Administration
- b. Vice President for Governmental and Community Affairs
- c. Vice President for Information Technology
- d. Vice President for Institutional Advancement
- e. Vice President for Research and Economic Development
- f. Vice President for Student Affairs
- g. Chief Diversity Officer
- h. Director of Intercollegiate Athletics
- i. General Counsel
- j. Dean of College of Agriculture and Natural Resources
- k. Dean of College of Arts and Sciences
- l. Dean of College of Business
- m. Dean of College of Education
- n. Dean of College of Engineering and Applied Science
- o. Dean of College of Health Sciences
- p. Dean of College of Law
- q. Dean of Haub School of Environment and Natural Resources
- r. Dean of Heners College
- s. Executive Director of SER

**Q. ~~Indirect Cost Policy~~**

~~(Minutes of the Trustees – January 22, 2016). Attachment F is the University Indirect Cost Policy.~~

**Commented [TRE17]:** This Directive will be transferred to a new Governing Regulation in Section 9 (Research)

**R. ~~Gifts and Celebratory Events for Employees Policy~~**

~~(Minutes of the Trustees – May 12, 2016). Attachment G is the University of Wyoming Gifts and Celebratory Events for Employees Policy which outlines the circumstances where University funds may be used to purchase gifts and/or host celebratory events for employees.~~

**Commented [TRE18]:** This Directive and Policy will be transferred to a new Governing regulation in Section 7 (Finance and Business)

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

**Source:** Bylaws of the Trustees of the University of Wyoming; Minutes of Board of Trustees Meetings

**Links:** <http://www.uwyo.edu/regs/policies>

This Regulation will only sunset when all Directives have been transferred as outlined below

**Associated Regulations, Policies, and Forms:** Attachment A to UW Regulation 1-102- Policy for Retention or Disposal of Real Property; Attachment B to UW Regulation 1-102- Investment Policy; Attachment C to UW Regulation 1-102- Public Art Policy; Attachment D to UW Regulation 1-102- Policy for Performance and Payment Bonds for Construction Work at UW; Attachment E to UW Regulation 1-102- New Student Live-In Policy; Attachment F to UW Regulation 1-102- Indirect Cost Policy; Attachment G to UW Regulation 1-102- Gifts and Celebratory Events for Employees; Attachment H to UW Regulation 1-102- Project Development Policy and Procedure for UW Capital Construction Projects

**History:**

Adopted 7/17/2008 Board of Trustees meeting  
Revisions adopted 3/5/2010 Board of Trustees meeting  
Revisions adopted 1/17/2014 Board of Trustees meeting  
Revisions adopted 7/17/2014 Board of Trustees meeting  
Revisions adopted 9/12/2014 Board of Trustees meeting  
Revisions adopted 1/16/2015 Board of Trustees meeting  
Revisions adopted 3/27/2015 Board of Trustees meeting  
Revisions adopted 5/13/2015 Board of Trustees meeting  
Revisions adopted 1/22/2016 Board of Trustees meeting  
Revisions adopted 5/12/2016 Board of Trustees meeting  
Reformatted 7/1/2018

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18



---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Academic Organization  
**Number:** UW Regulation 2-411

---

### I. PURPOSE

To establish the academic organization of the University.

### II. DEFINITIONS

**Faculty:** For purposes of this Regulation, Faculty is defined as tenure stream (tenured and tenure track) and non-tenure track full-time benefited academic personnel.

### III. ACADEMIC ORGANIZATION

The University shall have the following Colleges: Agriculture and Natural Resources, Arts and Sciences, Business, Education, Engineering and Applied Science, Health Sciences, Honors, and Law.

The University shall have the following Schools: Haub School of Environment and Natural Resources and the School of Energy Resources.

The University shall have the following Branch Campus: University at Wyoming at Casper.

The University shall have the following provision of library services: UW Libraries.

The Colleges, Schools, Branch Campus, and Libraries shall establish Bylaws. Bylaws must be approved by 2/3 of a Faculty quorum within the College, School, Branch Campus, or Libraries, where a quorum is defined as 50% of the Faculty within the College or School. The Bylaws must be approved by the Provost and Vice President for Academic Affairs and must be reviewed every three (3) years.

### IV. ACADEMIC SCHOOLS, DIVISIONS, OR DEPARTMENTS

Subject to the approval of the Board of Trustees, the College, School, Branch Campus, or UW Libraries may establish schools, divisions, departments and/or faculties to promote effective and representative academic programs and governance. Each school, division

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 10-1-18

and/or department shall also establish Bylaws. Bylaws must be approved by 2/3 of a Faculty quorum within the school, division or department, where a quorum is defined as 50% of the Faculty within the school, division, or department. The Bylaws must be approved by the applicable Dean or Director and must be reviewed every three (3) years.

#### V. ACADEMIC PERSONNEL

Pursuant to UW Regulation 1-1, Academic Officers include Deans, Directors, Associate and Assistant Deans and Department and Division Heads. Academic Officers shall be appointed in accordance with UW Regulations.

- A. **Dean.** The chief administrative officer of the Colleges and the Haub School of Environment and Natural Resources shall be a Dean. The Dean shall be responsible for all matters relating to the academic and administrative affairs of the College. The chief administrative officer of the School of Energy Resources shall be an Executive Director. The Executive Director shall be responsible for all matters relating to the academic and administrative affairs of the School.
- B. **Associate Deans and Assistant Deans.** Associate or Assistant Deans shall be recommended by the Dean to the Provost and Vice President for Academic Affairs and shall assist the Dean in all matters relating to the academic and administrative affairs of the college.
- C. **Directors and Division/Department Heads.** Directors or Department Heads shall be recommended by the Dean to the Provost and Vice President for Academic Affairs and shall have academic, administrative and supervisory responsibilities for their respective units.

The Faculty of the college or school shall consist of the President of the University and the Provost and Vice President for Academic Affairs (serving as ex officio without vote), the dean, and all members of the University Faculty serving in the college or school.

The college or school Faculty shall, subject to the authority of the President and the Trustees, have jurisdiction in all academic matters within the scope of the college or school, including the determination of curricula, the standards for admission to, continuation in, and graduation from the college school, except as authority is otherwise limited by maintenance of general University educational policy and correct academic and administrative relations with other units of the University. Questions of autonomy and jurisdiction between a college or school Faculty and the University Faculty or between two college faculties shall be adjudicated by the President of the University, subject to appeal to the Trustees.

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 10-1-18**

The college faculty, through the dean of the college or school, shall recommend candidates for diplomas and degrees in course to the President and the Trustees. ~~Subject to the approval of the Trustees, each college or school may be organized into schools, departments, divisions or faculties under the general directions of an academic officer.~~

**Commented [TRE1]:** Transferred from UW Regulation 1-1.

**Commented [TRE2]:** Moved to Section III above

**V. COMMITTEES**

Through its Bylaws, the College or School may establish standing or ad hoc committees. The membership, duties, and governing procedures of such committees shall be defined in the Bylaws and in accordance with any relevant UW Regulations.

---

**Responsible Division/Unit:** Office of Academic Affairs

**Source:** None.

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

**Associated Regulations, Policies, and Forms:** UW Regulation 1-1 (Organization of the University); Section 2 (Academic Affairs) Regulations

**History:** None.

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Regulations of the American Heritage Center  
**Number:** UW Regulation 2 400

---



### I. — PURPOSE

To establish the regulations of the American Heritage Center (AHC).

### II. — MISSION

The AHC is the repository for the University of Wyoming's rare books library, a large manuscript collection, and the university's archives. The AHC acquires and manages its collections in accordance with applicable professional standards, federal and state laws, and UW Regulations. Among the guiding standards and practices are those defined by the Society of American Archivists, the American Library Association (and in particular its Rare Books and Manuscripts Section and Association of College and Research Libraries Division), the Association of Research Libraries, the American Association of Museums, the Oral History Association, and the National Association of Government Archivists and Records Administrators. The AHC adheres to a written collection management policy and a written collecting policy, both of which are available for review by the public on the AHC web site. The AHC cooperates with other collecting units on campus (particularly the Libraries and Art Museum), in the state (particularly the Wyoming State Archives and the Buffalo Bill Historical Center), in the region (particularly the major manuscript repositories in Colorado), and in the nation.

The AHC's mission is twofold: (1) to preserve a clearly defined set of primary sources and rare books reflecting the written, image, and audio history of Wyoming, the Rocky Mountain region, and aspects of the American past and (2) to make these resources accessible to all. Through this mission, the AHC plays an active and creative role in the teaching, research, and service mission of the University.

### III. — ADMINISTRATIVE ORGANIZATION

#### A. — Director

The AHC shall be headed by a Director. The Director shall report to the Vice President for Academic Affairs and shall be responsible for all matters related to the administration of AHC programs.

The Director shall have oversight of the AHC Faculty. In this capacity, the Director shall preside at special meetings of the AHC Faculty, encourage Faculty

~~development, and make recommendations to the Vice President for Academic Affairs concerning initial appointments, reappointments, extended term appointments and promotions. The Director shall be the Records Officer for the University.~~

~~The Director or the Director's designee may convene general meetings for all officers, Faculty, and staff for the purposes of providing a forum for the discussion of issues within the AHC's organization and programs, for sharing information generally, and for encouraging consultation.~~

**~~B. Associate and Assistant Directors~~**

~~The Director may appoint Associate or Assistant Directors in accordance with UW regulations. They shall perform such functions as the Director of the AHC may assign.~~

**~~C. University Archivist~~**

~~The Director may appoint a member of the AHC Faculty, with specific knowledge and skills relating to records management, to the position of University Archivist. The University Archivist will assist in assessing functions related to managing information at the University, particularly electronic data, to make certain that departments and programs are 1) consistent in following procedures for managing information, 2) complying with state public record laws, and 3) ensuring long term preservation of administratively and historically valuable material by verifying completion and fulfillment of records retention schedules. The University Archivist shall participate in the decision-making process for different University electronic information management systems to ensure the systems meet legal and administrative requirements and best practices for recordkeeping.~~

**~~D. Department Heads~~**

~~The Director may appoint department heads in accordance with UW Regulations. The primary role of a department head is that of a manager responsible for planning, organizing, staffing, directing, coordinating, budgeting and evaluating within an assigned area.~~

**~~IV. COMMITTEES AND TASK FORCES~~**

~~A. The Director will designate appropriate AHC personnel to form an advisor's committee, which shall be convened by the Director on a regular basis to advise the Director and to disseminate information passed on by the Director.~~

~~B. AHC Faculty shall elect representatives for three-year terms to the University Tenure and Promotion committee. Members of this committee must hold an extended term appointment.~~

~~The AHC Faculty may establish standing committees and task forces to manage Faculty issues and to contribute professional expertise to the management of the AHC and the University. The Faculty may also nominate and/or elect members for AHC wide or University wide committees where membership is restricted to either the AHC Faculty or University Faculty.~~

~~C. The Director of the AHC may appoint standing or ad hoc committees and task forces as necessary. Committees required within departments of the Center may be appointed and charged by appropriate department heads. Committee functions shall not usurp the functions, duties or responsibilities of administrative officers, managers or supervisors.~~

## ~~V. FACULTY~~

### ~~A. Membership~~

- ~~1. The Faculty of the AHC shall include the President of the University and the Vice President for Academic Affairs, ex officio without vote; the Director, and all members of the AHC Faculty serving at the ranks of assistant archivist, associate archivist and archivist.~~
- ~~2. Filling an AHC Faculty position requires a request and authorization by the Vice President for Academic Affairs, as well as approval by the AHC Director. The request must describe (1) whether the position is to be temporary or extended term track, (2) the proposed starting rank and salary, (3) the length of the probationary period if the position is on the extended term track, (4) the source of funding for the position if it is temporary, and (5) the duties and responsibilities associated with the position. AHC Faculty searches shall be conducted in accordance with UW regulations and policies.~~
- ~~3. Appointment as an AHC Faculty member requires a master's degree in library science and/or information science from a program accredited by the American Library Association (ALA), or a master's degree in history, American studies, or related field, typically including at least four graduate courses in archives administration, rare books curatorship, or special collections librarianship, or an appropriate equivalent. In special cases, the Director, in consultation with the Vice President for Academic Affairs, may consider professional experience as an additional requirement or as a requirement in lieu of formal academic degrees.~~
- ~~4. The appointing authority for AHC Faculty positions is the AHC Director. Appointments require approval by the Vice President for Academic Affairs and authorization by the Board of Trustees. The appointment letter will specify the initial conditions of employment, including the rank, salary, benefits, and status as an extended term track or temporary employee.~~

**~~B. Powers and Duties~~**

- ~~1. Each AHC Faculty member will have a job description that includes a description of duties, proportion of time allocation, and standards expected of the Faculty member. Job descriptions may vary among employees. Development of and changes in job descriptions are the responsibility of the department head but will include consultation with the incumbent and approval by the Director. Job descriptions may be revised at any time during the appointment period. All changes in a job description will be reported to the office of the Vice President for Academic Affairs.~~
- ~~2. As a part of their job responsibilities, members of the AHC Faculty are expected to demonstrate continuing professional development.~~
- ~~3. Members of the AHC Faculty shall be eligible for nomination and election to the Faculty Senate in accordance with UW Regulation 2-300.~~

**~~C. Ranks~~**

- ~~1. There are three ranks of Faculty in AHC (1) Assistant Archivist, (2) Associate Archivist, and (3) Archivist.~~
- ~~2. The assistant archivist rank is the beginning level of archives administration and special collections curatorship and generally requires little or no professional experience. It requires performance according to expectations of assigned archives administration, special collections curatorship, scholarship, extension, service, and all the other obligations of an AHC Faculty member.~~
- ~~3. The associate archivist rank designates a Faculty member who has established a reliable track record and demonstrates commitment to continued excellence. This rank carries the expectation of continuing professional development or experience (though additional degrees are not required). Five full years of experience as an Assistant Archivist at the University, or its equivalent, is normally required for appointment or advancement to this rank.~~
- ~~4. The archivist rank is reserved for individuals who have made distinctive contributions. Promotion to this level is contingent on the scope, depth, and level of national or international recognition of the candidate's contributions to archives administration and special collections curatorship, teaching, service, or scholarly or creative work. Associate Archivists seeking promotion to archivist normally undergo professional growth commensurate in significance with that required to earn extended term appointment but demonstrating a substantially greater level of professional and scholarly accomplishment.~~

**D. Performance Reviews**

Each archivist, whether on temporary, probationary, or extended term appointment, will undergo periodic performance reviews. Each such review will include a review of the job description. The purposes of performance review are 1) to evaluate the employee's effectiveness in fulfilling the responsibilities in the job description, 2) to document professional growth and development, and 3) to establish goals for the future.

**E. Criteria for Appointments**

The main criteria for appointment, reappointment, and extended term appointment for AHC Faculty members are contributions to the main functions of academic archives: administration and special collections curatorship; teaching and instructional support; scholarship; service to the university, the state of Wyoming, and the archival and related professions; and professional development. Additional details regarding criteria for promotion or appointment can be found in the AHC's "Guidelines For Reappointment, Extended Term, and Promotion: An AHC Faculty Supplement To UW Regulation 7.490."

**F. Temporary AHC Faculty appointments**

Temporary AHC Faculty appointments may be full-time or part-time. They are for at most one year, but may be renewed.

**1. Review and Reappointment**

At the end of the term of temporary employment, a temporary AHC Faculty member may be reappointed to a subsequent temporary appointment. The review process for temporary AHC Faculty will be similar to that used for tenured Faculty's post tenure review. Appointment or reappointment as a temporary AHC Faculty member confers no right to an extended term track or extended term appointment, nor does it preclude subsequent consideration for an extended term track appointment through the normal search procedures.

**2. Promotion**

Since temporary AHC Faculty members hold appointments for at most one year at a time, there is no formal promotion review procedure. Instead, if a promotion is appropriate according to the expectations for the category of appointment, the AHC Director may propose one at the time that the appointment is renewed.

**3. Termination**

If a temporary AHC Faculty member is not reappointed at the end of the appointment period, his or her employment will cease at the end of the

~~appointment period. Either the temporary AHC Faculty member or the appointing authority may initiate termination of employment before the end of a period of temporary appointment. Such termination requires written notice of the intention to terminate employment and the date of termination. The AHC Director shall forward notice of intent to terminate, with appropriate forms, to the Vice President of Academic Affairs.~~

### ~~C. Extended term track appointments~~

~~Extended term track appointments include extended term appointments which last five years as well as probationary appointments (of a single year, totaling no more than six years) that may lead to extended term appointments. They may be full-time or part-time.~~

#### ~~1. Extended term appointments~~

~~Extended term appointment may be granted to AHC Faculty members who consistently perform the responsibilities as outlined in this regulation and applicable policies. In the case of an individual being appointed initially to the rank of Associate Archivist or Archivist, a minimum of three years in rank is normally required before becoming eligible for extended term appointment.~~

#### ~~2. Probationary Period~~

~~An AHC Faculty member hired on an extended term track appointment must successfully complete a probationary period, no longer than six years in length, before being eligible to receive an extended term appointment. Credit to be applied toward the probationary period must be specified in writing at the time of initial appointment and approved by the Vice President for Academic Affairs. Probationary periods shorter than five years will be rare. In no case shall credit toward the probationary period exceed three years. In exceptional cases, with the approval of the AHC extended term and promotion committee, the AHC Director, the Vice President for Academic Affairs, the President, and the Board of Trustees, AHC Faculty may begin their employment with extended term appointments. During their probationary period Faculty members shall be appointed on an annual basis. Mandatory reviews will occur annually through the first five years of employment. Reappointment reviews will involve detailed, documented assessments of the Faculty member's performance in all elements of the job description. If the annual probationary review results in a decision not to reappoint, the Faculty member shall receive notification of this decision from the Vice President for Academic Affairs.~~

#### ~~3. Review and Reappointment~~

~~Faculty members with probationary appointments are subject to reappointment reviews every year; Faculty members on extended term appointments are~~

~~subject to reappointment every five years. Within the contract period, extended term track appointments are terminable only for cause, as defined in UW Regulation 2-1, or for reasons of budget or program modification or reduction. The process will follow that outlined in University Regulation 2-6 for non-tenured Faculty. Archivists and librarians at the AHC are members of the university Faculty, typically holding fiscal year appointments.~~

#### ~~4. Promotion~~

~~Although it will often happen that promotion reviews are conducted at the same time as reviews for extended term or extended term renewal, these types of review need not be simultaneous. The attainment of Associate rank is no guarantee of probationary reappointment, extended term appointment, or extended term renewal. The AHC Director shall notify any candidate who receives a negative recommendation for reappointment, promotion, or extended term appointment or renewal and shall discuss the rationale for the recommendation with the candidate.~~

#### ~~5. Appointment, reappointment, and promotion procedures~~

~~All reappointment, promotion, and extended term appointment decisions for AHC Faculty shall be made in accordance with a peer review procedure adopted by the AHC Faculty and having at least the following elements:~~

- ~~a. The AHC Faculty as a whole shall perform the departmental peer review.~~
- ~~b. Every Faculty member undergoing review will be invited to submit comments to the review committee.~~

#### ~~6. Sabbatical~~

~~Sabbaticals may be granted to any member of the AHC Faculty with extended term appointment for the purpose of increasing the recipient's professional competence and usefulness to the University. Sabbatical time may be used to enhance the practice of AHC administration, research, writing, or study at a place of the recipient's choosing. AHC Faculty whose duties are primarily administrative in nature shall also be eligible for sabbatical.~~

~~A minimum of six years of academic service at the University must precede each period of sabbatical although no right accrues automatically through lapse of time. A research leave must meet with approval from the Faculty member's supervisor and the Associate Director. In addition, the granting of such sabbatical is, in each case, within the discretion of the Trustees upon the recommendation of the President.~~

~~The process, and matters concerning the compensation of Faculty members while on sabbatical leave is detailed in UW Regulations 2-1 and 2-3. An AHC Faculty member who fails to return to the University for at least one calendar year immediately following sabbatical shall be obligated to repay the amount of compensation received from the University during the period of her/his leave.~~

#### ~~7. Termination~~

~~If an annual review results in a rating of “performing below expectations,” the AHC Faculty member will be required to develop and implement a performance improvement plan, subject to the approval of the Director. Failure to implement such a plan successfully can constitute grounds for dismissal. This provision shall not be interpreted in a manner that violates academic freedom.~~

~~Aside from non renewal of extended terms, AHC Faculty members on extended-term appointments may be terminated for cause and due to bona fide financial exigencies of the University as defined in UW Regulation 2-11.~~

~~An extended-term track Faculty member who is not reappointed shall not be retained. In such cases, the individual shall have the right to resign before the end of his or her employment, with the record reflecting only that the employee resigned. Extended-term-track AHC Faculty are entitled to continued employment for a specified period after notification of non-reappointment is sent. This period shall be three months if the employee is in the first year of service, six months if the employee is in the second year of service, and 12 months if the employee has two or more full years of service.~~

#### ~~8. Meetings~~

~~a. Meetings of the AHC Faculty shall be held on a regular basis. Special meetings may be called as necessary by the Director on request of the President of the University or the Vice President for Academic Affairs, or by written request of a quarter of the AHC Faculty.~~

~~b. The chair of the AHC Faculty extended-term and promotion committee, elected by the full Faculty for a two-year term, will preside at all regular meetings of the Faculty. The Director shall preside or appoint a presiding officer for all special meetings of the AHC Faculty. The presiding officer will vote only to break a tie.~~

~~c. The vice chair/chair elect of the AHC Faculty T&P committee will serve as secretary. The secretary's duties shall be to maintain and to disseminate records and other information as may be important for the orderly conduct of Faculty business in accordance with UW Regulations.~~

~~d. A simple majority of the voting members of the AHC Faculty shall constitute a quorum.~~

~~e. When appropriate, normal business of the AHC Faculty shall be conducted in accordance with the most recent edition of Robert's Rules of Order.~~

#### ~~VI. STAFF~~

##### ~~A. Membership~~

~~Persons employed by the AHC who are not (1) designated officers, (2) members of the AHC Faculty, or (3) student employees shall be appointed in accordance with UW Regulations. Staff employees working at least twenty hours per week shall be eligible for elected membership to the Staff Senate.~~

##### ~~B. Meetings~~

~~Staff meetings may be convened as necessary for designated persons within defined areas of responsibility, activity, or function, by the Director, associate or assistant directors, department heads, committee chairpersons, or other appropriate authority.~~

#### ~~VII. ADMINISTRATION OF THE REGULATION~~

~~The AHC Faculty at any meeting convened and conducted in accordance with Part (V)(G)(8)(a) of this regulation may propose amendments to this regulation except to Part VI. In addition, amendments to these regulations, except to Part V, may be proposed by written request of at least three members of the AHC staff, as defined herein. Any changes or revisions shall become effective immediately upon approval by the Trustees of the University.~~

---

~~Responsible Division/Unit: Office of the Provost and Vice President for Academic Affairs~~

~~Source: None~~

~~Links: [http://www.uwyo.edu/reg\\_policies](http://www.uwyo.edu/reg_policies)~~

~~Associated Regulations, Policies, and Forms: None~~

##### ~~History:~~

~~University Regulation 490, Revision 1, adopted 7/17/2008 Board of Trustees meeting  
Revisions adopted 5/13/2015 Board of Trustees meeting  
Reformatted 7/1/2018: previously UW Regulation 7-490, now UW Regulation 2-400~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the College of Agriculture and Natural Resources  
**Number:** UW Regulation 2-401

---



**I. — PURPOSE.**

To establish the regulations of the College of Agriculture and Natural Resources.

**II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE.**

**A. — Academic Departments**

The College of Agriculture and Natural Resources shall consist of the Land Grant units, Academic and Student Programs, University Extension, and Wyoming Agricultural Experiment Station plus the following academic units:

1. Agricultural and Applied Economics
2. Ecosystem Science and Management
3. Molecular Biology
4. Agricultural Communications
5. Family and Consumer Sciences
6. Plant Sciences
7. Animal Science
8. Microbiology
9. Veterinary Sciences

**B. — Dean**

The Dean is the chief administrative officer of the College, appointed in accordance with UW Regulations. The Dean shall be responsible for all matters relating to the educational and administrative affairs of the College and shall report to the Vice President for Academic Affairs. The Dean may hold joint appointment as Director of the Wyoming Agricultural Experiment Station and/or the University Extension

~~Service. The Dean shall preside at meetings of the College Faculty, recommend the College budget in consultation with the Associate Deans and Directors, Directors, Heads and Chairs of the subunits within the College, transmit and recommend appointments and promotions with respect to the Faculty and staff of the College, and exercise general administrative supervision over the educational programs and operations of the College in accordance with UW Regulations.~~

~~The appointment as Dean shall be considered an assignment of duties. Being appointed as Dean shall not be considered a promotion and relinquishing the deanship shall not be considered a demotion. If the Dean is tenured in a department, the person retains that tenure during the period of deanship. A Dean selected from outside the College must be approved by a department of the College as a member of that department.~~

**~~C. Associate and Assistant Deans~~**

~~Associate or Assistant Deans shall be recommended by the Dean to the Vice President of Academic Affairs. The Dean's recommendation is made after consultation with academic personnel of the College and the academic leadership of the College.~~

**~~D. Department Heads, Chairs, and Directors~~**

~~Each department and interdisciplinary unit shall have as its chief administrative officer a Head, Chair, or Director, who shall be appointed in accordance with UW Regulations. Department Heads, Chairs, and Directors are responsible for all matters relating to the educational and administrative affairs of their unit. The unit Department Head, Chair, or Director, or designee, presides at all academic personnel meetings of the unit, recommends appointments and promotions with respect to the Faculty, academic professionals and staff of the unit, and exercises general administrative supervision over the educational programs and operations of the unit.~~

~~The Dean recommends these appointments. The appointments are subject to approval by the Vice President for Academic Affairs and the President. The Dean's recommendation is made after consultation with academic personnel of the appropriate unit and the academic leadership of the College. Department Heads, Chairs, and Directors hold administrative office subject to the continued approval by the Dean, the Provost and Vice President for Academic Affairs, the President, and the Board of Trustees.~~

### ~~III. COMMITTEES.~~

#### ~~A. Standing Committees~~

~~Through its bylaws, the College may establish standing committees. The membership, duties, and governing procedures of such committees shall be defined in the bylaws and in accordance with any relevant UW Regulations.~~

~~At least one standing committee shall be established that provides recommendations to the Dean on cases involving the reappointment, tenure, promotion, and extended term appointments of academic personnel.~~

#### ~~B. Other Committees~~

~~Ad hoc committees may be established by the Dean or Associate Deans subject to approval by the Dean.~~

### ~~IV. FACULTY~~

#### ~~A. Membership~~

~~The academic leadership structure of the College will be described in its bylaws. The academic personnel of the College consists of the Dean, all members of the tenured and tenure-track Faculty, and instructors and academic professionals serving in the College. Faculty emeriti and visiting professors are nonvoting members. The President of the University and Provost are ex officio members without vote.~~

~~The academic personnel of the College may have representatives from other colleges of the University as may be determined by the academic personnel of the College as having a major role in the programs of the College. Such representatives shall be appointed by the Dean of the colleges in which the representatives are budgeted, and shall not vote. Such appointments shall be reported to the Office of Academic Affairs.~~

#### ~~B. Powers and Duties~~

~~Powers and duties of the Faculty shall be as defined in the UW Regulations.~~

#### ~~C. Office Hours~~

~~Faculty adhere to a modified open door policy with regard to their interaction with students. Whenever a Faculty member is not in class or similarly occupied, she/he is available to meet with students. In addition, all Faculty will be expected to note~~

~~on class syllabi specific times during the week that she/he will be available for consultation and advice. The specific time will meet or exceed a minimum of six hours per week.~~

**~~D. — Appointment, Promotion, and Tenure~~**

~~Appointment, promotion, and tenure shall be in accordance with UW Regulations.~~

**~~E. — Meetings~~**

~~Meetings of the academic personnel will be described in the bylaws.~~

**~~V. — STUDENTS.~~**

**~~A. — Admission~~**

~~The College academic personnel, subject to limitations contained in the UW Regulations and in accordance with national accreditation standards, has the power to determine the minimum standards for admission to the programs of the College. In the absence of such College standards, any student who qualifies for admission to the University will be admitted to the College.~~

**~~B. — Advisement~~**

~~Advisement of students is the responsibility of the academic units and the office of the Dean. The academic head, chair or unit chair designates advisors, facilitates assignment of students, and supervises the maintenance of student records. Students in the College who are in an undeclared status shall be advised by designees of the Dean, who shall ensure the maintenance of appropriate advising records for each student's term of undeclared status.~~

**~~C. — Probation, Dismissal, Reinstatement~~**

~~In matters of student probation, dismissal, and reinstatement, the College shall conform to the published codes of the academic units (if any) and the UW Regulations.~~

**~~VI. — DECREES AND PROGRAMS.~~**

**~~A. — Degrees~~**

~~The degrees offered by the College are those authorized under UW Regulation 2-119.~~

**~~B. — Programs~~**

~~The academic programs offered by the College and the requirements thereof are approved by the units of the College, the College academic personnel, and the appropriate University committee, and are published in the University Catalog.~~

**~~VII. — ADMINISTRATION OF THE REGULATION~~**

~~A copy of any change or revision to this regulation shall be presented in writing (may be electronic) to the academic personnel at least one month prior to action. Any changes or revisions shall become effective immediately upon the approval of a majority of the academic personnel of the College voting by electronic or written ballot and the President of the University, subject to review by the Board of Trustees of the University.~~

---

**~~Responsible Division/Unit:~~** Office of the Provost and Vice President for Academic Affairs

**~~Source:~~** None

**~~Links:~~** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)

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

**~~History:~~**

~~University Regulation 500, Revision 2, Change 1; adopted 7/17/2008 Board of Trustees meeting~~

~~Revisions adopted 11/18/2010 Board of Trustees meeting~~

~~Revisions adopted 11/18/2011 Board of Trustees meeting~~

~~Revisions adopted 8/05/2015 Board of Trustees meeting~~

~~Revisions adopted 8/24/2016 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-500, now UW Regulation 2-401~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the College of Arts and Sciences  
**Number:** UW Regulation 2-402

---



**I. — PURPOSE.**

To establish the regulations of the College of Arts and Sciences.

**II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE.**

**A. — Academic Departments**

The College of Arts and Sciences shall consist of the following academic departments:

1. African American and Diaspora Studies
2. American Indian Studies
3. American Studies
4. Anthropology
5. Art
6. Botany
7. Chemistry
8. Communications and Journalism
9. Criminal Justice
10. English
11. Gender and Women's Studies
12. History
13. Latina/o Studies

~~14. Life Sciences Program~~

~~15. Mathematics~~

~~16. Modern and Classical Languages~~

~~17. Music~~

~~18. Philosophy~~

~~19. Physics and Astronomy~~

~~20. Political Science~~

~~21. Psychology~~

~~22. Religious Studies~~

~~23. Sociology~~

~~24. Statistics~~

~~25. Theatre and Dance~~

~~26. Zoology and Physiology~~

~~Support and Outreach Units~~

~~1. Fine Arts Outreach~~

~~2. Cultural Programs~~

~~3. Research Support (“Shops”)~~

~~4. Wyoming Survey and Analysis Center (WySAC)~~

~~5. Science Math Teaching Center (SMTTC) [a joint unit of the College of Education and the College of Arts and Sciences]~~

~~**B. Divisions of the College**~~

~~Through its Bylaws, the College may establish Divisions of allied departments to promote effective and representative governance.~~

**~~C. — Dean~~**

~~The Dean is the chief administrative officer of the College and shall be appointed to a term of five years and shall be appointed in accordance with UW Regulations. The Dean shall exercise general administrative supervision over the educational programs and operations of the College, appoint members to committees discussed in Section IV, and preside at Faculty meetings. In addition, in consultation with Department Heads the Dean shall determine, the College budget, Faculty and staff appointments, Faculty and staff salaries, and actions concerning Faculty promotion and tenure in accordance with UW Regulations~~

~~The appointment as Dean shall be considered an assignment of duties. Being appointed as Dean shall not be considered a promotion and relinquishing the deanship shall not be considered a demotion. If the Dean is tenured in a department, the person retains that tenure during the period of deanship. A Dean selected from outside the College must be approved by a department of the College as a member of that department.~~

**~~D. — Associate Deans and Assistant Deans~~**

~~Associate or Assistant Deans shall be recommended by the Dean to the Vice President for Academic Affairs.~~

**~~E. — Assistant to the Deans~~**

~~Assistants to the Dean shall be recommended by the dean to the Vice President for Academic Affairs.~~

**~~F. — Department Head and Chairs~~**

~~Department Heads and Chairs shall be appointed to a term of three years. Appointment as a Department Head or Chair shall not be considered a promotion and relinquishing the position shall not be considered a demotion, but rather as a partial reassignment of duties. Performance as a Department Head or Chair shall be considered in evaluation for merit salary raises and such raises shall become a permanent part of the person's base salary. Performance of administrative duties as a Department Head or Chair shall not of itself constitute sufficient grounds for promotion or tenure.~~

~~Department Heads and Chairs shall have general administrative supervision over the conduct of their respective departments, exercising this authority in consultation with members of their departments and when appropriate with the Dean(s) of the College. The Department Heads and Chairs responsibilities shall include, but not be limited to: (1) the recruitment and assignment of personnel in the department; (2) recommendations concerning the retention and dismissal of personnel; (3)~~

~~preparing and forwarding recommendations on promotion and tenure matters; (4) formulation and implementation of the academic program in the department; (5) the development of departmental facilities and support; (6) the promotion and encouragement of academic excellence within the department; and (7) the development of department budgets.~~

**~~G. — Directors and Managers~~**

~~Multidisciplinary units and non-academic units housed in the College are managed by a Program Director or Manager. Directors and Managers shall be appointed to a term of three years. Appointment as a Director or Manager shall not be considered a promotion and relinquishing the position shall not be considered a demotion, but rather as a partial reassignment of duties. Performance as a Director or Manager shall be considered in evaluation for merit salary raises and such raises shall become a permanent part of the person's base salary.~~

~~Directors and Managers have general administrative supervision over the conduct of their respective units, exercising this authority in consultation with members of their units and when appropriate with the Dean(s) of the College. The Directors and Managers responsibilities shall include, but not be limited to: (1) the recruitment and assignment of personnel in the unit; (2) recommendations concerning the retention and dismissal of personnel; (3) preparing and forwarding recommendations on promotion and tenure matters (if applicable); (4) the development of unit facilities and support; and (5) the development of unit budgets.~~

**~~III. — COMMITTEES.~~**

**~~A. — Standing Committees~~**

~~Through its bylaws, the College may establish standing committees. The membership, duties, and governing procedures of such committees shall be defined in the bylaws and in accordance with any relevant UW Regulations. At least one standing committee shall be established that provides recommendations to the Dean.~~

**~~B. — Other Committees~~**

~~Ad hoc committees may be established by the Dean.~~

**~~IV. — FACULTY.~~**

**~~A. — Membership~~**

~~The voting membership of the College Faculty shall include, (1) all tenure track professors, associate professors, assistant professors, instructors and extended-~~

~~term track academic professionals in the departments and divisions within the College, (2) heads of administrative units having degree programs in the College, and (3) joint appointees between departments/colleges (except that interdepartmental appointees will choose the department they will represent).~~

~~The ex officio membership of the College shall have no voting privileges and shall include (1) the President of the University, Vice President for Academic Affairs, Vice President for Student Affairs, the Vice President for Research, and the Dean of the University Library, (2) official representatives to the College from the Army and Air Force ROTC units on campus, (3) official representatives to the College from other colleges in the University, and (4) Faculty emeriti, visiting and adjunct professors, all those holding temporary Faculty and academic professional appointments.~~

**~~B. Powers and Duties~~**

~~Powers and duties of the Faculty shall be as defined in the UW Regulations. The Faculty of the College may establish Bylaws to implement and specify the Regulations of the College and to provide for such other matters as may not be appropriately included in the College Regulations.~~

~~The Faculty shall meet regularly once each semester. Special meetings may be called by the President, the Dean, or that of ten percent of voting members of the Faculty. Those Faculty members present at any regular or special meeting shall constitute a quorum.~~

**~~C. Office Hours~~**

~~It is the goal of the College of Arts and Sciences to provide students with maximum direct access to all faculty. To achieve this goal, faculty are available for consultation during office hours or by appointment. Students may arrange appointments directly with faculty or through the departmental clerical staff. In addition, faculty will include office hours on each syllabus and hours will be posted on or about faculty office doors. Although the great majority of faculty maintain far more, the minimum number of office hours shall be three hours a week, hours which must be spread across at least two days of the week. When a faculty member cannot meet regularly scheduled hours, the departmental secretary will be notified of when the announced schedule will be resumed.~~

**~~D. Appointment, Promotion, and Tenure~~**

~~Appointment, promotion, and tenure shall be in accordance with UW Regulations.~~

~~V. — STUDENTS.~~

~~A. — Admission~~

~~Any undergraduate student accepted by the University will be accepted by the College. Graduate student applications will be reviewed by the appropriate academic department for admission decision.~~

~~B. — Advisement~~

~~The advising program of the College shall be defined and shaped by the following objectives, (1) to guide the student to a wise choice of educational objectives, (2) to assist the student to select proper courses to meet the requirements of the student's choice of program, and (3) to counsel the student on problems of academic progress and adjustment.~~

~~C. — Probation, Dismissal, Reinstatement~~

~~In matters of student probation, dismissal, and reinstatement, the College shall conform to the UW Regulations.~~

~~VI. — DEGREES.~~

~~The degrees offered by the College are those authorized under UW Regulation 2-119. Curricula and requirements for the degrees shall be set forth annually in the University Catalog.~~

~~VII. — THE UNIVERSITY OF WYOMING INFRARED OBSERVATORY.~~

~~A. — Description~~

~~The UWIRO shall include the property and facilities designated as UWIRO on Jelm Mountain, on campus, and elsewhere. The Department of Physics and Astronomy in the College of Arts and Sciences shall operate the observatory in the interest of the entire University for recognized astrophysical research by the faculty and by approved visitors.~~

~~B. — Director~~

~~The Chairman of the Department of Physics and Astronomy shall recommend a candidate for UWIRO Director to the Dean of the College of Arts and Sciences who shall nominate to the President a Director for a term of two years, in consultation with the Vice President for Research and Economic Development. A candidate for UWIRO Director must be a member of the faculty with demonstrated expertise in astrophysics, in instrumentation, and in leadership and with an intense~~

~~interest in the welfare of the UWIRO. The Director shall serve at the pleasure of the Dean.~~

~~The UWIRO Director is responsible for all facets of daily operation of the UWIRO and shall report directly to the Chairman of the Department of Physics and Astronomy. Specifically, the UWIRO Director shall have administrative and supervisory authority over the budget, property, premises, and personnel assigned to the UWIRO. He/she may exercise this custodial authority through other employees of the University. The UWIRO Director shall recommend to the Chairman of the Department of Physics and Astronomy and to the Dean of the College of Arts and Sciences candidates for staff positions at the UWIRO, who may be appointed by the Dean.~~

#### ~~VIII. ADMINISTRATION OF THE REGULATION.~~

~~A tentative draft of any proposed amendments to this regulation shall be circulated to the members of the Faculty of the College at least two weeks before a Faculty meeting, either regular or called, at which they are introduced, discussed, and may be amended. The final version as arrived at by the meeting shall then be circulated to all voting members of the College's academic personnel in residence in the form of a ballot for voting for or against each proposed change. The deadline for return of the ballots to the Office of the Dean shall be not less than two administrative working days after the ballots are sent out from the office. If two-thirds or more of the ballots returned by the deadline favor the amendment, the amendment shall be considered as passed and shall be forwarded to the Office of the President for approval by the Trustees. If less than two-thirds of the returned ballots favor the amendment, the amendment has failed and no further action is called for. This regulation may only be amended following the above process.~~

---

~~Responsible Division/Unit: Office of the Provost and Vice President for Academic Affairs~~

~~Source: None~~

~~Links: [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)~~

~~Associated Regulations, Policies, and Forms: None~~

~~**History:**~~

~~University Regulation 510, Revision 6; adopted 7/17/2008 Board of Trustees meeting  
Revisions adopted 11/18/2010 Board of Trustees meeting  
Revisions adopted 5/13/2015 Board of Trustees meeting  
Revisions adopted 8/24/2016 Board of Trustees meeting  
Reformatted 7/1/2018: previously UW Regulation 7-510, now UW Regulation 2-402~~

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Regulations of the College of Business  
**Number:** UW Regulation 2 403

---



### I. — PURPOSE

To establish the regulations of the College of Business.

### II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE

#### A. — College Units

The College shall consist of the following units:

- ~~1. The academic departments of Accounting, Economics and Finance, and Management and Marketing.~~
- ~~2. The Peter M. and Paula Green Johnson Career Center, which provides career and internship services to students in the College of Business.~~
- ~~3. The Business Academic Advising Office, organized to provide centralized academic advising to undergraduate students and to provide assistance to the Director of Graduate Business Programs. The College Academic Advising Office also functions as a central source of student information in the College.~~

#### B. — Dean

~~The appointment, review and reassignment of College Deans shall be in accordance with UW Regulations. The Dean shall be appointed to a term of five years. The appointment as Dean shall be considered an assignment of duties. If the Dean is tenured in a department, the person retains that tenure during the period of deanship. A Dean selected from outside the College must be approved by a department of the College as a member of that department.~~

~~The Dean, as chief administrative officer of the College, shall, (1) be responsible for all matters relating to the educational and administrative affairs of the College, (2) preside at meetings of the College faculty, (3) recommend the College budget in consultation with the Department Chairs, (4) recommend appointments, promotions, and salaries with respect to the faculty and staff of the College, (5) exercise general administrative supervision over the educational programs and~~

~~operations of the College, and (6) appoint, in consultation with the Executive Committee, members of appointive committees.~~

~~C. — Assistant Administrative Officers~~

~~Associate Deans, Assistant Deans, Program Directors, Assistants to the Dean, or other administrative assistants as may be authorized or may be appointed in accordance with UW Regulations.~~

~~D. — Department Chairs~~

~~Department Chairs shall be nominated by each Department's tenured and tenure-track faculty with professorial rank (i.e., above instructor) and shall be appointed by the Trustees following the initial recommendation of the Dean; they shall serve at the pleasure of the Dean.~~

~~Department Chairs shall be appointed to a term of three years. It shall be considered neither a promotion to be appointed Chair nor a demotion to relinquish the office; rather, it shall be considered a partial reassignment of duties. Chairs shall serve as department administrators for the nine-month academic year unless remuneration is provided for service in addition to their normal nine month academic appointments. Performance as department Chair shall be considered in evaluation for merit salary raises, and such raises shall become a permanent part of the person's base salary. Performance of administrative duties as Chair shall not of itself constitute sufficient grounds for promotion or tenure.~~

~~The Department Chair shall have general administrative supervision over the conduct of his/her respective Department, exercising this authority in consultation with members of the Department and when appropriate with the Dean. The Department Chair shall be responsible for, (1) recruiting and assigning personnel in the Department, (2) recommending the retention and dismissal of personnel, (3) preparing and forwarding recommendations on promotion and tenure matters, (4) formulating and implementing the academic program in the Department, (5) presiding over Department Faculty meetings, (6) developing and administering Department budgets, and (7) Representing the Department on the College Executive Committee.~~

~~III. — COMMITTEES~~

~~A. — Standing Committees~~

~~Standing committees shall be governed by College By Laws. By Laws shall be maintained by the Dean.~~

**~~B. — Other Committees~~**

~~Ad Hoc Committees may be established by the Dean as needed.~~

**~~IV. — FACULTY~~**

**~~A. — Membership~~**

~~The voting membership of the College faculty shall include, (1) all professors, associate professors, assistant professors and instructors in the Departments within the College, (2) all individuals holding full-time, temporary, or lecturer faculty positions after employment for two consecutive academic years, and (3) joint appointees between departments/colleges (except that interdepartmental appointees will choose the department they will represent).~~

~~The ex officio membership of the College shall have no voting privileges and shall include, (1) the President, the Vice President for Academic Affairs and Student Affairs, the Vice President for Research and Economic Development, and the Director of the University Libraries, (2) official representatives to the College from other colleges in the University, (3) Official representatives to the College from the Army and Air Force ROTC units on campus, and (4) Faculty emeriti; visiting and adjunct professors; all those holding part-time faculty appointments; and those holding appointment as full-time temporary, supply, or lecturer faculty positions who have held the position for less than two consecutive years.~~

**~~B. — Powers and Duties~~**

~~Changes to the By Laws of the College shall be made by majority vote of the faculty of the College. Additional powers and duties of the faculty shall be defined in UW Regulations.~~

**~~C. — Office Hours~~**

~~Faculty are available to their students outside of regularly scheduled classes for at least three scheduled hours over at least two separate weekdays and otherwise by appointment. Office hours of each faculty member will be posted on his/her respective office door and stipulated in the course syllabus (or other written form) which will be handed out during the first week of the semester. If it is not possible for a faculty member to be available during a given Office Hour, he/she will announce this in class if possible and, if not, will, to the extent feasible, arrange to have a notice posted on his/her door.~~

**~~D. — Appointment, Promotion, and Tenure~~**

~~Appointment, promotion, and tenure shall be in accordance with UW Regulations.~~

~~E. — Meetings~~

~~The faculty shall meet regularly at least once each semester. Special meetings may be called by the President, the Dean, or that of five or more voting members of the faculty. Request for a faculty meeting convened by the faculty, shall be in writing to the Dean, shall be signed by the faculty requesting the meeting, and shall state the matters to be considered at the requested meeting.~~

~~Those faculty members present at any regular or special meeting shall constitute a quorum except on those voting issues which affect the structure, academic programs, or faculty rights and responsibilities in the College, in which case all eligible voting members of the College shall receive a ballot.~~

~~V. — STUDENTS~~

~~A. — Admission~~

~~Any undergraduate or graduate student who is accepted by the University and who meets the prerequisite requirements that have been or may be established by the College faculty to take courses in the College will be accepted by the College.~~

~~B. — Advisement~~

~~The advising program of the College shall be defined and shaped by the following objectives, (1) to guide the student to a wise choice of educational objectives, (2) to assist the student to select proper courses to meet the requirements of the student's choice of program, and (3) to counsel the student on problems of academic progress and adjustment. In curricular matters, undergraduate students in the business programs of the College shall be advised centrally by personnel in the College of Business Academic Advising Office. Faculty are responsible for providing career advising.~~

~~C. — Probation, Dismissal, Reinstatement~~

~~In matters of student probation, dismissal, and reinstatement, the College shall conform to the regulations of the University.~~

~~VI. — DEGREES~~

~~The degrees offered by the College are those authorized under UW Regulation 2-119. Curricula and requirements for the degrees shall be set forth annually in the University Catalog.~~

**~~VII. ADMINISTRATION OF THE REGULATION~~**

~~A draft of proposed amendment(s) shall be circulated to the members of the College faculty at least two weeks before a faculty meeting where the regulation will be discussed. The final version approved by a majority of the faculty in attendance shall then be circulated to all voting members of the College faculty in the form of a ballot for voting for or against each proposed change. The deadline for return of the ballots to the Dean shall be not less than three working days after the ballots are sent out. If two-thirds or more of the ballots returned by the deadline favor the amendment(s), the amendment(s) shall be considered as passed and shall be forwarded to the Office of the President for approval by the Trustees. If less than two-thirds of the returned ballots favor the amendment(s), the amendment(s) has failed and no further action is called for.~~

~~To satisfy a temporary condition for a specified time period, a change to this Regulation may be passed by the College faculty unless otherwise prohibited by another UW Regulation.~~

---

~~**Responsible Division/Unit:** Office of the Provost and Vice President for Academic Affairs~~

~~**Source:** None~~

~~**Links:** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)~~

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

~~**History:**~~

~~University Regulation 530, Revision 2; adopted 7/17/2008 Board of Trustees meeting~~

~~Revisions adopted 11/18/2010 Board of Trustees meeting~~

~~Revisions adopted 5/13/2015 Board of Trustees meeting~~

~~Revisions adopted 8/24/2016 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-530, now UW Regulation 2-403~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the College of Education  
**Number:** UW Regulation 2 404

---



**I. — PURPOSE.**

To establish the regulations of the College of Education.

**II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE.**

**A. — Academic Departments**

The College is organized into four departments and the UW Lab School, the Science and Mathematics Teaching Center which is jointly operated between the Colleges of Education and Arts and Science; the Wyoming School/University Partnership which is supported by the College of Education, the Wyoming State Department of Education, Wyoming Community Colleges, and Wyoming public school districts; the Literacy Research Center and Clinic; and the Counselor Education Training Clinic. The departments in the College are, as follows: Educational Studies, Elementary and Early Childhood Education, Professional Studies, and Secondary Education.

**B. — Dean**

The chief administrative officer of the College shall be a Dean appointed in accordance with UW Regulations. The Dean shall be responsible for all matters relating to the educational and administrative affairs of the College. Specific job description responsibilities are included in the College By-laws.

**C. — Associate Deans**

The Associate Dean for Undergraduate Programs and the Associate Dean for Graduate Programs shall be appointed by the Dean in consultation with Department Heads and the faculty and shall assist the Dean in all matters relating to the educational and administrative affairs of the college. Specific job description responsibilities are included in the By laws.

**D. — Department Heads**

~~Department Heads shall be appointed to a term of three years in accordance with UW Regulations. Department Heads shall have general administrative supervision over the conduct of their respective department, exercising this authority in consultation with members of their departments, and when appropriate, with the Dean. Job description responsibilities are included in the By laws.~~

**E. — Directors**

~~Directors in the College will have general administrative and supervisory responsibilities for their respective units, exercising this authority in consultation with members of their units and, when appropriate, with the Dean of the College. Job description responsibilities are included in the By laws.~~

**F. — Evaluation**

~~The Dean shall be responsible for providing a system to annually evaluate the performance of each administrative officer of the College. This evaluation shall be conducted in accordance with established job descriptions and shall include written input from the Faculty for which the administrator has responsibility. These evaluations shall be considered in any reappointment procedures.~~

**III. — COMMITTEES.**

**A. — Standing Committees**

~~The College may establish standing committees. The membership, duties, and governing procedures for committees shall be defined in the By laws in accordance with any relevant UW Regulations.~~

**B. — Other Committees**

~~Ad hoc committees may be established by the Dean following consultation with Leadership Council. The Dean shall have the responsibility of appointing other committees as he/she deems necessary to assist him/her in performing the administrative functions of the College.~~

**IV. — FACULTY.**

**A. — Membership**

~~The voting membership of the College shall include the Dean and all members of the College Faculty, whether full-time or sharing an appointment in another college.~~

~~The College faculty shall consist of all persons having the faculty rank of professor, associate professor, assistant professor, lecturer, or instructor. All individuals holding full-time temporary or lecturer positions become voting members of the faculty after employment for two consecutive academic years or longer.~~

~~The ex officio membership of the College shall have no voting privileges and shall include the (1) the President of the University and the Vice President for Academic Affairs, (2) Faculty Emeriti, (3) visiting and adjunct professors; and (4) all individuals holding temporary or part-time faculty appointments of less than two consecutive academic years.~~

**~~C. Powers and Duties~~**

~~The faculty of the College shall have the powers and duties set forth in the UW Regulations.~~

**~~D. Office Hours~~**

~~Faculty are expected to be available to students outside of class, both by appointment and during regularly scheduled office hours. Before each semester, unit heads will ask each faculty member to post on his/her office door and/or in online courses, as well as include on syllabi, a minimum of three specified hours each week, not all on the same day, that the faculty member will be available for the purpose of meeting with students. In addition, the faculty member will be available to meet with students by appointment. Students should be informed of any necessary deviations from posted office hours.~~

**~~E. Appointment, Promotion, and Tenure~~**

~~The criteria and procedure for appointment, reappointment, tenure, and promotion within the College shall conform to those defined in the UW Regulations. All College faculty members are subject to the employment provisions provided in UW Regulations. Faculty members shall be assigned to appropriate departments by the Dean on recommendation by the Department Head(s).~~

**~~F. Meetings~~**

~~The faculty of the College shall meet at the request of the Dean who shall preside, or on request of at least ten percent of voting members of the faculty. These meetings shall be conducted using Robert's Rules of Order. A quorum is achieved when 50 percent of the voting members of the Faculty are present. Proxy votes shall be accepted from voting members of the Faculty who are unable to attend meetings due to professional obligations; attending Faculty members may carry no more than~~

~~one proxy each. All faculty voting by proxy shall be used to reduce the quorum count.~~

**~~V. DEGREES AND PROGRAMS.~~**

**~~A. Degrees~~**

~~The degrees offered by the College shall be those specified in the UW Regulations.~~

**~~B. Programs~~**

~~The academic programs offered by the college and the requirements thereof are approved by the departments, the appropriate standing committees (such as Advisory Council on Graduate Education or Advisory Council on Teacher Education), and the University Course and Curriculum Committee, and are printed in the University Catalog.~~

**~~VI. ADMINISTRATION OF THE REGULATION.~~**

~~This regulation may be changed at any official meeting of the faculty of the College by an affirmative vote of two thirds of members present (with a quorum), provided that the members shall have been given written notice of the meeting at least seven days prior to the date of the meeting. A paper or electronic ballot to change this regulation requires an affirmative vote of two thirds of the ballots returned, provided that ten working days have been afforded for ballots to be submitted.~~

---

**~~Responsible Division/Unit:~~** Office of the Provost and Vice President for Academic Affairs

**~~Source:~~** None

**~~Links:~~** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)

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

**~~History:~~**

~~University Regulation 540; adopted May 6-8, 2009 Board of Trustees meeting~~

~~Revisions adopted 11/18/2010 Board of Trustees meeting~~

~~Revisions adopted 6/16/2015 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-540, now UW Regulation 2-404~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the College of Engineering and Applied Sciences  
**Number:** UW Regulation 2 405

---



**I. — PURPOSE**

To establish the regulations of the College of Engineering and Applied Sciences (“College”).

**II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE OF ENGINEERING**

**A. — Academic Departments**

The academic departments shall include: Atmospheric Science, Chemical Engineering, Petroleum Engineering, Civil and Architectural Engineering, Computer Science, Electrical and Computer Engineering, and Mechanical Engineering. These academic departments shall be authorized to conduct instruction and related research and to establish degree requirements in their respective areas.

Questions of autonomy and jurisdiction between departments in the College shall be decided by the Dean and are subject to appeal to the President or designee.

**B. — Dean**

The College shall be headed by a Dean, who shall be appointed in accordance with UW Regulations and is responsible for all matters relating to the educational, research, service, and administrative affairs of the College. The Dean shall: preside at meetings of the College faculty; recommend the College budget, in consultation with the department heads; and recommend appointments and promotions for faculty and staff of the College.

**C. — Assistant and Associate Deans**

Assistant and/or Associate Deans of the College may be appointed in accordance with UW Regulations. They shall perform such functions as assigned by the Dean.

**D. — Department Head**

A Department Head, appointed in accordance with UW Regulations, shall be the chief administrative officer of the department and report to the Dean, College of Engineering and Applied Science. The Department Head shall have general

~~responsibility for the instructional, research, service and administrative operations, and policies of the department, in consultation with the members of the departmental faculty. The Department Head shall prepare budget recommendations for the department after consultation with the members of the departmental faculty.~~

### ~~III. COMMITTEES~~

~~Committee structure within the College of Engineering and Applied Science is defined within the CEAS Bylaws.~~

### ~~IV. FACULTY~~

#### ~~A. Membership~~

~~The faculty of the College shall consist of the President of the University and the Vice President for Academic Affairs, both ex officio without vote, the Dean, and all other members of the department faculties. Members of a department's faculty are those with academic rank as specified in UW Regulations, who teach, direct student research, and/or conduct extension activities for the department. Other persons on the departmental personnel budget shall be termed academic professionals or staff.~~

~~1. Members of the College faculty defined as voting members of the University faculty in UW Regulations, shall be eligible for nomination and election to the University Faculty Senate in accordance with UW Regulations.~~

~~2. Representatives from the faculty of the College to the faculties of other Colleges or divisions of the University may be appointed by the Dean. The appointments shall be for three-year terms and shall be reported to the President.~~

~~3. The faculty of the College may have representatives from other Colleges or divisions of the University which are cooperating in engineering education and/or research. These representatives shall be appointed by the Dean or Division Director of the cooperating College or division.~~

#### ~~B. Powers and Duties~~

~~The College faculty shall, subject to the authority of the President and the Board of Trustees, have jurisdiction in all academic matters within the scope of the College, including the standards for admission to, continuation in, and graduation from the College, except where authority is delegated to the academic departmental faculties, or otherwise limited by maintenance of general University educational policy and correct academic and administrative relations with other units of the University.~~

**C. Office Hours**

~~It is the policy of the College that the faculty will maintain to the greatest extent possible an "open door" policy to their offices by cooperating with students to see them anytime by appointment. In addition, each member of the faculty will post a minimum of five office hours per week which the student can consistently depend on for consultation. The faculty of each department in the College is free to develop a department specific office hour policy so long as it incorporates the minimums required by the College policy.~~

**D. Appointment, Promotion, Tenure**

~~Academic freedom, appointments, tenure, promotions, leaves, dismissals, nepotism, sick leave, vacation, and other employment provisions applicable to all personnel shall be determined as set forth in UW Regulations.~~

**E. Meetings**

**1. Time**

~~Meetings of the College faculty shall be called by the Dean at such times as the Dean deems necessary, or upon request of the President of the University, or by written request of five members of the College faculty. At least one meeting shall be held each semester. The Dean will insure meeting minutes are kept and are distributed to the faculty.~~

**3. Presiding Officer**

~~The Dean shall preside at all meetings of the College faculty or, in his absence, the Dean shall appoint a presiding officer.~~

**3. Quorum**

~~One third of the members of the faculty of the College shall constitute a quorum.~~

**4. Rules of Order**

~~The conduct of the business of the faculty meetings shall be in accordance with the most recent revision of *Robert's Rules of Order*.~~

**V. ~~DEGREES AND PROGRAMS.~~**

**A. ~~Degrees~~**

~~The degrees offered by the College shall be those authorized in UW Regulations and described in the University Catalog.~~

**B. ~~Programs~~**

~~The academic programs offered by the College and the requirements thereof shall be as approved by the department faculties, the College's Academic Program Committee, the University Academic Planning Committee, and the University Course Review Committee, and are available online in the General Bulletin.~~

**VI. ~~OFFICIAL STUDENT RECORDS.~~**

~~Access to and the use of a student's official record shall be governed by UW Regulations. The official student records of the College of Engineering and Applied Science shall consist of the following items, to be maintained in the office of the Dean:~~

**A. ~~Current Directory File (Public Information)~~**

~~1. One file record for each currently enrolled student with his/her name and the following information, except for the marked (\*) items which may be declared restricted by written request of the student: \_\_\_\_\_~~

- ~~a. Birth date\*~~
- ~~b. Department~~
- ~~c. Advisor~~
- ~~d. Matriculation date~~
- ~~e. Engineering and/or Applied Science degrees and dates~~
- ~~f. Honors received\*~~
- ~~g. Permanent address\*~~

**B. ~~Current Grade File (Restricted Disclosure)~~**

- ~~1. One copy of the latest academic transcript.~~
- ~~2. Items of the CURRENT DIRECTORY FILE as declared in writing by the student, to be restricted. \_\_\_\_\_~~

**C. ~~Past Student File (Restricted Disclosure)~~**

~~One copy of the latest academic transcript and directory file record (or an information file card that has been prepared prior to January 1, 1977) for each former student.~~

**~~VII. ADMINISTRATION OF THE REGULATION:~~**

~~These regulations may be changed or amended and additional regulations may be adopted at any meeting of the faculty of the College by an affirmative vote of two thirds of the members present, provided that a copy of the intended change, amendment, or addition shall have been presented in writing to the faculty at least one month prior to the meeting at which the legislation is to be acted upon.~~

~~These regulations and any changes, amendments, or additions thereto shall become effective immediately upon the approval of the faculty of the College and the Board of Trustees.~~

---

~~**Responsible Division/Unit:** Office of the Provost and Vice President for Academic Affairs~~

~~**Source:** None~~

~~**Links:** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)~~

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

~~**History:**~~

~~University Regulation 550, Revision 6; adopted 7/17/2008 Board of Trustees meeting~~

~~Revisions adopted 11/18/2010 Board of Trustees meeting~~

~~Revisions adopted 11/20/2015 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-550, now UW Regulation 2-405~~

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Regulations of the College of Health Sciences  
**Number:** UW Regulation 2-406

---



### **I. — PURPOSE**

~~To provide regulations for the College of Health Sciences and set forth the basic organization and processes for the College.~~

### **II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE**

#### **A. — Academic Units**

~~The College shall consist of the following academic units:~~

~~1. Division of Communication Disorders~~

~~2. Division of Kinesiology and Health,~~

~~3. Division of Social Work~~

~~4. School of Nursing~~

~~5. School of Pharmacy~~

~~6. Wyoming Institute for Disabilities.~~

~~7. The Division of Medical Education, which is composed of (1) the Family Medicine Residency Program at Casper, (2) the Family Medicine Residency Program at Cheyenne, and (3) the WWAMI Medical Education Program.~~

#### **B. — Dean**

~~The Dean is the chief administrative officer of the College, appointed in accordance with UW Regulations. The Dean is responsible for all matters relating to the educational and administrative affairs of the College; presides at meetings of the College academic personnel; makes recommendation for the College budget, in consultation with the unit directors; transmits and recommends appointments and promotions for academic personnel and staff; and exercises general administrative supervision over the educational programs and operations of the College.~~

~~The appointment as Dean shall be considered an assignment of duties, not a promotion, and relinquishing the deanship shall not be considered a demotion. If the Dean is tenured in a department, that person retains tenure in that department during the period of deanship. A Dean selected from outside must be approved by a department of the College as a member of that department. Tenure application is reviewed by the College Tenure and Promotion Committee.~~

~~C. — Associate and Assistant Deans~~

~~The Dean may recommend and appoint Associate or Assistant Deans in consultation with the Vice President for Academic Affairs.~~

~~D. — Directors~~

~~Unit Directors are assigned the chief administrative officers of a unit of the College and are responsible for all matters relating to the educational and administrative affairs of their unit. The Unit Director or designee presides at all academic personnel meetings of the unit; recommends appointments and promotions with respect to the faculty, academic professionals and staff of the unit; and exercises general administrative supervision over the educational programs and operations of the unit. Directors in the Fay W. Whitney School of Nursing and the School of Pharmacy also hold the title of Dean of the School.~~

~~Unit Directors hold administrative office at the pleasure of the Dean, the Vice President for Academic Affairs, the President, and the Board of Trustees. The Dean recommends such appointments. They are subject to approval by the Vice President for Academic Affairs and the President. The Dean's recommendation is made after consultation with academic personnel members of the appropriate unit and the academic leadership of the College.~~

~~E. — Academic Leadership~~

~~The academic leadership structure for the College will be described in the College Bylaws.~~

~~III. — COMMITTEES~~

~~A. — Standing Committees~~

~~Through its bylaws, the College may establish standing committees as are necessary for effective and representative governance. The membership, duties, and governing procedures of such committees shall be defined in the College Bylaws in accordance with UW Regulations. Among the standing committees shall be one that formulates recommendations to the Dean on cases involving the~~

~~reappointment, tenure, promotion, and extended term appointments of academic personnel.~~

**~~B. — Other Committees~~**

~~Ad hoc committees may be established by the Dean, as necessary for the administrative and academic welfare of the College.~~

**~~IV. — FACULTY~~**

**~~A. — Membership~~**

~~1. The academic personnel and membership of the College consist of the Dean, all members of the tenured and tenure track faculty, clinical track faculty, instructors and academic professionals, serving in the College. Additionally, faculty emeriti and visiting professors are considered nonvoting members, and the President of the University and the Vice President for Academic Affairs are ex officio members without vote.~~

~~2. The academic personnel of the College may also include representatives from other Colleges of the University, when the academic personnel of the College determine the representatives have a major role in the programs of the College. Such representatives shall be appointed by the Dean of the Colleges in which the representatives are budgeted, and shall not vote. Such appointments shall be reported to the Office of Academic Affairs.~~

**~~B. — Powers and Duties~~**

~~Powers and duties of the academic personnel shall be as defined in the current UW Regulations.~~

**~~C. — Office Hours~~**

~~Faculty are required to hold office hours at least three hours per week. Office hours for individual faculty are posted in the respective departments and are listed on syllabi and/or other literature regularly distributed to students. In addition, all faculty are available by appointment. (Office hour requirements for part time faculty may be prorated.)~~

**~~D. — Appointment, Promotion, and Tenure~~**

~~Procedures for appointment, promotion, and tenure within the College shall be in accordance with current UW Regulations.~~

~~E. — Meetings~~

~~Meetings of the academic personnel will be described in the Bylaws.~~

~~V. — STUDENTS~~

~~A. — Admission~~

~~The College academic personnel, subject to the limitations contained in the UW Regulations and in accordance with national accreditation standards, has the power to determine the minimum standards for admission to the programs of the College. In the absence of such College standards, any student who qualifies for admission to the University will be admitted to the College.~~

~~B. — Advisement~~

~~Advisement of students is the responsibility of the academic units and the office of the Dean. The unit or department director designates advisors, facilitates assignment of students, and supervises the maintenance of student records. Students in the College who are in an undeclared status shall be advised by designees of the Dean, who shall ensure the maintenance of appropriate advising records for each student's term of undeclared status.~~

~~C. — Probation, Dismissal, Reinstatement~~

~~In matters of student probation, dismissal, and reinstatement, the College and its departments, units and divisions shall conform to the published codes of the academic units (if any) and the UW Regulations.~~

~~VI. — DEGREES AND DIPLOMAS~~

~~A. — Degrees~~

~~The degrees offered by the College are those authorized under UW Regulations.~~

~~B. — Programs~~

~~Academic programs offered by the College and the requirements for those programs must be approved by the units of the College, the College academic personnel, and the appropriate University committee, and are published or made available online in the University Catalog.~~

**~~VII. ADMINISTRATION OF THE REGULATION~~**

~~These regulations may be changed or revised in accordance with University policy. A copy of the intended change or revision shall be presented in writing to the College's academic personnel at least one month prior to any action being taken on the regulations.~~

~~These regulations and any changes or revisions thereto shall become effective immediately upon the approval of (1) a majority of those academic personnel of the College voting by electronic or written ballot, and (2) the President of the University and the Board of Trustees.~~

---

~~**Responsible Division/Unit:** Office of the Provost and Vice President for Academic Affairs~~

~~**Source:** None~~

~~**Links:** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)~~

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

~~**History:**~~

~~University Regulation 560, Revision 3; adopted 7/17/2008 Board of Trustees meeting  
Revisions adopted 9/17/2010 Board of Trustees meeting  
Revisions adopted 11/18/2010 Board of Trustees meeting  
Revisions adopted 5/13/2015 Board of Trustees meeting  
Revisions adopted 8/24/2016 Board of Trustees meeting  
Reformatted 7/1/2018: previously UW Regulation 7-560, now UW Regulation 2-406~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the College of Law  
**Number:** UW Regulation 2-407

---



**I. — PURPOSE**

To provide for regulations of the College of Law, as adopted by the College faculty and the Trustees.

**II. — ADMINISTRATIVE ORGANIZATION OF THE COLLEGE**

**A. — Objectives**

The College shall have as its principal objective the preparation of students for the legal profession. In addition, it shall seek to prepare students for public service at local, state and federal levels, in and out of public office, and, through faculty and student research and activities, to serve the community, the state and the nation in the improvement of the law and the administration of justice.

**B. — Accreditation**

The College shall at all times be guided by the accreditation standards of the Association of American Law Schools and the American Bar Association.

**C. — Administrative Unit**

The College shall operate as a single administrative unit, without subdivisions or departments. Areas of faculty and student activity, such as the Law Library, the Academic Centers, the Law Review and the Clinics, may be conducted under the direction of a faculty member, however, all budget, personnel and other administrative functions shall be the responsibility of the College administration.

**D. — Dean**

The College shall be headed by a Dean appointed in accordance with the UW Regulations. The Dean shall be responsible for all matters relating to the educational and administrative affairs of the College, transmit and recommend appointments and promotions with respect to faculty and staff, and exercise general administrative supervision over the educational programs and operations of the

~~College. The Dean may assign specific administrative functions to members of the faculty with their consent.~~

~~E. — Assistant or Associate Dean~~

~~The Dean shall have power to appoint an Assistant Dean or Associate Dean and to assign or delegate administrative duties to him/her.~~

~~F. — Library~~

~~The College shall maintain a Law Library containing a collection of legal and related materials sufficient to permit general and basic research, as well as specialized research in areas of particular interest to the College. The library shall be under the direction of a full time professional Law Librarian, who shall have the position of Director. The staff of the Library shall also include other professional law librarians, who shall make up the law library faculty, and other such staff as may be necessary or desirable.~~

~~III. — COMMITTEES~~

~~Committees may be appointed by the Dean to assist him/her in the performance of administrative duties, or may be constituted by faculty action subject to approval by the Dean. The membership, duties and governing procedures of such committees shall be defined in the College bylaws and in accordance with any relevant UW Regulations. The Dean, or the faculty with approval by the Dean, may establish or dissolve committees as deemed necessary.~~

~~IV. — FACULTY~~

~~A. — Membership~~

~~The faculty of the College shall consist of the President of the University and the Vice President for Academic Affairs, *ex officio* without vote; the Dean of the College, and all persons serving in the College who are permanent full-time members of the law faculty. Persons serving full time in the College who are University faculty, an Assistant Dean or have visiting status, but no law faculty status, shall be eligible to participate in faculty matters without vote.~~

~~B. — Powers and Duties~~

~~Subject to the authority of the President and the Board of Trustees, and except as authority is otherwise limited by general University educational policy and correct academic and administrative relations with other units of the University, the faculty of the College shall have jurisdiction in all matters within the scope of the College,~~

~~including the determination of curricula, the standards for admission to, continuation in, and graduation from the College, and the scheduling of classes and exams within the College. The faculty, or any member thereof, or the student delegate to the faculty, may, on matters of selection, tenure and promotion of faculty members, submit to the Dean advice and recommendations. The Dean shall receive and consider such advice and recommendations and may consult any of the above listed and other persons as he/she may deem appropriate. The faculty, through the Dean, shall recommend candidates for diplomas and degrees to the President and the Board of Trustees.~~

~~1. **Delegation of Authority.** Any authority or responsibility of the faculty may, with the approval of the Dean, be delegated to an individual member of the faculty or a committee of faculty members.~~

~~2. **Faculty Action.** Three fourths (3/4) of the voting members of the faculty shall constitute a quorum for the consideration of matters within the jurisdiction of the Faculty. The vote of the majority of faculty members present at a meeting at which a quorum is present shall be the act of the faculty. The Dean may, at his/her discretion, circulate among the faculty a written proposal for action, which will be adopted if it receives the endorsement of a majority of the members of the faculty.~~

~~3. **Rules and Standards.** The faculty of the College of Law shall adopt rules governing admission to the College, scholarship requirements, attendance requirements and requirements for graduation. Such rules shall be in force from the time they are printed or made available online in the Official Bulletin of the College of Law or are posted on the official bulletin board of the College. The faculty shall have the right to revise such rules at any time.~~

~~4. **Election of Senator.** All voting members of the faculty and Law Library faculty shall be eligible for elective membership to the University Senate and eligible for re-election, except during the year following completion of a three-year term. Elections to regular or partial terms shall be held at a faculty meeting; nominations shall be made at the meeting and voting shall be by ballot. A majority of those voting shall be required to elect a nominee. If a majority is not obtained upon a ballot, the name of the person receiving the lowest number of votes shall be stricken and another ballot taken.~~

~~5. **Grading System.** Final grades in courses taught in the College of Law shall be on a +/- system. The grades and the relevant grade points which are available to faculty in reporting final grades for courses are as follows:~~

~~A = 4.000 — C = 2.000  
A = 3.667 — C = 1.667~~

~~B+ = 3.333 D+ = 1.333~~  
~~B = 3.000 D = 1.000~~  
~~B- = 2.667 D- = 0.667~~  
~~C+ = 2.333 F = 0.000~~

~~C. — Faculty Hours~~

~~It is the policy of the faculty of the College of Law to be available to our students for advice, counseling and academic instruction outside of the classroom. It is commonplace for faculty members to be available for such purposes fifteen, twenty, or even more hours per week, on an open-door basis. It is also the policy of this faculty to have a minimum of five posted office hours per week. While it is recognized that meetings and other faculty commitments may cause a change or cancellation of their posted office hours, it is expected and contemplated that faculty members will adhere to the spirit of this policy and normally be available to students for at least fifteen hours during each week.~~

~~D. — Appointment, Tenure and Promotion~~

~~Members of the faculty of the College shall be appointed, awarded tenure and promoted in accordance with UW Regulations and consistent with College of Law policies, except that since the professional degree of LL.B. or J.D. is the basic requirement, time spent in graduate law study or legal practice or employment contributing to professional competency shall all be included in computing years of relevant experience required for upper ranks.~~

~~E. — Meetings~~

~~The faculty shall meet at the beginning of each semester of the academic year at a time to be fixed by the Dean, and at such other times as may be designated by the Dean. The Dean shall be responsible for the giving of notice of faculty meetings. The conduct of business shall be in accordance with the most recent revision of *Robert's Rules of Order*.~~

~~V. — LAW LIBRARY FACULTY~~

~~A. — Membership~~

~~The faculty of the Law Library shall include the President of the University, the Vice President for Academic Affairs, the Dean of the College of Law and the College of Law Faculty, *ex officio* without vote; the Director of the Law Library; and all members of the University faculty serving in the Law Library at the rank of Assistant Law Librarian, Associate Law Librarian and Law Librarian, as defined by this Regulation.~~

**~~B. — Functions of Law Librarian~~**

~~Law Librarians contribute to the teaching, research and service missions of the College, and they share the goal of the College to achieve excellence. Accordingly, the criteria for evaluating law librarians are designed to contribute to the achievement of this goal by the maintenance of high standards of law librarianship.~~

**~~C. — Law Library Faculty Ranking Structure~~**

~~Appointment as a member of the Law Library faculty requires that an individual have the appropriate terminal professional degree: a master's degree in library science (MLS) from a program accredited by the American Library Association (ALA), or an appropriate equivalent. Experience must be of a type and length appropriate for the particular position or rank. The ranking structure for Law Library faculty is as follows:~~

**~~1. Assistant Law Librarian~~**

~~This rank designates the beginning level of law librarianship and is premised upon:~~

- ~~a. Master's degree from an ALA accredited program, or an appropriate equivalent.~~
- ~~b. Demonstration of solid professional knowledge.~~
- ~~c. Promise as a law librarian.~~
- ~~d. Promise as a teacher.~~
- ~~e. Promise as a scholar.~~
- ~~f. Individuals must be promoted from this rank by the end of the sixth year in rank, effective no later than the beginning of the seventh year of appointment, or be subject to a terminal contract in the seventh year.~~

**~~2. Associate Law Librarian~~**

- ~~a. Advanced education or experience beyond the terminal degree, such as juris doctor, a second master's degree, a sixth year certificate in library science, or an acceptable equivalent combination of library experience, continuing education courses, and related law library experience.~~

- ~~b. Demonstration of professional expertise and a high level of creative and analytical ability in performing job responsibilities.~~
- ~~c. Evidence of effective teaching performance.~~
- ~~d. Evidence of sustained scholarship.~~
- ~~e. Leadership in the activities of professional or scholarly organizations, University committees, or civic community groups.~~
- ~~f. Six years of experience as an Assistant Law Librarian at the University of Wyoming, or its equivalent, is normally required for appointment or advancement to this rank.~~
- ~~g. Individuals who achieve this rank are eligible for extended term appointments as defined by this Regulation.~~

~~3. Law Librarian.~~

~~Appointment or promotion to this rank is reserved for individuals who have made distinctive contributions over a significant period of time.~~

- ~~a. Advanced education or experience beyond the master's degree such as a second master's or a doctorate, or an acceptable equivalent combination of library experience, continuing education courses, and related law library experience.~~
- ~~b. Outstanding achievements in areas of professional responsibility.~~
- ~~c. Evidence of superior teaching experience.~~
- ~~d. Evidence of significant scholarship.~~
- ~~e. National or regional recognition for leadership in professional or scholarly organizations.~~
- ~~f. Seven years of experience as an Associate Law Librarian at the University of Wyoming, or its equivalent, is normally required for appointment or advancement to this rank.~~
- ~~g. Individuals who achieve this rank are eligible for extended term appointments as defined by this Regulation.~~

~~D. Appointment, Reappointment, Extended Term Appointment, and Promotion~~

~~1. Appointment~~

~~New Law Library faculty are hired using established University and College of Law new hire procedures, as determined as appropriate by the University and the Dean of the College of Law, in accordance with the General Criteria outlined above and the specific requirements and job functions of the position. New Law Library faculty are subject to annual or semi-annual reappointment evaluation as determined by his or her rank and years of service, as is further described in this Regulation.~~

~~2. Reappointment~~

~~Members of the Law Library faculty who hold the rank of Assistant Law Librarian shall be appointed on an annual basis, with the annual decision as to reappointment being based upon peer review and evaluation, utilizing the criteria set forth in this Regulation.~~

~~Members of the Law Library faculty who hold the rank of Associate Law Librarian or Law Librarian and have done so for fewer than three years shall be appointed on an annual basis, with the annual decision to reappointment being based upon peer review and evaluation, utilizing criteria set forth in this Regulation.~~

~~Associate Law Librarians and Law Librarians with a minimum of three years in said rank are eligible for extended term appointment, utilizing criteria set forth in this Regulation. However, promotion to the rank of Associate Law Librarian or Law Librarian carries with it the automatic award of an extended term appointment of five (5) years.~~

~~3. Extended Term Appointment~~

~~Extended term appointments may be granted to Law Librarians who consistently perform the responsibilities outlined in their individual job descriptions in a competent, creative and professional manner, who develop a record demonstrating professional growth in the law library, the University and in law librarianship, and who are promoted to the ranks of Associate Law Librarian or Law Librarian. In the case of an individual being appointed initially to the rank of Associate Law Librarian or Law Librarian, a minimum of three years in rank is normally required before becoming eligible for extended term appointment. The criteria that apply to appointment, reappointment, and promotion, as well as the programmatic needs of the Law Library, form the basis for the granting of extended term appointments. In~~

~~keeping with the importance of this decision, the Law Librarian's entire career is examined. An accumulation of accomplishments and evidence of potential are both required.~~

~~**a. Extended Term Appointment Renewal**~~

~~Library faculty granted initial extended term appointment will undergo annual administrative evaluations. Faculty will undergo an evaluation for extended term appointment renewal, as specified in this Regulation and Guidelines for Extended Term Appointment Renewal: A Law Library Faculty Supplement to UW Regulations. The extended term appointment review and renewal will occur in the final year of each five year appointment. If a library faculty member's extended term contract is not renewed, the faculty member's employment with the university shall end no later than one year after he or she receives notification of the non-renewal.~~

~~**b. Termination Prior to Expiration of Extended Term Appointment**~~

~~Associate Law Librarians and Law Librarians holding extended term appointments may be terminated prior to the expiration of said extended term only for cause or due to bona fide financial exigencies of the College of Law. "Cause" shall be defined to include any conduct in the nature of incompetency, neglect of duty, dishonesty, immorality, or conviction of a felony, which conduct impairs the ability of the College of Law or the University to carry out its functions. A recommendation for the dismissal for cause of a Law Librarian holding extended term appointment shall be made in writing by the Dean of the College to the President. If the President finds substantial basis for dismissal for cause, he/she shall appoint the Dean to act as charging authority for the preparation of a statement of charges and presentation of the case to a hearing committee, if the faculty member requests a hearing under procedures established by UW Regulations.~~

~~**4. Promotion**~~

~~In addition to reappointment or extended term appointment, Law Library faculty may be promoted consistent with the ranking structure as well as the criteria and procedures established by this Regulation.~~

~~**E. Criteria for Appointment, Reappointment, Extended Term Appointment, and Promotion**~~

~~**1. General Criteria**~~

~~The main criteria for appointment, reappointment, extended term appointment, and promotion decisions for the Law Library faculty at the College of Law are~~

~~(1) creative development, (2) advancement, and (3) dissemination of legal and law-related information.~~

~~These criteria may be demonstrated in the main functions of teaching, contributing to, and support of the educational process, administration, extension, scholarship and other College related activities and services. In applying these criteria, however, it is essential to recognize the diversity which exists among the Law Library faculty. The demand for excellence should be equally stringent for all Law Library faculty, but flexibility is necessary in defining the specific areas for achievement.~~

~~The mission of the College of Law and individual assignments and responsibilities should determine the emphasis given to each criterion. Law librarians are responsible for acquiring materials in support of the College's programs, organizing them physically and bibliographically, and teaching faculty, students and others to use these materials and services to meet their instructional and research needs. The successful performance of these roles requires that law librarians be informed of, involved in, and responsive to the legal information needs of the academic community. In supporting teaching and research and promoting learning, law librarians act in a distinctive role which is part educational, part scholarly, part technical, and part administrative. The criteria for evaluating law librarians reflects this complex role.~~

## ~~2. Additional Criteria for Reappointment and Promotion~~

~~In all cases, reappointment and promotion will require excellence in performance, not merely time in rank. Evidence of achievement since the last advancement in rank is required in each case.~~

~~Reappointment and promotion will be based on the rank requirements defined in this Regulation, and in the "Guidelines for Evaluation of Teaching" (Adopted by the College of Law faculty 1994) and "Guidelines for Research and Service" (Adopted by the College of Law faculty 1994).~~

~~In addition to primary job responsibilities, requirements for the various ranks are listed above. The weight given to each criterion will vary on an individual basis and will be in accordance with an individual's assignments and responsibilities. Professional talents and inclinations, demands of appointment, and opportunities vary.~~

~~**a. Teaching and Contributing to the Support of the Educational Process:**  
The Law Library is a teaching unit and Law Librarians should demonstrate professional and intellectual competence, creativity and initiative in areas~~

~~such as the teaching of legal research as governed by the law library faculty "Guidelines for Evaluation of Teaching."~~

- ~~**b. Scholarship:** Law Librarians should demonstrate a thorough understanding and commitment to the field of law librarianship and continued intellectual growth in their area of specialization. They should demonstrate creative and analytical abilities in developing, evaluating and documenting law library programs, systems, theories and procedures. Achievement will be assessed in accordance with the law library faculty "Guidelines for Research and Service."~~
- ~~**c. Service:** Law Librarians should show evidence of participation in University affairs. They should provide leadership in their areas of expertise to the College, the University, the community and the profession. Achievement will be assessed in accordance with the law library faculty "Guidelines for Research and Service."~~

~~**d. Administration**~~

~~**1) General Criteria**~~

~~Law Librarians should demonstrate leadership and sound organizational skills in planning, developing and coordinating library activities and programs. They should also demonstrate expertise in motivating and guiding the work of others, in delegating authority and responsibility, and in fairly and judiciously evaluating personnel.~~

~~**2) Representative Measures**~~

- ~~**a)** Identification of Law Library problems and the successful promotion of solutions.~~
- ~~**b)** Demonstrated ability to set goals and objectives, express them in meaningful documentation, and plan their execution.~~
- ~~**c)** Demonstration of effectiveness in decision making and execution of policy decisions.~~
- ~~**d)** Demonstration of ability to prepare budgets for the wise use of limited resources.~~
- ~~**e)** Demonstration of ability to encourage outstanding performance.~~
- ~~**f)** Development of impartial and sensitive treatment of staff.~~

~~i. Establishment of effective professional or clerical training programs.~~

~~ii. Demonstration of ability to communicate effectively with administrators, colleagues and staff.~~

~~iii. Demonstrated awareness of new methods and technological changes. Service on University or College administrative committees.~~

~~e. Extension~~

~~1. General Criteria~~

~~Law Librarians should demonstrate involvement in outreach services by assisting in making the Libraries' resources, both human and material, available off campus to the people of the State.~~

~~2. Representative Measures~~

~~a) Planning and implementation of successful outreach programs in support of University outreach programs.~~

~~b) Performance of representative measures as they are cited from the areas of contribution to and support of the educational process, administration, scholarship and service.~~

~~F. Procedures for Reappointment, Extended Term Appointment, and Promotion~~

~~1. Procedure for Reappointment and Promotion~~

~~All reappointment and promotion decisions for Law Library faculty shall be made in accordance with a peer review procedure adopted by the Law Library faculty and the College faculty. Pursuant to these procedures, a Law Library Review Committee, made up of the Law Library faculty and the College faculty, will make written recommendations to the Director of the Law Library who will, in turn, forward his/her recommendations along with the review committee's recommendations and supporting data to the Dean of the College of Law. The Dean will, in turn, forward his/her recommendation, the recommendation of the Law Library Review Committee, and the recommendation of the Director of the Law Library to the Vice President for Academic Affairs.~~

~~In the event of disagreements at any level within the law library review, the Vice President for Academic Affairs may request an advisory opinion from the University Tenure and Promotion Committee. The cases reviewed by the Vice president for Academic Affairs will be submitted to the President and ultimately to the Board of Trustees for their action.~~

## ~~2. Procedure for Extended Term Appointment~~

~~Promotion to the ranks of Associate Law Librarian or Law Librarian carries with it the automatic award of an extended term appointment of five (5) years. When an extended term appointment is granted, a peer review and evaluation will be held in the fifth year of such appointment for the purpose of determining whether such extended term appointment shall be renewed. In the event that a member of the law library faculty holding the rank of Associate Law Librarian is promoted to Law Librarian prior to the fifth year of his/her extended term appointment, his/her next peer review and evaluation shall occur in the fifth year following the date of promotion. If renewal of an extended term appointment is not recommended, a terminal one year contract will be granted in the sixth year.~~

~~All extended term appointment decisions for Law Library faculty shall be made in accordance with a peer review procedure adopted by the Law Library faculty and the College faculty. Pursuant to these procedures, a Law Library Review Committee, made up of the Law Library faculty and the College faculty, will make written recommendations to the Director of the Law Library who will, in turn, forward his/her recommendations along with the Law Library Review Committee's recommendations and supporting data to the Dean of the College of Law. The Dean will, in turn, forward his/her recommendation, the recommendation of the Law Library Review Committee, and the recommendation of the Director of the Law Library to the Vice President for Academic Affairs. In the event of disagreements at any level within the law library review, the Vice President for Academic Affairs may request an advisory opinion from the University Tenure and Promotion Committee. The cases reviewed by the Vice president for Academic Affairs will be submitted to the President and ultimately to the Board of Trustees for their action.~~

## ~~G. Law Library Faculty Meetings~~

### ~~1. In General~~

~~Meetings of the Law Library faculty shall be called as necessary by the Director of the Law Library ("Director"), acting in the capacity of a Dean, or on request of the Dean of the College of Law, or by written request of one member of the Law Library faculty. The Director shall be the Presiding Officer at all meetings~~

~~of the Law Library faculty or shall appoint another member of the Law Library faculty to serve as Presiding Officer.~~

## ~~2. Quorum; Rules of Order~~

~~A simple majority of the members of the Law Library faculty shall constitute a quorum.~~

~~Meeting and formal business of the Law Library faculty shall be conducted in accordance with the most current edition of *Robert's Rules of Order*. The process for the selection or appointment of other officers and the establishment of additional policies related to the conduct of regular meetings shall be discussed and adopted by a majority vote of all Law Library faculty members during a meeting of the Law Library faculty and will be maintained in supplemental guidelines to this Regulation.~~

## ~~H. Tenured Faculty~~

~~Law Library faculty who have been granted tenure shall be subject to all UW and College Regulations pertaining to tenured faculty.~~

## ~~I. Staff~~

~~Persons employed by the Law Library and not designated as officers, members of the Law Library faculty, or student employees shall be appointed and function in accordance with the UW Regulations.~~

~~Staff meetings may be convened as necessary for designated persons within defined areas of responsibility, activity or function, by the Director, line officers, committee chairpersons or other appropriate authority.~~

~~General meetings for all officers, faculty and staff may be convened by the Director or the Director's designate for the purposes of providing a forum for the discussion of issues within the Law Library's organization and programs, for sharing information generally, and for encouraging consultation.~~

## ~~VI. STUDENTS~~

### ~~A. Honor Code~~

~~Because the students enrolled in the College are engaged in a course of study leading to membership in the legal profession, an Honor Code shall govern the conduct of examinations, the preparation of work projects, and the expectations of professionalism. The Honor Code shall be published or made available online and~~

~~distributed to all students at the beginning of the fall semester each year, at which time an orientation program for new students in the Honor System shall be conducted. Alleged violations of the Honor Code shall be handled in accordance with the procedure described in the Code.~~

~~**B. Student Faculty Discussion Committee**~~

~~At least once each semester the Dean and the student delegate to the faculty shall call a meeting of the Student Faculty Discussion Committee, which shall consist of the Dean and two members of the faculty appointed by the Dean, the student delegate to the faculty, the Chancellor of the Potter Law Club, and one member of each class, selected as the class may desire. The meetings shall be open to all interested members of the Faculty and student body and may include discussions with respect to problems of mutual interest in the operation of the College. In particular, the students shall be provided an opportunity to express their views on curriculum and the general academic program of the College.~~

~~**C. Student Delegate**~~

~~A student delegate to the faculty shall be elected by the student body in the fall of each year. The student delegate, or an alternate designated by him/her, shall receive the same notice of meetings as does the faculty and shall have the right to attend all meetings and speak on all matters, without vote, except that he/she shall not attend the discussions and voting in cases of probation, scholarships and awards, admissions, graduation of students, disciplinary action under the Honor Code, similar matters relating to individual students, and faculty personnel matters. When broader student information and opinion is desirable, the Dean and the student delegate may agree to invite up to two additional students to a particular meeting or a part thereof.~~

~~**VII. DECREES AND PROGRAMS**~~

~~The College of Law shall grant the Juris Doctor (J.D.) degree to candidates who have met the established requirements for said degree. The faculty of the College, through the Dean, shall recommend candidates for diplomas and degrees in course to the President and the Board of Trustees.~~

~~**VIII. ADMINISTRATION OF THE REGULATION**~~

~~These regulations may be amended at any meeting of the faculty by a majority of the voting faculty, provided that notice of the proposed amendment shall have been given with the notice of the meeting. These regulations and any amendment or addition thereto shall become effective immediately after adoption by the faculty and upon approval by the Board of Trustees.~~

---

**Responsible Division/Unit:** Office of the Provost and Vice President for Academic Affairs

**Source:** None

**Links:** [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)

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

**History:**

University Regulation 570, Revision 2; adopted 7/17/2008 Board of Trustees meeting  
Revisions adopted 1/20/2016 Board of Trustees meeting  
Reformatted 7/1/2018: previously UW Regulation 7-570, now UW Regulation 2-407

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the Haub School of Environment and Natural Resources

**Number:** UW Regulation 2-408

---



**I. — PURPOSE**

To establish the regulations of the Haub School of Environment and Natural Resources.

**II. — ADMINISTRATIVE ORGANIZATION OF THE SCHOOL**

**A. — Dean**

The chief administrative officer of the School shall be a Dean appointed in accordance with UW Regulations. The Dean shall be responsible for all matters relating to the educational and administrative affairs of the School.

**B. — Associate Deans**

There may be one or more Associate Deans appointed by the Dean in consultation with the School faculty and shall assist the Dean in all matters relating to the educational and administrative affairs of the School.

**C. — Evaluation**

The Dean shall be responsible for providing a system to annually evaluate the performance of each administrative officer of the School. This evaluation shall be conducted in accordance with established job descriptions and shall include written input from the faculty for which the administrator has responsibility. These evaluations shall be considered in any reappointment procedures.

**III. — COMMITTEES.**

**A. — Standing Committees**

The School may establish standing committees. The membership, duties, and governing procedures for committees shall be defined in the School By-laws in accordance with any relevant UW Regulations.

~~B. — Other Committees~~

~~Ad hoc committees may be established by the Dean following consultation with the faculty. The Dean shall have the responsibility of appointing other committees as the Dean deems necessary to assist the Dean in performing the administrative functions of the School.~~

~~IV. — FACULTY~~

~~A. — Membership~~

~~The voting membership of the School shall include the Dean and all members of the School faculty, whether full time or sharing appointments in a college with at least a 50% appointment in the School. The School faculty shall consist of all persons having the faculty rank of professor, associate professor, assistant professor, or academic professional (lecturer, research scientist or extension educator). All individuals holding full-time temporary positions become voting members of the faculty after employment for two consecutive academic years or longer.~~

~~The ex officio membership of the School shall have no voting privileges and shall include the (1) the President of the University and the Vice President for Academic Affairs, (2) Faculty Emeriti, (3) visiting and adjunct professors; and (4) all individuals holding temporary or part-time faculty appointments of less than two consecutive academic years.~~

~~B. — Powers and Duties~~

~~The faculty of the School shall have the powers and duties set forth in the UW Regulations.~~

~~C. — Office Hours~~

~~Faculty are expected to be available to students outside of class, both by appointment and during regularly scheduled office hours. Before each semester, unit heads will ask each faculty member to post on his/her office door and/or in online courses, as well as include on syllabi, a minimum of three specified hours each week, not all on the same day, that the faculty member will be available for the purpose of meeting with students. In addition, the faculty member will be available to meet with students by appointment. Students should be informed of any necessary deviations from posted office hours.~~

**~~D. — Appointment, Promotion, and Tenure~~**

~~The criteria and procedure for appointment, reappointment, tenure, and promotion within the School shall conform to those defined in the UW Regulations. All School faculty members are subject to the employment provisions provided in UW Regulations.~~

**~~E. — Meetings~~**

~~The faculty of the School shall meet at the request of the Dean who shall preside, or on request of at least ten percent of voting members of the faculty. A quorum is achieved when 50 percent of the voting members of the faculty are present. Proxy votes shall be accepted from voting members of the faculty who are unable to attend meetings due to professional obligations; attending faculty members may carry no more than one proxy each. All faculty voting by proxy shall be used to reduce the quorum count.~~

**~~V. — STUDENTS.~~**

**~~A. — Admission~~**

~~The School academic personnel, subject to limitations contained in the UW Regulations and in accordance with national accreditation standards, has the power to determine the minimum standards for admission to the programs of the School. In the absence of such School standards, any student who qualifies for admission to the University will be admitted to the School.~~

**~~B. — Probation, Dismissal, Reinstatement~~**

~~In matters of student probation, dismissal, and reinstatement, the School shall conform to the published codes of the academic units (if any) and the UW Regulations.~~

**~~VI. — DECREES AND PROGRAMS.~~**

**~~A. — Degrees~~**

~~The degrees offered by the School shall be those specified in the UW Regulations.~~

**~~B. — Programs~~**

~~The academic programs offered by the School and the requirements thereof are approved by the appropriate standing committees, and the University Course and Curriculum Committee, and are printed in the University Catalog.~~

~~C. Applicability of University policy regulations~~

~~For the purpose of interpreting academic policy in University Regulations 2-100, 2-103, 2-107, 2-111, 2-114, 2-115 and 2-116, the term “college” shall include the School.~~

---

~~Responsible Division/Unit: Office of the Provost and Vice President for Academic Affairs~~

~~Source: None~~

~~Links: [http://www.uwyo.edu/regs\\_policies](http://www.uwyo.edu/regs_policies)~~

~~Associated Regulations, Policies, and Forms: None~~

~~History:~~

~~Adopted 11/18/2016 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-580, now UW Regulation 2-408~~

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Regulations of the University Libraries  
**Number:** UW Regulation 2 409

---



### **I. — PURPOSE**

To promulgate the regulations of the University of Wyoming Libraries, as adopted by the library faculty.

### **II. — MISSION**

The University Libraries supports the teaching, research, and outreach needs of University students, faculty, and staff. They are physical as well as virtual places focused on learning and access to information resources. Additionally, the Libraries are a cultural resource for the University and state in providing access to the intellectual capital of the University. In addition, they shall make available their resources and expertise to our state, nation, and the world.

### **III. — ADMINISTRATIVE ORGANIZATION**

#### **A. — Departments**

The University Libraries shall be organized into divisions, departments, or units, under the guidance of the Dean of Libraries, to meet staffing and organizational requirements.

#### **B. — Dean**

The University Libraries shall be headed by a Dean who shall be appointed in accordance with UW Regulations. The Dean shall report to the Vice President for Academic Affairs and shall be responsible for all matters related to the Libraries' programs as developed through stated purpose, goals and objectives, and in accordance with UW Regulations. The Dean shall preside at meetings of the library faculty that he or she calls, encourage faculty development, and make recommendations concerning initial appointments, reappointments, extended term appointments, promotions, and extended term appointment reviews. UW Regulations shall govern the Dean's appointment, evaluation, and dismissal.

**C. ~~Assistant and Associate Deans~~**

~~Assistant and Associate Deans are appointed in accordance with UW Regulations. They shall perform such functions as the Dean of Libraries may assign.~~

**D. ~~Department Heads~~**

~~Department heads are appointed in accordance with UW Regulations to meet staffing and organizational requirements in the Libraries. The primary role of a library department head is that of a manager responsible for planning, organizing, staffing, directing, coordinating, budgeting and evaluating within an assigned area.~~

**IV. ~~FACULTY~~**

~~Professional librarians have long been recognized as members of the University faculty. Due to the differences between library faculty and the rest of the University faculty, certain procedures contained in other UW Regulations must be modified to fit the administrative structure, ranks, or expectations of professional librarians. However, it is the intent of this Regulation to adhere to the spirit of the relevant faculty-related UW Regulations and to refer to specific UW Regulations when they apply directly to library faculty.~~

**A. ~~Membership~~**

~~The library faculty shall include the President of the University and the Vice President for Academic Affairs, *ex officio* without vote; the Dean of Libraries; and all members of the University faculty serving in the Libraries with the ranks of Assistant Librarian, Associate Librarian and Librarian as defined by this Regulation. An exception to this provision must be brought to the library faculty and approved by a two-thirds majority of all members of the voting faculty.~~

**B. ~~Library Faculty Ranks~~**

~~Appointment as a library faculty member requires that an individual have the appropriate terminal professional degree: a master's degree in library and/or information science from a program accredited by the American Library Association (ALA), or an appropriate equivalent. Experience must be of a type and length appropriate for the particular position or rank.~~

~~New library faculty hires are normally appointed on an annual basis. Mandatory reappointment reviews occur in the first, second, and fourth years of employment; additional reviews may occur in the third and fifth years. Such reappointment reviews will be based upon peer review and evaluation, utilizing the criteria set forth in this Regulation and applicable supplemental guidelines adopted by the~~

~~library faculty. Faculty who hold the ranks of Associate Librarian and Librarian shall be eligible for extended term appointment, as defined in this Regulation.~~

~~The ranking structure for the library faculty is as follows:~~

~~**1. Assistant Librarian.** This rank is the beginning level of librarianship and generally requires little or no pertinent experience.~~

~~a. Master's degree in library and/or information science from an ALA accredited program, or an appropriate equivalent.~~

~~b. Promise as an academic librarian as demonstrated by performance and experience.~~

~~c. Individuals must be recommended for extended term appointment and promotion from this rank by the end of the sixth year of service in rank, effective no later than the beginning of the seventh year of appointment, or be subject to a terminal contract in the seventh year.~~

~~**2. Associate Librarian**~~

~~a. Advanced education or experience beyond a master's degree in library and/or information science, such as a doctorate, a second master's degree, or an acceptable equivalent combination of library experience, continuing education courses, and related academic experience.~~

~~b. Demonstration of expertise in librarianship and a high level of creative and analytical ability in performing job responsibilities.~~

~~c. Evidence of effective teaching, administration, and/or outreach, as defined in the library job description.~~

~~d. Evidence of sustained research, scholarly activities, or creative activities.~~

~~e. Leadership in the activities of professional or scholarly organizations, University committees, or civic community groups.~~

~~f. Evidence of continuing commitment to professional development activities.~~

~~g. Six years of experience as an Assistant Librarian at the University of Wyoming, or its equivalent, is normally required for appointment or advancement to this rank.~~

~~**3. Librarian.** Appointment or promotion to this rank is reserved for individuals who have made distinctive contributions over a significant period of time.~~

- ~~a. Advanced education or experience beyond a master's degree in library and/or information science, such as a doctorate, a second master's degree, or an acceptable equivalent combination of library experience, continuing education courses, and related academic experience.~~
- ~~b. Outstanding achievements in areas of professional librarianship.~~
- ~~c. Evidence of superior teaching administration, and/or outreach, as defined in the library job description.~~
- ~~d. Evidence of significant research, scholarly activities, or creative activities.~~
- ~~e. National or regional recognition for leadership in professional or scholarly organizations.~~
- ~~f. Evidence of continuing commitment to professional development activities.~~
- ~~g. Seven years of experience as an Associate Librarian at the University of Wyoming, or its equivalent, is normally required for appointment or advancement to this rank.~~

~~**C. Criteria for Reappointment, Promotion and Extended Term Appointment**~~

~~The main criteria for reappointment, extended term appointment, and promotion decisions are creative development, advancement of knowledge, and dissemination of knowledge. Accordingly, the criteria for evaluating the University's library faculty are designed to contribute to the achievement of this goal by the maintenance of high standards of librarianship. A candidate for reappointment, promotion, or extended term appointment must be evaluated on the quality of academic functions he or she is expected to perform. Members of the library faculty must work cooperatively and collegially to accomplish these functions. The evaluations will appropriately recognize the proportionate time expected and allocated to the particular functions by the candidate. The programmatic needs and directions of the University will also be considered in reappointment and extended term appointment cases.~~

~~Reappointment, promotion and extended term appointment will be based on the requirements defined in this Regulation. Specifics of these requirements may be detailed in guidelines adopted by the library faculty.~~

#### **1. Practice of Librarianship**

- ~~a. **Librarianship.** Librarianship is a multifaceted discipline, encompassing both the public (access services, reference) and technical (acquisitions, cataloging, collection development, systems) sides of information management. Librarians are specialists in providing access to information and are involved in the development and acquisition of resources, library collections, and information systems. Librarians evaluate, organize and catalog resources to effectively manage and control the bibliographic content of the entire library collection. Librarians also provide research instruction, reference, and advisory services for students, staff, and other faculty.~~
- ~~b. **Teaching.** Library faculty effectively instruct both individuals and groups, in formal and informal settings, to impart knowledge, skills, and abilities to locate, evaluate, and effectively use needed information.~~
- ~~c. **Outreach.** Library faculty demonstrate involvement in extended degree programs and outreach services by assisting in making the Libraries' resources available off-campus to the people of the state.~~
- ~~d. **Administration.** Library faculty demonstrate leadership and sound organizational skills in planning, developing and coordinating library activities and programs. They should also demonstrate expertise in motivating and guiding the work of others, in delegating authority and responsibility, and in fairly and judiciously evaluating personnel.~~
- ~~e. **Professional Development.** Library faculty continue to improve their professional capabilities by keeping abreast of developments in librarianship and other relevant disciplines through a variety of means, such as workshops, professional programs, coursework or the earning of additional degrees from accredited institutions of higher education.~~

#### **2. Research, Scholarly Activities, and Creative Activities**

~~Library faculty are expected to continue their education and intellectual development throughout their professional lives. This development is expressed through one or more of the following: creating new knowledge and disseminating this knowledge for review by peers; applying theories, systems, and procedures to new settings; gaining new bodies of knowledge that expand understanding and thus the practice of librarianship; applying knowledge in educating other librarians or others; organizing new knowledge to improve its use by others; and using creative means to communicate new understandings or perceptions to other people.~~

~~a. **Research.** The product of theoretical and applied research in librarianship or other disciplines may appear in print or electronic publications. The quality, not the quantity, of research publications is the most important criterion. Indicators of quality include: media of dissemination (particularly peer reviewing) and impact of publication on the understanding of the appropriate audiences for such publications. Representative categories of research can be found in the supplemental guidelines adopted by the library faculty.~~

~~b. **Scholarly and Creative Activities.** Librarianship is a professional/technical field that works with the content of all academic disciplines and areas of human knowledge. The standard terminal professional degree, as accredited by ALA, is the master's degree in library and/or information science. Scholarly and creative activities include the dissemination of library or disciplinary knowledge to audiences of scholars, professionals, and/or the general public. Representative categories of scholarly and creative activities can be found in the supplemental guidelines adopted by the library faculty.~~

### ~~3. **Professional Service and University-Related Activities**~~

~~Professional service and University-related activities refer to work that draws upon one's academic and professional expertise in serving the campus, community, state, nation, and the world. Representative categories of professional service and University-related activities can be found in the supplemental guidelines adopted by the library faculty.~~

#### ~~D. **Extended Term Appointment**~~

~~Extended term appointment may be granted to library faculty who have been hired into extended term appointments; consistently perform the responsibilities outlined in their individual job descriptions in a competent, creative and professional manner; develop a record demonstrating professional development in the Libraries, the University and librarianship; and are promoted to the ranks of Associate Librarian or Librarian. In the case of an individual being appointed initially to the rank of Associate Librarian or Librarian, a minimum of three years in rank is normally required before becoming eligible for extended term appointment. The criteria that apply to appointment, reappointment, and promotion, as well as the programmatic needs of the library, form the basis for the granting of extended term appointment. Extended term appointments are five years in length.~~

~~All extended term appointment decisions for library faculty shall be made in accordance with procedures outlined in supplemental guidelines adopted by the~~

~~library faculty. The library faculty as a whole shall perform the departmental peer review. In keeping with the importance of this decision, the faculty member's entire career is examined. An accumulation of accomplishments and evidence of potential are required.~~

~~**E. Extended Term Appointment Renewal**~~

~~Library faculty granted initial extended term appointment will undergo annual administrative evaluations. Faculty will undergo an evaluation for extended term appointment renewal, as specified in this Regulation and *Guidelines for Extended Term Appointment Renewal: A Library Faculty Supplement to UW Regulations*. The extended term appointment review and renewal will occur in the final year of each five year appointment. If a library faculty member's extended term contract is not renewed, the faculty member's employment with the University shall end no later than one year after he or she receives notification of the non-renewal.~~

~~**F. Promotion in Rank Salary Increase**~~

~~Salary increases for library faculty who are promoted in rank shall follow the same rules as for all University faculty members as prescribed in UW Regulations.~~

~~**G. Dismissal**~~

~~Dismissal of probationary library faculty shall follow the same process for probationary faculty as prescribed in UW Regulations.~~

~~Library faculty on extended term appointment will undergo annual administrative evaluations. If an annual review results in a rating of "performing below expectations," the library faculty member will be required to develop and implement a performance improvement plan, subject to the approval of the department head and the Dean of Libraries. Failure to implement such a plan successfully may constitute grounds for dismissal. This provision shall not be interpreted in a manner that violates academic freedom.~~

~~Library faculty may also be dismissed for non-renewal of extended term at the end of each five year term. Library faculty on extended term appointments may be terminated for cause and due to bona fide financial exigencies of the University as defined in and in accordance with the procedures provided in UW Regulations.~~

**H. — Sabbaticals**

~~Sabbaticals may be granted to library faculty with extended term appointment for the purpose of increasing the recipient's professional competence and usefulness to the University. Sabbatical time may be used to enhance her/his practice of librarianship, research, writing, and/or study at a place of the recipient's choosing. Library faculty whose duties are primarily administrative in nature shall also be eligible for sabbatical. Sabbaticals will normally be granted for either a full or a half academic year, although shorter periods are possible. General policies regarding library faculty sabbatical leave are governed by the section, "Faculty Sabbatical Leave," UW Regulations.~~

**I. — Faculty Senate**

~~Members of the library faculty shall be eligible for nomination and election to the Faculty Senate in accordance with UW Regulations.~~

**J. — Meetings**

~~Meetings of the library faculty shall be held on a regular basis, but not less than quarterly. Special meetings may be called as necessary (1) by the Dean of Libraries; (2) on request of the President of the University or the Vice President for Academic Affairs, or (3) by written request of five members of the library faculty. Policies governing the frequency of regular meetings, selection of officers including the presiding officer and secretary, definition of a quorum, and the conduct of business, will be maintained as supplemental guidelines. Proposed amendments to this Regulation shall be discussed as needed during faculty meetings.~~

**V. — COMMITTEES**

~~The Dean of Libraries shall define the roles and responsibilities of library committees and task forces as may be necessary for the accomplishment of the Libraries' stated purpose, goals and objectives. The Dean may then appoint or authorize the election of committees within the Libraries. Committees and task forces within the divisions and departments of the Libraries may be appointed and charged by appropriate associate/assistant deans or department heads.~~

**A. — Standing Committees**

~~The library faculty may establish standing committees and task forces to manage faculty issues and to contribute professional expertise to the management of the Libraries and the University. The faculty may also nominate and/or elect members for library wide or University wide committees where membership is restricted to either the library faculty or University Faculty.~~

~~The library faculty will approve the establishment of necessary standing committees, including establishing those committees' purposes, organization, and procedures, and elect committee members. Typically, standing committee members select their own committee chairs. All standing committees shall report regularly to the faculty and may advance issues for consideration by the entire faculty whenever appropriate. Documentation for standing committees shall be maintained in an easily accessible location such as the Libraries' Intranet or other shared electronic file. Periodically, the library faculty shall review the continuing need for all standing committees.~~

**~~B. — Task Forces~~**

~~The library faculty will approve the establishment of necessary limited purpose, limited-term task forces, including establishing those task forces' purposes and membership, how membership is to be solicited, and how the chair is to be selected. Typically, task forces report back to the faculty and then are disbanded.~~

**~~VI. — STAFF~~**

~~Persons employed by the Libraries and not designated officers, members of the library faculty or student employees shall be appointed and function in accordance with UW Regulations.~~

**~~A. — Staff Senate~~**

~~Regular staff employees working at least twenty hours per week shall be eligible for elected membership to the Staff Senate in accordance with UW Regulations.~~

**~~B. — Staff Meetings~~**

~~Staff meetings may be convened as necessary for designated persons within defined areas of responsibility, activity or function, by the Dean, Associate/Assistant Deans, Department Heads, committee chairpersons or other appropriate authority.~~

~~The Dean or the Dean's designee may convene general meetings for all officers, faculty and staff for the purposes of providing a forum for the discussion of issues within the Libraries' organization and programs, for sharing information generally, and for encouraging consultation.~~

**~~VII. ADMINISTRATION OF THE REGULATION~~**

~~The library faculty at any meeting convened and conducted in accordance with Section IV (J) may propose amendments to this Regulation. Amendments excepting amendments to Section IV may be proposed by written request of at least three members of the library staff, as defined herein.~~

---

**~~Responsible Division/Unit:~~** Office of the Provost and Vice President for Academic Affairs

**~~Source:~~** None

**~~Links:~~** <http://www.uwyo.edu/regs-policies>

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

**~~History:~~**

~~University Regulation 631, Revision 4; adopted 7/17/2008 Board of Trustees meeting~~

~~Revisions adopted 6/16/2015 Board of Trustees meeting~~

~~Revisions adopted 8/24/2016 Board of Trustees meeting~~

~~Revisions adopted 3/22/2018 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-631, now UW Regulation 2-409~~

---

**UNIVERSITY OF WYOMING REGULATIONS**

**Subject:** Regulations of the Enhanced Oil Recovery Institute  
**Number:** UW Regulation 2 410

---



**I. — PURPOSE**

To promulgate the regulations of the Enhanced Oil Recovery Institute.

**II. — GENERAL INFORMATION**

In recognition of the importance of enhanced oil recovery (EOR) to the State of Wyoming and the nation, the Wyoming State Legislature established, effective July 1, 1984, an Enhanced Oil Recovery Institute (EORI) at the University of Wyoming.

**A. — Multidisciplinary Focus**

EORI is unique in that it has a multidisciplinary focus on several essential aspects of enhanced oil and gas recovery:

1. Mathematical modeling and simulation of enhanced oil and gas recovery processes and techniques, including technology to optimize development and recovery of oil and gas resources in new fields;
2. Geology, geophysics, geochemistry, and reservoir characterization;
3. Laboratory experimental investigation of essential features of EOR processes;
4. Research in environmental aspects of EOR technology; and
5. Economics and potential of EOR processes.

In approaching research and development on EOR processes, EORI emphasizes an interdisciplinary effort.

**B. — General Objectives**

The general objectives of EORI are as follows:

1. To develop a research program for energy research and enhanced oil and gas recovery at the School of Energy Resources. The program shall focus on and

~~facilitate a meaningful and measurable increase in recoverable reserves and production of oil and natural gas in Wyoming through the effective and efficient transfer or relevant technology, information and knowledge to entities, regardless of size, producing Wyoming reserves.~~

- ~~2. To develop a program focusing on technology transfer, to help industry with access to and application of enhanced oil and gas recovery and improved oil and gas recovery technology. The program shall be designed to promote research and technology transfer efforts in both conventional and unconventional oil and gas reservoirs.~~
- ~~3. To develop formal agreements between the School of Energy Resources and the oil and gas industry through which the industry is provided access to the School's expertise and work product in exchange for providing access to data and required facilities~~
- ~~4. To promote and facilitate the transfer of new technologies throughout the oil and gas industry in Wyoming.~~

### ~~III. ADMINISTRATIVE ORGANIZATION~~

~~EORI is a unit of the School of Energy Resources at the University of Wyoming, and shall function according to the applicable regulations of the University. Additionally, the Wyoming Enhanced Oil Recovery Commission (EORC) authorized by the Wyoming Legislature during its 2004 session provides oversight of budget and mission.~~

#### ~~A. Enhanced Oil Recovery Commission (EORC)~~

~~The EORC consists of eight members. The governor, the state geologist, and a legislative member appointed by the management council of the legislature serve as ex officio members. The remaining members, appointed by the governor, include a member of the public with experience in the oil and gas industry, a member of the oil and gas conservation commission, two members who represent the oil and gas industry, and one member who represents the University of Wyoming. Appointed members serve three year terms.~~

~~The EORC is charged with providing guidance and oversight and coordinating with the School of Energy Resources to efficiently carry out the objectives listed above.~~

#### ~~B. Director~~

~~Overall responsibility for management and administration of EORI shall be vested in a Director.~~

- ~~1. **Appointment.** The Director shall be appointed by the Director of the School of Energy Resources, with the advice of the Enhanced Oil Recovery Commission. The appointment will be subject to approval by the Trustees.~~
- ~~2. **Term.** The Director shall be appointed for a term not to exceed four years. Reappointment of the Director is permitted.~~
- ~~3. **Duties and Responsibilities.** The duties of the Director shall include, but are not limited to:
  - ~~a. Planning for the activities of EORI;~~
  - ~~b. Preparation of periodic budgets;~~
  - ~~c. Appointment of other officers and employees of EORI;~~
  - ~~d. Regular reporting to and interaction with members of the EORC; and~~
  - ~~e. Appointment of Affiliates of EORI.~~~~

~~The Director of EORI shall report to the University's Director of the School of Energy Resources.~~

~~C. — Other Offices~~

~~The Director of EORI shall create such offices, and shall appoint and/or employ such personnel to fill these offices, as may be required for the orderly conduct of EORI business. Appointment of such individuals may or may not include compensation, and such appointments may be filled by personnel internal or external to the University community.~~

~~Appropriate job descriptions and job titles to describe such offices shall be developed by the Director and his staff, and shall conform to applicable UW regulations.~~

~~Employment of personnel shall follow all guidelines, regulations, and requirements as currently exist or may be established by the University of Wyoming.~~

~~IV. — COMMITTEES~~

~~A. — Committees~~

~~With the advice and concurrence of the EORC, the Director may form other committees to provide advice on matters related to technical direction of the research and development programs of EORI.~~

- ~~1. **Appointment.** Members of such other committees shall be appointed by the Director, with the concurrence of the Vice President for Research and Economic Development.~~
- ~~2. **Term.** Members of such other committees shall serve for a two-year term, and appointments shall be effective July 1. The terms of appointive members of such other committees shall be staggered, such that approximately one-half of the members shall be appointed in even years, and one-half of the members shall be appointed in odd years. Reappointment is permitted.~~
- ~~3. **Duties and Responsibilities.** The duties and responsibilities of such other committees shall be defined by the Director, with the advice and concurrence of the EORC.~~

#### ~~V. — AFFILIATES~~

~~Research and development projects within EORI will normally be conducted by personnel from the University community. These participants shall be termed Affiliates of the Institute.~~

- ~~1. **Appointment.** Affiliates shall be appointed by the Director, with the concurrence of the Vice President for Research and Economic Development.~~
- ~~2. **Term.** Affiliates shall serve for a term to be set by the Director. Reappointment is permitted.~~
- ~~3. **Duties and Responsibilities.** The duties and responsibilities of Affiliates shall be defined by the Director, with the advice and concurrence of the EORC.~~

#### ~~VI. — FUNDING~~

~~Funds for operation of EORI shall be obtained from the State, from federal agencies, and from industrial participants. The method of participation in the Institute by the petroleum and related industries is outlined in Part VI.~~

#### ~~VII. — INDUSTRIAL PARTICIPATION AND INSTITUTE SPONSORS~~

~~One of the objectives of EORI is to attract the interest, the involvement, and the support of the petroleum and related industries. EORI shall therefore encourage companies and corporations to sponsor EORI research and development programs.~~

~~Companies, corporations, or individuals who provide funds or other means of support to EORI shall be designated Institute Sponsors. The terms and conditions of sponsorship of EORI shall be set forth by the Director, with the advice and concurrence of the EORC.~~

~~Benefits of EORI sponsorship shall include periodic updates and briefings on research and development programs underway at EORI, participation in EORI Symposia, and receipts of reports and publications prepared by EORI personnel and affiliates.~~

~~In certain situations, it may be desirable for scientists and engineers from Sponsor companies to work with EORI personnel for an extended period. In such cases, effort shall be made to provide scientists and engineers from Sponsor companies with suitable office space, computer time, secretarial and clerical assistance, and other services and facilities as appropriate and as allowed by UW Regulations.~~

#### ~~VIII. ADMINISTRATION OF THE REGULATION~~

~~This Regulation may be amended by the Director of the School of Energy Resources, with the advice of the EORC and the approval of the President.~~

---

~~**Responsible Division/Unit:** Office of the Provost and Vice President for Academic Affairs~~

~~**Source:** WY ST § 30-8-101~~

~~**Links:** [http://www.uwyo.edu/reg\\_policies](http://www.uwyo.edu/reg_policies)~~

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

~~**History:**~~

~~University Regulation 642; adopted 7/17/2008 Board of Trustees meeting~~

~~Revisions adopted 6/16/2015 Board of Trustees meeting~~

~~Reformatted 7/1/2018: previously UW Regulation 7-642, now UW Regulation 2-410~~

Endorsed by the Regulation and FLAC Committees 8-17-18



---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Investment and Management of University Funds  
**Number:** UW Regulation 7-7

---

### I. PURPOSE

~~This Regulation The Investment Policy of the University of Wyoming~~ establishes the general guidelines and procedures for the investment of University funds. ~~This policy and~~ is established by the University ~~Of~~ Wyoming Board ~~Of~~ Trustees (Board) to guide the Board, its ~~Audit and Fiscal Integrity and Legal Affairs~~ Committee (Committee), and the University administration in the process of fund investment. The Board retains the right to make decisions contrary to this policy, when such decisions are deemed to be in the best interests of the University. The Board also retains the right to accept and administer donated funds or property with donor restrictions contrary to this policy.

It is not the purpose of this document to specify the details of every situation, nor to set forth specific short-term goals. The policy governs the investment management of University operation funds and long-term investment practices, and is supplemented annually with discussion of market conditions and short-term goals, including return targets.

### II. SCOPE OF FUNDS

~~A. The Standards of Care~~ scope of funds governed by this policy will be managed as a pool of resources available for investment. The level of funds invested is based on required payroll, the tuition and fee collection cycle, timing of draw down and receipt of state appropriations, and timing of capital projects and purchases, which may be outlined in the University's Capital Plan.

~~Where managed and invested as a single pool ("Pool"), the Pool is composed of the following sources:~~

~~A. Cash flow generated from state appropriations, tuition, fees and other unrestricted sources. These sources are invested due to timing of receipt and payment obligations within a fiscal year.~~

~~B. Unrestricted investment income earned by the investment Pool.~~

**Endorsed by the Regulation and FLAC Committees 8-17-18**

- C. All unrestricted funds at the division/college level.
- D. Official University reserve accounts (Operating, Capital Construction, Passenger Plane, Risk Pool/Litigation, Residence Hall, Recruitment and Retention, and Special Projects Reserve Accounts)
- E. Current year funds added to reserves per the university's carryforward policy.
- F. All other funds allowable or suitable for investment.

### **III. STANDARDS OF CARE**

#### **A. Prudence**

All University officers and employees involved in the investment process shall act responsibly as custodians of the public trust. The standard of prudence to be applied is the "prudent investor" rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the ~~probably~~probable safety of their capital as well as the probable income to be derived."

#### **B. Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions, broker/dealers, or security issuers with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the University.

#### **A. Safeguards and Controls**

### **IV. SAFEGUARDS AND CONTROLS**

#### **A. Third-party or Bank Safekeeping**

**Endorsed by the Regulation and FLAC Committees 8-17-18**

Securities ~~will~~may be held by an independent third-party safekeeping institution selected by the University ~~or be held in bank safekeeping~~. The Associate Vice President for Financial Affairs and the Director of Treasury and Financial Reporting will monitor the portfolio held in bank safekeeping. All securities will be evidenced by safekeeping receipts in the University's name.

- ~~a. Delivery vs. Payment—All trades, where applicable, will be settled on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the University's safekeeping accounts prior to the release of funds. All securities shall be perfected in the name of or for the account of the University and shall be held by a third party custodian as evidenced by safekeeping receipts.~~

**B. Sales Prior to Maturity**

~~The —Securities may be—University's intent is to hold to maturity, however, securities may be sold prior to maturity for reasons ~~which~~that include but are not limited to the following:~~

1. To meet liquidity needs,
2. To reduce risk or minimize loss of principal,
3. As part of a security swap that seeks to improve the quality, yield, or expected return of the portfolio, or to reduce risk,
4. To adjust or rebalance the portfolio to:
  - a. Be in compliance with policy guidelines,
  - b. Better match expected cash flows,
  - c. Adjust the portfolio duration to better match the target,
  - d. Better align with current and expected market conditions, or
  - e. Better match a designated performance benchmark.

**B. Use of Manager and Advisors**

**V. USE OF MANAGER AND ADVISORS**

- A. It is the policy of the Board to invest in funds through a combination of the University's ~~Manager, Director, Treasury and~~ Financial ~~Services~~Reporting and

**Endorsed by the Regulation and FLAC Committees 8-17-18**

- externally contracted, professional registered investment advisor(s) ~~selected by the~~. The University shall obtain requests for qualifications, requests for proposals, bids or quotes or competitively bid the services of any externally contracted, professional registered investment advisor(s) at least every five (5) years. The University shall recommend to the Board, or the Board's designee, of Trustees the successful external investment advisor(s). The Board of Trustees may review the recommendation and consider taking appropriate action.
- B. Portfolios ~~managed~~ by the ~~Manager, Director, Treasury and Financial Services Reporting~~ (internal) include ~~fixed income, low risk, federally guaranteed or insured instruments only those outlined in W.S. 9-4-831 and by the State of Wyoming Loan and Investment Board Master Investment Policy and Sub-Policies, Section 21, Local Government Investing.~~
- C. Portfolios managed by contracted managers (external) include instruments appropriate to the style of each manager, limited to security types in W.S. 9-4-831 ~~and by the State of Wyoming Loan and Investment Board Master Investment Policy and Sub-Policies, Section 21, Local Government Investing.~~
- D. It is also the policy of the Board, or the Board's designee, to determine the need to contract with an independent investment advisor or performance evaluation service. The Board, or the Board's designee, determines, and periodically reviews, the level of services desired.

**C. Invested Funds**

**VI. INVESTED FUNDS**

**F.A. Endowment type funds Type Funds**

~~Endowment and Quasi-~~

Endowment funds are invested by the University of Wyoming Foundation, as outlined in the Memorandum of Agreement dated May 10, 1989 and Addendum to the Memorandum dated November 10, 2003, ~~and Addendum No. 2 dated April 14, 2006. See Appendix A for Section XIV, Funds Managed by the University of Wyoming's Quasi-Foundation like an Endowment-Guidelines.~~

**F.B. Operating and Agency Funds (including University Reserves)**

~~i. The Manager, Director, Treasury and Financial Services Reporting invests the following types of funds: Pool in a combination of fixed income, minimal risk instruments, money market funds and collateralized certificates of deposit.~~

**Endorsed by the Regulation and FLAC Committees 8-17-18**

- ~~1. Departmental gift and endowment income funds are invested securities listed at departmental request and earnings are directed to the accounts invested, provided a minimum balance of five thousand dollars (\$5,000) is maintained for at least one year.~~
- ~~2. Bond proceeds and construction funds are fully invested in accordance with bond resolutions, contracts and payment schedules. Earnings are deposited to the relevant bond or construction accounts, with consideration given to applicable federal arbitrage regulations.~~
- ~~3. Federal funds reinvested at departmental request and earnings are directed to the accounts invested.~~
- ~~4. Operating funds are invested in accordance with overall operating and liquidity needs and earnings are accounted for as general University income. Amounts to be invested are determined daily by the Manager, Financial Services.~~

~~Agency funds are invested at agency request and earnings are direct to the accounts invested W.S. 9-4-831.~~

**C. Advanced Payment of Higher Education Costs Program (APHEC)**

The University administration invests funds held for the APHEC program in accordance with Wyoming law and the regulations of the APHEC governing board.

**D. Investment Objectives**

- ~~a. Investment goals for endowment type funds are designed to achieve the following objectives:
  - ~~i. Donor objectives;~~
  - ~~ii. Protection of assets from excessive risk;~~
  - ~~iii. Total return, which provides program income and allows for growth of the endowment;~~
  - ~~iv. Preservation of purchasing power.~~~~

**VII. INVESTMENT OBJECTIVES**

- ~~A. The University of Wyoming Foundation's annual investment objective will be determined by the Foundation Investment Committee, with approval of the Foundation Board of Directors, from time to time based upon medium and long term modeling and asset class assumptions (with significant input from the Committee's investment consultant), payout policy, inflation rates, fees and expenses and such other considerations as the Committee deems advisable. In accordance with W.S. 17-7-303 (a) and (b), in managing and investing endowment funds, the Foundation will consider the intent of the donor, the charitable purposes~~

**Endorsed by the Regulation and FLAC Committees 8-17-18**

of the Foundation and the purposes of the endowment funds and will manage and invest the funds in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

**B.** Investment goals for operating ~~and agency~~ funds are designed to achieve the following primary objectives. ~~These goals dictate a policy that utilizes relatively low-risk, investment-grade, fixed-income investments:~~

- 1. Safety** – Safety of principal is the foremost objective of the investment program. Investments of the University shall be undertaken in a manner that seeks to ensure preservation of capital in the overall portfolio. To attain this objective, diversification is required.
- 2. Liquidity** – The University's investment portfolio must remain sufficiently liquid to enable the University to meet all operating requirements which might be reasonably anticipated. To attain this objective, the portfolio should be structured so that securities mature concurrent with anticipated cash needs.
- 3. Yield/Return on Investment** – The University's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the University's investment risk constraints and the cash flow characteristics of the portfolio.  
~~v. These goals dictate a policy that utilizes relatively low-risk, investment-grade, fixed-income investments.~~

**~~E. Asset Allocations~~**

**VIII. ASSET ALLOCATIONS**

**A. Endowment type funds**

These funds will be invested in allowed investments under the University of Wyoming Foundation investment policy and follow their asset allocation guidelines.

**B. Operating and Agency Funds**

The University ~~is considered a political subdivision in accordance to W.S. 21-17-404. As such, the University is authorized and limited to will~~ invest in those types of securities allowed by W.S. 9-4-831 for public entities and by the State of Wyoming Loan and Investment Board Master Investment Policy and Sub-Policies, Section 21. Local Government Investing.

Endorsed by the Regulation and FLAC Committees 8-17-18

**IX. AUTHORIZED AND SUITABLE INVESTMENTS**

**A. Security Type Limits**

Investments shall be diversified, subject to the following maximum allocations per security type:

- U.S. Treasuries and securities guaranteed by the U.S. Government No limit
- U.S. federal government agency or instrumentality No limit
- Repurchase agreements (must be collateralized by U.S. government or U.S. federal government agencies/mortgage backed securities) No limit
- U.S. agency/instrumentality mortgage-backed securities 30%
- U.S. government agencies callable securities 30%
- Collateralized time and demand deposits (must be collateralized by U.S. government or U.S. federal government agencies/mortgage backed securities) No limit
- Commercial paper and bankers' acceptances combined 50%
- Money Market Mutual Funds/LGIPS 50%
- Investment grade Corporate Bonds 50%

**B. Issuer Limit**

No more than 5% of the total market value of the portfolio may be invested in any one non-government issuer. Investments in bankers' acceptances and commercial paper will be combined to determine aggregate exposure.

**B.C. Collateralization** – ~~In order to provide an adequate level of security, all deposited funds shall be collateralized at 100%.~~

1. ~~To provide an adequate level of security, all deposited funds shall be collateralized at a minimum of 102% with a daily mark to market. For certificates of deposit, the market value of collateral must be at least 400~~102% or greater of the amount of certificates of deposits plus demand deposits with the depository, less the amount, if any, which is insured by the Federal Deposit Insurance Corporation or the National Credit Unions Share Insurance Fund.

**Endorsed by the Regulation and FLAC Committees 8-17-18**

2. The collateral will be adequate to secure both principal and accrued interest of the deposits.
3. Authorized instruments for collateralization are those found in W.S. 9-4-821.
4. In addition to the collateralization requirements found in W.S. 9-4-821, collateralization will also be required on the following types of investments:
  - a. Time deposits
  - b. Repurchase agreements

**D. Portfolio Duration—Maturities**

Maturities of securities will be managed in coordination with the cash flow needs of the University.

- ~~5.1.~~ Funds needed to satisfy operating cash flows of the University will be invested in securities and funds that mature in less than one year. In general, the index used to judge the performance will be the three-month U.S. Treasury Bill.

The portfolio's weighted average maturity shall not exceed 90 days. All securities shall have a maximum maturity of 365 days.

- ~~6.2.~~ Funds not needed to satisfy operating cash flows, or core funds, of the University can be invested in a portfolio ~~whose duration does not exceed three (3) years on the overall portfolio. This allocation is targeted to 20-30% of the University operating and agency funds, but will not exceed 40% where the maximum maturity of any one security may not exceed one hundred twenty (120) months. At any given time, the proportion of the portfolio invested in securities with a maturity greater than sixty (60) months shall not exceed 10% of the total portfolio. The effective duration of the account can be no greater than the duration of the Bloomberg Barclays U.S. Aggregate Bond Index by more than 0.5 years.~~

**F. Income Distribution**

All investments must fall within the State of Wyoming Loan and Investment Board Master Investment Policy and Sub-Policies, Section 21, Local Government Investing.

Endorsed by the Regulation and FLAC Committees 8-17-18

**X. INCOME DISTRIBUTION**

**C.A. Return Allocations**

Operating ~~and Agency~~ funds are in various pools dependent on type of funds. The principal may change daily and the earnings are distributed on a prorata basis at the end of each month.

~~Performance Evaluation and~~

**XI. PERFORMANCE EVALUATION AND REPORTING**

**D.A. Reporting**

~~Reporting~~

1. Performance reports are supplied to the Board following the end of each quarter.
2. Management reports and related discussions are prepared and conducted quarterly, generally within sixty (60) days after the end of a quarter.

**E.B. Performance Standards**

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a full market cycle, generally a period of 3-5 years or more. A market benchmark may be established against which portfolio performance shall be compared.

**F.C. Marking to Market**

The market value of the portfolio shall be calculated monthly and a statement of the market value of the portfolio shall be issued at least -quarterly to the Board.

**D. Credit Downgrades**

Credit ratings should be monitored on a regular basis. The University or its investment advisor shall review any downgrades below the minimum ratings guidelines and recommend an appropriate course of action.

**G.E. Policy Considerations**

The policy shall be reviewed annually by the ~~Audit and Fiscal~~ Integrity and Legal Affairs Committee and recommended changes will be presented to the Board for consideration.

Endorsed by the Regulation and FLAC Committees 8-17-18

~~WWW. Authority and Responsibilities~~

**XII. AUTHORITY AND RESPONSIBILITIES**

**A. Board of Trustees –**

The Board is responsible for prudent investment of funds and distribution of earnings to applicable programs.

**B. ~~Audit and Fiscal Integrity and Legal Affairs~~ Committee**

The Committee provides oversight of investment performance and makes recommendations to the Board regarding policy and investment management. The Committee has the authority to approve short-term deviations from the stated policy, when urgent situations threaten the safety of invested funds.

**C. Vice President for ~~Finance and Administration~~ (Deputy Treasurer)**

The Vice President is responsible for administration of Board policy and recommendations to the ~~Audit and Fiscal Integrity and Legal Affairs~~ Committee. The Vice President has authority to deviate from the policy in an urgent situation, after consultation with members of the Committee.

**D. Associate Vice President for ~~Fiscal Administration/University Controller~~ ~~Financial Affairs~~**

The ~~University Controller~~ Associate Vice President for Financial Affairs is responsible for maintenance of all endowment files, preparation, compilation, and review of reports, and coordination with the Foundation and the ~~Manager, Director, Treasury and Financial Services Reporting~~.

**E. ~~Manager, Director, Treasury and Financial Services~~ Reporting**

The University ~~Manager, Director, Treasury and Financial Services Reporting~~ is responsible for daily decisions regarding internal investments and periodic reports on the internally invested portfolio. The ~~Manager, Director~~ has authority to make short-term investment decisions in accordance with Board-approved policy and established process. The Director, in consultation with the Associate Vice President for Financial Affairs, has the authority to make long term investment decisions in accordance with Board-approved policy and established process. Any investment in securities with maturity dates exceeding sixty (60) months requires consultation with the Fiscal and Legal Affairs Committee of the Board of Trustees.

Endorsed by the Regulation and FLAC Committees 8-17-18

**F. External Managers**

Contracted managers are responsible for management of external portfolios and quarterly and annual reports. Managers have the authority to select investment instruments and make trade decisions, in accordance with the objectives and policies of the University, as agent for the Board.

**XIII. AUTHORIZATION FOR STOCK TRANSFERS**

The President of the University and Treasurer of the Board are authorized to:

- A. Sell, assign, and transfer stocks, bonds, evidences of interest, evidences of indebtedness and/or other obligation, and all other securities, corporate or otherwise, now or hereafter held by this corporation in its own right or in any fiduciary capacity, and to execute any and all instruments necessary, proper or desirable for the purpose, and to ratify any past actions;
- B. Act as agents of UW and to sign agreements, resolutions and any other documentation required to establish, maintain, and terminate security cash accounts with security dealers and brokers for the purpose of taking ownership and possession of cash, bonds, stocks and other securities held by such dealers and brokers which have been directed to the University by gift, bequest or any other act of transfer; and as agents they are fully authorized to sell, assign and transfer stocks, bonds, evidence of interest, etc. and all other securities, corporate or otherwise, now or hereafter held by the corporation its own right or in any fiduciary capacity pursuant to this authorization and to execute any and all instruments necessary, proper or desirable for the purpose.

**XIV. FUNDS MANAGED BY THE UW FOUNDATION LIKE AN ENDOWMENT**

The University of Wyoming Foundation Investment Policy enables the University to transfer funds, with approval of the President or the Board of Trustees as outlined below, to the Foundation that are neither institutional funds (W.S. 17-7-302 (a)(v)) nor endowment funds (W.S. 17-7-302 (a)(ii)) with a request that the Foundation manage such funds like an endowment in accordance with its Investment Policy.

**Quasi-Endowment Guidelines**

Quasi-endowment funds are defined as funds established to function as endowment funds. These funds are invested in a manner consistent with the investment of endowment funds. The following procedures will be used to create new, add to existing or withdraw moneys from quasi-endowment funds:

Commented [TRE1]: This section was transferred from UW Regulation 1-102.

Commented [TRE2]: This section was transferred from Appendix A.

**Endorsed by the Regulation and FLAC Committees 8-17-18**

Funds transferred to the Foundation to be managed like an endowment may be added to an existing fund or may establish a new fund. The minimum threshold amount required to establish a new "stand-alone" quasi-fund is \$100,000.

The Board of Trustees and the President of the University may request that the Foundation manage University funds like an endowment in their discretion.

College Deans and University Officers may, with the approval of the Vice-President to whom they report, submit a request to the Vice President for Finance and Administration to transfer funds to the Foundation to be managed like an endowment is \$50,000. There is no minimum if the quasi-

The Vice President for Finance and Administration, with the consent of the President of the University, may approve such requests for amounts of \$250,000 or less. For amounts exceeding \$250,000, approval of the Board of Trustees is also required.

The Foundation Investment Policy allows the University, in its discretion, to withdraw funds that are being managed like an endowment is related to an existing "true" in any amount, in whole or in part, provided, however, that, depending upon the amount requested and the cash flows from the endowment pool, it may take as long as 12 months for the Foundation to fully transfer the requested funds. The Foundation will use its best efforts to transfer the funds as soon after receiving the approved request for withdrawal as possible.

~~1. Unrestricted gifts (fund 1600) and funds restricted for purposes other than scholarships (fund 4400) may be used to create a quasi-endowment. No state appropriations, tuition & fees, operating funds, pledged revenues, contract/grant funds or other funds may be used for this purpose. If restricted funds are used, the earnings remain restricted to the original purpose.~~

~~2. Moneys used to create a new quasi-endowment account, or funds added to an existing quasi-endowment account, must be held for a minimum of five (5) years. Exceptions to the minimum timeframe may be approved by the Vice President for Administration (if created under No. 5 below) or by the President of the university and the Board of Trustees (if created under No. 6 below).~~

The Board of Trustees and the President of the University may request withdrawal of funds managed by the Foundation like an endowment, in whole or in part, in their discretion.

**Endorsed by the Regulation and FLAC Committees 8-17-18**

~~3. College Deans and University Officers may request new quasi-endowment accounts and/or additions to existing quasi-endowment accounts. Recommendations by the requester's vice president must be obtained prior to, with the approval under No. 5 or No. 6.~~

~~4. The Vice President for Administration, or his/her designee, is authorized to approve individual requests for new quasi-endowment accounts and/or additions to existing quasi-endowment accounts of less than \$250,000 as the Vice President to whom they are received throughout the year.~~

~~5. Any report submit a request to establish a quasi-endowment account of \$250,000 or more requires recommendation of the Vice President for Finance and Administration and approval by the President of the University and the Board of Trustees.~~

~~6. All quasi-endowment accounts shall be invested by the University of Wyoming Foundation according to the November 10, 2003 Addendum to the Memorandum of Agreement dated May 10, 1998 between the University and the Foundation.~~

~~Written requests to withdraw funds from a quasi-endowment account must be given at least one hundred and twenty (120) days prior to the end of any calendar quarter (March 31, June 30, September 30, and December 31) the Foundation that are being managed like an endowment.~~

~~7. If established under no. 5, the The Vice President for Finance and Administration, or his/her designee, shall with the consent of the President of the University, may approve withdrawals after the minimum time period. If established under No. 6, the President of the University and the Board of Trustees shall approve withdrawals. requests for withdrawal of amounts of \$250,000 or less. For requests for withdrawal of amounts exceeding \$250,000, approval of The Vice President for Administration will report annually to the Board of Trustees on new quasi-endowment accounts established in the past year is also required.~~

~~In consideration of State of Wyoming matching funds, a quasi-endowment account will be designated as permanent and an agreement executed memorializing the permanent nature of matched funds~~

---

**Responsible Division/Unit:** Division of Administration

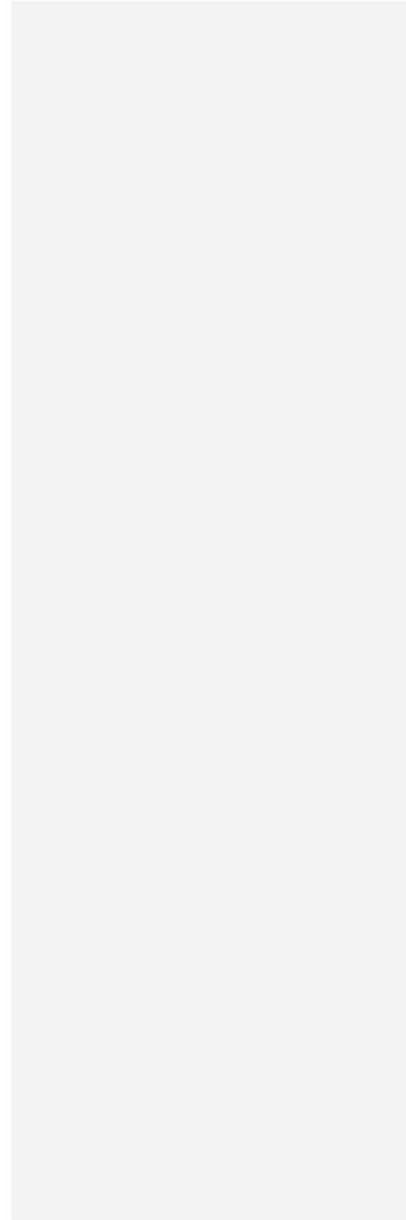
**Source:** None.

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

**Endorsed by the Regulation and FLAC Committees 8-17-18**

**Associated Regulations, Policies, and Forms:**

**History:**



Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 9-25-18

---

## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** Proper Use of Computing and Data Communications Operated by Division of Information Technology

**Number:** UW Regulation 8-1



---

### ~~I. AUTHORIZATION TO USE COMPUTING, TELECOMMUNICATIONS, NETWORK AND OTHER TECHNOLOGY RESOURCES~~

#### I. PURPOSE

The University of Wyoming maintains and operates technology systems and resources to support its administrative, research, instructional and service functions. This policy serves to assure the optimum functioning of these information technology systems and resources to protect them from abuse and from unlawful or other misuse.

#### II. DEFINITIONS

A. FERPA: The Family Educational Rights and Privacy Act is a federal privacy law that protects the rights of student education records.

B. HIPAA: The Health Insurance Portability and Accountability Act of 1996 is a federal privacy law that governs the standards for protecting sensitive medical patient data.

C. Technology Resources: Any and all University computing devices and electronic means used to create, store, access, transmit and use data, information or communications, including but not limited to computing, telecommunications and network.

#### III. POLICY

Authorization to use and to connect to ~~computing, telecommunications, network and other~~ University technology resources ("Resources") is granted to students, faculty, and staff of the University of Wyoming for specified purposes, ~~subject to all applicable University policies and procedures.~~ It is the responsibility of individuals to protect their access privileges and electronic accounts, including any access codes or passwords, so that they are not compromised or used by any unauthorized persons.

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 9-25-18

#### H.IV. ACCESS TO STUDENT INFORMATION

Access to and dissemination of official student data or information is primarily governed by ~~the Family Educational Rights~~ FERPA as well as other applicable Federal and ~~Privacy Act (FERPA)~~, state privacy laws.

#### V. PROPER USE OF THE RESOURCES

The technology resources of the University are supported by State funds and are intended to be used primarily for University related activities that support teaching, learning, research, and service, including University administrative functions and student activities consistent with the University's mission and learning environment. Proper use of University technology resources is subject to applicable State and Federal laws and University Regulations.

#### III.VI. INCIDENTAL PERSONAL USE

Incidental personal use of the University's technology resources by students and employees is allowed. Incidental personal use of University technology resources must comply with all applicable University policies, must not be used for commercial purposes, and must not conflict with the mission or interests of the University. Under no circumstance may incidental personal use involve violations of any laws or University Regulations. Incidental personal use must not interfere with the fulfillment of an employee's University responsibilities. The employee's supervisor may require the employee to cease or limit any incidental personal use of University or non-University technology resources that hamper the employee's job performance; and violations may lead to disciplinary action, up to and including termination.

#### IV.VII. IMPROPER USE OF THE RESOURCES

Improper use includes, but is not limited to, use for personal gain; use which intentionally interferes with legitimate use by others; and use which infringes upon intellectual properties such as copyright, patents and trademarks; and use which violates any law or University Regulation, including but not limited to, pornography, gambling, sexual harassment, bullying, stalking, harassment, and threats. Except as otherwise authorized, University business email and list serves shall not include political endorsements; messages of support or opposition for state legislative, congressional or agency action; or commercial advertising, solicitations, or promotions. See Presidential Directive 1-2009-1 (University Government Relations).

Endorsed by the Regulation Committee 8-1-18  
Campus feedback incorporated 9-25-18

#### V.VIII. SOFTWARE PIRACY

Making unauthorized copies of computer software or unauthorized downloads is an infringement of Federal copyright laws and is almost always in violation of a license agreement. Such violations can result in large costs to the University and significant fines to the individuals involved. Any indication of software piracy may be investigated, in accordance with applicable laws and University Regulations.

#### IX. UNIVERSITY WEBSITES

The creation and administration of official University websites shall conform to applicable University policies and procedures.

#### VI.X. PRIVACY

The University recognizes the importance of privacy and adheres to any applicable state or Federal privacy law, including but not limited to FERPA, HIPAA and the Wyoming Public Records Act. However, the contents of all storage media owned or stored on University computing and related technology resources are the property of the University and may be monitored and inspected as outlined below. Individuals should be aware that email records may be subject to disclosure under the Wyoming Public Records Act and/or the Freedom of Information Act.

##### **A. Operational use**

Normal operation and maintenance of the University's technology resources require backup of data, logging of activities, monitoring of general use patterns, and other similar activities that are necessary to provide service. To provide service and for other operational needs, Information Technology may monitor and inspect technology resources, including storage media owned or stored on University computing and related resources. This type of operational monitoring and inspecting does not include reviewing the content of any individual's records, including email communications.

##### **B. Investigations of resource misuse**

Information Technology may investigate any complaint or indication of misuse of any University technology resource. During an investigation of misuse, only the General Counsel and authorized University personnel designated by the Vice President of Information Technology, may review information related to the investigation. The content of an individual's records will not be reviewed by Information Technology under this section. If the review of the content of an

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 9-25-18**

individual's records is required then it must be authorized under Section ~~VII~~X.C. During an investigation, the individual suspected of misuse may be denied access to UW's technology resources. Investigations under this section may take place at any time, without notice.

**C. Other investigations**

An investigation of an individual's records, including email communications, may be conducted when there is an indication of criminal activity, activity that violates a UW Regulation, or when an investigation is determined to be in the best interest of the University. Only the Vice President of Information Technology, with notice to or in consultation with the Office of General Counsel, may authorize an investigation under this section. Investigations under this section may take place at any time, without notice.

**~~VII~~XI. APPLICATION**

This Regulation applies to all users of University technology resources or network, whether affiliated with the University or not, and to all uses of the University's technology resources whether on campus or from remote locations. Furthermore, members of the University using non-University technology resources or mobile devices when conducting University business or other University matters shall comply with this Regulation for proper and responsible use.

**~~VII~~XII. REMEDIES**

Any hearing, appeal or disciplinary action which results from misuse of the facilities will be conducted according to UW Regulations. In addition to the administrative actions provided by the UW Regulations, any suspected violation of a state or Federal law will be referred to the appropriate law enforcement agencies for independent investigation.

---

**Responsible Division/Unit:** Division of Information Technology

**Source:** None

**Links:** <http://www.uwyo.edu/regs-policies>

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

**History:**

University Regulation 690; adopted 7/17/2008 Board of Trustees meeting

**Endorsed by the Regulation Committee 8-1-18**  
**Campus feedback incorporated 9-25-18**

Revisions adopted 9/12/2014 Board of Trustees meeting  
Revisions adopted 6/15/2015 Board of Trustees meeting  
Reformatted 7/1/2018: previously UW Regulation 3-690, now UW Regulation 8-1

**AGENDA ITEM TITLE:**

**Consideration and Action: Contracts and Grants**, Synakowski

July 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
AdBay	\$7,600	Brian Harnisch		Wyoming Survey & Analysis Center	Conduct a Survey in Wyoming About the Public's Perception of the Effects of Drugged Driving
Autism Speaks, Inc.	\$5,000	Canyon Hardesty		Wyoming Institute for Disabilities WIND	Wyoming Family Mentorship for Autism
Battelle Energy Alliance	\$150,000	Maohong Fan		Petroleum Engineering	Low-temperature Electrochemical Activation of Ethane for Co-production of Chemicals/Fuels and Hydrogen
Bureau of Reclamation (INTERIOR)	\$149,764	Jonathan Brant		Civil & Architectural Engineering	Development of High Permeability Imogolite Nanocomposite Membranes for Desalination and Brine Management
Casper Rotary Club	\$11,500	Patrick Harrington		Residence Life Administration	Casper Rotary Park Improvements
Department of Education	\$755,366	Michael Wade		Student Educational Opportunity	Educational Opportunity Centers-EOC1(South) and (North)_Budget Year 3 (2018-2019)
Department of Energy	\$187,830	Xiaohong Liu		Atmospheric Science	Improving GCM Predictability of Mixed-Phase Clouds and Aerosol Interactions at High Latitudes with ARM Observations
Department of Energy	\$45,000	Adam Myers		Physics & Astronomy	eBOSS and DESI: LSS Catalogs, Targeting and Spectroscopic Contaminants
Equal Justice Wyoming	\$38,600	Danielle Cover		College of Law Deans Office	Civil Legal Services Act Grant
Forest Service/Department of Agriculture	\$12,000	Bonnie Heidel		Wyo Natural Diversity Database	Rare Plant Species Account Viewer
Forest Service/Department of Agriculture	\$5,000	Bonnie Heidel		Wyo Natural Diversity Database	Content and Printing of Wyoming Thistle Field Guide
Forest Service/Department of Agriculture	\$11,500	Patrick Harrington		Residence Life Administration	Bridger Teton National Forest Campground Fencing

July 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Grand Teton Natural History Association (Grand Teton Association)	\$9,011	Anna Lisa Chalfoun		Wyoming Coop Unit	Delineating Key Metrics for Territory Size and Habitat Requirements to Sustain Great Gray Owls in Wyoming
Health Resources and Services Administration/DHHS	\$699,700	David Jones		Family Medicine Residency Programs Laramie	Educational Health Center of Wyoming: New Access Point
Health Resources and Services Administration/DHHS	\$499,166	Sarah Kooienga		School of Nursing	Nurse Education, Practice, Quality, and Retention Interprofessional Collaborative Practice Program - Behavioral Health Integration Project - Year 2
Jet Propulsion Laboratory	\$33,112	Robert Howell		Geology & Geophysics	Data Analysis and Modeling of the Cassini VIMS Thermal Emission Spectra of Active Fissures at the South Pole of Enceladus
Jonas Center	\$20,000	Mary Burman		School of Nursing	Jonas Center for Nursing and Veterans Health (JONAS) Scholars 2018-2020
Muley Fanatic Foundation	\$22,605	Matthew Kauffman		Wyoming Coop Unit	Baggs Mule Deer Project
National Institute of Allergy and Infectious Diseases/NIH/DHHS	\$739,444	Donald Jarvis	Jason Gigley	Molecular Biology	Impact of Fc N-glycan Structure on HIV-specific Antibody Functions - Jarvis Year 3
National Institute of Food and Agriculture/Department of Agriculture	\$24,997	John Tanaka		Cooperative Extension Service	University of Wyoming Extension Programs: Smith Lever Special Needs
National Institutes of Health (DHHS)	\$180,625	Brian Cherrington		Zoology & Physiology	The Role of Citrullination in Gonadotrope Function-Year 2
National Institutes of Health/DHHS	\$69,499	Peter Nathanielsz		Animal Science	Project 2 - Mechanisms of placental, fetal brain and renal outcomes of IUGR 2018-2019
National Institutes of Health/DHHS	\$12,303	Christine Porter		Kinesiology & Health	Growing Resilience in Wind River Indian Reservation: an RCT on Gardens for Health - Year 4

July 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
National Science Foundation	\$111,191	Jeffrey Clune		Computer Science	CAREER: Creating Robust, Adaptable Computational Intelligence by Recreating Key Properties of Animal Brains
National Science Foundation	\$375,753	Michael Brotherton		Physics & Astronomy	Collaborative Research: Placing High-Redshift Quasars in Perspective: A Gemini Near-Infrared Spectroscopic Survey
National Science Foundation	\$568,356	Thijs Kelleners		Ecosystem Science & Management	Subsurface Structure and Flow Regime for Rocky Mountain Hillslopes with Different Geologies
New Mexico Department of Health	\$630,000	Humphrey Costello		Wyoming Survey & Analysis Center	Process and Outcome Valuation of New Mexico's Tobacco Use Prevention and Control
Plenty Unlimited Inc.	\$129,379	Liping Wang		Civil & Architectural Engineering	Energy Modeling for Indoor Farming Prototypes
Rocky Mountain Elk Foundation	\$13,050	Matthew Kauffman		Wyoming Coop Unit	Migration of I-80 Pronghorn in SE WY
Safari Club International Foundation	\$50,000	Matthew Kauffman		Wyoming Coop Unit	Evaluating the Benefit of Multiple Migration Strategies in the World's Longest Migrating Mule Deer Herd
Small Business Administration	\$108,747	Jill Kline		Small Business Development Center	Wyoming Small Business Development Center 2017-2018
The Nature Conservancy	\$10,000	Matthew Kauffman		Wyoming Coop Unit	The Atlas of Wildlife Migration: Wyoming's Ungulates
Utah Department of Natural Resources	\$105,638	Shannon Albeke		Wyoming Geographic Information Science Center	3-Species Database and Application Development
Western Interstate Commission on Higher Education	\$21,000	David Jones		College of Health Sciences Deans Office	Administration of Wyoming WICHE Program
WY Dept of Agriculture	\$6,600	Bret Hess		College of Agriculture & Natural Resources Deans Office	Potato Certification of Nebraska

July 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
WY Dept of Agriculture	\$185,000	Jeffrey Edwards		Cooperative Extension Service	Pesticide Safety Education Program 2018-2019
WY Dept of Education	\$617,679	Canyon Hardesty		Wyoming Institute for Disabilities WIND	UW ECHO in Individual Learning Network 2018-2020
WY Dept of Health	\$1,137,863	Aimee Lewis		School of Pharmacy	Drug Utilization Review and Pharmacy and Therapeutics (P&T) Committee Programs
WY Dept of Health	\$187,765	Canyon Hardesty		Wyoming Institute for Disabilities WIND	Wyoming Telehealth Network
WY Water Development Commission	\$150,000	Paul Caffrey		Wyoming Geographic Information Science Center	Wyoming National Hydrography Dataset (NHD) and NHDPlus High Resolution (HR) Quality Control (QC) Review Connectivity and Edit in Preparation for StreamStats
WY Water Development Commission	\$175,000	Greg Kerr		VP for Research & Economic Development Office	Office of Water Programs 2018-2020
WY Water Development Office	\$636,190	Christopher Nicholson		Civil & Architectural Engineering	FY 2019 and 2020 Operating Budget for the Water Resources Data System
Wyoming Game and Fish Department	\$73,986	Lusha Tronstad		Wyo Natural Diversity Database	Phase II - Native Mussel Surveys
Wyoming Wildlife - The Foundation	\$5,000	Matthew Kauffman		Wyoming Coop Unit	Migration Assessments: Elk in Western Wyoming
Wyoming Wildlife - The Foundation	\$4,458	Jeffrey Beck		Ecosystem Science & Management	Sierra Madre Columbian Sharp-Tailed Grouse
Wyoming Wildlife - The Foundation	\$10,000	Matthew Kauffman		Wyoming Coop Unit	Wind Energy Influence on Pronghorn Habitat
Wyoming Wildlife - The Foundation	\$5,000	Matthew Kauffman		Wyoming Coop Unit	Ungulate Migrations of Wind River Reservation
Wyoming Wildlife - The Foundation	\$40,000	Matthew Kauffman		Wyoming Coop Unit	Moose Demography, Browsing Interactions: Bighorns

July 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Wyoming Wildlife - The Foundation	\$5,000	Matthew Kauffman		Wyoming Coop Unit	Red Desert Mule Deer Migrations
Wyoming Wildlife - The Foundation	\$29,800	Kerry Sondgeroth		Veterinary Science	Characterization of Respiratory Pathogens in Wyoming Bighorn Sheep Using Mass Spectrometry and Sequencing
Wyoming Wildlife - The Foundation	\$15,000	Merav Ben-David		Zoology & Physiology	EstimatPlains Spotted Skunk: GPS/drone Technology

**Sponsored Programs**

**TOTAL 7/2018**            \$    9,097,077

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Air Force Reserve Officer's Training Corps	\$114,164	Debra Hintz		Scholarships & Financial Aid	Air Force ROTC 2017-18

**Total Insitutional Awards**    \$        114,164

**Grand Total**                        \$9,211,242

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Department of Education	\$395,027	Paul Hesco		Student Educational Opportunity	Student Support Services 2018-2019
Department of Education	\$304,056	Brian Shreck		Student Educational Opportunity	McNair Scholars Project 2018-2019
Department of Education	\$414,156	Pamela Richardson		Student Educational Opportunity	Upward Bound 2018-2019 and Exempt
Department of Energy	\$195,435	Bart Geerts		Atmospheric Science	Mixed-Phase Convective Clouds in the Polar Marine Boundary Layer
Federal Communications Commission	\$62,046	Sandra Root-Elledge		Wyoming Institute for Disabilities WIND	Wyoming Deaf-Blind Equipment Distribution Program - 2018-2019
Forest Service/Department of Agriculture	\$27,000	Lusha Tronstad		Wyo Natural Diversity Database	Surveys for Glacier Stonefly on the Shoshone and Bighorn National Forests
George B. Storer Foundation	\$65,000	Matthew Kauffman		Wyoming Coop Unit	Wyoming Migration Initiative-Storer
Knobloch Family Foundation	\$170,000	Matthew Kauffman		Wyoming Coop Unit	Wyoming Migration Initiative - Knobloch

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Laramie County Community College	\$12,500	Paul Kunkel		Transit & Parking Services	LCCC Financial Contribution for Transit Service
Medical-Surgical Nursing Certification Board	\$62,209	Diane Boyle		School of Nursing	Continuing Competence Management of CMSRN Certificants of the Medical-Surgical Nursing Certification Board
National Aeronautics & Space Administration	\$45,000	Daniel Dale		Physics & Astronomy	Determining the Nature of [CII] 158 Micron Emission: An Improved Star Formation Rate Indicator
National Institute of Food and Agriculture/Department of Agriculture	\$415,969	John Tanaka		Agriculture Experiment Station	FFY18 (2017-2019) Regional Research Main
National Institute of General Medical Sciences/NIH/DHHS	\$249,468	David Fay		Molecular Biology	Mechanisms Controlling Tissue Morphogenesis, Architecture, and the Response to Mechanical Forces in <i>C. Elegans</i> , Year 2
National Institute of General Medical Sciences/NIH/DHHS	\$289,657	Daniel Wall		Molecular Biology	Kin Recognition and outer Membrane Exchange Regulate Social Interactions in Myxobacteria 2018-2019 (Year 7)
National Institutes of Health/DHHS	\$2,100,511	Qian-Quan Sun		Zoology & Physiology	Wyoming Sensory Biology COBRE - Administrative Core Year 2

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
National Institutes of Health/DHHS	\$40,507	David Fay		Molecular Biology	Characterizing Novel Functions of Conserved NIMA Family Kinases (Year 12)
National Institutes of Health/DHHS	\$205,408	Grant Bowman		Molecular Biology	Bacterial Mechanisms for Establishing and Maintaining Cell Polarity - Year 3
National Park Service/Department of the Interior	\$33,000	Matthew Kauffman		Wyoming Coop Unit	Identifying Structure of the Yellowstone Bison Population
National Park Service/Department of the Interior	\$32,500	Michael Dillon		Zoology & Physiology	UW-NPS Research Center Support 2018-2019
National Science Foundation	\$459,000	Debashis Dutta		Chemistry	Development of Sensitive Electrochemiluminescent Immunoassays through Electric Field Assisted Rapid Analyte Capture and Rational Design of the Reporter Catalyst/Reaction System
National Science Foundation	\$97,524	Alfred Rodi		Atmospheric Science	Wyoming King Air as a National Facility - King Air Life Impact
National Science Foundation	\$55,335	Gregory Brown		Botany	Digitization TCN: Collaborative Research: Using Herbarium Data To Describe Plant Niches In The High Peaks And High Plains Of The Southern Rockies: Past, Present and Future

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
National Science Foundation	\$8,500	Michael Dillon		Zoology & Physiology	NSF Graduate Research Fellows Program (GRFP) - Delina Dority 2017-2018
National Science Foundation	\$46,000	Matthew Kauffman		Wyoming Coop Unit	NSF Graduate Research Fellows Program (GRFP) - Patrick August Rodgers 2017-18
National Science Foundation	\$46,000	Matthew Kauffman		Wyoming Coop Unit	NSF Graduate Research Fellows Program (GRFP) - Anna Caroline Ortega 2017-2018
National Science Foundation	\$46,000	Jonathan Naughton		Mechanical Engineering	NSF Graduate Research Fellows Program (GRFP) - Marlin Jamell Holmes
National Science Foundation	\$46,000	Kevin Monteith		Haub School of Environment & Natural Resources	NSF Graduate Research Fellows Program (GRFP) - Katey Huggler 2017-18
National Science Foundation	\$46,000	Michael Cheadle		Geology & Geophysics	NSF Graduate Research Fellows Program (GRFP) -Madline Lucille Wewer 2017-18
National Science Foundation	\$155,506	Noriaki Ohara		Civil & Architectural Engineering	Collaborative Research: Causes and Consequences of Catastrophic Thermokarst lake Drainage in and Evolving Arctic System
National Science Foundation	\$490,000	Edward Clennan		Chemistry	Syntheses, Characterizations, and Applications of Heli-Viologens and Heli-Twisted Acenes

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
National Science Foundation	\$285,468	Robert Kelly		Anthropology	Populating a Radiocarbon Database of North America, Phase III
National Science Foundation	\$412,000	Lars Kotthoff		Computer Science	RI: Small: Robust Performance Models
National Science Foundation	\$62,087	Zachary Lebo		Atmospheric Science	Collaborative Research: Effects of Air Turbulence and Snowflake Morphology on Snow Fall Speed
National Science Foundation	\$199,938	Carl Frick		Mechanical Engineering	PFI-TT: Total Intervertebral Disk Replacement Device Using Novel Energy Absorbing Materials
National Science Foundation	\$137,594	Andrew Parsekian		Geology & Geophysics	Laboratory Technician Support: Experimental Hydrogeophysics Technician
National Science Foundation	\$14,034	Alfred Rodi		Atmospheric Science	REU - Wyoming King Air as a National Facility

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
North Dakota Department of Health	\$18,054	Brian Harnisch		Wyoming Survey & Analysis Center	7-Month Follow-Up Surveys of North Dakota Quits Enrollees
Resonant Sciences	\$23,845	Vladimir Alvarado		Chemical Engineering	Investigations into High Efficiency MHD Utilizing Wyoming Coals
Sheridan Community Land Trust	\$5,750	Patrick Harrington		Residence Life Administration	Soldier Ridge Trail Improvements 2018
Simons Foundation	\$6,000	Zhuang Niu		Mathematics & Statistics	Some Problems in the Classification of C*-algebras
Simons Foundation	\$1,000	Zhuang Niu		Mathematics & Statistics	Discretionary Portion - Some Problems in Classification of C*-algebras
Temple University	\$174,502	Meredith Minear		Psychology	Exploring Links between STEM Success and Spatial Skills: Undergraduate GIS Courses and a Spatial Turn of Mind
University of Colorado, Boulder	\$28,022	Andrew Parsekian		Geology & Geophysics	The Airborne Interferometric and Polarimetric Synthetic Aperture Radar Permafrost Dynamics Observatory
University of Utah	\$40,000	Maohong Fan		Chemical Engineering	Co-firing Biomass and Coal under Pressurized Oxy-fired Combustion Conditions - 44.5% Year 3

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
WY Business Council	\$2,500	Shawna McBride		Physics & Astronomy	Women in STEM Conference Sponsorship: Agreement Between Wyoming Business Council On Behalf of The Wyoming Council for Women's Issues and University of Wyoming By And Through the Wyoming NASA Space Grant Consortium
WY Dept of Education	\$75,113	Andrea Burrows		School of Teacher Education	Teacher Support for Wyoming - Title IIA Funds
WY Dept of Health	\$30,000	Lauren Gilbert		Wyoming Survey & Analysis Center	State Targeted Response (STR) to the Opioid Crisis Grant Evaluation
WY Dept of Health	\$9,800	Eric Canen		Wyoming Survey & Analysis Center	Wyoming Prevention Needs Assessment 2018
WY Dept of Health	\$60,000	Canyon Hardesty		Wyoming Institute for Disabilities WIND	UW ECHO in Behavioral Health and Substance Use
WY Workforce Services	\$55,405	Robert Godby		Economics	Developing 2019 Prevailing Wage Estimates For Wyoming Department of Workforce Services
Wyoming County Commissioners Association	\$33,000	David Taylor		Agriculture & Applied Economics	Analysis of the Socioeconomic Conditions in Wyoming Counties
Wyoming Game and Fish Department	\$120,026	Jeffrey Beck		Ecosystem Science & Management	Response of Greater Sage-Grouse to Treatments in Wyoming Big Sagebrush
Wyoming Game and Fish Department	\$39,950	Jeffrey Beck		Ecosystem Science & Management	Resource Selection Overlap Between Greater Sage-Grouse and Co-occurring Species

August 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Wyoming State Parks and Cultural Resources	\$100,000	Ivan Gaetz		University Libraries Administrative Office	Support and Facilitate the We The People; the Citizen and the Constitution Program throughout the State of Wyoming
Wyoming Wildlife - The Foundation	\$5,000	Kevin Monteith		Haub School of Environment & Natural Resources	Do Petals Fall Far from Rose?
Wyoming Wildlife - The Foundation	\$10,000	Holly Ernest		Veterinary Science	Wyoming Mule Deer Genetics and CWD Year 2
Wyoming Wildlife - The Foundation	\$26,467	Holly Ernest		Veterinary Science	Wyoming Bighorn Sheep Genetics: Wrap Up

**Sponsored Programs**

**TOTAL 8/2018**           \$8,590,870

**Total From 7/2018** **\$9,097,077**

**Total Year to Date** **\$17,687,947**  
**7/2018-6/2019**

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Air Force Reserve Officer's Training Corps	\$114,164	Debra Hintz		Scholarships & Financial Aid	Air Force ROTC 2017-18

**Total Institutional Awards** \$ **114,164**

**Grand Total** **\$17,802,112**

September 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Battelle Energy Alliance	\$ 78,000	Mike Borowczak		VP for Research & Economic Development Office	Center for Advanced Energy Studies Program Development Activities
Bayer Corporation	\$ 11,000	Daniel Tekiela		Plant Sciences	Effective Control of Rangeland Weeds Using Herbicides
Department of Education	\$ 3,430,000	Kristi Russow		Student Educational Opportunity	Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR-UP Wyoming) - Operating 2018-2019
Dow AgroSciences	\$ 4,680	Carrie Eberle		Plant Sciences	Dow Sponsored Projects: Goss' Wilt Study and Deficit Irrigation Study in Corn
Environmental Defense Fund	\$ 51,300	Shane Murphy		Atmospheric Science	Quantifying Site-Level Methane Emissions in the Permian Basin
Forest Service/Department of Agriculture	\$ 11,500	Patrick Harrington		Residence Life Administration	Shoshone National Forest: Middle Fork Stock Bypass New Trail Construction Part II
Forest Service/Department of Agriculture	\$ 11,500	Patrick Harrington		Residence Life Administration	Bighorn Canyon Edelman Trail 025 Reroute Project
Forest Service/Department of Agriculture	\$ 50,000	Patrick Harrington		Residence Life Administration	Medicine Bow National Forest Trail Maintenance and Reroutes
Forest Service/Department of Agriculture	\$ 15,480	Daniel Tekiela		Plant Sciences	FS-PIAP Toadflax Integration Indazaflam and Biocontrol Agents to Restore Dalmation Toadflax Invaded Ecosystem
Forest Service/Department of Agriculture	\$ 30,000	Joseph Holbrook		Haub School of Environment & Natural Resources	Science Synthesis of Disease Transmission and its Impact on Bighorn Sheep Populations: A Review of Scientific Literature and an Identification of Research Gaps
George Mason University	\$ 34,531	Clair White		Criminal Justice & Sociology	Community Health: Anti-Social Behavior at Drug Hot Spots

September 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
Muley Fanatic Foundation	\$ 10,000	Matthew Kauffman		Wyoming Coop Unit	Red Desert to Hoback Mule Deer - MFF FY19
Muley Fanatic Foundation	\$ 5,000	Matthew Kauffman		Wyoming Coop Unit	Green Mountain Mule Deer - MFF FY19
National Institute of Food and Agriculture/Department of Agriculture	\$ 168,245	Scott Schell		Ecosystem Science & Management	UW-IPM Extension Team Crop Protection and Pest Management-Extension Implementation Program Projects
National Oceanic & Atmospheric Administration/Department of National Park Service/Department of the Interior	\$ 242,973	David Finnoff		Economics	Thresholds in a Changing Ocean Environment: Bioeconomic Implications to Inform Adaptation Decisions for Alaska's
	\$ 37,000	Bonnie Heidel		Wyo Natural Diversity Database	Plant Species Verification and Checklists for Northern Great Plains Parks
National Research Council Canada	\$ 41,444	Samuel Haimov		Atmospheric Science	Use of KPR during the NRC RADSNOWExp Project
National Science Foundation	\$ 70,812	Alfred Rodi		Atmospheric Science	Supplemental Funding - Deployment
National Science Foundation	\$ 649,991	Shawna McBride		Physics & Astronomy	Combining Project-based Learning, Citizen Science, and Authentic Research to Enhance the Success of STEM and STEM Education Majors
National Science Foundation	\$ 2,014,005	Alfred Rodi		Atmospheric Science	Wyoming King Air as a National Facility
National Science Foundation	\$ 125,304	Mengqiang Zhu		Ecosystem Science & Management	Mineralogical and Biogeochemical Control of Phosphorus Transformation During Soil Development
National Science Foundation	\$ 1,033,396	Dongliang Duan		Electrical & Computer Engineering	MRI: Acquisition of a Hybrid Real-Time Simulator for Real-time Power Grid Simulations
Office of the Wyoming Attorney General	\$ 20,000	Rodney Wambeam		Wyoming Survey & Analysis Center	Statistical Analysis of Opioid Marketing, Use, and Abuse
Olympus America Inc	\$ 805	Grant Bowman		Molecular Biology	9th Annual Front Range Cytoskeleton Meeting
Resono Pressur Systems LLC	\$ 63,770	Jonathan Naughton		Mechanical Engineering	Unsteady Surface Pressure Measurement System Suitable for Making Measurements on Wind Turbine Blades in the Field
Simons Foundation	\$ 42,000	Hakima Bessaih		Mathematics & Statistics	Random Vortex Methods for 3D Fluids
Small Business Administration	\$ 125,000	Jill Kline		Small Business Development Center	SBTDC - Federal and State Technology (FAST) Partnership

September 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
U.S. Fish & Wildlife Service/Department of the Interior	\$ 5,400	Shannon Albeke		Wyoming Geographic Information Science Center	Advanced Spatial Analysis & Statistics Workshop
U.S. Geological Survey/Department of the Interior	\$ 74,000	Anna Lisa Chalfoun		Wyoming Coop Unit	RWO #201: Influence of Energy Development and Climatic Variability on Sagebrush Songbirds
U.S. Geological Survey/Department of the Interior	\$ 65,000	Annika Walters		Wyoming Coop Unit	Drivers of Native Fish Community Response to Oil and Natural Gas Development
U.S. Geological Survey/Department of the Interior	\$ 252,000	Matthew Kauffman		Wyoming Coop Unit	Evaluating the influence of energy development on mule deer migrations
University of Kansas	\$ 29,999	Martin Agron		Counseling Leadership Advocacy & Design	Factors Contributing to Academic, Social/Communication, and Behavioral Outcomes for Elementary Students with the Most Significant Cognitive Disabilities
University of Minnesota	\$ 120,387	Lauren Shoemaker		Botany	Maintenance of Ecological Biodiversity Across Spatial and Temporal Scales and Under Anthropogenic Modification
UT-Battelle LLC	\$ 34,000	Dilpuneet Aidhy		Mechanical Engineering	Understanding Alloy Chemistry in the Formation, Diffusion and Mitigation of Point Defects & Clusters, and Phase Stability in Irradiated Disordered Alloys - Year 3, IC 44.5%
Various Sponsors	\$ 104,743	David Bell		Manufacturing Works	Program Income - NIST
WY Animal Damage Management Board	\$ 20,000	Myrna Miller		Veterinary Science	Rabies Surveillance in the State of Wyoming
WY Association of Conservation Districts	\$ 53,384	Teale Wyckoff		Wyoming Geographic Information Science Center	Development of SuiteWater Phase IV and Annual Stewardship
WY Association of Sheriffs and Chiefs of Police	\$ 3,200	Bistra Anatchkova		Wyoming Survey & Analysis Center	2018 Alcohol and Tobacco Sales Compliance Checks
WY Dept of Agriculture	\$ 40,000	Kevin Monteith		Haub School of Environment & Natural Resources	Effect of Coyotes and Coyote Control on Sympatric Ungulates in Southwest Wyoming
WY Dept of Agriculture	\$ 45,000	Kevin Monteith		Haub School of Environment & Natural Resources	Summer Nutrition, Disease, or Predation? Quantifying Causes of Poor Lamb Survival in Northwest Wyoming
WY Dept of Agriculture	\$ 40,000	Kevin Monteith		Haub School of Environment & Natural Resources	Effects of Predation on Mule Deer in the Wyoming Range Following the Devastating 2016-17 Winter

September 2018

Sponsor	Award Funding Amount	PI Name	Co-PI Name	Organization	Award Name
WY Dept of Family Services	\$ 2,067,864	Melinda Meuli		Cooperative Extension Service	Wyoming Supplemental Nutrition Assistance Program Education (SNAP-Ed) 2018-2019
WY Dept of Health	\$ 40,000	Robert Leduc		Wyoming Survey & Analysis Center	Wyoming Court Assisted Supervised Treatment (WycST) Information Management System Maintenance FY2019
WY Dept of Health	\$ 4,920	Robert Leduc		Wyoming Survey & Analysis Center	Ranger Maintenance FY16
WY Dept of Transportation	\$ 1,500,000	Paul Kunkel		Transit & Parking Services	FY19 5311 Rural Public Transit Operating Funding
WY Livestock Board	\$ 203,830	Brant Schumaker		Veterinary Science	Brucellosis Diagnostic Testing Support FY 19-20
WY State Geological Survey	\$ 15,000	Kevin Chamberlain		Geology & Geophysics	U-Pb Dates in Support of Horatio Rock Mapping of Rachel Toner and Lankin Dome Mapping of Robert Gregory at the WSGS
Wyoming Game and Fish Department	\$ 15,000	Kristina Hufford		Ecosystem Science & Management	Sage-Grouse Habitat Restoration in Northeastern Wyoming: Evaluating Revegetation Outcomes: Year Three Completion
Wyoming Game and Fish Department	\$ 38,133	Mark Andersen		Wyo Natural Diversity Database	Online Species Account Platform
Wyoming State Parks and Cultural Resources	\$ 1,271	Bryan Ricupero		University Libraries Administrative Office	A Stereographic View of Wyoming and Yellowstone

**Sponsored Programs**

<b>TOTAL 9/2018</b>	<b>\$13,150,867</b>
<b>Total From 7/2018</b>	<b>\$9,097,077</b>
<b>Total From 8/2018</b>	<b>\$8,590,870</b>
<b>Total Year to Date 7/2018-6/2019</b>	<b>\$30,838,815</b>

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Air Force Reserve Officer's Training Corps	\$114,164	Debra Hintz		Scholarships & Financial Aid	Air Force ROTC 2017-18
Department of Education	\$ 15,571,672	Debra Hintz		Scholarships & Financial Aid	Direct Student Loans 2018-19
Department of Education	\$ 4,387,098	Debra Hintz		Scholarships & Financial Aid	Pell Grant 2018-19
<b>Total Institutional Awards</b>	<b>\$ 20,072,934</b>				

**Grand Total** **\$50,911,749**

**INFORMATION ONLY**

**AGENDA ITEM TITLE: Contracts and Procurement Report, Whaley**

**UW Regulation 7-2 (Signature Authority) Contracts Board Report - August 16, 2018 - October 15, 2018**

Contract Number	Contract Header Name	Contract Type	Academic Department	Supplier	Signed Date	Agreed Amount	Signer Name	Signer Job Title
13403-NativeRangeAmend4-091218	13403-NativeRangeAmend4-091218	Services Contract	College of Arts & Sciences	Native Range Capture Services Inc.	9/16/18	\$1,188,000.00	Laurie Nichols	President <sup>c</sup>
13181-ThermoElectron-Sims-0718	13181-ThermoElectron-Sims-0718	Services Contract	College of Arts & Sciences	Thermo Electron North America LLC	8/22/18	\$70,501.00	Paula Lutz	Dean/Professor
13241Nanosurf	AFM with installation and training	Services Contract	College of Arts & Sciences	NanoSurf Inc	9/26/18	\$59,877.00	Paula Lutz	Dean/Professor
16101_Flight Safety	Flight Safety	Services Contract	College of Engineering & Applied Science	Flight Safety International Inc04	9/11/18	\$70,096.00	Michael Pishko	Dean/Professor
17101-WWAMI/UWSOM	WWAMI/UWSOM contract	Services Contract	College of Health Sciences	University of Washington	10/4/18	\$5,808,451.00	Laurie Nichols	President <sup>**</sup>
17104WestInteractiveAug2018	West Interactive Services	Services Contract	College of Health Sciences	West Interactive Services Corp Inc	10/11/18	\$72,000.00	David Jones	Interim Dean/Professor
11001AmyFreye0918	Amy Freye	Services Contract	Enhanced Oil Recovery Institute	Freye, Amy	9/18/18	\$60,000.00	Mark Northam	Executive Director
40003-Ellucian ILP V3-Sept 2018	Cloud Software Order Form	Services Contract	Information Technology	Ellucian Company L.P.	9/16/18	\$103,010.00	Robert Aylward	Vice President for Information Technology & CIO
40003-Ellucian DegreeWorks-Sept 2018	Degree Works Statement of Work	Services Contract	Information Technology	Ellucian Company L.P.	9/20/18	\$91,740.00	Robert Aylward	Vice President for Information Technology & CIO
40003-Oracle OIC CPQ853835-Aug 2018	Cloud Services Fees-37 months	Services Contract	Information Technology	Oracle America, Inc.	8/29/18	\$393,806.45	Robert Aylward	Vice President for Information Technology & CIO
40003-Hyland LLC-Oct 2018	Hyland LLC Master Agreement	Services Contract	Information Technology	Hyland LLC	10/4/18	\$262,786.00	Robert Aylward	Vice President for Information Technology & CIO
90202BYUJuly2018	Brigham Young University football	Services Contract	Intercollegiate Athletics	Brigham Young University	8/19/18	\$250,000.00	Laurie Nichols	President
90202TeamworksSeptember2018	5 year extension to original software access agreement	Services Contract	Intercollegiate Athletics	Teamworks Innovations Inc	10/10/18	\$62,220.00	Laurie Nichols	President <sup>***</sup>
90020AlbanyCountySheriffAugust2018	Extra duty police services FB and MBB	Services Contract	Intercollegiate Athletics	Albany County Sheriff	8/23/18	\$75,000.00	Neil Theobald	Vice President, Finance & Admin
90201UnivNorthernColoOCTOBER2018	Athletic Contest Agreement	Services Contract	Intercollegiate Athletics	University of Northern Colorado	10/4/18	\$78,000.00	Matthew Whisenant	Deputy Director
00011NWSSSeptember2018	MEMORANDUM OF UNDERSTANDING BETWEEN THE UNIVERSITY OF WYOMING AND NATIONAL WESTERN STOCK SHOW	Services Contract	Office of the President	National Western Stock Show	9/18/18	\$119,775.00	Laurie Nichols	President
20001-Ruffalo-Sept 2018	Ruffalo Noel Levitz Services Agreement and Statement of Work	Services Contract	Provost	Ruffalo Noel Levitz LLC	9/18/18	\$259,272.00	Laurie Nichols	President
20001-Storbeck,Pimentel-Sept2018	Dean of the College of Agriculture & Natural Resources	Services Contract	Provost	Storbeck Pimentel & Associates Inc	10/3/18	\$78,000.00	Kate Miller	Provost & Vice Pres, Acad Affairs
10012GrayJuly2018	Program Portfolio Strategy	Services Contract	Provost	Gray Associates Inc	9/9/18	\$72,000.00	Robert Aylward	Vice President for Information Technology & CIO
70001 - UT Battelle LLC (ORNL) - October 2018	Subcontract	Services Contract	Research & Economic Development	Battelle	10/2/18	\$79,719.00	Diana Hulme	Associate Vice President for Research
10501-P&PConsulting-082218	P&P Consulting Amendment No. 2	Services Contract	School of Energy Resources	P&P Consulting Services Inc	8/30/18	\$69,000.00	Mark Northam	Executive Director
10501-P&PConsulting-090718	Amendment No. 3	Services Contract	School of Energy Resources	P&P Consulting Services Inc	9/13/18	\$141,000.00	Mark Northam	Executive Director
19002EBSCOAugust2018	Service Agreement between EBSCO Information Services and University of Wyoming and Annual Renewal	Services Contract	University Libraries	EBSCO Subscription Service	9/18/18	\$689,112.09	Laurie Nichols	President

19001Version2September2018	Digital Science Dimensions & Elements	Services Contract	University Libraries	Digital Science & Research Solutions Inc.	9/24/18	\$95,270.00	Neil Theobald	Vice President, Finance & Admin
26001RiccaDesignStudiosJune2018	Consultant Agreement	Services Contract	University Operations	Ricca Design Studios	8/16/18	\$50,000.00	Neil Theobald	Vice President, Finance & Admin
26001WestonEngineering,Inc.	Consultant Agreement	Services Contract	University Operations	Weston Engineering Inc	8/30/18	\$50,000.00	Neil Theobald	Vice President, Finance & Admin
26001WalkerConsultantsAug2018	Consultant Agreement	Services Contract	University Operations	Walker Consultants	9/11/18	\$149,860.00	Neil Theobald	Vice President, Finance & Admin
26001BCEREngineering,Inc.Aug2018	Consultant Agreement	Services Contract	University Operations	BCER Engineering Inc	8/20/18	\$78,300.00	Neil Theobald	Vice President, Finance & Admin
26001ContractFurnishingsSept2018	Agreement Between Owner and Contractor	Services Contract	University Operations	Contract Furnishings, Inc.	10/9/18	\$819,895.42	Laurie Nichols	President
26001TDSI(TheDesignStudioInc)Aug2018	Consultant Agreement	Services Contract	University Operations	TDSI- The Design Studio Inc	8/20/18	\$50,000.00	Neil Theobald	Vice President, Finance & Admin
26001ThyssenKruppElevatorMay2018	Change Order No. 1	Services Contract	University Operations	ThyssenKrupp Elevator Corporation	9/18/18	\$226,900.00	Neil Theobald	Vice President, Finance & Admin
26001D2CArchitectsAug2018	Consultant Agreement	Services Contract	University Operations	D2C Architects	9/3/18	\$50,000.00	Neil Theobald	Vice President, Finance & Admin
26001RockyMountainFireSystems,Inc.June2018	Agreement for Services	Services Contract	University Operations	Rocky Mountain Fire Systems, Inc.	8/16/18	\$119,724.00	Neil Theobald	Vice President, Finance & Admin
26001MEEngineers,Inc.May2018	Consultant Agreement	Services Contract	University Operations	ME Engineers Inc	9/23/18	\$50,000.00	Neil Theobald	Vice President, Finance & Admin

\*Board of Trustees approved administration to sign March 23, 2018

\*\*Board of Trustees approved administration to sign September 14, 2018

\*\*\*Board of Trustees approved administration to sign October 10, 2018

The University of Wyoming  
Board of Trustees' Report – *Supplemental Materials*  
November 14-16, 2018  
Page 328

UW Regulation 7-2 (Signature Authority) Procurement Board Report - August 16, 2018 - October 15, 2018										
Creation Date	Supplier Name	Line No	Description	Quantity	Line unit price	Total Line Price	Total PO Amount	Department	Last Approver	Title of Approver
8/16/2018	Huron Consulting Services	1.	Backfill services to support the WyoCloud Project - Sponsored Programs office (Replacement for PO 0000208147)		\$50,000.00	\$50,000.00	\$50,000.00	Controller	Ronald Ravel, 8/16	Sr Dir Financial Admin & Compl
8/17/2018	Optical Solutions	1.	Spectrograph Camera Lens Assembly - UW# 308799D		\$28,730.00	\$28,730.00	\$28,730.00	Physics and Astronomy	Bethany Allen, 8/16	AS&S Dean, Bus Mgr
8/17/2018	En Pointe Technologies Sales, Inc	1.	Microsoft Desktop Enterprise Renewal 9/1/18-8/31/19 per attached quote	2903	\$55.55	\$161,290.68		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	2.	Microsoft Core Server Platform Renewal 9/1/18-8/31/19 per attached quote	2903	\$2.40	\$6,967.20		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	3.	Microsoft Core CAL - Student Renewal 9/1/18-8/31/19 per attached quote	10836	\$2.44	\$26,439.84		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	4.	Microsoft Core Server Platform - Student Renewal 9/1/18-8/31/19 per attached quote	10836	\$0.48	\$5,201.28		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	5.	Microsoft MSDN Platform Renewal 9/1/18-8/31/19 per attached quote	5	\$125.74	\$754.44		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	6.	Microsoft System Center Data Center 2-CPU Renewal 9/1/18-8/31/19 per attached quote	50	\$196.47	\$9,823.50		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	7.	Microsoft System Center Data Center 2-Core Renewal 9/1/18-8/31/19 per attached quote	280	\$24.36	\$6,820.80		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	8.	Microsoft System Center Standard 2-Core Renewal 9/1/18-8/31/19 per attached quote	194	\$9.88	\$1,633.92		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	9.	Microsoft SQL Server Standard 2-Core Renewal 9/1/18-8/31/19 per attached quote	63	\$289.92	\$18,264.96		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	10.	Microsoft Windows RDS CAL Renewal 9/1/18-8/31/19 per attached quote	6	\$8.16	\$48.96		Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
	En Pointe Technologies Sales, Inc	11.	Microsoft VDS License 9/1/18-8/31/19 per attached quote	100	\$26.00	\$2,600.00	\$239,845.58	Office of the CIO	Robert Aylward, 8/17	VP Info Tech & CIO
8/20/2018	Northern Wyoming Community College District	1.	ANNUAL GROUND LEASE PAYMENT-2018 SEE ATTACHED AGREEMENT		\$123,783.03	\$123,783.03	\$123,783.03	Real Estate Operations	John Davis, 8/17	Assoc VP for Univ Operations
8/22/2018	Orade America, Inc.	1.	Support #2211967 for period 4/11/18-6/30/19 per attached agreement		\$178,320.44	\$178,320.44	\$178,320.44	Application & Database Services	Robert Aylward, 8/22	VP Info Tech & CIO
8/23/2018	Rainier Theory Inc	1.	Consulting Services 7/1/18 to 6/30/19. This is the continuation of a services agreement originally set up under PO 0000020052		\$175,609.00	\$175,609.00	\$175,609.00	Wyoming Survey & Analysis Center	Paula Lutz, 8/23	Dean, AS&S
8/24/2018	Western Research Institute	1.	Contracting services to commercialize technology solutions and research products for coal to asphalt co-products and bi-products		\$175,000.00	\$175,000.00	\$175,000.00	School of Energy Resources	Mark Northam, 8/24	Executive Director, SER
8/24/2018	Wofford College	1.	Football Game Guarantee for game on September 15, 2018 - UW vs. Wofford College		\$400,000.00	\$400,000.00	\$400,000.00	Athletics	Thomas Burman, 8/24	Athletic Director
8/27/2018	Washington State University	1.	Football Game Guarantee for game on September 1, 2018 - UW vs. Washington State University		\$300,000.00	\$300,000.00	\$300,000.00	Athletics	Thomas Burman, 8/24	Athletic Director
8/27/2018	Temple University	1.	Coleman 1003946 Temple University Subaward; The Bessie Coleman Project - Using Computer Modeling and Flight Simulation to Create STEM Pathways		\$145,691.00	\$145,691.00	\$145,691.00	Teacher Education	Douglas Reutzel, 8/27	Dean, Education
8/27/2018	Cheyenne Obstetrics & Gynecology Inc PC	1.	Resident Education - obstetrics/gynecology		\$50,000.00	\$50,000.00	\$50,000.00	Family Medicine Residency Programs Cheyenne	Laurie Kempert, 8/9	Business Manager, Executive, Health Sciences Dean
8/27/2018	Medina, Jonathon D.	1.	Resident Education and Supervision		\$50,000.00	\$50,000.00	\$50,000.00	Family Medicine Residency Programs Cheyenne	Laurie Kempert, 8/2	Business Manager, Executive, Health Sciences Dean
8/29/2018	Zoom Video Communications, Inc	1.	300 Participants meeting Annual 8/4/18-8/31/19 per attached invoice	1	\$400.00	\$400.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	2.	Audio Conferencing Pay As You Go - Overage Fee 7/4/18-8/31/19 per attached invoice	1	\$3.00	\$3.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	3.	Cloud Recording One Year Prepay 3 TB Monthly Usage 8/4/18-8/31/19 per attached invoice	1	\$12,000.00	\$12,000.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	4.	Dedicated Dial-in Number 8/4/18-9/3/18 per attached invoice	1	\$10.00	\$10.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	5.	Education Annual 8/4/18-8/31/19 per attached invoice	1	\$50,750.00	\$50,750.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	6.	Room Connector Annual 8/4/18-8/31/19 per attached invoice	25	\$499.00	\$12,475.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	7.	Webinar 500 Annual 8/4/18-8/31/19 per attached invoice	1	\$1,400.00	\$1,400.00		Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
	Zoom Video Communications, Inc	8.	Zoom Rooms Annual 8/4/18-8/31/19 per attached invoice	5	\$499.00	\$2,495.00	\$79,533.00	Application & Database Services	Robert Aylward, 8/28	VP Info Tech & CIO
8/29/2018	Everfi, Inc.	1.	Everfi Contract Payment for 2018	0.271429		\$19,000.00		VP Student Affairs	Jamison Miller, 8/28	Dir Student Affairs Bus Op.
	Everfi, Inc.	1.	Everfi Contract Payment for 2018	0.071429		\$5,000.00		Chief Diversity Officer	Daniel Masey, 8/29	Chief of Staff, Office of the President
	Everfi, Inc.	1.	Everfi Contract Payment for 2018	0.071429		\$5,000.00		ECRR	Fawn Killon, 8/28	Bus Mgr, Exec, General Counsel
	Everfi, Inc.	1.	Everfi Contract Payment for 2018	0.142857		\$10,000.00		Academic Support, Athletics	Rachel Hulet, 8/27	Asst AD/Business Operations, Athletics
	Everfi, Inc.	1.	Everfi Contract Payment for 2018	0.442857		\$31,000.00	\$70,000.00	AWARE	Jamison Miller, 8/28	Dir Student Affairs Bus Op.
9/5/2018	Orade America, Inc.	1.	Campus License annual support Cloud Services FY 2019		\$127,721.01	\$127,721.01	\$127,721.01	Application & Database Services	Robert Aylward, 9/4	VP Info Tech & CIO
9/5/2018	Marsh USA, Inc.	1.	ACH Payment - Property Insurance Premium - Invoice 267549262934		\$716,736.09	\$716,736.09	\$716,736.09	Risk Management & Safety Office	Laurie Nichols, 9/3	President

The University of Wyoming  
Board of Trustees' Report – *Supplemental Materials*  
November 14-16, 2018  
Page 329

9/6/2018	Spring Fabrications, Inc. Advance Technology Group	1.	Change order - Vacuum Chamber M.Pierce	1	\$53,146.00	\$53,146.00	\$53,146.00	Physics and Astronomy	Bethany Allen, 10/8	Business Mgr., A&S
9/6/2018	Wyoming State Library	1.	FY2019 OCLC Group Assessment		\$120,839.18	\$120,839.18	\$120,839.18	University Library Collection Development	Laurie Mendick, 9/5	Business Manager, Executive, Libraries
9/5/2018	Esso Motor Sales	1.	Esso Motor Sales - Kenya. purchase of a field vehicle for Dr. Jake Goheen's research in Kenya	0.403236		\$25,000.00		Zoology & Physiology	Laurie Sanchez, 9/5	Dir. Business Operations, A&S
	Esso Motor Sales	1.	Esso Motor Sales - Kenya. purchase of a field vehicle for Dr. Jake Goheen's research in Kenya	0.403236		\$25,000.00		ABS Dean	Laurie Sanchez, 9/5	Dir. Business Operations, A&S
	Esso Motor Sales	1.	Esso Motor Sales - Kenya. purchase of a field vehicle for Dr. Jake Goheen's research in Kenya	0.193548		\$12,000.00	\$62,000.00	VP Research & Economic Development	Amanda Larson, 9/5	Research
9/7/2018	Little America Hotels & Resorts Inc	1.	Little America - 2018 Cowboy Auction Fundraiser Event Catering			\$45,924.00		Cowboy Joe Club	Rachael Hulet, 9/4	Asst AD/Business Operations, Athletics
	Little America Hotels & Resorts Inc	2.	Little America - 2018 Cowboy Auction Fundraiser Event - Other services: Audio Visual- Misc.: Attendants; Technology; Service charge			\$11,805.52		Cowboy Joe Club	Rachael Hulet, 9/4	Asst AD/Business Operations, Athletics
	Little America Hotels & Resorts Inc	3.	Little America - 2018 Cowboy Auction Fundraiser Event - Room Rentals			\$1,500.00	\$59,229.52	Cowboy Joe Club	Rachael Hulet, 9/4	Asst AD/Business Operations, Athletics
9/7/2018	Gallagher Student Health & Special Risk	1.	Athletic Insurance Policy 2018-2019 - Invoice 2629599		\$259,860.00	\$259,860.00	\$259,860.00	Risk Management & Safety Office	Teresa Evans, 9/7	General Counsel
9/10/2018	Alliance of Chicago Community Health Svc	1.	Annual Maintenance and Support of Software		\$225,987.60	\$225,987.60	\$225,987.60	Family Medicine Residency Programs Cheyenne	David Jones, 9/7	Interim Dean, Health Sciences
9/13/2018	Iwaki America Inc.	1.	Tanks, manifolds, filters consumables for non-quarantined fish	1	\$30,037.99	\$30,037.99		School of Pharmacy	David Jones, 9/11	Interim Dean, Health Sciences
	Iwaki America Inc.	2.	Rads, Tanks, Manifolds, plumbing, life support freight, install, set up and training for quarantined fish	1	\$85,448.00	\$85,448.00	\$115,485.99	School of Pharmacy	David Jones, 9/11	Interim Dean, Health Sciences
9/13/2018	Trident Electric LLC	1.	RIDS: FY19 FIRE EXTINGUISHER SERVICES			\$18,837.00		Facilities Engineering	John Davis, 9/13	Assoc VP for Univ Operations
	Trident Electric LLC	2.	CAMPUS: FY 19 FIRE EXTINGUISHER SERVICES			\$84,550.00		Facilities Engineering	John Davis, 9/13	Assoc VP for Univ Operations
	Trident Electric LLC	3.	CONVENTION CENTER: FY19 FIRE EXTINGUISHER SERVICES			\$628.00		Facilities Engineering	John Davis, 9/13	Assoc VP for Univ Operations
	Trident Electric LLC	4.	UNION: FY19 FIRE EXTINGUISHER SERVICES			\$1,925.00	\$105,940.00	Facilities Engineering	John Davis, 9/13	Assoc VP for Univ Operations
9/13/2018	Fisher Scientific	1.	Fisher Scientific, System Imaging, PCR System, Dr. Zhang requesting equipment for his SBC lab, 1004027A	1	\$20,508.32	\$20,508.32		Zoology & Physiology	Carol Pribyl, 9/12	Office Manager
	Fisher Scientific	2.	Fisher scientific, OPTIONAL AB ASSURANCE PLAN FOR Q33 , PCR System, Dr. Zhang requesting equipment for his SBC lab, 1004027A	1	\$4,495.29	\$4,495.29		Zoology & Physiology	Carol Pribyl, 9/12	Office Manager
	Fisher Scientific	3.	Fisher Scientific, System Imaging, PCR System, Dr. Zhang requesting equipment for his SBC lab, 1004027A	1	\$31,239.32	\$31,239.32	\$56,242.93	Zoology & Physiology	Carol Pribyl, 9/12	Office Manager
9/17/2018	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.004306		\$360.00		Union	Jamison Miller, 9/11	Dir. Student Affairs Bus Op.
	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.01238		\$1,035.00		Auxiliary Services	Carolyn Smith, 9/11	Director, Auxiliary Services
	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.020455		\$1,710.00		Dining	Jamison Miller, 9/11	Dir. Student Affairs Bus Op.
	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.016687		\$1,395.00		Residence Life	Jamison Miller, 9/11	Dir. Student Affairs Bus Op.
	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.049043		\$4,100.00		VP Research & Economic Development	Amanda Larson, 9/12	Asst. To The Vice President, Research
	BKD LLP	1.	FY18 External Audit Invoice BK#00916234 Client #1176339	0.897129		\$75,000.00	\$83,600.00	VP Research & Economic Development	Amanda Larson, 9/12	Asst. To The Vice President, Research
9/17/2018	University of Washington	1.	1st Tuition & Fees Contract payment for 2018-2019		\$1,936,150.00	\$1,936,150.00	\$1,936,150.00	WWAMI Medical Education Program	Laurie Nichols, 9/11	President*
9/17/2018	The Lampo Group LLC	1.	Financial Literacy curriculum in Wyoming High Schools and Media Buzz		\$130,000.00	\$130,000.00	\$130,000.00	Office of the President	Laurie Nichols, 9/16	President
9/19/2018	P&P Consulting Services Inc.	1.	Parking and Transportation Study 2018		\$72,000.00	\$72,000.00	\$72,000.00	School of Energy Resources Directors Office	Rachel Ferrell, 9/18	Business Manager, Executive
9/19/2018	Walker Consultants	1.	WRNAC Sub-Award - Linking Microbial Life to Ecosystem Services Across Wyoming's Dynamic Landscape		\$149,860.00	\$149,860.00	\$149,860.00	Transit & Parking Services	Carolyn Smith, 9/19	Director, Auxiliary Services
9/21/2018	Wind River Native Advocacy Center	1.	WRNAC Sub-Award - Linking Microbial Life to Ecosystem Services Across Wyoming's Dynamic Landscape			\$25,000.00		EPSCOR	Amanda Larson, 9/19	Asst To The Vice President, Research
	Wind River Native Advocacy Center	2.	WRNAC Sub-Award - Linking Microbial Life to Ecosystem Services Across Wyoming's Dynamic Landscape			\$73,395.00	\$98,395.00	EPSCOR	Amanda Larson, 9/19	Asst To The Vice President, Research
9/21/2018	Elsevier B.V	1.	database subscriptions to EI GEOBASE and COMPENDEX for 2019 for UW libraries		\$61,962.00	\$61,962.00	\$61,962.00	University Library Collection Development	Laurie Mendick, 9/19	Business Manager, Executive, Libraries
9/24/2018	Western Research Institute	1.	Contracting services to commercialize technology solutions and research products for coal to asphalt co-products and bi-products; year 3 work - Adams CE project		\$173,500.00	\$173,500.00	\$173,500.00	School of Energy Resources Directors Office	Mark Northam, 9/24	Executive Director, SER
9/24/2018	McCrone Microscopes & Accessories	1.	Fluid inclusion microthermometry lab equipment	1	\$64,005.00	\$64,005.00	\$64,005.00	Geology & Geophysics	Tammy Madl, 9/22	Accountant, Geology
9/26/2018	Landmark Event Staffing Services, Inc.	1.	Change order-Landmark Staffing services for the 2018-9 season based on current agreement rates and expected usage.		\$200,000.00	\$200,000.00	\$200,000.00	Game Management	Billy Sparks, 10/15	Sr Assoc Ath Dir/Business Ops
10/1/2018	Montana Tech of the University of Montana	1.	UW subcontract ID: 1002415C-70001-1 title: Development of Overset Grid Assembly for High-Order Flow Solvers with Adaptive Mesh Refinement P1: Jonathan Naughton	1	\$230,842.00	\$230,842.00	\$230,842.00	Chemistry	Paula Lutz, 10/1	Dean, A&S
10/1/2018	Van Scoyoc Associates, Inc.	1.	Professional Services Attorney- DO NOT SEND DO TO S.FBI LER		\$120,000.00	\$120,000.00	\$120,000.00	VP of Governmental & Community Affairs Office	Meredith Asav, 10/1	Int Dir Gov Relation
10/3/2018	Laramie County Community College	1.	RENT FOR LOW LEASE SPACE IN CLAY PATHFINDER BUILDING FOR JULY 2018-2019, 10,238 FT.		\$78,320.70	\$78,320.70		Real Estate Operations	Darcy Bryant, 9/28	Deputy Director, Business Serv, Univ Ops
	Laramie County Community College	2.	OPERATIONAL COSTS 9,252 SQ. FT. AND ANNUAL PHONE SERVICE FOR TRIO AND EXTENSION OFFICE			\$11,615.00		Real Estate Operations	Darcy Bryant, 9/28	Deputy Director, Business Serv, Univ Ops

The University of Wyoming  
Board of Trustees' Report – *Supplemental Materials*  
November 14-16, 2018  
Page 330

	Laramie County Community College	3.	operational costs telephone			\$704.00	<b>\$90,639.70</b>	Real Estate Operations	Darcy Bryant, 9/28	Deputy Director, Business Serv, Univ Ops
10/5/2018	Mountain West Conference	1.	MWC Officiating Fees for 2018 Football Season		\$158,737.50	\$158,737.50	<b>\$158,737.50</b>	Game Management	Billy Sparks, 10/5	Sr. Assoc. Ath Dir./Business Ops
10/5/2018	Creighton University	1.	Student support fees for dental students per Wyoming contract - FY 2018/2019		\$928,533.00	\$928,533.00	<b>\$928,533.00</b>	W/DENT	Laurie Nichols, 10/5	President
10/8/2018	Creighton University	1.	2018-19 educational costs for Wyoming students attending the WY-Dental program at UNMC		\$1,067,328.00	\$1,067,328.00	<b>\$1,067,328.00</b>	W/DENT	Laurie Nichols, 10/5	President*
10/8/2018	University of Nebraska Medical Center	1.						W/DENT	Laurie Nichols, 10/5	President*
10/9/2018	Inter Technologies Corporation	1.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	2.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	3.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	4.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	5.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	6.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	7.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	8.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	9.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Client Support Services	Robert Aylward, 10/5	VP Info Tech & CIO
	Inter Technologies Corporation	10.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Engineering & Applied Science	Megan Barber, 10/5	Dir. Business Operations, Eng
	Inter Technologies Corporation	11.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		Engineering & Applied Science	Megan Barber, 10/5	Dir. Business Operations, Eng
	Inter Technologies Corporation	12.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00		College of Law	Shauna Bury, 10/5	Dir. Business Ops, Law
	Inter Technologies Corporation	13.	Mediasite RL Multiview Recorder Refresh (SDI) per attached quote	1	\$6,715.00	\$6,715.00	<b>\$87,295.00</b>	SCR	Rachael Ferrell, 10/5	Business Manager, Executive, SCR
10/12/2018	Oracle America, Inc.	1.	Grade Cloud Service Order #10440327 for period 5/31/18-2/28/19		\$963,629.70	\$963,629.70	<b>\$963,629.70</b>	Application & Database Services	Laurie Nichols, 10/5	President
10/12/2018	Powder River Heating & Air Conditioning	1.	REPLACEMENT OF CHILLER AT THE UW SHERIDAN WATT BUILDING			\$65,820.00		Facilities Management	Darcy Bryant, 10/10	Deputy Director, Business Serv, Univ Ops
10/12/2018	Powder River Heating & Air Conditioning	2.	5-YEAR EXTENDED WARRANTY-PARTS & LABOR			\$2,250.00	<b>\$68,070.00</b>	Facilities Management	Darcy Bryant, 10/10	Deputy Director, Business Serv, Univ Ops
10/12/2018	University of California Santa Barbara	1.	University of CA, Santa Barbara - Men's Basketball Game Guarantee - November 6, 2018		\$85,000.00	\$85,000.00	<b>\$85,000.00</b>	Mens Basketball	Rachael Hulet, 10/10	Asst AD, Business Operations, Athletics

\*Board of Trustees approved in FY19 Budget

**INFORMATION ONLY: Capital Construction Report, Theobald**

CHECK THE APPROPRIATE BOX(ES):

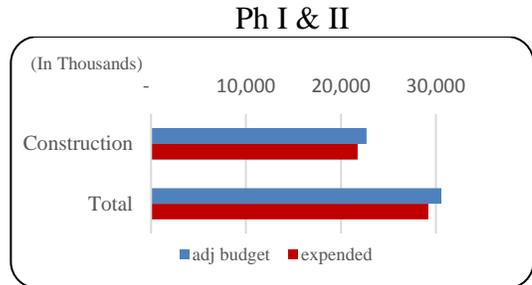
- Work Session
- Education Session
- Information Item
- Other            Specify: Committee of the Whole (Items for Approval)

**1. Arena Auditorium Renovation**

**Phase I**

Contractor:    Haselden Wyoming Constructors  
    Casper, WY

Original Project Budget            \$12,850,000    (a)  
 Adjusted Project Budget            \$12,982,109    (d)



<b><u>Funding Sources:</u></b>	<b><u>Original Anticipated:</u></b>	<b><u>Actual:</u></b>
Foundation	5,000,000	3,149,951
State Match	5,000,000	3,900,049
State Appropriation	2,850,000	5,120,000
Athletics	-	812,109
<b>Total Funding</b>	<b>12,850,000</b>	<b>12,982,109</b>

Guaranteed Maximum Price            \$ 7,056,730  
 Contract Substantial Completion Date    March 27, 2014

(In Thousands)	<b>Budget</b> (a)	<b>Additional Funding</b> (b)	<b>Use of Contingency</b> (c)	<b>Adj Budget</b> (a+b+c)=(d)	<b>Expenditures</b> (e)	<b>Obligations</b> (f)	<b>Remaining Balance</b> (d+e+f)=(g)
<b>Construction</b>	7,057	911	360	8,328	(8,328)	-	-
<b>Contingency</b>	360	-	(360)	-	-	-	-
<b>Design</b>	1,065	-	-	1,065	(1,042)	(17)	6
<b>FF&amp;E</b>	3,663	(460)	-	3,203	(3,298)	-	(95)
<b>Tech</b>	250	(250)	-	-	-	-	-
<b>Admin</b>	455	(69)	-	386	(297)	-	89
<b>Total</b>	<b>12,850</b>	<b>132</b>	<b>-</b>	<b>12,982</b>	<b>(12,965)</b>	<b>(17)</b>	<b>-</b>

**Phase II**

Contractor- pre construction: Haselden Wyoming Constructors, Casper, WY  
Contractor – Design/Bid/Build: Sletten Construction of Wyoming, Inc.

Original Budget for Phase I and Phase II was \$30,000,000. Funding remaining from Phase I was applied to Phase II. See additional funding (b) below.

Original Project Budget \$17,150,000 (a)  
Adjusted Project Budget \$17,830,000 (d)

<b><u>Funding Sources:</u></b>	<b><u>Original Anticipated:</u></b>	<b><u>Actual:</u></b>
Foundation	5,000,000	6,850,049
State Match	5,000,000	6,099,951
State Appropriation	7,150,000	4,880,000
Athletics Master Landscaping Project		(243,061)
<b>Total Funding</b>	<b>17,150,000</b>	<b>17,586,939</b>

Contract Price \$13,282,982  
Contract Substantial Completion Date October 16, 2017

**Note:** Funds have been reallocated among the budget categories. The adjusted budget has not changed in total. Corresponding expenditures and obligations have also been reallocated. The project has changed from CMAR to Design/Bid/Build.

(In Thousands)	<b>Budget</b>	<b>Additional Funding</b>	<b>Use of Contingency</b>	<b>Adj Budget</b>	<b>Expenditures</b>	<b>Obligations</b>	<b>Remaining Balance</b>
	(a)	(b)	(c)	(a+b+c)=(d)	(e)	(f)	(d+e+f)=(g)
<b>Construction</b>	12,709	574	1,082	14,365	(13,445)	(920)	-
<b>Contingency</b>	1,138	167	(1,105)	200	-	-	200
<b>Design</b>	1,835	379	-	2,214	(2,173)	(19)	22
<b>FF&amp;E</b>	760	(368)	6	398	(301)	-	97
<b>Tech</b>	300	(250)	-	50	(20)	-	30
<b>Admin</b>	408	(65)	17	360	(300)	(27)	33
<b>Total</b>	<b>17,150</b>	<b>437</b>	<b>-</b>	<b>17,587</b>	<b>(16,239)</b>	<b>(966)</b>	<b>382</b>

**Statement of Contract Amount**

<b>Original contract</b>		<b>13,282,982</b>
Change order #1	Drilled pier over run quantity	34,646
Change order #2	Changes to commissary foundation and statue base	11,418
Change order #3	Replacement of missing CMU bond beam above vestibule doors	1,149
Change order #4	Miscellaneous structural items: steel columns, modification to foundation pilaster	3,179

Change order #5	Changes to concession stands	4,545
Change order #6	Added dimming controls for concourse lights	4,556
Change order #7	Revised toilet partition specifications	(1,936)
Change order #8	Revised specification on temperature control system controller	4,962
Change order #9	Modifications to existing mechanical vent stacks	14,537
Change order #10	Added drywall soffit for mechanical diffusers at east entry vestibules	7,121
Change order #11	Revised sliding grille security to overhead coiling grille for new North & South concessions	23,732
Change order #12	Revised location of recessed light fixture Z at the Sailors gallery	3,657
Change order #13	Additional fire alarm work related to smoke exhaust fan dampers	9,972
Change order #14	Delete relocation of fire hydrant, credit to owner	(10,604)
Change order #15	Repairs to existing damaged waste piping at East Concourse as requested and **funded by UW Operations	**47,942
Change order #16	Change concrete subcontractors	97,371
Change order #17	Revisions to new emergency generator electrical feed for sub-concourse telecom room D-20	2,069
Change order #18	Add stainless steel doors and entrance trim for the elevator	7,954
Change order #19	Add bar buckle sign supports	6,404
Change order #20	Wall tile upgrade for new concessions (more durable wall finish)	16,775
Change order #21	Revisions to interior panel signs, various modifications, addition of existing restroom signage	3,232
Change order #22	Revisions to roof flashings and roof parapet cap metal revision	(780)
Change order #23	Sod replacement	19,356
Change order #24	Polished concrete upgrades	170,688
Change order #25	Painting of existing truck tunnel	10,014
Change order #26	Walnut upgrade from veneer at entry addition	12,096
Change order #27	Mirror replacement at existing restrooms	11,601
Change order #28	Modifications to four concession counters for movable beer dispensing equipment	7,211
Change order #29	Addition of exterior signage	82,108
Change order #30R	Addition of lights for added concession signs	5,209

Change order #31R	Delete work to move existing truck ramp condensing unit	(3,992)
Change order #32	Addition of specialty millwork to include custom walnut oversized trophy cases for Sailors gallery, the concourse and two enlarged pedestals for interactive Hall of Fame displays	67,521
Change order #33	Revisions to security cameras; revisions to exterior cameras, camera models and arena central located security cameras	19,016
Change order #34	Replacement of all existing faucets in existing restrooms on the concourse	34,000
Change order #35	Additional interior graphics and signage	14,731
Change order #36	Added lit portal signs at the concourse and arena sides of 16 portals	100,912
Change order #37	UL testing for main switch (pringle switch) required by state electrical inspector	10,616
Change order #38	Added door at concession 2, added athletic specialty lights, security separation door added at concession 2 for beer/wine sale vendor operation, four revolving special event lights added to north and south lobbies	4,810
Change order #39	Added donor wall display and hall of fame dimensional letters	29,573
Change order #40	Credit: back charges for additional landscape pre-con meeting & site visit; back charges for (2) additional site visits by food service design consultant	(5,303)
Change order #41	Exterior painting of metal roof panels	23,200
Change order #42	Credit: back charge for replacement of water damaged furniture at existing ticket office	(7,503)
Change order #43	Relocation of the FDC on the east side of building	8,640
Change order #44	Light pillar additional steel angle supports	13,629
Change order #45	Additional work for addition of stainless steel base and corner guards for added durability	34,139
Change order #46	Willet west concrete replacement	144,096
Change order #47	Concourse data and power outlets for concessions	14,873
Change order #48	Additional work related to grinding and resealing existing concrete floors in existing restrooms and concession stands	16,832
<b>Adj Contract</b>		<b>14,412,956</b>

<b>Work Completed/In Progress:</b>
<ul style="list-style-type: none"> <li>• Minor punch list items remain.</li> <li>• Metal panel work.</li> </ul>

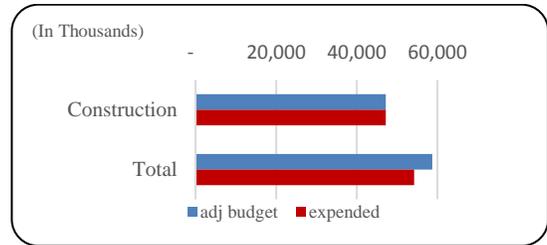
<b>Issues Encountered with Proposed Resolution for Each:</b>
<ul style="list-style-type: none"> <li>• None at this time.</li> </ul>

<b>Work Planned for the Upcoming Month:</b>
<ul style="list-style-type: none"> <li>• Metal panel replacement.</li> </ul>

## 2. High Bay Research Facility

Contractor: Haselden Wyoming Constructors  
 Casper, WY

Original Project Budget  
 (not including donated equipment) \$64,800,000 (a)  
 Adjusted Project Budget  
 (not including donated equipment) \$67,883,458 (d)



<b>Funding Sources:</b>	<b>Original Anticipated:</b>	<b>Actual:</b>
Foundation	16,300,000	16,300,000
Grants (AML sponsored programs)	15,000,000	15,000,000
State Appropriations	14,800,000	14,800,000
Foundation donor restricted for equipment	11,200,000	11,200,000
State Matching 2014	7,500,000	7,500,000
Loss of donor funding \$1M/match \$1M *	-	-
Reserve for cost overrun	-	4,484,000
Reserve Account	-	599,458
<b>Total Funding</b>	<b>64,800,000</b>	<b>69,883,458</b>
Donation of Physical Equipment eligible for State match	2,500,000	2,500,000
<b>Total Project</b>	<b>67,300,000</b>	<b>72,383,458</b>

Guaranteed Maximum Price \$42,925,724  
 Budget includes amounts restricted for equipment purchase only under Tech.  
 Contract Substantial Completion Date January 2017

**Note:** The amount of restricted donation funds has been moved out of Tech and represented as Restricted for Tech for clarification.

(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)
<b>Restricted for Tech</b>	11,200	-	-	11,200	(6,196)	(5,004)	-
<b>Restricted Equip Donation</b>	2,500	-	-	2,500	(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)
<b>Construction</b>	42,926	0	4,229	47,155	(47,155)	-	-
<b>Contingency</b>	3,125	5,084	(6,667)	1,542	-	-	1,542
<b>Design</b>	4,741	-	121	4,862	(4,663)	-	199
<b>FF&amp;E</b>	1,288	-	138	1,426	(1,349)	(48)	29
<b>Tech</b>	644	-	80	724	(246)	(166)	312
<b>Admin</b>	876	-	2,099	2,975	(796)	(2,000)	179
<b>Total</b>	<b>53,600</b>	<b>5,084</b>	<b>-</b>	<b>58,684</b>	<b>(54,209)</b>	<b>(2,214)</b>	<b>2,261</b>

**Statement of Contract Amount**

<b>Original contract</b>		<b>42,925,724</b>
Change Order #1	Additional Concrete Work, Gas Meter, Manifold & Piping, Equipment Relocation	86,647
Change Order #2	Additional Costs for Extended Contract Date and Mechanical Systems Changes	4,952,341
Change Order #3	Door and Exterior Detail Changes, Bike Racks	10,563
Change Order #4	Radiation Shielding at South Walls	15,411
Change Order #5	Credits: Door Card Reader, Roof Davit	(11,559)
Change Order #6	Deleted Casework, Truck Turning Layout, Floor Radiation Shielding	(13,366)
Change Order #7	Heat recovery, fume hoods, electrical changes	(76,674)
Change Order #8	Chiller Vibration Isolation, Epoxy Flooring, Add End Switches to Control Valves	7,791
Change Order #9	Vibration Isolation for Pumps, Vertical Wire Management Sleeve	9,226
Change Order #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)
Change Order #11	Balancing dampers, Catwalk guard, fire hydrant extensions, VPS power	11,980
Change Order #12	Mechanical: Circulation pump sequence	5,132
Change Order #13	Return of remaining construction contingency	(712,316)
Change Order #14	Return of GMP savings	(55,254)
<b>Adj Contract</b>		<b>47,155,083</b>

<b>Work Completed/In Progress:</b>
<ul style="list-style-type: none"> <li>Installation of Board approved miscellaneous projects.</li> </ul>

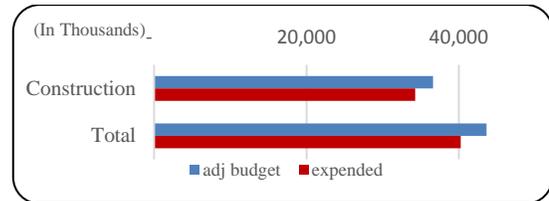
<b>Issues Encountered with Proposed Resolution for Each:</b>
<ul style="list-style-type: none"> <li>None at this time.</li> </ul>

<b>Work Planned for the Upcoming Month:</b>
<ul style="list-style-type: none"> <li>Installation of Board approved miscellaneous projects.</li> </ul>

### 3. Mick and Susie McMurry High Altitude Performance Center

Contractor: GE Johnson Construction Wyoming  
 Jackson, WY

Original Project Budget \$ 44,000,000 (a)  
 Adjusted Project Budget \$ 44,019,000 (d)



<b>Funding Sources:</b>	<b>Original Anticipated:</b>	<b>Actual:</b>
Foundation	3,000,000.00	3,000,000.00
Foundation	21,000,000.00	21,000,000.00
State Match	20,000,000.00	20,000,000.00
Athletic Gifts	-	18,844.89
Athletics	-	80,875.00
Athletics Master Landscaping Project		(400,000.00)
Athletics – IT equipment		(65,000.00)
<b>Total Project</b>	<b>44,000,000.00</b>	<b>43,634,719.89</b>

Guaranteed Maximum Price \$34,638,119  
 Contract Substantial Completion Date June 1, 2018

(In Thousands)	Budget (a)	Additional Funding/Adj (b)	Use of Contingency (c)	Adj Budget (a+b+c)=(d)	Expenditures (e)	Obligations (f)	Remaining Balance (d+e+f)=(g)
<b>Construction</b>	34,638	813	1,168	36,619	(34,273)	(2,346)	-
<b>Contingency</b>	1,363	-	(1,179)	184	-	-	184
<b>Design</b>	3,607	81	-	3,688	(3,305)	(270)	113
<b>FF&amp;E</b>	1,961	100	-	2,061	(2,051)	(50)	(40)
<b>Tech</b>	1,015	(813)	-	202	(160)	-	42
<b>Admin</b>	1,416	(546)	11	881	(476)	(74)	331
<b>Total</b>	<b>44,000</b>	<b>(365)</b>	-	<b>43,635</b>	<b>(40,265)</b>	<b>(2,740)</b>	<b>630</b>

**Statement of Contract Amount**

<b>Original contract</b>		<b>\$34,638,119</b>
Change order #1	Add cement board in lieu of drywall - area S-2	8,389
Change order #2	Exploratory excavation to locate buried water lines	11,010
Change order #3	Pricing for ASI-100, civil plan updates	543
Change order #4	Increase grease interceptor size	4,547
Change order #5	Switch from aluminum to copper bussing at all panel boards & switchboards	7,293
Change order #6	Labor & material credit for elimination of manhole #3 due to resizing the grease interceptor	(8,659)
Change order #7	Provide power to floor box 6 at the squad room and training table	1,240
Change order #8	Prep, prime and paint exposed HSS columns in the recovery pool room with epoxy based paint	3,280
Change order #9	Remove and replace door, frame and hardware at opening L204	4,166
Change order #10	Sink discrepancies at sports med exam rooms	6,220
Change order #11	Furnish and install 3 exit signs	1,341
Change order #12	Furnish and install fixtures and occupancy sensor	1,166
Change order #13	Parts & labor to provide power to SP-1, sump pump for new elevator	1,969
Change order #14	Parts & labor for elevator tube steel	7,225
Change order #15	Parts & labor for rubber flooring at landings - S7	3,630
Change order #16	Parts and labor credit for static control tile	(8,264)
Change order #17	Materials & labor for epoxy paint at wet areas	8,741
Change order #18	Changes to the building envelope to satisfy UW standards & commissioning consultants suggestions; credit to switch from Plae and Mondo rubber flooring to Regupol	(125,200)
Change order #19	Eliminate the permeable pavers and have concrete hardscapes at all drive lanes – reflects costs to add all necessary storm water storage vessels, re-work storm water infrastructure and add concrete	27,761
Change order #20	Modify select fixtures to mitigate maintenance issues	12,017
Change order #21	Added costs for necessary parts and labor to install door holds and alarm infrastructure at the affected openings due to design team oversight	4,307
Change order #22	Design deficiency – includes all necessary materials and labor to fabricate a parapet cap that sheds water away from the building	2,555

Change order #23	Multiple lighting deficiencies and discrepancies in the lighting plan – includes all necessary additions and revisions	23,673
Change order #24	UW Athletics wanted to add power and data at (2) locations in the new weight room to accommodate bikes	4,104
Change order #25	Response/cost reconciliation to audit report; CCD's 1-4; revised schedule/phasing plans associated with code review changes (schedule extension has not added cost)	360,178
Change order #26	New exterior knox box at north elevation; install owner furnished Morpho Lite biometric readers; install (14) owner furnished cameras.	813,342
Change order #27	Furnish and install complete commercial kitchen package for HAPC training table and fueling station	314,053
Change order #28	Furnish and install 3-Form Ceiling lettering in football locker room	60,295
Change order #29	Adding south tower access panel, fabricating and installing west loading lock trickle channel, changing glazing at south landing to tempered, axiom trim diffusers modifications in the squad room and adding solid surface sill on recovery pool exterior wall for durability	23,809
Change order #30	Additional cost to convert (5) ADA lockers to full sized lockers with benches	9,566
Change order #31	Demolish and re-install existing fixtures to increase shower head count	67,252
Change order #32	Upgrade furnishings in copy/kitchen area	34,698
Change order #33	Furnish & install the great hall donor wall	56,775
Change order #34	Furnish & install locker room ramp glass	11,949
Change order #35	Furnish & install custom lectern for squad room	2,097
Change order #36	Keysets, door hardware, repainting, furnish and install manual shades, patch drywall, run domestic waterlines to L2 walk-ins, provide wall protection east of toilets/grooming areas relocate receptacles and monitors	166,009
Change order #37	Provide and install dryfall paint to Olympic Weight Room ceiling, paint ceiling control joints in corridor C205, paint ceiling to first soffit in existing main stairwell	14,019
Change order #38	Electrical modifications	13,790
Change order #39	Demolish and salvage existing monument sign, install HSS tube knife plates, re-install signage	10,916
Change order #40	Furnish and install additional framing and finishing details at exterior north vestibule	2,897

Change order #41	Provide underlayment in Olympic Weight Room to meet threshold for relative humidity prior to rubber flooring installation	16,558
<b>Adj Contract</b>		<b>\$36,619,376</b>

<b>Work Completed/In Progress:</b>
<ul style="list-style-type: none"> <li>Punch list items remain.</li> </ul>

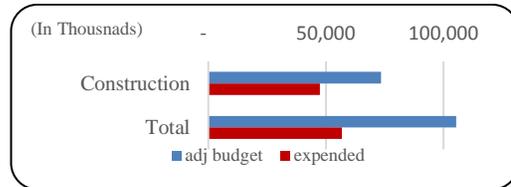
<b>Issues Encountered with Proposed Resolution for Each:</b>
<ul style="list-style-type: none"> <li>None at this time.</li> </ul>

<b>Work Planned for Upcoming Month:</b>
<ul style="list-style-type: none"> <li>Punch list work.</li> </ul>

#### 4. Engineering Education and Research Building (EERB)

Contractor: GE Johnson Construction Wyoming  
 Jackson, WY

Original Project Budget \$ 105,358,910 (a)



<b>Funding Sources:</b>	<b>Original Anticipated:</b>	<b>Actual:</b>
Grant – AML funds	350,000.00	350,000.00
Grant 2 – AML funds	750,154.00	750,154.00
State appropriation	55,000,000.00	55,000,000.00
Reduced by 2015 legislative action	(8,570,000.00)	(8,570,000.00)
Reduced by 2015 legislative action	(3,475,737)	(3,475,737)
State gen fun from AML – held until match	15,800,000.00	15,800,000.00
State matching funds	14,200,000.00	14,200,000.00
State Sec I swap for cap construction	10,000,000.00	10,000,000.00
2016 Appropriation	14,500,000.00	14,500,000.00
2015 DEQ redirected funds	3,475,737	3,475,737
Foundation donation	3,328,756	3,328,756
<b>Total Project</b>	<b>105,358,910.00</b>	<b>105,358,910.00</b>
<b>Equipment: Foundation funds</b>	<b>3,106,100</b>	<b>3,106,100</b>

Guaranteed Maximum Price \$69,014,882  
 Contract Substantial Completion Date February 13, 2019

**Note:** Funds have been reallocated among the budget categories. The adjusted budget has not changed in total.

(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)
<b>Equipment</b>	-	3,106	-	3,106	(2,330)	(776)	-
(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)
<b>Construction</b>	72,491	886	-	73,377	(47,480)	(22,323)	3,574
<b>Contingency</b>	8,205	(4,362)	-	3,843	-	-	3,843
<b>Reserve</b>	5,243	3,369	-	8,612	-	-	8,612
<b>Design</b>	7,943	(129)	-	7,814	(7,315)	(495)	4
<b>FF&amp;E</b>	3,993	(75)	-	3,918	-	-	3,918
<b>Tech</b>	3,474	(75)	-	3,399	(10)	-	3,389
<b>Admin</b>	4,010	386	-	4,396	(2,003)	(331)	2,062
<b>Total</b>	<b>105,359</b>	<b>-</b>	<b>-</b>	<b>105,359</b>	<b>(56,808)</b>	<b>(23,149)</b>	<b>25,402</b>

**Statement of Contract Amount**

<b>Original contract</b>		<b>\$69,014,882</b>
Change order #1	Owner requested changes to AV/IT base bid package	762,148
<b>Adj Contract</b>		<b>\$69,777,030</b>

**Work Completed/In Progress:**

- Exterior masonry installation is complete.
- Installation of exterior glazing systems are complete, trim and mullions in progress.
- Interior metal stud framing is complete and drywall is complete through level 4.
- Paint, first coat is complete through level 3 west, level 3 east and level 4 are ongoing.
- Mechanical and plumbing roughs are nearly complete, scheduled to conclude by early November.
- Electrical systems installation is ongoing; roughs are scheduled to conclude early November.
- Site utilities are complete and final grading, hardscapes, site walls, and irrigation mains are underway.
- Site curb, gutter, sidewalk, and asphalt patches are complete.
- Interior finishes are underway, lab casework, fume hoods, and corridor built-in furnishings.

**Issues Encountered with Proposed Resolution for Each:**

- None at this time.

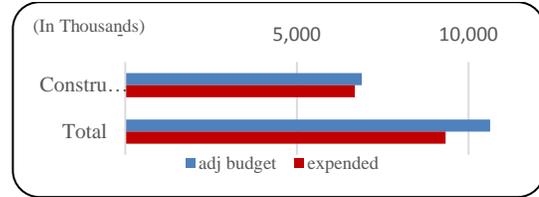
**Work Planned for the Upcoming Month:**

- Items included above will continue. Exterior glazing will be complete in the next month.

## 5. BSL3 – State Vet Lab

Contractor: Sampson Construction Co, Inc.

Original Project Budget \$8,372,000 (a)  
 Adjusted Project Budget \$10,572,065



<b>Funding Sources:</b>	<b>Original Anticipated:</b>	<b>Actual:</b>
State of Wyoming Reimbursement	8,372,000.00	9,497,065.02
UW		1,328,945
<b>Total Project</b>	<b>8,372,000.00</b>	<b>10,826,010.02</b>

Contract Substantial Completion Date June 26, 2017

(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)
<b>Construction</b>	6,512		378	6,890	(6,690)	(200)	-
<b>Specialized Equipment</b>	-	2,454	-	2,454	(1,387)	(978)	89
<b>Contingency</b>	496		(386)	110			110
<b>Design</b>	766		112	878	(787)	(91)	-
<b>Admin</b>	598		(104)	494	(465)	(9)	20
<b>Total</b>	8,372	2,454	-	10,826	(9,329)	(1,278)	219

### Statement of Contract Amount

<b>Original contract</b>		<b>6,512,000</b>
Change Order #1	Re-feed supply & exhaust air to corridor, storage & incinerator rooms	8,780
Change Order #2	Provide/install floor sink for new autoclaves	1,289
Change Order #3	Remove existing floor drain	699
Change Order #4	Repair stated existing problems (Wazee crane report)	5,067
Change Order #5	Delete 42 door guards	(4,620)
Change Order #6	Eliminate demo of existing Clayton steam boiler	(2,625)
Change Order #7	Eliminate installation of floor sink & cold water drop in cagewash	(888)
Change Order #8	Add new 2" floor drain for emergency shower/eyewash	1,503
Change Order #9	Add 10 new 3/4" valves for emergency shower/eyewash	2,486
Change Order #10	Change 1000 AMP breaker to free standing disconnect	(1,873)
Change Order #11	Add 6 new 3/4" isolation valves for emergency eyewashes	2,178

Change Order #12	Existing floor sink drain to be relocated to meet code, revise outlet size for combination waste & vent	614
Change Order #13	Add new floor drain in necropsy storage	2,725
Change Order #14	Add new stainless steel supply diffuser in necropsy; modify duct to avoid crane rail	3,724
Change Order #15	Remove excess concrete floor grout to structural concrete in necropsy room	6,000
Change Order #16	Delete perimeter drain around exterior entrance addition foundation	(199)
Change Order #17	Flash in mechanical curb to maintain water-tight integrity	906
Change Order #18	Relocate existing boiler feed water equipment, along with electrical relocation	7,340
Change Order #19	Revise exterior transformer	(1,552)
Change Order #20	Demo/replace CO2 lines & hangers/isolation valve for CO2 system; test when complete	7,132
Change Order #21	Demo/re-install secondary containment system	16,791
Change Order #22	Relocate existing piping into new walls	11,260
Change Order #23	Provide/install new data cabling	14,639
Change Order #24	Change specified LR25D model pass-thru refrigerator to a LR55D model	3,282
Change Order #25	Provide & install a weather-resistant fire alarm horn/strobe devise on north wall of necropsy, caulk accordingly	174
Change Order #26	Provide new floor sink, FS-1, with waste & vent lines	2,469
Change Order #27	Fabricate enclosures for existing blower equipment for exterior usage (manufacturer defect)	958
Change Order #28	Cut, remove, replace existing concrete slab; install new 3" floor sink w/ pipe & fittings to tie into existing 4" drain line	1,738
Change Order #29	Provide & install 2-3" swing check valves, new feed water pipe & fittings, hangers & supports; controls work to modify BFU control panel & reconfigure boiler controls	16,413
Change Order #30	Prep/re-surface floor with shock-crete and topcoat to build up floor slope	46,358
Change Order #31	Delete work in incinerator room 1138	(7,401)
Change Order #32	Fabricate (5) stainless steel enclosures for CO2 panels	1,581
Change Order #33	Credit 10% overhead and profit of prior owner approved change orders (#5,6,7,10,16,19) – per article 39 of specifications	(1,176)
Change Order #34	Delete re-install of autoclaves, owner will complete and credit 10% overhead and profit	(17,091)
Change Order #35	Add porcelain tile and epoxy paint finishes; delete FRP finishes	11,565

Change Order #36	Provide and install PT-2; credit resign tops and sinks	6,565
Change Order #37	Credit (3) door cylinders	(262)
Change Order #38	Install water lines for (3) purified water units, provide and install supports for additional lines	867
Change Order #39	Relocate steam and condensate lines; provide additional hangers and supports	3,941
Change Order #40	Provide power and lighting to roof top fan housing enclosure	1,081
Change Order #41	Reconfigure existing EDS waste lines and add (2) clean-outs	20,599
Change Order #42	Provide new circuit for (4) jacket heaters	731
Change Order #43	Tie onto existing dry pipe sprinkler system	1,279
Change Order #44	Supply and install cabinet back panels and bottoms	4,146
Change Order #45	Purchase single door sterilizer in lieu of renting temporary sterilizer	9,367
Change Order #46	Add VHP piping and ports to decon room 1122; install VHP lines utilizing 1-1/2" PVC pipe; provide & install isolation valves & quick connects	4,752
Change Order #47	Fabricate & install 10" stainless steel duct for exhaust air into decon room 1122; provide new 24"x12" stainless steel exhaust grill; provide & install new bubble tight damper; additional balancing	12,625
Change Order #48	Remove demolition of floor, cove base in corridor	(3,328)
Change Order #49	Provide compressed air to new cage wash equipment	1,124
Change Order #50	Remove and replace existing electrical conduit in Necropsy CMU walls	69,365
Change Order #51	Fix and repair 2 <sup>nd</sup> floor mechanical room door leak	821
Change Order #52	Install new light fixtures by autoclaves	1,675
Change Order #53	Replace eyewash fixtures with hoses; install stainless steel caps to infill existing counter tops	3,893
Change Order #54	Demolish concrete/asphalt; provide new curb and slab; add fencing and gates, including utilities for exterior temporary incinerator	27,509
Change Order #55	Remove and replace (25) HEPA filters and pre-filters	16,255
Change Order #56	Provide reimbursable cost for Rocky Mountain Power utility work paid by UW	(1,750)
Change Order #57	Run additional conduit from Panel UPS to BSL3 mezzanine for back-up power to Johnson Controls controllers	1,865
Change Order #58	Provide and install (6) door closure kits	590
Change Order #59	Extend substantial completion date	-
Change Order #60	Provide & install new door hardware for door 1151A	741
Change Order #61	Cut hole in floor and install a 2" floor drain in corridor C1140 to help with existing drainage	6,714

Change Order #62	Patch open drywall holes; firestop multiple openings; take down and replace existing electrical and security wiring and conduit not installed per code	18,380
Change Order #63	Re-coat and re-texture flooring in corridor C1140 & C1140A	2,259
Change Order #64	Supply and install three (3) additional egress buttons	1,413
Change Order #65	Fix multiple construction discrepancy items as detailed in log	56,657
Change Order #66	Credit back allowance not needed for installation	(108,583)
Change Order #67	Remove and re-install HEPA filter housing unit EE-12 to correct orientation for proper air flow; re-work hangers and supports as required for re-installation	1,996
Change Order #68	Provide and install additional shelving for DI water system equipment	543
Change Order #69	Provide & install (2) 32"x32" backdraft dampers for AHU-4 supply fans; fabricate & install duct flanges & galvanized sleeves for installation and support of backdraft dampers	5,206
Change Order #70	Repair and replacement of two existing cards in existing transfer switches	2,962
Change Order #71	Extend 208V amp circuit from north wall of BSL3 mezzanine to west wall for additional power source for VHP machine	494
Change Order #72	Rewire phoenix controllers to a 24V system from 120V	2,322
Change Order #73	Remove existing door hardware; replace with new hardware and have VTI wire accordingly	1,732
Change Order #74	Provide and install new trench drain trap seals serving the EDS system	1,259
Change Order #75	Provide and install (15) door louvers (to address air flow issues)	36,173
Change Order #76	Replace damper actuators on cooling tower #1 and #2	19,424
Change Order #77	Remove existing door seals and re-paint due to balancing requirements	6,968
Change Order #78	Supply new door sweeps	1,153
<b>Adj Contract</b>		<b>\$6,893,769</b>

<b>Work Completed/In Progress:</b>
<ul style="list-style-type: none"> <li>• Working through air flow balancing issues.</li> <li>• Delivery and installation of the new incinerator is underway.</li> <li>• Construction of the incinerator addition is continues.</li> </ul>

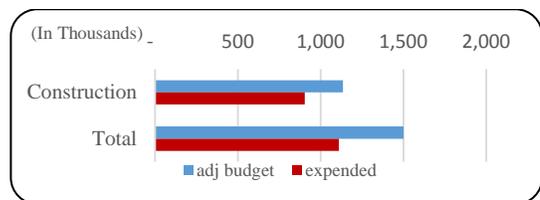
<b>Issues Encountered with Proposed Resolution for Each:</b>
<ul style="list-style-type: none"> <li>• None at this time.</li> </ul>

<b>Work Planned for the Upcoming Month:</b>
<ul style="list-style-type: none"> <li>• Project completion</li> <li>• Commissioning of newly installed exhaust fans in the existing BSL 2 spaces, BSL 3 space and the incinerator project.</li> </ul>

## 6. WWAMI – Lab Renovation

Contractor: Arcon, Inc., Laramie, WY

Original Project Budget           \$1,500,000 (a)  
 Adjusted Project Budget           \$1,500,000



<b>Funding Sources:</b>	<b>Original Anticipated:</b>	<b>Actual:</b>
WWAMI Income	643,000	643,000
Academic Affairs Medical Education Quasi Account	197,000	197,000
College of Health Sciences Building Account	360,000	360,000
State Appropriation (FY17/18 Budget) for Level II study	300,000	300,000
<b>Total Project</b>	<b>1,500,000</b>	<b>1,500,000</b>

Contract Substantial Completion Date           November 30, 2018

(In Thousands)	Budget (a)	Additional Funding/Adj (b)	Use of Contingency (c)	Adj Budget (a+b+c)=(d)	Expenditures (e)	Obligations (f)	Remaining Balance (d+e+f)=(g)
<b>Construction</b>	1,063	71	-	1,134	(903)	(231)	-
<b>Contingency</b>	71	-	(7)	64	-	-	64
<b>Design</b>	168	10	7	185	(169)	(16)	-
<b>FF&amp;E</b>	81	(81)	-	-	-	-	-
<b>IT/Tech</b>	68	(68)	-	-	-	-	-
<b>Admin</b>	49	68	-	117	(38)	(18)	61
<b>Total</b>	<b>1,500</b>	-	-	<b>1,500</b>	<b>(1,110)</b>	<b>(265)</b>	<b>125</b>

**Statement of Contract Amount**

<b>Original contract</b>		<b>1,101,500</b>
Change order #1	Reroute glass waste piping, chase demolition and reworking	14,410
Change order #2	Add accent color to the rooms 338A 338 338B 340	4,723
Change order #3	Change base in rooms 338 338A 338B 340 from specified match RT1 flooring to Flexco's Health design base	3,319
Change order #4	Demolish concrete benches, demolish four doors and frames, frame and finish openings	5,412
Change order #5	Replace floor drain with floor sink to accommodate slab thickness	243
Change order #6	Add mechanical chase access	1,816
Change order #7	Window sills in prep lab room 338A	2,633
Change order #8	Relocate mop sink and revise door opening in rom 338A	685
Change order #9	Revise window size to match existing and structural details to address existing wall construction	(4,000)
Change order #10	Infill existing alcoves with salvaged glassed structural tile	2,131
Change order #11	Install oak chamfer to join existing sill and furring	1,165
<b>Adj Contract</b>		<b>\$1,134,037</b>

<b>Work Completed/In Progress:</b>
<ul style="list-style-type: none"> <li>• Framing, drywall, and finishing in Health Sciences is complete.</li> <li>• IT rough-in, painting, and ceiling installation work in Health Sciences is underway.</li> </ul>

<b>Issues Encountered with Proposed Resolution for Each:</b>
<ul style="list-style-type: none"> <li>• Diffuser replacement and retesting of the new gross anatomy lab is complete. Awaiting test results.</li> </ul>

<b>Work Planned for the Upcoming Month:</b>
<ul style="list-style-type: none"> <li>• Health Sciences flooring and trim installation.</li> <li>• Health Sciences technology and furnishings installation.</li> </ul>

**INFORMATION ONLY: Foundation Monthly Giving Report, Blalock**

**SESSION TYPE:**

- Work Session
- Education Session
- Information Item
- Other:  
[Committee of the Whole – Items for Approval]

**APPLIES TO STRATEGIC PLAN:**

- Yes (select below):
  - Driving Excellence
  - Inspiring Students
  - Impacting Communities
  - High-Performing University
- No [Regular Business]

**University of Wyoming, Foundation  
FY 2019 Monthly Giving Report through September  
All Gifts**

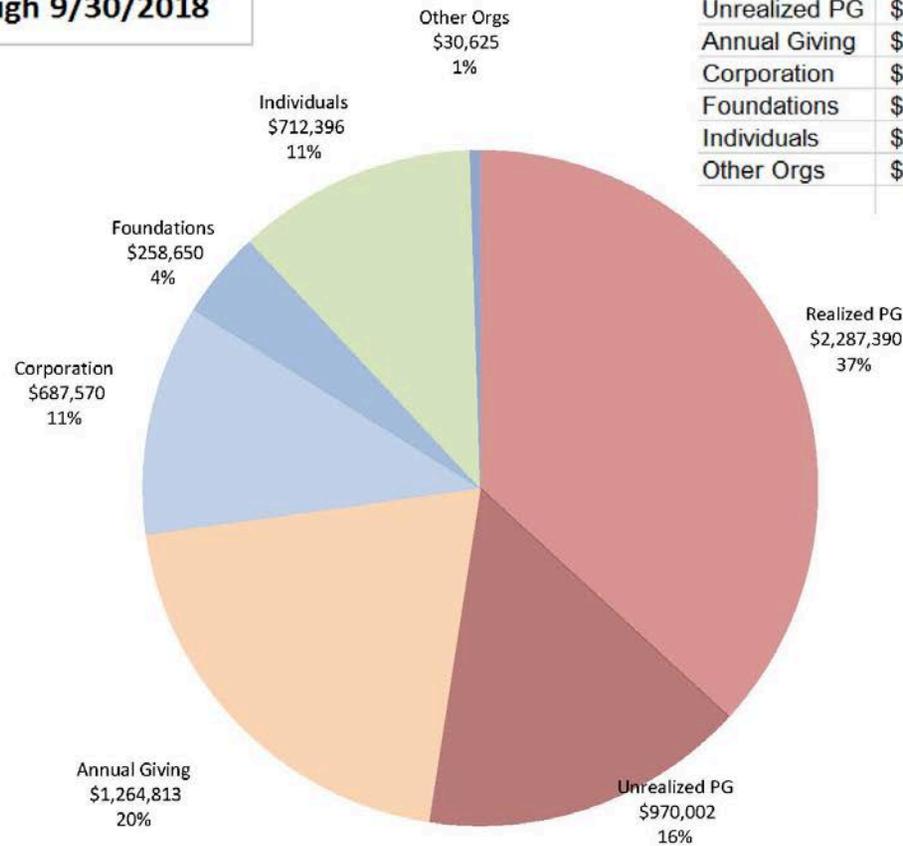
FUND	Current Month Gifts Received		FY 2019 to date							STATE MATCHING	FY 2018 Commitments YTD	
	DONORS	GIFTS	Cash & Cash equivalent			New Commitments YTD					DONORS	GIFTS
			DONORS	OUTRIGHT	GIK	PLEDGE PMTS	NEW PLEDGES	PLANNED GIFTS	TOTAL			
AGRIC	124	\$17,013	198	\$216,053	\$0	(\$20,000)	\$0	\$900,000	\$1,096,053	\$0	198	\$162,520
AHC	15	\$4,085	27	\$15,614	\$0	\$0	\$0	\$0	\$15,614	\$0	45	\$46,762
ALUMNI	301	\$21,468	660	\$390,636	\$0	(\$350,000)	\$0	\$0	\$40,636	\$0	696	\$58,555
A & S	295	\$90,709	401	\$349,159	\$0	(\$32,050)	\$5,500	\$1	\$322,610	\$0	507	\$176,406
ATHLETICS	551	\$282,085	1751	\$1,184,036	\$0	(\$285,561)	\$150,000	\$0	\$1,048,475	\$0	1775	\$2,168,077
BUSINESS	127	\$12,990	178	\$128,045	\$0	(\$81,450)	\$14,000	\$0	\$60,595	\$0	181	\$155,761
EDUCATION	123	\$34,993	141	\$58,148	\$0	(\$36,000)	\$5,000	\$50,000	\$77,148	\$5,000	132	\$82,107
ENERGY	9	\$1,200	10	\$8,700	\$0	(\$7,500)	\$0	\$0	\$1,200	\$0	16	\$225,893
ENGINEERING	214	\$205,639	279	\$1,093,942	\$0	(\$785,000)	\$225,000	\$0	\$533,942	\$0	299	\$2,299,672
IENR/HAUB	31	\$41,355	54	\$86,305	\$0	(\$13,000)	\$0	\$0	\$73,305	\$0	17	\$12,173
HEALTH SCI	133	\$140,801	169	\$166,060	\$0	\$0	\$0	\$0	\$166,060	\$0	188	\$419,929
HONOR	11	\$600	18	\$17,830	\$0	(\$16,500)	\$0	\$0	\$1,330	\$0	0	\$0
LAW	215	\$25,954	224	\$69,427	\$0	(\$1,500)	\$0	\$1	\$67,928	\$0	87	\$67,151
LIBRARY	14	\$950	32	\$4,375	\$0	\$0	\$0	\$0	\$4,375	\$0	36	\$5,050
WYO PUBLIC MEDIA	2459	\$74,054	2742	\$233,835	\$0	\$0	\$0	\$0	\$233,835	\$0	2791	\$209,283
STU AFFRS	8	\$10,691	20	\$16,176	\$0	(\$3,500)	\$0	\$0	\$12,676	\$0	78	\$30,774
UW ART MUS PRESIDENT'S IMPACT FND	11	\$1,300	26	\$10,241	\$0	(\$5,000)	\$0	\$0	\$5,241	\$0	80	\$64,116
	71	\$9,248	105	\$18,982	\$0	\$0	\$0	\$0	\$16,982	\$0	106	\$12,921
OTHER GIFTS NOT YET BOOKED	122	\$155,636	193	\$774,694	\$0	(\$438,755)	\$2,077,500	\$20,000	\$2,433,440	\$0	155	\$541,961
<b>TOTAL</b>	<b>4,543</b>	<b>\$1,130,771</b>	<b>6,620</b>	<b>\$4,840,260</b>	<b>\$0</b>	<b>(\$2,075,816)</b>	<b>\$2,477,000</b>	<b>\$970,002</b>	<b>\$6,211,446</b>	<b>\$5,000</b>	<b>6,830</b>	<b>\$6,739,113</b>
Funds Not Deposited at Foundation					-\$1,026,263							
Foundation Cash In					\$3,814,997							
<b>TOTAL YTD GOAL \$40,000,000</b>			<b>Total Count of All Planned Gifts</b>				<b>5</b>					
<i>**Total Donors does reflect Column totals. Donors may give to more than one unit/division.</i>												

University of Wyoming, Foundation  
 FY 2019 Monthly Giving Report through September  
 Annual Gifts

FUND	FY 2019 GOALS	Current Month		FY 2019 to date		FY 2018 to same date		FY 2019 AF % of Goal
		DONORS	AMOUNT	DONORS	TOTAL	DONORS	TOTAL	
AGRIC	\$ 122,000	115	\$14,733	140	\$24,738	146	\$11,750	20.28%
AHC	\$ 69,000	13	\$3,085	23	\$4,445	34	\$3,115	6.44%
ALUMNI	\$ 188,000	300	\$21,408	652	\$40,128	646	\$43,210	21.34%
A & S	\$ 390,000	270	\$43,204	349	\$92,150	449	\$84,705	23.63%
ATHLETICS	\$ 3,100,000	514	\$195,110	1579	\$671,107	1545	\$536,703	21.65%
BUSINESS	\$ 217,000	125	\$12,890	147	\$38,945	160	\$32,361	17.95%
EDUCATION	\$ 62,000	105	\$6,068	115	\$7,073	115	\$11,887	11.41%
ENERGY	\$ 4,000	9	\$1,200	9	\$1,200	12	\$893	30.00%
ENGINEERING	\$ 270,000	175	\$30,031	222	\$53,145	257	\$41,571	19.68%
IENR/HAUB	\$ 38,000	26	\$4,855	48	\$7,805	16	\$2,173	20.54%
HEALTH SCI	\$ 113,000	121	\$27,994	150	\$34,459	158	\$18,778	30.49%
HONOR	\$ -	11	\$600	13	\$830	0	\$0	N/A
LAW	\$ 62,000	73	\$8,874	81	\$11,217	77	\$9,901	18.09%
LIBRARY	\$ 35,000	11	\$650	28	\$3,975	33	\$4,750	11.36%
WYO PUBLIC MEDIA	\$ 1,100,000	0	\$0	2742	\$230,535	2790	\$207,483	20.96%
STU AFFRS	\$ 30,000	7	\$691	17	\$2,476	73	\$19,774	8.25%
UW ART MUS	\$ 39,000	11	\$1,300	23	\$4,595	30	\$8,940	11.78%
PRESIDENT'S IMPACT FND	\$ 86,000	71	\$9,248	105	\$16,982	106	\$12,921	19.75%
OTHER GIFTS NOT YET BOOKED	\$ 75,000	78	\$11,815	122	\$19,008	97	\$11,853	25.34%
<b>TOTAL</b>	<b>\$6,000,000</b>	<b>4,260</b>	<b>\$393,756</b>	<b>6,122</b>	<b>\$1,264,813</b>	<b>6,350</b>	<b>\$1,062,769</b>	<b>21.08%</b>

\*\*Total Dnrs do not reflect Column totals. Donors may give to more than one unit/division.

**Giving by Type  
 FY 19 through 9/30/2018**



Realized PG	\$	2,287,390
Unrealized PG	\$	970,002
Annual Giving	\$	1,264,813
Corporation	\$	687,570
Foundations	\$	258,650
Individuals	\$	712,396
Other Orgs	\$	30,625
		<b>6,211,445.91</b>

# A Plan for Transition of the Biodiversity Institute, and Capturing the Full Potential of UW Research and Outreach Capability

November 2018

## Executive Summary

The opportunity for a renewed effort in transdisciplinary biodiversity research effort, and an outreach effort grounded in it, is keen. The research resources at the University of Wyoming to support such an effort are considerable. Yet the Biodiversity Institute (BI), a component of the biodiversity enterprise at UW and with a focus on education, outreach, and the broad impacts of research, is facing fiscal challenges. It is on a path to closure by the end of this calendar year that must be managed now. This plan provides an approach to managing the present challenges while putting UW on a path to become establish a new class of research activity that will serve outreach, serve as the basis for conservation practices, inform policy decisions, and enable assessment of environmental, economic, and social impacts of influences on the biosphere.

This plan begins with a description of the background of the importance of biodiversity research, education, and outreach, considering Wyoming's unique character and its citizen's relationships to the state's ecosystems. The origins and vision for the Bob and Carol Berry Conservation Center for biodiversity research, education, and outreach are highlighted.

Recommendations for maintaining the highest priority BI services are (1) leveraging BI practices to benefit STEM education and outreach across UW, and joining forces with the Science Initiative; (2) maintaining administrative support for the Program in Ecology; (3) continuing support of the Museum of Vertebrates and its curation; and (4) developing a capacity to create "Broader Impacts" plans for research proposals. Resources for these will be found by reallocation within the existing approved UW budget. These will be reduced compared to what is now required to support the BI, requiring some adjustments in level of effort. Still, synergies with Science Initiative and other education and outreach programs can mitigate some of this loss. To retain cohesiveness of BI activities, they should be housed at the Berry Center building. Per Regulation 2-13, efforts are being made to identify positions for which the BI staff are qualified, both within the realm of biodiversity and, where necessary, outside of it.

In Section III, urged is faculty developing a proposal for a new, transdisciplinary biodiversity center, to be sited within the Berry Center and charged to create a first-of-a-kind, experimentally validated predictive capability of complex biological systems. Tentatively named the Berry Biodiversity Center (BBC) for purposes of this report, it will lever Wyoming's as a natural laboratory. With a scope and plan to be developed by a faculty Task Force-led planning process, the BBC's public face will be the Berry Conservation Center. Its reach will have a broad reach to all schools and colleges.

A proposal for this Center will emphasize identifying scientific grand challenges and achieving stability through partnerships. Financial stability may be achievable through capture of a wide range of grant support from state and federal agencies, as well as donor contributions. A centerpiece will be developing a predictive capability that enables UW to be a national go-to resource in research-based conservation and issues such as land reclamation, water use, infectious diseases, economic impacts, and forest fire management. The Center will strengthen UW's cross-disciplinary research culture as well as the culture and practices of engaging external sponsors. BBC research will form the basis for a vigorous education and outreach enterprise in biodiversity science that serves the state's citizens, drawing on the BI's practices as well as the best from other existing and planned STEM education and outreach activities. Financial support for this planning will be treated as an investment, contingent on the promise of success in growing externally supported research and outreach activities.

# A Plan for Transition of the Biodiversity Institute, and Capturing the Full Potential of UW Research and Outreach Capability

## Section I: Overview of the challenges, and opportunities revealed

The expiration of funds for the Biodiversity Institute (BI) during extraordinary fiscal times at the University of Wyoming has prompted an examination of the implications of its imminent closure, both from a personnel perspective as well as regarding its most valued practices. This examination has informed the near-term priorities for the transition of BI functions, observations and recommendations regarding the culture and practices surrounding research support at UW and STEM education and outreach, and a proposal for developing a sustainable, impactful program in biodiversity research integrated at all relevant scales that will inform conservation efforts for the state and the nation and serve as a foundation for future education and outreach activities. Described here is a plan that

- preserves administration of the Program in Ecology, the strongest elements of outreach, and provides support for the development of a broader impacts capacity to strengthen research proposals;
- proposes a path to strengthen research and outreach excellence by pursuing a first-of-a-kind capability in biodiversity science that addresses the field's grand challenges and enables new kinds of predictive capability. At the heart would be a new organization run from the Berry Conservation Center, referred to here as the Berry Biodiversity Center (BBC).

### I.a Observations and recommendations from this assessment

The examination prompted by the BI's circumstances have revealed much. The process has included conversations with stakeholders in biodiversity research, education, and outreach across the campus.

#### I.a.1 Recognitions and gratitude

- *Deep thanks for their generosity, and recognizing the vision of Bob and Carol Berry* - Conspicuous is the need to recognize the extraordinary generosity and impact of the Berry's. The generosity of Bob and Carol Berry in providing resources through the Wolf Creek Foundation has been singularly important in elevating the profile and impact of biodiversity research, education, and outreach performed at UW. They have strengthened the foundation of a bright future for biodiversity research, education, and outreach, despite the present challenges with the BI. Their contributions that led to the construction of the Bob and Carol Berry Biodiversity Conservation Center, an endowed chair in biodiversity science, and the operations of the BI are among the most generous in the history of UW.
- *Deep thanks to the BI staff for their contributions through service* - Also necessary is to acknowledging the contributions of the founding director, Carlos Martinez del Rio, the interim director Gary Beauvais, and the entire BI staff over the years. Public comments have attested to the impact and devotion of the BI staff and associated faculty; through their efforts, many have experienced aspects of the special, complex nature of Wyoming in a manner previously unknown to them, often working side-

by-side with researchers in the field on leading questions of the day. UW is deeply grateful for their service.

### **I.a.2 The unique nature of biodiversity research in Wyoming, and its alignment with UW interests and obligations**

- *The deep value of the field experience in biodiversity science* – The unique potential of biodiversity research in Wyoming recognizes the power and potential of Wyoming as a stage where faculty, staff, and citizens are imbedded in the study of the complex interactions in nature that drive the evolution of flora and fauna. Levering the intimacy between student of the natural world – be they K-12 or college and university students, faculty, or other citizens – is an essential component of any biodiversity research enterprise. It is the intent going forward that the Berry Conservation Center continue to promote the practice of nurturing this kind of relationship through enabling a vision that is aligned with the intent of the donors in funding the construction of the building that hosts labs, graduate offices and public educational space, and in supporting the Biodiversity Institute. This will take place in concert with functions preserved in this transition with programs and research within the Science Initiative, and by effective coordination with the vast array of biodiversity-related research across campus that is driven by a new vision for a center of research excellence. Field research of this sort promotes an important kind of understanding of the world and one’s place in it that can be obtained in no other way.
- *The Bob and Carol Berry Conservation Center as a public stage for biodiversity* – Related to the point above, the Bob and Carol Berry Conservation Center has served as a compelling and effective public stage for biodiversity-related education and outreach. It is an attractive setting that is much more than an administrative or classroom center. As such, any plan for biodiversity research and outreach should not only respect this intent of the donor. Continuing its use in this way is fully aligned with the strategic vision for research and outreach in biodiversity. This is reinforced in this plan in at three ways. First, it is proposed that the functions of the BI to be continued in the near-term as expressed in this plan will still be executed in the Berry Center. Second, by virtue of proximity, it is envisioned that the Berry Center be used in conjunction with the Science Initiative building and its programs, both for research and as a public stage for biodiversity activities. Third, the Berry Center will serve as both the administrative home and public space associated with a proposed center of biodiversity excellence, described in this document in Section III.d.
- *Serving Wyoming* – As the Land Grant university serving the state, the University of Wyoming has an obligation to serve all of its citizens. As their interests are intimately connected to energy and the energy industry, there is considerable investment in research and research infrastructure at UW in energy science that is world-leading, exciting, and vital. The same land that makes this research so important also gives rise to the extraordinary resource that is Wyoming’s biodiversity. The dynamics and beauty of its ecological systems infuses the minds and spirits of its citizens. It is of vital economic interest as well. Understanding and providing a means to educate and involve its citizens regarding both classes of resources, and their interface, is a UW obligation and opportunity. As this transition of the Biodiversity Institute is managed, UW is committing to a vision for advancing a biodiversity enterprise that meets the needs of its citizens through world-leading biodiversity systems research. This work must inform conservation efforts, address questions of immediate concern to policy including land and water use practices, and serve as a strong foundation for education and outreach.

### I.a.3 Recommendations

Three high level sets of recommendations follow and are detailed in the subsequent sections.:

*Recommendation I: Maintain the highest impact aspects of the Biodiversity Institute programs and practices, learning from and strengthening them*

This includes reallocating resources within the approved UW budget, and from indirect cost recovery revenue, as appropriate, to continue to support at full or reduced levels the following:

- *Lever the BI's practices and programs to benefit STEM education and outreach across UW*
- *Maintain administrative support for the Program in Ecology*
- *Continue support of the Vertebrate Museum and its curation and lever with the Science Initiative*
- *Develop a capacity to create "Broader Impacts" plans for research proposals applicable to all disciplines that demand it*

Details follow in this document. It is recommended that the first three of these activities continue to be housed in the Berry Conservation Center; the fourth may be located in the Office of Research and Economic Development. The recommendations also include making a university commitment to assess and coordinate the various STEM education and outreach activities across the campus, enabling best practices to be shared and developed for biodiversity and other STEM outreach activities. This would be done while recognizing the unique character of STEM outreach as it pertains to biodiversity. For biodiversity, an immediate opportunity is in coordinating present outreach and education efforts with the Science Initiative programs. Being considered long term is standing up a STEM education and outreach center.

*Recommendation II: Develop a plan to create a Berry Biodiversity Center (tentatively named BBC) to inform conservation efforts, and enable rapid responses to biodiversity matters of statewide and national economic and societal import. A highly multidisciplinary effort, BBC's administration will be centered at the Berry Conservation Center Building*

This will build on the alignment between the research vision for UW and the research vision of the donors. The vision for it is strongly multidisciplinary, centered on STEM fields and extending to economic analysis and the humanities. Central to the research vision for UW is developing programs and practices that assert leadership in grand, multidisciplinary challenges, and developing into a strength biodiversity research integrated at all relevant scales. Also, it is this Administration's understanding that central to the vision of the donors for both the Berry Conservation Center and the BI was to stimulate a vigorous research enterprise in biodiversity that would form the foundation of conservation efforts that are informed by scientific understanding. These visions have much in common.

This envisioned plan honors this intent of the Berry's, and is well aligned with the strategic interests of the university. Recommended here is the following:

One aim is to develop a biodiversity research enterprise that will pursue grand challenges in biodiversity research, and yield a first-of-a-kind, experimentally validated predictive capability for the evolution of ecological systems to serve conservation efforts by informing policy and practice relevant to flora and fauna. Tentatively called the Berry Biodiversity Center (BBC), the Berry Conservation Center will serve

as its hub. BBC will have the potential to inform conservation efforts and policy decisions in a tremendously wide range of matters including and beyond species protection efforts, water systems management, ecosystem restoration and reclamation practices, invasive species management, forest fire control, climate impacts on water supply, wildlife migrations, and animal disease management. BBC's plans and activities will be informed by an external advisory committee.

A driver in the planning will be identifying the requirements for building sustainable programs within BBC that attract research dollars from external state and federal sources, including the National Science Foundation, as well as private sources. BBC will serve as a stable foundation for biodiversity education and outreach efforts.

*Recommendation III: Address vulnerabilities to UW revealed in the BI's circumstances*

These vulnerabilities include:

*The risk of an overreliance regarding a single donor to support any enterprise at UW* - The immediate need to close the BI is prompted by a failure to diversify funding.

*Absence of coordination of STEM education and outreach activities at UW* – Revealed in this assessment is the absence of coordination or sharing of lessons learned in STEM education and outreach activities at UW. For the BI, recognizing that each field of research has unique aspects that drive differences in approach, opportunities reside in working with the Science Initiative programs, the Trustees College of Education and Tier 1 Engineering initiatives, and other activities. UW should commit to developing a plan for a more coherent approach to STEM education and outreach where each benefits from the lessons and approaches of others. More detailed comments on this challenge follow.

*The need to strengthen the culture and expectations regarding grant capture* to support research at UW vs. relying on donor or state resources to support such research. This need extends well beyond the biodiversity enterprise. In addition to the obvious benefit of gathering additional resources and relaxing reliance on state funds, engaging vigorously in the national competitive research scene does a service to UW faculty and students by ensuring that the UW research enterprise is highly nationally relevant. A successful BBC enterprise can help stimulate this cultural change.

*Confusion regarding the relation between the BI, the Berry Center Building, and biodiversity research at UW* – Revealed in the present circumstance is widespread confusion of the nature of these three items and their relationship. The Bob and Carol Berry Conservation Center building is not closing. It is host to a wide range of biodiversity-related research and programmatic activities that are well aligned with the wishes of the donors who enabled its construction, Bob and Carol Berry. Far from closing; the opportunity to strengthen its presence in biodiversity research must be captured, as described in the vision for BBC, and in concert with the Science Initiative. While noting that the BI is a minority occupant of the Berry Center building, and the Berry Center's activities are only a small component of the vast biodiversity research programs across campus, this building has been a prominent and effective public stage for biodiversity activities and education, and a compelling, attractive venue for convening educators and citizens. The Berry Center will continue to house many of the BI's present activities and will retain its purpose as a public focal point, and its role in both research and education will be strengthened through partnership with the Science Initiative.

## Section II. The near-term challenges: identifying BI strengths, and an approach for continuity

### II.a The Bob and Carol Berry Conservation Center

In 2011, the Robert and Carol Berry Biodiversity Conservation Center, or Berry Center, opened on the UW campus. Enabled by generous donations from the Berry's through the Wolf Creek Charitable Foundation, and with matching funds from the Wyoming State Legislature, the Berry Center was designed to promote research in biodiversity science, provide service to the university and the state through research labs and the Wyoming Natural Diversity Database (WYNDD), and facilitate people's engagement in and understanding of the natural world.

The purpose of the Berry Center is not brought in question by the circumstances that surround the BI; in fact, the opportunity to strength this facility's role in biodiversity activities exists, enabled in part by its close proximity to the Science Initiative facility. At present, the Berry Center is host to much biodiversity-related work, including: UW's Stable Isotope Facility, a center for world-leading research that engages UW students, postdocs, and faculty; administrative support and students participating in



*The Bob and Carol Berry Conservation Center building, home to several biodiversity-related activities, including the Biodiversity Institute*

UW's Program in Ecology (PiE), the most productive interdisciplinary graduate program at UW as measured by the number of graduates receiving PhDs; and the Museum of Vertebrates, which is rapidly emerging as a research force in its own right through modern analysis techniques and networking with other museums in the Rocky Mountain region and nationally. This museum is host to a biological record of vertebrates dating back more than a century, and therefore is a strong complement to UW's Rocky Mountain Herbarium. In addition, the creation of the Berry Center led to the formation of the Biodiversity Institute, and is the BI's

home. This was enabled by redirecting unused building funds as well as further donations from Bob and Carol Berry.

### II.b The Biodiversity Institute

The BI was formed as a participant within the Berry Center in September 2012, with Dr. Carlos Martinez del Rio as the founding director. The mission statement of the BI as expressed in its recent five year report is:

“The mission of the Biodiversity Institute is to foster the understanding, appreciation and conservation of biological diversity through innovative research, education, and outreach, and by engaging a broad audience in the scientific process.

“The Biodiversity Institute works with scientists, resource managers, educators, and the public to further the understanding and conservation of biodiversity. We seek to provide a unique service to Wyoming and beyond by facilitating collaborative research projects, synthesizing and disseminating research, distributing grants, and providing educational, outreach, and citizen science programs for students and the public.”

The outreach and education activities’ impact and productivity is notable. As stated in its most recent five-year report, between 2012 and 2017, the BI produced 190 outreach events that engaged over 14,000 people, conducted 17 citizen science projects engaging over 1000 people in field data collection and analysis, and produced and distributed 19 books, field guides, and other biodiversity publications. In education, the BI conducted 17 events for K-6 students and 71 events for middle- and high school students, engaging over 5000 K-12 students overall. The BI also facilitates research and strengthens certain research proposals through its “Broader Impacts” work, discussed below, involvement of some faculty in its activities, its use of donor funds to issue and research grants, and through its curation of the Museum of Vertebrates.

### **II.c Transition Goal: Leveraging the BI’s Strengths in Outreach, Education, and Research**

The University of Wyoming’s high level strategic goals include those that will benefit from practices developed and programs executed by the BI. A leading strength of the BI has been its outreach and STEM education programs; testimony from citizens around the state speak to this strength. A priority of UW, as expressed in the strategic plan “Breaking Through,” is that of increasing the effectiveness of community engagement throughout the state. BI education and outreach practices can serve as an effective catalyst for this.

In addition, the state has demonstrated its commitment to UW in joining top tier institutions through its initiatives, namely, the Trustees Education, Science, and Tier 1 Engineering initiatives. The BI’s research activities, including its citizen-based research efforts as well as field, laboratory, and museum-based research, have the potential of joining forces with the Science Initiative facilities and programs and other research assets. Properly organized and managed, these have the potential to help enable UW to be rightly recognized as a national powerhouse in biodiversity science.

### **II.d Procedure Followed, and Determining Priorities for this Plan**

Although the BI is not an academic program, it has components involving academic personnel, and the protocols of UW Regulation 2-13 (Academic Program Reorganization, Consolidation, Reduction and Discontinuance) are being followed in transiting the most valued functions of the BI to other units of the university, as resources allow. This document is aimed at fulfilling part of the obligation of Regulation 2-13 by providing background and context regarding the present situation, and a plan for maintaining our high priority activities in biodiversity research and outreach.

Part of Regulation 2-13 requires making reasonable efforts to find positions within UW for which the BI staff are qualified. Potential individual assignments are not described in this report. The details of UW obligations in this regard are provided in another UW regulation.

Several sources of input were considered in developing the recommendations that follow. Views on the highest priority functions that the BI exercise were obtained, and discussion took place on possibilities for transition of these functions.

- Priorities were informed by UW’s strategic plan, “Breaking Through,” discussions with stakeholders and potential stakeholders, and communications from citizens and students.
- In early August of 2018, a transition group was formed of stakeholders and potential stakeholders on campus. Membership of the group include
  - interim director of the BI
  - dean of Arts and Sciences
  - faculty with partial appointments to the BI
  - dean of the Haub School
  - chair of the Department of Botany
  - leader of the emergent Office of Engagement and Outreach (OEO)
  - leadership of ORED

Input obtained through the group discussions helped develop a shared understanding of BI functions and impacts, resource requirements, and of related activities on the UW campus as well.

- Input was also received through letters written to the VP for Research and Economic Development and the President of UW, primarily regarding BI positive impact on citizens of Wyoming through its Citizen Science program, as well as benefits of the BI to students in the Program in Ecology (PiE), especially regarding “Broader Impacts” statements often required for research grant proposals.
- Discussions were also held by the VPRED with the following:
  - BI staff
  - director of PiE
  - dean of the College of Education
  - leadership of Academic Affairs (AA) and General Counsel regarding process as it pertains to Regulation 2-13

Conversations with those inside and outside of the BI helped develop a picture of STEM education and outreach activities on campus that put the BI activities in context and informed the recommendations here. Finally, and importantly, the priorities as identified by the BI participants and stakeholders were assessed in the context of the strategic plans of UW and ORED.

## **II.e Regarding feedback provided**

An initial version of this plan was presented to the UW Faculty Senate in early October. This led to feedback that has been continuously considered in the preparation of this proposal. Subsequently, additional feedback and discussion led to a considerable augmentation of the plan to include the proposal for a new Berry Biodiversity Center.

On October 31, a town hall meeting was conducted in the Berry Center. The updated proposal was discussed, and feedback received. Items noted that either are addressed here or need to be addressed in going forward include:

- The support for education and outreach and the related area of Broader Impacts development has been increased as compared to what was presented at the Town Hall in late October.

- Particular attention is required for maintaining a continuous and conspicuous presence on the web of BI-related activities as the organizational structure and name changes. The naming of a new biodiversity research and outreach activity as the Berry Biodiversity Center likely will help in maintaining web continuity. The particular plan for ensuring this regarding web presence needs to be developed, and is being discussed.
- Clarifying the timeline of a transition of the BI to a new Berry Biodiversity Center, and what that timeline looks like regarding personnel, needs to be done.

## **II.f Priorities of BI activities for transition**

The input received, measured against strategic priorities and considering existing and emergent activities at UW, informed the following priorities for maintaining BI activities. These are:

- *Lever the BI's practices and programs to benefit STEM education and outreach across UW*
- *Maintain administrative support for the Program in Ecology*
- *Continue support of the Museum of Vertebrates and its curation ;lever with the Science Initiative*
- *Develop a sustainable capacity to create "Broader Impacts" plans for research proposals applicable to all disciplines that demand it*

Finally, there is an overarching priority of a different sort, namely:

- *Ensure that all future activities in the Berry Conservation Center building are strongly supportive of biodiversity research, education, and outreach, meet donor intent, and are aligned with UW's strategic interests.*

## **II.g Details on the priorities and resource requirements**

- *Lever the BI's practices and programs to benefit STEM education and outreach across UW*

Background – Leveraging the BI's education and outreach activities is aligned with the interests of UW. A particular near-term opportunity is coupling BI practices to planned Science Initiative outreach efforts.

This transition and coupling should be done in parallel with a vigorous effort, already begun and to be led by the Office of Engagement and Outreach (OEO), to survey existing UW outreach and engagement efforts in STEM fields. The overarching goal should include creating a new vision for UW's outreach efforts in STEM education, including reducing duplication as experienced on campus and by state stakeholders. With a strong, effective vision, there may be an opportunity to work with the Foundation to enduring resources for this outreach program's continuance and growth. Potential resources for such work includes engaging the county extensions and community colleges.

Level of effort: 1.0 FTE recommended for a new Education and Outreach specialist position. This work will be supported by 1/4 FTE effort from the PiE administration position, and 1/2 FTE for Broader Impacts support; both of these are discussed further below. In the near term, Citizen Science and K-12 activities conducted by the Education and Outreach specialist should be administered under a director for a Berry Biodiversity Center (BBC, to be described in Section III, and to be located in the Berry Conservation Center building), with ties to the Science Initiative and Colleges of Engineering and Education. Also for the Education and Outreach Specialist position, direct involvement in program development and administration, grant proposal writing, effective

communication, and project management will be key skills.

Resources – Through the remainder of FY 2019, resources to support the Education and Outreach position to carry out Citizen Science and K-12 outreach should come from within the existing UW budget. For FY 2020 onward, resources need to be found by the Administration through internal reallocation.

Further comments - A clear vision and plan for STEM outreach activities has the potential of attracting an enduring source of funds, preferably through an endowment. The BI practices can substantially inform that future; biodiversity-related outreach and education practices will also benefit from the experiences gained in other STEM outreach efforts on campus.

However, such a vision and plan do not exist. While the impact of the outreach work conducted by the BI's Citizen Science and K-12 education programs is significant, also revealed in discussions is concern regarding the loose confederation of STEM outreach activities on campus and potential overlap and inefficiencies within it. There is a lack of common understanding within campus of such work. This was not only revealed by internal UW discussions: it was also reflected in citizen stakeholder comments. Accordingly, there is a lack of “lessons learned” between these activities.

UW should commit to develop a coherent vision for STEM outreach by the end of FY 2020 for developing and managing effective and innovative outreach/engagement programs that include bringing biodiversity expertise and experiences to a broad range of audiences. These include administering UW Citizen Science programs as well as creating and implementing educational programs, including curricular development, and projects for K-12 and community college audiences.

Consideration should be given to creating a new director of STEM Education and Outreach at UW. This person should be tasked to work with the Office of Engagement and Outreach director, the provost, the dean of the College of Education, and staff leading education and outreach activities from across campus should work to develop a plan for a cohesive and integrated approach to STEM outreach. The plan should include building and maintaining strong relationships within UW's STEM community to enhance existing outreach education practices and networks (e.g., public schools and youth organizations), as well as coordinating contacts with teachers, community members, and other STEM stakeholders.

The need to develop effective coordination is clear. The goals of a coherent outreach and engagement effort will include eliminating redundancy between outreach programs in STEM fields, heightening on-campus awareness of them, and maximizing their connection to cutting-edge research. In play at UW are several initiatives and activities: the Trustees Education, Tier 1 Engineering, and the Science Initiative, as well as the Wyoming State Science Fair and activities in the College of Education's Science and Mathematics Teaching Center. Together, these activities and the BI outreach work can inform each other, and can serve as a reservoir of experience from which each can draw. A survey recently begun of outreach services for public education and research participation should be completed across the university, and the emergent OEO, provost, and deans should convene appropriate university and program leadership to develop a vision and plan for outreach and public engagement that includes and extends beyond the BI mission space.

- *Administrative support for the Program in Ecology*

Background - This is UW's most impactful cross-disciplinary PhD program in terms of numbers of PhDs granted annually; its continuation is essential. At its inception in 2005, PiE was comprised of five faculty members from three different departments. It has grown substantially, and now includes 51 students, 52 alumni, 42 faculty, and 15 affiliates.

Level of effort – It is recommended that a 1.0 FTE position be supported. 0.75 FTE of effort will be for PiE administration and other duties to be determined by the associate vice provost for graduate education. 0.25 FTE of effort will be directed towards working with the Education and Outreach specialist in conducting Citizen Science and K-12 education programs.

Resources - The remainder of PiE administration costs should be borne by the existing UW budget. In FY 2020 onward, resources need to be identified by the Administration through internal reallocation.

Administrative home - PiE administration should be conducted under the umbrella of the Office of Graduate Education, recognizing the strong ties PiE will have with the Berry Center Building. The job description will likely include additional duties beyond PiE administration.

- *Continue support of Museum of Vertebrates and its curation; lever with the Science Initiative*

Background - This is rapidly becoming a vibrant research tool as it rises in profile nationally. A strong research-oriented vertebrate museum can be a strong component of a nationally leading effort in biodiversity systems science, in concert with modern-day DNA analysis techniques, the Stable Isotope Facility in the Berry Center, the Rocky Mountain Herbarium, and a biodiversity effort that leverages the Science Initiative. The BI has long provided operational funds to the Museum of Vertebrates. This faculty responsible for curation is a member of the Zoology and Physiology Department. Maintaining the museum will support the vision of the Berry Conservation Center activities becoming a strong complement to the SI.

Level of effort – \$35 - 40k annually is required for consumables and maintenance. Museum curation support is provided through an existing faculty line in the Zoology and Physiology Department. See the budget breakout in the next section.

Resources - The \$35-40k per year supports consumables and maintenance activities required for curation, and the research activities of undergraduate and graduate students. Faculty activity required is supported by a state-funded faculty; it is not a burden on the 40k. For FY 2019, resources need to be found within the existing UW budget. For FY 2020 onward, resources need to be found by the Administration through internal reallocation.

A breakout of the resources requirements for the vertebrate museum follows:

*Maintenance* ~\$10,000

Service contracts on freezers, specimen case compactor system, etc.

*Supplies* ~\$3000-\$6000

Consumables for field work, prepping, storage, etc.

*Field work* ~\$8000-\$10,000

Permits, vehicle rentals, lodging, food, etc.  
*Personnel ~\$14,000*  
Paying student workers, graduate student summer stipends, etc.

Total: ~ \$35,000-\$40,000

Administrative home - It is recommended that support for the Vertebrate Museum curation be administered through the Zoology and Physiology Department.

- *Develop a sustainable capacity to create “Broader Impacts” plans for research proposals applicable to all disciplines that demand it*

Background - A strong theme revealed to ORED last year in a series of listening sessions with faculty is the institutional need to develop a UW-supported approach to assisting faculty in developing plans for research that has an impact that is broader than the primary research itself. This is a long-term goal for UW and ORED. BI outreach programs have provided resources for developing these plans in the past. Since Broader Impacts program development has been intimately tied to BI education and outreach activities to date, engagement with the education and outreach effort described here will continue. Coupling with Science Initiative programs will also be pursued.

A business model will be developed, and resources identified within the ORED.

Level of Effort – 1/2 FTE recommended near term, to grow to 1 FTE as a self-sustainable funding model is developed.

Resources – A self-sustaining business model needs to be developed for this capacity. ORED will provide 1/2 FTE support in the near term to develop such a model and further explore this priority, developing a strategy going forward this fiscal year.

Administrative home: This Broader Impacts development will be administered by the Office of Research and Economic Development. The goal is to develop an approach that is of value to all of research at UW.

## Section III: Transdisciplinary Research, and planning for a Berry Biodiversity Center (BBC)

### III.a Transdisciplinary research, and the potential of biodiversity research and outreach at UW

Many leading scholars, scientific organizations including the National Science Foundation and the National Institutes of Health, academic leaders, and scientific advisors recognize that in the next half century, research institutions of higher learning must be nimble and able to respond to issues of regional, national, and global importance that are strongly multi- or transdisciplinary in nature. Indeed, if UW is to position itself to be a research leader that is sought to address such problems, it must identify the grand transdisciplinary challenges it is best suited to confront, and develop practices and a research culture that enables rapid response.

Biodiversity science is one such grand challenge. It is ideally suited for pursuit by UW by virtue of the unique nature of Wyoming and its capacity to serve as a research laboratory. It is a “grand multiscale challenge,” worthy of targeted, intense research in and across many disciplines. The emergent science of *complex systems*, of the connections and interactions between fundamental elements and how they give rise to phenomena that would not be predicted through study of an individual element of the system, itself represents an emergent component of biodiversity science that is critical for prediction.

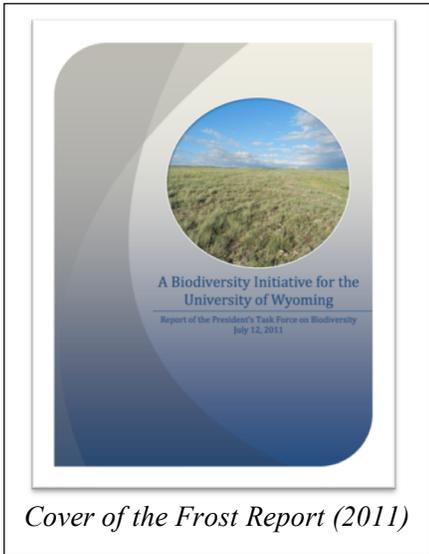
A statement provided by UW faculty, provided as feedback in developing this plan, conveys the breadth and scope of biodiversity research at UW:

“Biodiversity studies at UW entail a focus ranging from the microbes of Wyoming’s soils, to the mammals and birds that roam across the state, to the fish and invertebrates swimming in alpine lakes and streams. They also include interactions between plants, microbes, and herbivores in our mountains and plains, and the ecosystem processes that facilitate these interactions. UW also has substantial strength in the study of biodiversity beyond Wyoming’s borders in some of the world’s most biodiverse places, from the tropical rainforests of Central America, to East Africa’s savannas and great lakes.”

More broadly, the transdisciplinary challenge that is biodiversity is remarkably rich and complex, and represents a grand challenge for the sciences. Again, from UW faculty:

“The UN Environment Program defines biodiversity as, ‘... the variety of life on Earth, it includes all organisms, species, and populations; the genetic variation among these; and their complex assemblages of communities and ecosystems. It also refers to the interrelatedness of genes, species, and ecosystems and their interactions with the environment.’ As such, studying biodiversity spans spatial, temporal and hierarchical scales, and its study inherently involves interdisciplinary work, linking research at the cellular, organismal, community, and ecosystem levels... [G]enerally we **seek to understand the processes and factors contributing to biodiversity across varying spatial, temporal, and hierarchical scales**. These studies range from focus on genes to focus on whole communities, and range from interactions at a single-organism level to considering continent-wide and global patterns in biodiversity.”

The transdisciplinary challenge and opportunity of biodiversity extends well beyond the STEM fields. The dynamics of the flora, fauna, and water have impacts on the economy and species conservation efforts that are vast. UW faculty have demonstrated that Wyoming can be a tremendous vehicle for establishing the science girding conservation and responsible land and water use that can inform policy nationally and globally. UW has the infrastructure to smartly engage in interfacing biodiversity research in informing policy based on this research. And, as Wyoming's resides deep in the consciousness of its and the country's citizens, the dynamics and destiny of the flora and fauna as revealed by biodiversity research have bearing on the arts and humanities as well. Also, understanding economic impacts related to changes in biodiversity require continued informed assessment.



Cover of the Frost Report (2011)

The potential for UW taking its biodiversity research, education, and outreach was deeply explored about eight years ago, and this opportunity was expressed in a detailed report issued in 2011, *A Biodiversity Initiative for the University of Wyoming* (“Frost Report”). Indicators of the promise of using Wyoming as a laboratory for this class of research and a platform for related education and outreach is found in the statements of outside experts. For example, in the report is a view attributed to Peter Raven, from the Missouri Botanical Garden. There the report stated that “UW can take advantage of its unique setting, biology, and culture, and create a model that can be adopted elsewhere. Dr. Raven sees an opportunity for UW to create a university-wide interdisciplinary initiative, and to develop a unique curriculum in biodiversity studies that produces

graduates prepared to deal with the world as it is.” He also indicated that “UW can lead in developing a vision of nature and society in the interior West for the coming decades.” Note also the perspective of Goergina Mace, of Imperial College, London. The Frost Report cites her views as including the idea that “UW has a huge opportunity to bring the physical, biological, and social sciences together, and to train students at all levels to communicate across disciplinary boundaries. Professor Mace suggests that UW could be unique by developing a deep, specific focus on biodiversity science and conservation. She knows of no university, anywhere in the world, that is doing this at an institutional level.”

This report informed a new vision for the BI. Discussions with many faculty reveal that, despite many strengths of UW’s

***The Science Initiative and other programmatic elements of biodiversity research at UW - Consider that microbes in the soil (presently the subject of a new NSF EPSCoR grant being executed at UW, funded at \$20M over five years) interact with the flora (the subject of study of UW’s Rocky Mountain Herbarium and UW’s botanists, including research at the Stable Isotope Facility in the Berry Center) and fauna (the subject of study of UW’s migration research enterprise and other students and members of the faculty of the Department of Zoology and Physiology), which themselves are governed by the behavior of Wyoming’s water systems and associated biology (as studied by UW’s earth systems biologists in the recently completed EPSCoR program). And, a vital component of understanding organismal behavior is the science of cellular biology (as pursued by UW’s molecular biologists, among others).***

*Cells, microbes, and earth systems biology form major pillars of biodiversity science and are the basis for how much of the research will be organized in the new Science Initiative building. The SI thus provides an opportunity for amplification for future research, education, and outreach efforts that will be performed across the street in the Bob and Carol Berry Conservation Center.*

academic programs and the success of the BI, especially in outreach, the support required to realize the vision expressed in the Frost Report was never provided. That said, it is the expressed view of this Administration that there is much in hand in terms of facility resources, faculty excellence, and pride among faculty, staff, citizens, community colleges, and Wyoming's government and industry to realize much of this potential.

### **III.b Developing a plan for a Berry Biodiversity Center (BBC)**

An Berry Biodiversity Center (BBC) can serve as an organizational structure in which a nationally leading effort in biodiversity research, integrated at all relevant scales and capable of responding to questions of regional, national, and global import, can reside. It can be informed by the analysis expressed in the Frost Report. It is recommended that it be designed with the following overarching vision elements and goals in mind:

- BBC should draw upon the wide array of resources active or available to support transdisciplinary biodiversity research at UW, including
  - All Colleges and Schools, and their departments and programs that foster elements of biodiversity science through its outstanding faculty
  - Computing and data science, including partnership with NCAR, ARCC, the Data Science Initiative, WyNDD, and WyGISC
  - Analytical core facilities, including the Stable Isotope Facility, Center for Advanced Scientific Imaging, the Jenkins Microscopy Facility, and more
  - Science Initiative building and programs, including its life sciences research labs, research greenhouses, animal care facility, active learning classrooms, and the Wyoming Research Scholars programs
  - Natural history collections, including the Rocky Mountain Herbarium, Museum of Vertebrates, Insect Museum, and Geological Museum
  - Field research facilities, including the AMK Ranch and Glacier Lakes Ecosystem Experiments Site
  - Berry Biodiversity Conservation Center, including its research labs, core facilities, public spaces, outreach and education facilities, and administrative offices
- Developing the plan for the BBC will be driven by a faculty Task Force
- BBC will develop a business model that does not rely on internal UW funds provided by the state. It will derive most of its resources from successful grant capture from state and federal agencies, private industry, and private donor contributions
- A mature BBC will engage with an external advisory committee for its execution and planning
- BBC will draw upon the best practices in STEM education and outreach that reside in the Biodiversity Institute, the Science Initiative, the NSF EPSCoR and NIH INBRE programs, the Education Initiative, Tier 1 Engineering, and other such activities at UW
- A goal of BBC will be to develop practices that enable rapid coordinated responses to time-sensitive challenges in biodiversity science that have economic and societal impact. Responding to needs on a contracted project basis will likely be one kind of research activity. Examples include species conservation, forest fire management, land reclamation practices, and water use. This will require a culture of cooperation across departments that is reinforced by performance incentives at UW. It will also require effective partnership with other institutions

- BBC shall recognize that understanding impacts of biodiversity on the total well-being of citizens requires participation with the arts and humanities faculty, as well as the STEM fields and economics
- A goal of BBC will be developing the capability of assessing economic and societal impacts of potential influences on the biosphere. Participation will be required of non-STEM entities including the emergent Center for Business and Economic Analysis (CBEA) of the Institute for Innovation and Entrepreneurship, the humanities, and HPAIRI
- As UW leads, a successful BBC will act on the recognition of requiring successful partnerships with Wyoming's community colleges, other universities, and national labs in order to succeed

The path to developing an outline for a plan for BBC begins with identifying and supporting a near-term leader. This leads to a final priority for this report:

- **Priority** – *Support about 1/3 of a faculty member's time through FY 2020 to lead the development of a plan for a Berry Biodiversity Center.*

The resources to support a director of BBC will be found through indirect cost recovery. These resources for his or her salary and benefits will join those also provided by additional indirect revenue to serve as an investment for planning and positioning of BBC to succeed in calls for proposals and are ultimately aimed at developing a successful research and outreach enterprise through a self-sustaining business model. The Berry Conservation Center will serve as the administrative center and leadership home of BBC.

This leader will convene a Task Force that includes UW faculty as well as Foundation participation. That group will develop a plan that includes an impactful, exciting vision for research leading to a predictive capability in biodiversity science, as well as in education, outreach, and developing plans for broader impacts. One model for the group to consider is that of the Task Force convened to help stand up the Office of Engagement and Outreach. A successful plan will identify the grand challenges of the field and identify opportunities for statewide, national, and global impact. It will assess depth of grant potential, and develop requirements for best practices in ensuring effective broader impacts programs. It will also assess the potential of external donor base development for both research and outreach, including strategies for raising income through grant capture and donor support to combine with UW resources to enable pursuing targeted faculty hires that will allow fulfillment of an ambitious plan.

### **III.c An example of the potential of grant capture for BBC: NSF's Science and Technology Centers**

- Among the many opportunities for grant capture that will be enabled, establishing BBC will position UW to compete for a class of National Science Foundation grants that is among NSF's most prestigious, a Science and Technology Center (STC). With grant income of about \$30M over five years, receiving an STC grant requires successful competition with the country's leading research universities. This requires considerable preparation and demonstration of institutional commitment, including a commitment to strong partnership.

There have been three classes of STCs, the first in 2010, the second in 2013, and the most recent in 2016. It is generally believed that the next call for proposals for STC's may be coming soon. About ten

STC's are presently supported in multidisciplinary areas ranging from the science and technology of intelligence, to the behavior of cellular systems, to energy efficient electronics.

The American Association for the Advancement of Science (AAAS) reported in 2011 on NSF's STC program (<https://www.aaas.org/news/aaas-report-national-science-foundation-centers-support-transformative-research-provide>). In the AAAS report, the following was stated:

“The [NSF Science & Technology Centers Integrative Partnerships](#) program supports universities, national laboratories, industrial organizations, and others that join together to create new multidisciplinary research centers. From nanobiotechnology to microbial oceanography, the AAAS report concludes, the centers successfully pursue innovative basic science while promoting its applications to larger societal issues.”

That is, a proposal for a Center that proposes to advance fundamental scientific understanding that drives major economic and societal issues, one that leans on partnerships across institutions, will be of interest to the National Science Foundation. UW has the capacity to organize and lead such an effort, and research in biodiversity and its impacts can be organized to justify such a compelling Center proposal. Moreover, the AAAS report said:

“‘The centers ‘foster collaboration between faculty with an orientation toward basic science and those interested in more applied and clinical research, and as such enable a true integration of science and technology,’ said Edward Derrick, a co-author of the AAAS report and acting director of AAAS Science and Policy Programs. In interviews and surveys conducted for the report, Derrick noted, ‘the participants praised the outcomes as enriching to their research and subsequent careers.’”

This statement by the AAAS describes the STC program as nurturing an institutional need of any university that aspires to be relevant in this century in addressing problems of great societal import. UW would serve itself well by championing research enterprises that promote inter-departmental cooperation, as well as means of bridging between basic and applied research. In this case of biodiversity, this includes mapping out compelling approaches to enable rapid responses to state and national challenges for which biodiversity is at the core.

Promoting a culture of institutional partnership is in UW's interest, to ensure its faculty and students are in the midst of a vibrant exchange of ideas, and have access to the world's leading research facilities, and have a seat at the table of decision makers. Present-day STC's are consortia, comprised of partnerships between high performing universities and national labs. Developing a successful STC proposal and then executing it would provide a means for developing new partnerships for UW, and strengthening existing ones.

## Section IV: Additional Items

### IV.a Proposed budget

Budget elements for the functions to support near-term BI-related activities are shown below.

Biodiversity-related Function	Level of Support (approximate)	Comments
PiE administration support and other duties, plus Citizen Science and K-12 education support	~\$65k, salary and benefits	1.0 FTE. Supported through reallocation of UW budget
Education and Outreach coordinator	~\$85k, salary and benefits	1.0 FTE. Supported through reallocation of UW budget
Museum of Vertebrates expenses	\$40k	Materials and consumables. Supported through reallocation of UW budget
Broader Impacts development	~\$50k, salary and benefits	About 1/2 FTE, supported through Indirect Cost Recovery administered by ORED. Total support from ICR and contract income likely to grow with a mature business model
Director of BBC in Berry Conservation Center	~\$60k, salary and benefits	About 1/3 FTE, estimated from A&S full professor salary and benefits. Supported through Indirect Cost Recovery. Likely to grow as plan develops and is implemented
BBC research program development support	To be determined in planning	Indirect Cost Recovery revenue
Operations and Expenses, BBC in Berry Conservation Center	~\$35k	Supported through reallocation of UW budget

### IV.b Determining space utilization in the Bob and Carol Berry Conservation Center

All activities in the BI are well aligned with the interests of biodiversity research and outreach. Proposed here is that a plan be presented to the UW Facilities Council on recommended use in March. It is expected that the Director of BBC, the coordinator for PiE education, and the person who assumes the Education and Outreach position described in this document will stay in this Berry Conservation Center. A strong consideration for future space utilization will be to promote complementarity with the Science Initiative facility, which will be constructed across the street from the Berry Center. The aim will be to make this pair as effective a combination in serving the interests of biodiversity research, education, and outreach as possible.

### IV.c Proposed follow-up

A follow-up report will be made to the Trustees next summer on space use in the Berry Center building, an update on plans for STEM education and outreach, and developing a Broader Impacts capacity on campus. A report will also be given on the progress in planning for a Berry Biodiversity Center.