

University of Wyoming Board of Trustees  
 Budget Committee Hearing Narratives  
 May 8-9, 2023

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**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Division – please tie to your FY24 Budget
  - Communications – The Office of the President will engage in strategic communications planning to support Presidential Goals 1 (Student Excellence), 2 (Personnel Investment & Engagement) and 3 (External Relationships); in addition, the office will support the President’s priority of defining the future of marketing and communications at UW.
  - Cabinet Partnerships – The Office of the President will support the President in enhancing partnerships with and delegation to Cabinet to support all Presidential Goals.
  - President’s Initiatives – The Office of the President will continue its focus on supporting Presidential Initiatives including the Faculty Excellence Initiative (supports Presidential Goal 2) and the President’s Working Group on the Freedom of Expression, Intellectual Freedom, and Constructive Dialogue (supports Presidential Goals 1, 2, and 3.)
  - How will you measure the performance of the division with your FY24 Budget?
    - Communications – the successful creation and execution of a strategic communications plan.
    - Cabinet Partnerships – the successful creation and of agreements between the President and Cabinet on specific actions to be taken on Presidential Goals
    - President’s Initiatives: increases in numbers of high-caliber faculty hires; enhanced faculty retention; operationalization of freedom of expression initiatives on campus.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Office of the President (00011)	\$2,209,736	\$2,706,792	\$497,056

3. Short, high-level explanation of variances above
  - Salary, Wages & Benefits: \$72,248
    - July 2022 staff raises plus fringe
    - President’s updated compensation package per contract negotiations
  - Internal Allocations & Sales: \$404,808

- For strategic and emergency use; to be allocated based on the University’s strategic plan and the President’s Goals including focus areas of marketing & communications and operationalizing freedom of expression on campus.

4. Fiscal update for FY23 – budget to actuals through 4/24/23.

Fund Class	Budget Classification	Budget Amount	Actual Amount	Remaining Amount	Remaining Percent
<b>Unrestricted Operating</b>	B4400 - Other Operating Revenue Summary	-	(3,500.00)	3,500.00	100.00%
	B5300 - Gifts Summary	-	(90,000.00)	90,000.00	100.00%
	<b>Total Revenue</b>	<b>-</b>	<b>(93,500.00)</b>	<b>93,500.00</b>	<b>100.00%</b>
	B6000 - Salary & Wages Summary	1,542,085.12	1,312,083.87	230,001.25	14.91%
	BTSTS - Services, Travel, and Supplies	498,151.00	163,881.15	319,829.46	64.20%
	BTURR - Util., Repair & Maint., and Rentals	3,200.00	2,207.01	992.99	31.03%
	BTICS - Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	109,000.00	111,950.72	(2,950.72)	-2.71%
	<b>Total Expenses Before Transfers</b>	<b>2,152,436.12</b>	<b>1,590,122.75</b>	<b>547,872.98</b>	<b>25.45%</b>
	<b>Net Result Before Transfers</b>	<b>2,152,436.12</b>	<b>1,496,622.75</b>	<b>641,372.98</b>	<b>29.80%</b>
	B7600 - Internal Allocations & Sales Summary	157,300.00	181,884.34	(24,584.34)	-15.63%
	D7740 - Transfers To/From Operations Grouping	(100,000.00)	-	(100,000.00)	100.00%
	<b>Total Funding Transfers</b>	<b>57,300.00</b>	<b>181,884.34</b>	<b>(124,584.34)</b>	<b>-217.42%</b>
	<b>Total Expenses After Transfers</b>	<b>2,209,736.12</b>	<b>1,772,007.09</b>	<b>423,288.64</b>	<b>19.16%</b>
	<b>Net Result</b>	<b>2,209,736.12</b>	<b>1,678,507.09</b>	<b>516,788.64</b>	<b>23.39%</b>

Explanation of variances above:

- Int., Claims, Other Exp., Subcontracts, Depr. & Amort.
  - President’s Office – expenses related to professional development
  - President’s Events Team - advertising, printing/copying services for events
- Internal Allocations & Sales
  - President’s Events Team - catering services for events

5. Accreditation and Compliance

- Not Applicable

6. Legislative Budget Requests BFY2024-2025

- While the Office of the President has no anticipated legislative budget requests for FY 25, the President and senior and administration will strategically review all college and unit requests to develop a prioritized list for the university prior to the Board’s June meeting.

7. Foundation Funds

- Please briefly address any Foundation Accounts for which the college has requested an exception to the 2X policy
  - Fisher Incentive Funds in Entrepreneurship: In FY 24, the Office of the President will collaborate with the Center for Entrepreneurship and

Innovation, the College of Business and others to establish processes for students to seek funds to support internships and conference attendance; In FY 24, in collaboration with campus partners, the Office of the President will establish a monetary award to recognize faculty who support student entrepreneurship.

- Guthrie Campus Beautification Fund: In FY 24, The Office of the President will work with UW Operations to determine where funds can be best utilized. In addition, in FY 24, The Office of the President plans to launch a campus-wide beautification proposal process.
- Rochelle Campus Beautification Fun: In FY 24, The Office of the President will work with UW Operations to determine where funds can be best utilized. In addition, in FY 24, The Office of the President plans to launch a campus-wide beautification proposal process.

#### 8. Designated Funds

- Please explain if there are any high-designated balances and the plans for utilizing those funds in FY24. (Please address program fee carryover balances) - \$932,798.52 – utilized for one-time, non-reoccurring budget exception requests. Funds will be directed toward strategic goals including marketing & communications, and the operationalization of freedom of expression initiatives on campus.

#### 9. Strategic Space Needs

- The Office of the President has requested and is working with UW Operations for additional space to support Presidential Faculty Fellows, Presidential Advisors, and Office of the President Staff.

#### 10. Long-Term Goals and Budget Needs for Division

- Budget Model Review – In collaboration with the Division of Budget & Finance and other campus partners, the Office of the President will collaborate on the review and revisions of University's Budget Model to ensure it is structured to support the strategic plan and related goals. This supports Presidential Goals 4 (Long-Range and Strategic Planning) and 5 (Budget Priorities)
- Marketing & Communications: The Office of the President will collaborate on the discussions and planning for the future of marketing and communications at UW to include strategy, structure, and resources that support UW's strategic plan and related goals. This supports Presidential Goals 1, 2, 3,4 and 5.
- External Relations – The Office of the President will support the President in enhancing external engagement with donors, private foundations, grant-making organizations, elected officials, and the Wyoming community at-large. This supports Presidential Goals 3, 4, and 5.

Trustee assignments – Trustees will be in contact with respected parties between April 15 and May 8.

**Division of Budget and Finance**  
**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Division –

The Division of Budget and Finance provides the financial and administrative infrastructure needed for the University to fulfill its mission. In addition, the Business Enterprises subdivision manages and operates the University Store, Copy & Print Center, Vending Services, and all University Housing and Dining operations.

- Complete and implement findings of the organization design and classification/compensation study.
- Add additional functionality to the budget system through budgeting by position. This improves budget accuracy as well as enables the institution to better forecast the largest expense in the operating budget.
- Repurpose a vacant budget analyst position into a compliance officer position to help coordinate and manage the division’s policies and procedures with the goal of reduced institutional risk through better policy compliance.
- Repurpose a position in the procurement office to manage the PCard program. Efforts to date have already doubled the university rebate (+\$150,000)
- Continue to implement quarterly updates and available enhancements to the financial and HCM modules.
- Enhanced transparency of student tuition and fee billing statements with block tuition
- Build a more robust financial literacy program focused on student and staff wellbeing.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Subdivision/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Budget and Institutional Planning	\$2,886,939	\$2,861,759	(\$25,180)
Financial Affairs	\$3,464,986	\$4,208,952	\$743,966
Human Resources	\$2,962,660	\$2,892,832	(\$69,827)
Business Enterprises	(\$1,471,197)	(\$617,383)	\$853,813
<b>Total for Division</b>	<b>\$7,843,387</b>	<b>\$9,346,159</b>	<b>\$1,502,771</b>

3. Variances from FY 2023 in FY 2024:

- Housing contract revenue is split with Student Affairs. The revenue split for Student Affairs is 10% or \$1.5 million and reflects the expenses associated with the delivery of student programming through Residence Life. In prior budgets, Business Enterprises collected all revenue and the excess revenue showed as a negative statement of activities net result.
- Debt service for housing and dining has increased by \$1.65 million to \$11.8 million.
- Consolidated three business analyst positions from HR and the Budget Office into the Systems & Institutional Effectiveness Office (WyoCloud Office)

4. Fiscal update for FY23.

Summary Level Natural Accounts	FY23 Budget	FY23 Total Actual through March
<b>Revenue</b>		
Sales of Goods & Services	(27,136,491)	(24,024,471)
Grants & Contracts	(1,660,000)	(754,165)
Other Operating Revenue	(1,984,000)	(1,040,450)
Other Non Operating Revenues	(1,100,000)	(1,432,325)
<b>Total Revenue</b>	<b>(31,880,491)</b>	<b>(27,251,411)</b>
<b>Expenses Before Transfers</b>		
Salary, Wages & Benefits	20,540,842	14,664,085
Services, Travel and Supplies	6,657,360	7,577,835
Util., Repair & Maint., and Rentals	707,238	415,872
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	449,950	351,655
Cap. Exp., Discot. Op., and Other Non-op. Exp.	59,500	5,727
<b>Total Expenses Before Transfers</b>	<b>28,414,890</b>	<b>23,015,174</b>
<b>Funding Transfers</b>		
Internal Allocations & Sales	2,026,953	(267,870)
Debt Service	10,140,286	4,086,272
Transfers To/From Operations	(858,250)	165,681
<b>Total Funding Transfers</b>	<b>11,308,989</b>	<b>3,984,083</b>
<b>Statement of Activities Net Result</b>	<b>7,843,387</b>	<b>(252,154)</b>

- Through March, the division is on track to end the fiscal year with a favorable variance primarily due to vacant positions and the resulting salary savings.

- Actual Services, Travel and Supplies expenses are currently exceeding the budget for FY23 driven by inflation and the use of more temporary labor service contracts than anticipated. In addition, other professional service contracts are consistently coming in higher than previously anticipated. An adjustment has been made in this expense category for FY2024.
5. Accreditation and Compliance
    - Not Applicable
  6. Legislative Budget Requests BFY2024-2025.
    - No legislative budget requests for the division.
  7. Foundation Funds
    - No notable issues with foundation accounts for the division.
  8. Designated Funds
    - The fund balance for the transportation plane resides in the Division of Budget and Finance.
  9. Strategic Space Needs
    - No additional space needs at this time.
  10. Long-Term Goals and Budget Needs for Division
    - Continue to increase net revenue opportunities in Business Enterprises through refinement of offerings.
    - Continue the expansion of strategic partnerships for procurement of goods and services.
    - Continue development of reports and data analysis.
    - Continue development of training programs for campus partners.



UNIVERSITY  
OF WYOMING

Office of  
Academic Affairs

**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Academic Affairs

- Carnegie Elective Classification for Community Engagement
- Provost Term Professorships
- First Year Experience Subcommittee
- Student Success Mini-Grants
- Academic Efficiencies (review of low enrollment courses, low degree completion study)
- Updating RTP Policies and Procedures
- Wyoming Excellence Chairs
- Expanding Online and Continuing Education

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

Organizations/Departments (Org#)	FY23 Budget (Unrestricted)	FY24 Budget (Unrestricted)	Variance from FY24 to FY23
Provost Office (10001)	\$2,730,752	\$6,155,104	\$3,424,352
Faculty Senate (10002)	\$52,886	\$55,439	\$2,553
Testing Center (10004)	(\$6,420)	\$0	\$6,420
ECTL (10011)	\$661,769	\$754,263	\$92,494
Distance Education (10012)	(\$3,912,529)	(\$4,049,100)	(\$136,571)
UW Casper (10021)	\$986,145	\$1,005,656	\$19,511
UW Regional Center (10022)	\$575,204	\$0	(\$575,204)
UW Med Lab (10023)	\$267,572	\$271,597	\$4,025
AVP of Global Engagement (10031)	\$600,537	\$620,823	\$20,286
English Language Center (10032)	\$226,074	\$194,876	(\$31,198)
International Students & Scholars (10033)	\$368,079	\$427,340	\$59,261
Center for Global Studies (10034)	\$95,662	\$99,711	\$4,049
Education Abroad (10035)	\$450,175	\$460,437	\$10,262
Advising Career & Exploratory Studies (10041)	\$668,698	\$771,174	\$102,476



Army ROTC (10043)	\$85,071	\$89,710	\$4,639
Air Force ROTC (10043)	\$60,397	\$64,634	\$4,237
Student Educational Opportunity (10045)	\$293,600	\$305,381	\$11,781
AVP of Graduate Education (10051)	\$9,628,699	\$10,175,660	\$546,961
Transdisciplinary Graduate Programs (10053)	\$61,369	\$60,024	(\$1,345)
Admissions (10101)	\$1,906,366	\$2,485,314	\$578,948
Office of the Registrar (10102)	\$1,334,512	\$1,378,377	\$43,865
AVP of Enrollment Management (10104)	\$500,561	\$534,178	\$33,617
Transfer Relations (10105)	\$437,023	\$438,976	\$1,953
American Heritage Center (10201)	\$1,057,056	\$1,096,011	\$38,955
University Art Museum (10203)	\$764,242	\$785,267	\$21,025
WyGISC (10204)	\$1,135,940	\$0	(\$1,135,940)
Wyoming Institute for Humanities (10205)	\$63,418	\$0	(\$63,418)
WORTH (10206)	\$613,607	\$855,236	\$241,629
LeaRN Programs (11041)	\$1,008,530	\$1,041,020	\$32,490
Neuroscience (13292)	\$15,036	\$14,883	(\$153)
Science & Math Teaching Center (15114)	\$166,846	\$170,429	\$3,583
<b>Total for Subdivision/College</b>	<b>\$22,896,877</b>	<b>\$26,262,421</b>	<b>\$3,365,544</b>

3. Short, high-level explanation of variances above

- The variance includes the consolidated CPM Allocations into Provost’s Office and moved committed funding from Provost Tax (designated) to Provost’s Office Unrestricted. Other budget variances include increased salary and fringe for employees that was implemented in FY23, the movement of WyGISC to the College of Engineering and Physical Sciences, the movement of Wyoming Institute of Humanities to the Office of Research and Economic Development, an increase to graduate tuition to accommodate for a 4% tuition increase and block tuition, and decreased fringe rate of part-time, non-benefited employees.

4. Fiscal update for FY23.

- All organizations under the Provost Subdivision are on track for FY23. The subdivision was at 69.3% actuals to budget at the end of Quarter 3. The School of Graduate Education completes the transfer to the colleges for graduate assistantships pay towards the end of the fiscal year.

5. Accreditation and Compliance

- No issues at this time.

6. Legislative Budget Requests BFY2024-2025

- The School of Graduate Education would like to seek additional funds of \$670,000 for competitive graduate assistantship salaries. These additional funds would increase graduate assistantship stipends by 12%.

#### 7. Foundation Funds

- One exception to the 2X policy. Our Heywood account was awarded last in 2020 and has to be awarded on odd years. We are looking to award two awards this year with the available funds.

#### 8. Designated Funds

- The Office of Online and Continuing has a new administration that is planning to use the carryover in the designated fee account to grow the office personnel and marketing for online programs.
- All other designated funds have encumbrances and should be spent down by the end of FY23.

#### 9. Strategic Space Needs

- No requests at this time

#### 10. Long-Term Goals and Budget Needs for Academic Affairs

- Saddle Up – Review technology needs for first year students and determine budget implications.
- Program Fees – Review fees and fee structures to make sure funds are fully utilized.
- Graduate Stipends and Assistantships – Explore budget opportunities and strategies for offering competitive Graduate Stipends and have sufficient numbers of Graduate Assistantships for R1 goals.
- Enrollment and Academic Programs – Implement strategies for increasing undergraduate and graduate enrollment, expanding online credit-bearing programs, and increasing non-credit programs.
- Shorelight – Increase enrollment of and support for international students.
- CPM – Implement a model for managing faculty positions that is more college/unit centered and that provides deans with greater flexibility in allocating positions based on college strategic priorities, while simultaneously providing the Provost with funds to address university level strategic priorities.

#### 11. Comment about Academic Reorganization (if applicable)

- N/A



**FY24 Board of Trustees Budget Hearing**

**1. List of Initiatives and Projects for Division**

The Research and Economic Development Division has undergone organizational change and clarified goals to focus on the new strategic plan of the University. Consequently, its focus will be: (1) Increase the breadth, size, and impacts of UW’s research enterprise, and (2) Foster economic development by building a vibrant innovation ecosystem across Wyoming. The budget plan for FY2024 reflects these priorities. To achieve these goals, the Division used the following investment philosophy: Invest revenues to maximize returns. The UW returns can be monetary, reputational or as a service to the state or university. To maximize returns, RED used the following strategies: maximize share of existing major sources of revenue (federal agencies) and diversify sources- (Corporations, Private Donations, and Foundations).

Fiscal accountability is a key driver for preparing the budget for FY24. The following budget initiatives are being implemented next year.

- Since June 2022, the Division has been evaluating the ROI for its various units and modifying their plans to ensure a positive (or at least net zero) ROI in the next 3-5 years.
- The Division will align the funds source (block grant, indirect cost returns, etc.) to the mission of the units. For example, if a unit is primarily serving the UW research enterprise, it should be paid from the UW research expenditures. These changes have been initiated in FY24 planning and will be implemented fully in FY25.

**2. Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>RED Subdivisions</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Research & Economic Development Sub-division	\$ (1,044,307)	\$ 2,293,751	\$ 3,338,058
Research Sub-division	\$ 1,907,070	\$ 1,330,344	\$ (576,726)
Economic Development Sub-division	\$ 2,162,397	\$ 847,075	\$ (1,315,322)
<b>Total for Division</b>	<b>\$ 3,025,160 *</b>	<b>\$ 4,471,170</b>	<b>\$ 1,446,010</b>

*\*FY23 Budget (Unrestricted) does not include Center of Innovation for Flow through Porous Media (COIFPM) and Wyoming Institute Humanities Research (WIHR)*

**3. Short, high-level explanation of variances above:**

- Implementation of a New Organizational Structure – units supported by unrestricted funding
  - i. **Research & Economic Development Sub-Division**
    1. VP Research – Salary/Fringe
    2. Center of Innovation for Flow through Porous Media – Salary/Fringe
    3. UW AMK Institute
    4. Science Institute
    5. INBRE
    6. COBRE
    7. High Plains American Indian Research Institute (HPAIRI)
    8. NWSC Innovation Center
    9. EPSCoR/IDEA – Salary/Fringe
    10. Biodiversity Institute
    11. Wyoming Institute of Humanities Research (WIHR) – Salary/Fringe
  - ii. **Research Subdivision**
    1. AVP Research
    2. Core Facilities
    3. WYSAC
    4. WYNDD – Salary/Fringe
    5. Research Computing – Salary/Fringe
    6. Office of Pre-award Services
    7. Research Compliance
  - iii. **Economic Development Subdivision**
    1. AVP Economic Development – Salary/Fringe
    2. Tech Transfer Office – Salary/Fringe
    3. CEI – Salary/Fringe, Operating
    4. SBDC
    5. Manufacturing Works
    6. IMPACT 307
    7. Corporate Relations
- New Unit Budgets transferred to RED Division
  - i. Center of Innovation for Flow through Porous Media (COIFPM) from the President’s Office
  - ii. Wyoming Institute of Humanities Research (WIHR) and CEI from Academic Affairs

#### **4. Fiscal update for FY23.**

- Overall, we are on par with budget to actuals for FY23. The 3<sup>rd</sup> quarter IC distribution will be done in April. The projected forecast for the division shows us using about \$500K of the fund balance. This is dependent on the 4<sup>th</sup> quarter indirect cost distribution.

#### **5. Designated Funds**

- The budgeted expenditures for RED Division are funded by:
  - i. State funds – 37% (Block grant (Unrestricted), Science Initiative, NCAR)
  - ii. Indirect Cost allocation for Strategic Initiatives - 28%
  - iii. Indirect Cost allocation for Research Support – 8%
  - iv. Indirect Cost allocation for departments within REDD (SBDC, WYNDD, MW, INBRE, WYSAC, etc.) – 4%
  - v. Self-generated revenue (Core Facilities, Rent, etc.) – 8%
  - vi. Fund balance - 15%

#### **6. Strategic Space Needs**

Currently, the administrative units in REDD are in five different places on campus. To serve the campus effectively, it will be prudent to co-localize the units that report to AVPR and AVPED to provide one-stop service to their respective customers (university community and economic development clients).

#### **7. Long-Term Goals and Budget Needs for Division**

By 2025, the Division intends to meet the following goals.

Increase the breadth, size, and impacts of UW's research enterprise

- To increase the research expenditures by fostering grants development activities, providing sufficient grants support to faculty and scientists, and increasing extramural support from diverse sources
- Fully establishing the EPSCoR/IDeA office to allow efficient use of EPSCoR/IDeA opportunities for the entire campus
- Engagement with businesses, private donors, and foundations to increase extramurally funded activities in all disciplines, with a particular focus on creative arts and humanities.
- Ensure all institutes and centers in REDD are financial stable, sufficiently staffed and supported primarily through extramural support
- Establish campus-wide facilities for instrumentation and services through careful planning and sufficient staffing
- Develop and implement a strategic plan for communication and marketing

Foster economic development by building a vibrant innovation ecosystem across Wyoming.

- Complete expansion of business resource network by establishing innovation hubs in all parts of Wyoming
- Complete transformation of Technology Transfer Office to increase IP portfolio and revenue generation
- Implement programs through CEI to establish and support entrepreneurship culture across campus
- Establish an office for partnerships with corporations, businesses, and NGOs to enhance student success and faculty excellence.



## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for the School of Computing (SoC)

- **Wyoming Geographical Information Science Center (WyGISC) and Merger with SoC:** Budget neutral merger that will benefit both units and through realization of efficiencies provide the opportunity to better organize and leverage administration and staff. In FY25 budgets for Geospatial Information Science and Technology (GIST) programs and associated faculty will move from org 10602 to 10601. WyGISC priorities for FY24 are the launch of the BS GIST, re-examination of the tuition revenue model related to remotely delivered programs, and strategic leverage of potential legislature funds for LiDAR and related state GIS coordination.
- **Academic Programs:** In addition to the seven existing GIST credentials now moving to SoC, the new Minor in Computing is open for Fall 23 enrollment. Groundwork (e.g., development of new minor courses, advising, and marketing) will be done for additional academic programs, including the BS in Applied Software Development, BS/BA in Computing, Post-baccalaureate Certificate in Computing, and MS in Computing.
- **Faculty Recruitment:** The FY24 budget will fund new tenure track faculty and research scientists recruited in FY23.
  - FY23 cluster hire (AI/ML/Big Data): 5 new hires with four different colleges, with 4 faculty starting in Fall '23 and one deferment to Fall '24. All hires 60% in SoC and joint with other units (Mathematics and Statistics, Haub School, Zoology and Physiology, Physics and Astronomy, Anthropology)
  - FY23 partnership hires are currently resulting in 1 new hire, 25% SoC and 75% Atmospheric Sciences (the NSF Wyoming Anticipating Climate Transitions (WyACT) project covers 1<sup>st</sup> year salary and start-up costs).
  - FY23 Research Scientist search resulted in two new research scientists who are now partially funded through external awards.

FY24 will focus on joint hires with Tier 1 Engineering in partnership with the College of Engineering and Physical Sciences. Additional potential hires will be made in computational humanities and computational evolutionary biology (the latter with UW Casper). WyGISC will have a search in FY24 for a socio-watershed modeler as part of the NSF WyACT project with year 1 salary and start-up funded by the project.

- **Graduate Computing Scholars:** To build computing capacity and support computing research the SoC will fund 16 graduate computing scholars (8 CEPS, 8 other units)
- **SoC Faculty Fellows:** A competitive program will support four to six faculty fellows with small awards to build bridges with units across UW in targeted areas, contributing to academic programs and research.
- **Undergraduate Computing Scholars:** With the SoC now having faculty and staff (i.e., 6 new joint faculty, 8 WyGISC faculty, 37 adjunct faculty, 7 UW Derecho Professors, 2 research scientists, a Director for Engagement and 2 administrative staff), a new program will be implemented in FY24 to support undergraduate students in research and development projects to enhance their undergraduate education.
- **Data Science Center:** Planning for the Data Science Center (recently moved to the SoC) will be started, including academic program development and data science fellows (financially supported through an endowment fund).
- **Research and Industry:** The School will continue to build towards large, interdisciplinary external funding and industry partnerships as well as capitalize on established partnerships, including WIP, TerraPower, and institutional efforts including NSF Engine proposal and DOE National Lab Day. It is anticipated that one additional research scientist will be hired in FY24.

SoC performance in FY24 will be measured against milestones in the strategic plan, and through the reports of our internal advisory board.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
School of Computing 10601	\$1,866,400	\$2,200,000	\$333,600
WyGISC 10602	\$1,135,940	\$1,270,927	\$134,989
Total for Subdivision/College	\$3,002,340	\$3,460,891	\$458,551

3. Short, high-level explanation of variances above

- 10601: In accordance with approved request for authorization in January 2022, the School of Computing budget will increase annually through FY26 reflecting growth in faculty.
- 10602: Salary/fringe increases and Provost office tax reallocation.

4. Fiscal update for FY23

- 10601: School of Computing is at 35% actuals to budget at the end of Q3. This is mostly due to personnel budgeted in FY23 that we were not able to hire on the aspirational timescale and the use of external WIP funds. We are in the process of hiring 5 Assistant Professors for FY24. We will also have 16 graduate scholars in FY24.



- 10602: WyGISC is at 77% actuals to budget at the end of Q3 and is on track for FY23 spending.
5. Accreditation and Compliance
    - None
  6. Legislative Budget Requests BFY2024-2025
    - WyGISC: As a result of the statewide LiDAR (terrain modelling) amendment to UW's budget during the 2023 legislative session, WyGISC Director Jeff Hamerlinck is in discussion with the Governor's Policy Office and the Wyoming Office of the Chief Information Officer regarding a possible strategy to fund WyGISC to provide coordination of statewide GIS activities including support for the Wyoming Geospatial DataHub.
  7. Foundation Funds
    - No exceptions were requested to the 2X policy.
    - The SoC and WyGISC are building relationships with the Foundation by taking part in Giving Day events. The SoC now has a fund associated with the Data Science Center.
  8. Designated Funds
    - None
  9. Strategic Space Needs

Space is of critical importance for the SoC to function as an in-person, vibrant, interdisciplinary unit. The School is moving into a corridor on the 4<sup>th</sup> floor of the Engineering Building for Fall'23, following some minor cosmetic upgrades to the space. This space potentially satisfies our immediate needs, but we need to be prepared for additional FY24 needs. Further, the cosmetic upgrades do not include a meeting room with adequate technology for productive engagement with external stakeholders.

For future space expansion, we value contiguous, ADA accessible space that facilitates ad-hoc interactions, on-demand discussions, and provides the best environment for graduate students to thrive; and a central location that facilitates collaboration with students and adjunct faculty.

WyGISC is pursuing additional space to accommodate students, research labs, new faculty, and a NASA DEVELOP Node.

#### 10. Long-Term Goals and Budget Needs for the School of Computing

The School of Computing is following the 4-year goals, plans, and budget build-up outlined in the January 2022 Request for Authorization to the Board. This plan included

- Incubation of the SoC in the College of Engineering and Physical Sciences to minimize costs and administrative burden and to further strengthen the Electrical Engineering and Computer Science department. Efforts will continually need to be made to make sure that the SoC fulfills its campus-wide role of championing the "Digital for All" program during the incubation stage.

- A complete budget for the first four years based solely upon the \$3M internal funds targeted for the SoC. The annual ongoing operating budget at the end of the four years was \$3M/year, and the total costs, including one-time costs, over the four years were \$12M. The budget was designed to maximize benefits to student programs and faculty while minimizing administrative costs. The first four years focus around the creation of state-of-the-art applied computing labs, joint hires with existing UW departments, and new faculty affiliate programs to catalyze deep inter- and cross-disciplinary collaborations.
- Curricular aspects that initially focus on enhancing and supporting UW's existing computing offerings, developing valued-added certificate courses, working with departments to develop computing minors, and working to help develop a Digital for All component in the new USP. As student and faculty needs evolve BA and BS curricula focused on applied computing will be developed in collaboration and in support of other campus units. Initial offerings will be prioritized in collaboration with ASUW and with the community colleges.

Updated strategic planning with the new SoC faculty and merged WyGISC is anticipated in FY24.

11. Comment about Academic Reorganization (if applicable)

- None



## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for the College of Engineering and Physical Sciences

- Continued progress towards our Tier-1 Engineering Initiative will be the focus of this year's additional \$5.5M Tier-1 appropriation from the Legislature. The added Tier-1 funding will help greatly in making more progress on all the Tier-1 Engineering Initiative goals.
  - The college plans to add a dozen faculty positions in key areas, add critical support staff, increase the number of funded graduate students, look into adding more postdocs in key areas, and offer seed grant and industrial matching grants, as a start.
  - Tier-1 funds will be used to move the college forward *as a whole*, such that math and science departments that are now part of the College can benefit from Tier-1 funding in ways that further the goals of the Tier-1 Engineering Initiative.
- With the addition of the final three departments moving to the College of Engineering and Physical Sciences (CEPS) from the A&S college, and the realization of the School of Computing (which is being incubated within CEPS), we are already seeing more instances of natural interdisciplinary collaborations throughout the college and across campus.
- The college is in the final stages of 19 faculty searches and is enthusiastic to be rebuilding our faculty after severe reductions that were implemented due to previous budget cuts in the past decade. With the added Tier-1 funding, combined with replacements of positions due to the CPM process, we plan to be initiating another vitally needed round of faculty searches in the coming year.

Performance of the College will continue to be measured by metrics that include enrollment, number of graduates, time to degree, research expenditures, philanthropic gifts obtained, and job placement of graduates.

**2. Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
School of Computing (10601)	\$ 1,866,400	\$ 2,200,000	\$ 333,600
WyGIsC (10602)	\$ -0-	\$ 1,252,263	\$ 1,252,263
CEPS Dean’s Office (16001)	\$ 12,186,169	\$ 10,829,371	\$ (1,356,797)
Atmospheric Science (16101)	\$ 1,151,546	\$ 836,223	\$ (315,323)
Chemical & Biomedical Eng (16102)	\$ 35,500	\$ 33,300	\$ (2,200)
Energy & Petroleum Eng (16103)	\$ 34,500	\$ 35,900	\$ 1,400
Civil & Arch Eng & Constr Mngmt(16104)	\$ 76,500	\$ 80,300	\$ 3,800
Mechanical & Energy Systems Eng (16107)	\$ 56,400	\$ 55,000	\$ (1,400)
Electrical Eng & Computer Science (16108)	\$ 81,600	\$ 82,200	\$ 600
Mathematics & Statistics (16201)	\$ 3,328,900	\$ 3,468,319	\$ (139,419)
Chemistry (16202)	\$ -0-	\$ 2,242,692	\$ 2,242,692
Geology & Geophysics (16203)	\$ -0-	\$ 2,718,107	\$ 2,718,107
Physics & Astronomy (16204)	\$ -0-	\$ 2,421,454	\$ 2,421,454
<b>Total for Subdivision/College</b>	<b>\$ 18,817,515</b>	<b>\$ 26,255,128</b>	<b>\$ 7,437,613</b>

**3. Short, high-level explanation of variances above**

The variance includes the addition of four units to the college (the three academic departments of Chemistry, Geology & Geophysics, and Physics & Astronomy, plus the move of the WyGIS unit into the School of Computing). Note that the Mathematics & Statistics Department moved from A&S to CEPS last year. The larger variances are attributed to faculty positions that were either captured or awarded through the CPM process. The smaller variances are attributed to departments’ support budget that varies from year to year according to enrollment.

**4. Fiscal update for FY23**

An analysis of FY23 spending to budget shows that the college is on track with the YTD spending around 73%. The details of each fund class are shown below.

### Unrestricted Operating Funds:

Summary Level Natural Accounts	BUDGET	ACTUAL	% VARIANCE
<b>Revenue</b>			
Tuition & Educational Fees (net)	(489,272)	(384,813)	79%
Sales of Goods & Services		(15,623)	[No Budget]
Grants & Contracts		(53,200)	[No Budget]
Other Operating Revenue		(320)	[No Budget]
Provost Strategic Initiatives	225,660	225,660	100%
<b>Total Revenue</b>	<b>(263,612)</b>	<b>(228,296)</b>	<b>87%</b>
<b>Expenses Before Transfers</b>			
Salary, Wages & Benefits	19,039,920	13,290,053	70%
Services, Travel and Supplies	309,112	230,699	75%
Util., Repair & Maint., and Rentals	400	(160)	-40%
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	128,000	75,716	59%
<b>Total Expenses Before Transfers</b>	<b>19,477,432</b>	<b>13,596,308</b>	<b>70%</b>
<b>Funding Transfers</b>			
Internal Allocations & Sales	(391,905)	142,096	-36%
Transfers To/From Operations	(4,400)	270,709	-6152%
<b>Total Funding Transfers</b>	<b>(396,305)</b>	<b>412,805</b>	<b>-104%</b>
<b>Statement of Activities Net Result</b>	<b>18,817,515</b>	<b>13,780,817</b>	<b>73%</b>

### Designated Operating Fund:

Summary Level Natural Accounts	BUDGET	ACTUAL	% VARIANCE
<b>Revenue</b>			
Tuition & Educational Fees (net)	(355,433)	(610,351)	172%
Sales of Goods & Services	(125,000)	(169,818)	136%
Grants & Contracts	(893,000)	(353,693)	40%
Other Operating Revenue		(2,089)	[No Budget]
Appropriations	(3,792,352)	(2,844,264)	75%
<b>Total Revenue</b>	<b>(5,165,785)</b>	<b>(3,980,215)</b>	<b>77%</b>
<b>Expenses Before Transfers</b>			
Salary, Wages & Benefits	4,171,466	2,808,439	67%
Services, Travel and Supplies	1,352,875	659,409	49%
Util., Repair & Maint., and Rentals	56,500	95,318	169%
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	175,833	342,606	195%
<b>Total Expenses Before Transfers</b>	<b>5,756,674</b>	<b>3,905,771</b>	<b>68%</b>
<b>Funding Transfers</b>			
Internal Allocations & Sales	327,210	(42,079)	-13%
Transfers To/From Operations	165,000	401,834	244%
<b>Total Funding Transfers</b>	<b>492,210</b>	<b>359,755</b>	<b>73%</b>
<b>Statement of Activities Net Result</b>	<b>1,083,099</b>	<b>285,312</b>	<b>26%</b>

## 5. Accreditation and Compliance

ABET conducted their every six-year review of the engineering and computer science BS degree programs in the Fall of 2021 which resulted in continued accreditation of all degree programs to September 30, 2028 (except for the Mechanical Engineering BS degree program, which was accredited to September 30, 2024, due to some requests for more explicit documentation of their assessment processes). The Mechanical Engineering Department is preparing to submit an Interim Report to ABET this summer to provide the

more extensive documentation that was requested, and we fully expect this program to then have its accreditation extended to September 30, 2028 to align with all the other degree programs. Faculty members associated with all the ABET-accredited degree programs are already working toward the next accreditation visit in the Fall of 2027.

The Construction Management BS degree program received its first program accreditation from the American Council for Construction Education (ACCE) in the Fall of 2022 which resulted in full accreditation to July 31, 2027. Faculty members associated with the Construction Management BS degree program are already working toward the next accreditation visit in the Fall of 2026.

We are working with the math and science departments that are newly part of the college to understand any accreditation issues that need to be taken into account. It appears that their accreditation requirements are minimal compared to engineering and computer science.

Regarding specific funding and staff/faculty emerging issues related to accreditation, there are two.

- The ABET Program Evaluator for the Chemical Engineering degree program identified a Program Concern regarding the lack of a dedicated technician to support the chemical engineering laboratories. Note: the Chemical Engineering Department voluntarily gave up their technician position over five years ago during one of the UW budget cuts. We have already addressed this issue by programming Tier-1 funds to hire an additional technician for the college, whose primary area of responsibility will be support of the chemical engineering laboratories.
- The ACCE Evaluation Team identified a concern with the number of faculty members available to support the rapidly growing Construction Management degree program, and it recommended adding at least one more faculty member. We have already addressed this issue by requesting via CPM and receiving approval from the Provost to hire an additional faculty member in Construction Management. The search for this new hire is in the concluding stages now.

## **6. Legislative Budget Requests BFY2024-2025**

The college was grateful to receive an addition to the Tier-1 Engineering Initiative funds of \$5.5 million dollars. No additional requests are being considered at this time.

## **7. Foundation Funds**

During the 2X policy review in February, the college requested an exception to the reinvestment policy for funds with criteria that include student travel/experiential learning, graduate student stipends, tuition and fees, faculty startup, and scholarships and that had an expendable balance less than \$1,000. Foundation funds continue to be used to fund ongoing programs throughout the college, a practice that will be implemented with the “physical sciences” departments that have joined the college.

## **8. Designated Funds**

Similar to FY22, the college was able to request proposals for one-time Tier-1 funding from faculty and staff. The awarded proposals supported projects that help accomplish one or more of the four goals of the Tier-1. The college was able to fund sixteen projects totaling over \$530,000.

Program Fee revenue is distributed to departments with the expectation that funds will be spent by the end of the fiscal year. Similar to Tier-1 funded proposals, the college has funded proposals to utilize remaining/carryover funds.

## **9. Strategic Space Needs**

As a result of the new departments joining the college, CEPS now spans seven buildings. Yet it seems that additional research lab space is always needed. The college works to accommodate space requests within our buildings and occasionally submits requests to the UW space allocation office. As the number of faculty in all departments increase, the college and university works toward Carnegie R1 status, and the college continues to work toward achieving the Tier-1 goals, lab space may become a greater need in future years.

Looking toward the longer-term future, renovations will be needed to the legacy engineering building. The original part of the building was constructed in 1925 (the part called “the sawtooth”) and it has had only minimal renovations since then. Due to an inability to meet federal ADA requirements, and various safety issues, this part of the building cannot be used by students. The central main wing and the west-side “Petroleum and Aeronautical” wing are only slightly newer, and while some parts have had more recent low-level renovations, it has serious issues with wiring, HVAC, window integrity, etc. The newest part of the legacy engineering building, the “80’s addition,” has had some HVAC upgrades in the past 15 years, but otherwise has not kept up with evolving needs for power, lighting, wiring, etc., and has some serious window leakage problems. Roughly a decade ago, UW Architectural Engineering students designed a well-regarded plan for renovation, but the focus at that time was on funding and constructing the new Engineering Education and Research Building (EERB). This is not an imminent need, but it is prudent to get this issue on the planning horizon.

## **10. Long-Term Goals and Budget Needs for the College of Engineering and Physical Sciences**

With the UW reorganization that resulted in the College of Engineering and Applied Science gaining four new departments from the A&S college to become the College of Engineering and Physical Sciences (CEPS), and with the incubation of the School of Computing (SoC) within CEPS, along with the WyGISC unit merging into SoC, the long-term planning for the college must be reset, revisited, and looked at anew.

Therefore, the college has initiated a planning activity (which began in October 2022) that will eventually produce the primary strategic guidance for the CEPS, entitled “CEPS 2030”. Regular participants in the CEPS 2030 activity include an 8-person Executive Committee, and a 16-person Working Group, with representation from all units across the college, from SER, and from stakeholders (external to UW) in the state. The document that results from this planning activity will be the basis of our 5-to- 10-year plan. General budget implications of the future plans included in this document will be discussed to the level of detail possible.

The college continues to strive to meet our mission that spans the four goals of the Tier-1 Engineering Initiative: 1) excellence in undergraduate education, 2) world-class research and graduate education, 3) productive economic development, and 4) K-14 STEM education, making best use of the funds we have been appropriated, along with strategic and leveraged use of our Foundation funds.

## **11. Comment about Academic Reorganization (if applicable)**

The college is looking forward to the Academic Reorganization being complete in the coming fiscal year. There have been many unforeseen modifications and adjustments as we continue to transition. This fiscal year has been problematic with the lack of financial visibility into the departments that haven’t fully transitioned to CEPS.

The reorganization into a College of Engineering and Physical Sciences, while not singularly unique, presents both unique opportunities and unique challenges. For the CEPS 2030 planning, each unit (10 academic departments and the Susan McCormack Center for Student Success) has taken on the task to frame the discussion based on:

- the current departmental environment and how the department arrived at this point,
- an estimate of faculty and staff needs for the long-term viability of the program,
- a comparison of each department to peer institutions throughout the US, and
- departmental aspirations with regard to advancement in research, teaching, service, student success, and diversity, equity and inclusion; and resources needed to reach these aspirational goals.



**Information Technology**  
**FY24 Board of Trustees Budget Hearing**

**1. List of Initiatives and Projects for College/Division – please tie to your FY24 Budget**

In FY24, Information Technology is beginning the main transition of the UW telephone system to Microsoft Teams. This transition will implement a more standardized and more efficient communication system to UW. Users will be able to utilize phone services via a physical desktop telephone or through software on their computer or mobile devices, while also being able to share documents, screens and have enhanced team/group messaging all within the Teams' application. The transition across the institution will take place in FY24 & FY25. In FY24, \$232,000 is budgeted to transfer funding from our capital reserves to purchase the Teams physical desktop phones for users.

FY24 will also start the replacement of classroom technology in the Classroom and Enzi buildings as well as several department shared classrooms across campus. These classrooms are part of a 10-year replacement cycle, that helps ensure an up-to-date teaching environment for students and faculty. The budget in FY24 reflects transferring funding \$122,000 from our capital reserves to begin the purchase of the technology.

We have redesigned the email system to make it more robust and secure. We have started transitioning elements of the system and will continue the transition in FY24. We also continually upgrade the UW wireless system with annual investments of approximately \$200,000. Our current WiFi 6 installations are 1,300 of our 3,000 plus Access Points. As one of our top priorities, we will continue to make investments in network and computer security. Each year IT also makes various investments to meet UW's many compliance requirements in financials, security and other areas. In FY24 Information Technology will replace/update our InfoBlox Server (\$185,000). InfoBlox is an automated tool to centrally manage core network services.

**2. Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
40001 – Office of the CIO	\$1,010,925	\$1,073,246	\$62,321
40002 – Academic Technology Services	\$3,065,256	\$3,197,627	\$132,371
40003 – Applications & Customer Service	\$3,975,729	\$4,209,996	\$234,267
40004 – Enterprise Infrastructure	\$6,281,019	\$6,280,657	(\$362)
<b>Total for Subdivision/College</b>	<b>\$14,332,929</b>	<b>\$14,761,526</b>	<b>\$428,597</b>

**3. Short, high-level explanation of variances above**

The increase of \$428,597 of the Information Technology budget is from the FY23 salary raise and related fringe benefits. Support funding for Information Technology is the same between FY23 and FY24.

**4. Fiscal update for FY23**

FY23 actuals are on track to our projected budget. In Services, Travel and Supplies the actuals will exceed the budgeted amount, potentially by greater than 10%. However, the Interest, Claims, Other Expenditures, Subcontracts, Depreciation & Amortization will have a variance significantly less than budgeted. The variance is due to a misclassification during the FY23 budget. An item was budgeted as a maintenance agreement when it should have been budgeted as a software expense item.

**5. Accreditation and Compliance**

Not applicable for Information Technology

## **6. Legislative Budget Requests BFY2024-2025**

Most of the classroom teaching technology in the Classroom Building and other main campus classroom spaces are due for a major equipment replacement starting in the summer of 2024. The replacement follows a 10-year replacement and upgrade cycle for the technology and will help ensure a reliable and up-to-date teaching environment for students and faculty.

IT is suggesting a possible legislative request of \$6 million over the FY25/26 biennium to cover the cost of the needed upgrades. The \$6 million would cover upgrading the Classroom Building and other classrooms across campus.

## **7. Foundation Funds**

Not applicable for Information Technology

## **8. Designated Funds**

Information Technology has one designated fund, Classroom Student Technology Committee. This fund supports all student computer labs across campus. Each year, \$429,506, is funded from tuition revenues to support the student computer labs. Examples of items funded include desktop computers, laptops, printers, toner, paper, software, and other technology directly used by students.

## **9. Strategic Space Needs**

None required.

## **10. Long-Term Goals and Budget Needs for Colleges/Divisions**

At any given time, IT has approximately 150 to 200 projects underway. Keeping the university's technology infrastructure working well and up-to-date is a major priority for IT. Technology is a perishable good. All of UW's technology hardware infrastructure has to be replaced in one manner or another every 3 to 10 years. The infrastructure base grows as institutional technology needs increase. The ability to fund technology replacement cycles is an on-going, balancing issue. IT will continue to make technology funding requests either through the UW budget process or, when appropriate and approved, potentially through legislative requests.

IT directly supports many of UW's strategic initiatives, including the Strategic Plan, the School of Computing and various student success initiatives such as EAB Navigate. We also support many college and other divisional initiatives and their strategic goals.

At the moment, IT's primary concern and strategic need is being able to pay competitive salaries to retain and attract skilled technology employees. IT is working with the President, Provost and UW Budget Office to address this.

**11. Comment about Academic Reorganization (if applicable)**

Not applicable for Information Technology

Trustee assignments – Trustees will touch base with respected parties between April 15<sup>th</sup> to May 8<sup>th</sup>.



UNIVERSITY  
OF WYOMING

Honors  
College

**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Honors College

- We are comfortable with our FY 24 budget and we will measure the college’s performance according to how effectively we spend the budget and how well we carry through on the initiatives associated with the budget dollars. Those initiatives include a tech upgrade to our building, the Guthrie House (see #9 below); expanding paid internship opportunities; and growing funds for students for study abroad and research grants. Honors is also pursuing a robust slate of visiting speakers / artists to meet and work with students.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/departement

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Honors College (10301)	\$1,315,227	\$1,473,952	\$158,724
Summer High School Institute	\$260,305	\$262,858	\$2,552
Total for Subdivision/College	\$1,575,533	\$1,736,810	\$161,277

3. Short, high-level explanation of variances above

- The numbers above reflect University salary raises and the permanent move of supplemental funds from the Provost’s Office to the Honors College unrestricted operating funds. The remaining amount is adjusted fringe rates for FY 24.

4. Fiscal update for FY23.

- We should be close to spending out all funds in the Honors College subdivision accounts. We have currently spent 80% of our total budget with three months remaining in the fiscal year.

5. Accreditation and Compliance

- We are not aware of any relevant issues in Honors.

6. Legislative Budget Requests BFY2024-2025.

- No such requests from Honors.

7. Foundation Funds

- No funds requiring an exception for Honors.

8. Designated Funds

- No high designated balances for Honors.

9. Strategic Space Needs.

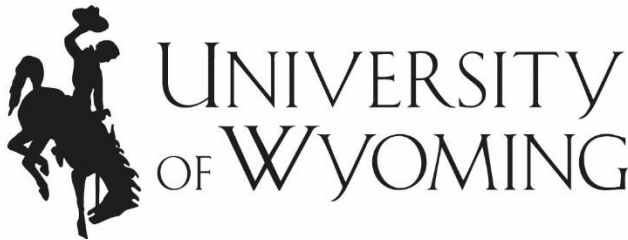
- The Guthrie House is a wonderful home but it has some limitations. We have scheduled a major tech upgrade for this summer for which we are hoping to secure grant funds to help us cost share. We have scheduled a later major upgrade to our HVAC/climate systems which Operations will pay for as part of major maintenance. We are bringing on a new advisor in May and a new faculty member in August, at which point our office space will be at capacity (we do have one office currently dedicated to student workers that we could reallocate for a permanent employee if necessary but this would not be ideal). We will be able to provide space this year for all permanent staff though we will no longer have temporary space for temporary or part-time faculty – staff. If we have any further growth in personnel, which I anticipate over time, we will have a space shortage.

10. Long-Term Goals and Budget Needs for the Honors College

- A 5-to-10-year plan Honors anticipates final passage of our proposal for a BA in Honors Interdisciplinary Inquiry and will spend time in FY 24 onward building the remaining structures to deliver the major and then to roll it out. Ensuring the successful launch of this innovative proposal will be a huge priority. As well, Honors wants to be more involved in discussions of research opportunities for undergraduates at UW. This includes a robust advising structure to connect students to undergraduate research opportunities, possibly some commitment of faculty time to mentoring undergraduate research and securing grant funding, and possibly the development of a postdoc position. At the Foundation, Honors will continue to aggressively pursue sources of funding that allow us to deliver opportunities at the lowest possible cost to students. Other major goals include robust recruiting and recruiting for diversity as well as developing a student leadership board that has real input into the running of the college.

11. Comment about Academic Reorganization (if applicable):

- Honors is not a significant part of the larger reorganization. We are working with newly configured partner colleges to make sure we serve their students well.



College of Law

**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for the College of Law

- Facility renovation and expansion project underway.
- College of Law Dean Search is underway
- Firearms Research Center is underway
- EENR clinic – Director/Professor of Practice hired for Fall 2023
- Hired Visiting faculty to broaden Business Law offerings

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
College of Law Deans Office (18001)	\$ (2,539,444)	\$ (2,757,831)	\$ (218,387)
College of Law Academic Depts (18002)	\$ 3,882,758	\$ 4,100,945	\$ 218,187
Law Library (18003)	\$ 715,312	\$ 715,512	\$ 200
<b>Total for Subdivision/College</b>	<b>\$ 2,058,626</b>	<b>\$ 2,058,626</b>	<b>\$ -</b>

3. Short, high-level explanation of variances above

- N/A

4. Fiscal update for FY23.

- As of the end of March, the College of Law has spent approximately 52% of its budget. In the remaining few months of this academic year, the college will have a number of expenditures, including but not limited to a large Barbri bar prep contract to pay, faculty travel expenses, and summer supplemental pay for faculty research. The college anticipates spending its FY23 budget by June.

5. Accreditation and Compliance

- The College is currently undergoing its accreditation review by the ABA Site Visit Team. The College may be flagged by the accreditation committee for being understaffed compared to its last site visit and other law schools.
    - Faculty: The College currently has 21 full-time faculty members, including the Dean, but three full-time faculty positions are expected to become vacant at the end of FY23 either due to retirements or lateral moves. Recent hires for FY 24 include a new full-time clinical faculty member, a Visiting Professor, and a Professor of Practice, so the college expects to remain at 21 full-time faculty members in upcoming fiscal year. Once the facility renovation project is completed, the long-term goal is to have 24 full-time faculty members. This will allow the college to have full coverage of the curriculum.
    - Staff: In January, we the college hired a Director of Academic Support to preempt some of the ABA’s staff shortage concerns. The legal clinics will be reviewed to see determine if an additional staff attorney is needed.
    - Law Library Staff: Historically and in FY23, the college has had three law librarians. In the ABA review, the Law Library was flagged as being understaffed in terms of the Law Librarians. This issue has been resolved by hiring a new law librarian who will start on June 5, 2023. A fourth law librarian has been hired to assist with faculty research needs and to support public service.
6. Legislative Budget Requests BFY2024-2025
- NA
7. Foundation Funds
- In FY24, the college is utilizing the “George Rudolph Visiting” faculty account to fund a Distinguished Visiting Professor at the College of Law. Funds have been deposited into this account to accumulate a sufficient balance (above 2X) to fund this position. This account will be used to fully support the Visitor, along with travel and faculty support expenses. This account may also be used to hire additional diversity adjunct faculty; thus, adding more options for students to take courses not normally offered.
8. Designated Funds
- Due to the renovation project, the designated student computer fee account will not be utilized this academic year. However, we fully intend to upgrade the computer/printer technology needs in the College of Law student computer lab upon completion of the building.
9. Strategic Space Needs
- No requests at this time.



10. Long-Term Goals and Budget Needs for the College of Law (for FY25 and beyond)

- Building renovation will be completed
- College of Law Dean Search will be completed
- Build back full faculty members at 24
- Maintain student enrollment at the average of 80/year
- Increase marketing efforts and attracting quality students.

11. Comment about Academic Reorganization (if applicable)

- NA



UNIVERSITY  
OF WYOMING

Wyoming Outdoor Recreation, Tourism  
and Hospitality Initiative (WORTH)

## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for WORTH

The performance of the WORTH Initiative is being measured in the following ways:

- The number of applied research projects and deliverables to stakeholders.
- Revenue from fee-for-services contracts and donors.
- The creation of new, and support for existing, educational products and services to meet the needs of industry in Wyoming.
- The number of students enrolled in, and completion of, both for and not-for credit programs.
- The number of extension and outreach related events and programs and their impact.

The following initiatives and projects have been identified for 2024:

- Tourism-related work with, and support for, the Northern Arapaho and Eastern Shoshone tribes.
- Establishing a partnership with the College of Arts and Sciences to support tourism and the arts.
- University-wide research grant program to stimulate tourism and outdoor recreation-related research in Wyoming.
- Marketing and promotion of the College of Business' new Hospitality Focus in the B.S. in Management degree.
- Measuring the economic impact of the Wyoming Outdoor Recreation grant program.
- Start-up support for the new Employment and Internship Coordinator that will assist students and employers in tourism, outdoor recreation, and hospitality degree programs at UW.
- \$250k matching program from the Wyoming Office of Tourism approved budget exception request to support student scholarships, Wyoming internships, and the WORTH initiative.
- Continued support for the outdoor guide certification program.
- Teton County Sustainable Destination Management Plan, measuring known performance indicators study.\*

- Roll-out and support for a new Certified Destination Expert program for Visit Laramie.\*
- Hospitality state-wide training programs.\*

\*Fee-for-service contracts.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
WORTH (10206)	\$613,607	\$855,236	\$241,628
Total for Subdivision/College	\$613,607	\$855,236	\$241,628

3. Short, high-level explanation of variances above

- Our UW block grant budget proposal for FY24 consists only of salaries and benefits for the distributed positions to the colleges and the Interim Director.
- Variance from FY 23 to FY24 is due to a planned increase in faculty and staff and a transition of salaries and benefits to the block grant.

4. Fiscal update for FY23.

- WORTH completed the first year of a three year \$3.14M grant from the Governor’s Wyoming Innovation Partnership (WIP) initiative. WORTH has approximately \$2.2M remaining in WIP funds.
- The unit was at 10% actuals to budget at the end of Quarter 3. This is due to staggering hiring and a reliance on the WIP grant to initially fund salaries and benefits.

5. Accreditation and Compliance

- None.

6. Legislative Budget Requests BFY2024-2025

- None.

7. Foundation Funds

- None.

8. Designated Funds

- None.

9. Strategic Space Needs

- Space has already been identified for all distributed faculty and staff positions in other units. The WORTH Initiative is currently located in the College of Business and has adequate space to meet its present needs.

10. Long-Term Goals and Budget Needs for WORTH

- Long-term goals for the WORTH Initiative include:
  - i. Develop a long-term funding strategy consisting of a mixture of UW block grant funds, fee-for-service contracts, and grants.
  - ii. Ramp-up project-based work to support WORTH-related industries.

- iii. Evaluate future certificates and degrees to support Wyoming workforce needs.
- iv. Complete a benchmarking study looking at comparable initiatives, centers, and institutes at other Universities.
- v. Expand impact across the state.
- Long-term budget needs will continue to focus on salaries and benefits to support the work of the WORTH Initiative. We anticipate a request of \$1M in FY25 and thereafter a 5% increase per year for years 3-5 to support salary and benefit adjustments.

11. Comment about Academic Reorganization (if applicable)

- None



**FY24 Board of Trustees Budget Hearing**

**1. List of Initiatives and Projects for the Haub School of Environment and Natural Resources**

- Our primary goal is to continue to grow student enrollment and student success on our state budget that is reduced from previous years.
- Our metrics are based on enrollment, student credit hours and retention – all have been strong but we endeavor to continue our growth and have invested in new faculty and increased student services. We continue to focus on student retention by offering high quality advising. We have hired a new internship coordinator and anticipate investing in additional recruiting efforts.
- Our new MS in Environment, Natural Resources and Society (ENRS) has been wildly successful and has exceeded our expectations; we will look to continue to grow this program.
- We continue to invest in the development of online course offerings that will provide students flexibility in their programs, expand our reach, and generate revenue.

**2. Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Haub School of Environment and Natural Resources (10401)	\$ 1,804,772	\$ 1,590,118	\$ (214,654)
Total for Subdivision/College	\$ 1,804,772	\$ 1,590,118	\$ (214,654)

**3. Short, high-level explanation of variances above**

- The variance is entirely attributed to moving salaries from the Haub School unrestricted budget for Wyoming Excellence chairs.

**4. Fiscal update for FY23.**

- The Haub School is on track for our budget v. actuals to match up very nicely. The exception to this was the plan to use Unrestricted Operating Reserve dollars to fund the startup for our new Ruckelshaus Institute Director. Due to the director not starting until January, the startup transfer and expenses have been budgeted again for FY24.

#### 5. Accreditation and Compliance

- As our very successful Outdoor Recreation and Tourism Management (ORTM) program continues to mature and a critical mass of faculty has been reached, the School anticipates seeking accreditation in the next 2-3 years.

#### 6. Legislative Budget Requests BFY2024-2025

- There are no requests for the present year; however, permanent solutions to space discussed below might warrant an eventual request.

#### 7. Foundation Funds

- Our Ruckelshaus Endowment was the only Foundation account the Haub School had this year that met the 2X calculation. These funds will be reinvested in an effort to increase this endowment to \$1M.

#### 8. Designated Funds

- Our main accounts that will carry forward balances into FY24 are Designated Operating, F&A, and program fee accounts. The plan for these accounts are as follows:
  - Designated Operating. It is anticipated that approximately \$40,000 in this account will be carried forward. This is largely due to the nature of the funds in this account, which are almost exclusively for field and international courses, the timing of when deposits are received, and the timing of when payments are made.
  - F&A. This account will likely have a balance of about \$100,000 going into FY24. Planning for these funds and returning a portion of them to the faculty is underway. It is not expected that this account will continue to carry this size of balance in the future.
  - Program Fees. The program fees account will carry forward approximately \$45,000. It is anticipated that these funds will be used for a part-time advisor in the coming years.

#### 9. Strategic Space Needs

- Short-term space needs: The University of Wyoming NSF EPSCoR program, through the \$20 million Wy-ACT grant, provided multiple positions to UW. With this success, UW is obligated to find significant collaborative space that permits Wy-ACT faculty to have shared work spaces to collaborate on grand challenges. **Such space has been sought but not yet been identified nearly 1 year into the grant.** Two Haub School of ENR faculty have been negatively impacted due to an inability to recruit students into collocated space, renovate space as needed or fully initiate collaborative efforts.
- Long-term space needs: **Most critical for the success of the Haub School of Environment and Natural Resources is a new building or a significant part of**

**a renovated building that unites our faculty, staff and students.** The Haub School has been exemplary in our growth, more than doubling our enrollment in the last 8 years, doubling our degree programs and tripling our research funding. The growth in undergraduate and graduate students and faculty now have **the Haub School spread across 6 and soon 7 buildings** on campus: Bim Kendall House, Bureau of Mines, Ross Hall, Beta House, WCC House, College of Business and the Berry Center. The time has come to begin planning for a new interdisciplinary, environmental science/studies building. The 2020 UW Space Plan designated the Aven Nelson Building to be an interdisciplinary science hub. This has not yet occurred and suggests that the 2020 Space Plan should be revisited or planning for a new building should commence.

- Space at the AMK or in Jackson could also be a strategic long-term advantage to environmental and natural resource programs on campus.

#### **10. Long-Term Goals and Budget Needs for the Haub School of Environment and Natural Resources**

- We need to incorporate the Biodiversity Institute (BI) into our academic and outreach missions in ways that contribute to our growth in students and revenue generation. To achieve this goal requires that the 3 core positions (\$250K/year) in the BI receive central funding and ultimately grow another 1-2 faculty positions (\$240K/year) to support a sustainable future for the Institute.
- Our greatest budgetary need is focused on the aforementioned need for space and would require a capital request. Our growth in students, external grants and development dollars in addition to our enhanced value to the state through our research and outreach impacts of WORTH and the Ruckelshaus Institute suggest that such new space is warranted. In a state so intimately associated with wild and working lands, investment in new space that would showcase our environment and natural resource programs would likely pay dividends.

#### **11. Comment about Academic Reorganization (if applicable)**

- N/A

## General Counsel Division

### FY24 Board of Trustees Budget Hearing

#### 1. List of Initiatives and Projects for Division – please tie to your FY24 Budget

- **How will you measure the performance of the division with your FY24 Budget?**

The Division of General Counsel coordinates and supervises legal and risk services for the University of Wyoming by providing timely legal guidance, addressing existing and potential legal problems, reducing exposure to legal risk, and assisting University units with effectively and efficiently achieving their objectives. The University is the client, but we provide legal advice to the Board of Trustees, the President, University Officers, deans and heads of academic units, department heads, or other designated representatives of the University. We represent those employees acting within the scope of their duties, but cannot provide personal legal advice to any individual. The Division of General Counsel includes the Office of General Counsel, the Office of Risk Management, and the Equal Opportunity Report and Response Unit (EORR).

The Office of General Counsel provides legal advice in a wide variety of practice areas, including:

- Communications with the State of Wyoming Attorney General’s Office
- Contracts and agreements
- Copyright and trademark
- Discrimination and harassment
- Employment law
- Ethics and conflict of interest
- Intellectual property
- Litigation, subpoenas, and government investigations
- Management of UW Regulations and Standard Administrative Policies and Procedures
- Policy development and interpretation
- Public records and open meetings
- Regulatory compliance
- Student education records requests
- Wyoming Public Records Act requests

Risk Management responsibilities include:

- Enterprise risk management
- Certificates of insurance
- Insurance, self-insurance, and claims
- International travel registration
- Minors on campus policies and procedures
- Special event risk management
- Student health insurance
- University authorized drivers and vehicle policies



Equal Opportunity Report and Response Unit responsibilities include:

- Managing complaints and reports of discrimination and harassment and violence in the workplace
- Developing and administering employee training programs to address matters of diversity, sexual harassment prevention, and other forms of discrimination
- Serving as Title IX Coordinator

All three of the Division's offices (General Counsel, Risk Management, and EORR) are service units for the University. One objective of the Office of General Counsel's budget is to provide resources to defend the University against law suits and various administrative hearings, including the Equal Employment Opportunity Commission (EEOC), the Office for Civil Rights (OCR), workers' compensation, and unemployment matters. Additionally, the budget allows the Division to provide proactive advice related to legal matters, risk reduction, regulatory compliance, and business processes and policies, including UW travel requirements and best practices, the contract process, trademarks, export controls, privacy interests under HIPAA and FERPA, risk related to planning University events, protecting University personnel and property through insurance and claims, the Americans with Disabilities Act (ADA), the Wyoming Public Records Act, and higher education employment law.

For EORR, the budget allows the University to respond to discrimination and harassment reports (304 total cases were reported in 2022, of which 170 were Title IX cases). Additionally, through the Title IX Coordinator, EORR continues to oversee the NO MORE Committee, which is a public awareness and engagement campaign focused on ending domestic violence and sexual assault, and partners with the Dean of Students Office to implement Green Dot, which is a nationally recognized bystander intervention program that focuses on building the skills needed for individuals to take action when they see instances of power-based personal violence.

For Risk Management, the budget is designed to provide a comprehensive insurance strategy, including coverage for general liability, property, fine arts, cargo, athletic injury, foreign liability, out-of-state workers compensation, legal ability, crime (including extortion, kidnap and ransom), aviation, travel, summer/sports camps, student healthcare internship programs, cyber liability and social engineering. Through the Chief Risk Officer, the University has implemented an Enterprise Risk Management (ERM) program, which is a more comprehensive approach to identifying and managing the University's institutional risks. By addressing the University's risks proactively, we are better able to steward our resources, maintain the academic core, and continue the momentum toward achieving the University's strategic objectives and priorities.

**2. Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Office of General Counsel (80001)	\$1,219,414	\$1,244,445	\$25,031
Risk Management (80002)	\$3,558,448	\$4,183,253	\$624,805
Equal Opportunity Report & Response (80003)	\$404,686	\$435,871	\$31,184
<b>Total</b>	<b>\$5,182,548</b>	<b>\$5,863,569</b>	<b>\$681,020</b>

**3. Short, high-level explanation of variances above**

- July 2023 Staff Raises + Fringe: \$57,425
  - General Counsel’s allocation of University’s FY23 raise pool.
- Risk Management - Insurance Premiums: \$623,595
  - Estimated increase for FY24 insurance premiums.
- EORR - Services, Travel, and Supplies: \$11,000
  - Funding reallocated to cover increased travel costs for the Title IX Association for Advancing Gender Equity in Education (ATIXA) Conference and Title IX campus speaker costs.

**4. Fiscal update for FY23 – Budget to Actuals through 4/21/23**

<b>Fund Class</b>	<b>Budget Classification</b>	<b>Budget Amount</b>	<b>Actual Amount</b>	<b>Remaining Amount</b>	<b>Remaining Percent</b>
105 - Unrestricted Operating	B4400 - Other Operating Revenue Summary	(202,000.00)	(613,696.77)	(411,696.77)	203.81%
	B5300 - Gifts Summary	0.00	200.00	(200.00)	100.00%
	<b>Total Revenue</b>	<b>(202,000.00)</b>	<b>(613,496.77)</b>	<b>(411,496.77)</b>	<b>203.71%</b>
	B6000 - Salary & Wages Summary	1,701,621.12	1,311,747.13	389,873.99	22.91%
	BTSTS - Services, Travel, and Supplies	3,810,543.00	4,017,147.31	(206,604.31)	-5.42%
	BTICS - Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	258,732.00	430,331.29	(171,599.29)	-66.32%
	<b>Total Expenses Before Transfers</b>	<b>5,770,896.12</b>	<b>5,759,225.73</b>	<b>11,670.39</b>	<b>0.20%</b>
	<b>Net Result Before Transfers</b>	<b>5,568,896.12</b>	<b>5,145,728.96</b>	<b>423,167.16</b>	<b>7.60%</b>
	B7600 - Internal Allocations & Sales Summary	(386,348.15)	(179,875.24)	(206,472.91)	53.44%
	<b>Total Funding Transfers</b>	<b>(386,348.15)</b>	<b>(179,875.24)</b>	<b>(206,472.91)</b>	<b>53.44%</b>
	<b>Total Expenses After Transfers</b>	<b>(386,348.15)</b>	<b>(179,875.24)</b>	<b>(206,472.91)</b>	<b>53.44%</b>
	<b>Net Result</b>	<b>5,182,547.97</b>	<b>4,965,853.72</b>	<b>216,694.25</b>	<b>4.18%</b>

200 - Designated Operating	B4000 - Tuition & Educational Fees Net Summary	(47,279.00)	(38,112.67)	9,166.33	-19.39%
	B5300 - Gifts Summary	0.00	(55,398.76)	(55,398.76)	100.00%
	<b>Total Revenue</b>	<b>(47,279.00)</b>	<b>(93,511.43)</b>	<b>(46,232.43)</b>	<b>97.79%</b>
	B6000 - Salary & Wages Summary	46,139.22	30,350.52	15,788.70	34.22%
	BTSTS - Services, Travel, and Supplies	100,000.00	35,458.27	64,541.73	64.54%
	<b>Total Expenses Before Transfers</b>	<b>146,139.22</b>	<b>65,808.79</b>	<b>80,330.43</b>	<b>54.97%</b>
	<b>Net Result Before Transfers</b>	<b>98,860.22</b>	<b>(27,702.64)</b>	<b>126,562.86</b>	<b>128.02%</b>
	B7600 - Internal Allocations & Sales Summary	1,140.00	1,008.19	131.81	11.56%
	<b>Total Funding Transfers</b>	<b>1,140.00</b>	<b>1,008.19</b>	<b>131.81</b>	<b>11.56%</b>
	<b>Total Expenses After Transfers</b>	<b>1,140.00</b>	<b>1,008.19</b>	<b>131.81</b>	<b>11.56%</b>
	<b>Net Result</b>	<b>100,000.22</b>	<b>(26,694.45)</b>	<b>126,694.67</b>	<b>126.69%</b>

Explanation of variances above:

- Insurance Premiums (Actual: \$3,750,167.30; Budgeted: \$3,464,418.00)
  - Actual cost of insurance premiums exceeded budgeted amount allocated.
- Claims and Settlements (Actual: \$421,987.29; Budgeted: \$234,180)
  - Internal Allocations: Claims (Actual: \$481,396.99; Budgeted: \$171,865)
    - High level of claims and legal settlements.

Claim Type	Amount
<b>Auto</b>	<b>\$117,239.90</b>
Other Operating Revenue Summary	(600.00)
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	\$116,225.30
Internal Allocations & Sales Summary	\$1,614.60
<b>Property</b>	<b>(17,724.43)</b>
Other Operating Revenue Summary	(501,863.77)
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	\$9,841.27
Internal Allocations & Sales Summary	\$474,298.07
<b>General Liability (Legal Settlements)</b>	<b>\$301,405.04</b>
Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	\$295,920.72
Internal Allocations & Sales Summary	\$5,484.32
<b>Total</b>	<b>\$400,920.51</b>

## 5. Accreditation and Compliance

- **Please list specific funding and staff/faculty emerging issues.**

### *General Counsel*

There are three continuing and emerging legal/risk areas that we continually face due to personnel resources: (1) Wyoming Public Records requests; and (2) contracts/agreements for services and goods. The Legislature of the State of Wyoming enacted the Wyoming Public Records Act (W.S. §16-4-201 through 16-4-205) to provide the public with access to public records, books, and files of state governmental agencies. Effective July 1, 2019, the law was modified to require that all public records be released not later than 30 calendar days from the date of the receipt of the request. The Office of General Counsel coordinates and reviews public records requests made to the University, which average 200 per year. The requirement to respond within 30 days has significantly increased the amount of time my office spends within a given week to meet the deadline. Additionally, with WyoCloud now fully implemented, units are appropriately submitting more service contracts/agreements and the Office of General Counsel reviews an average of 40 contracts per week. Procurement also processes approximately 120 purchase orders related to goods per week. Due to limited resources, neither Procurement nor General Counsel are regularly reviewing the terms and conditions associated with some purchases of goods.

Due to the workload in these two areas, and the heavy workload that the four attorneys already have, I requested funding for an additional Associate General Counsel (not approved as an exception request so I am absorbing this expense in my FY24 budget). This additional attorney will help reduce the University's exposure to legal risk and support the other attorneys in providing legal advice in areas such as discrimination and harassment, employment law, ethics and conflict of interest, intellectual property, litigation, subpoenas and government investigations, policy development and interpretation, open meetings, regulatory compliance, and student education records (FERPA). On average, UW's near peers employ 4 attorneys, while our stretch peers employ 9 attorneys, often with one FTE assigned to contracts/purchases and one FTE assigned to public records.

### *Risk Management*

A funding challenge that Risk Management is facing is an insurance renewal market with continual significant increases in premiums, particularly in the areas of liability, cyber and property coupled with a reduction in providers for the higher education sector. To address this increase, two years ago we (1) adjusted the insurance portfolio within the institution's risk tolerance to partially offset expected premium rate increases and achieve some savings to help meet budget goals; and (2) increased self-retention and deductible levels in select areas and adjusted limits in others where reasonable to do so while maintaining core protection. FY24's overall premium increase is an estimated \$623,595; FY25's is an additional \$531,442. Last year, the Board requested that Risk Management work on and propose an overhead tax structure to campus units to cover the ever-increasing premium costs for FY24 and beyond. We have done the analysis but have not implemented this strategy since the State approved an increase in UW's appropriation to cover certain inflationary costs. However, that was a one-time increase.

Another challenge is the uncertainty of the University's claims each year. Due to this volatility, we averaged claims over a four-year period (\$399,073.42) and set the annual budget to \$391,645 (funding split between dedicated claims budget line and internal allocations due to services provided by UW Operations and Fleet Services). To absorb several budget cuts, address low FTE in other areas, and account for the internal claims handle by Risk, the claims budget line has been reduced over the last several years from \$393,360 in FY21 to \$223,180 for FY24. While the University has a Legal Reserve to address any overages in a certain year, the constant uncertainty in claims, repeated budget reductions, and an increasingly litigious society has resulted in a claims budget that is likely too low.

#### *EORR/Title IX*

EORR reviews an average of 287 reports per year, which puts immense pressure on the two civil rights investigators and intake coordinator to meet deadlines and to prudently and effectively review matters. Additionally, there is an increasing need to assist with campus climate issues (in collaboration with the Office of Diversity, Equity and Inclusion and the Division of Student Affairs), including not only assessing and investigating matters, but facilitating a community environment of inclusion that aligns with the mission, values, and goals of the University through education and engagement opportunities. General Counsel is not requesting any additional support for FY24, but there is a continual strain on resources in this area due to unfunded federal mandates and the need to address the growing demand for change from students, staff, and faculty.

### **6. Legislative Budget Requests BFY2024-2025**

General Counsel respectfully requests additional reoccurring dollars to address inflationary pressures on insurance premiums and claims. FY24's and FY25's overall premium increase is an estimated \$623,595 and \$531,442 respectively.

### **7. Strategic Space Needs**

The Office of General Counsel is at capacity with its current space allocation. The temporary arrangements for the two new Associate General Counsels do not provide the necessary privacy for the duties/responsibilities in their role. Old Main 202G is strategically located as it is near the current space occupied by General Counsel - Old Main Suite 204. I am requesting access to the 202G suite by the end of May 2023, if possible.

### **8. Long-Term Goals and Budget Needs for Division**

- **A 5-to-10-year plan**

#### *General Counsel*

- Continue to enhance engagement with the campus community through preventative legal counsel and risk reduction strategies, including proactive trainings on various legal topics.
- Continue to improve and refine the contracting process, including training liaisons in each Division/College.

- Work with Financial Affairs, Human Resources, Research Compliance, Title IX and other units to post non-confidential data/reports publicly to reduce reliance on public records requests.
- Review and update the University's current standard administrative policies and procedures (SAPs) and assist units with new policies and procedures that encourage strong recruitment, retention, and evaluation of faculty and staff.
- Develop a plan to create an Office of University Compliance and Integrity, which would coordinate compliance efforts across the university, including but not limited to research, the Family Practice Residency centers, athletics, environmental health and safety, Title VI, VII and IX, information security, Clery Act reporting, and public records laws.

### *Risk Management*

- Review University's role in providing access to student health insurance and evaluate need to continue as an active intermediary or transform into a different approach based on a needs versus resourcing analysis for the future.
- Support an efficiency study on the best organization of the University's Environmental Health and Safety, Risk Management and Insurance, and Emergency Response functions with adoption of a best practice organizational structure model for the future.
- Establish a Risk Management U(niversity) concept to develop PodCasts, Training vignettes, QRG's, Chatbots, Deep Dives presentations and regular campus publications to better address the main frequently asked questions and more confusing risk management topics in a "one stop shopping" mode to help improve campus-wide education on risk management topics, procedures and policies.
- Evaluate role of the risk management department in travel management and vehicle policies to clarify what needs to reside with risk management versus what may need to be transferred, all or in part, to other departments for better functional alignment.
- Consider addition of a Youth Programs compliance manager placed in the most appropriate division/area on campus to better manage UW youth camps and events involving minors on campus (and/or within UW programs in the community/state) from a safety/liability perspective with related compliance inspections, recordkeeping, training and central oversight.
- Connect UW Risk Management projects and needs with related UW academic departments for collaboration on real world/current risk projects, but also to establish an area of concentration for students interested in risk management and insurance careers. Potentially gain insurance carrier/broker sponsorship of an academic program track and/or faculty position to provide student graduates to meet the growing need to replenish insurance professionals in the risk and insurance sector, particularly in Wyoming and the region. Augment UW risk management staff with students in the program taking on projects for research related to UW's insurance programs or risk management processes that will benefit both the students and UW risk management.

### *EORR/Title IX*

- Establish a partnership with Wyoming community colleges to share sexual misconduct resources such as hearing decision-makers, process advisors, etc.

- Create or enhance partnerships with local groups (ROTC programs, SAFE Project, local law enforcement, Ivinson Memorial Hospital, etc.) related to reporting, available support/resources, and how groups will interact when responding to reports of sexual misconduct.
- Develop a comprehensive training program for supervisors in conjunction with Human Resources.
- Establish a CARES committee for employees (in conjunction with partners like Human Resources, Office of Diversity, Equity, and Inclusion, Academic Affairs, etc.).
- Establish a pool of University employees who can be used as decision-makers, advisors, etc. for hearing processes, including compensation for individuals when they act in such a capacity.
- Create a regional conference addressing compliance issues in education, including sexual misconduct and civil rights discrimination.



University of Wyoming Foundation  
 FY24 Board of Trustees Budgeting Hearing

1. List of initiatives and projects for Division – please tie to your FY24 Budget. How will you measure the performance of the division with your FY24 Budget?

- a. The primary goal of the University of Wyoming Foundation is to raise, receive, and manage private donations that serve as a driving force in enhancing the level of excellence at the University of Wyoming. This includes managing related investments in line with the wishes of the donors and promoting enduring relationships with alumni and supporters of the institution. The foundation assumes the responsibility of safeguarding the information provided by donors, delivering permanent capital, and maintaining a steady stream of income for the university and its programs.

The foundation also takes up initiatives and projects that are beneficial to the university. For instance, spearheading the annual tradition of UW Giving Day, which raises significant amounts of private gifts in a single 24-hour period for students and programs across campus. Development teams work in partnership with the university and donors to advance the UW’s mission, support fundraising priorities, and foster meaningful connections with all who support UW. Moreover, the foundation manages donor and state contributions prudently, preserving and increasing the real principal value of investments, and disbursing funds appropriately in line with donor intent. It also oversees and monitors the data integrity of alumni and donor information.

Additionally, the foundation assists donors in integrating charitable gifts into their financial, tax, and estate-planning objectives to benefit both the donor and the university. In recent years, the foundation has introduced newer initiatives such as the donor experience program, which establishes a one-to-one connection at scale between thousands of donors and UW. Furthermore, the foundation has invested in a corporate development and engagement program that links corporate partners with UW.

The foundation's performance is measured based on various factors such as the number and amount of private gifts received, the timeliness and accuracy of reports, compliance with federal, state, and university regulations, and the management of disbursements and investments for the university. The foundation also focuses on building lasting relationships with donors, creating a connection with UW’s generous supporters through effective and meaningful stewardship.

2. Chart of FY24 to FY23 unrestricted variances for each org/department.

Organization/Departments (ORG#)	FY23 Budget (Unrestricted)	FY24 Budget (Unrestricted)	Variance from FY24 to FY23
Institutional Advancement & UW Foundation (51000)	7,470,380	8,721,888	1,251,508
unrestricted operating statement of activities net result (FC105)	760,978	820,978	60,000

a.



3. Short, high-level explanation of variances above (3.); please include if any reorganizations have taken place in this budget, salary raises, etc.
  - a. Note the budget is 100% salaries/benefits. The variance includes the salary raises; restructuring with transition of CEO position; growth across departments with 10 new positions and 9 audits.
4. Fiscal update for FY23; please give an overall view of your FY23 budget to actuals.
  - a. The budget ties directly to salaries—the foundation’s employees are the key to the foundation’s success.
5. Accreditation and compliance; please list specific funding and staff/faculty emerging issues.
  - a. The foundation is growing, management monitors its needs to accomplish its goals and its growth and capacity to meet those needs.
6. Legislative budget requests BFY2024-2025.
  - a. N/A
7. Foundation funds; please briefly address any foundation accounts for which the college has requested an exception to the 2X policy.
  - a. N/A
8. Designated funds; please explain if there are any high-designated balances and the plans for utilizing those funds in FY24.
  - a. N/A
9. Strategic space needs.
  - a. N/A
10. Long-term goals and budget needs for the division; a 5-to-10-year plan.
  - a. In response to the university’s strategic plan, Forward for Wyoming, Honoring Our Heritage and Creating Our Future, the UW Foundation will be developing a new strategic plan in FY2024 to guide the organization for the next five years and beyond. This plan will focus on optimizing the foundation organization, including developing the best long-term structure and sustainable funding model. The plan will also include the further investment in the organization to prepare the foundation and the university for a potential major capital campaign.
11. Comment about academic reorganization (if applicable); strengths and opportunities.
  - a. N/A

## Campus Operations Division

### FY24 Board of Trustees Budget Hearing

1. List of Initiatives and Projects for Division – please tie to your FY24 Budget
  - How will you measure the performance of the division with your FY24 Budget?

Campus Operations is one of the larger divisions at UW responsible for the campus infrastructure, capital construction, safety and security, transportation services. The division has approximately 337.5 FTEs plus as many as 200 hourly non-benefited or student employees.

The success of Campus Operations is greatly tied to having the resources in place to fulfill the responsibilities of the division. The Campus Operations budget is primarily personnel driven, each unit needs individuals in positions to satisfactorily carry out their missions and responsibilities to campus. Therefore, recruiting and retention are constant activities to ensure vacant positions are filled as quickly as possible. The budget presented for FY24 provides for salary funding of the existing positions to improve recruitment and retention. It is imperative to the success of the division to have the talented and skilled personnel in place to provide the facility maintenance and construction, campus safety and transportation services to campus.

In addition to personnel, each unit has varying levels of equipment needs that continue to be included in the annual budget. Aging equipment and costly repairs requires prioritization of funding for equipment replacement. Strategic review of existing equipment and fleet to determine replacement priorities will be conducted by each unit on an ongoing basis.

Transportation Services has planned for replacement bus purchases, upgraded two-way communication system, and waste oil heaters for the bus storage in their FY24 budget, each with a matching grant component.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

Organizations/Departments (Org#)	FY23 Budget (Unrestricted)	FY24 Budget (Unrestricted)	Variance from FY24 to FY23
VP for Administration (20001)	\$ 691,183	\$719,831	\$28,648
Staff Senate (20002)	\$47,939	\$88,038	\$40,099
University Police (25001)	\$2,218,112	\$2,324,809	\$106,697
University Operations Dir (26001)	(\$1,151,496)	(\$1,382,736)	(\$231,240)
Ops/Jacoby Golf Course (26401)	\$51,923	\$12,071	(\$39,852)
Ops/Custodial (26002)	\$4,447,561	\$5,354,496	\$906,935
Ops/Material Services (26303)	\$196,333	\$233,205	\$36,872
Ops/Recycling (26304)	(\$45,473)	(\$37,875)	\$7,598
Ops/Shipping & Receiving (26305)	\$130,564	\$141,858	\$11,294
Ops/Postal Services (26306)	\$264,111	\$255,563	(\$8,548)

Ops/UW Safety Office (26502)	\$935,984	\$992,030	\$56,046
Ops/Facilities Mgt (26101)	\$201,395	\$218,790	\$17,395
Ops/Electrical Shop (26102)	\$718,876	\$797,456	\$78,580
Ops/Plumbing Shop (26103)	\$683,632	\$710,276	\$26,644
Ops/Controls Shop (26104)	\$565,143	\$720,074	\$154,931
Ops/Preventive Maint. (26105)	\$695,102	\$843,036	\$147,934
Ops/Structural Trades (26106)	\$359,799	\$440,588	\$80,789
Ops/Lock Shop (26107)	\$123,066	\$101,807	(\$21,259)
Ops/Grounds Services (26108)	\$679,037	\$599,992	(\$79,044)
Ops/Equipment Services (26109)	\$564,889	\$648,698	\$83,809
Ops/Utilities Mgt (26201)	\$9,885,104	\$11,407,081	\$1,521,977
Ops/Central Energy Plant (26202)	\$1,292,659	\$1,449,744	\$157,085
Ops/Building Automation (26203)	\$365,497	\$379,063	\$13,566
Ops/Technical Services (26204)	\$392,245	\$430,019	\$37,774
Ops/Business Services (26301)	\$875,292	\$967,013	\$91,721
Ops/Stores (26302)	\$45,799	\$60,658	\$14,859
Ops/Facilities Construction Mgt (26501)	\$997,636	\$937,624	(\$60,012)
Ops/Facilities Engineering (26601)	(\$321,800)	\$22,439	\$344,239
Ops/Central Scheduling (26602)	\$99,456	\$99,502	\$46
Ops/Real Estate Operations (26701)	\$513,911	\$577,422	\$63,511
Transportation Services (27001)	\$1,148,810	\$1,816,934	\$668,124
<b>Total for Subdivision/Division</b>	<b>\$ 27,672,288</b>	<b>\$ 31,929,506</b>	<b>\$ 4,257,218</b>

3. Short, high-level explanation of variances above

- Please include if any reorganizations have taken place in this budget, salary raises, etc. (e.g., Physics and Astronomy moving to the College of Engineering and Physical Sciences).

The majority of variances above are related to the FY23 salary plus fringe increases, approximately \$1,000,000. In addition to the salary increases implemented campus-wide, variances in operational expenses are attributed to the following expenses.

- Campus Operations budgeted the continuation of temporary salary increases paid in FY23 to address the low salaries in order to recruit and retain staff. This expense in FY23 was funded with lapsed salaries, however ongoing lapsed salaries are not expected to continue at this level. The payment of these funds

improved our ability to hire vacant positions in some areas and helped to improve retention and morale of existing employees. The amount budgeted for this “pool C” salary plus fringe is \$942,358 for UW Operations, \$111,666 for Transportation Services and \$51,065 for UWPD.

- UW Operations budgeted an increase of utility costs for FY24 over FY23 in the amount of \$1,548,386. Utility rates continue to rise, the budgeted amount was derived from the utility engineer’s estimate of campus utilities in a continuing volatile environment. Division discussions with the Budget Office noted that the funding need for UW campus utilities would be addressed through the process set by the State for requesting funds designated at that level for utility cost increases.
- Transportation Services budgeted an additional \$563,249 for the parking garage debt service payment. This annual expense is quite a significant amount for the unit.

#### 4. Fiscal update for FY23.

- Please give an overall view of your FY23 Budget to Actuals

Campus Operations is currently (as of 4/17/23 budget data) running about 85% spent. This is slightly higher than the pro-rated year-to-date percentage for the year. It is anticipated the last quarter of the year will not include any significant expenses or variances.

#### Accreditation and Compliance

- Please list specific funding and staff/faculty emerging issues.

Campus Operations has compiled an exception request for the FY24 budget for consideration by the Board of Trustees. The following positions and associated funding (\$754,818 salary + \$384,202 fringe) are requested. The addition of these positions will provide the shops with the personnel necessary to maintain campus at an adequate level. In addition, the mechanical trade positions will be critical to have onboard and trained on the campus building systems prior to the Student Housing & Dining capital construction project completion. These positions are not included in the FY24 budget as presented but have been prioritized as a request to be added to the budget for UW Operations.

- (2) Electricians (\$144,864 salary plus fringe)
- (2) Plumbers (\$144,864 salary plus fringe)
- (1) Preventive Maintenance Technician (\$65,234 salary plus fringe)
- (1) Boiler Technician (\$90,540 salary plus fringe)
- (1) Business Services TBD (\$81,486 salary plus fringe)
- (1) Project Manager, Sr (\$141,224 salary plus fringe) *\*could be funded with capital construction funds*
- (1) Safety Officer (\$113,175 salary plus fringe)
- (1) Safety Trainer (\$78,468 salary plus fringe)
- (2) Fac Eng Project Mgr, Construction & Design (\$181,080 salary plus fringe)
- (1) Fac Eng Facilities Mgr-Off Campus Facilities (\$98,085 salary plus fringe)

5. Legislative Budget Requests BFY2024-2025
6. Foundation Funds
  - Please briefly address any Foundation Accounts for which the college has requested an exception to the 2X policy.
7. Designated Funds
  - Please explain if there are any high-designated balances and the plans for utilizing those funds in FY24. (Please address program fee carryover balances)

VP Administration has Designated Operating fund with a balance of \$5,365,357 with \$1,800,000 budgeted for transfer to UW Operations for the Science Initiative building O&M, custodial staff and utilities expenses in FY23 and FY24. The balance of funds are available to address needs throughout Campus Operations as they are prioritized.

University Police has three Designated Operating funds with low balances for a total of less than \$30,000.

UW Operations has three Designated Operating funds for Off Campus Maintenance, Recycling program and Real Estate Operations. The current balance in Off Campus Maintenance is \$331,924 with ongoing projects budgeted at \$180,000. The funds in this budget continue to be reviewed and allocated to projects to address repair and maintenance issues at off campus properties. The current balance in Recycling is \$195,590 with an equipment purchase encumbered for \$86,000 to be expensed in FY24. The remaining balance will be used to address other capital equipment needs for the recycling program on campus. The current balance in the Real Estate Operations fund is \$69,175. This funding will be used to address any real estate property repair, maintenance or other expense as needed.

Transportation Services has Designated Operating funds with low balances for a total of less than \$15,000.

8. Strategic Space Needs
9. Long-Term Goals and Budget Needs for Division
  - A 5-to-10-year plan

Campus Operations will need to be able to respond to University infrastructure changes over the next 5 to 10 years. The current construction projects that will have an impact to this division in the near future include the Student Housing & Dining, Lewis Street corridor, College of Law renovation, Corbett Natatorium and the Athletics Grounds Storage Maintenance Facility. Current staffing levels for the division to maintain the additional square footage, technical systems, grounds/landscaping and safety will be insufficient. Additional positions and utility budgets will need to be adjusted in conjunction with the new facilities coming online.

Campus Operations has a significant amount of equipment used throughout the division. Funding for equipment needs will continue to be included in the annual budget requests to ensure adequate, safe and operational equipment needs are met to efficiently carry out the mission of the facilities, grounds, campus safety, and transportation units. Due to previous budget reductions,

Campus Operations units now have aging fleet vehicles that have become more costly to maintain and over 50% of the fleet is over 15 years. Once the units are “caught up” on replacing aged, obsolete or impaired equipment the annual equipment budgets will be adjusted to provide continuous strategic replacement of equipment.

- University Police has an exception request for approval by the Board of Trustees in the amount of \$120,000 for vehicle replacement needs. Two patrol vehicles will be purchased with these funds to replace the oldest vehicles in their fleet which have become maintenance intensive. The funds for the vehicle purchase are not included in the FY24 budget as presented but are a high priority request to ensure the most reliable vehicles are in the patrol area where they are needed. If approved, the amount would be added to the FY24 budget for University Police.

Transportation Services will be impacted in the near future by the annual debt service payment. The parking revenue collected throughout the unit may not be sufficient to meet the debt obligation and may require resources from other UW areas. Transportation will continue expanding transit services with North and West Park-and-Rides, as budget allows. A parking garage on the north side of campus continues to be in the long-range plan for campus parking.

10. Comment about Academic Reorganization (if applicable)

- Strengths and Opportunities

Trustee assignments – Trustees will be in contact with respected parties between April 15 and May 8.



**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for College/Division – please tie to your FY24 Budget
  - How will you measure the performance of the college with your FY24 Budget?
    - i. ODEI initiatives are focused on understanding the culture at UW and creating a welcoming environment at UW, so people know they belong and matter.
      1. The ODEI will use data from several sources within HR, the DEI Campus Climate Survey, and ODEI-ran focus groups and other feedback-collecting sessions. The Survey will be running every two years.
      2. ODEI will measure our performance via feelings of belonging and mattering by also working with the Internal Audit Office to understand their cultural and governance survey results.
    - ODEI is involved in helping UW meet accreditation and compliance requirements related to DEI both at the academic-unit level and the broader-institutional level.
      - i. This is connected to the FY24 budget because the new positions that the ODEI is requesting are crucial for appropriately supporting UW’s DEI needs and carrying out these initiatives.
      - ii. Also, ODEI will measure our success by retaining Title IV and other federal funding by helping to ensure that UW follows federal regulations and meets our accreditation requirements related to DEI.
    - ODEI will work with Risk Management to understand their concerns and address them.
    - Performance will be measured via the tracking of expenses to guarantee we can meet our objectives and goals for the year.
2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Office of Diversity, Equity & Inclusion (ODEI, 00012)	\$ 312,360	\$ 865,427	\$ 553,067
<b>Total for Subdivision/College</b>	<b>\$ 312,360</b>	<b>\$ 865,427</b>	<b>\$ 553,067</b>

3. Short, high-level explanation of variances above



- Please include if any reorganizations have taken place in this budget, salary raises, etc. (e.g., Physics and Astronomy moving to the College of Engineering and Physical Sciences).
  - ODEI has moved from the Office of the President to its own Division effective with the FY24 budget. The FY24 budget includes funding for three new positions after being without a permanent administrator for well over a year and an increase in support for the newly created VP position and associated staff.
4. Fiscal update for FY23.
- Please give an overall view of your FY23 Budget to Actuals
  - ODEI currently has a large budget variance as the office has grown and taken on additional unforeseen responsibilities. While the total FY23 expenses are expected to be over budget, ODEI is being mindful of purchases through fiscal year end and is utilizing Foundation funds when possible.
5. Accreditation and Compliance
- Please list specific funding and staff/faculty emerging issues.
  - The work articulated below shows how ODEI's team needs to grow to support UW in compliance and accreditation requirements related to DEI
    - i. ODEI is in charge of certain compliance areas for UW with federal requirements and being in compliance helps UW retain our federal funding.
    - ii. Also, this work articulated below helps UW keep their accreditation.
  - ODEI is creating a Limited English Proficiency (LEP) plan:
    - i. Currently UW does not have a LEP plan.
    - ii. The LEP plan will consist of an outside vendor that UW must pay for to support us being in compliance with LEP requirements.
    - iii. LEP is a Title VI requirement and must be in place by August.
    - iv. UW can start to lose Title IV funding if the LEP plan is not in place.
  - VP Hall is currently operating as the ADA Coordinator and with the request the university will hire an ADA Coordinator that will report to VP of ODEI.
    - i. The ADA Coordinator work was split up in various people's job descriptions and that is why VP of ODEI stepped in to be the official ADA Coordinator for UW in the interim.
    - ii. UW staff and faculty are supposed to go through ADA training annually and the last time UW did annual ADA training was 2020.
    - iii. ODEI will create an ADA grievance process for UW.
    - iv. Potential to lose Title IV funding if ADA compliance is not met.
  - ODEI is a part of the Higher Learning Commission (HLC) committee at UW.
    - i. UW did not do well last time on HLC accreditation as it relates to DEI.
  - ODEI is working with the Law School on their American Bar Association (ABA) standard DEI accreditation requirements.
    - i. Law School did not do well in their ABA standards related to DEI.



- ii. The Law School must submit a written response to ABA to address ABA standards related to DEI requirements by the end of September.

6. Legislative Budget Requests BFY2024-2025

- ODEI does not anticipate any Legislative Budget Requests.

7. Foundation Funds

- Please briefly address any Foundation Accounts for which the college has requested an exception to the 2X policy.
- ODEI did not request any exception to the 2X policy.

8. Designated Funds

- Please explain if there are any high designated balances and the plans for utilizing those funds in FY24. (Please address program fee carryover balances)
- ODEI does not earn any program fees and does not currently have any designated balances.

9. Strategic Space Needs

- ODEI is moving to the first floor of Old Main so we are in an accessible space and so it can meet the needs of our growing team.
- ODEI space will also have space for the Social Justice Research Center.

10. Long-Term Goals and Budget Needs for Colleges/Divisions

- A 5 to 10-year plan.
- To grow ODEI efforts to support UW and the state of Wyoming.
- To build a relationship with the Foundation to increase private streams of funding for DEI at UW.
- ODEI plan is to make sure everyone belongs and matters, and UW is a welcoming space where anyone can thrive.
- ODEI long term goals are to make sure UW is in compliance with federal requirements related to DEI.
- ODEI long term goals are to make sure UW meets its accreditation requirements related to DEI.
- ODEI goal is to become flexible to be able to meet UW's DEI needs of the moment within the climate of Wyoming.
- ODEI wants to engage with UW policies, procedures and practices to make sure they are equitable.

11. Comment about Academic Reorganization (if applicable)

- Strengths and Opportunities
- ODEI is not part of an Academic Reorganization.

**Intercollegiate Athletics**  
**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Division – please tie to your FY24 Budget
  - Begin distribution of Alston monies to eligible student-athletes with the support of the Board of Trustees and UW Foundation. \$400,000 of annual support will be allocated in FY24.
  - Engage with campus partners, including providing financial support to units such as the Western Thunder Marching Band, UW Club Sports, and the UW Wellness Center/HOPES Program.
  - Actively pursue revenue generation opportunities including promoting ticket sales, expanding multimedia rights partner relationships, and engaging with trademark/licensing opportunities.
2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
90001 – Athletic Director	\$2,052,345	\$2,713,060	\$660,715
90002- Athletic Business Office	\$672,367	\$713,704	\$41,337
90003 - Concession	(\$125,236)	(\$154,795)	(\$29,559)
90004 - Ticket Office	\$415,502	\$418,396	\$2,894
90005 - Athletics Revenue	(\$21,695,055)	(\$22,582,250)	(\$887,195)
90006 – Compliance	\$295,892	\$332,537	\$36,645
90007 – Office of Academic Support	\$1,362,617	\$1,326,372	(\$36,245)
90008 – Marketing and Branding	(\$1,107,917)	(\$2,062,360)	(\$954,443)
90009 – Media Relations	\$588,361	\$655,740	\$67,379
90010 – Athletics Facilities	\$1,312,757	\$1,260,946	(\$51,811)
90011 - Sports Performance & Weight Room (discontinued; split into orgs 90024 & 90025)	\$902,491	N/A; See Orgs 90024 & 90025	(\$902,491)
90012 – Athletic Training Table	(\$33,983)	(\$95,430)	(\$61,447)
90013 – Sports Medicine	\$2,329,709	\$2,518,211	\$188,502
90014 – Special Events Athletics	\$209,320	\$209,320	\$0
90015 – Equipment Room	\$273,359	\$300,822	\$27,463
90016 – Audio/Visual Services	\$369,598	\$454,321	\$84,723
90017 – Spirit Groups	\$131,877	\$103,418	(\$28,459)
90018 – Tennis Complex	(\$31,098)	(\$31,548)	(\$450)
90019 – Post-Season Play	\$309,000	\$344,000	\$35,000

90020 – Game Management	\$1,386,268	\$1,527,067	\$140,799
90022 – Rodeo (New Org #, previously 12002)	\$225,435	\$143,895	(\$81,540)
90023 – Trademark & Licensing (New Org #, previously 24008)	(\$265,625)	(\$262,989)	\$2,636
90024 – Olympic Sports Performance (New Org #; previously part of 90011)	N/A	\$400,502	\$400,502
90025 – Football Sports Performance (New Org #, previously part of 90011)	N/A	\$651,188	\$651,188
90201 – Men’s Basketball	\$3,414,592	\$3,261,008	(\$153,584)
90202 – Men’s Football	\$11,294,738	\$12,144,381	\$849,643
90203 – Men’s Golf	\$245,720	\$344,018	\$98,298
90204 – Men’s Swimming & Diving	\$614,631	\$669,680	\$55,049
90205 – Men’s Track and Field	\$798,939	\$874,031	\$75,092
90206 – Men’s Wrestling	\$947,965	\$1,049,508	\$101,543
90251 – Women’s Basketball	\$1,825,702	\$2,010,742	\$185,040
90252 – Women’s Golf	\$387,147	\$475,721	\$88,574
90253 – Women’s Soccer	\$928,585	\$968,096	\$39,511
90254 – Women’s Swimming & Diving	\$798,150	\$868,153	\$70,003
90255 – Women’s Tennis	\$456,482	\$518,018	\$61,536
90256 – Women’s Track & Field	\$1,031,932	\$1,131,384	\$99,452
90257 – Women’s Volleyball	\$1,142,407	\$1,198,035	\$55,628
Total for Subdivision/Division	\$ 13,464,972	\$ 14,396,901	\$931,929

3. Short, high-level explanation of variances above

- Reorganizations
  - i. Rodeo and Trademark & Licensing organization number reassigned to align with Athletics rollup
  - ii. Sports Performance split into two separate organization numbers (Football Sports Performance and Olympic Sports Performance) due to unique needs, structure, etc.
- Revenue Variances
  - i. Expecting significant increase in revenue items, both one-time revenues and ongoing revenues
  - ii. One-Time Revenues
    - 1. Ticket sales and concessions/beverage revenue from a seventh home football game

2. Game Guarantee from Texas
  3. Signing Bonus on new Learfield Agreement
- iii. Ongoing Revenues
  1. New Learfield Agreement
  2. Increased MW Distributions
  3. Increased NCAA MBB distribution (min. 6-year increase from SDSU performance)
- Expense Variances
  - i. Have seen significant increases in the cost of team travel, equipment, recruiting, and other variable expenses.
  - ii. Paying an additional game guarantee for non-conference football
  - iii. Added \$400k of support for Alston scholarships (with additional support allocated from BoT and Foundation for next three years)
- Bottom Line Variance
  - i. Requesting BoT support only to cover FY23 raise allocation (~\$490k) and to fund the increase in scholarship support resulting from increases of tuition, fees, room, and board (~\$490k)
  - ii. All other variances are being covered either through cost-savings measures or increased revenues
4. Fiscal update for FY23.
  - In the current fiscal year, we have seen significant challenges resulting from increased costs related to team travel, recruiting, and equipment expense. However, we have seen significant cost savings/revenue increases in a number of areas, including salary savings from vacant positions, previously unbudgeted salary support from the Foundation, projected increases from MW revenue distributions, and better than expected Learfield revenues. We fully expect to be able to balance actuals to match budgeted variance for the division.
5. Accreditation and Compliance
  - N/A
6. Legislative Budget Requests BFY2024-2025
  - Athletics will request the same \$10 million (\$5 million/year) state matching funds for Cowboy Joe Club donations that has been included in previous state appropriations.
  - Athletics will also request the same \$200,000 (\$100,000/year) appropriation in support of the UW Rodeo team that was included in the most recent state appropriations bill.
7. Foundation Funds
  - All Athletics Foundation accounts with funds above the 2X/4X threshold will be expended below the threshold by FY23 fiscal year end.
8. Designated Funds
  - N/A
9. Strategic Space Needs
  - N/A

#### 10. Long-Term Goals and Budget Needs for Division

- Continue to promote a championship culture amongst our athletics program, including investments in hiring and retaining high-quality coaches and staff, recruitment and retention of student-athletes who will compete for championships, and providing equipment and technology resources to enhance student-athlete training and development.
- Continue to provide high-quality facilities that promote student-athlete development/success, enhance revenue generation and fan experiences, and ensure safety for fans, staff, and student-athletes.
- Actively pursue revenue generation opportunities, including engaging with Cowboy Joe Club membership, comprehensive ticket sales campaigns, fundraising initiatives, licensing growth, and expanding relationships with multimedia rights partners.
- Provide the best fan experience in the Mountain West, connect with UW students through campus collaborations and home athletic events, promote the University of Wyoming brand through expanded use of digital platforms, and engage in outreach events across Wyoming.
- Expand resources available to student-athletes to promote success and well-being, including providing financial support (scholarships, Alston monies, cost of attendance, etc.), access to academic resources, and actively investing in mental health resources and programming.

#### 11. Comment about Academic Reorganization (if applicable)

- N/A

Trustee assignments – Trustees will be in contact with respected parties between April 15 and May 8.



Libraries

**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Libraries

- On-going Integrated Library System (Alma/ExLibris) implementation, to go “live” in August 2023 and completed by the end of 2023.  
**Performance measure:** the system performs as promised/expected.  
 Final installment of implementation fee: Unrestricted Operating – Administrative Office (19001) FY24: \$46,817  
 Annual fee, initial term 4 years: Unrestricted Operating - Administrative Office (19001) 40%; Resource Discovery & Management (19002) 60%  
 FY24: \$272,786
- Open Educational Resources (e-textbooks) faculty grant project to create free (or low cost) textbooks to UW students  
**Performance Measure:** Cost benefit to students; faculty applications for grant funding  
 Unrestricted Operating – Education & Research Services (19003)  
 FY24: \$ 40,000
- Author Events: presentations to students and Wyoming residents  
**Performance Measure:** attendance, including student participation  
 Foundation – Bindschadler & McMurry endowments  
 FY24: \$10,000 – \$20,000
- University of Wyoming Press (under the auspices of the University of Colorado Press), including Press membership  
**Performance Measure:** manuscripts submissions, sales  
 Unrestricted Operating – Education & Research Services (19003)  
 FY24: \$ 55,000
- Transfer of UW Libraries reserve funds to shore up dwindling collections budgets (c. 80% for digital resources)  
**Performance measure:** resource support for new programs; reduced numbers of subscription cancellations  
 Approx. 50% of Unrestricted Operating reserve fund balance  
 FY24: \$ 350,000

- Student “Belonging and Retention” Programming by UW Libraries. Includes personal and group meetings/events for students starting/transferring to University of Wyoming.  
**Performance Measure:** student surveys, anecdotal reporting, attendance  
 Unrestricted Operating – Administrative Office (19001)  
 FY24: \$2,000-\$3,000

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Administrative Office (19001)	\$1,774,696	\$1,829,632	\$54,936
Resource Discovery & Management (19002)	\$8,560,628	\$8,597,135	\$36,507
Education & Research Services (19003)	\$2,133,801	\$2,191,701	\$57,900
User Services (19004)	\$1,177,740	\$1,186,159	\$8,419
<b>Total for Subdivision/College</b>	<b>\$13,646,866</b>	<b>\$13,804,627</b>	<b>\$157,761</b>

3. Short, high-level explanation of variances above

The total subdivision variance listed in the chart above is due to the salary increases that were distributed at the beginning of FY23, plus the net result of the increase in fringe associated with those salary increases less the decrease in fringe due to the change in the fringe rates for FY24. Additionally, some minor reallocations occurred between the individual departments listed but these reallocations had no effect on the total variance for the subdivision.

4. Fiscal update for FY23.

Three quarters through fiscal year 2022-2023, our overall actuals are at approximately 67.5% of budget. We are trending where we would expect to be at this point in the year. At the end of the fiscal year, we expect to see the following notable variances in budget to actuals:

- Approximately \$280,000 plus related fringe was unspent due to turnover in personnel and difficulties in filling vacant positions.
- Revenue variance of approximately \$120,000 was due to funds transferred in from credits with the Colorado Alliance of Research Libraries. Funds were expended for the implementation of a new library system. A similar offsetting variance may occur in the services, travel, and supplies category.

5. Accreditation and Compliance

UW Libraries has no accreditation and compliance issues.

## 6. Legislative Budget Requests BFY2024-2025

An increase to the Libraries collections' budget is needed. A 10-12 year longitudinal study of the collections' budget will show an erosion of buying power due to zero or minimal increases to this budget line. This report will outline how the Libraries have managed to date, including but not limited to reductions of various kinds, library partnership negotiations, and strengthened interlibrary loan agreements. It will also show that these budget reduction options have been exhausted.

## 7. Foundation Funds

We did not request any exceptions to the 2X policy this year.

## 8. Designated Funds

Our designated accounts are both indirect cost accounts. The balance in the 19001 indirect cost account is expected to be \$35,102.57 at the end of fiscal year 2023. The balance of the 19003 indirect cost account is expected to be \$17,433.68. Indirect cost funds are used to support licensing of "Web of Science" (a digital resource for research) and to fund IT annual storage of digital objects related to the Rocky Mountain Herbarium housed at UW.

## 9. Strategic Space Needs

Based on UW Libraries Self-Study and the External Review, and in view of UW's Strategic Plan:

The Libraries are reviewing the needs and operations of the three "branch" libraries (Geology, Learning Resource Center (Education) and the large long-term storage room for bound journals) with a view to reallocate staff and reuse these spaces.

More "off-site" locations (i.e. spaces not currently available in UW Libraries) are needed for minimal use items in Coe Library, which would free up space in the main library for undergraduate students and graduate students to study and collaborate, and for installing new/emerging technologies of various kinds (e.g., data visualization, data management, VR/AR/EX technologies, and digital signage).

## 10. Long-Term Goals and Budget Needs for Libraries

UW Libraries seeks to explore opportunities to collaborate with other UW Colleges and Units as they develop ways to support the new Strategic Plan of the University ("Forward for Wyoming"). In the long-term, UW Libraries could be a strengthening



agent for partners as they establish long-term goals and budget needs. Library-specific budget needs will be developed over the next 5 -10 years as UW and the colleges move beyond the current Strategic Plan that seems aim at the next 5 years.

11. Comment about Academic Reorganization (if applicable)

Academic reorganization does not apply to UW Libraries since we undertook a major reorganization in 2017-18.



College of Education

1000 E. University Avenue

Department 3374

Laramie, Wyoming 82071

(307)766-3145 • fax: (307)766-6668

## College of Education (CoE)

### FY24 Board of Trustees Budget Hearing

1. List of Initiatives and Projects for the College of Education
  - i. Response to AAQEP Accreditation Visit for Education Programs.
    1. These costs will be supported through the Dean's Office and discretionary funds.
  - ii. Research Innovation and Engagement Division implementation.
    1. The initial year of implementation will require a \$10,000 stipend to support leadership of the new division. This will come from the proposed Dean's Office budget.
  - iii. Ongoing development of CoE Student Success Center
    1. This will require additional staffing and reconfiguration of existing positions. The additional positions are not budgeted. We will make the requests for role change of existing positions when the Deloitte study is completed. The additional costs are built into the proposed budget.
  - iv. Collegewide Academic Strategic Plan development.
    1. This is a one-time cost that will be funded from Dean's Office discretionary funds. Ongoing cost of implementation will be built into subsequent year budgets.
  - v. Collegewide Diversity, Equity, and Inclusion Strategic Plan development.
    1. This is a one-time cost that will continue to be funded from Dean's Office discretionary funds. Ongoing cost of implementation will be built into subsequent year budgets.
  - vi. Five-year Graduate Strategic Enrollment Management Plan.
    1. This is supported by the Assistant Dean for Assessment, Data, and Reporting (ADADR) included in the proposed budget.
  - vii. Dynamic Graduate Student Progress Dashboard and Initial Annual Review Process.
    1. This is supported by the ADADR included in the proposed budget.

- How will you measure the performance of the college with your FY24 Budget?
  - i. Revenue resulting from enrollment and completion across all programs.
  - ii. Continued balancing of faculty and staff resources with student enrollments – aligning available resources with goals and performance.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

Organizations/Departments (Org#)	FY23 Budget (Unrestricted)	FY24 Budget (Unrestricted)	Variance from FY24 to FY23
Dean’s Office - 15001	\$1,338,844	\$964,509	(\$374,335)
Early Childhood Education Center - 15115	\$172,518	\$299,589	\$127,071
School of Teacher Education - 15102	\$3,194,926	\$3,378,305	\$183,379
Counseling, Leadership, Advocacy, & Design - 15103	\$2,077,953	\$2,238,169	\$160,216
Student Success Center - 15112	\$685,025	\$356,710	(\$328,315)
Total for Subdivision/College	\$7,469,266	\$7,237,282	(\$231,984)

3. Short, high-level explanation of variances above

- 15001 – This is due to an increase in anticipated revenue of \$414,424
- 15102 – This is due to facilitators’ salaries being moved from Student Success Center to the School of Teacher Education and the annual raise
- 15103 – This is due to annual raise in salaries
- 15112 – This is due to the facilitators’ move from Student Success Center to the School of Teacher Education
- 15115 – This is due to salary increases approved by the Budget Office in an allowable increase of up to \$150,000

4. Fiscal update for FY23.

- As of March 31, 2023, we have currently received 75% of our budgeted revenue, have used 57% of our support budget, and used 72% of our salary budget.
- We anticipate our revenue received to be much higher once the Budget Office does the journal entry for OS and UWC income that has to be adjusted manually.
- We will spend a significant amount during our AAQEP accreditation site review in April, increasing our spending to align with the time of year.
- Our salary spending is right on target for the year.

## 5. Accreditation and Compliance

- There are three accreditation reviews either in progress or pending.
  - i. The first of these is being conducted by a new national accrediting body, the [Association for Advancing Quality in Education](#). A decision was made prior to my arrival to leave our existing accreditor, the [Council for the Accreditation of Educator Preparation](#) (CAEP). CAEP accreditation is widely considered as the top teaching program-specific accreditation. With that commitment already in motion we had a site visit by an external team in late April. The establishment of the Assistant Dean for Assessment, Data, and Reporting (ADADR) was an essential step in preparing ourselves for this review – and being able to demonstrate that we have a grasp of data that informs our continuous improvement of our programs. The data collection process and report writing took place over the latter part of 2022.
  - ii. The new ADADR is also an essential element of our response to the national accreditor in Counseling, the [Council for Accreditation of Counseling and Related Education Programs](#) (CACREP). You will recall that CACREP issued what is effectively a “last chance” letter to the program last year. The ADADR has worked closely with several faculty from our Counseling program to provide an evidenced response the CACREP’s expectation that we have a defensible review and continuous improvement process in place. That was submitted to CACREP on March 31.
  - iii. This work toward accreditation reporting has required us to build a data system in the college that is responsive to program review and improvement needs. We’ve taken a couple of big steps in FY23 toward a comprehensive data system that can be used for program evaluation and for tracking student success. This includes the continuation of a project from 2021 when we began to build out a graduate student tracking system. While the original interest/need was to support student progress to the completion, the system is evolving to allow us to roll student progress up to the program level to help assess the degree to which programs are successful in advancing students through courses and exams to program completion.
  - iv. A third accreditation body, the [National Association for the Education of Young Children \(NAEYC\)](#), is scheduled to conduct a site visit at the UW Early Care and Education Center (ECEC) in the fall of 2024. A plan is being assembled ahead of that visit that will be supported through Dean’s Office discretionary funding.
- Funding and staff/faculty emerging issues.
  - i. We have been challenged in hiring two faculty positions: The Fisher Family Professor and Director of the Literacy research Center and Clinic

and the Ellbogen Foundation Professor of Early Childhood Education. The search for the latter position started very late in the hiring cycle nationally. The former position has not attracted strong candidates. We plan to hire a search firm to help us with both of the positions. The money to support this will come from the LRCC and from Dean's Office discretionary funds. We are confident that we will realize strong hires in the coming cycle.

6. Legislative Budget Requests BFY2024-2025

- We do not anticipate any legislative requests from the CoE.

7. Foundation Funds

- i. We are not requesting exceptions to the 2X policy.

8. Designated Funds

- Dean's Office fund balances
  1. The Designated Operating General Fund is slowly being used to fund TEI-related activities
  2. The Designated Operating Funds from Course Fees are being evaluated to find ways to use the Carry Forward to benefit our college students. We plan to use some of this to support Saddle UP, pay for SmartSheets to keep track of student-related activity, and other ventures as they are identified. We also plan to enhance our investment in the Rural Teacher Corps Program to strengthen support our students committed to teaching in the State's most rural areas.
- School of Teacher Education
  1. The Designated Operating F&A Recovery carry forward will be used throughout FY24 on seed grants for faculty.

9. Strategic Space Needs

- i. The College of Education continues to work in inadequate physical space. The configuration and physical condition of our infrastructure is a challenge to our instructional programs, our research activity, and our community

10. Long-Term Goals and Budget Needs for the College of Education

- i. Two scenarios for the 5-10 year horizon. The first scenario is a stable, high quality undergraduate educator preparation program (enrollment just under 1000 from its current 700) and a much larger set of graduate programs (enrollment up to 500). The College's professional support programs through the LRCC, SMTC, ECEC, and Wellspring Clinic will also grow and produce more income/expense revenue. Growth in the graduate programs will involve the establishment of research focused residential programs. Currently, only a small minority of our graduate programs are residential. To establish a stronger research footing, the College will need to strategically invest in residential doctoral programs that will draw students to study and support the research programs of our more research-intensive faculty. Students in these programs would be

supported through extramural grant revenue connected to faculty research programs and work through the various research and proactive centers in the college (e.g., LRCC, etc.)

- ii. A second scenario builds on the above and incorporates changes to our educator preparation programs and our professional educator support programming (graduate level). With the emergence of the Master Educator Competency Program, there is an opportunity to build our comprehensive online professional development and master's degree programming in a competency-based format. There is the potential for a significant market expansion with this programming. A logical target would be educators in rural areas across the United States. The program is designed for rural educators and the Wyoming can lead with well-designed programming accessible to educators anywhere. Moreover, recent developments in the state that will experiment with competency-based education at the K-12 level, promise to drive competency-based programming into our undergraduate preparation programs. As districts across the state move to competency-based frameworks, the preparation of new teachers and the support of in-service teachers will need to shift dramatically to support educators responsible for implementing and assessing within the new framework. This is sea-change in thinking that creates a significant opportunity for the college. Simply put, traditional programming will be inadequate for the evolution of K-12 education in the state. Rather than adapt, the college has an opportunity and obligation to lead. Leading here sets the college apart nationally and would result in the potential for a significant expansion in our undergraduate programming.
- iii. Each of these scenarios will require an expansion of our currently faculty and administrative support staff. On the faculty side, expansion alone will not be sufficient. Strategic hiring will be key to success – mapping talent onto emergent areas supporting the state's move to a new form of K-12 education. On the revenue side, there is an opportunity to strategically expand enrollments to drive revenue supporting an expanded faculty and staff.
- iv. Importantly, investments the Board is making in the Master Educator Competency Program (MECP) are setting the college and university on a path to realizing the second scenario. The opportunity to support the state in its exploration of competency frameworks proves another boost in the right direction (that work would be funded through the Governor's office alongside the MECP development)

#### 11. Comment about Academic Reorganization (if applicable)

- Strengths and Opportunities
  - i. The implementation of the Research, Innovation, and Engagement Division will help us better coordinate activities across the LRCC, SMTC, ECEC, Wellspring Counseling Clinic, Wyoming School-University

Partnership, and UW Lab School. That will be put in place in the coming academic year with the appointment of a chair who will serve as facilitator among these units and our related academic program.



## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for the College of Business

The College of Business is coming off of a remarkably successful FY23 and looking forward to revising and renewing our strategic plan to continue that growth and strength in FY24. Here are a few of our successes:

- Record graduate student enrollment in AY23 led the college to be one of only two colleges on campus with overall student credit hour (SCH) growth this year.
- A new leadership team is providing energy, vision, and strategic navigation.
- We've completely replenished a depleted staff team, five of whom won or were nominated for university-wide awards, and we relaunched staff support initiatives to assist with morale and retention.
- We absorbed into our budget, using additional online revenues, the final of 5 positions hired on Trustee seed money intended to expand our online programs.
- We launched a new Center for Principles-Based Leadership and Ethics and stood up the Center for Blockchain and Digital Innovation.
- Our faculty brought in several major grants including two NSF projects and increased our research portfolio.
- We launched a new speaker series serving not only the college but the university and community as a whole, bringing in major speakers:
  - Nobel laureate in Economics, Vernon Smith,
  - Vice President of the Federal Reserve Bank of Kansas City, Nicholas Sly,
  - President & CEO of Waste Management, Jim Fish,
  - Internationally renowned ethics and leadership speaker – and former TIME Magazine Person of the Year – Cynthia Cooper.

Moving forward into FY24, we plan on building on this momentum by working through our new strategic plan to hone the core of what we do and who we are. This means

- ensuring our teaching remains as high quality as possible by securing additional faculty lines and continuing to revise our course offerings to match our capacity,
- pushing forward with our continued increase in research strength, and
- expanding our outreach and service to the community and state by launching initiatives like executive education and expanding our Center for Business and Economic Analysis (CBEA).

We plan to move forward with launching a Venture MBA offering, which is being funded with private donations for seed money and will potentially provide an additional source of revenue for the college.



We will continue to measure our performance by student satisfaction and engagement, SCH and student headcount in both undergrad and graduate programs, faculty to student ratios, graduation and placement rates, and outreach opportunities we create and/or take advantage of. One major way we will measure our performance is by the results of our upcoming AACSB reaccreditation cycle, for which the 2024-2025 academic year will be our year of record and will require us to demonstrate our excellence. More on this is provided in the accreditation section.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
Dean’s Office (14001)	\$1,783,089	\$1,938,927	\$155,838
Student Success Center (14002)	\$0	\$0	\$0
Centers of Excellence (14004)	\$187,381	\$911,984	\$724,603
Accounting & Finance (14101)	\$3,290,641	\$3,265,449	-\$25,192
Economics (14102)	\$2,409,701	\$2,220,560	-\$189,141
Management & Marketing (14103)	\$4,239,552	\$3,329,544	-\$910,007
MBA/Graduate Programs (14104)	-\$971,824	-\$964,775	\$7,048
<b>Total for Subdivision/College</b>	<b>\$10,938,539</b>	<b>\$10,701,688</b>	<b>-\$236,851</b>

3. Short, high-level explanation of variances above

- All orgs include FY23 salary raises and the addition of new positions allocated through CPM for FY24. The variance in 14001 includes the addition of an Assistant Dean position being moved from the Provost org to the college and a larger faculty supplemental salary budget funded by additional MBA revenues. The variances in 14004, 14102, and 14103 are from an internal, on-paper only move of faculty associated with our Centers of Excellence to better track the activity and growth of the center. The faculty are still hired under and considered as academic faculty within their respective academic units. The 14104 variance is indicative of increased tuition revenues to be used for additional personnel and support after strategic planning and needs assessments are completed.

4. Fiscal update for FY23.

- To date, at 75% of the way through FY23, we have expended 73% of our budget for the fiscal year. The college is right on schedule for our expenditures to match our budget for FY23.

5. Accreditation and Compliance

- The college is heading into its year of record for AACSB accreditation in 2024-2025, and teaching load/teaching capacity remains the most vitally pressing need we have. Our faculty to student ratio remains the highest of any college on campus, and the number of our full-time tenure-track faculty has been reduced through several rounds of budget reductions. At the same

time, the college has record graduate student enrollment and experienced year-over-year SCH growth of 4% in AY23 -- one of only two colleges on campus who experienced overall SCH growth this year. This SCH increase comes on the heels of a flat SCH count year-over-year from AY21 to AY22 while SCH's were declining in nearly every other college and at UW overall. As a result of this, SCH's taught by the College of Business as a percentage of total UW SCH's has grown consistently since AY17, reaching more than 10.1% this year. Each of our academic departments is in desperate need of additional faculty lines to get back to solid footing and to end our overreliance on temporary lecturers and overload pay. We have chosen to cover our core required courses to ensure on-time student completion, but the composition of the faculty delivering these courses is not up to baseline levels expected of us by our specialized accreditors (AACSB). Four faculty positions were allocated to the college through CPM p last year, which we are grateful for and which will help our coverage challenges. Four of the five positions, however, can be thought of as replacements for faculty who have left recently; therefore, we are, on net, up just one faculty line at the moment. The college is continuing to utilize stopgap measures to temporarily take care of these shortfalls (streamlining curriculum, adjusting program offerings, hiring temporary lecturers, moving in-person classes to larger online sections, etc.).

6. Legislative Budget Requests BFY2024-2025

- The College of Business has no supplemental budget requests.

7. Foundation Funds

- The College of Business has not requested any exceptions to the 2X policy and looks forward to continuing to utilize our endowments to achieve our mission. The College of Business was singled out at a recent Foundation Board meeting as being exemplary in how we handle our Foundation funds and utilize our endowments consistently and strategically. We look forward to continuing to work with the Foundation to secure additional new donor revenue in FY24.

8. Designated Funds

- The college did have a balance of program fee revenue part way through this fiscal year as we utilize our program fees to cover staff salaries in the Green Johnson Student Success Center and had many vacancies there to start the year. That balance has been spent down with salaries of new student support staff. Additionally, there was a balance of designated funds in the Centers of Excellence org which has been drawn down significantly with the salary of a center director. The remaining balances are a small balance for the CBEA which is used for center costs/salaries as needed while projects get set up for them throughout the year, and in Economics for indirect cost revenue from grants which will get spent down by the department and faculty.

9. Strategic Space Needs

- As we grow and increase our program offerings and services to the state, we will always have space needs; however, we are continually reviewing our own space in the college building to ensure it is utilized to maximum efficiency. For instance, we now have space in the college set up for the new Center for Blockchain and Digital Excellence, our new Low Income Tax Center

which provides tax services to people in need throughout the state, the Center for Business and Economic Analysis which provides economic impact research to public and private organizations, and the new Center for Principles-Based Leadership and Ethics which will provide executive education services to the state. Additionally, we are currently loaning out space to the WORTH initiative, and multiple colleges and schools across campus utilize our classroom space every semester. We will continue to review our own space moving forward to ensure it matches our strategic goals and is utilized in the most effective way possible, and when we do need space outside our building because of our continued growth we look forward to the support of the university at that time.

- The current layout of the COB Dean’s Office and the technological capabilities of the space leave much to be desired, and it is an area of potential future renovation and change. Our Dean’s Office leadership and staff are dispersed throughout the building, rather than in one unified space. The flow through the Dean’s Suite is confusing for guests. And, the technology has had minimal updates since 2010. With further College-level restructuring and with the support of philanthropy, we are exploring potential renovations to the Dean’s Suite. These would be supported entirely by philanthropy and reserve funds.
10. Long-Term Goals and Budget Needs for the College of Business
- The long-term goals and budget needs of the College of Business will be guided by our strategic plan, which is currently under development and will be finalized by the end of May. Much of the budgetary need will revolve around the need for faculty lines, as highlighted above, as we work to realize as many efficiencies as we can in our curriculum while increasing the quality of our programs, continue to deepen the reach of our research, and expand our service to the community, state, and region. We are a college that is punching well above its weight in the Mountain West and internal to the University of Wyoming, and we will continue to offer a tremendous value proposition to the students and stakeholders we serve. The College of Business takes seriously its standing as a college with high return on investment (ROI) for each of its programs; we are businesslike in our curriculum and don’t want to waste students time with curricular clutter; and we produce timely and important research that is having regional, state, national, and international impacts.
  - As a team, we look forward to concluding our previous COB Strategic Plan and transitioning to a new one, which focuses on COB being the best business school in the Mountain West, the model for how a college within a land-grant university should align itself, and a place where people want to work and want to stay. We look forward to living by the plan and, in so doing, helping the University and the stakeholders we serve advance and prosper.

11. Comment about Academic Reorganization (if applicable)

*n/a*



UNIVERSITY  
OF WYOMING

College of  
Health Sciences

### FY24 Board of Trustees Budget Hearing

- **List of Initiatives and Projects for the College of Health Sciences**

- **Student Success Center**

We will work in FY24 to establish a Student Success Center within the College of Health Sciences. We are in process of consulting with other units on campus and with similar units in other Universities to identify the core support needed to expand our current Advising Center into a more robust Student Success Center (with a particular focus on career readiness). There are internal and external financial support opportunities for this initiative that will be pursued during FY24. We will measure performance in this area by the number of new programs/initiatives launched to support broader student success and the number of students engaged in those initiatives.

- **Alumni and Donor Relations**

Our FY24 budget includes establishment of a new Coordinator of College Affairs staff position within the College. The College of Health Sciences is the only comprehensive College at UW without this position. This position will provide administrative support to the Dean's Office and facilitate College events, but the job description will also include specific responsibilities in the areas of alumni relations and donor relations. Historically, there has not been a College-level focus on alumni engagement, and donor relations has not had an identified support person. The College Affairs Coordinator will allow for us to grow our focus on these two essential areas. We will measure performance in this area by the number of alumni engaged and the increase in interactions with existing and prospective donors.

- **Physician Assistant Program**

We will begin the process of creating the new legislative-supported Physician Assistant program during FY24. While the startup process will likely take three years before the first cohort is admitted (due to internal approval, hiring, and accreditation procedures), during FY24 we will retain a consultant to help with the initial stages of the program development, create and submit the necessary NOI and Feasibility Study for Board approval, launch the search for the founding program director/chair, and hire the first support staff member to facilitate the significant time investment it will take to stand up the program. We will measure performance in this area by progression toward accreditation benchmarks.

- **Public Health Programs**

The new Certificate Program in Community and Public Health (launched in FY23) has been very successful, including securing a contract from the State of Wyoming to enroll Public Health employees in the certificate to upskill their

workforce. Based upon prior discussions with the Trustees, we will develop a proposal to expand our public health program offerings at the undergraduate level as well through a certificate program. The undergraduate and graduate certificates provide a significant foundation from which to also explore establishment of bachelors, masters, and doctoral degrees in public health in a cost-effective manner. We will measure performance in this area by progression toward and hopeful Board approval of related NOIs and Feasibility Studies.

- **PhD in Health Sciences Program**

To support excellence in research within the College and the University’s movement toward Carnegie R1 status, we will develop a proposal to launch the first PhD program in the College of Health Sciences. This program will be flexible to the many disciplines within the College and is expected to expand to provide opportunities for doctoral training in multiple College of Health Sciences disciplines. We will measure performance in this area by progression toward and hopeful Board approval of submissions of the program NOI and Feasibility Study.

- **Chart of FY24 to FY23 Unrestricted Variances for each org/department**

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
17001 Dean’s Office	\$ 684,753	\$ 484,355	\$ (200,398)
17011 Communication Disorders	\$ 1,349,859	\$ 1,660,150	\$ 310,291
17012 Kinesiology and Health	\$ 2,145,748	\$ 2,131,181	\$ (14,567)
17013 School of Nursing	\$ 2,658,544	\$ 2,749,927	\$ 91,383
17014 School of Pharmacy	\$ 4,093,133	\$ 4,130,645	\$ 37,512
17015 Social Work	\$ 1,445,858	\$ 1,444,873	\$ (985)
17016 WIND	\$ 613,726	\$ 285,589	\$ (328,137)
17017 Student Health Pharmacy	\$ -	\$ -	\$ -
17018 School of Pharmacy Distance Education	\$ 128,351	\$ 128,251	\$ (100)
17019 UW Residency	\$ (21,517)	\$ -	\$ 21,517
17020 Telehealth	\$ -	\$ -	\$ -
17101 WWAMI	\$ -	\$ -	\$ -
17102 WYDENT	\$ -	\$ -	\$ -
17106 BRAND	\$ (1,161)	\$ -	\$ 1,161
<b>Total for Subdivision/College</b>	<b>\$ 13,097,294</b>	<b>\$ 13,014,971</b>	<b>\$ (82,323)</b>

- **Short, high-level explanation of variances above**

- Variance in 17001: Deans Office relates to changes in the Provost Tax

- Variance in 17011: Communication Disorders relates to CPM position allocations, a planned shift in salaries from Foundation accounts to unrestricted funds for an Endowed Chair position, and July 2022 salary and benefit increases.
  - Variance in 17014: School of Pharmacy relates to July 2022 salary and benefit increases and changes in tuition related to professional resident/nonresident tuition
  - Variance in 17016: WIND relates to reallocation of costs from unrestricted to grant funding
- **Fiscal update for FY23.**

<b>FY23 CHS Unrestricted</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
15,986,462	11,589,719	15,689,499	296,963

Comments: Difference is due to vacancies in faculty and staff positions

<b>FY23 CHS Designated</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
1,404,576	495,260	790,347	614,229

Comments: Faculty start-up is fully budgeted in the faculty member's initial year, but the faculty has a 2- to 3-year period to spend those funds, resulting in unexpended funds that will roll forward to continue to support that existing obligation. There were also reduced expenditures due to benefit rate change during budget development. In addition, due to a reduction in revenue in program fees, clinic revenues, and indirects, expenditures were correspondingly decreased.

<b>FY23 CHS Foundation</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
951,187	493,764	658,351	292,836

Comments: Unexpended budget lies primarily in three accounts. 630187- Dental Student Loan Endowment - no budget should have been developed; 600193-This account is not listed on the CHS CDO Report; 500035 - This is the Dean's account that is held for strategic spending; expenses projected were not needed in the current FY.

<b>FY23 WWAMI, BRAND, WYDENT Unrestricted</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
7,933,398	7,871,834	7,933,398	-

Comments: All general fund will be expended

<b>FY23 WWAMI, Designated (BRAND, WYDENT No Designated Accounts)</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
2,419,076	1,033,771	1,378,361	1,040,715

Comments: Faculty Teaching Accounts are budgeted for a 2-year period, resulting in carryforward funds. In addition, Washington reinvestment funds for 2nd year teaching on campus were not expended due to vacancies.

<b>FY23 WWAMI, Foundation (BRAND, WYDENT No Foundation Accounts)</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
684,199	10,908	14,611	669,589

Comments: 660661- Medical School Student Fund - no funds were expended to continue strategy of building corpus; Seven additional accounts over budgeted and did not need full amounts for obligations.

<b>FY23 UW Medical Residency Unrestricted</b>			
Budget Expenditures	Actual Expenditures	Prorated + Expected One-time Expenditures	Difference
7,400,805	5,505,166	7,400,805	-

Comments: All general fund will be expended

- **Accreditation and Compliance**

The College of Health Sciences is currently subject to nine discipline-specific accrediting bodies, with a tenth accrediting body (PA) entering in the forthcoming fiscal year and an eleventh likely to follow soon after (public health). This level of accreditation will likely warrant establishment of an accreditation specialist at the College level to facilitate accreditation activities in the near future.

As of Spring 2023, all accreditations are in good standing; however, there are ongoing threats to accreditation for several units:

- **Fay W. Whitney School of Nursing**

Changes to the way that nursing's accrediting body is counting faculty workload



and new regulations regarding those workloads may exacerbate faculty shortages in the Fay W. Whitney School of Nursing. Further, the dramatic increase in clinical practice salaries is placing substantial pressure upon the School when attempting to attract faculty. Without additional faculty lines, and without the ability to fill those lines via competitive salaries, further reductions in program enrollment will have to occur to maintain accreditation standards. Any reduction in faculty lines would be catastrophic to the program. We are exploring alternative ways to construct faculty salaries that may require additional conversations with the Board in the future.

- **School of Pharmacy**

The School of Pharmacy's accrediting body previously identified deficits in both basic science and pharmacy practice. The departure of a key basic science faculty member during the current academic year places further urgency upon securing faculty lines for the School to successfully demonstrate to its accreditor that it is making progress toward addressing those deficits. A request for allocation of a faculty position in the School has been submitted through the current CPM process. The Board recently approved a new tuition model that we hope will increase program revenue, allowing for potential internal funding to partially support lines, but University support will be needed. Any additional faculty departures would be problematic for accreditation.

- **Division of Communication Disorders**

The Division of Communication Disorders is currently short one faculty member to be at its full complement of faculty, leading to deficits in faculty coverage of two accreditor-required content areas. Core coursework and core knowledge are currently covered by part-time temporary faculty, impacting the quality of the program. Receipt of one additional line to fill this need is urgent.

- **Division of Social Work**

The Division of Social Work will launch its new part-time MSW program at the UW-Casper campus in the upcoming year. This places additional strain on its faculty to student ratio, as no new permanent lines were allocated when the program expansion was implemented. The loss of any faculty line would likely lead to the loss of accreditation for the Division's programs.

- **Family Medicine Residency Program (FMRP)**

A history of budget reductions to the FMRP budget has led to State funding no longer being adequate to support the program. More than \$2 million in clinical revenue from the Educational Health Center of Wyoming is currently infused into the program to keep it operational and compliant with accreditation requirements; if those funds were no longer available, the program could not maintain its accreditation status. We are working to create a new structure that would better codify the financial relationship between entities supporting the FMRP; however, additional state funds would substantially help to shore up accreditation while also improving the quality of the program.



- **Physician Assistant (PA) Program**

While not a current threat, as we stand up the new PA program this will involve substantial involvement with our tenth accrediting body for the College. This new accreditation process will require a significant investment of time, energy, finances, and personnel and will take approximately six years to receive full, unrestricted accreditation (initial provisional accreditation is expected within three years).

- **Legislative Budget Requests BFY2024-2025**

There are three CHS-focused potential legislative budget requests in the upcoming biennium (WWAMI, FMRP, and PA), and another potential request that, while administered within CHS, is not technically part of our budget (WICHE).

Within **WWAMI**, tuition is set by the University of Washington and is subject to regular increases. Recent increases in tuition – and an additional anticipated increase for the upcoming year – result in less budgetary power in WWAMI’s flat budget. This difference in cost between higher tuition and the flat budget is in turn passed on to WWAMI students, increasing the proportion of their tuition that they are responsible for vs. being a part of the tuition loans that are forgiven by the University following completion of a commitment of three years of return service in Wyoming. We are awaiting tuition projection numbers from the University of Washington and may need to request an increase to the WWAMI allocation to prevent erosion of the financial draw of the program.

As described above, the **FMRP** is not able to operate on its current State appropriation, requiring infusion of clinic revenue from the Educational Health Center of Wyoming to remain operational and compliant with accreditation standards. Further, facilities in both Casper and Cheyenne have been heavily impacted by deferred maintenance and they are in need of capital support as a result. We may need to request a permanent increase in the FMRP operational budget as well as one-time funding to address deferred maintenance issues within its facilities.

Within the interim State budget, a total of \$7.5 million was appropriated for the establishment of a new **Physician Assistant program** within the College. This initial seed funding will significantly facilitate establishment of the program, but this funding will not be sufficient to sustain the program’s operations. As described above, we will be retaining a consultant and are already beginning the budgeting process for what it will take to fund the program’s ongoing operations via either a specialized tuition with return to the program or permanent state-supported faculty and staff lines. In addition to personnel, there will be space needs, including a currently undefined scope of renovations and related improvements necessary to establish the infrastructure for the program in a way that meets accreditation standards. We may need to request ongoing funding or additional one-time funding in the biennium depending upon the initial costing projects

developed in the Summer and Fall.

Finally, although not part of the UW budget, the **WICHE** program's flat or reduced budget has led to a decline in the number of slots and number of programs able to be supported in the PSEP program (the program that supports Wyoming students in pursuing health-related degrees in other states that are not available within Wyoming). Although not historically a part of UW's budget request, its close ties to the College led to its inclusion as a potential biennium request as the College and/or UW could become responsible for proposing that biennium request.

- **Foundation Funds**

- Mueller-Human: currently \$58K above 2x, with FY24 containing \$83K in planned spending for high-fidelity simulation mannequins
- Zimmerman Family: currently \$14K above 2x, with \$13K in FY23 expenditures pending, and FY24 containing \$15K of planned spending related to Faculty and Staff Recognition Awards
- Ellbogen Addiction Studies: currently \$9K above 2x, with \$5K in FY23 expenditures pending, and FY24 containing \$20K of planned spending related to an annual Opioid conference
- Social Work Excellence Fund: currently \$5K above 2x, with FY24 containing \$10K of planned spending focused on student travel and faculty development

- **Designated Funds**

- Dean's Office: the high balance is associated with Project Portfolio Management (PPM) startup packages positioned for expenditure
- Communication Disorders: there are three accounts with high balances. One reflects clinic revenue cash balance that is held for anticipated replacements of clinic equipment, the second is a PPM account for a special project with Wind River, and the third is an unexpended faculty start-up account that will be used in FY24 for equipment and travel.
- Pharmacy: there are two accounts with high balances. One is an unexpended faculty start-up account that will be used to support equipment purchases in FY24, and the second is funding received from course fees that will be used in FY24 to fund computer software and professional services.
- WIND: WIND seeks to maintain a year's worth of operational expenses for their core grant funding should there be a lapse in core grant funding.

- **Strategic Space Needs**

- As the College continues to grow, we anticipate additional space needs.  
**PA Program:** The most immediate will relate to the establishment of the PA program. The exact size and specifications of that space need, as well as the associated renovation costs, will be developed during the upcoming year but will be a pressing need once determined (space will be a critical component of a successful accreditation process).

**MVMP:** The purchase of Mountain View Medical Park (MVMP) was intended to help meet the space needs of the College; however, all spaces in the building except for one have either had leases renewed or had new leases established. This limits our ability to strategically use both MVMP and our space in the Health Sciences and Corbett buildings on campus to accommodate our growth.

**Lab Facilities:** In addition, laboratory facilities in Corbett as well as many in the Health Sciences building are in desperate need of modernization – some labs have not been updated since the 1960s. This lowers our ability to attract talent and provides sub-par research space for our existing faculty. Development of a modernization plan for our laboratory spaces would be very impactful.

- **Long-Term Goals and Budget Needs for the College of Health Sciences**

- The College of Health Sciences is in the midst of launching a new Strategic Planning process to reflect the recent adoption of the new University-level Strategic Plan. This will involve faculty, staff, student, industry, and community stakeholders in a comprehensive goal- and objective-setting process. While this process will formally establish the College’s new long-term goals, the following goals are likely to be prominent within that strategic plan:

- i. **Establishing a Rural-Focused PA Program**

- We will work over the next 5-6 years to establish a fully accredited Physician Assistant training program within the College of Health Sciences. This will allow us to meet demand for PAs within the state and will support expansion of access to healthcare for the residents of Wyoming. Budgetary needs for the long-term sustainability of the PA program are still being established.

- ii. **Developing New Initiatives to Support Student Success**

- The College of Health Sciences currently does not have a centralized student success initiative to support our students. We will work to establish a Student Success Center within the College that is focused on success both during completion of academic coursework and within students’ careers. The healthcare industry has some of the highest burnout rates in the United States, and ensuring we are positioning our students for success both while students and as professionals will allow us to better fulfill the core element of our mission focused on meeting the healthcare workforce needs of Wyoming. Budgetary needs are still in development, but programmatic funding as well as additional staff support will be important in this process.

- iii. **Expanding Public Health Offerings to Meet State Needs**

- The rapid expansion of our Certificate in Community and Public Health program and subsequent conversations with Wyoming Public Health has shown high demand for public health programs at the University of

Wyoming. The existing certificate provides an important foundation for expansion into offering a Master of Public Health degree, and the Trustee-requested undergraduate certificate in public health will do the same for a potential Bachelor of Science in Public Health degree. The number of students graduating with a public health degree nationwide increased by more than 1100% from 2001 to 2020, making it one of the fastest-growing majors in the country. Wyoming's rural and frontier nature presents unique challenges and opportunities in the public health field, and training our own workforce would meet a pressing need while also providing the opportunity for students who wish to major in public health to stay in Wyoming to get their degree. In addition, the National Institutes of Health (NIH - the largest funder of public health research in the US) has one of the largest grant-making budgets of all federal agencies, including a budget that is more than five times that of the National Science Foundation (NSF). Increasing the number of public health faculty would also open the door for substantially increased funding from NIH, important for the University's goal of attaining Carnegie R1 status.

iv. **Growing Simulation and Continuing Education to Enhance Healthcare Skills**

Simulation has become an integral part of training healthcare professionals during their educational training programs. Increasingly, simulation is also being used as an impactful continuing education tool to maintain and enhance healthcare skills for individuals already in the workforce. The College of Health Sciences currently operates simulation and guided clinical activities in multiple locations throughout multiple buildings. Development of a formal Simulation Center within the College would allow for efficiency and sharing of resources across multiple academic programs, but it would also present opportunities to meet an important continuing education need within the state. By having a facility capable of conducting simulation training for outside entities (e.g., hospitals, private practices, EMS agencies, first responders), the College could expand access to this evidence-based training method across a wide array of professionals and agency types. This could also be a source of additional revenue into the College to support its educational programs.

v. **Driving Innovation through Translational Research**

As the University continues to seek Carnegie R1 status, the ability of College of Health Sciences researchers to attract additional extramural funding will be essential. By investing in updated and expanded wetlab facilities and growing the ability of the College to support additional bench researchers, the College could lead the University in attracting funds for translational research.

vi. **Becoming the National Leader in Rural and Frontier Health Research**

The University of Wyoming is uniquely positioned to become the national

leader in research designed to improve health and wellbeing in rural and frontier areas. The unique geography of the State and the remarkable diversity of disciplines represented in the College provides extraordinary opportunities to engage in interdisciplinary research designed to impact Wyoming residents while at the same time providing model best practices for the 20% of the US population that resides in a rural area. Investment of funds into building the infrastructure to support statewide engagement in applied rural health research would not only support Carnegie R1 status, but it would also do so in a way that honors the land-grant mission of the University and the founding goals of the College of Health Sciences.

vii. **Ensuring Adequacy of Faculty and Staff for Existing Programs**

While growth and expansion are always exciting to plan for, it is also critical that the College is able to ensure adequacy of faculty and staff for its existing programs. As described above, many programs are on the verge of non-compliance with accreditation requirements due to bare-bones levels of faculty and staff. Finding ways to elevate the headcount in our units to allow sufficient bandwidth to cover all requirements plus focus on quality improvement will ensure our students receive a higher-quality and higher-impact educational experience and that our faculty and staff do not burn out from the high demands placed on them.

- **Comment about Academic Reorganization (if applicable)**

- The College of Health Sciences was not directly impacted by academic reorganization.



UNIVERSITY  
OF WYOMING

College of Agriculture,  
Life Sciences and  
Natural Resources

## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for the College of Agriculture, Life Sciences and Natural Resources

#### a. Pursue Institutional Excellence: *Research*

**Metrics:** grants, publications, student numbers, student graduation, success, staff, faculty and student diversity, research impacts & outcomes, enhanced collaborations, R&E Center productivity.

#### b. Provide a Supportive Community; Pursue Institutional Excellence, Enhance Student Success: *Restructuring*

**Metrics:** Evaluate budget impacts of reorganization: budget integration of Botany, ZooPhys and LIFE 2023. Evaluate synergies of program integrations initiated 2022. Facilities maintenance and impact on faculty productivity. Impact of faculty moves to SI and proposed space renovations on retention and productivity. Evaluate position descriptions for equitable workload distribution. The integration of administrative staff from A&S will have financial implications.

#### c. Pursue Institutional Excellence: *Interdisciplinary Activities* within unit, across campus and with community colleges:

**Metrics:** Interdisciplinary and joint (e.g., Animal Science/ZooPhys, ESM/School of Energy Resources). Reporting of interdisciplinary activities. Showcase interdisciplinary activities and institute College level annual (monetary) “Team Award”.

#### d. Pursue Institutional Excellence: *Institute for Managing Annual Grasses Invading Natural Ecosystems (IMAGINE)*

**Metrics:** Build program with grant and private dollars, research impact, producer adoption of practices and stakeholder engagement,

#### e. Pursue Institutional Excellence: *Ranch Management and Agricultural Leadership (RMAL)*

**Metrics:** Establish programs, staff hires, student numbers, stakeholder engagement

#### f. Pursue Institutional Excellence: *R&E Centers:*

**Metrics:** Progress on 8.6M improvements to LREC. Feed mill construction pending. Productivity metrics in research and extension.

#### g. Enhance Student Success, provide a Supportive Community:

##### *Advising – Develop Student Success Center*

**Metrics:** New hires and space renovation. Enhanced access to education, student recruitment, retention, completion, and career success.

#### h. Enhance Student Success: *Teaching*

**Metrics:** Student retention, completion and time to graduation, recruitment, student numbers, staff, faculty, and student diversity, learning outcomes, career placement.

#### i. Engage with and Serve the State of Wyoming: *Extension*

**Metrics:** Number of community partnerships, economic growth indicators. Number and impact of programs, number of contacts, program participants. Completion of UWE reorganization along functional lines (agriculture & natural resources, community vitality & health, 4H). Stability of financial support for 4H educators, career ladders and state support for salary.

j. **Cultivate Financial Stability and Diversification: Fundraising**

**Metrics:** Number and value of new gifts. Leveraging of private dollars to support Mission of college and university to support operating, students, and faculty/staff stipends.

2. **Chart of FY24 to FY23 Unrestricted Variances for each org/department:**

<b>Organizations/Departments</b>	<b>Org #</b>	<b>FY23 Budget: Unrestricted</b>	<b>FY24 Budget: Unrestricted</b>	<b>Variance from FY24 to FY23</b>
Dean's office	12001	(647,989)	(405,811)	242,178
Academic & Student Programs	12101	715,702	457,298	(258,404)
Ag and Applied Economics	12102	2,026,500	1,734,108	(292,392)
Animal Science	12103	2,372,532	2,168,934	(203,598)
Molecular Biology	12104	2,497,137	2,510,051	12,914
Plant Sciences	12105	1,567,879	1,555,619	(12,260)
Ecosystems Science	12106	2,198,475	2,170,628	(27,847)
Vet Sci	12107	1,763,498	2,132,698	369,200
Botany	12108	-	2,700,532	2,700,532
Life Sciences	12109	-	298,301	298,301
Zoo/Phys	12110	-	3,509,839	3,509,839
Wyoming Coop	12111	n/a	n/a	n/a
Family & Consumer Science	12151	1,721,960	1,616,784	(105,176)
ECEC-Moved to College of Ed	12152	n/a	n/a	n/a
Ag Experiment Station (AES)	12201	371,004	343,793	(27,211)
SAREC	12202	865,310	892,180	26,870
PREC	12203	624,206	641,837	17,631
Sheridan	12204	653,680	682,577	28,897
LREC	12205	990,908	1,006,663	15,755
Seed Certification	12206	105,623	111,853	6,230
Seed Lab	12207	n/a	n/a	n/a
UW Extension (CES)	12211	4,269,303	4,577,179	307,876
Wyoming State Vet Lab (WSVL)	12301	2,198,506	2,257,312	58,806
<b>Total for Subdivision/College</b>		<b>24,294,234</b>	<b>30,962,375</b>	<b>6,668,141</b>

3. **Short, high-level explanation of variances above**

- a. Total budget increase \$6.69 million over FY23.
- b. Reorganization includes the addition of the Botany and ZooPhys Departments and the LIFE Program to the FY24 budget.
- c. Wyoming Agriculture Experiment Station Research and Extension (R&E) Centers received \$1.6 million in funding from the State Legislature for extreme inflationary cost pressures. Funding will help offset inflation and will allow the R&E to operate without having to reallocate resources or utilize limited reserves to cover cost overruns.



- d. The college also received appropriations from the State Legislature to budget up to \$460,000 to increase compensation levels as close to industry market value as possible for 3 vacant pathology positions and 2 filled pathologist positions. An additional \$400,000 will be appropriated after at least 2 of the vacant pathologist positions have been filled. These funds will be used to increase compensation for one epidemiologist, two technicians, and the director of the biosafety level three lab to as close to industry market value as possible.
- e. \$255,815 (7%) increase in revenue including new ORGS.
- f. \$849,388 in salary allowable variance due to raises and new ORGS.
- g. The first half of the \$8.632 million (\$4.316 million) that was budgeted to the FY23 Agriculture Experiment Station URO budget was instead placed in the Capital Projects reserves account for the appropriated Capital Construction mentioned in item #6 below and will not be budgeted in FY24 on the URO.
- h. Supplemental funds budgeted to most departments to counterbalance previous budget cuts offset with reserves.

#### **4. Fiscal update for FY23.**

At the end of the end of April FY23, CALSNR is showing 83.6% spent of the college unrestricted account.

Additionally, the first half of the \$8.632 million (\$4.316 million) that was allocated to the FY23 Agriculture Experiment Station URO budget was instead placed in the Capital Projects reserves for the appropriated Capital Construction mentioned in item #6 below.

The Research and Extension Centers continue to see significant pressures due to inflation. Current inflation is 5 to 5.5% year-over-year. In 2022, there were unprecedented increases in products and commodities needed to conduct research, continue crop and animal production, and manage general operating expenses at all the Centers. Specifically, farming inputs for the R&E Centers resulted in the need to adjust practices due to inflated costs of seed, livestock, supplies, fuel, and pesticides. In 2023, costs to perform the necessary operations appear to be relatively flat compared with 2022 prices. The Powell R&E Center recently (2023) purchased diesel and gasoline at the costs of \$4.00 and \$3.00, respectively, compared with \$5.40 for diesel and \$4.80 for gas in 2022. However, futures indicate that fuel prices will increase significantly in the summer months of 2023. In FY2023, the addition of reserve funds to the R&E budgets enabled the Centers to operate without the need to cut research projects or production.

The addition of recurring funds from the legislature, \$1.6M for FY2024 and beyond, will allow the R&E Centers to operate efficiently and begin to address deferred maintenance issues. To a degree, there is expectation of higher revenue from livestock and crop sales, but due to timing issues and commodity market volatility the forecast remains conservative with individual Center revenues. The increased revenue will not provide enough funding to overcome the increased costs of inputs needed for operation.

#### **5. Accreditation and Compliance**

The 4+1 Nutrition program will be a new nationally accredited program. To successfully launch this program, the college has completed a search for a dietetics director. A request for allocation of a faculty



position in Foods/Nutrition has been submitted through the current CPM process. This position will be critical to the success of this program.

Family and Consumer Sciences undergraduate degree program will be split into 1) Human Development and Family Science (HDFS), 2) Design, Merchandising and Textiles (DMT), and 3) Human Nutrition & Food (HNF) effective Fall 2023. The HDFS and HNF programs were previously accredited at the program level, so these will remain with a similar accreditation system/body - except that the dietetics program now requires a master's degree (addressed in previous bullet). The DMT program was recently reviewed for accreditation in conjunction with Art, due to the Design component in DMT. This is currently under review with a final determination in the coming months. The DMT program will require additional teaching FTEs in the very near future.

The Rangeland Ecology and Watershed Management (REW) undergraduate degree program is accredited through the Society for Range Management, renewed in 2021. The College has submitted multiple CPM positions to cover deficiencies in delivery of this program and is in the final stages of a Lecturer position search that will teach core courses in the program.

## 6. Legislative Budget Requests BFY2024-2025

In June of 2021, UW submitted a capital construction request for the College of Agriculture Research and Extension Centers. Included in the request were several facility and equipment upgrades. The \$8.632M requested was appropriated to support the proposed projects.

Since the time UW's funding request was made, there have been several proposed revisions to how the funding would be allocated. UW Planning and Construction worked with the College to develop updated project budgets, schedules, and a prioritized list of projects. Proposed revisions to the funding plan allow for Priorities 1-4 below to be implemented.

Revised Budget Summary	Budget	Description
<b>Priority 1 - Laramie Research and Extension Center – Feed Mill</b>		
Deconstruction	\$260,000	
Construction	\$3,500,000	
Administrative	\$940,000	
Cost Escalation	\$423,000	9%/yr: December 2021 - November 2022
<b>Feed Mill Project Budget</b>	<b>\$5,123,000</b>	
<b>Priority 2 - Sheridan Research and Extension Center – Maintenance Building and Living Quarters</b>		
Construction	\$1,500,000	
Administrative	\$485,000	
Cost Escalation	\$280,425	9%/yr: December 2021 - February 2023
<b>Maintenance Building Project Budget</b>	<b>\$2,193,425</b>	
<b>Priority 3 - Laramie Research and Extension Center – Beef Lab Housing Replacement</b>		
Abatement	\$50,000	
Deconstruction	\$100,000	
Construction	\$500,000	
Administrative	\$162,500	
Cost Escalation	\$109,688	9%/yr: June 2021 - December 2022
<b>Housing Project Budget</b>	<b>\$922,188</b>	
<b>Priority 3 - Laramie Research and Extension Center – Greenhouse Upgrades</b>		
Construction	\$300,000	
Administrative	\$75,000	
Cost Escalation	\$19,688	9%/yr: May 2022 – December 2022
<b>Maintenance Building Project Budget</b>	<b>\$394,688</b>	
<b>Total Budget</b>	<b>\$8,632,000</b>	

Included in the funding request were several items that have since been purchased by the College from other funds and are no longer needed. The remainder of the items from the funding request lower on the priority list have been proposed in a future capital improvement request as listed below:

<b>Proposed Capital Improvements</b>	<b>Budget</b>	<b>Description</b>
<b>Laramie Research &amp; Extension Center – Greenhouse Replacement</b>		
Abatement	\$500,000	
Deconstruction	\$800,000	
Construction	\$10,140,000	
Administrative	\$2,860,000	
Cost Escalation	\$3,343,750	9%/yr: December 2021 - July 2024
<b>Greenhouse Project Budget</b>	<b>\$17,124,750</b>	
<b>Sustainable Agriculture Research and Extension Center – Open-Air Storage Facility</b>		
Construction	\$110,000	UW Operations Quote
Administrative	\$27,500	
Cost Escalation	\$19,594	9%/yr: April 2022 - November 2023
<b>Greenhouse Project Budget</b>	<b>\$157,094</b>	
<b>UW Research and Extension Center – IT Upgrades</b>		
Construction and Administration	\$1,950,075	2022 budget request
Cost Escalation	\$497,269	9%/yr: June 2021 – April 2024
<b>IT Upgrades Project Budget</b>	<b>\$2,447,344</b>	
<b>UW Vet Lab – Round Building Deconstruction</b>		
Abatement	\$250,000	
Deconstruction	\$350,000	
Administrative	\$150,000	
Cost Escalation	\$37,500	9%/yr: May 2022 – January 2024
<b>Deconstruction Project Budget</b>	<b>\$787,500</b>	
<b>UW Vet Lab – Animal Holding Facility Replacement</b>		
Abatement	\$25,000	
Deconstruction	\$75,000	
Construction	\$350,000	
Administrative	\$112,500	
Cost Escalation	\$75,938	9%/yr: May 2022 - November 2023
<b>Deconstruction Project Budget</b>	<b>\$638,438</b>	
<b>Powell Research and Extension Center – Greenhouse, Dry and Wet Labs</b>		
Construction	\$2,200,000	
Administrative	\$500,000	
Cost Escalation	\$648,000	9%/yr: December 2021 - August 2024
<b>Greenhouse &amp; Lab Project Budget</b>	<b>\$3,348,000</b>	
<b>Laramie Research and Extension Center – Hansen Parking Lot Replacement</b>		
Construction	\$850,000	
Administrative	\$212,500	
Cost Escalation	\$231,094	9%/yr: June 2021 - November 2023
<b>Greenhouse &amp; Lab Project Budget</b>	<b>\$1,293,594</b>	
<b>Sheridan Research and Extension Center – Site Infrastructure and Equipment</b>		
Site Infrastructure Improvements	\$250,000	
Administrative	\$62,500	
Farm and Research Equipment	\$750,000	
Cost Escalation	\$231,094	9%/yr: June 2021 - November 2023
<b>Infrastructure &amp; Equipment Project Budget</b>	<b>\$1,293,594</b>	
<b>TOTAL BUDGET</b>	<b>\$27,090,313</b>	

**7. Foundation Funds**

- a. **College of Agriculture Dean’s Excellence Fund** - total funds available \$183,010. These funds are earmarked for postdoctoral associate salary, faculty start up for approved CPM positions currently in a search and miscellaneous small grants.
- b. **Riverbend Ranch Endowment in Wildlife-Livestock Health** – total funds available \$1.47 million; \$54K over 2X (and expected to be below 2x by 2024) and includes funding for Endowed Professorship, new faculty salary, start-up, renovation expenses and small research grants. Details for these obligations are outlined in table below:

**Riverbend Ranch Foundation account (600524) detail obligated expenses as of 3/29/2023**

	FY22-23	FY23-24	FY24-25	FY25-26	FY26-27
Dr. Kerry Sondgeroth Endowed Professorship yearly supplemental salary ends 6/30/2025	\$12,000	\$12,000	\$12,000		
Dr. Kerry Sondgeroth Endowed Professorship funding yearly ends 6/30/2025	\$65,000	\$65,000	\$65,000		
Riverbend Chair - currently negotiating (Sabine Gilch) yearly salary & fringe		\$58,500	\$117,000	\$117,000	
Riverbend Chair startup yearly		\$5,000	\$150,000	\$150,000	\$150,000
Renovation of mouse facilities (WSVL & AGC)	\$58,000				
Renovation of large research lab in AGC building		\$250,000			
New Pathologist startup		\$110,000	\$110,000	\$110,000	
2nd New Pathologist startup		\$110,000	\$110,000	\$110,000	
Brucellosis Excellence Chair startup yearly		\$110,000	\$110,000	\$110,000	
Berit Bangoura grant	\$60,000	\$60,000	\$60,000	\$60,000	
Microplasma in Antelope grant (Kerry)	\$60,000	\$60,000	\$60,000		
<b>TOTALS</b>	<b>\$255,000</b>	<b>\$840,500</b>	<b>\$794,000</b>	<b>\$657,000</b>	<b>\$150,000</b>
					<b>\$2,696,500</b>

Remaining amount from previous year		\$745,000	\$253,251	(\$191,998)	(\$500,247)
Payout available	\$1,000,000	348,751	348,751	348,751	348,751
Proposed spending	(\$255,000)	(\$840,500)	(\$794,000)	(\$657,000)	(\$150,000)
<b>Remaining amount</b>	<b>\$745,000</b>	<b>\$253,251</b>	<b>(\$191,998)</b>	<b>(\$500,247)</b>	<b>(\$301,496)</b>

- c. ***Hansen, Clifford Peter and Martha Close Hansen Excellence Fund*** – Total funds available \$351K; \$51K over 2X This account is 100% encumbered for pending bathroom renovation at Hansen arena due to inoperable plumbing in this facility that now makes it impractical to hold events of any size at this location. The current bid amount is up to \$500K. Timing of this project is pending decision by UW Operations.
- d. ***Bucholz, Kurt Swanson Vet Training*** – Total funds available \$205K; \$24K over 2X We budgeted \$126,000 for FY24: \$42K towards graduate student salaries, \$2K towards travel expenses, \$30K towards lab supplies, \$2K for Brett Webb, an Associate Professor in Vet Science, and \$50K for non-capital equipment.

The College has been mindful of an excess in certain funds and has challenged Department Heads to develop detailed plans. In most cases, those plans have been implemented. Where there were any funds not identified for research projects, faculty start-up funds for recent hires and approved positions, undergraduate and graduate research initiatives, or justified encumbrances for future expenditures, we have requested that the Foundation reinvest the balance into the corpus.

We feel confident that any remaining College endowment accounts with accumulated earnings that are over 2x's have noted obligations or encumbrances, or are earmarked to provide the greatest impact at UW and the College, consistent with the donor's intended purpose.

In general, challenges with spending all funds typically revolve around a lack of personnel in appropriate positions to utilize the available funds in Faculty Chairs or for subject matter specific research (*e.g.*, brucellosis or Chronic Wasting Disease research). CALSNR's balance of Funds Available for Appropriation increased over the past two fiscal years due to COVID lockdowns, travel restrictions and supply chain disruptions; not unlike other University units, although travel is now picking up.

Further, the strict criteria for some funds creates a high hurdle making funds difficult to spend, and College leadership is evaluating how Foundation dollars including scholarships would be modified to allow for greater flexibility while still maintaining donor intent. We are actively working with the Foundation and with donors to resolve any such issues and are gaining traction in this area that will pay dividends in the upcoming years.

## 8. Designated Funds

As of 4/17/23:

- a. Dean's office Faculty Startup 050001 fund source (\$247,624.10). Designated for new faculty startups.
- b. Dean's office Course Program Fees 070002 fund source (\$422,458.37). Significant obligations of approximately \$370K through the end of the semester will reduce the current balance. The goal is to have little or no carryover to FY24.
- c. Dean's office F&A Recovery 085001 (\$336,631.46). Designated for future new faculty startups.
- d. Molecular Biology F&A Recovery 085001 (\$319,412.48). Plans for graduate student stipends, startup costs (272K) and lab support.
- e. SAREC R&E Center 010069 (\$327,980). Much of this will be used for Spring 2023 planting needs. Plans for fencing projects, pickup purchase, equipment maintenance and supplies. Possible Capacity Fund Cost Share offset due to salary availability shortages.

- f. AES 010002 (\$156,847.05) and 010069 (\$123,249.32). Plans for capital equipment expenditures including new faculty startup needs. Backup funding for R&E Centers when needed. Possible Capacity Fund Cost Share offset due to salary availability shortages.
- g. ShREC R&E Center 010069 (\$273,486.86). Funds to be used for Spring 2023 planting needs and capital equipment expenditures. Possible Capacity Fund Cost Share offset due to salary availability shortages.
- h. LREC R&E Center 010002 (\$154,583) and 010069 (\$127,883.23). Funds to be used to meet Spring 2023 planting needs and purchase of additional livestock, hay, capital improvement projects.
- i. PREC R&E Center 010069 (\$157,931.02). New grain bin purchase in process with associated area/site preparation for the grain bins. Spring 2023 planting needs and capital equipment expenditures are included here. Possible Capacity Fund Cost Share offset due to salary availability shortages.
- j. UW Extension 085001 (\$173,931.01). Most funds are committed for Cent\$ible Nutrition Program usage for items not covered by SNAP Ed and EFNEP grants.
- k. Animal Science 010002 (\$147,120.30) is a “catch all” account where funds are captured for many different uses – the largest being the Meat Lab supplies and equipment maintenance. 085001 (\$118,388.55) is earmarked for graduate students and departmental needs to offset remodel of the former Molecular Biology wing of the AniSci/MOLB Building.

## 9. Strategic Space Needs

- a. A primary concern of the CALSNR is to make sure the college can provide quality research laboratory space to enhance institutional excellence and improve student success. Associate Deans Means and Webster evaluated space needs and inventory of space allotted to departments within the college, including the newly integrated Departments of Botany and Zoology and Physiology. For example, the Department of Botany is in many different buildings across campus, and the goal is to eventually have this department located in a more consolidated location. Research space in the Aven Nelson Building and Biological Sciences are being evaluated. Aven Nelson space for other uses will be affected by the recently planned renovation of the Herbarium. The College is taking a global approach to research space for all units and has prepared a draft plan, working closely with UW Operations, REDD and other appropriate units/individuals.
- b. There are several labs located on the 5<sup>th</sup> and 6<sup>th</sup> floor of AgC that need to be renovated. Renovations to lab space previously occupied by a retiring faculty member in Vet Sciences will be funded, at least partially, by the Riverbend Ranch Endowment in Wildlife-Livestock Health Foundation Fund. The lab is proposed to be occupied by the new Riverbend Chair. There will be renovations/modifications to a lab currently housing mice on the 5th floor of AgC to accommodate the Riverbend Chair’s requirement for mouse CWD prion research. Depending upon the organization of the SI building, space may become available in AgC; however, renovations to potential open labs would still be needed since this building was constructed in the early 1970’s.
- c. Academic and Student Programs will require space for 11 employees by July 1, 2023, to allow time for advisor training and for 12 employees by Fall 2024. This necessitates a change to the current space allocation for this unit since the ASP office contains space for 8 employees only with no room for growth.

- d. The UW Space Committee decision to allow the Animal Science Faculty to begin to move into offices and labs vacated by Molecular Biology helped to relieve a major issue in the CALSNR. This also allowed Animal Science to provide office and lab space to new faculty members. The College understands that renovations will occur in these nearly occupied labs and offices, and faculty and staff will need to temporarily re-locate. We have met with UW Operations to discuss needed renovations to this space and how to strategically schedule these renovations for minimal disruptions.
- e. As seven new faculty positions are filled within the CALSNR adequate lab and office space will be needed.

#### 10. Long-Term Goals and Budget Needs for the College of Agriculture, Life Sciences and Natural Resources

- a. **Major maintenance and capital construction.** Much needed renovations are required for buildings on Prexy's Pasture in which lab facilities are outdated and few renovations have been made over the past decades. This includes Ag and AgC, Biological Science, and Aven Nelson. Short term: Level 1 study.
- b. **Major maintenance and capital construction.** Renovation needed for facilities in West Laramie for Laramie R&E Center (LREC) and Veterinary Science. Facilities are outdated and we are developing a "7220 and Growing" initiative for systematic renovation and expansion at LREC to meet modern research, teaching and extension needs that would support the College and University mission and priorities and for statewide collaborations. A planning document is being prepared.
- c. **Removal of the 'Round Building' at Veterinary Science** and renovation and expansion of facilities at this location to support growing research and service to the State specifically in livestock/wildlife disease research. Short term: Level 1 study.
- d. **Major maintenance and capital construction.** The College proposed \$100M in renovations to the R&E Centers (Powell, Lingle, Sheridan/Wyarno, Laramie) in 2021. The legislature appropriated \$8.6M for this and we were unsuccessful in 2023 legislative session with our request for roughly \$27M to continue with these improvements. This \$100M is needed to bring facilities up to a reasonable standard of functionality and is independent of '7220 and Growing' initiative.
- e. **Finish the renovation and move of faculty in Animal Science/MOLB.** Faculty have moved to MOLB wing, but renovations remain with temporary space reassignment pending. Reassigned space will likely require some renovations.
- f. **Space needs for Wyoming Migration Initiative.** Program is growing and space is needed, potentially location in Aven Nelson. Short term: Level 1 study.
- g. **Student Success Center.** With the addition of the A&S units, it is even more imperative to have strong student services in the College and with this support for student advising, career counseling, internship coordination and scholarships. This will require additional hires into the Center as well as renovations of space when the location for the Center is identified in Ag. Short term: Level 1 study for Ag space renovations.
- h. **Teaching - Improve instructional capacity and build collaborative programs.** This will require additional faculty. Curricula in the College are being evaluated and synergies between



current programs are being determined to enhance efficiency and effectiveness. Coordinated instructional support for undergraduate experiential learning courses including labs is under consideration. DEI initiative to improve access to College programs for Hispanic and Native American students along with community infrastructure to enhance success is being evaluated in conjunction with campus partners.

- i. **Develop online/hybrid degrees and certificate programs, professional MS degrees.** Potential programs in: Ag Business, General Ag, Biology/General Science, Human Development, Equine Science, Natural Resource Management among others. Graduate degrees/minors/certificates in targeted high demand areas are being evaluated. Professional MS degrees for professional school preparation (Medical School, Vet School) *e.g.* a Professional MS in Ag & Natural Resources, and a Professional MS in Life Sciences are being evaluated.
- j. **Extension - space and career development.** A highly functional teaching facility “The Wyoming’s Classroom” at LREC that is stand alone and can host programs/classes of 100+ with state-of-the-art technology for conferencing in participants is desperately needed.
- k. **Aim for at least one new Extension Specialist in each department,** including Zoo/Phys and Botany needed capacity in food safety, science and technology/youth development, mental health, agribusiness, natural resources/range, soil fertility, wildlife management, entomology among others. Career development and enhanced state funding for 4H educators.
- l. **Technology Transfer and Entrepreneurship.** Support university wide initiatives to develop a Research Foundation that would improve technology transfer, out-licensing, and the development of startup companies from University inventions. Sufficient patent prosecution, and IP licensing capabilities. Sources and access to capital for faculty start-ups. Faculty and staff release time for technology development and transfer activities, this will require salary support to cover backfills.
- m. **International and Global Study and Engagement.** Funded opportunities for students to participate in study abroad activities including for-credit courses in international settings in their discipline and for language training.

#### 11. Comment about Academic Reorganization (if applicable)

- a. **Building stronger programs in biological based sciences by consolidating human resources.** The formation of the College of Agriculture, Life Sciences and Natural Resources has provided us with the opportunity to develop greater collaborations across related disciplines on campus. Through this reorganization, we have proposed joint hires in Zoology/Physiology & Animal Science and between Ecosystems Science and Management & the School of Energy Resources. These hires are in addition to those in COBRE and faculty who have joint appointments with the School of Computing or the Haub School, all of which will add capacity to CALSNR and the potential for both teaching and research collaborations.  
Two departments (Botany, Zoology and Physiology) added 42 faculty, 5 undergraduate degree programs (Botany, Biology, Physiology, Wildlife and Fisheries Biology Management, Zoology), 560 UG students and 67 Graduate Students increasing faculty by ~40% and student numbers by ~60%. Total undergraduate enrollment of the reorganized college is expected to reach 1472 primary and secondary majors in Fall 2024.
- b. **Faculty proximity promotes collaboration.** Most of the faculty assigned space in the Science Initiative Building are in CALSNR. This provides us with an opportunity to reevaluate College

space needs and to potentially relocate individuals/individual units in such a way as to enhance collaborations in research and teaching. Renovation of building along Prexy's Pasture provides opportunity to place synergistic programs together fostering collaboration.

- c. **Staff integration and development.** The units coming from A&S have a different staffing model than CALSNR. Although some of this may change with the Deloitte recommendation, we will work to make sure all staff and units are integrated, consider the needs of each, and develop a congruent staffing model.





## College of Arts and Sciences

### Office of the Dean

Dept. 3254 • 1000 E. University Avenue • Room 114, A&S Building • Laramie, WY 82071  
 Phone (307) 766-4106 • fax (307) 766-2697 • e-mail: asdean@uwyo.edu • www.uwyo.edu/as

## FY24 Board of Trustees Budget Hearing

### 1. List of Initiatives and Projects for the College of Arts & Sciences

- **Dean's Strategic Initiatives**

In FY24 A&S will provide ~\$500,000 (\$300k unrestricted and \$200k foundation) for competitive proposals for: 1) faculty travel; 2) symposiums; 3) faculty research; 4) graduate scholars; 5) in-reach events; 6) DEI initiatives. These funds help us achieve our research, teaching, and service missions. We will collect reports from recipients to document and measure the performance of these initiatives.

- **Focus on Student Success and Recruiting**

The college continues to refine and develop our advising center and we are in the process of transitioning all departments to four-year professional undergraduate advising. In addition, the college is partnering with the ACES career services and career development offices to better help A&S students find employment after graduation. Finally, the college is hiring a recruiter who will be dedicated to recruiting undergraduate students who are interested in the social sciences, humanities, and the arts.

- **The Neltje Center for Excellence in Creativity and the Arts**

The Neltje Center was launched during FY23 and will continue in FY24 under the leadership of a new director. Part of the Neltje Center's mission is to increase student success and faculty creative activity/research in the arts, humanities, and beyond.

- **College Level Strategic Planning**

Following the completion of the university strategic plan, A&S initiated a strategic planning process in the spring of 2023 to align with the university's strategic plan. It is anticipated that the process will be completed by the end of December 2023. The college strategic plan will be essential in further developing and defining goals and allocating resources toward those endeavors.

- **Doctoral (PhD) Program in English**

As part of UW's goal to achieve R1 status, UW will need to graduate doctoral students in the humanities. To achieve this, A&S is developing a new PhD in English. There is strong student demand for this degree, and it will diversify UW's PhD offerings.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
A&S Dean's Office (13001)	\$385,866	\$243,694	-\$142,172
Anthropology (13101)	\$1,408,629	\$1,429,113	\$20,483
Art (13111)	\$2,046,792	\$1,833,583	-\$213,210
Botany (13121)	\$2,715,705	\$0	-\$2,715,705
Chemistry (13131)	\$2,188,537	\$0	-\$2,188,537
Comm & Journalism (13141)	\$1,473,084	\$1,426,425	-\$46,659
Criminal Justice & Soc (13151)	\$1,651,819	\$1,732,563	\$80,744
Cultr, Gndr, & Soc Just (13271)	\$1,703,006	\$1,249,156	-\$453,850
English (13161)	\$3,335,889	\$2,807,187	-\$528,702
Fine Arts Outreach (13404)	\$137,572	\$137,572	\$0
Geology & Geophysics (13181)	\$2,866,682	\$0	-\$2,866,682
History (13191)	\$1,042,196	\$1,114,848	\$72,653
Life Science Program (13301)	\$275,610	\$0	-\$275,610
Mod & Classical Lang (13211)	\$1,695,246	\$1,481,242	-\$214,005
Music (13221)	\$2,814,861	\$2,742,020	-\$72,841
Philosophy & Reli Stds (13221)	\$1,281,188	\$1,333,247	\$52,058
Physics & Astronomy (13241)	\$2,288,642	\$0	-\$2,288,642
Politics, P Affrs, & Int'l (12351)	\$2,518,933	\$2,352,412	-\$166,521
Psychology (13261)	\$2,983,371	\$2,973,341	-\$10,030
Theatre & Dance (13271)	\$1,555,731	\$1,677,876	\$122,145
Zoology & Physiology (13301)	\$3,538,718	\$0	-\$3,538,718
<b>Total for Subdivision/College</b>	<b>\$39,908,079</b>	<b>\$24,534,279</b>	<b>\$15,373,800</b>

3. Short, high-level explanation of variances above

- A decrease of ~ \$14 million due to the reorganization and move of Botany, Chemistry, Geology & Geophysics, Life Science, Physics & Astronomy, and Zoology & Physiology to other colleges.
- A decrease of ~\$2.5 million associated with salaries of faculty departing the university.

- An increase of ~\$1.5 million for salary increases, retentions, promotion raises, new faculty lines allocated to the college.
  - A \$240k increase for moving the Wyoming Institute for Specialized Psychological Services and Research budget from Academic Affairs to Psychology.
4. Fiscal update for FY23
- As of mid-April 2023, ~84% of the current college unrestricted budget has been spent.
  - In FY23 the college received approval from the Board of Trustees to use college reserves for one-time spending to purchase needed equipment, technology upgrades, and instruments for our units. These investments support teaching and scholarship and they have enabled the college to address long overdue needs.
5. Accreditation and Compliance
- Several units in A&S have accreditation including Psychology, Music, and Art.
    - In Psychology, the APA accreditation process has started and the self-study has been submitted.
    - The Music department has been accredited by NASM for nearly 100 years. Recent resignations and retirements in 4 tenure track lines have the potential for putting this accreditation in jeopardy for their upcoming review by NASM in two years.
    - In Art, the NASAD commission is completing the initial accreditation process and the department will likely receive accreditation beginning in the Fall 2023. Unfortunately, materials for accreditation were submitted before several recent retirements and resignations occurred. The department is now 5 tenure track lines short of accreditation requirements.
6. Legislative Budget Requests BFY2024-2025
- A&S does not have a legislative budget request.
7. Foundation Funds
- These funds will be used as outlined in the fund criteria. Most will be spent on increases in scholarship or due to a return to normal spending levels after the pandemic.
8. Designated Funds
- A&S has some designated carryover balances:
    - Indirect/F&A Recovery (~\$488k). The plan for future indirect funds (F&A Recovery) is to use them for new faculty startup particularly in Anthropology & Psychology as well as faculty research retentions.

- Program fees (~\$1.08 million). A large portion is carryover from pandemic years (\$485k). We have been encouraging units, especially the science departments, since the SciQ fee has large balances, to spend on allowable expenditures.
- Student arts fees (~\$169k). These are being spent according to plan, and a large portion will be spent in the summer on the Snowy Range Dance Festival and Summer Theatre.
- Startup (\$191k). These are being spent for new faculty startup costs, spread over 2 – 3 years, thus this is a continuing obligation.

#### 9. Strategic Space Needs

- A&S is not requesting additional space currently.

#### 10. Long-Term Goals and Budget Needs for the College of Arts and Sciences

- Through our strategic planning process, A&S is identifying current and future strengths that will focus on student success, support for research and creative activity, service to the state, outreach, experiential learning, among others.
- A&S will continue to focus on recruiting, retention, and graduation rates of our undergraduate and graduate students.
- A&S will review and assess programs and make improvements as needed.
- A&S will build a deeper and broader donor base that includes individuals, foundations, and corporations.
- A&S will market our new college and communicate our strengths and successes to our stakeholders.

#### 11. Comment about Academic Reorganization

- A&S managed all budgets of the “old” larger college organization during FY23. This was a heavy lift for the Dean’s office and clear communication with the College of Engineering and Applied Science and the College of Agriculture, Life Sciences and Natural Resources Deans and their offices was crucial. All and all, this was successful.
- The Reorganization has allowed the remaining departments in the social sciences, humanities, and arts to better define and market our college. The new college represents an organizational structure like other institutions.
- The College of Arts & Sciences is looking toward the future and is optimistic about our goals and mission.



### **FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for College/Division – please tie to your FY24 Budget
  - How will you measure the performance of the college with your FY24 Budget

The Division has been undergoing a multi-year effort to refine budget management. With history of various budget management approaches and a notable turnover in staff, there was not a consistent practice of department budget oversight or management. For the past two years, with the hiring of our current Executive Business Manager, that position – with the support of the VPSA, has worked to refine annual and monthly budget review meetings. Two modified Business Manager positions have been created to provide budgetary support to the Division AVPs, helping to provide business operations support and budgetary management. Additionally, we have moved elements of approval and position oversight centrally to ensure consistency and more effective resource allocation across the Division. The Division has additional modifications to implement and anticipates the FY25 budget preparation will be a valuable performance measure.

For FY23, the increase in the Consolidated Student Services Fee corresponded with increased provisions for violence prevention and additional support of Green Dot programming, which has proven well with increased student engagement and encouraging changes in the Sexual Misconduct Campus Climate Survey. Additional funds were allocated to increase support for food security with the creation of a new staff position to coordinate campus-wide efforts. Additional corollary performance indicators will be reviewed once the data analysis is complete on two different student satisfaction surveys.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
VP Student Affairs Office (30001)	\$ (6,761,636.00)	\$ (7,032,563.00)	\$ (270,927.00)
Dean of Student Office (31001)	\$ 1,064,920.00	\$ 1,083,099.00	\$ 18,179.00
Multicultural Affairs (31031)	\$ 408,757.00	\$ 656,573.00	\$ 247,816.00
Veterans Services Center (31034)	\$ 61,966.00	\$ 75,565.00	\$ 13,599.00
Union (31037)	\$ 268,057.00	\$ 543,183.00	\$ 275,126.00
Center for Student Involvement & Leadership (CSIL, 31038)	\$ 1,897,997.00	\$ 2,311,249.00	\$ 413,252.00
Residence Life Resident Education (33001)	\$ 1,394,394.00	\$ 113,149.00	\$ (1,281,245.00)
University Counseling Center (31011)	\$ 1,000,098.00	\$ 1,092,197.00	\$ 92,099.00
Campus Recreation (31013)	\$ 1,880,684.00	\$ 2,068,138.00	\$ 187,454.00
Student Health Services (31014)	\$ 1,535,661.00	\$ 1,658,164.00	\$ 122,503.00
University Disability Support Services (31021)	\$ 648,472.00	\$ 664,758.00	\$ 16,286.00
Student Success and Graduation (34001)	\$ 350,112.00	\$ 512,917.00	\$ 162,805.00
<b>Total for Subdivision/College</b>	<b>\$ 3,749,481.00</b>	<b>\$ 3,746,429.00</b>	<b>\$ (3,052.00)</b>

3. Short, high-level explanation of variances above

- Please include if any reorganizations have taken place in this budget, salary raises, etc. (e.g., Physics and Astronomy moving to the College of Engineering and Physical Sciences).

Entire Division recognized staff salary increases in FY23 in line with the campus average of 6.5%. Individual FY24 budgets include funds to support a minimum hourly wage of \$12.00 for student employees.

VP Student Affairs Office (30001) – Increased revenue projection based on indexed student fees, inclusion of URO Reserves, and creation of a Union plant fund to attend to large maintenance projects.

Dean of Students Office (31001) – Increased expenses related to salaries.

Multicultural Affairs (31031) – Reflects the inclusion of the full Native American Education, Research and Cultural Center (NAERCC) salary and programming budget.

Veterans Services Center (31034) – Budget includes full support of one staff salary with a second staff salary and total programming budget supported by Foundation funds.

Union (31037) – Budget more accurately reflects expenses associated with the Union Renovation Fee (FY23 mistakenly included duplicated revenue).

Center for Student Involvement & Leadership (31038) – Budget reflects the realignment of staff salaries in the correct Org in order to capture full expense of this area and an increase in student programming (FY23 mistakenly included duplicated revenue).

Residence Life Resident Education (33001) – Budget includes percentage of Housing revenue and increased expenses related to residential curriculum programming and a surge in Living Learning Communities (LLC).

University Counseling Center (31011) – Increased expenses related to salaries.

Campus Recreation (31013) – Increased expenses related to replacing existing aged fitness equipment and the creation of a new Club Sports Team (women’s basketball).

Student Health Services (31014) – Increased expenses related to general inflation of medical supplies.

University Disability Support Services (31021) – Increased expenses related to salaries.

Student Success and Graduation (34001) – Increased expenses related to salaries with the realignment of funds to create a new Associate Dean position.

4. Fiscal update for FY23.

- Please give an overall view of your FY23 Budget to Actuals

The Division currently has a favorable budget variance and expects to close out FY23 in a positive position. Our revenue projection included a new method of forecasting student enrollment, and we are focusing efforts to make thoughtful use of all available funds.

5. Accreditation and Compliance

- Please list specific funding and staff/faculty emerging issues.

Student Health Services continues to achieve accreditation by the Accreditation Association for Ambulatory Health Care (AAAHC) and the University Counseling Center, Campus Recreation, and Student Health Services all maintain appropriate individual licensure and certification requirements.

6. Legislative Budget Requests BFY2024-2025

The Division does not anticipate submitting any Legislative Supplemental Budget Requests.

7. Foundation Funds

- Please briefly address any Foundation Accounts for which the college has requested an exception to the 2X policy.

The Division did not request any exceptions to the 2X policy.

#### 8. Designated Funds

- Please explain if there are any high designated balances and the plans for utilizing those funds in FY24. (Please address program fee carryover balances)

The operating budgets for ASUW, Campus Recreation Club Sports, and Student Media are designated operating funds to ensure that all revenue generated by those fees stay directly with students. These balances often appear elevated, as the individual units do not recognize revenue and expenses in a consistent manner. The Division does not realize any program fees but will continue efforts to utilize previously unbudgeted funds more appropriately and develop appropriate plans for expending any inordinately high balance.

#### 9. Strategic Space Needs

The Division's space needs for the coming years include expansion of the Student Success and Graduation Hub along with ongoing efforts to design a shared comprehensive wellness center, where at minimum, Student Health Services and the University Counseling Center would be in the same location. Additionally, current modifications are being designed and implemented within the Union in order to provide adequate space for the many departments operating in that building, for various dining options, and to meet the growing need for large venue spaces on campus.

#### 10. Long-Term Goals and Budget Needs for Colleges/Divisions

- A 5-to-10-year plan

The Division of Student Affairs completed a strategic plan in Spring 2023, with the complete rollout to begin this summer. Long-term goals are articulated for each of the four strategic areas, including, Leadership and Development; Belonging; Health and Wellness; and Work Environment and Culture. A specific example is the redesign and rollout of Student Health Services with the vision of becoming a HIPAA-compliant provider with the ability to provide more extensive care and corresponding billing.

#### 11. Comment about Academic Reorganization (if applicable)

- Strengths and Opportunities

The Division is not part of an Academic Reorganization.

Trustee assignments – Trustees will touch base with respected parties between April 15<sup>th</sup> to May 8<sup>th</sup>.



**Governmental Affairs & Community Engagement Division**  
**FY24 Board of Trustees Budget Hearing**

1. List of Initiatives and Projects for Division – please tie to your FY24 Budget

The FY24 Budget marks a rebirth of sorts for the Governmental Affairs & Community Engagement Division. We hope to restart the Office of Engagement and Outreach with the hiring of an Engagement Officer, fill out a full year of a stand-alone Vice President for the Division for the first time in several years, and continue the growing effectiveness of the Institutional Marketing and Communications Subdivision through an improved web site and enhanced social media presence.

- Governmental Affairs – we will use this full interim period to increase state-wide engagement with legislators and elected officials including additional presence at interim meetings throughout the state, coordination with Cowboy Joe Club to attend several of their golf tournaments, and exploration of reinstitution of “budget and a steak” meetings throughout the state.
- Office of Engagement and Outreach – Re-forming this office is a high priority for FY24 and part of our core land-grant mission. We plan to fill the Engagement Officer position in the coming months and will task the new hire with coordinating our engagement with communities throughout the State of Wyoming, documenting and reporting on that engagement, growing opportunities for faculty and students to participate in community engagement, and focus specifically on working with the City of Laramie to strengthen those relationships with our home community. This position is referenced in our pending application for Carnegie Community Engaged University designation and will be important for achieving/maintaining that status.
- Institutional Marketing and Communications (see attached for a more detailed budget narrative for the subdivision) – the subdivision will continue its long history of providing quality communications and interaction with news media outlets throughout the state and nation, and its core recruitment and retention marketing efforts. In addition, the group will be monitoring phase I of a UW-wide web site improvement project for effectiveness of the move to a new Content Management System platform and planning and implementing the remaining work to be done to improve the web site based on that monitoring; increase student recruitment and retention through advertising campaigns, website improvements, and assisting academic departments in “closing the deal” with students who enter our recruiting funnel; participate in the campus wide strategic enrollment planning process and help implement those recommendations; help lead the efforts to develop a marketing and communications plan to take our efforts to the next level.

2. Chart of FY24 to FY23 Unrestricted Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Unrestricted)</b>	<b>FY24 Budget (Unrestricted)</b>	<b>Variance from FY24 to FY23</b>
VP for Governmental & Community Affairs Office (60001)	\$753,914	\$454,208	(\$299,706)
Office of Engagement & Outreach (60002)	\$74,956	\$303,100	\$228,144
University Public Relations (61001)	\$1,389,530	\$1,444,757	\$55,227
Institutional Marketing (61002)	\$1,148,946	\$1,217,167	\$68,221
<b>Total</b>	<b>\$3,367,346</b>	<b>\$3,419,232</b>	<b>\$51,886</b>

3. Explanation of Variances (Unrestricted)

- VP for Governmental & Community Affairs Office (60001) - (\$299,706)
  - Funding previously dedicated for staff positions and legal services in the VP for Government & Community Affairs Office has been reallocated to the Office of Engagement & Outreach and Institutional Marketing.
- Office of Engagement & Outreach (60002) - \$228,144
  - In an effort to re-establish the Office of Engagement & Outreach, funding has been allocated to hire a Community Engagement Officer and provide an initial budget for the operations of the department.
- University Public Relations (61001) - \$55,227
  - July 2022 Staff Raises
  - Funding from the VP for Governmental & Community Affairs was reallocated to cover a portion of staff salaries previously funded through designated operating.
- Institutional Marketing (61002) - \$68,221
  - July 2022 Staff Raises
  - Funding from the VP for Governmental & Community Affairs was reallocated to cover a portion of staff salaries previously funded through designated operating.

4. Fiscal update for FY23 (Unrestricted)

<b>Fund Class</b>	<b>Budget Classification</b>	<b>Budget Amount</b>	<b>Actual Amount</b>	<b>Remaining Amount</b>	<b>Remaining Percent</b>
105 - Unrestricted Operating	B4400 - Other Operating Revenue Summary	0.00	(550.00)	550.00	100.00%
	B5300 - Gifts Summary	0.00	(11,750.00)	11,750.00	100.00%
	B5600 - Other Non Operating Revenues Summary	0.00	(18,800.00)	18,800.00	100.00%

<b>Total Revenue</b>	<b>0.00</b>	<b>(31,100.00)</b>	<b>31,100.00</b>	<b>100.00%</b>
B6000 - Salary & Wages Summary	1,965,337.42	1,512,806.34	452,531.08	23.03%
BTSTS - Services, Travel, and Supplies	352,293.90	356,521.23	(4,227.33)	-1.20%
BTURR - Util., Repair & Maint., and Rentals	1,500.00	1,614.88	(114.88)	-7.66%
BTICS - Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	244,552.00	176,753.57	67,798.43	27.72%
<b>Total Expenses Before Transfers</b>	<b>2,563,683.32</b>	<b>2,047,696.02</b>	<b>515,987.30</b>	<b>20.13%</b>
<b>Net Result Before Transfers</b>	<b>2,563,683.32</b>	<b>2,016,596.02</b>	<b>547,087.30</b>	<b>21.34%</b>
B7600 - Internal Allocations & Sales Summary	(15,206.49)	31,892.80	(47,099.29)	-309.73%
D7740 - Transfers To/From Operations Grouping	(10,000.00)	0.00	(10,000.00)	0.00%
<b>Total Funding Transfers</b>	<b>(25,206.49)</b>	<b>31,892.80</b>	<b>(57,099.29)</b>	<b>-226.53%</b>
<b>Total Expenses After Transfers</b>	<b>2,538,476.83</b>	<b>2,079,588.82</b>	<b>458,888.01</b>	<b>18.08%</b>
<b>Net Result</b>	<b>2,538,476.83</b>	<b>2,048,488.82</b>	<b>489,988.01</b>	<b>19.30%</b>

5. Explanation of FY23 Budget to Actual Variances

- Services, Travel, and Supplies
  - Postage charges for UWyo Magazine - \$24,425.86  
Was originally budgeted in the designated fund but was charged to unrestricted to not add on to the variance in salary/wages.
- Util., Repair & Maint., and Rentals
  - Camera repair for UW videographer - \$1,091.50
- Internal Allocations & Sales Summary
  - Revenues from UWyo Magazine Advertising Placements - \$15,175.  
Spring edition to be published in May 2023 and additional ad revenue will continue to come in through June.

6. Chart of FY24 to FY23 Designated Variances for each org/department

<b>Organizations/Departments (Org#)</b>	<b>FY23 Budget (Designated)</b>	<b>FY24 Budget (Designated)</b>	<b>Variance from FY24 to FY23</b>
Institutional Marketing (61002)	\$473,839	\$797,993	\$324,154

7. Explanation of Variances (Designated)

- Salaries, Wages, & Benefits
  - Staff salaries plus associated fringe for positions that play an integral part of Institutional Marketing's and UW's success in the areas of Retention Marketing, Social Media/Recruitment Advertising Management, Website development and design, and Videography.

## 8. Fiscal Update for FY23 (Designated)

Fund Class	Budget Classification	Budget Amount	Actual Amount	Remaining Amount	Remaining Percent
200 - Designated Operating	B6000 - Salary & Wages Summary	52,839.20	278,767.32	(225,928.12)	-427.58%
	BTSTS - Services, Travel, and Supplies	168,500.00	127,464.19	37,745.81	22.40%
	BTURR - Util., Repair & Maint., and Rentals	2,500.00	10,784.25	(10,284.25)	-411.37%
	BTICS - Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	240,000.00	154,217.40	85,782.60	35.74%
	<b>Total Expenses Before Transfers</b>	<b>463,839.20</b>	<b>571,233.16</b>	<b>(112,683.96)</b>	<b>-24.29%</b>
	<b>Net Result Before Transfers</b>	<b>463,839.20</b>	<b>571,233.16</b>	<b>(112,683.96)</b>	<b>-24.29%</b>
	B7600 - Internal Allocations & Sales Summary	10,000.00	4,696.89	5,303.11	53.03%
	D7740 - Transfers To/From Operations Grouping	0.00	(360,000.00)	360,000.00	100.00%
	<b>Total Funding Transfers</b>	<b>10,000.00</b>	<b>(355,303.11)</b>	<b>365,303.11</b>	<b>3,653.03%</b>
	<b>Total Expenses After Transfers</b>	<b>473,839.20</b>	<b>215,930.05</b>	<b>252,619.15</b>	<b>53.31%</b>
	<b>Net Result</b>	<b>473,839.20</b>	<b>215,930.05</b>	<b>252,619.15</b>	<b>53.31%</b>

## 9. Explanation of FY23 Budget to Actual Variances

- Salaries, Wages, & Benefits
  - See enclosed narrative from AVP Chad Baldwin for more information on variance.
- Util., Repair & Maint., and Rentals
  - UW outreach for Cheyenne Frontier Days- Final payment for 2022 CFD Booth shipping, set-up and takedown. Intitial payment was made in FY22.

## 10. Strategic Space Needs

- As we grow the Government Affairs & Community Engagement Division we will require growing office space needs. Current budget plans call for the VP for Governmental Affairs and Community Engagement, along with the Chief Engagement Officer, to share administrative assistance with the Office of the President. So for this FY24 the only immediate space needs will be for the Chief Engagement Officer space.

## 11. Long-Term Goals and Budget Needs for Division

- Moving forward the Office of Engagement and Outreach should grow with a project/program coordinator position as well as possible graduate assistants and faculty fellows and work study students. In addition the office will need to purchase software to help track our state-wide engagement. The goal is to not

only grow community engagement, but to be a culture at UW that supports, encourages and honors those efforts among its faculty, students and staff.

- The VP for Gov't Affairs & Community Engagement Office may need to grow by one position as well to ensure the legislature and federal affairs are covered fully, and dedicated administrative support for the Division will help to tie everything together on the governmental affairs and community engagement side of things. This will help us maintain relationships and improve the state-wide perception of the University of Wyoming among our elected officials.
- The long-term goals for Institutional Marketing and Communications will be discussed during this upcoming fiscal year as part of the working group charged with looking at our structure, but will continue to be growing our marketing impact to drive student enrollment and retention, and to bring more uniformity and quality to the hundreds of web pages living throughout campus. To accomplish those goals will require more money spent on advertising and likely more people to implement the vision.

# UNIVERSITY OF WYOMING

Institutional Marketing and Communications

Chad Baldwin • Dept. 3226 • 1000 E. University Ave. • Laramie, WY 82071

Room 137 • Bureau of Mines Building

(307) 766-2929 • fax (307) 766-6729 • email: cbaldwin@uwyo.edu • www.uwyo.edu

April 26, 2023

Dear Trustees Biennial Budget Committee:

As the primary communications and marketing organization of the University of Wyoming, Institutional Marketing and Communications enhances and protects UW's reputation; advances and strengthens the university's brand; works with the Admissions and Student Affairs to recruit and retain students; encourages community engagement; and reinforces UW's relevance in the lives of key target audiences, including current and prospective students, Wyoming residents, alumni, donors, friends, faculty and staff.

During the past year, with the COVID pandemic largely behind us, our unit has focused on a number of improvements to help the university rebound from the pandemic-driven enrollment decline, while continuing all of our basic functions related to student recruitment advertising; student retention communications; social media; creating printed and digital marketing and communications materials for units across campus; producing high-quality videos and photography; and telling UW's story through media releases and other public relations activities. Our biggest focus has been on a major website improvement project, which I will address in more detail below.

Without five positions originally funded from the Board of Trustees' reserves, Institutional Marketing and Communications would not have been able to perform these tasks. These positions - a retention marketing specialist, a social media strategist, a web content strategist, a videographer and a website designer/developer -- are essential as we strive to meet the expectations articulated by President Seidel regarding UW marketing and communications.

## **Website**

The first stage of the website improvement project -- a move to a new Content Management System platform -- is a herculean task that is nearing completion. This conversion is a major step toward our objective of creating a more consistent and robust user experience for prospective and current students -- something that should be considered foundational infrastructure for our university.

The go-live date for the CMS conversion is June 1, 2023. In preparation for this transition, our digital marketing team -- led by Mindy Peep, our associate director of digital and content strategy -- has created and provided training to about 300 site authors across campus to help bring more than 35,000 individual webpages over to the new CMS. Working with Information Technology and other partners, this is a painstaking process that has required an all-hands-on-deck approach from our

team, including the marketing/communications specialists embedded in UW's colleges and other units.

In addition to the new Omni CMS, on June 1 we will go live with a refreshed homepage, a new degree page design, and improved global navigation across all [www.uwyo.edu](http://www.uwyo.edu) pages.

At the same time, with some financial support from Provost Carman and Academic Affairs, our team has worked with academic departments across campus to create about 200 degree pages so that they're optimized for search engines and provide quality experiences for prospective students exploring UW's offerings. These pages will go live on June 1 as well.

Even as we have been working on the CMS transition, key components of UW's current web presence have been performing well. In the year between April 1, 2022, and March 30, 2023, the total pageviews for [www.uwyo.edu](http://www.uwyo.edu) were 15.7 million, with 912,000 views of the UW Admissions webpage. Views of the student application page increased by 37 percent; financial aid pageviews increased by 37 percent; graduate application pageviews increased by 7.6 percent; and views of the Student Success page grew by 107 percent.

Additionally, we implemented a new program finder for the website during the past year, making it much easier for prospective students to search for information about specific UW programs. It has performed well, with 36,000 searches conducted since its launch and 234,000 clicks to programs. This creates traceable data for use by those programs in their recruiting efforts.

As I noted above, the move to the new CMS and other enhancements are the first stage of our website improvement project. In the coming year, we will continue to develop new templates for use by site authors across campus while working with departments to complete new degree pages. In about six months, we should have a better idea of what remains to be done to bring UW's website up to the level we need it to be -- under the current distributed model that places responsibility on individual units to maintain their webpages, with support from our small team of four.

Two of those four positions are among the five in Institutional Marketing for which we're seeking trustee reserve funding to continue. Without them, quite frankly, the website improvement project will be in serious jeopardy.

Web Content Strategist Shelbey Prusia, who fills one of the five positions, heads up all of UW's website content strategy as it relates to usability, page improvement, search engine optimization and degree page presence. She manages two website coordinators – including Caroline Bragg, another one of the five – and they have been instrumental in the CMS conversion led by Mindy. Among other duties, Shelbey took on management of all of our student recruitment advertising on Google and YouTube so that Mindy could dedicate her time to the CMS migration (see more on that below).

Here are some further details on Shelbey's website work:

- She is handling the creation of all of the new degree pages – all 200 of them – and making sure they’re ready to go live on June 1. This involves interactions with all of the involved academic departments and our vendors.
- She redesigned UW’s virtual tour to appeal more to student interests, using analytics and other data. This helped increase virtual tour visits to 29,570 in 2022, with an average view time of 5:09 minutes and producing 3,900 high-impact student inquiry leads.
- She overhauled a number of important UW webpages, including “Explore Colleges” and “About UW,” and converted the scholarships pages to the Student Financial Aid website to ensure continuity for prospective students.
- She created the texting strategy for the Saddle Up program while working with Cowboy Coaches to keep students engaged and excited.

### Student Recruitment

Institutional Marketing and Communications continues to work closely with the Office of Admissions, the School of Graduate Education and others to recruit students through targeted, highly effective digital marketing campaigns; production of high-quality print and digital materials; and email journeys to help move prospective students through the enrollment funnel.

For the current recruiting cycle:

- The total 32 Google and online ad campaigns Shelbey built and managed for the current recruiting cycle – totaling \$234,408 in ad spending – generated at least 635 trackable undergraduate applications from prospective students who were served ads on Google’s ad network, as well as at least 516 trackable graduate applications.
- Social Media Strategist Hannah Ellis built and managed 36 social media advertising campaigns, totaling \$179,863 in ad spending. This generated at least 593 trackable undergraduate applications from prospective students who were served ads on Facebook and Instagram.

All together, these digital campaigns have resulted in 457,000 visits to our undergraduate advertising landing page, a 20 percent increase over the previous year.

Digital advertising was optimized this year to include robust conversion tracking, so that we can tell how many student applications were received as a result of prospective students seeing our digital ads. We will continue toward even deeper conversion tracking in the coming recruiting cycle, but the initial results are incredibly promising: A total of 1,228 prospective undergraduate students who clicked on our digital ads have applied for admission to UW – **23 percent of the total first-year applications received to date.**

Our team also conducted 21 ad campaigns for graduate programs, with funding from the Graduate School’s GRI program. A total of 515 prospective graduate students who clicked on our digital ads have applied for admission to UW – **25 percent of the total fall 2023 graduate applications received.** This number is undoubtedly higher as, unlike our undergraduate advertising, we don’t



have data for the social media advertising for grad programs (we expect to have that data next year).

It's worth noting that so far in the current recruiting cycle, we have seen a 21.9 percent increase in graduate inquiries, a 10.7 percent increase in graduate applications and a 4.5 percent increase in graduate confirmations. These grad campaigns, coordinated by our team's Julie Sheldon (embedded in the Grad School) and involving others on our team, are program-specific, and we believe they demonstrate the effectiveness of targeted digital advertising that sends prospective students to high-performing program webpages.

This recruiting cycle is the first time we have done digital advertising specifically for transfer students, and we believe that's a factor in the 5 percent increase in transfer inquiries and applications, as well as the 34 percent increase in transfer confirmations for fall 2023.

Because these campaigns were executed in house by our team, the university avoided an estimated \$70,000 in agency media management fees. We hope that a larger budget for digital student recruitment advertising will be considered as part of the university's strategic enrollment management planning.

But our involvement in student recruitment goes beyond advertising and webpages. Several years ago, our team connected our efforts with Admissions by sending all of the leads we generate into the shared Salesforce Marketing Cloud customer relationship management program. That allows us to create personalized and targeted campaigns for students who've entered the admissions funnel.

Between January 2022 and March 2023, our team sent 1,228 individual emails to a total of 1.6 million email recipients in our Salesforce database, which now holds 331,271 active "funnel" student prospects (up from 251,913 prospects in January 2022). And 35 different individual printed pieces were mailed to a total of more than 150,000 prospective student recipients. This continues to demonstrate the commitment of Institutional Marketing and Communications to do more than bring prospective students to the top of the funnel – we're working to move them through the funnel and then keep them at UW (more on that below).

## **Social Media**

Under Hannah's leadership, UW's institutional social media presence continues to flourish. Overseeing one full-time and two part-time pooled student positions, she is responsible for developing data-driven strategy and content produced on a daily basis for UW's primary social channels on Instagram, Facebook and TikTok. As noted above, the social media strategist position held by Hannah is one of the five we're seeking to maintain with trustee reserve funding.

In addition to the social media advertising mentioned above, Hannah was responsible during 2022 for:

- 201 pieces of unique content posts geared toward student recruitment, resulting in over 1 million organic (non-paid) impressions and 59,000 engagements.
- 207 unique content posts working with Cowboy Coaches and other entities focused on student retention, resulting in 880,000 organic impressions and 52,000 engagements.

- 267 unique content posts for Saddle Up, with 850,000 impressions and 45,000 engagements.
- 334 unique content posts related to UW academics, Multicultural Affairs, the UW Foundation and the Graduate School. These posts resulted in 1.7 million impressions and 90,000 engagements.

These efforts helped grow UW's institutional Facebook audience by 60.2 percent; Instagram by 18.8 percent; and TikTok by 71.4 percent. Additionally, UW's YouTube page saw 818,700 video views.

Quite frankly, if Hannah's position goes away, our social media presence cannot be maintained.

### **Student Retention**

As noted last year, because of the pandemic, Institutional Marketing and Communications was called upon to play an unprecedented role in student retention in conjunction with Student Affairs. Because retention remains a key priority, we now have two positions focused on retention – an associate director of retention marketing, a position filled in the last year by an experienced, talented professional, Justin Rowe; and a retention marketing specialist (one of the five positions we hope to continue using trustee reserves), filled by Miles Englehart.

Here's some of what has been done in the past year:

- Before Justin even came aboard, our team created the branding for the Saddle Up program and communicated through print, web, signage, social media and public relations. For this effort, we received a Silver Award for an integrated marketing campaign in the national Educational Advertising Awards.
- Maintained the Student Success website that we created the year before, with a 107 percent increase in pageviews.
- Sent current-student texts to a total of 224,200 recipients.
- Created and sent monthly Student Success and Graduation updates to over 8,500 students and 12,800 family members.

Miles also compiles the weekly "The Big Picture" newsletter that goes to all employees.

Quite frankly, if we can't keep Miles' position, our support of other units' student retention efforts cannot continue at the current level.

### **Creative Services**

The demand for services from our photographers, videographers and print/digital designers continues to grow, and they are continuing to produce at a high rate for UW.

Our videographers produced 80 videos for a wide variety of campus units which had multifaceted use: Admissions; Student Success and Graduation; Advising and Career Services; UW Foundation; Alumni Association; President's Office; Global Engagement; Academic Areas and Research; Multicultural Affairs; Dean of Students; digital advertising; brand awareness; and social media.

Our photographers offered continued portrait sessions; sports photography; photos for major UW publications; and over 1,000 high-quality images to promote and support a variety of campus units and programs. We received 200 separate photo requests from campus units over the past year.

To make our database of 47,618 high-quality photos more easily available to partners across campus, Associate Director of Creative Services Emily Edgar led the launch of a new cloud-based system that allows the campus community to easily resize, optimize and download photos directly to their computers without complicated credentialing and server connections. This happened in December. So far, there have been 5,527 photo downloads by 400 campus users.

Overseen by Emily, our print and digital designers:

- Completed over 110 individual pieces for student recruitment, enrollment and retention marketing.
- Completed more than 130 design projects for various campus partners, including the President's Office; Student Success and Graduation; Graduate Education; Global Engagement; Diversity, Equity and Inclusion and Multicultural Affairs; Dean of Students; UW Foundation; Alumni Association; UW Libraries; UW-Casper; Transfer Student Services; Science Initiative; Business Enterprises; and UW Operations.
- Produced three issues of UWyo Magazine; Foresight (College of Engineering and Physical Sciences); Elevations (College of Arts and Sciences); and the College of Education magazine.

A key member of our creative team is videographer Reesie Lane, one of the five positions we hope to continue funded from trustee reserves. She assists in ongoing UW marketing/communication efforts by producing video content for internal and external use. Demand for video continues to increase dramatically each year, particularly as we move to more digitally focused formats of communication. Without this position, the ongoing demands for additional video content for major initiatives on campus cannot be fulfilled.

Videos produced specifically by Reesie included: for student recruitment and orientation; the Science Initiative, Multicultural Affairs, Human Resources and Career Services; social media; and "I Am a Cowboy" profiles. She is currently our only team member fully trained in aerial photography and 360-degree video; she's also training in general photography.

### **PR and Other Efforts**

Our team of three and a half writers (including myself) produced and distributed nearly 1,000 media releases about UW events; student and employee accomplishments; faculty research; and more. These releases are segmented and sent to targeted outlets, both inside and outside Wyoming.

Regarding faculty research, 20 of our UW releases about newly published scientific papers were accepted by EurekAlert, which gets them to hundreds of science journalists across the globe. A number of our releases received national and international attention.

In collaboration with the Alumni Association, I'm now leading monthly "UW in Your Community" events across the state. These visits consist of evening community events and high school assemblies, featuring President Seidel, students, faculty and local collaborations.

### **Embedded Positions**

I'll quickly note that we now have marketing/communications specialists embedded in Arts and Sciences, Business, Education, Engineering and Physical Sciences, Health Sciences and UW Libraries. These positions are largely funded by the units themselves but are part of our central team, with dual-report supervision. Their duties include maintaining high-level webpages; social media; news releases; publications; newsletters; recruiting materials; event promotion; and other duties as assigned by their deans. They play a key role in promotion of Giving Day college campaigns and reaching out to alumni and donors. They're also key contributors to student retention efforts.

We're proud that Jennifer Kirk, the marketing/communications specialist for UW Libraries, received the 2023 Outstanding Staff Award from UW Libraries; and that J.T. Cattelan, the specialist for the College of Business, received that college's 2022 Rookie of the Year award.

Even though they're not officially part of our team, we also work with communicators and marketers in units including the Division of Research and Economic Development; the School of Energy Resources; the College of Agriculture, Life Sciences and Natural Resources; the College of Law; the UW Foundation; and the UW Alumni Association.

I'm proud that, among the university's service units, Institutional Marketing and Communications scored second to only Information Technology in a recent satisfaction survey of UW faculty and staff members conducted by Deloitte.

### **Budget Priorities**

Our unit's FY2024 budget has been allocated to primarily pursue the objectives of increasing student recruitment and retention to help the university recover from the enrollment decline caused by the pandemic. We will undertake another robust advertising campaign, working with Admissions to identify key target markets and effective messages. Our goal is to again increase inquiries, applications, admissions and confirmations – specific numbers will be identified in collaboration with Admissions.

However, we feel strongly that our biggest challenge isn't getting more prospective students into the funnel – it's moving more of them through the funnel. That's why we are focused on overall website improvements, program pages and helping academic departments maximize their opportunities through the Salesforce database.

We look forward to participating in the campuswide strategic enrollment planning process, which we hope will bring about an all-hands-on-deck approach across UW for student recruitment and retention.

We also look forward to participating in the process led by our boss, Vice President Mike Smith, to develop a plan to take UW's marketing and communications to a higher level, in collaboration with

other units. We're starting an Institutional Marketing and Communications strategic planning process to support the university's new strategic plan, with a focus on three key areas: growing enrollment; raising the university's profile nationally and internationally; and connecting more closely with the people of Wyoming. New initiatives including the School of Computing; the Wyoming Center for Entrepreneurship and Innovation; and the Wyoming Outdoor Recreation, Tourism and Hospitality Initiative will be important parts of this planning.

While we believe data show our "The World Needs More Cowboys" and "I Am a Cowboy" campaigns have been successful, we are prepared to engage with a third party to develop something new – whether it's a next stage of TWNMC or something completely different. I have drafted an RFP and creative brief to seek an agency to help us in this effort. If funding can be provided, we're prepared to get started soon in a campaign development process that will involve units across campus and other constituents, as was the case when we developed TWNMC.

We truly appreciate the trustees' support of Institutional Marketing and Communications. Your past support of the five positions I have emphasized in this memo has been essential to get us where we are, and it will be essential to help us continue moving forward.

Sincerely,

Chad Baldwin

Associate Vice President for Marketing and Communications