

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

November 6-8, 2003

**The Final Minutes can be found on the University of Wyoming Board of Trustees
website at www.uwyo.edu/trustees/meetings**

University of Wyoming Mission Statement (April 2002)

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities, dedicated to serving as a statewide resource for accessible and affordable higher education of the highest quality, rigorous scholarship, technology transfer, economic and community development, and responsible stewardship of our cultural, historical, and natural resources.

In the exercise of our primary mission to teach and educate students, we seek to provide academic and co-curricular opportunities that will:

- Expose students to the frontiers of scholarship and creative activity, and the complexities of an interdependent world;
- Ensure individual interactions among students, faculty, and staff;
- Nurture an environment that values and manifests diversity, free expression, academic freedom, personal integrity, and mutual respect; and
- Promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the University community.

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

The primary vehicles for identifying the specific actions and resource allocations needed to achieve this complex mission are the University's *Academic Plan*, *Support Services Plan*, and *Capital Facilities Plan*, each revised periodically.

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA
November 6-8, 2003

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UNIVERSITY OF WYOMING
MINUTES OF THE TRUSTEES

November 8, 2003

Members of the Board attended a reception for UW major scholarship recipients on Thursday, November 6 in the Art Museum Lobby. They attended a breakfast briefing on graduate medical education on Friday, November 7 at the Foundation House, and were hosted at a luncheon and tour by the Wyoming Geographic Information Science Center (WyGIS) staff and Vice Presidents Tom Buchanan and Bill Gern. A breakfast briefing on the initiation of the tuition study was scheduled for the Board on Saturday, November 8 at the Foundation House.

Sessions for work, recognition, education, and information were conducted on Friday and Saturday. The Board held the Business Meeting on Saturday, November 8.

WORK SESSION: Graduate Medical Education

Vice President Buchanan introduced Dean Robert Kelley, College of Health Sciences. Dean Kelley spoke in detail about the two UW residency programs located in Casper and Cheyenne. The programs are involved with inpatient care and partner with physicians in the area.

Dean Kelley provided a comparison and contrast of each of the programs. He cited some of the issues to be reviewed include: recruiting residents, loan reimbursements, updating fiscal models, inadequate staffing, capital equipment amortization/replacement and connections to WWAMI. Dean Kelley noted that the programs could look at options to increase their revenues by expanding their practices.

The goal of the Health Sciences College is to complete planning for Casper by working towards an end of the partnership with the CHCCW; restructure the affiliation agreement with CHCCW; and look at recommended conditions for Casper. President Dubois added that the Board was scheduled for further discussion during executive session.

WORK SESSION: Endowment Transfer Agreement

Under the Uniform Management of Institutional Funds Act, adopted in Wyoming as W.S. 17-7-201 et seq, governing boards of certain types of institutions can contract with others to act in place of the board with regard to investment decisions. There have been extensive discussions regarding having the Trustees authorize the University of Wyoming Foundation to serve as its agent for the investment and management of endowment funds, approximately \$40 million as of June 30, 2003, currently managed by the University. These discussions have resulted in a draft addendum to the current agreement between the University and the Foundation to accomplish that. Note too that a review of the endowment instruments reveals no terms in those documents that would be an impediment to the transfer.

This draft agreement has the following components:

- The actual transfer of the endowment assets will be accomplished pursuant to an Attachment A which will be crafted by the University's Division of Administration and the Foundation and presented to both the Trustees and Foundation Board. This will require an evaluation to determine whether, and if so when, assets will be liquidated prior to their transfer. It will also provide the Foundation the opportunity to plan its strategy for investing these assets consistent with its investment policy.
- The Foundation will invest these assets consistent with its investment policy. The Foundation will advise the Trustees of any changes to its investment policy not later than 5 business days after the change is made. With two University Trustees serving on the Foundation Board, there should be ample notice of any major changes in the policy.

- Changes to the investment policy apply to University endowment assets, except for changes that relate to fees to be retained by the Foundation. Those changes require prior approval by the Trustees in order to be effective.
- The Foundation is required to provide an annual report to the Trustees regarding these endowments. The current practice of providing an update of progress at each Trustees meeting will likely continue. The Foundation is also required to provide an audit of these funds as part of its regular annual audit. The Trustees are authorized to have an audit at its own expense if it so determines.
- The Trustees can vote to terminate this delegation at any time. This ensures that the Trustees retain control over these endowment funds and can elect to seek a different investment manager if desired.

Vice President Rick Miller prepared the draft document for the endowment transfer, and explained the authorization allows the Foundation to serve as the vessel to manage UW endowments. The agreement can be changed at any time at the request of the Board. Mr. Frank Mendicino was present on behalf of the Foundation Board, and advised the Trustees that the Foundation Board was happy to provide as much information as the Trustees deemed necessary. Reports will be provided to the Trustees in the same fashion as previously done, as well as included in a large report from Foundation. Trustee President Kathy Hunt encouraged all trustees to attend the Foundation Board meetings. Trustee Schaefer requested that approval of the draft agreement be placed on the Consent Agenda.

ADDENDUM

THIS ADDENDUM IS HEREBY MADE this _____ day of _____, 2003, to the MEMORANDUM OF AGREEMENT, dated May 10, 1998, between the University of Wyoming Board of Trustees for and on behalf of the University of Wyoming, (“University”) and the University of Wyoming Foundation, (“Foundation”). The purpose of this ADDENDUM is the designation of the Foundation as the University’s agent for the purpose of investing and managing certain University endowment assets for the benefit of the University, in accordance with the Uniform Management of Institutional Funds Act, W.S. 17-7-201, et seq.

WHEREAS, the University has received and now holds endowment funds under various endowments established by donors (“University Endowments”);

WHEREAS, the University desires that the Foundation becomes its agent to manage the investment of the University Endowments for the long-term benefit of University, consistent with the fiduciary responsibility of the University’s Board of Trustees, as authorized under W.S. 17-7-201, et seq.; and

WHEREAS, the Foundation is willing to accept that designation as agent.

NOW, THEREFORE, the University and the Foundation agree as follows:

Section 1. Transfer of University Endowments

University hereby agrees to transfer to Foundation the cash, securities and other property contained in the University Endowments as listed in Attachment A, which is incorporated by reference to this agreement, together with all earnings thereon and other accretions thereto as of the date of actual transfer thereof from University to Foundation, together with any other cash sums, securities or other property that may be transferred by University to Foundation pursuant to the terms of this Addendum from time to time, to invest and manage the same for the benefit of University for the uses and purposes set forth or referred to in this Addendum. Attachment A shall, when executed, specify a schedule under which the cash, securities and other property contained in the University Endowments shall be transferred to Foundation.

Section 2. Investment and Management of University Endowments & Income

The Foundation agrees to serve as the University’s agent regarding the University Endowments in accordance with W.S. 17-7-203 and acknowledges the University’s fiduciary responsibility to the donors regarding these assets. The Foundation agrees to hold, manage, invest and make distributions from the University Endowments, to be used for the purposes specified by the donors in accordance with law. The University Endowments shall be invested by the Foundation in investments and in an allocation of investments as determined by the Foundation which shall be consistent with:

- a. The investment policy implemented by the Foundation with regard to the other assets it manages; and
- b. The intent that the total investment return generated by these investments and investment allocations results in substantially the same total investment return, to

the greatest extent possible, for the University Endowments as for the Foundation's own pooled endowment funds.

Section 3. Restrictions on Use of University Endowments; Fees

The University Endowments and the distributions from the University Endowments shall be devoted exclusively to the purposes established for the respective University Endowments and in no part and in no event be given or contributed to or inure to the benefit of any private person or corporation, except to the extent of fees authorized to be retained by the Foundation as provided in this section. The Foundation shall be entitled to fees calculated in the same manner as applicable for other endowments managed by the Foundation in accordance with Foundation policies in effect on the effective date of this Addendum. No modification to the Foundation's policies regarding fees shall be applicable to the University Endowments unless such modification is approved by the University's Board of Trustees.

Section 4. Applicability of Foundation Investment Policies, Practices, and Procedures

Except as otherwise provided in Section 3 of this Addendum, the Foundation's investment policies shall apply to the University Endowments in the same manner as to other assets managed by the Foundation and shall be effective as to University Endowments at the same time and in the same manner those policies becomes effective as to other Foundation assets. The Foundation shall advise the University's Board of Trustees in writing of changes to the Foundation's investment policy not later than five (5) business days after the change has been approved by the Foundation.

Section 5. Reports and Accounting

The Foundation shall provide the University with an annual report that will include a summary of the balances in the University Endowments, the performance of the University Endowments investments, and the Foundation's operating income and expenses for the fiscal year, including fees charged for managing the University Endowments. The Foundation agrees to provide any information regarding financial operations of the Foundation to the University's Board of Trustees upon written request to the Foundation.

The University Endowments shall be subject to audit performed by an independent auditor to assure compliance with the terms of this agreement, which shall be included as a component of the annual audit of the Foundation. At any time the University may elect to audit the University Endowments, including any Foundation process related to the University Endowments, at its own expense ("University Elected Audit").

Section 6. Termination of

In its sole discretion, the University may terminate this Addendum at any time, provided that in such event the Foundation shall have a reasonable time to act and shall act expeditiously to transfer the University Endowments to the University or to such other person or persons as may be designated by the University, which transfer shall be in accordance with instructions of the University. The Foundation will be paid for its services through the date the University Endowments are transferred as directed by the University by calculating and apportioning fees earned consistent with the Foundation fee structure then in effect and applicable to University Endowments.

Section 7. Entire Agreement

Paragraph F.3 of the May 10, 1998, Agreement applies to this Addendum.

Signatures

MEMORANDUM OF AGREEMENT

THIS AGREEMENT made this 10th day of May, 1998, between THE TRUSTEES OF THE UNIVERSITY OF WYOMING, a body corporate established by the Constitution of the State of Wyoming, hereinafter referred to as the "University," and THE UNIVERSITY OF WYOMING FOUNDATION, a non-profit corporation duly established under the laws of the State of Wyoming, hereinafter referred to as the "Foundation" and amended by the parties by mutual consent.

WHEREAS the University is committed to pursue consistent, coordinated, and aggressive efforts to raise funds from the private sector to further its mission and help to achieve levels of excellence made possible by private philanthropy; and

WHEREAS the Foundation is supported by the University to promote, assist, and extend financial support to the University of Wyoming and its various educational programs and other services, and to provide scholarships, fellowships, and similar grants-in-aid to students enrolled in the University of Wyoming; and

WHEREAS increased levels of competition for financial support among the many and diverse interests within the University community require centralized coordination of fund-raising efforts; and

WHEREAS the Foundation has demonstrated its value and utility toward achievement of the mission of the University by providing among other things:

- Opportunities for individuals and organizations to support University programs and services to enhance the quality of the University;
- A corporate structure for managing private gifts and donations, including endowments and income-producing properties;
- Added assurances to donors that their contributions will be distributed and utilized for specified purposes; and
- A medium for broad-based, voluntary participation in the mission of the University through involvement in solicitation, management, and distribution of private gifts and donations; and

WHEREAS the University desires to enhance its fund-raising effectiveness through clarification of its relationship to the Foundation in the following respects:

- A. Designation of the Foundation as the principal fund-raising arm of the University;
- B. Assurance that fund-raising priorities for the University of Wyoming are those established by the Trustees of the University and its President;
- C. Harmonization of the investment policies of the University and the Foundation to the maximum advantage of the University's mission; and
- D. Specification of the University commitment to support the Foundation role in private fund-raising.

NOW THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

A. Primary Fund-raising Organization

The University hereby formally recognizes the Foundation and designates it as the principal fund-raising organization for the University.

1. Gifts and Donations
 - a) All gifts and donations made to the University directly or to the Foundation shall be for the use and benefit of the University and shall be deposited and retained in Foundation accounts for investment and management by the Foundation as described herein unless otherwise directed by the donor.
2. Solicitation, Consultation and Coordination
 - a) The Foundation, with support from the University Institutional Advancement Office, shall have primary responsibility for all annual fund, corporate, foundation, deferred and major gifts as well as special project fund-raising activities in addition to any capital campaign authorized by the Trustees of the University.
 - b) Consistent with the fund-raising priorities established by the Trustees and the President as specified under Section B below, the Vice President for Institutional Advancement shall provide consultation and coordination for and shall determine approval of all college, support organization, and alumni fund-raising activities in addition to any annual fund, corporate, foundation, deferred and major gifts or special projects delegated to those entities by the Foundation.
 - c) Preparation or assembly of any fund-raising literature shall be authorized by the Vice President for Institutional Advancement who shall maintain a master calendar for the distribution of all University fund-raising mailings and solicitations.
3. Record Keeping
 - a) The Foundation, with support from the Advancement Office, shall establish and maintain prospect and resource files on prospective donors, foundations, and corporations.
 - b) The Foundation shall maintain complete confidential records of all donors to the University and the Foundation through the Advancement Office, which shall be responsible to record and acknowledge receipt of all gifts to the University and the Foundation.
 - c) Compilation of records on all private fund-raising shall be the responsibility of the Foundation, with support from the Advancement Office, which shall provide reports as requested by the University.

B. Fund-raising Priorities

1. Long Range Objectives
 - a) Long-range academic objectives and associated fund-raising priorities shall be provided to the Foundation by the President upon approval by the Trustees as an integral part of the University's academic planning process.

- b) Through its President, the University will regularly consult with the Foundation as the University develops its fund-raising goals.
- 2. University Priorities
 - a) The University President, working in coordination with the Trustees of the University, will determine the projects, scholarships, endowments and various initiatives for which the University will seek private support.
 - b) Funding priorities for the University will be established by the President to guide the daily focus of the Advancement Office.
- 3. Acceptance of Gifts
 - a) The Foundation shall develop and maintain policies and procedures for the review and acceptance or refusal of gifts and donations to ensure that such gifts and donations are consistent with the plans, programs, and policies of the University.
 - b) The Trustees of the University must first approve the acceptance of any gift or donation that requires a matching obligation of the University, creates a future obligation of University resources, or alters its academic priorities.

C. Management of Gifts and Donations

- 1. Investment Management
 - a) The Foundation shall serve as custodian and manager of: (i) any assets which it currently holds; (ii) any assets received in the future in the name of the Foundation or the University unless otherwise directed by the donor; and (iii) any assets of other organizations affiliated with and recognized by the University, as provided in the separate custodial agreements which the Foundation reaches with such organizations.
 - b) The Foundation shall manage said assets in accordance with its Certificate of Incorporation, By-Laws, and Policies.
 - c) The Foundation's Investment Committee and the University Trustees' Investment Committee will meet together not less than once each year for the purpose of sharing information and developing mutually supportive investment strategies for the Foundation and the University.
- 2. Reports and Accounting
 - a) The Foundation and the University shall provide each other no less than an annual report to include a summary of all gifts and donations received and held or distributed during the previous year and the performance of their respective investment management programs. These reports should also include the report of any entity utilized for asset management.
 - b) The Foundation shall provide the University with the report of an annual audit performed by an independent certified public accounting firm of the Foundation's choosing, such report to be in a form adequate to allow the University to comply with any federally mandated "single audit" report.
 - c) The Foundation shall maintain adequate insurance coverage for all property held and managed by the Foundation for the University, and maintain appropriate liability insurance for its officers and directors.

D. University Support

1. Staff Support
 - a) The University agrees to provide and pay for the appropriate staff support required by the Foundation to fulfill its role and responsibilities through the Advancement Office. The Foundation will reimburse the University for such support in amounts determined by the Foundation Board.
 - b) The University agrees to make available the Vice President for Institutional Advancement to serve as Executive Director of the Foundation.
 - c) The President shall recommend the hiring, firing, and compensation decisions pertaining to the function and performance of the Executive Director of the Foundation. The Foundation Board of Directors shall then advise and consent to the President's recommendation. Consent to the recommendation of the President shall not be unreasonably withheld by the Foundation Board of Directors.
 - d) The University, through its Vice President for Institutional Advancement, agrees to consult with the Foundation in the selection and evaluation of key professional staff persons in the Office of Institutional Advancement.
2. Space
 - a) The University shall, in addition to the lease of the Foundation House, provide at no cost to the Foundation, suitable housing for the Foundation operations required to implement this Agreement, and will pay the cost of utilities, maintenance and repairs, property insurance, and other physical facility support services for the Foundation.
3. Support Services
 - a) The University grants the Foundation license to use the name "University of Wyoming" and any other trademarks of the University in connection with its fund-raising activities.
 - b) From time to time, as resources and workloads permit, the University will provide the Foundation with certain services for which no separate charges will be assessed. Such services will include, but not be limited to, business, travel, financial, legal, public relations, and consulting services.
 - c) As resources may permit, the University agrees to provide the necessary computing support, including the acquisition of appropriate hardware and software required by the Foundation to record and maintain donor records.

E. Term

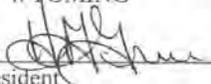
1. This Agreement shall continue in force and effect for a period commencing with the date hereof, as first above written, and ending on June 30, 2001 provided, however, that:
 - a) Either party may give notice of termination on or before January 15 of each year, in which case this agreement shall terminate on June 30 of that year; and
 - b) This Agreement may be amended or terminated by mutual agreement of the parties hereto.
2. If not otherwise terminated as set forth in this Section E, this Agreement shall be automatically renewed for one year on July 1, 2001 and on the 1st day of July of each year thereafter.

F. Other

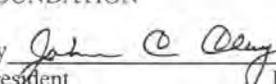
1. This Agreement shall not be construed to effectuate a merger of the University and the Foundation. At all times, the University and the Foundation shall be operated as separate and distinct entities, each with ultimate control and autonomy of their operations.
2. This Agreement shall not be deemed a waiver of any immunity available to either part thereto, including the sovereign, common law, and statutory immunity of the University, and of its agents and employees, and the charitable and statutory immunity of the Foundation, and of its agents and employees.
3. This Agreement embodies the entire agreement of the parties. There are no promises, terms, conditions, or obligations other than those contained herein; and this Agreement shall supersede all previous communications, representations, or agreements either written or oral, with regard to the organizational relationships between the parties hereto.

IN WITNESS WHEREOF, the parties hereunto set their hands and official seals the date and year first above written.

THE TRUSTEES OF THE UNIVERSITY
OF WYOMING

By  11-19-99
President Date

THE UNIVERSITY OF WYOMING
FOUNDATION

By  10-13-99
President Date

WORK SESSION: Introduction of Intercollegiate Athletics Director

Mr. Gary A. Barta has been hired as the Director of Intercollegiate Athletics for the University. Gary comes to Wyoming from the University of Washington where he has served as Senior Associate Athletic Director for External Relations and Sports Programs since 1996. While at Washington, Gary was responsible, among other things, for raising more than \$100 million in private and corporate funds toward the Huskies' operating budget and capital improvements; for assisting in the hiring of coaches and administrative staff; for negotiating sponsorships and radio contracts; and for working with coaches and student-athletes to achieve academic and athletic success. Gary also was a central participant in the design and construction of five major facilities at the University of Washington. During his tenure, total annual private support to athletics increased from \$6.9 million to \$15.8 million.

Gary earned a Bachelor of Science degree from North Dakota State University in 1987, where he was an option quarterback on three NCAA Division II national championship football teams. He returned to NDSU the following year as a director of development, assisting in the completion of a \$15 million capital campaign and serving on a task force that helped raise funds for the 20,000-seat Fargo Dome on campus. From 1990-1996, Gary served as Director of Athletic Development and External Relations for the University of Northern Iowa, managing all fundraising, marketing, promotions, and media relations activities for the school's 17-sport program, as well as for hiring of coaches and administrative staff.

Gary assumed his duties here on October 15. One of his first tasks will be to work with the President to convince Wyoming legislators to support UW's budget request relating to the Strategic Plan for Intercollegiate Athletics.

President Dubois introduced Mr. Barta in public session, and noted that he is pleased to have him at UW.

WORK SESSION: Presentation of Annual Audited Financial Statements

The University of Wyoming awarded the engagement for external audit services to the firm of McGee, Hearne & Paiz, LLP as external auditors at their March 3-4, 2000 meeting for the fiscal years ending 200, 2001, 2002 and 2003. The engagement was subject to annual renewal based on satisfactory performance for the previous year's annual audits.

The Board of Trustees reviewed the audit cycle at UW during the orientation program held on September 11, 2003. Information regarding the reports was outlined in the following fashion:

Five reports are prepared as of the end of June 30th, the end of the University's fiscal year. The five reports, their purpose, and deadlines for submission to regulatory agencies include:

- a. **Financial Report:** These financial statements present the financial position of the University of Wyoming as of the fiscal year end, and the changes in net assets and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.
- b. **Compliance Report:** This is part of obtaining reasonable assurance about whether the University's financial statements are free of material misstatement. The auditors do not express an opinion on compliance with various provisions; instead, they report that the results of their tests disclosed instances of noncompliance that are required to be reported under Government Auditing Standards.

Please note: **The Financial Report** and **Compliance Report** together comprise a "single audit" as required by the U.S. Office of Management and Budget (OMB).

- c. **The Bond Funds Financial Report:** This is a subset of the institution-wide financial statements and is prepared for the purpose of complying with the requirements of the University's bond ordinances. These statements include operations from the University Bookstore, the Student Union, Dining Services, Housing facilities, interest income on excess funds, government royalties, permanent land income, utility and telecommunications income. They also include the following plant funds: Project Acquisition Fund (unexpended funds), Capital Fund (renewals and replacement fund) and Retirement of Indebtedness Funds (reserve fund created by bond resolutions). The auditors express their opinion on the financial position of the Bond Funds as of the fiscal year end, including the changes in its net assets and cash flows for the year.

- d. **Wyoming Public Radio Financial Report:** These financial statements present only the operations of Wyoming Public Radio. The auditors express an opinion on the fair presentation of WPR's financial position and results of operations. The statements are submitted to the Corporation for Public Broadcasting.
- e. **Intercollegiate Athletics Report:** This report constitutes an "agreed-upon procedures" engagement; its scope being less than that of an audit. This engagement is solely to assist the University in complying with NCAA Bylaw 6.2.3.1.

Since McGee, Hearne & Paiz, LLL have successfully completed the fiscal year 2003 audits, it was recommended that the Board of Trustees of the University of Wyoming accept and approve the University Financial, Compliance, Bond Funds, Wyoming Public Radio, and Intercollegiate Athletics Reports.

Vice President Beth Hardin and Janet Lowe, University Controller, reported on the annual audits in conjunction with Mr. Hearne. Vice President Hardin noted that the audits are an important fiscal responsibility for UW. Mr. Hearne briefly reviewed each of the above-mentioned reports, and called the Board's attention to some completed last-minute changes. Vice President Hardin stated that the management letter will be forthcoming and she will review the auditors' suggestions. Trustee President Hunt said the item would be placed on the Consent Agenda. Mr. Hearne thanked the Board, commenting that the UW staff were extremely helpful in providing the necessary information to complete the audit process.

WORK SESSION: Academic Planning Update

The Office of Academic Affairs will produce the first draft of the UW Academic Plan II 2004-2009 by December 1, 2003. Areas of distinction and institutional issues articulated in Academic Plan II will follow closely those outlined in the *Moving Forward III* document. Significant academic issues have already been addressed in 95 department, college and unit plans. The academic planning process has generated extensive discussion within the campus community and external constituents as evidenced by interest and participation with academic affairs personnel at numerous committee meetings, advisory boards and interest groups.

All documentation regarding the academic planning process, and all comments received, are available on the Academic Affairs website. Plans at all levels are subject to comment by anyone interested in the institution's future. Comments should be forwarded to Academic Affairs for compilation and distribution to appropriate units. Comments regarding draft plans are being solicited until November 15 for all academic colleges, libraries, graduate school, outreach school, American Heritage Center, Art Museum, ECTL, Honors Program and High School Institute, International Programs Office, SENR, and WyGIS. Comments regarding UW's overall Academic Plan are welcome, in any reasonable format, until March 1, 2004.

Vice President Buchanan stated that all the plans are finalized and available on the web for review. The final plan will be available by December 1.

WORK SESSION: Pharmacy Tuition Differential

UW Academic Plan Action Item #111 calls for the development of a plan to increase funding for the School of Pharmacy. The significance of this issue was heightened by the 7/15/03 report from the American Council on Pharmaceutical Education (ACPE) titled "Accreditation Action and Recommendation," forwarded to the Board electronically in early August. Following review of the professional program leading to the Doctor of Pharmacy (Pharm.D.) degree, the ACPE continued accreditation of the program through June 30, 2004. In addition to their accreditation extension, the ACPE also issued a "Cautionary Notice" identifying issues that require further attention. These include: (a) further definition of the plan for revenue enhancement to provide an adequate base of fiscal resources to support the school's program; (b) an update on strategic academic planning; (c) an update on faculty resource enhancement (recruitment and hiring); (d) an update on student performance on the NAPLEX examination; and (e) an update on development of pharmacy practice sites to support pharmacy practice experience.

To comply with ACPE recommendations, the ratio of students to faculty during the pharmacy practice experience will need to be reduced. This is particularly true for the acute care experience where current ratios are the highest, as discussed in the September meeting. At that meeting, university administrators proposed a method for reducing the ratio by increasing the tuition differential currently charged to Pharm.D. students and using the differential to fund increases in the Pharmacy clinical-faculty workforce.

Specifically, the Office of Academic Affairs proposes increasing the differential tuition by 16 percent for residents and 26 percent for nonresidents, in accordance with modeling results

presented at the September meeting. In this preferred alternative, PharmD candidates would begin paying the new tuition in the 2004-2005 academic year. The final-year candidates would exempt from the new rate in 2004-2005, since they would not benefit as directly as other Pharm.D. students from the increased staffing funded by the increase.

A review of the analysis leading to this recommendation was presented to the Board.

Associate Vice President for Academic Affairs, Myron Allen, led the discussion on the topic. He acknowledged Dean Kelley and Pharmacy Dean, John Vandell, and commented that they have helped substantially with the process. Some of the issues that required attention included the accreditation, revenue-related matters, acute-care faculty/student ratio, preferred revenue scenarios, and possible tuition increases. Associate Vice President Allen asked the Board for a decision at this meeting in order to move forward. Trustee Schaefer requested this item be taken off the Consent Agenda and be discussed further under Committee of the Whole (Regular Business).

WORK SESSION: Deletion of UniReg 406, Academic Program Planning

University Regulation 406 addresses the establishment of University-wide guidelines for program review. The UniReg was adopted in 1986 with the expressed purpose of strengthening both the University and the program being reviewed. While the goals of the Unireg are laudable, the implementation was onerous and time-consuming. The review process produced very large documents that were of questionable value to the main goal of improving the department being reviewed.

The process of program review described in UniReg 406 has been completely supplanted by our current academic planning process. Academic planning is now viewed as a continuous process rather than an event. The planning process is an integrated approach that promotes significant vertical dialogue between departments, colleges, and the central administration. A hallmark of the current planning process is identifying specific department, college, and university action items to be addressed over the period covering the plan. All departments and colleges provide annual reviews documenting updates on implementation of their specific action items. In addition, the University provides periodic updates with respect to plan implementation through the UW Academic Plan Implementation Report Cards. Report Card III for *Academic Plan 1999-2004* was recently distributed to the campus community and external constituents and may be found on the web at: <http://uwadmnweb.uwyo.edu/AcadAffairs/Acad Plan Implementation/final report card.pdf>.

The University has been steadily moving forward with the *UW Academic Plan 2004-2009*. More than 70 draft department academic plans were received by the Office of Academic Affairs on or before July 1, 2003. As noted above, there is both continuous and substantial dialogue between the administration and departments in developing the plan. Written feedback

on draft department plans for the 2004-2009 plan produced in excess of 90 pages of specific comments, criticisms, compliments, and suggestions.

In closing, our current academic planning process is both rigorous and efficient. The planning process eliminates the need for the more cumbersome review process outlined in Unireg 406. Therefore, it is proposed to eliminate UniReg 406.

Vice President Buchanan advised the Board that this item will be addressed in the Academic Plan, helping to systematize the procedure. Trustee Spicer asked to have the item placed on the Consent Agenda.

THE UNIVERSITY OF WYOMING
Laramie, Wyoming

UNIREG 406
March 17, 1986

UNIVERSITY REGULATION 406

Initiating

Authority: Vice President for Academic Affairs

Subject: Establishment of University-wide Guidelines for Program Review

References: (a) Faculty Senate Bill 191 (adopted January 27, 1986)

- 1. PURPOSE.** To establish a University-wide set of guidelines for program review.
- 2. GENERAL INFORMATION.** This UniReg covers only those guidelines listed below. The attached Appendix of possible data sources is provided only as examples of ways in which information on each of the guideline categories can be obtained.
- 3. PROGRAM REVIEW GUIDELINES.** There are probably as many purposes for doing some form of unit or program review as there are reviewers, units in the University, and administrators whose job it is to make decisions based on such reviews. The purpose of program review should be to strengthen both the University and the unit being reviewed. Hence, the emphasis should always be on the potential positive outcome. The unit being reviewed should be encouraged to think of this process as a means of demonstrating their strengths. A major part of the review process should focus on future development and growth as well as past accomplishments and deficiencies. The following guidelines and the attached Appendix are designed to help program administrators, faculty, and staff accomplish that objective:

CENTRALITY

To UW Mission
To Needs of State and/or Region
To General Education
To Other UW Programs
To Student Community

DEMAND

Undergraduate Students

Present
Projected
Graduate Students
Present
Projected

UNIQUENESS

Locational Advantage/Disadvantage
Comparative Advantage/Disadvantage
Distinctive Competence

STRUCTURE AND GOVERNANCE

Leadership and Supervision
Relations with Higher Administration
Faculty/Staff Relations, Responsibility and Involvement
Planning and Priorities
Policies and Procedures
Clerical, Technical, and Other Support

TEACHING AND STUDENTS

Overall Evaluation
Graduate Students
 Immediate Effects
 Long-Term Effects
Undergraduate Students
 Immediate Effects
 Long-Term Effects
Facilities and Equipment
Off-Campus/Extension/Continuing Education

CURRICULUM

Planning and Development
Service Courses
Major Courses
 Graduate
 Undergraduate

SCHOLARSHIP

Quality
Quantity
Faculty
Student
Facilities and Equipment

SERVICE

To Discipline on National, Regional, or State Level
Total Activity and By Faculty/Staff/Students
To Region, State, or Community
To University, College or Unit
Student Service and Advising

COST EFFECTIVENESS

Extramural Funding Possibilities
Cost/Revenue Relationship
Cost/Benefit Relationship

OVERALL QUALITY

Historical
Current
Potential

APPROVED: March 17, 1986

Donald L. Veal
President

APPENDIX

POSSIBLE DATA SOURCES

This Appendix is unique in terms of program review guidelines. Most review documents used in educational institutions, by accreditation agencies, etc. are very general. While these guidelines are both basic and important, they are often not supported with sufficient detail to be of real guidance to the reviewers or the program undergoing review. This Appendix was created to help unit administrators and reviewers utilize the program review guidelines.

The approach taken here is much more specific. It provides a list of possible data sources which can be used to assess each of the review categories in different units. Obviously, not all data sources apply to all units, and there are probably other types of data that units can supply to demonstrate strength in the various guidelines categories. Similarly, some data points may apply to more than one area. UNIT ADMINISTRATORS SHOULD COLLECT ONLY THE MOST RELEVANT DATA FOR THEIR PROGRAM UNDER EACH REVIEW CATEGORY.

These suggested data sources are not listed in order of importance or in any particular order. It is the responsibility of the reviewing group and the unit under review to determine the priority/importance of each type of data for that program. These recommendations, however, should provide guidance to reviewers in assessing the relevance of various categories in relation to the programs about to be reviewed. As review teams and units use this Appendix, it should be revised to include other data sources.

It should also be recognized by both the unit being evaluated and the evaluators that these possible data sources are objective. Subjective or qualitative data are as important as the types of data suggested here when making an overall final program review. For example, the subjective observations on each of the guideline categories may be relied upon more heavily by a review committee than many of the data sources suggested for that category.

CENTRALITY

TO UW MISSION

- University Mission Statement
- College Mission Statement
- Unit Mission Statement

TO NEED OF STATE AND/OR REGION

- Correspondence from Students, UW Academic Personnel, Legislators, etc.
- Special Mandates
- Correspondence from Industry or Government Sources

TO GENERAL EDUCATION

- Number of General Education Courses
- Content of General Education Courses

TO OTHER UW PROGRAMS

- Number and Types of Interdisciplinary Courses
- Number of Courses Required or Recommended by Other Units

Inter or Multi-Disciplinary Nature of Programs
TO STUDENT COMMUNITY

Correspondence from Student Leaders
Correspondence from Student Affairs Office
*Number of Remedial Sections for Last Five Years (Fall & Spring)

DEMAND

UNDERGRADUATE STUDENTS

PRESENT

*Number of Bachelors Degree Programs for Last Five Years
*Number of Bachelors Degree Graduates for Last Five Year (Su/F/SP)
*Total 300-500 SCH for Last Five Years (Fall & Spring)
*Total 300-500 Sections for Last Five Years (Fall & Spring)
*Total 300-500 Students for Last Five Years (Fall & Spring)
*Total Number of Undergraduate Majors for Last Five Years
*Number of Majors Per Base FTE for Last Five Years
*Number of Graduates Per Base FTE for Last Five Years
Off-Campus Enrollment
Enrollment Figures by Courses for Last Five Years
Number of Undergraduate Majors per Degree Program
International Student Enrollments
TOEFL Scores of International Students

PROJECTED

Retention of Majors
Placement Opportunities for Majors
Place History of Majors

GRADUATE STUDENTS

PRESENT

*Number of Graduate Majors for Last Five Years
*Number of Masters Degree Programs for Last Five Years
*Number of Masters Degree Graduates for Last Five Years (Su/F/SP)
*Number of Doctoral Degree Programs for Last Five Years
*Number of Doctoral Degree Graduates for Last Five Years (Su/F/SP)
*Total 600-900 SCH for Last Five Years (Fall & Spring)
*Total 600-900 Sections for Last Five Years (Fall & Spring)
*Total 600-900 Students for Last Five Years (Fall & Spring)
Total Graduate Student Enrollment for Last Five Years
Graduate Enrollment by Course for Last Five Years
Ratio of M.A./Ph.D. Students Started/Completed

PROJECTED

Number of Graduate Applications
GRE, GMAT, Etc. Scores of Applicants/Students

UNIQUENESS

LOCATIONAL ADVANTAGE/DISADVANTAGE

Data from Similar Units in Region
WICHE Activity

COMPARATIVE ADVANTAGE/DISADVANTAGE

Special Programs/Courses Not Offered by Competing Institutions
Foreign Exchange Programs Not Offered by Competing Institutions

DISTINCTIVE COMPETENCE

Unique Qualities of Faculty and Technical Staff
Distinctive Competencies of Faculty/Staff
Multi-Cultural or International Opportunities for Students & Faculty
Special Courses/Programs Needed by Other UW Units

STRUCTURE AND GOVERNANCE

LEADERSHIP AND SUPERVISION

Administrative/Organizational Structure (Organization Chart)
Administrator(s) Authority and Responsibility
Appropriateness of Administrative Structure to Strategies
Professional Staff Authority and Responsibility
Encouragement of Innovation and Experimentation
Stability and Continuity of Unit/Programs

RELATIONS WITH HIGHER ADMINISTRATION

Level of Institutional Support (by Budget Category)
Higher Administration Support of Unit Leader(s)
Unit Leader(s) Support of Higher Administration

FACULTY/STAFF RELATIONS, RESPONSIBILITY AND INVOLVEMENT

Faculty/Staff Authority and Responsibility
Faculty/Staff Involvement in Unit Decision-Making
Faculty/Staff Support of Unit Leader(s)
Unit Leader(s) Support of Faculty/Staff
Faculty/Staff Job Descriptions
Turnover in Faculty, Staff, Administration

PLANNING AND PRIORITIES

Clarity of Unit and Program Goals and Objectives
Budgeting Process and Expenditure Patterns
Minority Faculty/Staff Representation
Female Faculty/Staff Representation

POLICIES AND PROCEDURES

Nature, Clarity and Understanding of Unit Policies and Procedures
Completeness and Accuracy of Student/Faculty/Staff Records
Clarity of Program Checksheets, Forms, and Similar Materials

CLERICAL, TECHNICAL AND OTHER SUPPORT

Quality, Quantity, and Duties of Clerical Support
Quality, Quantity, and Duties of Technical Support
Quality, Quantity, and Duties of Other Full- and Part-Time Support
Training Offered to Support Staff
Space Adequacy and Allocation

Administrative Facilities and Equipment
Faculty/Professional Staff Ratio
Faculty/General Staff Ratio

TEACHING AND STUDENTS

OVERALL EVALUATION

Overall GPA for Unit for Last Five Years
Average GPA Per Course for Last Five Years
Faculty GPA Per Faculty Member for Last Five Years
Faculty Time Devoted to Instruction
Faculty Office Hours and Preparation Time Expectations
*Total (300-900) SCH for Last Five Years (Fall & Spring)
*Total (300-900) Sections for Last Five Years (Fall & Spring)
*Total (300-900) Students for Last Five Years (Fall & Spring)
*SCH Per Base FTE for Last Five Years
*Number of Sections Per Base FTE for Last Five Years
*Number of Students Per Base FTE for Last Five Years
*Average Class Size (300-900) for Last Five Years
Average Class Size: Graduate/Undergraduate
Average Class Size: Major/Service Courses
Faculty Teaching Awards & Honors
*Number of Graduate Assistantships (Base/Non-Base)
Graduate Assistant Teaching Supervision
Part-Time Faculty Supervision
Innovative Teaching Methods
Faculty Teaching Load Distribution
Periodic Assessment of Student Competence and Progress

GRADUATE STUDENTS

IMMEDIATE EFFECTS

Graduate Admission and Retention Standards, Policies and Process
Feedback from Current Graduate Students (Letters, Special Meetings, Etc.)
GRE/GMAT/LSAT/MSAT Scores of Applicants
Minority and Female Graduate Student Representation
Graduate Assistant Support
Results of Exit Interviews with Graduate Students

LONG TERM EFFECTS

Evaluations by Graduate Students (Alumni)
Graduate Success at Other Universities
Employer Evaluations

UNDERGRADUTE STUDENTS

IMMEDIATE EFFECTS

Undergraduate Admission and Retention Standards, Policies and Process
Feedback from Current Undergraduate Majors (Letters, Meetings, Etc.)
Undergraduate Major Average GPA
Feedback from Currently Enrolled Non-Majors (Survey of Courses, Etc.)

GRE/GMAT/LSAT/MSAT etc. Scores by Majors
Minority and Female Undergraduate Student Representation
Undergraduate SAT/SCT Scores
Faculty and Course Evaluations
G.A. and Part-time Teacher Evaluations
Results of Exit Interview with Undergraduate Students

LONG TERM EFFECTS

Employer Evaluations
Undergraduate Student Alumni Evaluations

FACILITIES AND EQUIPMENT

Special Classroom, Laboratory, Computer, or Other Facilities
Office and Technical Support for Teaching
Faculty/Staff Ratio
Staff/Student Ratio
Library Resources
Square Feet of Laboratory Space Per Student

OFF CAMPUS/EXTENSION/CONTINUING EDUCATION

Field or Clinical Success
Intern Evaluations
Practicum Supervision
Off Campus/Extension/Continuing Education Activity
Practicum Teaching Supervision and Reviews

CURRICULUM

PLANNING AND DEVELOPMENT

Faculty and Administrator Involvement
Balance Between Applied and Theoretical Courses/ Programs
Course/Program Offerings of Comparable or Regional Programs
National Professional Curriculum Recommendations
Practicum or internship Opportunities
Laboratory and Clinical Opportunities
Application to "Real World" Concerns
Development Over Last Five Years
Presence of On-going, Systematic Review Process
Evidence of Innovation and Experimentation
Course Sequencing
Clearly Stated Objectives
Library Resources
Logically Organized and Internally Consistent
Stability, Continuity, Comprehensiveness, Diversity, Currency, Adaptability, Etc.

SERVICE COURSES

Service Course Content/Syllabi
"General Education"-Type Requirements
Number and Types of Graduate Courses Required Outside Unit
Number and Types of Undergraduate Courses Required Outside Unit

MAJOR COURSES

GRADUATE

- Core Requirements for All Graduate Students
- Number of Credits Required in Unit
- Number of Credits Required Outside Unit
- M.A./M.S. Course Offerings
- Ph.D Course Offerings
- Special Degree Focus
- Number of Courses Servicing Only Graduate Students

UNDERGRADUATE

- Core Requirements for All Undergraduate Students
- Number of Credits Required in Unit
- Number of Credits Required Outside Unit
- Special Program Sequences

SCHOLARSHIP

QUALITY

- Quality Rating of Journals in Which Faculty Publish
- Number of Citations of Past Scholarship
- Faculty Research or Publication Awards and Honors
- Post-Docs in Unit

QUANTITY

- Total Number of Referred Publication and Presentations
- Quantity of Scholarship by Faculty Member
- Quantity of Scholarship by Professional Staff
- Grants and External Funding
- Internal Funding
- Inventions, Patents, Copyrights Granted/Applied for
- Conferences Attended in Last Five Years
- Books Published

FACULTY

- Professional Experience
- Diversity of Faculty Ranks
- Faculty Research Loads
- Interdisciplinary Research
- Terminally Qualified Faculty
- Number of Part-time Faculty
- Faculty Diversity in Experience and Competence
- Faculty Development and Renewal
- Sabbatical Opportunities, Applications and History

STUDENT

- Undergraduate Student Scholarship
- Graduate Student Scholarship and Theses/Dissertation Awards

FACILITIES AND EQUIPMENT

- Office, Laboratory, Technical and Other Support for Research

Special Facilities and Equipment
Library Resources

SERVICE

TO DISCIPLINE ON NATIONAL, REGIONAL, OR STATE LEVEL
TOTAL ACTIVITY AND BY FACULTY/STAFF/STUDENTS

Membership in Professional Organizations
Offices held in Professional Organizations
Committee Activities and Offices
Membership on Journal Editorial Boards
Proceedings Editorships

TO REGION, STATE OR COMMUNITY

Number of Workshops Conducted
Consulting for Reduced or No Payment
Speeches or Other Presentations

TO UNIVERSITY, COLLEGE OR UNIT

Committee Activities and Offices
Special Assignments or Projects
Leadership Responsibilities

STUDENT SERVICE AND ADVISING

Number of Undergraduate Advisors
Number of Graduate Advisors
Number of Graduate Faculty
Faculty/Advisee Ratio
Nature of Major Advising/Student Counseling
Release Time for Advising
Service to Student Groups

COST EFFECTIVENESS

EXTRAMURAL FUNDING POSSIBILITIES

Extramural Funding Applications (by Unit and Faculty Member)
Extramural Funding Success (by Unit and Faculty Member)

COST/REVENUE RELATIONSHIP

*Base Faculty Funding Per FTE for Last Five Years
*Non-Base Faculty Funding Per FTE for Last Five Years
*Base Staff Funding Per FTE for Last Five Years
*Non-Base Staff Funding Per FTE for Last Five Years
*Part-Time Funding for Last Five Years
*Support Services Funding for Last Five Years (Base/Non-Base)
*Travel Funding for Last Five Years (Base/Non-Base)
*Equipment Funding for Last Five Years (Base/Non-Base)
*Other (6000-9000) Funding for Last Five Years (Base/Non-Base)
*Total Funding for Last Five Years (Base/Non-Base)
*Staff Support Per Base FTE Faculty for Last Five Years
*Part-Time Support Per Base FTE Faculty for Last Five Years
*Graduate Assistant Support Per Base FTE Faculty for Last Five Years

- *Support Services Per Base FTE Faculty for Last Five Years
- *Travel Support Per Base FTE Faculty for Last Five Years
- *Equipment Support Per Base FTE Faculty for Last Five Years
- Reallocations Attempted
- Cost Containment Measures
- New Faculty/Staff Positions Requested in Last Five Years
- New Faculty/Staff Positions approved in Last Five Years
- Old Faculty/Staff Positions Not Renewed in Last Five Years
- Cooperative Programs With Industry, etc.

COST/BENEFIT RELATIONSHIP

- *Average Total Cost Per SCH for Last Five Years
- *Average Support Services Cost Per SCH for Last Five Years
- *Average Faculty Cost Per SCH for Last Five Years
- *Average Other Personnel Cost Per SCH for Last Five Years
- *Average Total Cost Per Student for Last Five Years
- *Average Support Services Cost Per Student for Last Five Years
- *Average Faculty Cost Per Student for Last Five Years
- *Average Other Personnel Cost Per Student for Last Five Years
- *Average Total cost Per Section for Last Five Years
- *Average Support Services Cost Per Section for Last Five Years
- *Average Faculty Cost Per Section for Last Five Years
- *Average Other Personnel Cost Per Section for Last Five Years
- *Average Total Support Per Degree Program for Last Five Years
- *Average Support Service Per Degree Program for Last Five Years
- *Average Faculty Support Per Degree Program for Last Five Years
- *Average Other Personnel Support Per Degree Program for Last Five Years
- *Average Equipment Support Per Degree Program for Last Five Years
- Faculty Salaries Relative to Norms
- Cost of Similar Programs
- Enrollment Trends in New Courses/Programs
- Synergy Between Programs and/or Service Responsibilities
- Resource/Facility Sharing With Other Units
- Total Student Credit Generated on and off Campus

OVERALL QUALITY

HISTORICAL

- Discipline/Unit History Nationally
- Discipline/Units History at UW
- Ranking in National Surveys

CURRENT

- Accreditation Status
- Ranking in National Surveys
- Evaluations by Others in Discipline
- Opinions of Outside Evaluator(s)
- Evaluation by UW Administrators
- Alumni Evaluation

International Recognition
Foreign "Sister Institution" Arrangements
Evaluation by Industry Sources
Awards Won by Graduate Students and Post-Docs
Competitive Fellowships Won by Faculty, et al
Chairs and Distinguished Professorships
Major Faculty Appointments and Appearances Outside UW

POTENTIAL

Movements Toward Quality Improvement
National Predictions in Terms of Theory and Skills Needed
Trends in State and Region Interest
Recent or Anticipated Changes at Other Institutions

* = Information Currently Available on Administrative Computing System

WORK SESSION: Prexy's Pasture Plan

Vice President Phill Harris introduced Roger Baalman, Director, Facilities Planning and chair of the Design Team. Mr. Baalman introduced the design team: Herb Shaw, EDAW; Ralean Hokima, UW student; David Reif, Art Department; Kathie Hull, Frosty Selmer, Jeff Flake, and Marie Mahoney, UW staff. He then reiterated that Prexy's Pasture needed improvement due to the poor state of repair on the street around the Pasture, and problems for students trying to cross the street around Prexy's due to vehicle traffic. The plan was shared with the Board. Due to financial constraints the plan will be implemented in phases. The first phase is estimated at approximately \$1.6 million and will target the necessary paving. Mr. Baalman added that spaces for mobility-impaired persons will be located closer to the core of campus.

WORK SESSION: War Memorial Stadium Repair

Vice President Harris provided information on the repairs to the upper west side of War Memorial stadium. A timeframe will be developed to plan for the repairs and their completion by the 2004-2005 football season. Mr. Baalman answered questions from the Board regarding how they were going to address potential problems that may occur. The estimate for the repairs currently stands at \$3.2 million and Vice President Harris asked the Board for their approval and authorization for him to proceed. The Board moved the item to the Consent Agenda.

WORK SESSION: Board Review and Discussion of 2003-2004 Board Goals

October 28, 2003

Memo to UW Trustees
From: Kathy Hunt
Re: Notes regarding "Board Goals" from August, 2003 Retreat

In order to make sure that we have the opportunity to keep our Board processes in front of us, I am providing this summary of the discussion we had in August regarding Board goals and issues. I propose we have a brief discussion of these items at the work session on November 7th, and decide on any specific actions or follow-up that is needed.

Issues discussed:

1. Do we allow sufficient time to engage in meaningful discussion? Is the quality of the discussion what we want? I would ask for some feedback about our meeting in September, as we attempted to better organize the Trustee's time and energy and it would be helpful to find out if we are moving in the right direction.

In that regard, are the mtg. agendas too "crammed"?

We agreed that informal evening discussion times, other non-structured times/retreat for brainstorming can be particularly helpful for contentious issues. Do we need to formally schedule such sessions routinely, or as needed? If so, how do we decide the "as needed" part?

2. Improved Board focus on **substantive** issues that should lead to enhanced decision-making processes.

In this regard, we discussed the fact that the volume of substantive, formal discussion in regularly scheduled Board meetings sometimes precludes informal brainstorming that is often helpful in policy formulation and in developing opinions and perspectives. To that end, we are scheduling more work sessions which allow for some of this informal background briefings. Are these on track and are they helpful as presented?

Concomitant flow of information is needed consistent with Executive Committee discussion and decision-making. Simply being informed of Executive Committee decisions would be helpful. Need to keep all trustees apprised re: substantive actions and discussions. We are endeavoring to distribute Executive Committee minutes in a timely fashion to all Board members. Is this working and it is sufficient notification. I have committed to keeping the Board apprised of "happenings" in a weekly e-mail. As you might have noticed, I haven't kept that promise! I will try harder, and would appreciate your input as to what you want to know about and when you

want to hear about it, as well as whether e-mail is the best method of getting that information to each of you.

3. Do we spend adequate time on social interaction?

The retreat is an important component.

There is a significant difference between social time and informal non-structured discussion/deliberation.

When meetings occur too frequently, there is a problem with the expediency of information flow. Staff has a hard time with meetings that occur more often than every other month.

Possibility of devoting an additional day or so to informal/less structured discussion perhaps six months out from the retreat. Might consider restructuring one of the regular board meetings. I would like the Board to consider whether you would like to schedule an off-month informal meeting (it would need to be something that does not require significant staff support due to the existing work load) this winter, or adding time in a regular meeting for any particular time to have the mini-retreat. If so, when and what topics or items would you want to discuss?

4. Does the board receive the right amount of information in a timely fashion?

Pre-reading is helpful to informed discussion at regular board meetings. President Dubois' office has made a real effort to get the Board materials in our hands at least one weekend before the meeting. Is this working for everyone?

Additional information distributed at the mtg. is sometimes necessary but ought to be added judiciously. I have asked that we use notebooks instead of the spiral-bound format so that new info can be inserted at the meeting. The notebooks can be recycled at the end of each meeting. Let me know if that method is helpful.

Consider more aggressive use of consent agenda for mundane routine business (e.g. discussions regarding easements, etc.) Again, are we doing better on this (review the September agenda) and is this working for everyone?

5. General business practices of the board.

Need to not lose sight of the overall mission. Include mission statement at the front of each agenda book. We are doing this, are there other ideas as to how we can keep the "big picture" in front of us?

Tours of the campus and different facilities are helpful and valuable. The good, the bad, the ugly. I would like to know if there are programs, buildings or other areas of concern on campus that Trustees would like to visit.

Trusteeship Committee – Continue self-inventory and board evaluation. This summer is the time for us to do a Board evaluation and Trustee self-evaluation. Do we want to schedule that and assign it to an ad-hoc committee to prepare?

Continue to tap AGB expertise. As you are planning your spring, I would like to know which of you are contemplating going to the AGB conference.

Continue to monitor legislative process. Coordinate BOT input with legislative processes. Need to assure that contact is made and that it is done with a common voice. Strategic use of Trustees in legislative discussions is important and needs careful orchestration. Ditto for students. Actions should reflect board consensus, not individual opinions. This is coming upon us, we need to make sure we are on the same page with Phil and know what he needs from us at the regional meetings and beyond.

January meeting should focus on draft Academic Plan II. Do we want to make sure we schedule a significant block of time to give the Trustees time to talk? It will be critical that each of us have reviewed the drafts that are available prior to that time and have submitted such concerns as we might have to Vice-President Buchanan prior to that meeting so that he can have time to respond to those concerns.

Gubernatorial recognition of day-to-day Trustee involvement is important to sustain. The Governor has asked for periodic meetings with Trustees and I am in touch with his office to schedule the next meeting with him as he has requested. I would like to have different Trustees at each meeting, so if you are interested, let me know and if you can be “in the neighborhood”, we will rotate the Trustees that meet with him as best we can.

TRUSTEE GOALS:

Improve and expand interaction with Foundation Board. What else do we need to do?

Consider redevelopment of relationship with Alumni Association, following completion of the capital campaign (?). Opportunities foregone... Trustee engagement with regional alumni assoc. reps. This continues to be a challenge and warrants some additional informal discussion amongst the Trustees.

Enhance Trustee input to Academic Plan II. Is there anything else Trustees need in order to be involved in the Plan?

Improve BOT's statewide presence and leadership regarding postsecondary education. I am attending a meeting in November of the Wyoming Education Planning and Coordination Council (the Trustee President is a member of this group by statute). The issue of “pipeline development of college bound Wyoming youth” is one that I would like to pursue. Specifically, we need to have hard facts regarding what students we are capturing, who we are not capturing, to what extent is financial hardship keeping Wyoming students from considering higher ed in general and UW in particular. Other states have adopted a “universal access” legislative approach that

ensures every qualified student who wants to attend college is financially able to do so. Is such an approach necessary and/or advisable in Wyoming?

Improve and expand public awareness of the quality of a UW education. Any specific thoughts?

T. Spicer – land grant stewardship? Tom will need to remind us of this concern.

Trustee President Hunt noted that the Board had agreed to the 2003-2004 goals at their August 2003 retreat.

WORK SESSION: Initiation of Tuition Study

President Dubois and Dr. Andrew Hansen, President's Faculty Fellow, provided a PowerPoint presentation for the Board as a means of sharing information on the results of the tuition study. A lively discussion followed resulting in questions and a request for additional information.

RECOGNITION: Sigma Alpha Epsilon (SAE) Fraternity

The Wyoming Alpha chapter of Sigma Alpha Epsilon fraternity at the University of Wyoming recently received three national awards. It was named the Most Improved Chapter by its national organization. In addition, the chapter also received an award for its continued support of the Children's Miracle Network, the fraternity's preferred charity. Finally, the chapter's president, Skylor Wade, was selected by the national fraternity as its President of the Year in recognition of his leadership in bringing about the significant changes to rebuild the local organization and regain its status as an active chapter. These accomplishments are significant given that Sigma Alpha Epsilon is the largest national fraternity—over 265,000 initiated members with more than 200 chapters.

Vice President Leellen Brigman introduced the students receiving the recognition for SAE, and noted the increase in their membership. Those present included: Jenna Herman, house mentor; Skylor Wade, Cheyenne; Cortney Graham, New York; Scott Hunter, Casper; A. J. Yates, Salt Lake City; and Tom Thelen, Cheyenne. The SAE fraternity received a resolution from the Board of Trustees as the most-improved chapter, and many other accomplishments were recognized as well.

WHEREAS, the Wyoming Alpha chapter of Sigma Alpha Epsilon fraternity was founded in 1903 as Sigma Beta Phi; and

WHEREAS, December 2003 will mark the centennial of the founding of Wyoming Alpha chapter of Sigma Alpha Epsilon on the University of Wyoming campus; and

WHEREAS, in this centennial year the Wyoming Alpha chapter of Sigma Alpha Epsilon fraternity was named "The Most Improved Chapter" by its national fraternity; and

WHEREAS, UW's SAE chapter also received an award from its national fraternity for its continued support of the Children's Miracle Network, the fraternity's preferred charity; and

WHEREAS, Mr. Skylor Wade, president of Wyoming Alpha chapter, was selected by the national Sigma Alpha Epsilon fraternity as its "President of the Year" in recognition of his leadership in bringing about significant changes to rebuild the local organization and regain its status as an active chapter;

THEREFORE, LET IT BE RESOLVED, that it gives the University of Wyoming Board of Trustees great pleasure to commend the men of Wyoming Alpha chapter of Sigma Alpha Epsilon fraternity for their excellent efforts and national recognition. We extend our best wishes for your continued demonstration of excellence and achievement as a representative of our Greek community for the next hundred years.

RECOGNITION: Mortar Board

Mortar Board is a national senior class honor society. The Cap and Gown Chapter of Mortar Board at the University of Wyoming is one of only 22 chapters in the nation to receive the Golden Torch Award for excellence in scholarship, leadership and service. The National Mortar Board Council chose the UW chapter from among more than 200 chapters. The local chapter was cited for exceeding all the standards for chapter performance and reporting criteria.

Vice President Brigman talked briefly about the Mortar Board Golden Torch award, and recognized Dr. David Whitman, advisor for the Mortar Board. The students recognized were Stephanie Hanks and Weston Graham.

WHEREAS, Mortar Board was founded in 1918 as a women's honorary, and expanded in 1975 to accept men as inductees; and

WHEREAS, the Cap and Gown honorary society at the University of Wyoming received its Mortar Board charter in 1933; and

WHEREAS, the Cap and Gown chapter of Mortar Board national senior class honor society, was awarded "The Golden Torch Award" in this, its 70th anniversary year, by the national organization; and

WHEREAS, UW's Mortar Board chapter is one of only 22 chapters to receive this award from among more than 200 chapters nationwide; and

WHEREAS, this award recognizes the chapter's excellence in scholarship, leadership, and service; and

WHEREAS, the UW chapter was selected because it exceeded standards for chapter performance and reporting in all areas reviewed;

THEREFORE, LET IT BE RESOLVED, that it gives the University of Wyoming Board of Trustees great pleasure to commend the men and women of the Cap and Gown Chapter of Mortar Board for their excellent efforts and national recognition. We extend our best wishes for your continued demonstration of excellence and achievement among honor societies on the campus and across the nation.

EDUCATION: 2003 Fall Enrollment

Student enrollment information at the University of Wyoming for the fall semester of 2003 is provided in the eight tables included in this report; the numbers of students on the 15th class day of the fall semester for 2003 are compared to the numbers in the fall semester of 2002.

Total UW Enrollment (Tables 1 – 2):

The University of Wyoming enrolled 12,021 students for the fall semester of 2003. This is an increase of 117 students from the previous fall semester.

- Undergraduate enrollment at UW grew 2 percent to 9,352 students with the largest percentage increases among the junior (+102 students) and senior (+98 students) classes.
- Ethnic minority student enrollment increased 5.5 percent for the fall of 2003 to 1,004 students or 8.4 percent of the UW student population. The largest group of ethnic students is Hispanic/Chicano (n=398), which grew 4.2 percent over the previous fall semester; the greatest growth in ethnic students is among Asian/Pacific Islander students (+9.2%) and Biracial/Other Ethnicity students (+13.1%).
- International students increased by 4 percent this fall to comprise 3 percent of the UW student population or 362 students; graduate students comprise 236 of these students or an increase of 10.3 percent over the previous fall semester.
- Non-degree graduate students declined by 13.5 percent from 764 to 661 students this fall.
- UW's Outreach School enrollment increased to 2,005 students or 39 students more (+2.0%); graduate student enrollment in the Outreach School grew by 10.9% percent to 275 students.
- UW students are enrolled for 143,639 credit hours of classes this fall for an increase of 400 attempted hours over the previous fall semester; undergraduates accounted for an increase of 483 credit hours this fall.

New Students (Tables 3 - 5):

For the Fall of 2003, the University of Wyoming received 19,604 inquiries for an increase of 12 percent over the previous year, processed 6,053 completed applications, and enrolled 3,287 new students for a 54 percent yield of completed applicants. Yield for applicants enrolling decreased this Fall for new freshmen (from 50% to 48%), transfer students (64.5% to 61%) and graduate students (55% to 54.6%). Professional students yield increased to 84%.

- UW received 2,947 applications from new freshmen or 5 fewer applications than for the previous fall; in contrast 1,846 applications were received from new transfers or 92 more transfer applications than for the previous fall.
- UW matriculated 2,552 new undergraduates—freshmen and transfers—this fall as compared to 2,608 or -56 students for the fall of 2002.
- Among the 1,423 new freshmen, the geographic increases were from Laramie County (+6.7%) and Campbell County (+3.2%); Albany County decreased (-23.5%).
- Out of state new freshmen increased by 9.3 percent from Colorado and 3.6 percent from other WUE states.
- Females comprised 51 percent of the new freshmen class and 57 percent of the new transfer class.
- New freshmen at UW had an average high school GPA of 3.41, and an average ACT test score of 23 or an average SAT score of 1075.
- Ninety-eight percent of new freshmen enrolled for 12 or more hours or full-time, while only 69 percent of new transfers enrolled for 12 or more hours during their first semester at UW.
- New transfer student enrollment is 1,129 students with the largest increases in new transfers from Nebraska (+112%); Western Wyoming Community College (+31%); Casper College (+10%) and Central Wyoming College (+4%).
- Among the new transfer class, 111 students or 10 percent were ethnic minorities.
- New transfer students to UW had an average transfer GPA of 2.69 and, among those who provided test scores, the average ACT was 21.8.

Student Success (Table 6):

Of the new full-time freshmen in the fall of 2002, 76 percent returned to UW for their second year.

- Only seventy-seven percent of the new freshmen in the fall of 2002 completed their first semester in good academic standing compared to 82 percent the previous year.
- For the freshmen class in 2002, the average first semester GPA was 2.76 and 90 percent returned to UW for the spring semester.
- Four years after matriculation as new freshmen at UW, nearly 3 out of 10 students (29%) had received a degree from UW and after 6 years, more than 1 out of 2 new freshmen (56%) had received a degree from UW.

UW Graduates (Table 7):

During the spring and summer of 2003, the University of Wyoming awarded 1,766 degrees, or 54 fewer degrees, which compares to 1820 for the spring and summer of 2002.

- Ethnic minorities received 7.3 percent of the baccalaureate degrees, 3.9 percent of graduate degrees, 9.8 percent of the law degrees and 22 percent of the pharmacy degrees.

Table 1a. UW Enrollment Comparisons, Fall 2002 and 2003 – Day 15

	2002		2003		Change	
	Number	Percent	Number	Percent	Number	Percent
Total Students	11,904		12,021		117	1.0%
Classification						
Freshmen	2,267	19.0%	2,208	18.4%	-59	-2.6%
Sophomores	1,640	13.8%	1,675	13.9%	35	2.1%
Juniors	1,892	15.9%	1,994	16.6%	102	5.4%
Seniors	2,642	22.2%	2,740	22.8%	98	3.7%
Second Bachelors	364	3.1%	331	2.8%	-33	-9.1%
Non-degree undergrads*	362	3.0%	404	3.4%	42	11.6%
[Undergraduates Subtotal]	9,167	77.0%	9,352	77.8%	185	2.0%
Graduates	1,540	12.9%	1,568	13.0%	28	1.8%
Non-degree graduates	764	6.4%	661	5.5%	-103	-13.5%
Professional	433	3.6%	440	3.7%	7	1.6%
[Graduate Subtotal]	2,737	23.0%	2,669	22.2%	-68	-2.5%
Gender						
Males	5,504	46.2%	5,532	46.0%	28	0.5%
Females	6,400	53.8%	6,489	54.0%	89	1.4%
Ethnicity						
Caucasian	9,947	83.6%	9,957	82.8%	10	0.1%
Hispanic/Chicano	382	3.2%	398	3.3%	16	4.2%
Asian/Pacific Islander	109	0.9%	119	1.0%	10	9.2%
American Indian/Alaskan						
Native	118	1.0%	119	1.0%	1	0.8%
African American	114	1.0%	109	0.9%	-5	-4.4%
Biracial/Other Ethnicity	229	1.9%	259	2.2%	30	13.1%
[Minority Subtotal]	952	8.0%	1,004	8.4%	52	5.5%
International	348	2.9%	362	3.0%	14	4.0%
Unknown	657	5.5%	698	5.8%	41	6.2%
Full/Part-time Status						
Full-time	8,906	74.8%	8,934	74.3%	28	0.3%
Part-time	2,998	25.2%	3,087	25.7%	89	3.0%
Instructional Location						
Laramie Campus	9,938	83.5%	10,016	83.3%	78	0.8%
Outreach School Total	1,966	16.5%	2,005	16.7%	39	2.0%
UW/CC	474	4.0%	414	3.4%	-60	-12.7%
All Other Sites	1,492	12.5%	1,591	13.2%	99	6.6%
Attempted Hours	143,239		143,639		400	0.3%
Undergraduate	122,698	85.7%	123,181	85.8%	483	0.4%
Graduate	13,615	9.5%	13,534	9.4%	-81	-0.6%
Professional	6,927	4.8%	6,924	4.8%	-3	0.0%

*Includes high school & college guests, exchange students, & non-degree undergraduates.

Based on the 15th day of the semester.

Source: Office of Institutional Analysis

Date: September 23, 2003

Table 1b. UW Outreach Enrollment Comparisons, Fall 2002 and 2003 – Day 15

	2002		2003		Change	
	Number	Percent	Number	Percent	Number	Percent
Total Students	1,966		2,005		39	2.0%
Classification						
Freshmen	15	0.8%	20	1.0%	5	33.3%
Sophomores	68	3.5%	71	3.5%	3	4.4%
Juniors	242	12.3%	294	14.7%	52	21.5%
Seniors	427	21.7%	467	23.3%	40	9.4%
Second Bachelors	75	3.8%	82	4.1%	7	9.3%
Non-degree undergrads*	230	11.7%	253	12.6%	23	10.0%
[Undergraduates Subtotal]	1,057	53.8%	1,187	59.2%	130	12.3%
Graduates	248	12.6%	275	13.7%	27	10.9%
Non-degree graduates	660	33.6%	543	27.1%	-117	-17.7%
						-
Professional	1	0.1%	0	0.0%	-1	100.0%
[Graduate Subtotal]	909	46.2%	818	40.8%	-91	-10.0%
Gender						
Males	469	23.9%	436	21.7%	-33	-7.0%
Females	1,497	76.1%	1,569	78.3%	72	4.8%
Ethnicity						
Caucasian	1,607	81.7%	1,600	79.8%	-7	-0.4%
Hispanic/Chicano	59	3.0%	65	3.2%	6	10.2%
Asian/Pacific Islander	13	0.7%	13	0.6%	0	0.0%
American Indian/Alaskan Native	31	1.6%	45	2.2%	14	45.2%
African American	20	1.0%	19	0.9%	-1	-5.0%
Biracial/Other Ethnicity	22	1.1%	29	1.4%	7	31.8%
[Minority Subtotal]	145	7.4%	171	8.5%	26	17.9%
International	6	0.3%	5	0.2%	-1	-16.7%
Unknown	208	10.6%	229	11.4%	21	10.1%
Full/Part-time Status						
Full-time	227	11.5%	239	54.8%	12	5.3%
Part-time	1,739	88.5%	1,766	405.0%	27	1.6%
Instructional Location						
Outreach School Total	1,966		2,005		39	2.0%
UW/CC	474	24.1%	414	20.6%	-60	-12.7%
All Other Sites	1,492	75.9%	1,591	79.4%	99	6.6%
Attempted Hours	10,106		10,668		562	5.6%
Undergraduate	7,120	70.5%	7,699	72.2%	579	8.1%
Graduate	2,983	29.5%	2,969	27.8%	-14	-0.5%
						-
Professional	3	0.0%	0	0.0%	-3	100.0%

*Includes high school & college guests, exchange students, & non-degree undergraduates.

Based on the 15th day of the semester.

Source: Office of Institutional Analysis

Date: September 23, 2003

Table 2. Ethnic Distribution of Students, Fall 2002 and Fall 2003 – Day 15

	2002		2003		Change	
	Number	Percent	Number	Percent	Number	Percent
Undergraduate	9,167		9,352		185	2.0%
Caucasian	7,837	85.5%	7,990	85.4%	153	2.0%
Hispanic/Chicano	325	3.5%	341	3.6%	16	4.9%
Asian/Pacific Islander	84	0.9%	95	1.0%	11	13.1%
American Indian/Alaskan Native	92	1.0%	93	1.0%	1	1.1%
African American	97	1.1%	94	1.0%	-3	-3.1%
Biracial/Other Ethnicity	183	2.0%	216	2.3%	33	18.0%
[Minority Subtotal]	781	8.5%	839	9.0%	58	7.4%
International	127	1.4%	122	1.3%	-5	-3.9%
Unknown	422	4.6%	401	4.3%	-21	-5.0%
Graduates	2,304		2,229		-75	-3.3%
Caucasian	1,744	75.7%	1,596	71.6%	-148	-8.5%
Hispanic/Chicano	45	2.0%	46	2.1%	1	2.2%
Asian/Pacific Islander	13	0.6%	16	0.7%	3	23.1%
American Indian/Alaskan Native	23	1.0%	24	1.1%	1	4.3%
African American	16	0.7%	13	0.6%	-3	-18.8%
Biracial/Other Ethnicity	36	1.6%	32	1.4%	-4	-11.1%
[Minority Subtotal]	133	5.8%	131	5.9%	-2	-1.5%
International	214	9.3%	236	10.6%	22	10.3%
Unknown	213	9.2%	266	11.9%	53	24.9%
Professionals	433		440		7	1.6%
Caucasian	366	84.5%	371	84.3%	5	1.4%
Hispanic/Chicano	12	2.8%	11	2.5%	-1	-8.3%
Asian/Pacific Islander	12	2.8%	8	1.8%	-4	-33.3%
American Indian/Alaskan Native	3	0.7%	2	0.5%	-1	-33.3%
African American	1	0.2%	2	0.5%	1	100.0%
Biracial/Other Ethnicity	10	2.3%	11	2.5%	1	10.0%
[Minority Subtotal]	38	8.8%	34	7.7%	-4	-10.5%
International	7	1.6%	4	0.9%	-3	-42.9%
Unknown	22	5.1%	31	7.0%	9	40.9%
Total (Includes Non-degree)	11,904		12,021		117	1.0%
Caucasian	9,947	83.6%	9,957	82.8%	10	0.1%
Hispanic/Chicano	382	3.2%	398	3.3%	16	4.2%
Asian/Pacific Islander	109	0.9%	119	1.0%	10	9.2%
American Indian/Alaskan Native	118	1.0%	119	1.0%	1	0.8%
African American	114	1.0%	109	0.9%	-5	-4.4%
Biracial/Other Ethnicity	229	1.9%	259	2.2%	30	13.1%
[Minority Subtotal]	952	8.0%	1,004	8.4%	52	5.5%
International	348	2.9%	362	3.0%	14	4.0%
Unknown	657	5.5%	698	5.8%	41	6.2%

Source: Office of Institutional Analysis

Date: September 23, 2003

Table 3. New Student Applications and Yields Report – Day 15

	Fall 2002	Fall 2003	Number Change	Percent Change
Completed Applications Received	5,941	6,053	112	1.9%
Freshmen	2,952	2,947	-5	-0.2%
Transfer	1,754	1,846	92	5.2%
Other undergrads	73	57	-16	-21.9%
Graduate	1,050	1,109	59	5.6%
Professional	112	94	-18	-16.1%
Applicants Admitted	5,521	5,637	116	2.1%
Freshmen	2,807	2,795	-12	-0.4%
Transfer	1,680	1,771	91	5.4%
Other undergrads	72	57	-15	-20.8%
Graduate	850	920	70	8.2%
Professional	112	94	-18	-16.1%
Applicants Enrolled	3,327	3,287	-40	-1.2%
Freshmen	1,476	1,423	-53	-3.6%
Transfer	1,132	1,129	-3	-0.3%
Other undergrads	49	50	1	2.0%
Graduate	579	606	27	4.7%
Professional	91	79	-12	-13.2%
Yield Rates				
Applicants Admitted				
Freshmen	95.1%	94.8%		
Transfer	95.8%	95.9%		
Other undergrads	98.6%	100.0%		
Graduate	81.0%	83.0%		
Professional	100.0%	100.0%		
Applicants Enrolled				
Freshmen	50.0%	48.3%		
Transfer	64.5%	61.2%		
Other undergrads	67.1%	87.7%		
Graduate	55.1%	54.6%		
Professional	81.3%	84.0%		
Former UW Undergraduates Reentering				
Applications Received	458	491	33	7.2%
Applicants Eligible	435	471	36	8.3%
Applicants Enrolled	294	292	-2	-0.7%

Notes: Other undergrads includes high school guests, undergraduate specials, and non-degree students. Graduate & professional applications are first received by the UW departments. Many departments do not forward rejected applications.

Source: Office of Institutional Analysis

Date: September 25, 2003

Table 4. Demographic Statistics for New Freshmen

	2002		2003		Change	
	Number	Percent	Number	Percent	Number	Percent
Total	1,476		1,423		-53	-3.6%
Female	750	50.8%	725	50.9%	-25	-3.3%
Male	726	49.2%	698	49.1%	-28	-3.9%
Ethnicity						
Caucasian	1,310	88.8%	1,251	87.9%	-59	-4.5%
Hispanic/Chicano	46	3.1%	45	3.2%	-1	-2.2%
Asian/Pacific Islander	13	0.9%	19	1.3%	6	46.2%
American Indian/Alaska Native	14	0.9%	9	0.6%	-5	-35.7%
African American	15	1.0%	22	1.5%	7	46.7%
Biracial/Other Ethnicity	32	2.2%	29	2.0%	-3	-9.4%
[Minority Subtotal]	120	8.1%	124	8.7%	4	3.3%
International	10	0.7%	9	0.6%	-1	-10.0%
Unknown	36	2.4%	39	2.7%	3	8.3%
Status						
Full-time	1,451	98.3%	1,399	98.3%	-52	-3.6%
Part-time	25	1.7%	24	1.7%	-1	-4.0%
Residency						
Resident	1,000	67.8%	944	66.3%	-56	-5.6%
Non-Resident	136	9.2%	148	10.4%	12	8.8%
Alumni	38	2.6%	42	3.0%	4	10.5%
WUE/Good Neighbor	302	20.5%	289	20.3%	-13	-4.3%
Geographic Home						
Laramie County/Cheyenne	149	10.1%	159	11.2%	10	6.7%
Albany County/Laramie	149	10.1%	114	8.0%	-35	-23.5%
Natrona County/Casper	77	5.2%	68	4.8%	-9	-11.7%
Campbell County/Gillette	62	4.2%	64	4.5%	2	3.2%
Fremont County/Lander & Riverton	62	4.2%	55	3.9%	-7	-11.3%
Other Wyoming	478	32.4%	463	32.5%	-15	-3.1%
[Wyoming Subtotal]	977	66.2%	923	64.9%	-54	-5.5%
Colorado	162	11.0%	177	12.4%	15	9.3%
Nebraska	87	5.9%	87	6.1%	0	0.0%
South Dakota	53	3.6%	35	2.5%	-18	-34.0%
Other WUE States	84	5.7%	87	6.1%	3	3.6%
Other U.S. States	103	7.0%	105	7.4%	2	1.9%
Internationals	10	0.7%	9	0.6%	-1	-10.0%
High School Rank						
Top 10%	259	17.5%	243	17.1%	-16	-6.2%
1st Quartile	602	40.8%	587	41.3%	-15	-2.5%
2nd Quartile	407	27.6%	401	28.2%	-6	-1.5%
3rd Quartile	249	16.9%	234	16.4%	-15	-6.0%
4th Quartile	75	5.1%	57	4.0%	-18	-24.0%
Unranked	143	9.7%	144	10.1%	1	0.7%
High School GPA						
	Number	Means	Number	Means	Mean	Change
	1,458	3.38	1,416	3.41		0.03
Admissions Test Scores						
ACT	1,342	23.0	1,279	23.0		0.0
English	1,342	22.1	1,279	22.1		0.0
Mathematics	1,342	22.5	1,279	22.6		0.1
SAT	316	1066	326	1075		9
Verbal	316	524	326	532		8
Mathematics	316	542	326	543		1

Based on the 15th day of the semester.

Source: Office of Institutional Analysis

Date: September 25, 2003

Table 5. Demographic Statistics for New Transfers

	2002		2003		Change	
	Number	Percent	Number	Percent	Number	Percent
Total	1,132		1,129		-3	-0.3%
Female	647	57.2%	647	57.3%	0	0.0%
Male	485	42.8%	482	42.7%	-3	-0.6%
Ethnicity						
Caucasian	929	82.1%	945	83.7%	16	1.7%
Hispanic/Chicano	46	4.1%	37	3.3%	-9	-19.6%
Asian/Pacific Islander	6	0.5%	14	1.2%	8	133.3%
American Indian/Alaska Native	15	1.3%	18	1.6%	3	20.0%
African American	17	1.5%	13	1.2%	-4	-23.5%
Biracial/Other Ethnicity	32	2.8%	29	2.6%	-3	-9.4%
[Minority Subtotal]	116	10.2%	111	9.8%	-5	-4.3%
International	47	4.2%	37	3.3%	-10	-21.3%
Unknown	40	3.5%	36	3.2%	-4	-10.0%
Status						
Full-time	828	73.1%	784	69.4%	-44	-5.3%
Part-time	304	26.9%	345	30.6%	41	13.5%
Residency						
Resident	820	72.4%	825	73.1%	5	0.6%
Non-Resident	203	17.9%	207	18.3%	4	2.0%
Alumni	12	1.1%	15	1.3%	3	25.0%
WUE/Good Neighbor	97	8.6%	82	7.3%	-15	-15.5%
Wyoming Transfer Colleges						
Casper College	139	12.3%	153	13.6%	14	10.1%
Laramie County Community College	150	13.3%	138	12.2%	-12	-8.0%
Western Wyoming Community College	78	6.9%	102	9.0%	24	30.8%
Northern Wyoming Community College	80	7.1%	65	5.8%	-15	-18.8%
Northwest College	74	6.5%	60	5.3%	-14	-18.9%
Central Wyoming College	53	4.7%	55	4.9%	2	3.8%
Eastern Wyoming College	43	3.8%	34	3.0%	-9	-20.9%
Geographic Home						
Laramie County/Cheyenne	122	10.8%	126	11.2%	4	3.3%
Natrona County/Casper	101	8.9%	123	10.9%	22	21.8%
Albany County/Laramie	100	8.8%	61	5.4%	-39	-39.0%
Fremont County/Lander & Riverton	73	6.4%	65	5.8%	-8	-11.0%
Sweetwater County/Rock Springs	71	6.3%	83	7.4%	12	16.9%
Other Wyoming	345	30.5%	346	30.6%	1	0.3%
[Wyoming Subtotal]	812	71.7%	804	71.2%	-8	-1.0%
Colorado	51	4.5%	55	4.9%	4	7.8%
Nebraska	17	1.5%	36	3.2%	19	111.8%
Other WUE States	109	9.6%	101	8.9%	-8	-7.3%
Other U.S. States	94	8.3%	90	8.0%	-4	-4.3%
Internationals	47	4.2%	37	3.3%	-10	-21.3%
Unknowns	2	0.2%	6	0.5%	4	200.0%
Transfer GPA	Number	Means	Number	Means	Mean Change	
	1,132	2.82	1,129	2.69	-0.13	
Admissions Test Scores						
ACT	464	22.1	457	21.8		-0.3
English	464	21.3	457	20.6		-0.7
Mathematics	464	21.4	457	21.4		0.0

Based on the 15th day of the semester.
 Source: Office of Institutional Analysis
 Date: September 25, 2003

Table 6. Summary of First-time Full-time Freshmen Outcomes

Cohort	Fall 1994	Fall 1995	Fall 1996	Fall 1997	Fall 1998	Fall 1999	Fall 2000	Fall 2001	Fall 2002	Fall 2003	5 Yr. Avg. ¹
First Semester Enrollment	1,302	1,286	1,212	1,132	1,245	1,204	1,341	1,432	1,451	1,399	1,335
End of First Semester Number Enrolled	1,246	1,240	1,175	1,074	1,197	1,169	1,298	1,380	1,399		1,289
Cumulative GPA	2.77	2.78	2.82	2.84	2.85	2.88	2.77	2.83	2.76		2.82
Probation % ²	18%	15%	15%	16%	17%	14%	19%	18%	23%		18%
Second Semester Number Enrolled	1,185	1,156	1,111	1,016	1,145	1,116	1,209	1,306	1,307		1,217
Percent Retained	91%	90%	92%	90%	92%	93%	90%	91%	90%		91%
Retention %											
1st Year	73%	73%	75%	75%	76%	77%	75%	77%	76%		76%
2nd Year	62%	66%	64%	66%	66%	68%	67%	69%			
3rd Year	60%	63%	60%	64%	63%	66%	64%				
Continuing + Graduated											
4th Year	58%	60%	59%	61%	62%	65%					
5th Year	57%	59%	59%	62%	61%						
6th Year	57%	59%	60%	62%							
Graduation % ³											
4th Year	20%	22%	25%	24%	25%	29%					
5th Year	44%	46%	48%	49%	48%						
6th Year	51%	53%	54%	56%							

¹Average of Fall 1998 through Fall 2002.

²GPA's less than 2.0.

³Does not include exclusions for students who are deceased or were on missions

Source: Office of Institutional Analysis

Date: September 25, 2003

Table 7. UW Graduates for Spring and Summer, 2002-2003

	<u>2002</u>	<u>2003*</u>	<u>Change</u>
Certificates			
Number	14	30	16
Percent Minority	0.0%	6.7%	6.7%
Average GPA	3.59	3.47	-0.12
Undergraduates			
Number	1,267	1,272	5
Percent Minority	7.7%	7.3%	-0.4%
Average GPA	3.23	3.26	0.03
Graduate			
Number	421	362	-59
Percent Minority	5.2%	3.9%	-1.4%
Average GPA	3.78	3.75	-0.03
Law			
Number	72	61	-11
Percent Minority	6.9%	9.8%	2.9%
Average GPA	2.96	2.94	-0.02
Pharm.D.			
Number	46	41	-5
Percent Minority	17.4%	22.0%	4.6%
Average GPA	3.44	3.39	-0.05
Total	1820	1766	-54

* Eight degrees for summer have not been posted.

Source: Office of Institutional Analysis

Date: September 25, 2003

Vice President Brigman shared some of the highlights of this year's enrollment figures, noting that ethnic minorities increased by 5% and international students increased by 4%. The Laramie campus reached enrollment of over 10,000 students. Associate Vice President Sara Axelson spoke about enrollment initiatives, noting that they are in the business of converting inquiries into enrollments.

EDUCATION: SIS Replacement Plan

Purpose:

The purpose of this document is:

- to recommend which of the two Student Information System (SIS) products reviewed by the SIS Development Team should be selected for implementation at the University of Wyoming.
- to recommend steps that will help the University successfully implement the chosen application.

Note: Please see page 13 for definitions of acronyms and terms used in this document.

Product Recommendation:

The SIS Development Team recommends that:

- UW proceed with the implementation activities on the SCT Banner product.
- UW begin the implementation activities with the fit-gap analysis in order to get a complete understanding of the tasks, implementation costs and effort in implementing the new system before any software purchase contracts are signed.
- UW purchase and implement SCT's Luminus portal product in conjunction with the implementation of SCT Banner.
- UW commence with an internal branding effort to give an identity to the project and to develop support and involvement in the project.

Rationale:

Two vendors, SCT and PeopleSoft, responded to the RFP and both vendors were on campus for demonstrations of their products. Supplemental demonstrations were also delivered to address specific functional questions. After reviewing the proposals, participating in the demonstrations and speaking with representatives from other schools, the team's above recommendations are based on the following lists of perceived benefits and disadvantages. Perceived disadvantages highlighted in **bold** text are viewed as inherent barriers that could prevent the successful implementation of the software. A financial comparison of the two product solutions can be found at the end of this document, as well as a copy of the original project budget prepared in February of 2003.

Note: The "Benefits" and "Disadvantages" sections below do not correlate; i.e. a "Benefit" does not relate to the "Disadvantage" right beside it.

Analysis of the SCT Banner Solution

Benefits to SCT	Disadvantages to SCT
Banner has a roughly equivalent initial product cost and lower long-term maintenance.	SCT Banner will require more effort to interface with PeopleSoft HRMS & Financials.
Banner is a highly functional product that contains functionality that will meet the needs of the University.	The “look and feel” of screens does not appear as sleek as those of PeopleSoft.
Banner provides adequate support for athletic compliance, probably more “standard” support than PeopleSoft.	Banner provides no telecounseling functionality and SCT does not have immediate plans to include it.
Banner provides intuitive drill downs, allowing users to access the level of information they need quickly and easily.	In the Admissions area, the query abilities of Banner do not match those of EMAS.
Banner provides good communication flow for working with prospects and admits.	Questions remain about how international address will be accommodated in Banner.
Banner provides good email flow.	Banner provides no events processing functionality.
Banner provides good work flow options and the workflow, out of the box, appeared superior to the PeopleSoft product.	Banner provides no predictive software for admissions analysis.
SCT’s proposal for doing a fit-gap analysis before signing any contracts with SCT is an excellent approach. It will allow an in-depth analysis of how the product will help UW and will provide a fixed-cost estimate for implementation services.	A full understanding of the consulting, training and implementation services costs will not be available until after the fit-gap analysis has been completed. ¹
Banner demonstrated their imaging solution, its integration with the product and provided new ideas for how imaging could work with SIS.	
Banner assigns recruiter territories automatically.	
Banner provides a good upload process of online applications.	
The functionality and the integration potential of the Luminas portal product are impressive and will facilitate many of the long-term plans surrounding recruitment and retention.	
Banner includes the required SEVIS tracking and entry.	
SCT’s implementation plan seems superior, and there is a strong commitment to always deliver on time and on budget.	
The Banner product, and its upgrade process, have received positive reviews from customers.	
Banner’s screen design and layout requires much less scrolling than PeopleSoft. Screens are separated into pages. Additionally, function keys can be used if the user is unable to use a mouse.	
Banner’s self-service functions are easier to navigate for students, faculty and staff.	
Banner used Microsoft Access for some end-user reporting, which will not require any additional cost.	
Banner provides out-of-the-box “Quick Admit” functionality available through self service – student could be admitted, enroll and pay in a “one-stop” fashion.	
The application for admission can be developed and updated without IT resources or programming efforts.	

Benefits to SCT	Disadvantages to SCT
Banner provides the ability for the user to build navigation strings for data entry processes, simplifying complex data entry operations	
Banner provides good end user-enabling technology (reports, etc.).	
Workflow and imaging/document management integration was tighter/easier to implement. The SCT product contains hooks to a number of systems currently being evaluated.	
Banner was developed using similar terminology and structure as SIS/IDMS or SIS/Plus. This will help with training of users – they do not have to learn a completely new vernacular.	
Banner’s degree audit structure is the same as current OnCourse structure. While UW will not be able to covert data, there is some transfer of knowledge due to the structural similarities.	
SCT is financially stable, and there are currently no indications that is a take-over target or at risk of financial problems.	
SCT has realigned itself over the last year to focus solely on higher education, providing it the ability to react faster to changes in the higher education market.	
UW has been an SCT customer on our current SIS for years and has been happy with the level of support we have received on our applications. While the level of support will undoubtedly change when moving to Banner, it is agreed that the customer support infrastructure and perspective of SCT is superior to that of PeopleSoft.	
SCT focuses on open standards, making technical interfaces more readily available and configurable for a multitude of different software products.	
SCT responded within a reasonable time frame to questions. They also provided an easy-to-understand response that included examples and screen shots.	
SCT did an excellent job providing baseline specifications for the hardware that would be required to run the system.	
SCT has experience in both our current IDMS product and the Banner product. They can provide resources to help with both sides of the data conversion and have put us in touch with George Mason University who has done an identical conversion and has offered to provide as much information, and conversion scripts, as required.	
SCT Banner uses an Oracle toolset from start to finish. This provides more help in version control, upgrades and, in particular, security.	
If Banner were to be selected and if Banner xTenderSolutions (SCT’s imaging system) was also chosen, the integration would be seamless, the products are proven to work together well and SCT has been, and has promised to continue, keeping the versions and toolsets the same, saving UW much integration work.	

Benefits to SCT	Disadvantages to SCT
SCT's proposed integration architecture (including APIs and portal messaging) will, ultimately, reduce the total cost of ownership of these systems while getting UW closer to a "change in one place, change in all places" environment.	
Banner will interface natively with the Campus Loan Manager product (also from SCT) currently being implemented by the Financial Services Business Office.	
The application messaging components of the Luminus portal appear powerful and easily configurable and will allow for simplified (compared to PeopleSoft) integration with other third-party products.	
The implementation of the Luminus portal will provide enhanced connectivity, email service and calendaring functionality to students as well as provide an early "win" during the implementation of the entire product suite.	

¹SCT has acknowledged that they will provide a fixed-price estimate for the project upon the completion of the fit-gap analysis. In their proposal, they provided a price range of \$1,500,000 to \$3,500,000 for consulting, training, and implementation services. When queried about what UW could expect for the low end of the range, they provided the information below. After initial analysis, it is believed that a figure slightly above the minimum will allow the University to accomplish its goals. As such, a figure of \$2,000,000 has been used for planning purposes, with a fixed-price estimate available after the completion of the fit-gap analysis.

- o Complete system education and training for Banner Student and Financial Aid modules, Banner Self-Service for Students, Faculty, and Advisors, and Banner CAPP (degree audit).
- o Complete installation services for Banner Student and Financial Aid modules, Banner Self-Service, and CAPP.
- o Banner-specific Oracle training.
- o Banner technical training.
- o Banner data migration toolset and IDMS to Banner conversion support.
- o SCT Workflow installation, education and training.
- o SCT assistance with creation of University of Wyoming Banner business rules.
- o Project planning and project management services.
- o Business process analysis improved state modeling for 6 business areas.
- o Luminis installation, education and training.
- o Additional support hours for interface development and/or reporting strategy support and/or Banner software customizations.

Analysis of the PeopleSoft Student Administration (SA) Solution

Benefits to PeopleSoft	Disadvantages of PeopleSoft
The SA product interfaces natively with UW's HR and Financial systems using PeopleSoft's pre-built interfaces and, if necessary, PeopleSoft's App Messaging architecture.	The fit-gap analysis proposed by PeopleSoft appears complicated and does not terminate with a fixed-cost estimate as does the fit-gap from SCT.
PeopleSoft is offering, with the purchase of their SA package, various other financial incentives related to our current PeopleSoft HRMS and Financials packages. These incentives include reduced maintenance charges and additional products (self service applications for HRMS and Financials as well as a budgeting module to replace our current Budget Prep system). Purchasing these at the same time that we purchase the student system reduces both purchase price and long term maintenance costs.	The SA product contains no near-match program, which has a large negative impact on Admissions.
The SA product provides adequate support for athletic compliance tracking.	The student self-service functionality is not intuitive and requires a great deal of clicking and scrolling to accomplish the most basic tasks.
The communication flow within SA is very good, allowing for improved tracking of communication to and from prospective students.	The difficulty of the implementations of PeopleSoft Financials and HRMS, and the uncovered issues with code quality, quality assurance and customer support bring into question whether another PeopleSoft implementation will go any differently.
The email flow options within SA are very good.	The PeopleSoft implementation plan was not as detailed as that of SCT, bringing into question the methodology PeopleSoft would use to implement the software.
SA provides good built-in, standard query abilities allowing real-time data to be more easily extracted from the system.	The drill-down functionality of SA was not as intuitive as that of Banner.
SA provides good work flow options and functionality.	The workflow component of SA seems less impressive than corresponding functionality from SCT.
SA provides for the automatic assignment of recruiter territories.	Many areas, such as course catalog, will require users to do a great deal more data entry than currently or with SCT.
SA provides relatively simple functionality for capturing international addresses.	SA does not appear to be as well integrated with imaging and document management solutions. PeopleSoft did not propose an imaging system that was commonly used in conjunction with SA.
The standard SA tools provide capabilities for event day processing.	SA does not contain an online application. UW would have to write one just to get to where we are on HITW. PeopleSoft contends that creating the application is a configuration, but this may require changing the application each time we do an upgrade.
<p>If the PeopleSoft CRM product is implemented in conjunction with SA, it will provide UW, and particularly Admissions, enhancements over the current systems or Banner in the following areas:</p> <ul style="list-style-type: none"> ○ event day planning and assessment ○ cost/benefit evaluation tools ○ connections with prospective student interests ○ recruitment and retention ○ data querying ability ○ telecounseling functionality 	Enhanced functionality requested by Admissions would require the purchase and implementation of CRM, requiring more hardware, consulting services and, most importantly, interfaces between SA and CRM. Additional interfaces add greatly to the implementation and long-term support costs.

Benefits to PeopleSoft	Disadvantages of PeopleSoft
<ul style="list-style-type: none"> o marketing functionality 	
<p>SA contains functionality that might provide an ability to better track funding sources; i.e. to better assign revenues to departments.</p>	<p>The SA Degree Audit functionality is completely backward from current audit structure making any kind of data conversion or roll-over of functionality very difficult.</p>
<p>While it is also considered a disadvantage, PeopleSoft's work with non-higher education institutions, particularly in the corporate world, brings new ideas and functionality to the product that might be valuable for higher education.</p>	<p>The entire SA application is difficult to navigate, forcing the user to many screens and forcing them to use a lot of scrolling within a screen. This will make the application time-consuming and difficult to navigate for all users, but especially for disabled individuals.</p>
<p>Having PeopleSoft for the three major campus applications (Financials, HRMS and SA) will allow IT to cross-train employees better, to focus resources better as problems arise and possibly provide some platform consolidation.</p>	<p>PeopleSoft's proposal was more difficult to understand (both in their pricing and in their implementation plan) and contained much more generic, rather than UW-specific, information. Additionally, PeopleSoft provided only methods for determining hardware requirements instead of providing a distinct estimate, requiring UW to do additional work.</p>
	<p>PeopleSoft's Internet Architecture (PIA) requires PeopleTools, WebLogic and Oracle Tools and database software to work together. This adds complexity to the technical architecture and difficulty in determining where problems occur.</p>
	<p>UW has serious doubts about how PeopleSoft coordinates supporting different versions of the tools it uses as part of PIA (Oracle, COBOL compilers, reporting tools, PeopleTools, BEA). UW can not afford to have to upgrade tools components when it is trying to apply federal financial aid regulations in an ever-shortening period of time.</p>
	<p>In many instances it appeared that PeopleSoft shied away from providing details of exactly how their system worked. PeopleSoft responded positively to most questions without sufficient explanation and side-stepped some questions entirely.</p>
	<p>No schools have gone through the exact data conversion (from IDMS to SA on our versions) that UW will go through. No data conversion scripts will be available. And PeopleSoft will only be able to help with one side of the data conversion.</p>
	<p>Though PeopleSoft is financially stable, the current, unresolved situation between Oracle and PeopleSoft adds significant risk to any additional long-term investment in PeopleSoft.</p>
	<p>The tight integration between the PeopleSoft toolset (PeopleTools) and the application itself will make upgrades more difficult and time-consuming (as witnessed by the "upgrade within an upgrade" scenario experienced in the Financials and HRMS upgrades).</p>
	<p>The majority of PeopleSoft's customers are not in higher education; PeopleSoft will not have the ability to focus completely on the needs of higher education</p>

Benefits to PeopleSoft	Disadvantages of PeopleSoft
	and may not respond as quickly to issues specific to higher education (regulatory changes, etc.).
	PeopleSoft was not as responsive or timely during the sales process as SCT or as desired by UW; responses to requests for additional information took a significant amount of time.
	Other PeopleSoft applications have proven themselves to have a high total cost of ownership due to the difficulties and required frequency of upgrades.
	PeopleSoft did not do a good job of answering our questions about data archival – an important concept given the volume of data currently contained in our current SIS.

Process Recommendation:

The SIS Development Team recommends that the University proceed with the following strategies to help ensure the success of the SIS implementation:

Complete the Process Mapping Exercise

The SIS Development Team has made significant progress towards mapping UW's student-related business processes. This effort must continue and be completed because it is a critical component of understanding how the new software will work at UW, where processes need to change to fit the software, and where processes can change to better serve our students, faculty and staff. This effort will, most likely, be completed in conjunction with the fit-gap analysis discussed below and will continue to require the dedication of resources in the various functional areas.

Adopt a "Vanilla-As-Possible" Approach to Software Implementation

Customizations to packaged software are some of the most expensive, troublesome and time-consuming components of any implementation. They must be carried through manually during each upgrade and will increase the time required to test and roll-out new functionality. Additionally, the software is written using the best practices of many higher education institutions. Wherever possible, business processes should be modified to adapt to the way the software was written. The University should adopt a policy that all requests for customizations should be presented with a business case and should be closely scrutinized from the hard cost, opportunity cost, immediate value and long-term value perspectives before they are authorized.

Proceed Immediately with a Fit-Gap Analysis

SCT has suggested in their proposal that, before the software purchase is finalized, a fit-gap analysis be completed. A fit-gap analysis will measure how well the software fits with current University of Wyoming business processes and where changes need to be made to either the software or to the business processes. This fit-gap will also provide more detailed information on hardware requirements, training needs and the effort required to convert UW data into Banner. SCT, in their proposal, has stated that one outcome of the fit-gap analysis will be a fixed cost estimate and timeline for completing the Banner implementation. This would allow UW to know, with certainty, the hard-dollar cost of the implementation efforts before the execution of any contracts for software purchase.

During the fit-gap analysis, each of the major functional groups will work with SCT to determine how their specific needs will be met, but in the context of the entire University. Particular focus should be placed on areas in which the new SIS might not have equivalent functionality to what is currently available in either the old SIS or in the subsidiary systems currently being utilized (the telecounseling function in EMAS, used

by Admissions, is an example of this). These types of issues should be a primary focus of the fit-gap analysis and should be prioritized when looking at any necessary modifications.

Negotiate With Chosen Vendor on Multiple Price Points

SCT is our current SIS software vendor and has expressed a willingness (as has PeopleSoft) to negotiate on the prices in the contract. The SIS Development Team recommends price negotiations in the areas of core student product, portal product, required development licenses, and consulting rates. The committee does not recommend negotiating a lower maintenance cap as the 3% cap provided by SCT is already well below industry standards. By focusing on the above areas in the negotiation process, UW can reduce both the immediate and long-term costs of the system.

It should be noted that the final cost of the project, as well as the long-term cost, will be dictated by the number of customizations done to the product. The University's adoption of a "vanilla as possible" approach will greatly reduce implementation and long-term maintenance costs.

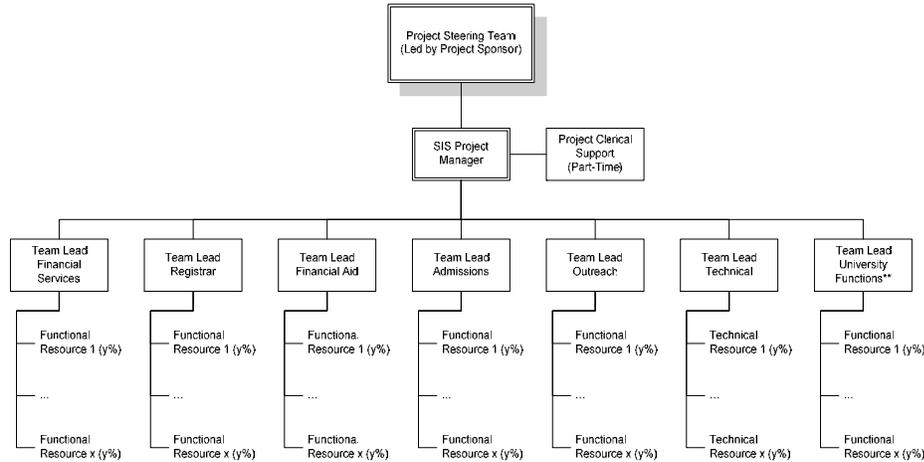
Develop General Project Support and Reporting Structure

There should be a Vice-Presidential Project Sponsor, from Student Affairs or from Information Technology, who will head the Project Steering Committee (below).

A Project Steering Committee should be established. Membership should include the Project Sponsor, the Project Manager (below) and the heads from departments in the student services areas to include the Office of the Registrar, Admissions, Student Financial Aid, the Outreach School and Financial Services Business Office. The Director of Information Services should also be a member to represent the interests of Information Technology. The Project Steering Committee should have budget expenditure authority for the project. The Project Steering Committee should direct the overall activities of the project, set goals and objectives and state the expected timeline for the project. The Steering Committee should also approve/deny/prioritize system enhancements and modifications, address required policy changes in consultation with appropriate entities and promote changes to business processes where indicated for greater student service and efficient implementation and support of the software.

To fulfill the goals of strong team support and accountability for the implementation, the Project Manager, from Information Technology, should be given direct and explicit authority over the project team members' time assigned to the project, regardless of the departmental affiliation of the individual. The Project Manager will develop and communicate a pre-planning document regarding the expected staff workflow and time commitments. The basis of this plan will be the outcome of SCT's fit-gap analysis process. The Project Manager's authority should include assigning tasks and deadlines and collaborating with the project team member's manager on the individual's annual performance appraisal. All project team members and department heads should be

consulted and made aware of the intent of this staffing strategy and the Project Manager's authority for mutual accountability and successful implementation. The Project Manager should be divested of all non-SIS project responsibilities for the duration of the project. The Project Manger should report directly to the Project Steering Committee and should have budgetary tracking and reporting responsibility.



** University Functions is designed to cover the needs of groups like Graduate School, SEO, OIA, etc.

Upon receipt of the pre-planning document, department heads should issue written statements defining their respective department's commitment and support of the SIS Replacement Project. Each team member will be informed by their department head of the individual's role and responsibility to the project, and should be told of the anticipated duration and percentage of time commitment that they will have. This should be specified as a goal in the team member's performance appraisal. Some project funding has been set aside to hire resources to backfill department resources working on the project. Department heads are responsible for identifying backfill needs, working with the Project Steering Committee to allocate funding and hiring resources for the backfill of team members while they participate on the project.

Establish Project Team Composition, Rules, Procedures and Guidelines

The tenets, conventions and standards to be used during the project should be established early, and communicated to all team members. These should include:

- Training plan (prepared with assistance from the chosen vendor), including a method of evaluating training effectiveness.
- Communication plan that is guided by the value of collaboration.
- Policy for use of vendor services indicating when and how to use vendor consulting services, and a general policy advocating the general acceptance of vendor recommendations as they relate to software issues.
- Time and progress tracking methods.

Define Project Dynamics

In order to promote ownership in the project, provide it an identity and to remove any negative perceptions of the vendor or the product, the project should be given a University-defined name and brand (logo, slogans, etc.). This should be decided upon and used immediately.

Establish project phases to include base implementation and enhancement phases. The scope of these will be determined by the Project Steering Committee. The Project Manager will include these project phases in the development of the pre-planning document for project team members and department heads.

Phase milestones should be enumerated and progress toward these will be reported to all.

Define Team Dynamics

Since there will be significant differences between the development, operational, hardware and database platforms for the new Student Information System as opposed to the current system, it will be necessary to educate clients, Information Technology staff members and functional technical contacts as to the anticipated cultural changes that will occur. This should specifically address differences in application, operating system, middleware and database upgrade schedules, platform differences, release currency requirements and new development methods.

Team building methods should be explored in order to build a cohesive team based on mutual support. Kickoff and milestone celebrations are recommended.

Cost Issues:

It is understood that a budget of \$4,200,000 has been allocated for this project. The committee understands that the recommended purchase (almost \$4,400,000) is above the allocated amount, even before including any kind of project contingency. Every effort will be made to negotiate the best possible prices for the University in all expenditure areas, minimizing the implementation and long-term support costs. In the likely event that negotiation can not bring the total cost within the allocated budget, decisions concerning scope reductions would be required. Possible functionality areas that could be investigated include (estimated projected savings for software, hardware and consulting against the recommended budget are in parenthesis):

1. Data warehousing (approximately \$202,683): the loss of data warehousing functionality will limit the analysis and decision-making abilities of the University while also requiring the University to make do with the base reporting functionality of the Banner product.
2. Subsidiary products (approximately \$189,820): the subsidiary products proposed by SCT would provide tighter integration with the University's WebCT on-line class software, would allow for the creation, capture, storage and distribution of custom forms that accurately reflect the culture and mission of UW, and would allow for recruiters to enter applicant information into a handheld device for later uploading to Banner.
3. Luminus portal (approximately \$673,600): the Luminus portal product would provide enhanced student email and calendaring functionality, replacing the aging student email system currently in place. The portal would allow the University to more effectively communicate with its students and prospects, and would provide significant integration functionality between the many subsidiary products that affect a student's time at the University (housing, campus ID, email, etc.).

The committee believes, however, that the complete functionality package it is recommending will not only serve but enhance the University for years to come. If at all possible, the items listed above should remain within the scope of the project as the committee believes they are critical in meeting the long-term needs of the students, faculty and staff of UW. It is recommended that the fit-gap analysis be completed before scope decisions are finalized as it will provide accurate and detailed cost breakdowns and will allow the University to better evaluate both the cost savings and the functionality losses that would occur with any reduction in the project scope.

Product Implementation Cost Comparison:

Category	Detail	PeopleSoft Student Administration and Portal Solution				SCT Banner and Luminus Portal Solution			
		Implementation (1.5 years)	5 Years Support After Implementation	Total for 6.5 Years	Notes	Implementation (1.5 years)	5 Years Support After Implementation	Total for 6.5 Years	Notes
Hardware									
	Hardware for SIS, Portal and Data Warehousing (Dev and Prod Environments)	\$800,000	(\$1,607,596)	(\$807,596)	SCT and PS expected to require equivalent hardware; exact configuration TBD. Negative value due to savings from mainframe decommission	\$800,000	(\$1,607,596)	(\$807,596)	SCT and PS expected to require equivalent hardware; exact configuration TBD. Negative value due to savings from mainframe decommission
	Hardware Subtotal	\$800,000	(\$1,607,596)	(\$807,596)		\$800,000	(\$1,607,596)	(\$807,596)	
Software									
	Core Student and Financial Aid Portal	\$803,161	\$733,500	\$1,536,660		\$363,357	\$636,178	\$999,535	
	Workflow	\$190,668	\$104,786	\$295,453		\$273,600	\$249,089	\$522,689	
	Datamart and Reporting	\$0	\$0	\$0		\$49,560	\$41,341	\$90,901	
	Add. Development Licenses	\$238,769	\$209,571	\$448,340		\$82,683	\$69,973	\$152,656	
	Application Server Software	\$0	\$0	\$0		\$60,949	\$0	\$60,949	Maintenance is sunk cost for IT
	Additional Required Products	\$0	\$0	\$0		\$243,796	\$0	\$243,796	Maintenance is sunk cost for IT
		\$31,200	\$28,733	\$59,933		\$89,820	\$82,719	\$172,539	
	Software Subtotal	\$1,263,797	\$1,076,590	\$2,340,387		\$1,163,765	\$1,079,300	\$2,243,064	
Implementation Services									
	Fit Gap Analysis	\$476,000	\$0	\$476,000		\$0	\$0	\$0	
	Data Conversion Support	\$108,280	\$0	\$108,280		\$0	\$0	\$0	
	Team Member Training	\$127,500	\$135,000	\$262,500		\$0	\$157,500	\$157,500	
	End User Training	\$84,030	\$2,500	\$86,530		\$0	\$0	\$0	
	Consulting	\$986,424	\$404,000	\$1,390,424	Given previous experience with PeopleSoft implementations, this number will probably be much higher. This does not represent a fixed-cost estimate.	\$2,000,000	\$404,000	\$2,404,000	SCT estimates between \$1.5M and \$3.5M for all implementation services. \$2M estimate here includes more customizations and interface development over the minimum.
	Travel	\$255,000	\$120,600	\$375,600		\$255,000	\$120,600	\$375,600	
	Implementation Services Subtotal	\$2,037,234	\$662,100	\$2,699,334		\$2,255,000	\$682,100	\$2,937,100	
Other Costs and Savings									
	Functional Employee Backfill	\$285,941	\$0	\$285,941	5 FTE for 18 months	\$285,941	\$0	\$285,941	5 FTE for 18 months
	New IT Position	\$104,775	\$405,264	\$510,039	18 months on project, then permanent	\$104,775	\$405,264	\$510,039	18 months on project, then permanent
	Savings on Existing Maintenance	\$0	\$0	\$0		(\$214,498)	\$0	(\$214,498)	SCT will waive maintenance on IDMS SIS
	Discounts on Purchase Price	\$0	\$0	\$0	Already removed from software prices				
	Other Costs and Savings Subtotal	\$390,716	\$405,264	\$795,979		\$176,218	\$405,264	\$581,481	
Estimated Project Costs		\$4,491,747	\$536,357	\$5,028,104		\$4,394,982	\$559,067	\$4,954,049	
Contingency (20%)		\$898,349	\$577,402	\$1,475,751	Added back savings on mainframe decommission to ensure accurate contingency budgeting	\$878,996	\$581,944	\$1,460,941	Added back savings on mainframe decommission to ensure accurate contingency budgeting
Total Estimated Project Costs		\$5,390,096	\$1,113,759	\$6,503,855		\$5,273,979	\$1,141,011	\$6,414,990	

Comparison of SCT Solution Estimate to Original Proposed Budget (February, 2003):

Project Name	SCT SIS Replacement Project			
Project Description	<i>The complete replacement of the current mainframe-based SIS product from SCT with the SCT Banner application suite. Also includes the expenses and saving associated with the decommission of the mainframe and the costs to backfill functional resources.</i>			
Required Completion	18 months from the beginning of the implementation activities			
Chosen Application	SCT Banner, SCT Banner Financial Aid, and SCT Luminus Portal			
		Initial Estimate	Estimate for SCT	Reasons for Differences
Implementation Cost Estimate	<i>Server Hardware</i>	\$390,000	\$800,000	More servers required for portal and data warehousing
	<i>Desktop Hardware</i>	\$0	\$0	
	<i>Network Hardware</i>	\$24,000	\$0	Included in server price
	<i>Server Software</i>	\$754,232	\$1,163,765	Purchase of portal and data warehousing components
	<i>Client Software</i>	\$0	\$0	
	<i>Support Personnel - Salaries (inc. benefits)</i>	\$69,850	\$104,775	Implementation will be 1.5 years, not one year as noted in initial estimate
	<i>Consulting Services</i>	\$1,902,000	\$1,955,000	SCT will provide exact numbers after fit-gap analysis
	<i>Training</i>	\$308,000	\$300,000	SCT will provide exact numbers after fit-gap analysis
	Project Baseline	\$3,448,082	\$4,323,540	
	<i>Additional Considerations (see detail)</i>	\$1,295,435	\$71,443	Functional backfill offset by savings in maintenance; reduced consulting need
	Project Estimate	\$4,743,517	\$4,394,982	
	<i>Contingency</i>	\$948,703	\$878,996	20% contingency used, but savings from mainframe were added back in
	Estimate Including Contingency	\$5,692,220	\$5,273,979	
	<i>Portal Option (Implementation)</i>	\$735,000	Included above	Costs to implement a student portal in conjunction with a new SIS
	Estimate Including Contingency & Portal	\$6,427,220	\$5,273,979	
6.5-Year Cost Breakdown (includes implementation and 5 years of support)	<i>Server Hardware</i>	(\$1,409,210) **	(\$807,596)	More servers required for portal/data warehousing; offset by mainframe saving;
	<i>Desktop Hardware</i>	\$0	\$0	
	<i>Network Hardware</i>	\$24,000	\$0	Included in server price
	<i>Server Software</i>	\$1,448,097	\$2,243,064	Purchase of portal and data warehousing components
	<i>Client Software</i>	\$0	\$0	Assume thin-client (web) application
	<i>Support Personnel - Salaries (inc. benefits)</i>	\$475,114	\$510,039	Permanent additions to IT staff
	<i>Consulting Services</i>	\$2,768,000	\$2,419,600	Implementation + consulting to support Year 3 software upgrade
	<i>Training</i>	\$685,500	\$517,500	On-going training and training for Year 3 software upgrade
	Project Baseline	\$3,991,500	\$4,882,607	
	<i>Additional Considerations (see detail)</i>	\$1,990,909	\$71,443	Includes additional implementation help and functional backfill costs
	Project Estimate	\$5,982,408	\$4,954,049	Includes baseline + cost of additional considerations
	<i>Contingency</i>	\$1,196,482	\$1,460,941	20%
	Estimate Including Contingency	\$7,178,890	\$6,414,990	
	<i>Portal Option (Implementation + 5 years)</i>	\$1,208,750	Included above	Costs to implement and support a portal for five years
	Estimate Including Contingency & Portal	\$8,387,640	\$6,414,990	
	** Negative costs due to savings from decommissioning the mainframe			

Definitions:

Acronym/Term	Definition
API	Application Programming Interface; the tools and methods provided by the vendor to allow a system to communicate with external systems.
App Messaging	Application Messaging; a set of tools and methods used by the PeopleSoft system for internal communication within the PeopleSoft system.
BEA	A company that provides third-party web server software that is required to run the PeopleSoft system.
CRM	Customer Relationship Management; PeopleSoft has proposed the implementation of its CRM package (outside its core Student Administration product) to aid Admissions functions.
COBOL	A programming language used to develop software.
Communication Flow	System functionality that automatically monitors communication between an institution and its prospective students.
Email Flow	Same as above, but focused on email communication.
EMAS	A system, used by Admissions, to track multiple forms of communication with prospective students.
Event Day Processing	System functionality that aids in the logistical planning for UW-related events; i.e. Discovery Days.
(interface) Natively	Software products written by the same company often have pre-built communication methods. These products are said to “interface natively” when no software programming is required to allow two or more products to communicate information.
Near Match Program	Similar attributes, tries to stop duplicates from being put in the system to be manually reviewed
PIA	PeopleSoft Internet Architecture; the core structure used by PeopleSoft to build their suite of applications (Financials, HRMS, SA).
RFP	Request for Proposal; the legal purchasing document sent to the vendors to outline what UW requires from a new SIS.
SIS	Student Information System; the University currently uses a mainframe-based product from SCT.
SIS-IDMS	The version of the SIS software that UW currently uses. IDMS refers to the mainframe-based database engine used by the software.
SIS-PLUS	Another version of SCT’s SIS software (not used by UW).
Toolset	The programming languages and software components that allow software to be built and modified.
Workflow	Workflow allows business process to be automated and streamlined via software; for example, when multiple approvals are needed, workflow can be set up to notify each person, in succession, that there is a document awaiting their approval. When the first person approves the document, the system will notify the second person that their approval is required.

President Dubois reminded the Board that this item was approved at a previous meeting, at a cost of \$4.2 million. Dr. Kenton Walker, director of the e-business program, presented an overview of the new program, showing the different types of access available through SCT. The recommendation is to proceed with SCT as the desired program, and if the system has the necessary requirements, UW will then begin negotiations on obtaining the product. A fit-gap analysis will be completed, and if it is determined that the project will exceed the \$4.2 million, President Dubois will advise the Board.

EDUCATION: UW Center for Volunteer Service

UW's Center for Volunteer Service (CVS) opened this fall as a component of the Campus Activities Center of the Wyoming Union. The mission of the center is "to engage the UW community in civic participation and volunteer service, and to facilitate the university's response to needs in the larger community of our city, county, state, nation, and the world." The center is staffed by a half-time coordinator, a student worker, and volunteers.

Volunteer service opportunities provide many benefits to the university community. For students, they provide hands-on use of skills and knowledge, an increased relevance of academic skills, settings that accommodate different learning styles, interaction with diverse peoples, a sense of increased civic responsibility, and experiences for resumé and portfolio enhancement.

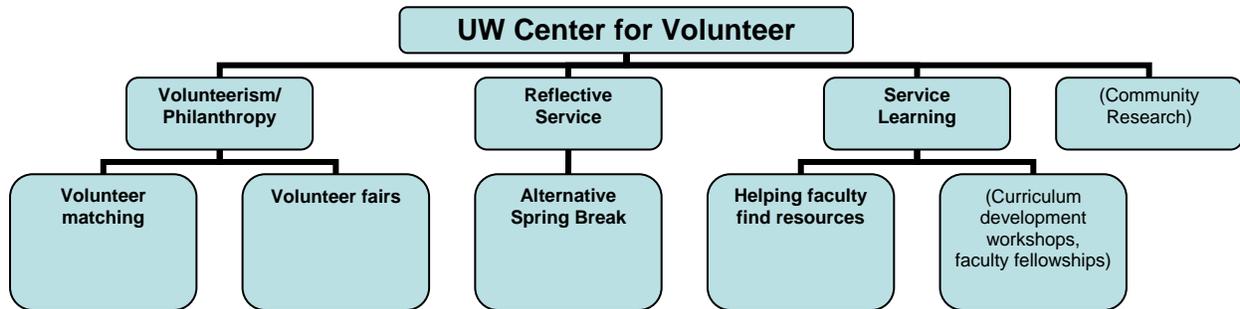
For faculty, community service offers inspiration and invigoration of teaching methods, increased student contact, ways of connecting the community to the curriculum, and the ability to identify new areas for research and publication.

For the university, a commitment to promoting community service helps fulfill its mission as a land-grant institution. By fostering a culture of service, the institution develops strong student-citizens who go on to be engaged members of their communities as volunteers, board members, and philanthropists—an invaluable "technology transfer" of civic engagement. In addition, university-based service programs create positive relationships with community organizations and state constituencies.

For the community, volunteer service placements provide access to university and college resources, an increased awareness among students of community issues and needs, opportunities for community organizations to contribute to the educational process, short and long-term

solutions to community needs, volunteer human resources, and development of future public sector leaders and philanthropists.

The chart below provides a visualization of the major roles and functions that UW's Center for Volunteer Service will develop over the next year (in bold):



National service programs in higher education generally fall into four categories, representing different levels of engagement, from Volunteerism and Philanthropy to Reflective Service, Service Learning, and Community Research.

Accomplishments

- President's Community Service Luncheon, August 22, 2003: 70 attendees, half from UW and half from community organizations.
- Weeks of Welcome UW Volunteer Fair, September 18, 2003: 18 community organizations staffed tables in the Wyoming Union, attracting 20-150 students each.
- Center for Volunteer Service Open Houses, 9 a.m. to noon, every first Wednesday of the month. Attendees at first event: 35 students, eight staff, and five community organization representatives.
- UW Volunteers! Listerve: 250 students, faculty and staff signed up to receive updates about new volunteer postings.
- UW Volunteers! Connection Center: 70 Volunteer Opportunities posted and 12 community agency Wish Lists posted. More than 120 individual referrals made.
- Alternative Spring Break: Developing two programs, including one on the Wind River Indian Reservation.
- Student judicial system partnership: Collaborating with the Office of Student Life to create violation-appropriate community service options, so sanctions become learning experiences rather than simply punitive.
- Outreach: Presentations made to more than 250 students through 25 student groups such as classes, recognized student organizations, athletic teams, and residence halls; to new faculty orientation and the Wyoming Academic Deans Council, and to more than ten community organizations. Also talked with faculty, staff, and students at a table at New Faculty Orientation, the Volunteer Fair, and the Campus Resource Fair.
- Learning from colleagues in the field: Researching best practices, conducting interviews, and visiting Colorado State University's volunteer center.

Challenges

- Staffing for the center and its many projects
- Developing of an adequate database
- Securing financial resources for continuing the program beyond its pilot year

Next steps

- Identify and train an advisory board
- Create incentives for student service
- Continue research and assessment activities
- Expand outreach activities, on- and off-campus
- Develop a volunteer program within the center
- Help develop capacity of community organizations to effectively use volunteers

EDUCATION: Block Grant Report

Vice President Miller spoke briefly and noted what a fine job the author did on UW's behalf. (see following pages)



03 IB 004

WYOMING LEGISLATIVE SERVICE OFFICE

Issue Brief:

University of Wyoming Block Grant

September 2003

by:

Don C. Richards, Senior Research Analyst

ISSUE

Provide a history of the University of Wyoming (UW) block grant funding design. Illustrate relevant budget trends. Distinguish what University expenditures are and are not included within the block grant, and identify the criteria for inclusion of expenditure items within the block grant.

SUMMARY

Over the past seven biennia, the Legislature has yielded increasing budgetary flexibility to the University. In doing so, line-item oversight of such expenditures as individual staff salaries and supplies was abandoned. In exchange, the University has, most notably, established a series of benchmarks to be used as a gauge by the Legislature (and the public) for institution-wide accountability. Although important milestones in the development of the block grant occurred in 1990 and 2000, its evolution is perhaps best viewed as a process, not an event.

The block grant is inclusive of all state appropriations for UW operations, except for a few (primarily legislatively-driven) exceptions. However, University officials have historically included a range of items under its exception or expanded budget requests with little systematic criteria for inclusion, especially in the early years of the block grant.

Despite recent increases in state appropriations, the University accounts for a slightly lower share of the total state appropriations of discretionary revenue than it did just a decade ago. In terms of UW's total revenue, the General Fund appropriation declined in the late 1990s before rebounding in the past two biennia.

HISTORY OF THE BLOCK GRANT

The current block grant appropriation to UW developed in three prominent stages in 1990, 1992, and 2000. All three of the changes occurred as a result of modifications to the format of the appropriations act adopted by the Legislature and the implied expectation of future UW budget requests. These changes arose after numerous interim Joint Appropriation Committee (JAC) discussions and represent a relatively informal budget practice agreement between the Legislature, the Governor, the Department of Administration and Information's Budget Office, and UW. The practice is not based in statute. The legislative record clearly shows an expressed interest by UW trustees and administrators urging enhanced budgetary flexibility in the late 1980s. However, University officials and the Budget Office cautiously adopted the appropriations changes, submitting a budget request under the line item format even after the block grant was initially adopted. UW gradually eliminated supporting information from the budget document over several biennia.

The Legislature adopted the "lump sum" appropriation for UW in the 1990 Budget Session. In prior budgets, the University's appropriation had been separated into four sections: (1) University; (2) University, Self-Sustaining; (3) University, Higher Education Computer Network; and (4) University, Office of Development. Further, both the main University and the Self-Sustaining sections had each previously been subdivided into roughly eight different programs. (See figure 1 for a graphical illustration of the transition to a full block grant.) In 1990, the Legislature consolidated, into a block grant, the appropriations for the operating piece of the

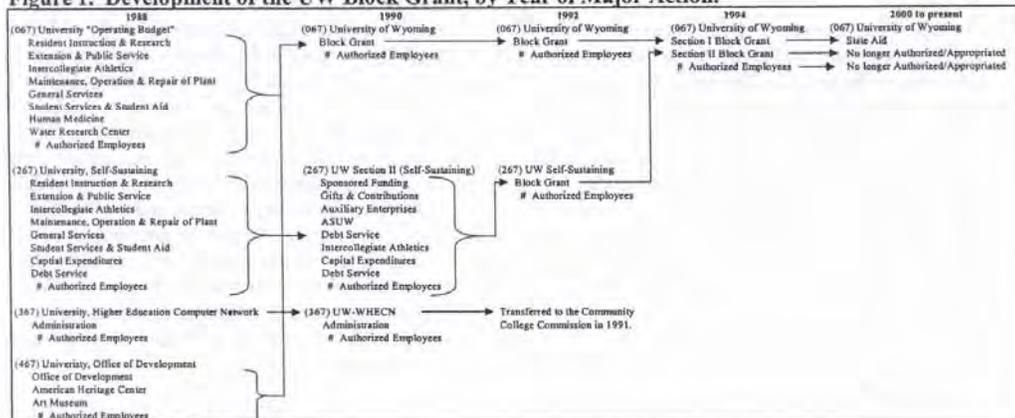
University's budget, now more commonly known as Section I. Section I is primarily funded through a General Fund appropriation and provides for the basic institutional operating revenues.

In the following budget session (1992), the University and the Budget Office once again submitted, and the Governor approved, a budget that roughly mirrored past practice: many individual programs rather than the previously appropriated lump sum operating budget. The Legislature continued the block grant for the Section I budget and went a step further to consolidate the remaining section's nine programs (the Section II, Self-Sustaining budget) into a second lump sum appropriation. The second lump sum contained no General Funds and was primarily composed of federal aid and auxiliary revenues and accounted for research grants, gifts and contributions, auxiliary enterprises, and athletic revenues.

By the 1994 Budget Session, the Legislature consolidated the remaining two appropriations sections into a single section (University of Wyoming) with two programs (Section I & Section II). This general structure prevailed until the 2000 Budget Session.

For the 2001-02 budget request, Governor Geringer initiated the second major change to the block grant appropriation. He pared the University's budget request to the General Fund portion of the Section I operating budget and retitled the program "State Aid." The JAC and the Legislature adopted the Governor's changes. This means the Legislature does not authorize the expenditure of any non-general funds (excluding those intended for capital construction), nor does the Legislature authorize the number of full-time or part-time employees.

Figure 1. Development of the UW Block Grant, by Year of Major Action.



Source: LSO developed illustration.

Reporting. There is perhaps no more immediately compelling representation of the change from line item appropriation to a block grant than a consideration of the information supplied by the University through its budget documents. The 1989-90 University budget request was 259 legal-size pages, including an accounting and presentation of each position and salary. For example, expanded/exception requests included part-time salaries for secretarial support

at the UW Casper Center (\$64,394) and continuation of the Intercollegiate Drug Education Program (\$100,000). In contrast, the 2003-04 budget request was just 35 pages and included summary detail at a much higher level.

Throughout the 1990s, the budget request, as a major reporting mechanism to the Legislature on University performance, initially included inputs, outputs and outcomes at the college and

department level (similar to executive branch agencies). Later, reporting was presented as university-wide objectives. The current administration removed most of the accountability reporting from the budget documents and now provides the Legislature with at least two annual performance reports: *Report to the Legislature: Institutional Benchmarks and Budget* and *UW Academic Plan Implementation Report Card*. As a result, while many of the performance indicators have been removed from the budget request language along with a tremendous amount of line-item detail, the University has supplemented its reporting and arguably increased its institutional accountability through other, regular reports.

Context - The initiation of the first lump sum appropriation. A number of external and internal circumstances and events at the University and statewide significantly influenced the adoption and development of the block grant model.

Total statewide General Fund revenues declined by nearly \$100 million, or 24 percent, between their intermediate high in FY85 to the intermediate low in FY89. During this downturn in the state's fiscal condition, the Legislature provided the University with the authority to transfer funds between appropriated programs. In the 1987 supplemental budget, the Legislature adopted a footnote allowing the University trustees to transfer up to three percent of General Funds within the main University operating appropriation. In 1988, the transfer authority was increased to ten percent; with specific language authorizing that the reallocated monies could be used for salary increases. This University-specific flex authority was the precursor to the lump sum appropriation with unlimited transfer authority.

When the JAC members met with the UW trustees in the summer of 1989, the purpose of the meeting was to explain the severity of the state's fiscal position and relay the need for all state entities to "tighten their belts." (The JAC was presented with estimates of a projected \$105 million shortfall for K-12 funding.) The option of a block grant appears to be an outgrowth of the JAC discussions, but "not the ultimate solution to" the state and University's budget shortfall.

Additional, near-simultaneous activities helped to pepper the environment surrounding the development of the block grant. These included

- 1) the passage of legislation requiring an independent management audit of UW operations ('89 Laws, Ch. 48);
- 2) a 1990 budget footnote requiring the trustees develop a zero-based budget, and coincident University-wide program review/reallocation process; and
- 3) the University's transition to the National Association of College and University Business Officers (NACUBO) budget format in the early 1990s.

Finally, although no formal agreement is found in the relevant JAC minutes, interviews with involved participants suggest that there was an informal agreement by the Legislature not to increase or decrease the total General Fund appropriation to the University in exchange for the enhanced flexibility of a block grant. Some evidence supports this notion as the General Fund appropriation for the 1991-92 biennium and the 1993-94 biennium were identical.

PUBLIC POLICY ISSUES

A number of Constitutional and statutory provisions provide the framework for UW budgeting. Article 7 of the Wyoming Constitution establishes the University of Wyoming. The Constitution requires Legislative appropriation so that tuition may "be as nearly free as possible" and states that the legislature shall provide, by law, for the management of UW. Relevant statute (W.S. 21-17-107) sets forth the policy that the Legislature shall appropriate monies for the University, that appropriations shall specify the intention of the funds, and that no expenditure exceed the appropriation or be used for a different purpose.

Expressed Public Policy Concerns. Both legislators and former Governors Sullivan and Geringer have articulated the inherent trade-offs, challenges, and opportunities associated with lump sum budgeting for the University. A review of the legislative record suggests two overriding policy considerations of block grant funding:

- 1) tension between legislative micro-management and the availability of sufficient information to make educated resource allocation decisions; and
- 2) opportunity for legislative discussions of state public policy regarding higher education outcomes versus negotiations over funding levels.

The following statements reinforce these concerns:

- In the 1990 interim, after the Legislature appropriated the first block grant, the JAC minutes indicate, "The discussion between the Committee and the University staff centered on the detail which would be provided." In doing so, they discussed the balance between sufficient information and micro-management. Further, the Committee agreed to take steps to "limit the level at which motions to amend budgets are made."
- In UW's 1995-96 budget request, Governor Sullivan reflected back on the development of the block grant and summarized, "Much discussion resulted because there was some concern that the single block grant program would shift the focus of attention from the mission of the University to the amount of funding only."
- At the time of the transition to the single State Aid line item in the 2001-02 UW budget request, Governor Geringer wrote, "Instead of focusing on how funds are spent, we should provide for better planning, greater performance accountability and incentives to enhance innovation for student improvement." He added, "budget development by expenditure object and number of employees has retarded the effectiveness of the block grant concept."

Finally, throughout the University internal reallocation process and transition to the block grant model in the early 1990s, the JAC minutes stress the need for *trust* and *integrity* of the process between the Legislature and the

University. The need for trust and integrity appears to represent the members' concern regarding the necessary foundation upon which any successful block grant model is built.

PRINCIPLES OF HIGHER EDUCATION FUNDING

The direction of this brief was not to compare the block grant with other states' higher education funding systems – the uniqueness of UW may limit such analysis. Nonetheless, a brief articulation of some of the principles recommended may be informative. First, funding objectives have historically included such motivating principles as adequacy, equity, reform, performance, stability, and quality.¹ Budget models include line item appropriations, block grant, incentive (or base plus funding), formulaic (cost-based and outcome-based), funding by objective, and funding based on comparative institutions.

More broadly, successful funding mechanisms for higher education are largely driven by well-articulated public policy goals at both the state and university level. Next, the funding system should reflect and even motivate the accomplishment of those goals. To that end, UW has developed three scheduled institutional planning documents: the Academic Plan, the Support Services Plan, and the Capital Facilities Plan. The administration and trustees have also embarked upon a Strategic Plan for Intercollegiate Athletics. Further, given the design of the current block grant funding model, state leaders may have greater opportunity to contemplate and discuss the larger institutional objectives for UW. Such policy directions might include student access and affordability, enrollment levels, student achievement, completion rates, performance on service initiatives, research and scholarship that can contribute to economic development of the state, contributions to workforce development, and others.

FISCAL TRENDS AND DATA

This section begins with an illustration of the recent increases in the state's appropriation to UW. Next is a discussion of the percentage of the UW budget funded by the General Fund. Additional budget information including resident and non-resident tuition rates, private donations,

and research grants, all of which contribute significantly to UW's overall budget, conclude the section.

Although the appropriations to UW have increased rather substantially in recent years, UW's share of all state discretionary funds has declined. Figure 2 shows the increases in the General Fund appropriation to the University over the last several biennia after no growth between the 91-92 biennium and the 93-94 biennium. Despite these recent increases, figure 3 shows the share of total discretionary revenues available to the state (also known as "Type 3 funds") and appropriated to UW have actually declined in three of the last four biennia. This is likely due to larger comparative budget increases in K-12 education, and other executive branch program spending as well as fairly significant increases in the total available revenues.

Figure 2. Percent Increase in UW Block Grant.²

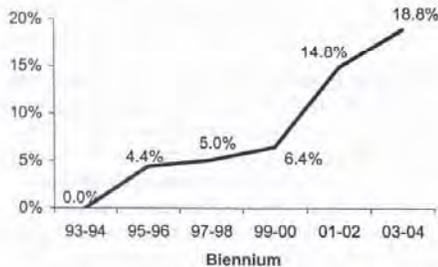
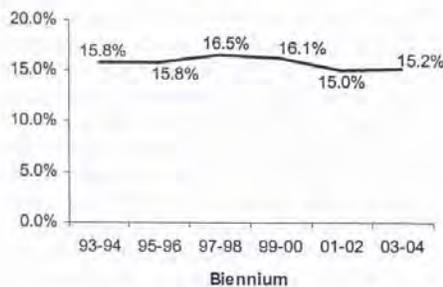
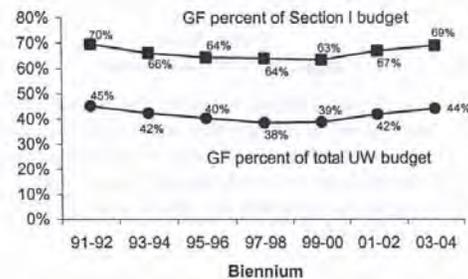


Figure 3. UW's Share of Discretionary Revenues.²



As shown in figure 4, after a steady, but modest, decline in the contribution of the General Fund's share of UW's budget, state aid is again on the rise in the two recent biennia. The 2003-2004 General Fund appropriation to UW was \$250,677,954 (including UW's share of a Section 300 appropriation for health insurance). The total UW operating budget for the biennium is \$569 million.

Figure 4. GF Share of UW Budget.²



Over the past 15 fiscal years, total resident tuition and fees have increased an average of 9.3 percent per year, while non-resident tuition and fees increased 8.7 percent. However, most of the increases came between FY90 and FY95, during which time resident and non-resident tuition and fees increased an average of 14.9% annually.

Figure 5. Historical Trend: Tuition and Fees.²

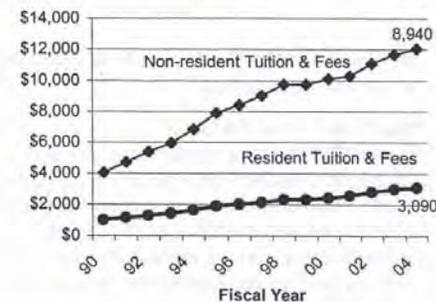
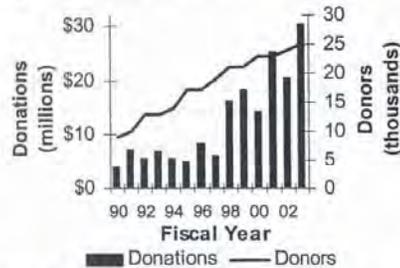


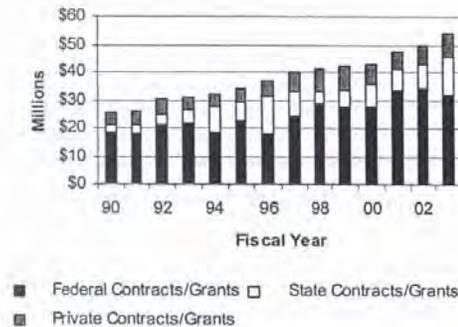
Figure 6 reflects the total private donations (pledges and cash received) and number of donors since the inception of the block grant. Average private donations from FY91 through FY98 were \$6.1 million, while the average from FY99 through FY03 was \$20.8 million.

Figure 6. Private Donations to UW.²



Last, figure 7 shows the growth in private, state, and federal research grants and contracts (secured, not expended) by fiscal year. Similar to tuition revenues and private donations, grants and contracts also contribute significantly to UW's overall budget.

Figure 7. Research Grants and Contracts.²



WHAT'S IN? WHAT'S OUT?

All General Fund appropriations to UW are currently incorporated into the UW block grant, with the exception of certain Section 300 (state government-wide) appropriations. Capital construction requests are separated in the appropriations act and continue to be appropriated by fund and project, in contrast to the operations budget.

A more direct question might be, "what activities qualify as exception requests?" These requests, or funds requested and often appropriated beyond the standard block grant budget, include an array of

different expenditure items. Table 1 summarizes the variety of General Fund exception requests over the past five biennia.

Table 1. UW Exception/Expanded Budget Requests.

Biennium	Exception/Expanded Budget Requests
2003-2004	Compensation, utilities, Public Affairs Research Center, and standard budget cost adjustment (support services inflation).
2001-2002	WWAMI, student recruitment, equipment base adjustment, scholarship budget adjustment, facilities maintenance, instructional equipment, library acquisitions, and student retention and graduation.
1999-2000	WWAMI, equipment replacement, library acquisitions, "base budget support," UW Innovation Center, Wyoming Water Resources Center, and UW/Casper College Education Program.
1997-1998	Capital Campaign, electronic classrooms, document imaging and world wide web access, advanced financial services reporting, equipment base adjustment, and salary adjustment.
1995-1996	Equipment replacement.

Budget Request Criteria: Little formal criteria exist for the determination of what budget items are considered for exception requests. The internal determination in crafting UW's budget request is based most prominently on the magnitude of the funds needed to address the request or embark on a new initiative. Informally, University administrators assess what items can be managed internally versus what needs require external assistance, beyond the internal reallocation of resources.

Based on an assessment of historical requests, it appears that requests have been influenced by (1) the structure of identified need, e.g., WWAMI, and (2) the budgetary treatment of other state agencies, e.g., equipment and compensation. Additional criteria such as new initiatives and even the size of the request are apparent but have not been systematically followed. According to a University administrator, UW launches new programs and initiatives regularly and there are even examples of reallocations for certain budget items in excess of the requested appropriation for historic exception requests. However, due

primarily to the magnitude of the cost for enhancing compensation of faculty and staff, UW officials have indicated those major needs will be their primary focus for exception requests relating to the operating budget. In sum, under the current block grant, the University has wide latitude in what justifications are used to request enhanced funding but officials appear to be developing a more strict strategy, largely based on the magnitude of the needs.

CONCLUSION AND ISSUES FOR CONSIDERATION

According to University officials the block grant structure has afforded them with the flexibility to address many financial issues internally. For example, through the use of "central position management," vacant positions, with salaries on the order of one to two million dollars are consolidated and reallocated throughout the institution based on prioritized needs. Further, the

University continues to make fairly specific requests and stands ready to be held accountable that the appropriation was expended for the purpose requested. In doing so, officials acknowledge the priorities of trust and accountability integral in the structure of the block grant.

For its part, the Legislature has exhibited restraint and judiciously limited the use of footnotes to direct the expenditure of funds within the block grant. Beyond the magnitude and design of the block grant, the Legislature may wish to consider opportunities for more structured Legislative input into the public policy goals of higher education.

ADDITIONAL READING

Report to the Legislature, Institutional Benchmarks and Budget, University of Wyoming, Laramie, Wyoming, Annual Publication.

¹ Joseph L. Marks and J. Kent Caruthers, *A Primer on Funding of Public Higher Education*, Southern Regional Education Board, Aug. 1999.

² **Sources and notes for figures:** Figures 2, 3, and 4 are generated by LSO using internal data of UW appropriations and total state discretionary revenues for each period in question. UW data on Section I and Section II budgets for 1999-2000, 2001-2002, and 2003-2004 supplemented and informed LSO records. Total Section I and total UW budget data for the 1999-2000 and 2003-2004 biennia have been revised from UW internal records to account for section 300 appropriations. Section 300 appropriations for salaries and insurance are included in the total amount of the block grant for each biennium, even though the appropriations were technically not included in the "block grant" appropriations line item. The GF amounts for 2003-2004 also include an *estimated* \$5.9 million from the State Auditor for health insurance to be directed to UW (03 Laws, Ch. 131, Section 303). The \$250,000 GF appropriation for the 2001-2002 biennia for the technology business center is reflected in the UW block grant, despite being dedicated through footnote. **The \$30,000,000 endowment appropriation made in the 2001-2002 UW block grant line item has been excluded from Figures 2, 3, and 4 for comparative purposes.** No capital construction appropriations are included in any figures as the focus of this report is the block grant, or operating, appropriations. Figures 5, 6, and 7 are LSO prepared graphics using UW provided data, without modification.

EDUCATION: SAREC – Acquisition of Gillaspie Land

The purchase of the Gillaspie Ranch was consummated on September 29, 2003 with a closing price of \$605,000.00; \$10,000.00 less than the amount authorized by the Trustees. The Purchase of the Gillaspie Ranch has completed the land acquisition phase of SAREC. During the negotiation process for the purchase of the Gillaspie Ranch, the owner expressed interest in purchasing the 40-acre homestead and a neighbor expressed interest in purchasing a 160-acre parcel. The University concluded that attempting to maintain the improvements located on the homestead and attempting to correct the limitations of the terrain on the 160-acre parcel would exceed any benefits realized.

The University is examining Wyoming State Statutes and County Regulations to discover what limitations or restrictions exist regarding subdivisions in Goshen or Lincoln County. Based on our findings we will proceed with professional surveys and appraisals of the Torrington Research and Extension Center and the Afton property and eventually advertise them for sale.

Three surveys for Archer will be completed on or before October 30, 2003 and the legal descriptions will be delivered to the appraiser, Fred Stoltenberg. Mr. Stoltenberg indicated he could deliver the requested appraisal on or before October 30, 2003. Mark Reid, Laramie County Planner has been provided with details concerning the expected delivery dates of both the survey and appraisal data. Once Laramie County has reviewed the documents, the Division of Administration will make arrangement to discuss the terms of the sale with the Laramie County Commissioners.

Vice President Hardin talked about the acquisition of the Gillaspie Ranch, and subsequent sale of the two parcels. The Board moved the discussion on this item to the Committee of the Whole.

INFORMATION: Internal Audit Activity Conducted in Accordance With the Audit Plan for the Period July 1, 2003-September 30, 2003

The following audits and related activities have been completed:

1. The Cowboy Joe Club has been audited for the year ended June 30, 2003. The Annual Financial Report is on the following pages.
2. The NCAA compliance audit for the areas of Student-Athlete Financial Aid, Playing and Practice Seasons, and Coaching Staff Limits and Contracts for the 2002-03 academic year, have been completed. This is the second audit in a series of three annual audits that will cover all NCAA compliance areas. The audit report is on the following pages.

The following audits and related activities are in process:

1. The operational review of the combination of the business operations of Housing and Residence Life and Food Service, which have been merged to form Residence Life and Dining Services, is in progress.
2. An operational review of the Wyoming Union Information Desk, specifically the ticket sales area, is in progress.
3. Van Jacobson and Jim Byram have been participating in the implementation of the PeopleSoft Financial Management System, Asset Management System and the Human Resources Management System. The goals in this area are to evaluate the controls and functionality that are being configured into these systems as they are being implemented and to assist with the implementation.

Audit recommendations from the following audits have been fully implemented:

1. The Child Care Center audit report was issued in June of 2000.
2. The Salary Handling Accounts audit report was issued in February of 2003.

Audit recommendations from the following audits have not been fully implemented:

1. The endowment and scholarship reporting process audit report was issued in January of 2001. A schedule for implementation of those audit recommendations and several other related reporting requests will be developed by December 31, 2003 by representatives from Accounting, Financial Aid, the Foundation, Internal Audit and the University Controller.
2. The Stores and Reimbursable Labor audit report was issued in April of 2003. All recommendations have been implemented except old accounts receivable from other UW departments amounting to \$165,000 remain uncollected. The Associate Director of Physical Plant will work with the Vice President of Administration and other Vice Presidents to collect the accounts receivable during fiscal year 2003-04.

Cowboy Joe Club

COWBOY JOE CLUB

ANNUAL FINANCIAL REPORT

June 30, 2003

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**COWBOY JOE CLUB
 BALANCE SHEETS
 JUNE 30, 2003 AND 2002**

	2003 Cowboy Joe Club			2003 University of Wyoming	2003 Total	2002 Total
	Unrestricted Operating Fund	Restricted Funds	Endowment Funds	Unrestricted Operating Fund		
ASSETS						
Cash on deposit with the University of Wyoming	\$ 103,498	\$	\$	\$ (24,091)	\$ 79,407	\$ 127,537
UW Foundation investment	19,573	15,214			34,787	68,632
UW Foundation investment-true endowments			401,163		401,163	396,182
UW Foundation investment-quasi endowment			470,625		470,625	453,822
Cash value of life insurance policies	220,073				220,073	235,374
Accounts receivable	119,264	7,550			126,814	57,509
Membership Pledges Receivable net of allowance for uncollectible pledges of \$47,169 and \$53,996	219,561				219,561	188,731
Accrued interest	972				972	1,378
Prepaid expenses	2,658				2,658	7,055
Equipment and automobiles, at cost, less accumulated depreciation of \$78,526 and \$64,685	22,400				22,400	36,541
Land	27,100				27,100	29,500
Inter-Fund balances	(83,310)	59,219		24,091	0	0
Total assets	\$ 651,789	\$ 81,983	\$ 871,788	\$ -	\$ 1,605,560	\$ 1,602,261
LIABILITIES AND FUND BALANCES						
Accounts payable	\$ 45,147	\$	\$	\$	\$ 45,147	\$ 48,552
Deferred revenue	4,010				4,010	6,675
Total liabilities	49,157	0	0	0	49,157	55,227
Fund balances	602,632	81,983	871,788	0	1,556,403	1,547,034
Total liabilities and fund balances	\$ 651,789	\$ 81,983	\$ 871,788	\$ -	\$ 1,605,560	\$ 1,602,261

The notes to financial statements are an integral part of this statement.

COWBOY JOE CLUB
STATEMENTS OF REVENUE AND EXPENSES
JUNE 30, 2003 AND 2002

	2003 Cowboy Joe Club			2003 University of Wyoming	2003 Total	2002 Total
	Unrestricted Operating Fund	Restricted Funds	Endowment Funds	Unrestricted Operating Fund		
REVENUE						
Memberships - cash	\$ 1,099,937	\$ 53,507	\$	\$	\$ 1,153,444	\$ 1,094,253
Memberships - Steer-A-Year	94,423				94,423	117,856
Memberships - gifts-in-kind	381,194				381,194	383,457
Donations		87,410	500		87,910	87,838
Fund raising activities (Schedule III)	440,226				440,226	482,501
Investment income	8,339	12,798			21,137	58,399
Realized Gains (Losses) on Investments			(122,473)		(122,473)	(78,199)
Unrealized Gains (Losses) on Investments			139,895		139,895	(157,714)
Other (Schedule IV)	1,743				1,743	42,038
Total revenue	<u>2,025,862</u>	<u>153,715</u>	<u>17,922</u>	<u>0</u>	<u>2,197,499</u>	<u>2,030,429</u>
EXPENSES						
Support of University of Wyoming Programs:						
Athletic Department (Schedule I)	881,541	170,237			1,051,778	962,478
Athletic Department - gifts-in-kind (Schedule II)	310,669				310,669	287,621
Other (Schedule II)	14,371	9,892			24,263	28,830
Other - gifts-in-kind (Schedule II)						400
Fund raising activities (Schedule III)	301,731				301,731	292,206
Fund raising - gifts-in-kind (Schedule III)	66,818				66,818	95,436
Awards and membership benefits	52,104			3,541	55,645	43,398
Postage	1,278			21,200	22,478	17,397
Printing	7,258				7,258	9,962
Promotion	40,059				40,059	55,421
Salaries				247,403	247,403	207,521
Travel	14,399				14,399	15,545
Other (Schedule IV)	20,412	178		10,898	31,488	38,833
Depreciation	14,141				14,141	19,074
Total expenses	<u>1,724,781</u>	<u>180,307</u>	<u>0</u>	<u>283,042</u>	<u>2,188,130</u>	<u>2,074,122</u>
REVENUE OVER (UNDER) EXPENSES	<u>\$ 305,073</u>	<u>\$ (26,592)</u>	<u>\$ 17,922</u>	<u>\$ (283,042)</u>	<u>\$ 9,369</u>	<u>\$ (43,693)</u>

The notes to financial statements are an integral part of this statement

**COWBOY JOE CLUB
 STATEMENTS OF CHANGES IN FUND BALANCES
 JUNE 30, 2003 AND 2002**

	2003 Cowboy Joe Club			2003 University of Wyoming	2003	2002
	Unrestricted Operating Fund	Restricted Funds	Endowment Funds	Unrestricted Operating Fund	Total	Total
REVENUE						
Revenue	\$ 2,025,862	\$ 153,715	\$ 17,922	\$ -	\$ 2,197,499	\$ 2,030,429
EXPENSES						
Expenses	(1,724,781)	(180,307)	-	(283,042)	(2,188,130)	(2,074,122)
Net increase (decrease) before transfers	301,081	(26,592)	17,922	(283,042)	9,369	(43,693)
TRANSFERS						
Transfers to Endowment Fund	(3,862)		3,862		0	0
Transfers to University Operating Fund	(283,042)			283,042	0	0
NET INCREASE (DECREASE) FOR THE PERIOD	14,177	(26,592)	21,784	-	9,369	(43,693)
FUND BALANCES, BEGINNING (as previously reported)	399,724	108,575	850,004	-	1,358,303	1,590,727
Recording Membership Pledges Receivable net of allowance	188,731				188,731	
FUND BALANCES, BEGINNING (after adjustment)	588,455	108,575	850,004	-	1,547,034	1,590,727
FUND BALANCES, ENDING	\$ 602,632	\$ 81,983	\$ 871,788	\$ -	\$ 1,556,403	\$ 1,547,034

The notes to financial statements are an integral part of this statement.

**COWBOY JOE CLUB
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2003**

Note 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

COWBOY JOE CLUB UNRESTRICTED OPERATING FUND

The operating transactions of Cowboy Joe Club are reported in the Cowboy Joe Club Unrestricted Operating Fund. Cash on deposit with the University of Wyoming that is reported in this fund are Cowboy Joe Club accounts that are under the Club's control and have not been donated to the University.

COWBOY JOE CLUB RESTRICTED FUNDS

This fund group consists of contributions to Cowboy Joe Club that may only be utilized in accordance with the purposes established by the donors. Restricted donations are recorded as revenue when received. Expenses are recognized when the funds are transferred to the University or are expended for the purpose established by the donor.

COWBOY JOE CLUB ENDOWMENT FUNDS

This fund group consists of the Cowboy Joe Club Scholarship and Permanent Endowment Trust Fund and endowments restricted to scholarships. Only the interest from the endowed funds can be utilized for the purposes established for each fund. In no event may the corpus of true endowments created by donors be invaded. The Cowboy Joe Club Board of Directors created the quasi endowment.

UNIVERSITY OF WYOMING UNRESTRICTED OPERATING FUND

Accounts that are owned by the University of Wyoming for the benefit of the Club are reported in this fund group for the purpose of providing more complete information about the Club's operations. Transactions of this fund group include the Club's administrative salaries and other operating expenses that are incurred while performing the various functions of the Club. These accounts are funded exclusively from funds generated by the Club.

MEMBERSHIPS - PLEDGES

Cowboy Joe Club membership pledges are currently being recorded net of an allowance for uncollectible pledges for financial statement purposes. Annual Financial Reports from all previous years reported memberships when membership donations were deposited. Fiscal year 2002 pledges that had not previously been reported have been restated net of an allowance for uncollectible pledges for the fiscal year 2003 Annual Financial Report.

Fiscal Year 2002

Pledges
\$242,727

Allowance for
Uncollectible
\$53,996

MEMBERSHIPS - GIFTS-IN-KIND

Membership pledges for gifts-in-kind (donations of goods and services) are not recorded as an asset or revenue for financial statement purposes when pledges are received. Gifts-in-kind membership revenue and expenses are recorded in the period the gifts-in-kind are received.

EQUIPMENT AND AUTOMOBILES

These assets are recorded at cost or market value at the date of gift. Depreciation is calculated on the straight-line method based on the estimated useful lives of the assets.

INVESTMENTS AT UNIVERSITY OF WYOMING FOUNDATION

Cowboy Joe Club investments held at the University of Wyoming Foundation are currently recorded at market value for financial statement purposes.

Note 2. INCOME TAXES

The Club is exempt from paying income taxes under section 501 (C) (3) of the Internal Revenue Code.

Note 3. COMMITMENTS

CLUB OPERATING EXPENSES

The Club's administrative salaries and operating expenses are paid through University owned accounts that are funded entirely by the Club. These expenses amounted to \$283,042 for the year ending June 30, 2003.

ATHLETIC DEPARTMENT SUPPORT

The Club has made a commitment to provide financial support to the Athletic Department in the amount of \$815,000 for the period beginning on July 1, 2003 and ending June 30, 2004.

ROCHELLE ATHLETICS CENTER

The Club made a commitment to provide \$250,000 for the Rochelle Athletics Center. This was to be paid in annual installments of \$50,000. The first four annual installments have been paid, leaving one installment remaining to be paid in fiscal year 2004.

**COWBOY JOE CLUB
 SUPPORT OF UNIVERSITY OF WYOMING
 PROGRAMS
 JUNE 30, 2003 AND 2002**

Schedule I

	2003 Cowboy Joe Club		2003 Total	2002 Total
	Unrestricted Operating Fund	Restricted Funds		
ATHLETIC SUPPORT - SUPPORT BUDGET				
Enhancement	\$ 13,871	\$	\$ 13,871	\$ 5,350
Entertainment - AD Office	10,698		10,698	7,548
Grants and aids	715,000		715,000	663,000
Head Coach Enhancement				
Miscellaneous	6,059		6,059	7,834
Moving expenses	7,155		7,155	
Non-revenue sports				250
Total	752,783	0	752,783	683,982
ATHLETIC SUPPORT - OTHER				
Automobile insurance	38,619		38,619	20,221
Awards	3,724		3,724	18,862
Rochelle Athletics Center	50,000		50,000	50,000
Coaches Circle	35,000		35,000	
Scholarships		65,228	65,228	94,250
Scholarships - W Club				6,100
Basketball Men's Team				40
Basketball Women's Team		3,593	3,593	733
Football Team		169	169	4,015
Golf Team		41,706	41,706	26,398
Soccer Team	1,000	11,575	12,575	4,403
Swimming Team		28,967	28,967	21,321
Tennis Team		2,454	2,454	2,492
Track Team		6,398	6,398	5,472
Track Athlete Memorial	415		415	12,892
Volleyball Team		160	160	1,907
Women's Golf Team		1,631	1,631	
Wrestling		8,356	8,356	9,390
Total	128,758	170,237	298,995	278,496
TOTAL ATHLETIC DEPARTMENT SUPPORT	\$ 881,541	\$ 170,237	\$ 1,051,778	\$ 962,478

**COWBOY JOE CLUB
 SUPPORT OF UNIVERSITY OF WYOMING
 PROGRAMS
 JUNE 30, 2003 AND 2002**

Schedule II

	2003 Cowboy Joe Club		2003 Total	2002 Total
	Unrestricted Operating Fund	Restric ted Funds		
ATHLETIC DEPARTMENT GIFTS-IN-KIND				
Administration	\$ 68,054	\$	\$ 68,054	\$ 47,249
Basketball Men's Team	33,378		33,378	39,252
Basketball Women's Team	15,062		15,062	11,644
Football Team	69,371		69,371	85,110
Golf Men's Team	8,280		8,280	2,257
Golf Women's Team	5,512		5,512	5,894
Promotions	92,493		92,493	71,265
Soccer Team				204
Swimming Team	14		14	80
Tennis Team	9,025		9,025	9,061
Track Team	1,690		1,690	1,097
Training Table	7,285		7,285	870
Volleyball Team	(3,150)		(3,150)	4,834
Wrestling Team	3,655		3,655	8,804
		\$		
Total	\$ 310,669-		\$ 310,669	\$ 287,621

UNIVERSITY SUPPORT - OTHER

Animal Science	\$ 4,000	\$ 1,662	\$ 5,662	\$
Academic Counselors		40	40	
Block and Bridle	1,527		1,527	1,510
Cheerleaders		5,172	5,172	11,838
Hall of Fame	500		500	2,421
Rodeo Scholarship				1,300
Rodeo Team	8,344	288	8,632	10,898
Wildfire		2,730	2,730	863
		\$		
Total	\$ 14,371	9,892	\$ 24,263	\$ 28,830

UNIVERSITY SUPPORT - OTHER GIFTS-IN-KIND

Rodeo Team	\$	\$	\$	\$ 400
Total	\$	\$	\$	\$ 400

COWBOY JOE CLUB
FUND RAISING ACTIVITIES REVENUE AND EXPENSES
JUNE 30, 2003 AND 2002

Schedule III

	2003 Cowboy Joe Club Unrestricted		
	Operating Fund	2003 Total	2002 Total
FUND RAISING ACTIVITIES - REVENUE			
Airline tickets	\$ 1,125	\$ 1,125	\$ 4,000
Auction	104,996	104,996	86,713
Bar-B-Q	6,425	6,425	4,722
Bobble heads	4,855	4,855	
Coaches Circle	1,000	1,000	
Cowboy Tough	19,875	19,875	
Golf tournaments	233,104	233,104	266,568
Hospitalities	1,540	1,540	18,049
Merchandise sales	136	136	1,905
Raffles		-	7,333
Stadium seats	8,640	8,640	13,835
Steer-A-Year - gain on sale of steers	44,633	44,633	50,171
Varsity coats		-	6,255
W Club	13,897	13,897	22,950
Total	\$ 440,226	\$ 440,226	\$ 482,501
 FUND RAISING ACTIVITIES - EXPENSES			
Airline tickets	\$ 1,350	\$ 1,350	\$ 4,000
Auction	22,920	22,920	16,199
Bar-B-Q	4,888	4,888	2,126
Bobble heads	6,106	6,106	
Coaches Circle	10,887	10,887	
Cowboy Tough	13,090	13,090	
Golf tournaments	169,495	169,495	185,930
Hospitalities	1,229	1,229	6,431
Raffles			2,328
Stadium seats - (Exclusive of depreciation 7,477)			1,271
Steer-A-Year feedlot expenses	53,460	53,460	58,968
Varsity coats			5,705
W Club	18,306	18,306	9,248
Total	\$ 301,731	\$ 301,731	\$ 292,206

COWBOY JOE CLUB
FUND RAISING ACTIVITIES REVENUE AND EXPENSES
JUNE 30, 2003 AND 2002

Schedule III
 Continued

	2003 Cowboy Joe Club Unrestricted		
	Operating Fund	2003 Total	2002 Total
GIFTS-IN-KIND - EXPENSES			
Advertising	\$ 14,838	\$ 14,838	\$ 25,131
Food and beverage	24,005	24,005	32,799
Gasoline	95	95	10
Lodging	4,165	4,165	2,874
Steer-A-Year	16,084	16,084	12,767
Supplies	2,419	2,419	3,026
Transportation	250	250	5,300
Other	4,962	4,962	13,529
Total	\$ 66,818	\$ 66,818	\$ 95,436

COWBOY JOE CLUB
OTHER REVENUE AND EXPENSES
JUNE 30, 2003 AND 2002

Schedule IV

	2003 Cowboy Joe Club		2003 University	2003	2002
	Unrestricted	Restricted	of Wyoming		
	Operating	Funds	Unrestricted	Total	Total
	Fund		Fund		
OTHER REVENUE					
Credit card commissions	\$ 10,000	\$	\$	\$10,000	\$ 10,000
Governor's grant - moose permit					8,000
Life insurance -					
Increase (decrease) in cash surrender value	(15,303)			(15,303)	5,278
Other	4,846			4,846	9,760
Land sale	2,200			2,200	9,000
Total other revenue	\$ 1,743	\$ -	\$ -	\$1,743	\$ 42,038
OTHER EXPENSES					
Automobiles	\$ 2,045	\$	\$	\$2,045	\$ 2,514
Computer systems	2,767			2,767	742
Credit card fees	7,776			7,776	8,093
Other	4,931			4,931	5,550
Telephone			10,898	10,898	9,769
UW Foundation assessments		178		178	805
Value of land sold	2,893			2,893	11,360
Total other expenses	\$ 20,412	\$178	\$10,898	\$31,488	\$ 38,833

NCAA COMPLIANCE AUDIT

UNIVERSITY OF WYOMING

Internal Audit

P.O. Box 3314
Laramie, Wyoming 82071-3314
(307) 766-2385

October 13, 2003

To the Board of Trustees of the
University of Wyoming

We have completed an audit of NCAA compliance in the areas of Student-Athlete Financial Aid, Playing and Practice Seasons, and Coaching Staff Limits and Contracts for the 2002-03 academic year. This is the second audit in a series of three annual audits that covers all NCAA compliance areas. Student-Athlete Eligibility, Representatives of Athletics Interests, and Extra Benefits, including: Complimentary Admissions, Team Travel, Student Athlete Vehicles, and Athletic Equipment and Apparel were audited for the 2001-02 academic year. The audit recommendations from that audit have all been implemented. The following are the observations, recommendations, and Athletic Department responses that resulted from the audit of Student-Athlete Financial Aid, Playing and Practice Seasons, and Coaching Staff Limits and Contracts.

1. 2002-03 TIME SHEET ATHLETICALLY-RELATED ACTIVITIES

Background

NCAA Bylaw 17.1.5.1 Daily and Weekly Hour Limitations-Playing Season. A student-athlete's Participation in countable athletically related activities shall be limited to a maximum of 4 hours per day and 20 hours per week.

Observation

The form 2002-03 Time Sheet Athletically-Related Activities documents the countable athletically related activities to document compliance with NCAA Bylaws. Women's basketball Time Sheet for Athletically-Related Activities on two occasions lists practice 3 hours, weight room 1 hour, and film review 1 hour and on one occasion practice 2.5 hours, weight room 1

hour, film review 1 hour. These occurrences exceed the maximum four hours per day allowed under Bylaw 17.1.5.1.

In addition the majority of the Time Sheet Athletically-Related Activities did not contain total hours for each day, only the time for the week was computed. This made it more difficult to determine compliance with the 4 hour per day limitation.

Recommendation

These records are the means to document compliance with the NCAA Bylaws and as such should be completed in a manner that documents compliance rather than raise questions as to what actually occurred.

1. The violation of Bylaw 17.5.1 by the women's basketball team should be reported to the NCAA.
2. The training and education of coaches and student-athletes should be reviewed to ensure the NCAA Bylaws are fully explained and understood by those completing this form.
3. Review of this form by administration should include a detailed review of the form to include:
 - o Time recorded for day of competition
 - o Verification that the countable activity is allowable for the time period
 - o Total time for each day as well as each week is documented

Response

1. The Department of Intercollegiate Athletics (DIA) concurs that a secondary violation occurred in women's basketball. On two occasions it was recorded that practice occurred for a period of five (5) hours each day. The maximum allowable under NCAA 17.1.5.1 per day is four (4) hours. It is not possible to verify if a clerical error occurred due to the fact that the coaching staff is no longer employed. This violation is listed on the Secondary Violation Penalty Schedule and therefore only needs to be reported to the conference office. The standard penalty is that the institution should reduce practice activities by twice the amount of time of excessive practice. Therefore, women's basketball will be required to reduce practice by four hours beginning with the official start of practice. (October 15). A full written report will be submitted to the conference office as soon as possible.
2. The DIA on a regular basis reviews the procedure for completing the forms. NCAA Bylaws that relate to the forms is printed directly on each form. Discussion at virtually every coaches meeting is conducted to ensure proper completion of the form.

3. The DIA concurs that the total time for each day and each week be properly recorded.

A schedule of events will be attached to the final audit form and we will indicate competition days for each week.

Currently, these forms are audited several times a year by the Senior Associate Athletic Director. The Senior Associate Athletic Director has and will continue to conduct a training session with all coaches concerning use of the form. (Training session/discussion has occurred in fall coaches meeting) In addition, coaches will be required to verify all information on the form including day and weekly totals, student-athlete signatures and that the athletically related activity is allowable for specific time period. (Incomplete forms are returned to coaches to make necessary corrections)

Many questions referred to time sheets during university vacation periods. Although we are not required to complete the forms we do so to keep an accurate count of practice days. Therefore we think it pertinent to continue completing the forms for the entire competition year.

Currently, we have made revisions in the form to accommodate the suggestions made by the auditor. We will immediately implement the updated form.

2. STUDENT-ATHLETE SIGNATURE ON TIME SHEET FOR ATHLETICALLY-RELATED ACTIVITIES

Background

It is the policy of the Department of Intercollegiate Athletics (DIA) to have a student-athlete sign the Time Sheet for Athletically-Related Activities prior to submission of the form to the administrative office for review and approval.

Observation

There were instances in football and women's basketball where there was no signature of a student-athlete on the Time Sheet for Athletically-Related Activities.

Recommendation

When the administrative staff is reviewing these forms the student-athlete signature should be verified and if not on the form the form should be returned to the coach to obtain the signature.

Response

The Department of Intercollegiate Athletics concurs with auditor recommendation and will ensure all forms have a student-athlete signature. Several of the unsigned forms occurred during vacation periods where no practice occurred. We track hours during vacation periods to ensure our total practice count for the entire time period. In the future we will highlight vacation periods on the required forms.

3. COMPETITIONS RECORDED IN EXCESS OF ALLOWED COMPETITION DAYS

Background

NCAA Bylaw 17.12.5.1 Maximum Limitations-Institutional. A member institution shall limit its total playing schedule with outside competition in the sport of golf during the permissible golf playing season to 24 dates of competition, except for those dates of competition excluded under Bylaw 17.12.5.2, 17.12.5.3 and 17.12.5.4

Observation

Men's golf Time Sheet for Athletically-Related Activities has thirty-five dates of competition exclusive of the Mountain West Conference championships. The University of Wyoming Intercollegiate Athletics Participation Form indicates twenty-four competition dates including the Mountain West Conference tournament. It appears that the Time Sheet for Athletically-Related Activities was completed in error.

Recommendation

The training and education of coaches and student-athletes should be reviewed to ensure the NCAA Bylaws are fully explained and understood by those completing this form and review by administration should include a detailed review of the form to ensure it is completed correctly.

Response

The Department of Intercollegiate Athletics concurs with the auditor recommendation and will ensure that the immediate sport supervisor reviews competition calendar. The DIA will also review weekly time sheets to ensure they are correct and match the year-end participation form.

In addition, it should be noted that the proper number of competition dates was recorded on the official master participation form that is reviewed by the compliance officer. The information gathered for this form is received directly from the sports information office.

4. LIMITS FOR ATHLETICALLY RELATED ACTIVITIES-OUTSIDE OF PLAYING SEASON

Background

NCAA Bylaw 17.1.5.2 Weekly Hour Limitations-Outside of Playing Season. Outside of the playing season during the academic year, only a student-athlete's participation in the countable athletically related activities specified in Bylaws 17.02.1-(c), 17.02.1-(d), 17.02.1-(e) and in Divisions I-A and I-AA football participation in the countable athletically related activities specified in 17.02.1-(a)-6 shall be permitted. A student-athlete's participation in such activities shall be limited to a maximum of eight hours per week, of which not more than two hours per week may be spent on individual skill workouts set forth in Bylaws 17.02.1-(e) and 17.1.6.2.1, and in Divisions I-A and I-AA football, the viewing of game film per 17.02.1-(a)-(6). A student-athlete may not participate in any countable athletically related activities outside the playing season during any institutional vacation (e.g. summer, academic year).

NCAA Bylaw 17.02.1 Countable athletically related Activities. The following are considered countable athletically related activities and must be counted in the weekly or daily time limitations specified under Bylaw 17.1.5.1:

- (a) Practice, which is defined as any meeting, activity or instruction involving sports-related information and having an athletics purpose, held for one or more student-athletes at the direction of, or supervised by, any member or members of an institution's coaching staff. Practice is considered to have occurred if one or more coaches and one or more student-athletes engage in any of the following activities:
- (b) Discussions or review of game films, motion pictures or videotapes related to the sport, except for the observation of an officiating clinic related to playing rules that is conducted by video conference and does not require student-athletes to miss any class time to observe the clinic
- (c) Required weight training and conditioning activities held at the direction of or supervised by an institutional staff member.
- (d) Participation in a physical-fitness class (including a summer class) conducted by a member of the athletics staff, unless such a class is a regular physical education class listed in the institution's catalog and open to all students. Such a class may not include practice activities conducted under the guise of physical education class work;
- (e) In sports other than football, participation outside the institution's declared playing season in individual skill-related instructional activities with a member of the coaching staff and that occur at the request of the student athlete.

Observation

Outside of the playing season men's basketball Time Sheet for Athletically-Related Activities indicated practice with the coach present on the following occasions:

- April 8, 10, 11, 12, 15, 17, 18, 22, 24, 25, 29
- May 1, 2, 7, 9

Football also recorded on the Time Sheet for Athletically-Related Activities required meeting/coach present the following occasions:

- February 13, 20, 27
- March 6, 13, 25, 26, 27
- April 28

Neither practice with the coach present or required meeting/coach present is allowed under the limitations of Bylaw 17.1.5.2.

Recommendation

The Internal Audit Committee consisting of the Compliance Coordinator, Director of Athletics, Faculty Athletics Representative, and General Counsel should review these apparent rules violations in accordance with the University of Wyoming Compliance Policies and Philosophies, to determine if a violation has occurred. The results of the determination should be forwarded to the Internal Audit office.

Response

FOOTBALL: NCAA Bylaw 17.1.5.2

NCAA Bylaw 17.1.5.2 states that outside of the playing season during the academic year student-athletes participation is limited to these athletically-related activities specified in Bylaws 17.02.1(c), 17.02.1 (d), 17.02.1 (e) and in DI-A and DI-AA football these athletically-related activities specified in 17.02.1(a-6). 17.02.1a states that practice is defined in short as any activity or instruction held for one or more student-athletes at the direction of, or supervised by, any member or members of an institution's coaching staff is permitted.

Following a response from Anthony Archbald, Assistant Commissioner for Compliance of the MWC, in Division I-A football players participate only in film review outside of the playing season per 17.02.1 (a)(6). Upon receiving this information the Senior Associate Athletic Director and the compliance officer met with the football staff to review their weekly playing and practice forms. In all cases cited the staff reported that all activities were film review; they simply marked time on the form under "coach present" due to the fact that there was staff present during the film review which is allowed under the bylaw. The staff verified by initials on time sheets that no other activity took place. Please see attachments of corrected time sheets. The new time sheets will eliminate this potential clerical error in the future.

A discussion and education of NCAA Bylaw 17.1.5.2 has been conducted with all staff.

MEN'S BASKETBALL: NCAA Bylaw 17.1.5.2.1 SKILL INSTRUCTION

Participation by student-athletes in individual skill-related instruction (including the activities set forth in Bylaw 17.02.1-(f)) in sports other than football is permitted outside the institution's declared playing season, provided that no more than four student-athletes from the same team are involved in skill-related instruction with their coach (es) at any one time in any facility and the student-athletes request the instruction.

Under this rule practice with the coach present is allowable.

The DIA has revised its weekly playing and practice form using specific terminology as stated in the NCAA manual. This should assist us in eliminating confusion as to what is and is not

permissible. In addition, the Senior Associate Athletic Director personally reviewed the dates with the basketball staff (John Adams, assistant coach responsible for completing form) in question to verify what activity took place and is confident that only the permissible activities were conducted.

Following discussions with both the football staff and the men's basketball staff, the Internal Audit Committee consisting of the University Legal Counsel, FAR, Senior Associate Athletic Director and the Compliance officer does not concur that a violation has occurred in either of these situations. Steps have been put in place to ensure a clear understanding of the bylaw and that the documentation of practice hours is consistent with NCAA rules and regulations. Steps include but are not limited to: new athletically related time sheet, personal meeting with coaches by administrators, consistent weekly review of the time by the Senior Associate Athletic Director to ensure compliance, and education at monthly coaches meetings.

5. UPDATE POLICIES AND PROCEDURES

Observation

The University of Wyoming's Policy and Procedures for evaluating the Countability of Academic Honor Awards references NCAA Bylaw 15.5.3.3 and 15.5.3.3.2. Updates to the NCAA Manual have changed the numbering of the Bylaw to 15.5.3.2.1 and 15.5.3.2.1.1.

Recommendation

The policies and procedures should be reviewed periodically to ensure the references to the NCAA Manual are still current and make required corrections to policies and procedures.

Response

Due to the fact that the numbering of the Bylaws change on an annual basis we are currently in the process of gradually changing over our policy and procedures manual to only cite the general Bylaw i.e., NCAA Bylaw 15.

6. MISSING LETTER OF AWARD

Background

NCAA Bylaw 15.3.5.1 Institutional Obligation. The renewal of institutional financial aid based in any degree on athletics ability shall be made on or before July 1 prior to the academic year in which it is to be effective. The institution shall promptly notify in writing each student-athlete who received an award the previous academic year and who has eligibility remaining in the sport in which financial aid was awarded the previous academic year (under Bylaw 14.2) whether the grant has been renewed or not renewed for the ensuing academic year. Notification of financial aid renewals and nonrenewals must come from the institution's regular financial aid authority and not from the institution's athletics department.

Observation

The original letter, dated prior to July 1, 2002, notifying the student-athlete that his scholarship had been renewed could not be found by the Athletics Office or Financial Aid Office. A revised

letter dated July 16, 2002 notifying the student that his financial aid had been increased as well as renewed was in the student's file.

Recommendation

Presumably the original notification of renewal of financial aid was dated on or before July 1, 2002 since there was a revision mailed two weeks later. To provide evidence of compliance with the NCAA Bylaws all correspondence with the student-athlete regarding financial aid should be kept in the student's file and/or the Financial Aid Office

Response

The DIA concurs with the internal auditor's recommendation and will ensure in the future that documents relating to financial aid are placed in the student-athlete's file.

Jim Byram
Auditor

Copy: Dr. Philip Dubois, President
University of Wyoming

Gary Barta, Director of Athletics
University of Wyoming

Janet Constantinides, Faculty Athletics Representative
University of Wyoming

Barbara Burke, Senior Associate Athletic Director
University of Wyoming

Matt Whisenant, Director of Compliance
University of Wyoming

Athletic Planning Committee of the
University of Wyoming

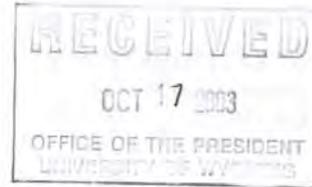


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www.ncaa.org

MEMORANDUM



October 9, 2003

TO: NCAA Division I Compliance Coordinators
NCAA Division I Student-Athlete Advisory Committee Members
Collegiate Conference Association Compliance Administrators.

FROM: Robert Hemenway, chair
NCAA Division I Board of Directors

Jerry Kingston, chair
Working Group to Study the 20/8-Hour Rule.

SUBJECT: Athletically Related Time Demands.

At the 2003 NCAA Convention, the NCAA Division I Board of Directors and NCAA Division I Management Council had an opportunity to meet with the NCAA Division I Student-Athlete Advisory Committee, at which time the student-athletes addressed a number of issues, including concerns about the "20/8-hour rule." Two issues became clear over the course of the discussion: first, that there is general misunderstanding regarding what activities are included and not included in the current "20/8-hour rule" and, second, enhanced monitoring and enforcement of the current legislation is critical to helping student-athletes balance their academic and athletics commitments.

In response to the student-athletes' concerns, a working group was formed this summer and charged with examining and developing ways to enhance the educational and monitoring efforts surrounding the time limitations on athletically related activities in which student-athletes participate, in an effort to avoid a legislative solution. The group includes current members of the Division I Management Council, current and former members of the NCAA Division I Championships/Competition Cabinet Playing and Practice Seasons Subcommittee, coaches and student-athletes. The working group has been hard at work and already has begun to address the first phase of its charge, which is to develop an educational program designed to assist student-athletes, coaches, and campus and conference athletics administrators in understanding the current rules regarding athletically related activities.

Accordingly, included in this mailing are several documents intended to be used together as part of the overall educational program. First, three reference sheets (Attachments A through C) regarding the current rules are enclosed. These are intended to be placed in locations on campus where they will be available to student-

National Collegiate Athletic Association

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NCAA MEMORANDUM
October 9, 2003
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athletes. For example, the working group recommends these materials be posted in locker rooms, training rooms, student-athlete handbooks and/or other locations a student-athlete may frequent or publications a student-athlete may read.

Second, enclosed are materials designed to assist campus compliance administrators in their educational efforts (Attachment D). In addition to the aforementioned materials, included is a sample agenda for an educational session to be held with various constituents, including coaches, and some teaching points that include case studies to use during these sessions. Finally, several suggested methods for monitoring the daily and weekly hour limitations are provided (Attachment E). All of the educational materials are available online on the Administrators Homepage at www.ncaa.org.

For the educational campaign to be effective, this information must be shared with all relevant constituents. It is the working group's hope that this educational initiative will provide clarity and resolve the student-athletes' concerns so that additional or alternative national legislation is not necessary. Each institution is strongly encouraged to schedule an educational session with student-athletes, coaches, Student-Athlete Advisory Committee leadership and campus athletics administrators as soon as possible, and annually thereafter, to present the enclosed information. Finally, it is recommended that the campus administrator responsible for monitoring daily and weekly hour limitations review the suggested methods for monitoring limitations with the relevant campus administrators, student-athletes and coaches to determine which methods will be most beneficial.

In summary, there is concern among many constituents that student-athletes have difficulty balancing their academic and athletics commitments due to significant time demands. However, the first step toward identifying potential solutions to this issue requires a comprehensive understanding of the current limitations. It is imperative this information be shared with all student-athletes, coaches and relevant campus administrators as soon as possible. The working group will continue to study the issues surrounding the current legislation in this area and provide status reports on its findings through the appropriate governance entities. It is the working group's sincere hope that this educational campaign will provide a nonlegislative solution to this important issue.

RH/JK:cvs

Attachments

cc (memorandum only): Chief Executive Officers]
Faculty Athletics Representatives] – of NCAA Division I
Directors of Athletics] Institutions
Senior Woman Administrators]
NCAA Division I Conference Commissioners
Selected NCAA Staff Members

INFORMATION: ELS Language Centers

The International Education Steering Committee has recommended that University of Wyoming administration pursue a partnership with ELS Language Centers, a company that specializes in the delivery of English as a Second Language instruction for international students. ELS Centers are currently affiliated with or located on more than 30 university and college campuses in the U.S. This effort was initiated as another strategy to increase the international student population at UW. UW does not currently offer an English as a Second Language program. A subcommittee of UW faculty, staff and administrators reviewed the ELS program in depth. As a result of the evaluation, which included two visits by ELS personnel to the campus, we will continue negotiations with ELS provided classroom space needs can be accommodated and contractual details resolved.

Members of the ELS subcommittee chaired by Patricia McClurg, Dean College of Education, included Sara Axelson, Lew Bagby, Janet Constantinides, Dennis Dreher, Janice Harris, and Elizabeth Johnson.

INFORMATION: UW Ranked as One of the Nation's "Most Connected" Campuses

Student support of computer resources and services is a significant factor that contributed to the Princeton Review ranking the University of Wyoming as one of the nation's "most connected campuses," says UW's vice president for information technology.

The Princeton Review recently announced that UW is the 13th-ranked school in its list of "The Top 25 Most Connected Campuses." UW is the only school in the Rocky Mountain region ranked in the top 25. The full list and more information can be found at www.forbes.com/campus.

"We are very pleased to receive this recognition especially since it results from the input of our students," says Robert Aylward. He says the high ranking is an outcome from at least three main influences that positively affect UW's technology infrastructure.

"The first is the students themselves," Aylward says. "The student body and student government have always shown a serious interest in improving and upgrading our technology. They fund most of our student computing labs and they also determine the level of the technology used in the labs."

UW has "one of the best student computing lab systems in the nation" and is expanding wireless connectivity due to student support of technology fees.

"They pay for it and they pick what is bought," Aylward says. "UW Information Technology supports it once it's purchased. It has been a very successful partnership."

The enhanced wireless services are changing how students study, says Jack Edwards, president of the Associated Students of the University of Wyoming. "I really depend on my laptop computer and it's great to be able to access the Internet in the Wyoming Union or bring up a site while I'm in class," he says.

Edwards, a law student from Las Vegas, Nev., says the commitment to student service at UW isn't found everywhere. "UW provides free access to the Internet to students off-campus, and that wasn't the case at the previous school I attended. The computer labs have state-of-the-art equipment and that's important with ever-changing technology. UW Information Technology is doing a great job."

The high quality of expertise of computer support staff members also contributed to UW's ranking. "The university has some extremely talented, creative and dedicated employees in Information Technology, Residence Life and Dining Services, Student Affairs and various other departments," Aylward says. "Information Technology employees can make miracles happen on a shoestring budget. While we have some of the best labs in the nation we haven't spent vast amounts of money to develop them. In fact, we pride ourselves on our ability to

accomplish a lot with a limited budget.”

UW’s focus on increasing student customer service, providing students with better network access, and making more student services available on-line also contributed to the level of “connectivity” evaluated by the Princeton Review.

Technology is a priority with the administration, trustees, and colleges and departments, Aylward says. “Technology continues to make the university more productive with more services available. It gives UW a competitive advantage in attracting and retaining students and faculty.”

Through the annual Plus Budget process, the trustees have approved funds for additional investments in new technologies, he says. Investments in technology is one of the purposes identified by the legislature for these Plus Budget funds, which are included in the University’s block grant.

To identify the colleges on its “most-connected” list, the Princeton Review collated responses from more than 100,000 college students and analyzed data from campus administrators. Criteria included the student/computer ratio, wireless access on campus, the breadth of the computer science curriculum and comments from students.

The Princeton Review’s announcement launches the Consumer Electronics Association’s TechKnow Overload Tour, a campus-to-campus traveling technology showcase. A date for a visit to UW is to be determined.

INFORMATION: Change Orders and Progress Reports

The following gives an accounting of the progress and activity of construction since the September 2003 Trustees meeting. Also reported are approved change orders to the Washakie Center Additions & Renovations and Steam Tunnel Repair & Fuel Tank Removal.

PROJECTS IN CONSTRUCTION

1. Health Science – Biochemistry Addition & Remodel

Contractor: Groathouse Construction, Inc., Laramie, WY
 Bid Price: \$11,597,000.00
 Original Completion Date: N/A
 Contract Substantial Completion Date: 1 May 2005

	Total	Administration	Construction	Design	Technology	FF & E	Contingency	Misc
Budget	17,984,000	600,000	11,597,000	1,680,000	1,386,000	915,000	1,556,000	250,000
Expended	1,853,931	147,967	485,960	1,194,341			24,950	713
Obligated	11,494,159		11,111,040	383,119				
Un-obligated	4,635,910	452,033	0	102,540	1,386,000	915,000	1,531,050	249,287

Remarks: Site demolition is complete and the interior of the building has been gutted. Excavation for the east addition and link has been completed. The contractor is working on the foundation systems and has completed the drilled piers for the east addition.

2. Pharmacy Building Remodel

Contractor: N/A
 Bid Price: N/A
 Original Completion Date: N/A
 Contract Substantial Completion Date: N/A

	Total	Admin	Construction	Design	Contingency	Misc
Budget	450,000	16,250	331,750	63,000	32,500	6,500
Expended	6,739	1,699		5,040		
Obligated						
Un-obligated	443,261	14,551	331,750	57,960	32,500	6,500

Remarks: Current standards for laboratory animal care facilities prefer that they be located on the lower levels. Preliminary discussions with the design team concerning the possibility of locating the animal care facility on a lower level have started.

3. Washakie Center Additions & Renovations

Construction Manager-at-Risk: Kloefkorn-Ballard Const Inc.
 Bid Price: \$8,865,466.00

Phase 1 through Phase 3 Original Completion Date: Phase 1 – June 20, 2003
 Phase 2 – June 20, 2003
 Phase 3 – June 20, 2003

Phase 1 through Phase 3 Contract Substantial Completion Date: Phase 1 – June 26, 2003
 Phase 2 – June 26, 2003
 Phase 3 – July 4, 2003

	Total	Admin	Construction	Design	Equipment	Contingency	Misc
Budget	13,291,517	368,650	8,865,466	1,361,480	1,807,436	788,485	100,000
Expended	12,600,789	292,200	8,865,466	1,224,092	1,805,102	383,634	30,295
Obligated	465,098			60,247		404,851	
Un-obligated	225,630	76,450	0	77,141	2,334	0	69,705

Remarks: The facility is in full operation. The contractor has completed most of the punch list items. The closeout documents, as-builts, final payment request, and operational-maintenance manuals are being prepared.

4. Steam Tunnel Repair and Fuel Tank Removal

Steam Tunnel Contractor: Spiegelberg Lumber & Building Co., Inc.
 Bid Price: \$1,227,000.00
 Original Completion Date: N/A
 Contract Substantial Completion Date: 15 October 2003

Fuel Tank Contractor: Anchor Environmental, Inc.
 Bid Price: \$53,156
 Original Completion Date: 2 May 2003
 Contract Substantial Completion Date: 2 May 2003

	Total	Administration	Construction	Design	Contingency
Budget	1,500,000	75,000	1,381,756	30,000	13,244
Expended	1,005,589	60,508	945,081		
Obligated	421,373		421,373		
Un-obligated	73,038	14,492	15,302	30,000	13,244

Remarks: The project is 65% complete as of October 15, 2003. The contractor is in the process of forming and pouring the final portions of the tunnel lid as well as the installation of the new steam lines. The re-routing of the telecommunications has begun and is expected to wrap up in December with a final cutover. During the last week of

October, the Physical Plant will begin installing the necessary piping and electrical equipment to relocate the condensate pumps in the new pumping vault. The contractor will start the necessary backfilling and landscaping during the last week of October.

PROJECTS IN DESIGN PHASE

1. Residence Halls Renovations

Contractor: N/A
 Bid Price: N/A
 Original Completion Date: N/A
 Contract Substantial Completion Date: N/A

	Total	Administration	Construction	Technology	Design	Contingency	Furnishings
Budget	8,600,000	275,180	5,556,625	256,985	825,500	825,470	860,240
Expended	69,692				69,692		
Obligated	700,063				700,063		
Un-obligated	7,830,245	275,180	5,556,625	256,985	55,745	825,470	860,240

Remarks: The Planning and Design Team have met several times to discuss the project. The schematic design is scheduled to be completed and submitted for review the third week in October. Included in the submittal will be a preliminary budget, which will be used to determine if the entire scope work can be done or if additional priority items can be incorporated into the project.

The following Change Orders are reported for the information of the Trustees.

1. Washakie Center Additions & Renovations

Change Order No. 26

Item 1	FO #40, temperature control modifications	Add:	4,210.00
Item 2	Add 14 steel corner guards	Add:	412.00
Item 3	Fire/smoke damper in elevator machine room	Add:	3,209.00
Item 4	PR #36, temperature control modifications	Add:	510.00
Item 5	Fan/duct for elevator machine room	Add:	7,679.00
Item 6	FO #39, electrical modifications	Add:	1,691.00
Item 7	Class K fire extinguishers	Add:	895.00
Item 8	Area drains at west exterior	Add:	1,931.00
Item 9	FO #35, thresholds at penthouse doors	Add:	532.00
Item 10	Diamond plate joint covers	Add:	3,149.00
<u>Total Change Order No. 26</u>			ADD: \$24,218.00

Statement of Contract Amount

Original contract Amount	\$8,865,466.00
Total Change Orders 1-26	<u>+ 791,159.00</u>
Adjusted Contract Price	\$9,656,625.00

2. Steam Tunnel Repair & Storage Tank Removal

Change Order No. 4

Item 1	FO #9 condensate pump room modifications	Add:	1,121.00
Item 2	FO #10 modifications to southwest tunnel and alcove	Add:	3,795.00
<u>Total Change Order No. 4</u>			ADD: \$4,916.00

Statement of Contract Amount

Original contract Amount	\$1,227,000.00
Total Change Orders 1-4	<u>+ 41,769.00</u>
Adjusted Contract Price	\$1,268,769.00

INFORMATION: Development Report

FY 2004 Monthly Giving Report through September 30, 2003

ALL GIFTS														
FUND	New Commitments FY 2004 GOALS	Current Month (cash received only)		FY 2004 to date						FY 2003 Commitments YTD				
		DONORS	FACE VALUE	Cash & Cash equivalent			New Commitments YTD			DONORS	FACE VALUE			
				DONORS	OUTRIGHT	LIFE INCOME		PLEDGE PMTS	NEW PLEDGES			TOTAL		
				FACE	NPV									
AGRIC	\$ 1,100,000	140	\$31,223	206	\$98,682					(\$25,000)		\$73,682	248	\$253,441
AHC	\$ 300,000	26	\$3,002,025	66	\$3,606,801					(\$3,500,000)		\$106,801	52	\$4,185
ALUMNI												\$0		
A & S	\$ 3,000,000	342	\$62,336	514	\$357,743	\$50,000	\$19,630			(\$42,570)	\$85,000	\$450,173	612	\$319,037
ATHLETICS	\$ 3,115,000	437	\$63,176	1192	\$272,528					(\$28,380)	\$1,000	\$245,148	1131	\$255,527
BUSINESS	\$ 2,700,000	199	\$67,604	286	\$327,388					(\$66,004)	\$50,000	\$311,385	238	\$73,968
EDUCATION	\$ 1,000,000	162	\$19,019	218	\$30,274	\$424,646	\$125,865			(\$75)		\$454,845	213	\$31,053
ENGINEERING	\$ 3,000,000	260	\$173,232	409	\$251,544					(\$72,993)	\$100,000	\$278,550	338	\$1,039,625
IENR	\$ 500,000	25	\$17,325	37	\$22,458					(\$6,000)		\$16,458	28	\$78,313
HEALTH SCI	\$ 1,200,000	115	\$80,903	161	\$208,528					(\$110,000)	\$600,000	\$698,528	195	\$153,225
LAW	\$ 1,000,000	38	\$9,332	73	\$49,259					(\$25,000)	\$25,000	\$49,259	68	\$165,289
LIBRARY	\$ 100,000	69	\$5,770	122	\$12,117							\$12,117	127	\$10,873
OUTREACH	\$ 600,000	1647	\$78,207	2054	\$106,411							\$106,411	1597	\$119,193
STU AFFRS	\$ 78,500	172	\$6,315	218	\$9,820					(\$60)		\$9,760	271	\$12,514
UW ART MUS	\$ 325,000	53	\$19,760	108	\$281,465					(\$254,600)		\$26,865	65	\$39,842
UNIV. FUND	\$ 173,800	405	\$38,619	469	\$49,702							\$49,702	532	\$69,045
OTHER	\$ 3,807,700	48	\$9,363,412	138	\$9,991,472					(\$9,510,745)	\$1,413,081	\$1,893,808	373	\$13,712,053
GIFTS NOT YET BOOKED												\$0		
TOTAL	\$ 22,000,000	3,854	\$13,038,258	5,721	OUTRIGHT & FACE:	\$16,150,839				(\$13,641,427)	\$2,274,081	\$4,783,493	5,558	\$16,337,180

****Total Dnrs do not reflect Column totals. Donors may give to more than one unit/division.**

FY 2004 Monthly Giving Report through

ANNUAL FUND GIFTS (cash received)

FUND		Current Month		FY 2004 to date		FY 2003 to same date	
		DONORS	AMOUNT	DONORS	TOTAL	DONORS	TOTAL
AGRIC	\$ 81,100	131	\$11,023	175	\$17,568	163	\$11,239
AHC	\$ 27,900	23	\$1,950	41	\$5,010	52	\$4,185
ALUMNI	\$ -						
A & S	\$ 348,800	299	\$ 28,601	441	\$59,345	566	\$68,776
ATHLETICS	\$ 1,043,200	404	\$38,796	1033	\$141,258	928	\$134,685
BUSINESS	\$ 122,800	170	\$24,093	226	\$32,412	209	\$21,126
EDUCATION	\$ 56,800	156	\$8,708	206	\$12,413	197	\$10,193
ENGINEERING	\$ 241,600	240	\$36,548	299	\$44,263	298	\$29,243
IENR	\$ 107,000	19	\$3,325	28	\$5,458	24	\$3,263
HEALTH SCI	\$ 62,100	107	\$11,798	147	\$27,183	184	\$16,345
LAW	\$ 61,100	37	\$3,588	63	\$8,723	59	\$8,902
LIBRARY	\$ 35,900	68	\$5,690	121	\$12,037	125	\$10,435
OUTREACH	\$ 455,700	1646	\$78,147	2048	\$105,931	1590	\$78,868
STU AFFRS	\$ 78,500	170	\$6,295	213	\$8,235	76	\$3,595
UW ART MUS	\$ 53,000	48	\$4,560	96	\$11,065	47	\$5,167
UNIV. FUND	\$ 150,000	405	\$38,619	469	\$49,702	531	\$44,045
OTHER	\$ 28,800	14	\$4,773	64	\$45,188	43	\$12,210
GIFTS NOT YET BOOKED							
TOTAL	\$2,954,300	3,709	\$306,515	5,272	\$585,793	4,747	\$462,275

INFORMATION: Family Practice Residency Centers join the WWAMI Network

The University of Washington WWAMI Affiliated Family Practice Residency Network is a group of family practice residency programs related to each other by geography and university affiliation. The network consists of eighteen affiliated programs located in Washington, Wyoming, Alaska, Montana and Idaho. The Network promotes excellence in family practice residency education; provides academic leadership for participating residencies; and responds to the societal needs of rural states for family physicians. The quality of the network will assist in increasing both number and quality of applicants and residents to the UW FPRCs; provide an excellent professional network for faculty participation and development; and permit access to the educational and research resources of one of the nation's premier academic health sciences centers.

INFORMATION: Major Scholarship Recipients

Each fall, the Trustees host a reception for UW recipients of major scholarships. Recognition and congratulations are extended to those UW students who have been awarded significant, multi-year scholarships. Among the scholarships recognized this year are:

National scholarships

- **National Merit Scholarship:** Awarded by the National Merit Scholarship Corporation, by corporate sponsors, and UW; available for four years; must be a National Merit Finalist; 28 current UW recipients.
- **Harry S Truman Scholarship:** A federal scholarship awarded by the Truman Scholarship Foundation to college juniors committed to a career in public service; nominees chosen by UW Honors Program committee to enter the national competition; one award per year to a Wyoming student; value up to \$30,000 for up to four years including graduate study; one current UW recipient.
- **Barry M. Goldwater Scholarship:** A federal scholarship awarded by the Goldwater Scholarship Program to college juniors majoring in math or science; value of tuition and fees plus room and board for a maximum of \$7,000 per year; available for two years; up to 250 awards available nationally; two current UW recipients.
- **Wal-Mart Competitive Edge Scholarship:** Awarded by UW to outstanding students in math and science; value of \$5,000 per year; number of awards determined by Wal-Mart; available for eight semesters of undergraduate education; three current UW recipients.

UW scholarships

- **UW Trustees' Superior Student Scholarship:** Statewide competition for 100 available at any one time; 25 new awards per year; nominations from Wyoming high schools; selection by UW faculty committee based on HS GPA, ACT score, and PSAT score; statewide competition; available for eight semesters; value equal to resident undergraduate tuition and mandatory fees plus room and board in UW residence hall; 94 current recipients.
- **Beatrice Gallatin Beuf Founding Fathers Scholarship:** Available to US citizens, who are residents of Wyoming for at least one year, who have completed at least 24 credit hours at UW, and who have completed at least 75% of their coursework in the College of Arts and Sciences; value of approximately \$3,000 per year for up to four years; applicants must be nominated; selection by an Honors Program committee; one current UW recipient.
- **Griffin Foundation Scholarship:** Available to juniors transferring to UW from Wyoming community colleges with a GPA of at least 3.5; value equal to resident tuition and fees, room and board, medical insurance, and books; two new awards at any one time; five current UW recipients.
- **John L. Kemmerer Scholarship:** Available to one freshman each year from Kemmerer or Cokeville, Wyoming; value equal to resident undergraduate tuition and fees, room and board, and books; available for eight semesters; two current UW recipients.

- **Clarence E. Seibold Memorial Undergraduate Scholarship:** Available to students who complete an Associate of Arts degree from a Wyoming community college; one new award per year; available for two years; value equal to resident undergraduate tuition and fees plus a stipend; two current UW recipients.

The Trustees attended the reception at 4:00 p.m. in the Art Museum lobby at the Centennial Complex. Each Trustee received a list of scholarship recipients from his or her area prior to the reception. The list provided names, hometowns, academic major, year at UW, and scholarship received.

Business Meeting, Old Main Boardroom

Trustee President Kathy Hunt called the Business Meeting to order at 9:18 a.m.

Roll Call

Trustee Richards took roll call. The following were present: Trustees Richard Davis, Taylor Haynes, Kathy Hunt, Jim Neiman, John Patrick, Judy Richards, Peggy Rounds, Greg Schaefer, Tom Spicer, and Howard Willson. Ex-officio Trustees Philip Dubois and Jack Edwards were in attendance. Trustees James Trosper and Hank True and ex-officio Trustees Dave Freudenthal and Trent Blankenship were unable to attend.

Approval of September 11-13, 2003 Minutes of the Trustees

Trustee Neiman moved to approve the September 11-13, 2003 minutes as presented; Trustee Spicer seconded. The motion carried.

Approval of October 24, 2003 Minutes of the Board Executive Committee (see following pages)

Trustee Richards moved to approve the October 24, 2003 minutes of the Board Executive Committee as presented; Trustee Patrick seconded. Motion carried, with Trustee Haynes abstaining.

UNIVERSITY OF WYOMING

Office of the President
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Board of Trustees Executive Committee Conference Call
October 24, 2003 – 4:00 pm

Present via conference phone: Trustees John Patrick, Tom Spicer and Hank True
Board members not available: Trustees Kathy Hunt and Greg Schaefer,
Present on-site: President Phil Dubois, Vice President Phill Harris, Facilities Planning Director
Roger Baalman, and Deputy Secretary Nicky Moore

Topic of Discussion: Selection of firm for renovation of War Memorial Stadium

Vice President Patrick called the meeting to order at 4:00 pm.

Vice President Harris reported information went out in early October soliciting design firms for the stadium remodel. As a result, three firms were interviewed. The design team selected the following three firms order of preference: 1) Malone Belton Abel, P.C./HOK SVE of Sheridan and Kansas City; 2) TSP, Inc./Sink Combs Dethlefs of Sheridan and Denver; and 3) GSG Architecture/CDFM² of Casper and Kansas City. Mr. Harris recommended that UW begin negotiations with Malone Belton Abel, P.C./HOK SVE for the design of the press box expansion. The architect for treads and risers renovation is already in place. Funding is available to move forward with the project.

Trustee Spicer asked whether the firms were selected on ability or cost factor. Mr. Harris reported that cost factor was not a selection criteria but rather the combined expertise of the partnerships skills and design.

Trustee Spicer asked if the negotiations deemed the firm to expensive would the second and/or third firm be considered. Mr. Baalman projected the firm would run between \$275,000 and \$300,000 and yes other firms would be considered.

Trustee True asked whether the design team looked at designs or qualifications of each firm. Mr. Harris reported that no actual designs were presented; rather design concepts and firm qualifications determined the rankings.

Following a brief discussion, Trustee Spicer moved to proceed with negotiates with Malone Belton Abel, P.C./HOK SVE for architectural services for the renovation of the stadium

press box and to move forward with the design. Trustee True seconded the motion. Trustee True requested that the Board receive a full status update at the November Board Meeting. The motion carried.

President briefly discussed the Hotel/Conference Center bringing the Executive Committee up to date. At this time, he is working on an evolving document for Board distribution. Additional materials will be distributed to the Board prior to the November meeting for their review. Even though the Hotel/Conference Center is at the conceptual stage, the topic will be discussed during Executive Session of the Board, Friday morning, November 7.

There being no further business to come before the Executive Committee, the Conference Call adjourned at 4:15 pm.

Respectfully submitted,

Nicky Moore
Deputy Secretary
Board of Trustees

Reports

ASUW

Trustee Jack Edwards reported on the activities of ASUW, their goals, and progress made to date. ASUW continues to promote the importance of Safe Ride and has seen a noticeable increase in the ridership this year. He commended Corey Sheaffer, Fleet Operations manager, and the work her area has done to help with Safe Ride. The program has been expanded to allow for volunteers that ride with the drivers at night for support and assistance.

ASUW reviewed the draft plans for the Academic Plan and created legislation that was shared with Associate Vice President Abernethy. Other work includes the appointment of the advisor and members to the Judicial Council, and the ongoing pursuit to improve the students' attorney program. Future plans include having student representation at the legislature in Cheyenne. President Dubois also noted that the "Pizza and the Prez" session will occur again in the Union for interaction with students.

Staff Senate

President Susan Cuthbertson reported on the activities of the Staff Senate. The Compensation Committee has been working on an employee fact sheet for the legislature, which will be given to Vice President Miller. The guest speaker at their next meeting will be Mike Massie. Donations for two families will be collected for the Thanksgiving and Christmas holidays. Staff Senate will have a silent auction at the holiday bazaar, and is selling See's candy for support of the endowment.

President Dubois spoke about the salary increases that staff received previously and some of the concerns that arose, including gender bias, across-the-board raises and poor evaluations.

Vice President Hardin spoke more about the Compensation Committee, noting that there did not appear to be any gender bias based on her research. She added that one problem that has become evident is the fact that there are approximately 200 employees on campus that do not have performance appraisals completed and no professional development plan. Vice President Hardin and President Dubois will continue to work with the Compensation Committee on the issues.

Trustee President Hunt requested that Staff Senate e-mail the trustees information on the Thanksgiving and Christmas box donations.

Faculty Senate

Faculty Senate Chairperson Deborah McGriff reported on the senate's work on UniRegs 43 and 722. The Budget Committee has been reviewing the recycled paper usage on campus. The Senate is also reviewing the Athletics plan and worked on questions that have arisen. The survey of faculty senate has been completed and was designed to have senators assess their goals, purpose, and issues to address. The senate views themselves as advocates for the faculty and liaisons to administration. The new university studies designations will be reviewed, as will instructional technology, salary and tenure issues. The senate has also provided their input into the Academic Plan and will share that with Vice President Buchanan. Finally, the Faculty Senate has been working closely with Staff Senate, and will also be reviewing Faculty Senate's committee structure.

Public Testimony

There was no public testimony.

Investment Committee

Quarterly Report on Investments

The investment policy of the Trustees requires the Vice President for Administration to report quarterly on the status of investments managed by the University. The summary of the University-managed investments as of September 30, 2003 follows:

UNIVERSITY OF WYOMING
 FIXED INCOME INVESTMENTS
 SUMMARY FOR THE PERIOD
 7/1/03 - 9/30/03

	University Managed	
	Endowment Funds	University Funds
Beginning Balance 06/30/03	<u>845,978.62</u>	<u>77,050,092.80</u>
Ending Balance 09/30/03	<u>858,816.98</u>	<u>78,098,079.69</u>
Average Return	<u>1.19%</u>	<u>1.29%</u>

UNIVERSITY OF WYOMING
 UNIVERSITY MANAGED ENDOWMENT FUNDS
 SUMMARY FOR THE PERIOD
 7/1/03 - 9/30/03

Investments, Beginning of Period		845,978.62
Add		
Received, Current Period	12,838.36	
Uninvested, Prior Period	0.00	
Deduct		
Uninvested, End of Period	<u>0.00</u>	12,838.36
Deduct		
Endowments Refunded	0.00	
Transfers to External Managers	<u>0.00</u>	<u>0.00</u>
Investments, End of Period		<u><u>858,816.98</u></u>

Investments are changed every Monday for increases or decreases in available cash, regardless of the amount. Investments are changed on any day on which the increase or decrease is a minimum of \$10,000.

Quarterly Report on Endowments

**UNIVERSITY OF WYOMING
 INVESTMENT COMMITTEE**

As of September 30, 2003

	Current Asset Allocation		Asset Goal
	In Millions (\$000) & Percentage		Allocations as of 06/03
Funds:	(\$000)	(%)	(%)
Fixed Income Pool – Fox	\$ 6.269	16.0%	20.00%
Value Equity Pool		29.0%	30.00%
Russell 1000 ETF	3.934		
Brandes Value	7.389		
Growth Equity Pool		37.0%	35.00%
Navellier	.969		
McKinley	1.066		
Sands Large Cap	6.381		
McKinley Large Cap	6.250		
Int'l Equity Pool – Brandes	6.891	18.0%	15.00%
	\$ 39.149*	100.00%	100.00%

* not included in this total is \$367,737, which is held in the handling account at September 30, 2003.

UNIVERSITY OF WYOMING
Investment Committee - Performance (net of fees)
September 30, 2003

	Market Value	3rd Qtr 2003 %	2nd Qtr 2003 %	YTD %	1 year %	2 year %	3 year %	5 year %	Inception to date %
Summary									
Total Assets	39,514,234	4.59	14.02	16.45	21.38	5.82	-0.99	6.43	189.92
75SP/25L BIGC custom index		2.01	12.16	12.12	19.85	1.66	-5.31	2.73	176.21
Other									
Handling Account	367,737								
Equity Funds									
Value Pool									
Russell 1000 ETF Acct.	3,933,568	3.04	12.91	12.59	13.81	-2.72	-6.76	3.12	156.01
Russell 1000		3.00	15.74	15.70	25.14	0.36	-10.33	1.52	167.47
Russell MidCap		6.43	18.26	22.89	32.63	9.87	-2.14	8.06	200.08
Brandes Value^	7,388,591	3.53	30.20	19.89	37.56	N/A	N/A	N/A	1.24
Russell 1000VI		2.06	17.28	13.87	24.37	N/A	N/A	N/A	1.37
Growth Pool									
Sands Lg Cap Growth***	6,380,682	6.78	14.32	26.74	39.40	N/A	N/A	N/A	39.50
Russell 1000Gr		3.91	14.30	17.51	25.92	N/A	N/A	N/A	6.35
McKinley Lg Cap Growth^^	6,249,736	3.37	15.28	17.75	17.86	N/A	N/A	N/A	17.97
Russell 1000Gr		3.91	14.31	17.51	25.92	N/A	N/A	N/A	11.97
Navellier ^^	968,723	9.52	12.78	27.69	20.98	-1.05	N/A	N/A	-9.68
Russell 2000		10.47	24.15	31.82	41.72	7.70	N/A	N/A	-1.59
McKinley ^^	1,065,656	3.80	16.46	15.22	20.99	-0.14	N/A	N/A	-9.06
Russell 3000		4.37	14.92	18.44	26.94	-0.64	N/A	N/A	-13.82

International Equity Fund									
Brandes**	6,890,943	13.08	31.03	33.38	45.23	10.52	1.25	13.58	199.31
MSCI European Australian and Far East		8.18	19.56	18.82	26.53	3.55	-8.38	0.88	28.78
Fixed Income Fund									
Fox*	6,268,598	0.47	2.26	3.79	4.82	7.50	9.46	7.05	104.06
Lehman Bros Govt Corporate Bond Index		-0.02	2.72	4.25	6.01	6.96	8.96	6.70	98.66
Inception	* 4/93	^ 10/01							
	** 4/94	^^ 8/02							

	8/02	^^^ 4/01							

Vice President Hardin asked Trustee Spicer to give a report on the activities of the Investment Committee. Trustee Spicer noted that the committee reviews the fixed income investments of UW, asset allocation, and the increase of percentages. Trustee President Hunt asked if any funds will remain in the Investment Committee once the bulk has been transferred, and Trustee Spicer said that there are several accounts that will remain with UW. Trustee Hunt also asked for additional information by the next meeting on what will remain, and a recommendation on whether or not the Investment Committee will remain a standing committee.

COMMITTEE OF THE WHOLE (Consent Agenda)

1. Approval of Contracts and Grants129
 2. Personnel.....147
 3. Request to sell fiberglass building, Saratoga, WY153
 4. Approval of Audited Financial Statements, Hardin.....14, 154
 5. Board Resolution on 401(a) for President Dubois and Coach McClain
 (discussed in Executive Session)154
 6. Approval of Endowment Transfer Agreement3, 154
 7. Proceed to Construction Documents as Presented for Upper West
 Side Stadium Repair34, 154
 8. Deletion of UniReg 406 – Academic Program Review Guidelines19, 154

Trustee President Hunt reviewed the items on the Consent Agenda for consideration and vote. Trustee Davis moved to approve the Consent Agenda as presented. On request, Shawn McGinnis provided a brief description on the sale of a fiberglass building in Saratoga. Trustee Schaefer seconded the motion, and it carried. Trustee Patrick noted the numerous contracts and grants, and publicly thanked all the investigators and Vice President Gern.

CONTRACTS AND GRANTS

CONTRACTS AND GRANTS

The following grants and contracts are accepted subject to compliance with the University's policies on classified information and protection of human subjects. This report covers the period August 22, 2003, through October 08, 2003.

AGRILIANCE LLC - 01/01/1999 - OPEN	\$ 4,500
Stephen Miller; Plant Sciences - Various weed biology and control.	
AMERICAN SOCIETY OF PLANT TAXONOMISTS - 09/01/1996 - OPEN	\$ 8,000
Gregory Brown; Botany - Secretarial and clerical support.	
ARGONNE NATIONAL LABORATORY - 08/11/2003 - 08/10/2005	\$ 73,030
Jeffery Yarger; Chemistry - Neutron scattering studies of amorphous polymorphs.	
ARIZONA, UNIVERSITY OF - 05/01/2003 - 08/31/2006	\$ 74,645
David Williams; Renewable Resources - Estimates of the carbon and water exchanges within riparian vegetation.	

AVENTIS PHARMACEUTICALS INCORPORATED - 11/01/2000 - OPEN Weeranuj Yamreudeewong; Pharmacy - Microbial growth of sodium ferric gluconate.	\$ 1,000
BALL AEROSPACE AND TECHNOLOGIES CORPORATION - 09/01/2003 - 04/30/2004 Demitri Mavriplis; Mechanical Engineering - Adaptive unstructured mesh technology for aerospace vehicles.	\$ 60,000
BASF CORPORATION - 01/01/1999 - OPEN Gary Franc; Plant Sciences - Regional plant diseases.	\$ 500
BASF CORPORATION - 06/22/1999 - OPEN Abdel Mesbah; Plant Sciences - Crop-weed research.	\$ 1,400
BASF CORPORATION - 01/01/1999 - OPEN Stephen Miller; Plant Sciences - Various weed biology and control.	\$ 9,400
BAYER CROPSCIENCE LP - 01/01/1999 - OPEN Stephen Miller; Plant Sciences - Various weed biology and control.	\$ 12,500
BEN-CAP LLC - 09/17/2003 - 12/31/2003 David Walrath; Mechanical Engineering - Encapsulated bentonite for abandoned well sealing.	\$ 5,500
BP INTERNATIONAL, LIMITED - 01/12/1993 - OPEN Norman Morrow; Chemical Engineering - Reservoir wettability effect on oil recovery.	\$ 29,450
CALIFORNIA, UNIVERSITY OF - 07/15/2003 - 06/30/2004 Demian Saffer; Geology - Boreholes in overpressured accretionary complexes.	\$ 7,403
CANADIAN PUBLIC WORKS AND GOVERNMENT SERVICES - 07/15/2003 - 12/31/2003 Samuel Haimov; Atmospheric Science - Participation in alliance aicing research study.	\$ 63,550
CHILD DEVELOPMENT SERVICES OF WYOMING - 08/01/2002 - OPEN Laurie Westlake; Wyoming Institute for Disabilities - Kindergarten readiness.	\$ 8,430
COLORADO POTATO ADMINISTRATIVE COMMITTEE - 01/01/1999 - OPEN Gary Franc; Plant Sciences - Regional plant diseases.	\$ 2,925
COLORADO STATE UNIVERSITY - 09/15/2000 - 09/14/2004 Quentin Skinner/Katta Reddy; Renewable Resources - Water quality program management.	\$ 64,872
COLORADO STATE UNIVERSITY - 10/29/2002 - OPEN Michael Smith; Renewable Resources - Coached planning for landhelp project.	\$ 4,000
COLORADO STATE UNIVERSITY - 10/24/2000 - 08/31/2004 Elizabeth Williams; Veterinary Sciences - Spatial and temporal dynamics of prion disease.	\$ 110,077

COLUMBUS ZOOLOGICAL PARK ASSOCIATION - 09/01/2003 - OPEN Steven Buskirk; Zoology - Cheetahs in Botswana.	\$ 3,000
CORPORATION FOR PUBLIC BROADCASTING - 10/01/2003 - 09/30/2005 John Schwartz; Wyoming Public Radio - Community service grant for 2004.	\$ 217,547
DANISH METEOROLOGICAL INSTITUTE - 02/01/1996 - OPEN James Rosen; Physics and Astronomy - Support for backscattersonde soundings at Bauru, Brazil.	\$ 21,698
DELAWARE, UNIVERSITY OF - 04/04/2002 - 05/30/2004 Joseph Meyer; Zoology - Biotic ligand model test.	\$ 59,986
DENVER ZOOLOGICAL FOUNDATION, INCORPORATED - 09/01/2003 - OPEN Steven Buskirk; Zoology - Cheetahs in Botswana.	\$ 1,000
ECOSPHERE ENVIRONMENTAL SERVICES - 10/01/1999 - OPEN David McDonald; Zoology - Prepare demographic matrices for select species.	\$ 1,050
FISCHER, CAROL , M.D., P.C. - 02/22/1994 - OPEN Marcia Dale; Nursing - Develop nursing programs.	\$ 1,175
FMC CORPORATION - 01/01/1999 - OPEN Stephen Miller; Plant Sciences - Various weed biology and control.	\$ 1,500
FREMONT COUNTY SCHOOL DISTRICT NO. 1 - 07/01/1994 - 06/30/04 Janet Constantinides; English - Wyoming writing project program income.	\$ 6,000
FREMONT COUNTY SCHOOL DISTRICT NUMBER 38 - 08/20/2002 - OPEN Walter Scott; Psychology - Dropout prevention.	\$ 18,000
HYPERACUITY SYSTEMS - 08/28/2000 - OPEN Steven Barrett; Electrical Engineering - Simulate analog processing of fly's eye.	\$ 25,683
IDAHO STATE UNIVERSITY - 06/01/2003 - 05/31/2004 Matthew Gray; Psychology - Telehealth and real choices systems changes.	\$ 10,000
IVINSON MEMORIAL HOSPITAL - 05/05/2003 - 09/30/2003 Gail Leedy; Social Work - Vehicle injury prevention task force.	\$ 11,000
LOGICAL INFORMATION MACHINES, INCORPORATED - 09/01/2003 - 05/31/2004 Ruben Gamboa; Computer Science - Next-generation time-series databases.	\$ 23,344
MEMORIAL HOSPITAL OF CONVERSE COUNTY, WYOMING -	\$ 4,400

08/05/2003 - 11/15/2003

Burke Grandjean; Survey Research Center - Rural health resources survey.

MONSANTO COMPANY - 01/01/1999 - OPEN

\$ 9,500

Stephen Miller; Plant Sciences - Various weed biology and control.

**MONTANA JOB TRAINING PARTNERSHIP, INCORPORATED -
07/01/2003 - 06/30/2004**

\$ 103,070

William Schaad; Wyoming Institute for Disabilities - Careers through partnership.

MONTANA STATE UNIVERSITY - 05/15/2003 - 08/31/2003

\$ 59,577

Sian Mooney; Agricultural Economics - Consortium for agricultural soils mitigation of greenhouse gases.

MONTANA STATE UNIVERSITY - 06/01/2003 - 08/31/2003

\$ 5,000

John Nydahl; Mechanical Engineering - Formation of a wind energy cluster 2003.

MONTANA STATE UNIVERSITY - 08/01/2003 - 07/31/2004

\$ 9,000

Sharon Cumbie; Nursing - Nursing care model for chronically ill rural dwellers.

**MOUNTAIN WEST FARM BUREAU MUTUAL INSURANCE COMPANY -
01/01/2001 - OPEN**

\$ 6,388

Alfred Rodi; Atmospheric Science - Aircraft mechanic fees.

MS SQUARE - 08/18/2003 - 11/30/2003

\$ 2,172

Charles Reher; Anthropology - Wind River casino archaeological survey.

**NATIONAL ASSOCIATION OF HEALTH DATA ORGANIZATIONS -
10/01/2002 - 09/30/2003**

\$ 12,783

Rex Gantenbein; Center for Rural Health Research and Education - Evaluate intermountain rural maternal health care.

NATIONAL FISH AND WILDLIFE FOUNDATION - 09/01/2003 - 11/30/2003

\$ 27,500

Harold Bergman; Institute of Environmental and Natural Resources - Prairie dog interstate coordinator.

NATIONAL GEOGRAPHIC SOCIETY - 09/01/2003 - 08/31/2004

\$ 45,143

Ronald Beiswenger/William Gribb; Geography and Recreation - Geography education program for 2003-2004.

**NATIONAL RENEWABLE ENERGY LABORATORY -
07/30/2003 - 07/29/2004**

\$ 11,998

John Nydahl; Mechanical Engineering - Wind powering America - outreach and education for consumers.

NEW YORK UNIVERSITY - 01/01/2002 - 12/31/2005

\$ 50,625

Stephen Ford; Animal Science - Center for fetal programming.

NORTH DAKOTA STATE UNIVERSITY - 07/01/2003 - 06/30/2004

\$ 25,150

Khaled Ksaibati; Civil Engineering - Graduate assistantship.

NORTH DAKOTA STATE UNIVERSITY - 07/01/2003 - 06/30/2004 \$ 32,938
 Khaled Ksaibati; Civil Engineering - Asphalt mixtures containing bottom ash.

NORTH DAKOTA STATE UNIVERSITY - 07/01/2003 - 06/30/2004 \$ 33,643
 Khaled Ksaibati; Civil Engineering - Pavement crack filling materials.

NORTH DAKOTA STATE UNIVERSITY - 07/01/2003 - 06/30/2004 \$ 22,289
 Rhonda Young/David Mukai/Khaled Ksaibati; Civil Engineering - Freight movement and wind vulnerability.

NORTH DAKOTA STATE UNIVERSITY - 07/01/2003 - 06/30/2004 \$ 20,000
 Cenk Yavuzturk/Khaled Ksaibati; Civil Engineering - Thermal stress in asphalt pavements.

NORTH DAKOTA STATE UNIVERSITY - 09/15/2003 - 08/14/2005 \$ 24,200
 James Krall/David Koch/Roger Hybner; Plant Sciences - Integrate crop and livestock production.

OIL SPILL RECOVERY INSTITUTE - 09/01/2003 - 08/31/2004 \$ 25,000
 Merav Ben-David; Zoology - Monitor protocol for oil spill effects on otters 2003-2004.

PEAK ENERGY RESOURCES, INCORPORATED - 06/23/2003 - 12/31/2003 \$ 7,706
 Charles Reher; Anthropology - Riverton Dome East cultural resource survey.

QUANTUM MAGNETICS - 06/01/1999 - OPEN \$ 3,950
 David Walrath; Mechanical Engineering - Composite materials testing.

ROCHE VITAMINS AG - 08/12/2003 - 06/30/2004 \$ 10,000
 Mark Gomelsky; Molecular Biology - Photolithographic masks for rhodobacter sphaeroides.

SCOTT, WALTER D - 09/01/2003 - OPEN \$ 1,000
 Walter Scott; Psychology - Graduate assistantship for various projects.

SHOSHONE AND ARAPAHO TRIBES - 04/01/2003 - 06/30/2004 \$ 500
 Charles Reher; Anthropology - Signal Hill antenna site survey.

SHOSHONE AND ARAPAHO TRIBES - 04/01/2003 - 06/30/2004 \$ 500
 Charles Reher; Anthropology - Sharpnose and Lenore Bridges survey.

SHOSHONE AND ARAPAHO TRIBES - 04/01/2003 - 06/30/2004 \$ 3,750
 Charles Reher; Anthropology - Owl Creek Mountains antenna survey.

SOUTH DAKOTA STATE UNIVERSITY - 02/01/2003 - 08/14/2004 \$ 5,000
 James Jacobs; Agriculture Dean's Office - Four-state ruminant consortium.

SOUTH DAKOTA STATE UNIVERSITY - 09/15/2003 - 08/14/2005 \$ 17,370
 Steven Paisley; Animal Science - Weaning date and ownership effect on cow/calf value.

SPACE TELESCOPE SCIENCE INSTITUTE - 07/01/2003 - 06/30/2005 \$ 55,374

Michael Brotherton; Physics and Astronomy - Ultraviolet-optical spectroscopy of active galaxies to study their spectral energy distribution.

STATE UNIVERSITY OF NEW YORK - 09/01/2001 - 08/31/2004 \$ 49,589
 William Armstrong; Mechanical Engineering - Lead free solder alloys at multiple specimen scale.

SUPERCritical FLUIDS, INCORPORATED - 08/15/2003 - 12/31/2006 \$ 4,000
 Maciej Radosz; Chemical Engineering - Thermodynamic data for polymer systems.

SYNGENTA CROP PROTECTION, INCORPORATED - 01/01/1999 - OPEN \$ 31,500
 Gary Franc; Plant Sciences - Regional plant diseases.

UNITED STATES ARMY - 09/01/2003 - 09/14/2004 \$ 40,000
 David Jaeger; Chemistry - Novel surfactants and their applications, including mustard decontamination.

UNITED STATES ARMY - 09/01/2003 - 07/31/2004 \$ 30,000
 Sivaguru Sritharan; Mathematics - Turbulence and nano-physics subjected to adverse noise.

UNITED STATES BUREAU OF LAND MANAGEMENT - 09/25/2001 - 09/30/2004 \$ 13,995
 Eric Sandeen; American Studies - Miner's Delight historic township.

UNITED STATES BUREAU OF LAND MANAGEMENT - 09/23/2003 - 09/30/2007 \$ 5,000
 Marcel Kornfeld; Anthropology - Middle Park PaleoIndian project.

UNITED STATES BUREAU OF LAND MANAGEMENT - 08/26/2003 - 09/30/2004 \$ 23,000
 Marcel Kornfeld/Mary Lou Larson/Robert Kelly/George Frison; Anthropology - Bighorn Basin rock shelter project.

UNITED STATES BUREAU OF LAND MANAGEMENT - 09/16/2003 - 01/31/2004 \$ 20,000
 Margo Berendsen; Wyoming Geographic Information Science Center - Develop a computer aided resource analysis tool.

UNITED STATES BUREAU OF LAND MANAGEMENT - 08/19/2003 - 09/30/2005 \$ 109,887
 Paul Caffrey; Wyoming Geographic Information Science Center - Hydrography geospatial datasets for Wyoming.

UNITED STATES BUREAU OF LAND MANAGEMENT - 08/20/2003 - 06/30/2005 \$ 45,000
 James Oakleaf; Wyoming Geographic Information Science Center - Powder River Basin coal bed methane database.

UNITED STATES BUREAU OF LAND MANAGEMENT - 04/18/2003 - 04/30/2004 \$ 12,000

Bonnie Heidel; Wyoming Natural Diversity Database - Two rare plant species status surveys on public lands.

UNITED STATES BUREAU OF LAND MANAGEMENT - \$ 20,000
07/14/2003 - 09/30/2005

Stanley Anderson; Zoology - Impact of high tensile electric fence configurations on bison and other wildlife species in Wyoming.

UNITED STATES BUREAU OF LAND MANAGEMENT - \$ 165,000
10/01/2003 - 05/31/2006

Stanley Anderson; Zoology - Potential impacts of natural gas development on sage grouse strutting activity and seasonal habitat selection.

UNITED STATES DEFENSE THREAT REDUCTION AGENCY - \$ 27,010
09/26/2001 - 09/25/2005

Scott Smithson/Igor Morozov; Geology - Obtaining unique nuclear explosion seismic data from the former Soviet Union.

UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL RESEARCH SERVICE - 09/19/2003 - 12/31/2004 \$ 80,000

Donald Jarvis; Molecular Biology - Vesicular stomatitis virus in convalescent animals.

UNITED STATES DEPARTMENT OF AGRICULTURE AGRICULTURAL RESEARCH SERVICE - 09/25/2003 - 06/30/2008 \$ 50,000

Scott Miller/David Williams; Renewable Resources - Operational soil property estimation.

UNITED STATES DEPARTMENT OF AGRICULTURE COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE - 08/01/2003 - 07/31/2004 \$ 23,995

Daniel Rule/Gary Moss/Paul Ludden; Animal Science - Liquid scintillation counting of isotopes in ruminant livestock reproduction and nutrition.

UNITED STATES DEPARTMENT OF AGRICULTURE COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE - 08/01/2003 - 07/31/2005 \$ 261,650

Elise Pendall/Brent Ewers; Botany - Sage steppe carbon storage and water loss.

UNITED STATES DEPARTMENT OF AGRICULTURE COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE - 09/01/2003 - 08/31/2006 \$ 230,000

Angela Hild; Renewable Resources - Exotic invasions to select native grass genotypes.

UNITED STATES DEPARTMENT OF AGRICULTURE COOPERATIVE STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE - 09/01/2003 - 08/31/2005 \$ 232,180

Elizabeth Williams; Veterinary Sciences - Wyoming wildlife/livestock disease research partnership.

UNITED STATES DEPARTMENT OF AGRICULTURE COOPERATIVE \$ 26,839

**STATE RESEARCH, EDUCATION, AND EXTENSION SERVICE -
09/01/2003 - 08/31/2004**

Donal Skinner; Zoology - X-ray system for central nervous system cannulation.

**UNITED STATES DEPARTMENT OF AGRICULTURE ECONOMIC
RESEARCH SERVICE - 09/16/2003 - 09/30/2005** \$ 185,000

Jason Shogren; Economics and Finance - Integrating economics and biology for bioeconomic risk assessment/management of invasive species in agriculture.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
09/09/2003 - 12/31/2006** \$ 58,228

Daniel Tinker; Botany - Carbon cycling at the landscape scale.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 06/01/2002 - 06/30/2005** \$ 35,000

Angela Hild; Renewable Resources - Big sagebrush invasion by rush skeletonweed.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 07/29/2003 - 09/30/2004** \$ 44,072

Jeffrey Hamerlinck; Wyoming Geographic Information Science Center - Aquatic-riparian-wetland ecosystem assessment of the Grand Mesa-Uncompahgre-Gunnison and San Juan National Forests.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 09/01/2003 - 04/30/2005** \$ 20,000

Gary Beauvais; Wyoming Natural Diversity Database - Prebles Meadow Jumping Mouse study.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 08/09/2002 - 09/30/2005** \$ 10,000

Bonnie Heidel; Wyoming Natural Diversity Database - Peatland biological diversity study.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 07/01/2003 - 04/30/2004** \$ 5,000

Bonnie Heidel; Wyoming Natural Diversity Database - Peatland systems in Shoshone National Forest.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 03/03/2003 - 02/29/2004** \$ 9,968

Douglas Keinath; Wyoming Natural Diversity Database - Spotted bat species assessment.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 08/15/2003 - 09/30/2007** \$ 40,000

Merav Ben-David; Zoology - Habitat structure, behavior, and Northern Flying Squirrel movement in temperate rain forest.

**UNITED STATES DEPARTMENT OF AGRICULTURE FOREST
SERVICE - 07/29/2003 - 09/30/2004** \$ 17,732

Frank Rahel; Zoology - Aquatic-riparian-wetland ecosystem assessment of the Grand Mesa-Uncompahgre-Gunnison and San Juan National Forests.

UNITED STATES DEPARTMENT OF AGRICULTURE FOREST SERVICE - 07/31/2003 - 09/30/2007 Robert Hall Jr.; Zoology - Hyporheic storage of salmon-derived nitrogen in streams.	\$ 39,194
UNITED STATES DEPARTMENT OF EDUCATION - 09/01/2003 - 08/31/2004 William Gern; Research Office - Technology equipment upgrade for learning.	\$ 1,688,105
UNITED STATES DEPARTMENT OF EDUCATION - 07/21/2003 - 07/20/2004 Robbie Bennett; Student Educational Opportunity - Career resource network 2003-2004.	\$ 118,302
UNITED STATES DEPARTMENT OF EDUCATION - 09/01/03 - 08/31/04 Carol Eckhardt; Student Educational Opportunity - Educational talent search.	\$ 358,425
UNITED STATES DEPARTMENT OF EDUCATION - 09/01/03 - 08/31/04 Richard Miller; Student Educational Opportunity - Educational opportunity center, south.	\$ 471,338
UNITED STATES DEPARTMENT OF EDUCATION - 09/01/03 - 08/31/04 Richard Miller; Student Educational Opportunity - Educational opportunity center, north.	\$ 204,000
UNITED STATES DEPARTMENT OF EDUCATION - 10/01/2003 - 09/30/2004 Zackie Salmon; Student Educational Opportunity - McNair scholars program 2003-2004.	\$ 291,672
UNITED STATES DEPARTMENT OF EDUCATION - 07/01/2002 - 06/30/2003 David Gruen; Student Financial Aid - Pell grant program.	\$ 621,389
UNITED STATES DEPARTMENT OF EDUCATION - 10/01/2003 - 09/30/2004 Keith Miller; Wyoming Institute for Disabilities - New options in technology 2003-2004.	\$ 299,537
UNITED STATES DEPARTMENT OF EDUCATION - 10/01/2003 - 09/30/2004 William Schaad; Wyoming Institute for Disabilities - Wyoming corporate partnership project 2003-2004.	\$ 269,572
UNITED STATES DEPARTMENT OF ENERGY - 08/01/2003 - 12/31/2003 Dag Nummedal; Institute for Energy Research - Salt Creek carbon storage test site.	\$ 138,000
UNITED STATES DEPARTMENT OF HEALTH AND HUMAN SERVICES - 09/30/2003 - 09/29/2004 Lynda Baumgardner; Wyoming Institute for Disabilities - One stop service integration centers for family support.	\$ 100,000
UNITED STATES DEPARTMENT OF HEALTH AND HUMAN SERVICES - 08/01/2003 - 07/31/2004 Kenneth Heinlein; Wyoming Institute for Disabilities - Head Start collaboration project.	\$ 156,822
UNITED STATES DEPARTMENT OF VETERAN'S AFFAIRS - 07/01/2003 - 06/30/2004 Beverly Sullivan; Pharmacy - Intergovernmental personnel appointment to support the Veterans Affairs Medical Center in Cheyenne, Wyoming.	\$ 7,220

UNITED STATES DEPARTMENT OF VETERANS AFFAIRS - 07/01/1997 - 09/30/2004	\$ 33,092
Weeranuj Yamreudeewong; Pharmacy - Provide clinical pharmacy services.	
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY - 08/01/2003 - 07/31/2005	\$ 274,327
John Tschirhart; Economics and Finance - Predicting and valuing species populations in an integrated economic/ecosystem model.	
UNITED STATES FISH AND WILDLIFE SERVICE - 09/10/1985 - OPEN	\$ 1,219
Harold Bergman/Joseph Meyer; Zoology - Analysis of blood samples.	
UNITED STATES GEOLOGICAL SURVEY - 09/25/2003 - 09/24/2004	\$ 89,500
Kenneth Driese; Wyoming Geographic Information Science Center - Promoting remotely sensed data use.	
UNITED STATES GEOLOGICAL SURVEY - 09/10/2003 - 06/30/2004	\$ 30,864
Nathan Nibbelink; Wyoming Geographic Information Science Center - Aquatic gap prototype for South Platte basins.	
UNITED STATES GEOLOGICAL SURVEY - 09/15/2003 - 05/31/2006	\$ 18,483
James Lovvorn; Zoology - Characterizing scoter habitat requirements.	
UNITED STATES GEOLOGICAL SURVEY - 09/15/2003 - 05/31/2006	\$ 34,500
James Lovvorn; Zoology - Forage distribution models for seabirds and their prey.	
UNITED STATES NATIONAL AERONAUTICS AND SPACE ADMINISTRATION - 08/01/2003 - 07/31/2004	\$ 38,640
Michael Brotherton; Physics and Astronomy - X-rays from broad absorption line quasars with extreme properties.	
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 08/15/2003 - 07/31/2005	\$ 46,833
Richard McCormick; Animal Science - Genome-wide cardiac transcription patterns post-MI.	
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 09/01/2003 - 08/31/2004	\$ 46,365
Robert Hurtubise; Chemistry - Solid-matrix luminescence of polycyclic aromatic hydrocarbon.	
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 07/01/2003 - 06/30/2004	\$ 14,050
Jeffrey Yarger; Chemistry - Spider silk proteins as novel biomaterials.	
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 12/01/2002 - 08/31/2004	\$ 121,806
Kirstin Beach/James Rose; Communication Disorders - Spatiotemporal nitric oxide gradients biology.	

UNITED STATES NATIONAL INSTITUTES OF HEALTH - 12/01/2002 - 08/31/2004 Steven Barrett/James Rose; Electrical Engineering - Spatiotemporal nitric oxide gradients biology.	\$ 187,166
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 06/03/2002 - 06/30/2004 Robert Kelley; Health Sciences - Northern Rockies regional Biomedical Research Infrastructure Network (BRIN).	\$ 1,965,971
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 08/15/2003 - 07/31/2005 D. Paul Thomas; Kinesiology and Health - Genome-wide cardiac transcription patterns post-MI.	\$ 46,833
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 09/15/2000 - 08/31/2004 Mark Gomelsky/Francis Flynn; Molecular Biology - Cellular responses to stressors of cardiovascular health.	\$ 245,169
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 08/01/2003 - 07/31/2004 Donald Jarvis; Molecular Biology - N-glycosylation mechanism in insect cells.	\$ 245,875
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 07/01/2003 - 06/30/2004 Randolph Lewis; Molecular Biology - Spider silk proteins as novel biomaterials.	\$ 337,200
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 08/15/2003 - 07/31/2005 Mark Stayton; Molecular Biology - Genome-wide cardiac transcription patterns post-MI.	\$ 46,833
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 09/15/2000 - 08/31/2004 Jun Ren/Francis Flynn; Pharmacy - Cell response/cardiovascular health stressors.	\$ 84,300
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 12/01/2002 - 08/31/2004 Nair Sreejayan/James Rose; Pharmacy - Spatiotemporal nitric oxide gradients biology.	\$ 207,807
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 09/15/2000 - 08/31/2004 Francis Flynn; Zoology - Cellular responses to stressors of cardiovascular health.	\$ 478,588
UNITED STATES NATIONAL INSTITUTES OF HEALTH - 09/15/2000 - 08/31/2004 James Rose; Zoology - Spatiotemporal nitric oxide gradients biology.	\$ 413,128

UNITED STATES NATIONAL INSTITUTES OF HEALTH - 12/01/2002 - 08/31/2004	\$ 206,862
Donal Skinner/James Rose; Zoology - Spatiotemporal nitric oxide gradients biology.	
UNITED STATES NATIONAL PARK SERVICE - 07/14/2003 - 03/30/2005	\$ 10,000
Eric Sandeen; American Studies - Historic structure vegetation control.	
UNITED STATES NATIONAL PARK SERVICE - 09/15/2003 - 05/30/2005	\$ 16,000
Audrey Shalinsky; Anthropology - Evaluation of historic road features associated with Firehole Canyon Drive and Firehole Lake Drive.	
UNITED STATES NATIONAL PARK SERVICE - 09/01/2003 - 08/31/2004	\$ 3,500
Audrey Shalinsky; Anthropology - Tom Sun Ranch archeological survey.	
UNITED STATES NATIONAL PARK SERVICE - 08/18/2003 - 04/30/2004	\$ 14,450
Audrey Shalinsky; Anthropology - Grand Teton National Park inventory and site evaluation for fuels treatment.	
UNITED STATES NATIONAL PARK SERVICE - 08/01/2003 - 07/28/2005	\$ 109,919
Audrey Shalinsky; Anthropology - Yellowstone National Park site tests on Yellowstone and Lamar Rivers.	
UNITED STATES NATIONAL PARK SERVICE - 06/01/2003 - 06/15/2005	\$ 105,200
Audrey Shalinsky; Anthropology - Fort Laramie geophysical survey.	
UNITED STATES NATIONAL PARK SERVICE - 08/01/2003 - 12/31/2004	\$ 22,522
Daniel Tinker; Botany - Black Canyon fire plan and environmental assessment.	
UNITED STATES NATIONAL PARK SERVICE - 04/01/2003 - 12/30/2005	\$ 5,000
Steven Buskirk; National Park Service - The spread and impact of exotic New Zealand mudsnails in the Greater Yellowstone area.	
UNITED STATES NATIONAL PARK SERVICE - 04/01/2003 - 12/30/2005	\$ 4,000
Steven Buskirk; National Park Service - Gene flow among Tiger Salamander populations at a local spatial scale in Yellowstone National Park.	
UNITED STATES NATIONAL PARK SERVICE - 04/01/2003 - 12/30/2005	\$ 4,000
Steven Buskirk; National Park Service - Landscape-level predictors of songbird nesting success in willow habitats.	
UNITED STATES NATIONAL PARK SERVICE - 04/01/2003 - 12/30/2005	\$ 2,000
Steven Biskirk; National Park Service - Monitoring selected species of mammals in Grand Teton National Park.	
UNITED STATES NATIONAL PARK SERVICE - 09/01/2003 - 08/31/2006	\$ 60,000
Burke Grandjean/Kenneth Gerow/Timothy Robinson/Trent McDonald; Statistics - Biostatistics support fire ecology program.	
UNITED STATES NATIONAL PARK SERVICE - 09/15/2003 - 03/30/2004	\$ 10,891

Burke Grandjean/Lyman McDonald/Wallace Erickson; Statistics - Gunnison sage grouse habitat use.

UNITED STATES NATIONAL PARK SERVICE - 04/01/2003 - 12/31/2004 \$ 5,646
Bonnie Heidel; Wyoming Natural Diversity Database - Fort Laramie National Historic Site plant inventories.

UNITED STATES NATIONAL PARK SERVICE - 09/15/2003 - 12/31/2005 \$ 32,000
Douglas Keinath; Wyoming Natural Diversity Database - Greater Yellowstone bat and mammal inventories.

UNITED STATES NATIONAL PARK SERVICE - 06/15/2003 - 12/31/2007 \$ 29,268
Wayne Hubert; Zoology - Predicting lake trout spawning areas in Yellowstone Lake.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 183,950
08/01/2003 - 06/30/2004
Thomas Parish; Atmospheric Science - Pre-RIME studies of transport processes in the Ross Sea sector.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 82,466
01/01/1999 - 12/31/2003
Alfred Rodi/Robert Kelly; Atmospheric Science - Wyoming King Air airplane as a national facility.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 124,565
08/01/2003 - 07/31/2006
Ronald Hartman/Burrell Nelson; Botany - Databases for vascular flora of the southern Rocky Mountain region.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 94,986
12/02/2002 - 02/28/2005
Maciej Radosz; Chemical Engineering - Phase behavior of block and styrene copolymers in solvents.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 84,000
08/20/2003 - 08/31/2006
Jeffery Yarger; Chemistry - Spider silk proteins.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 1,000
09/01/2003 - 08/31/2004
Kenneth Dueker; Geology - Batholiths: Generation and evolution of crust in continental magmatic arcs.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 124,833
08/15/2003 - 07/31/2006
Demian Saffer; Geology - Seismic velocity, compaction, and pore pressure in underthrust sediments.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 360,000

09/01/2003 - 08/31/2006

Mark Gomelsky; Molecular Biology - Cyclic diguanylate a secondary messenger in bacteria.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 126,900
09/01/2003 - 08/31/2004

Randolph Lewis; Molecular Biology - Tubuliform spider silk proteins.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 915,668
08/20/2003 - 08/31/2006

Randolph Lewis; Molecular Biology - Spider silk proteins.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 17,487
03/01/2003 - 08/31/2004

Martin Bourgeois/Narina Nunez; Psychology - Enhancing juror and jury reasoning.

UNITED STATES NATIONAL SCIENCE FOUNDATION - \$ 230,552
09/15/2003 - 08/31/2006

Robert Hall, Jr; Zoology - Fish effects on the nitrogen cycle.

UNIVERSITY CONSORTIUM FOR GEOGRAPHIC INFORMATION \$ 10,000
SCIENCE - 10/01/2003 - 09/30/2004

Mary Lou Larson; Anthropology - Membership committee chair funding.

UPLIFT - 08/01/2003 - 07/31/2004 \$ 24,840

Lynda Baumgardner; Wyoming Institute for Disabilities - Family support network.

UTAH STATE UNIVERSITY - 01/01/2003 - 12/31/2004 \$ 9,000

James Freeburn; Cooperative Extension Service - Travel and support for the review of competitive proposals.

UTAH STATE UNIVERSITY - 06/01/2003 - 12/31/2004 \$ 2,000

Milton Green; Cooperative Extension Service - Sustainable agriculture training program.

UTAH STATE UNIVERSITY - 07/01/2003 - 06/30/2004 \$ 56,548

James Krall/Robin Goose/Stephen Miller/Ronald Delaney/Larry Held/Bret Hess; Plant Sciences - Legume systems for sustainable agriculture.

VARIOUS SPONSORS - 01/01/2002 - 12/31/2003 \$ 100,000

Ovid Plumb; Chemical Engineering - Pulsed corona discharge reactor systems.

VARIOUS SPONSORS - 10/01/2002 - 09/30/2003 \$ 2,489

Diane Wolverton; Small Business Development Center - Fees for workshops presented by the Small Business Development Center for 2002-2003.

VARIOUS SPONSORS - 07/01/1998 - OPEN \$ 1,273

Jeffrey Hamerlinck; Wyoming Geographic Information Science Center - Fees received for services provided by the Geographic Information Science Center.

WASHINGTON, UNIVERSITY OF - 05/01/2003 - 07/31/2004 \$ 97,000

Sylvia Moore; Medical Education and Public Health - Demonstration: assistance in rural training.

WASHINGTON, UNIVERSITY OF - 07/01/2003 - 06/30/2004 \$ 6,000

Sylvia Moore; Medical Education and Public Health - Medical student counselor 2003-2004.

WASHINGTON, UNIVERSITY OF - 09/01/2003 - 08/31/2004 \$ 64,400

Sylvia Moore; Medical Education and Public Health - Health careers opportunities program.

WASHINGTON, UNIVERSITY OF - 09/30/2003 - 12/31/2003 \$ 21,250

Sylvia Moore; Medical Education and Public Health - Recruiting rural high school students into health careers.

WILDLIFE DISEASE ASSOCIATION - 08/25/2000 - OPEN \$ 15,000

Elizabeth Williams; Veterinary Sciences - Maintain the editorial office for the Journal of Wildlife Diseases.

WYOMING ANIMAL DAMAGE MANAGEMENT BOARD - 08/26/2002 - 06/30/2004 \$ 14,480

Steven Horn; Animal Science - Coyote specific delivery mechanism for oral baits.

WYOMING ANIMAL DAMAGE MANAGEMENT BOARD - 07/01/2003 - 06/30/2004 \$ 20,000

Kenneth Mills; Veterinary Sciences - Rabies surveillance.

WYOMING ARTS COUNCIL - 07/01/2003 - 06/30/2004 \$ 4,025

Susan Moldenhauer; Art Museum - Contemporary artists and writers program 2003-2004.

WYOMING ARTS COUNCIL - 06/16/2003 - 07/27/2003 \$ 4,744

Margaret Stalder; Theatre and Dance - Snowy Range summer dance festival, 2003.

WYOMING BUSINESS COUNCIL - 06/17/2002 - OPEN \$ 1,500

Bret Hess; Animal Science - Livestock grazing symposium.

WYOMING BUSINESS COUNCIL - 07/01/2003 - 03/31/2004 \$ 555,000

Larry Stewart; Mid-America Manufacturing and Technology Center - Provide services, including technology transfer, to manufacturers and technical businesses in Wyoming.

WYOMING BUSINESS COUNCIL - 07/31/2003 - 06/30/2004 \$ 92,500

John Nevshemal; Research Products Center - Provide intellectual property and technology transfer services to the university community and small businesses in Wyoming.

WYOMING BUSINESS COUNCIL - 10/01/2003 - 09/30/2004 \$ 400,553

Diane Wolverton; Small Business Development Center - Cooperative agreement with the Small Business Development Center for 2003-2004.

WYOMING COUNCIL FOR THE HUMANITIES - 08/20/2003 - 09/30/2003 \$ 1,870

James Wangberg; Agriculture Dean's Office - Wyoming agriculture: rooted in diversity.

WYOMING COUNCIL FOR THE HUMANITIES - 08/20/2003 - 11/15/2003 Evelyn Haskell; American Studies - Japanese American Girl Scouts at Heart Mountain.	\$ 1,999
WYOMING DEPARTMENT OF EDUCATION - 10/01/2001 - 09/30/2003 Judith Ellsworth/Peter Ellsworth; Science and Mathematics Teaching Center - Comprehension supplement 2001-2002.	\$ 3,700
WYOMING DEPARTMENT OF EDUCATION - 05/01/2003 - 09/30/2004 Linda Hutchison; Science and Mathematics Teaching Center - Thinking and doing mathematics.	\$ 143,059
WYOMING DEPARTMENT OF EDUCATION - 05/01/2003 - 09/30/2004 Ann Tollefson; Science and Mathematics Teaching Center - Foreign languages in Wyoming elementary schools.	\$ 33,151
WYOMING DEPARTMENT OF EDUCATION - 09/03/2003 - 04/30/2006 Elizabeth Simpson; Special Education - Help school districts in establishing partnerships to reform and improve systems to help children with disabilities.	\$ 178,036
WYOMING DEPARTMENT OF EDUCATION - 08/12/2003 - 10/31/2003 Burke Grandjean; Survey Research Center - Coordinated school health programs.	\$ 2,492
WYOMING DEPARTMENT OF EDUCATION - 07/10/2002 - 07/31/2004 Keith Miller; Wyoming Institute for Disabilities - Collaborative teacher mentorship academy.	\$ 80,000
WYOMING DEPARTMENT OF ENVIRONMENTAL QUALITY - 04/03/2003 - 02/29/2004 Nicole Korfanta; Institute of Environment and Natural Resources - Coal mine vegetation data entry and internship.	\$ 10,500
WYOMING DEPARTMENT OF ENVIRONMENTAL QUALITY - 09/30/2003 - 06/30/2006 Katta Reddy; Renewable Resources - Watershed to protect Goshen County groundwater quality.	\$ 150,000
WYOMING DEPARTMENT OF FAMILY SERVICES - 10/01/2003 - 09/30/2004 Linda Melcher; Agriculture Dean's Office - Nutrition education plan 2003-2004.	\$ 1,500,982
WYOMING DEPARTMENT OF HEALTH - 06/01/2003 - 12/31/2004 Christine Pasley/Ronald Cunningham; Cooperative Extension Service - Keeping Wyoming safe and secure.	\$ 5,000
WYOMING DEPARTMENT OF HEALTH - 08/22/2003 - 06/30/2004 Burke Grandjean; Survey Research Center - Cyclical nutrition survey.	\$ 2,590
WYOMING DEPARTMENT OF HEALTH - 07/31/2003 - 07/31/2005 Patricia Armstrong; Wyoming institute for Disabilities - Pathways plus project.	\$ 40,000

WYOMING DEPARTMENT OF HEALTH - 06/01/2003 - 05/31/2006 Kenneth Heinlein; Wyoming Institute for Disabilities - Evaluation of a project that moves persons from long term care facilities to community settings.	\$ 10,000
WYOMING DEPARTMENT OF HEALTH - 06/01/2003 - 08/20/2003 Donald Faggiani; Wyoming Statistical Analysis Center - Tobacco prevention and control evaluation.	\$ 23,651
WYOMING DEPARTMENT OF HEALTH - 06/23/2003 - 02/27/2004 T. Donal O'Toole; Veterinary Sciences - Select agent room modifications and equipment.	\$ 15,000
WYOMING DEPARTMENT OF TRANSPORTATION - 10/01/2003 - 09/30/2004 Corrine Sheaffer; Fleet Operations - Shuttle bus program for 2003-2004.	\$ 106,577
WYOMING GAME AND FISH COMMISSION - 04/01/2002 - 06/30/2004 Nathan Nibbelink; Wyoming Geographic Information Science Center - Mule deer winter range impacts.	\$ 48,746
WYOMING GAME AND FISH COMMISSION - 04/01/2002 - 06/30/2004 Stanley Anderson; Zoology - Mule deer winter range impacts.	\$ 7,000
WYOMING GAME AND FISH DEPARTMENT - 07/01/1999 - OPEN Stanley Anderson; Zoology - Wildlife research.	\$ 79,810
WYOMING GAME AND FISH DEPARTMENT - 07/01/1999 - OPEN Wayne Hubert; Zoology - Fisheries research.	\$ 32,205
WYOMING GAME AND FISH DEPARTMENT - 07/01/1999 - OPEN Frederick Lindzey; Zoology - Wildlife research.	\$ 74,790
WYOMING GOVERNOR'S OFFICE - 07/01/2003 - 06/30/2005 David Taylor/Roger Coupal; Agriculture and Applied Economics - Economic analysis of Bureau of Land Management resource plans.	\$ 90,000
WYOMING GOVERNOR'S OFFICE - 07/01/2003 - 06/30/2004 Patricia Armstrong; Wyoming Institute for Disabilities - Updating the human services database for the State of Wyoming.	\$ 20,000
WYOMING OFFICE OF STATE LANDS AND INVESTMENTS - 07/28/2003 - 06/30/2006 George Vance; Renewable Resources - Ponderosa pine carbon budgets and sequestration.	\$ 30,000
WYOMING STATE GEOLOGICAL SURVEY - 06/29/2001 - 12/31/2003 Antony Bergantino; Civil Engineering - Equip and train counties for use of global positioning systems and pocket personal computers.	\$ 36,800

TOTAL - Contracts and grants approved August 22, 2003, through October 08, 2003.	\$20,493,686
TOTAL - Contracts and grants previously approved:	
07/01/03 - 08/21/03	\$13,498,543
	<u>\$13,498,543</u>
TOTAL - Contracts and grants approved July 1, 2003 through October 08, 2003.	\$33,992,229

PERSONNEL

A. Items for Action Recommended by the President

APPOINTMENTS

1. Faculty

College of Agriculture

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Department of Animal Science</i>			
Du, Min	Assistant Professor	\$48,000/AY	08/26/2003 to 06/30/2004
Goodridge, Lawrence	Assistant Professor	\$62,004/AY	08/26/2003 to 06/30/2004
<i>Department of Plant Sciences</i>			
Enloe, Stephen F.	Assistant Professor	\$60,504/FY	06/20/2003 to 06/30/2004

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Department of Chemistry</i>			
Hoberg, John O.	Instructor	\$66,000/AY	01/20/2004 to 06/30/2004
<i>Department of History</i>			
Bauer, William J.	Assistant Professor	\$47,004/AY	08/26/2003 to 06/30/2004
<i>Department of Theatre & Dance</i>			
Sherrill, Kevin J.	Assistant Professor	\$43,008/AY	08/26/2003 to 06/30/2004
<i>Department of Zoology & Physiology</i>			
Mitchell, Graham	Professor	\$120,000/AY	09/30/2003 to 06/30/2004
Woodbury, Charles J.	Assistant Professor	\$62,004/AY	08/26/2003 to 06/30/2004

College of Education

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Department of Adult Learning & Technology</i>			
Armstrong, Keith B.	Assistant Professor	\$52,008/AY	08/26/2003 to 06/30/2004
<i>Department of Educational Studies</i>			
Kambutu, John N.	Assistant Professor	\$48,000/AY	08/26/2003 to 06/30/2004

College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Division of Communication Disorders</i>			
Zajdo, Krisztina	Assistant Professor	\$54,000/AY	08/26/2003 to 06/30/2004

University Libraries

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
Garcia, Jenny L.	Assistant Librarian	\$39,000/FY	10/08/2003 to 06/30/2004
<i>Science Reference</i>			
Munoz, Paula	Assistant Librarian	\$34,008/FY	04/01/2003 to 06/30/2004

2. Academic Professionals
College of Agriculture

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Cooperative Extension Service</i>			
Crawford, Warren K.	Assistant Extension Educator	\$37,524/FY	07/01/2003 to 06/30/2004
Pittman-Foy, Lise	Assistant Extension Educator	\$32,496/FY	07/01/2003 to 06/30/2004
<i>Department of Renewable Resources</i>			
Meiman, Paul J.	Assistant Extension Educator	\$51,000/FY	10/20/2003 to 06/30/2004

APPOINTMENTS
College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Department of Psychology</i>			
Freng, Scott A.	Assistant Lecturer	\$40,008/AY	08/28/2003 to 06/30/2004

CHANGES IN APPOINTMENTS

1. Administrators
College of Business

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
Alexander, Anne M.	Assistant Dean	\$62,400/FY	09/01/2003 to 08/31/2005
Weatherford, Lawrence	Associate Dean	\$124,692/FY	09/01/2003 to 08/31/2005

GLOSSARY OF PERSONNEL TERMS

Academic Professional

Person other than faculty, engaged primarily in activities that extend and support the teaching, research, extension, and service missions of the University. There are four categories of academic professional: 1. Extension Educators, 2. Lecturers, 3. Research Scientists, 4. Post-Doctoral Research Associates. Individuals belonging to any of the first three categories can hold extended-term-track appointments under certain conditions.

Academic-Year (AY)

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

Adjunct or Clinical Faculty

Indicates a non-financial appointment of an individual to an academic unit. Adjunct appointments can include qualified non-academic personnel or faculty with other academic affiliations. Adjunct appointments are made at all three faculty ranks (Assistant Professor, Associate Professor, Professor) based upon academic qualifications. Clinical appointments are always at the Professor level. Adjunct appointments are normally for three years, while clinical appointments are for one year.

Archive Faculty

This special faculty designation is reserved for archivists of the American Heritage Center. Archivists are responsible for acquiring original resource material to support academic research and teaching, organizing the material physically and intellectually, and teaching faculty, students and others to use these materials. There are three archivist ranks: 1. Assistant Archivist, 2. Associate Archivist, 3. Archivist. Promotion and appointment as Associate Archivist or Archivist carries with it the automatic award of a five-year extended-term appointment.

Assistant Professor

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

Associate Professor

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

Development Leave

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

Emeritus Faculty

Emeritus status can be awarded to tenured faculty who retire after long and distinguished service. The designation is honorary. By analogy, extended-term academic professionals may be eligible for emeritus status upon retirement. (Emeritus=masculine, emerita=feminine, emeriti=plural.)

Extended-Term Appointment

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

archivists who are in the probationary period are on the extended-term-track.

Extension Educator

The primary function of this academic professional is to provide non-credit education to off-campus clientele through UW's Cooperative Extension Service. There are three ranks of Extension Educators: Assistant University Extension Educator, Associate University Extension Educator, Senior University Extension

Faculty

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

Fiscal-Year (FY) Appointments.

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

Full-Time Equivalent (FTE)

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

Instructor

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

Leave of Absence Without Pay

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

Lecturer

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

Library Faculty

This faculty designation applies to employees of the University Libraries. There are three ranks of library faculty: Assistant Librarian, Associate Librarian, Librarian. Persons holding the rank of Assistant Librarian are appointed on an annual basis. Persons holding the ranks of Associate Librarian and Librarian are eligible for five-year extended-term appointments.

Part-Time Employee

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

Post-Doctoral Research

Post-Docs are persons who desire greater professional development and research investigation, after having received a doctoral degree but before obtaining permanent employment. Post-Doctoral appointments are temporary.

Probationary Employee

Refers to tenure-track faculty members who have not received tenure and to academic professionals, library faculty, and archive faculty who have not yet received an extended-term contract. The probationary term for academic professionals is generally six years, with yearly reviews and re-appointments. For librarians and archivists, it is five

years. Faculty members who are on tenure-track appointments typically undergo the review for tenure in the sixth year of employment.

Professor

In addition to the qualification of an Associate Professor, "full" Professors have demonstrated superior research contributions, have attained wide recognition in their professional fields for scholarship or other creative activity, and have gained recognition as teachers and contributors in their fields.

Research Professor

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

Research Scientist

An academic professional whose primary responsibility is to conduct research. There are four ranks for Research Scientists: 1. Assistant Research Scientist, 2. Associate Research Scientist, 3. Research Scientist, 4. Senior Research Scientist.

Review Year

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

Sabbatical Leave

Sabbatical leave may be granted to any tenured member of the faculty for the purposes of increasing professional competence and usefulness to the University. A minimum of six years service at the University must precede each period of sabbatical leave, although no right accrues automatically through lapse of time. Sabbatical leaves are normally granted for either a half year (full pay) or a full year (60% of salary). A faculty member who fails to return to the University after a sabbatical leave must repay the amount of compensation received from the University during the sabbatical.

Temporary Appointment

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

Tenure-Track Appointment

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

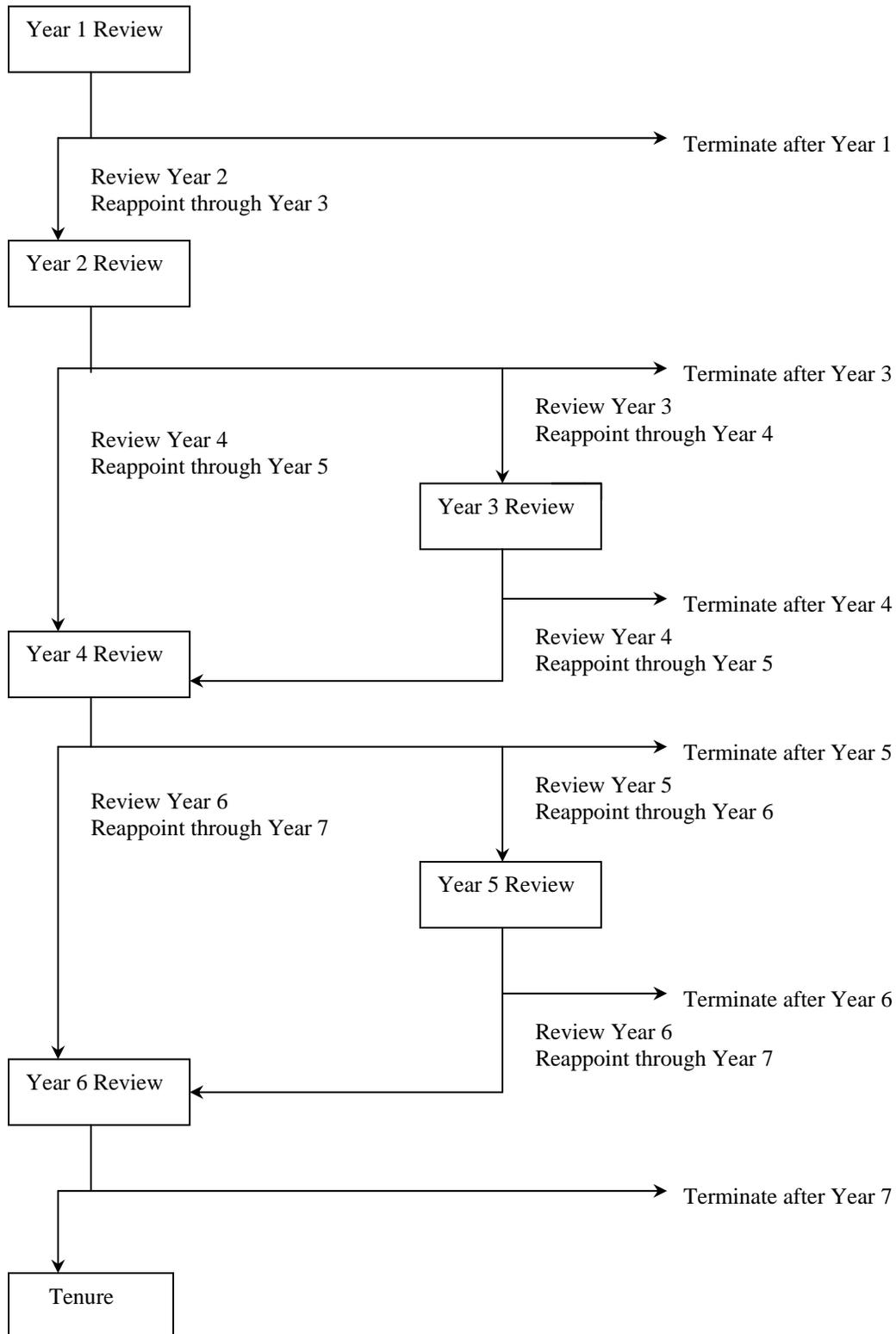
Terminal Degree

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

Visiting Appointment

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

FLOW CHART FOR FACULTY REAPPOINTMENTS



REQUEST TO SELL FIBERGLASS BUILDING, SARATOGA, WY

On or about January 17, 2002, the University received by gift, a Quitclaim Deed for a 200 square foot mobile fiberglass building. This building was located at the Archer Substation and later moved to Saratoga, Wyoming to be used as a radio equipment storage building for a proposed Wyoming Public Radio (WPR) tower site. After discussing the needs of the University with the owner of the Saratoga radio tower site, Eric Millhouse of Millhouse Electronics, he agreed to move the building at his expense. Details regarding expenses accrued and interim use of the building would be noted in any future Lease Agreement.

WPR filed for a new broadcast license for the Saratoga site, but during the application process, the Federal Communications Commission (FCC) implemented a moratorium on any new broadcast tower application, and unfortunately, the Saratoga tower site was included in the moratorium. Subsequently, WPR had decided that their available resources would be better spent upgrading a location near Rawlins, Wyoming. That site would eventually deliver a radio signal that could be received in the Saratoga area. The concentration of resources for the Rawlins locations meant that abandoning the proposed Saratoga tower site would be the only logical solution.

The property where the existing building is located contains no other improvements owned or leased by the University, and the current owner, Eric Millhouse has expressed a need for the structure. Therefore, it was recommended that the Board of Trustees approve the sale of the 200 square foot structure.

APPROVAL OF AUDITED FINANCIAL STATEMENTS

Refer to Work Session on page 14.

BOARD RESOLUTION ON 401 (a) FOR PRESIDENT DUBOIS AND COACH McCLAIN
(discussed in Executive Session)

The Trustees approved two resolutions which ratify the 401 (a) retirement plans that were established on July 1, 2002. The plans may be utilized to provide supplemental retirement benefits to the University president and the head men's basketball coach.

APPROVAL OF ENDOWMENT TRANSFER AGREEMENT

Refer to Work Session on page 3.

PROCEED TO CONSTRUCTION DOCUMENTS AS PRESENTED FOR UPPER WEST SIDE STADIUM REPAIR

Refer to Work Session on page 34.

DELETION OF UNIREG 406 – ACADEMIC PROGRAM REVIEW GUIDELINES

Refer to Work Session on page 19.

COMMITTEE OF THE WHOLE (Regular Business)

FY 2004 SECTION I OPERATING BUDGET ADJUSTMENT

It is recommended that the Trustees of the University of Wyoming decrease the Section I operating budget for the 2003-2004 biennium in the amount of \$1,794,375 as reflected in the revised funding amounts discussed below. This change is due to the allocation of \$4,137,970 state general funds by the Budget Division of the Department of Administration and Information to the University of Wyoming from the appropriation to the State Auditor for the state's contribution to the state health insurance plans.

The original FY 2004 budget authority included \$5,932,345 in University Income Funds to account for the estimated allocation of these funds from the state. Since the amount due to the University is less than the estimate, a budget authority reduction is required. The reduction will be shown as a \$4,137,970 increase in the State General Fund and a \$5,932,345 decrease in the University Income Fund.

It was recommended that the Trustees of the University of Wyoming increase the Section I operating budget for the 2003-2004 biennium in the amount of \$216,475. The FY 2004 budget authority increase is to accommodate the carryover of earmarked revenue for Summer School activities.

The following table shows the amended FY 2004 budget authority as recommended and approved by the Trustees:

**UNIVERSITY OF WYOMING
 SECTION I OPERATING BUDGET**

FISCAL YEAR 2004 BUDGET AUTHORITY (AMENDED)

FUNDING SOURCES	FY 2004 Approved	Health Insurance	Summer School	FY 2004 Amended
State General Fund	\$121,176,785	\$4,137,970	0	\$125,314,755
University Income Fund	40,525,007	(5,932,345)	216,475	34,809,137
UW Income Fund (Athletics)	1,832,500	0	0	1,832,500
Federal Mineral Royalties	7,875,762	0	0	7,875,762
Sales and Services Fund	3,164,352	0	0	3,164,352
Federal Funds-Agr Research	1,350,000	0	0	1,350,000
Federal Funds-Agr Extension	1,107,809	0	0	1,107,809
Family Practice Clinic Income	1,823,545	0	0	1,823,545
University Land Income Fund	1,100,000	0	0	1,100,000
Medical Contract Repayment	1,071,773	0	0	1,071,773
Ag College Land Income Fund	500,000	0	0	500,000
Foundation Income Fund	390,163	0	0	390,163
Section I Total	\$181,917,696	(\$1,794,375)	\$216,475	\$180,339,796

Vice President Harris answered questions from the Board regarding the process. Trustee Schaefer moved to approve the adjustment of FY2004 Section I Operating Budget; Trustee Haynes seconded. The motion carried.

APPROVAL OF INCREASE IN SCHOOL OF PHARMACY TUITION DIFFERENTIAL

Vice President Buchanan presented the information on Friday at the work session. Trustee Schaefer noted that this is the single largest tuition increase that he recalled since he has been on the Board. Trustee Richards moved to approve the increase; Trustee Haynes seconded. The motion carried, with one nay. For additional information and background, refer to Work Session on page 17.

REQUEST TO APPRAISE AND SELL HOMESTEAD, GILLASPIE RANCH, SAREC

The University of Wyoming realized the purchase of the Gillaspie Ranch on 29 September 2003. However, it has been determined that several separate parcels of property are not suitable for any operations conducted at SAREC.

The Former Homestead-Gillaspie Ranch, a forty-acre parcel with improvements consisting of:

- a. a 1,125 sq ft wood frame dwelling;
- b. a 2,300 sq ft steel machine shed;
- c. a 540 sq ft wood frame garage;
- d. a 1,200 sq ft barn;
- e. and a domestic water-well.

The general conditions of all dwellings are average to below average and offer no significant contribution to the operations of a new research facility. Centralizing the operation of this facility has been one of the objectives of a combined research environment, and the existing economic life of structures on the Gillaspie Ranch (SAREC) is negligible. Therefore, the location of buildings on the TH Ranch (SAREC) meets the consolidation and viability requirements.

Several matters contribute to the request to sell this parcel, including:

- a. The University of Wyoming and the former owner have signed an agreement stating, “That if the University decides to sell the property, it shall first offer the property to the former owner for the price and on the terms of the intended sale.”
- b. The market in Goshen County appears to be increasing slightly, and based on the trends of the area, the probability of a rapid sale is likely.
- c. The entire 40-acre parcel consists of rangeland and a major drainage dissects the property from northeast to southwest. This terrain feature restricts this parcel from any rotational crop cycle, which is currently the primary use of adjacent property.

Considering the terrain limitations, the signed agreement, and market trends, it was recommended that the Board of Trustees approve the appraisal and sale of the former homestead of the Gillaspie Ranch (SAREC).

REQUEST TO APPRAISE AND SELL 160 ACRE PARCEL, GILLASPIE RANCH, SAREC

The Quarter Section-Gillaspie Ranch, a 160-acre parcel located adjacent and east of the former homestead.

This parcel consists of a badlands area with exposed siltstone, shale, and sandstone. In areas of siltstone and shale, there is little or no soil material or vegetation, and in areas of sandstone, there exists some soil material with minimal surface coverage. This acreage is partly vegetated, and if left uncontrolled, grazing livestock can severely influence growth on this parcel. The existing slopes of this parcel range from 3 to 6 percent. Additionally, the possibilities for irrigation are limited by the slope and can create areas of severe erosion, caused by both run-off and wind.

Although the soil may be suitable for range or pasture, its current use is grazing. Troubles with erosion, lack of stock water, and its location relative to the remaining portion of the research facility are problematic. Based on these inefficiencies, it is recommended that the Board of Trustees approve the appraisal and sale of this 160-acre tract of the Gillaspie Ranch (SAREC).

Vice President Hardin addressed the Gillaspie item and the sale of the 160 acre parcel for the Board. An updated map showing the parcels to be sold was distributed to the Board, and Dr. Jim Jacobs, director of Ag Experiment Station, and Ag Dean Frank Galey answered various questions from the Board. Dean Galey also told the Board that the sale of the parcels would place the SAREC project back into the acreage that they hoped for. Trustee Davis moved to approve the appraisal and sale of the homestead and 160 acre parcel of the Gillaspie Ranch; Trustee Haynes seconded. After further discussion, the motion carried.

UNFINISHED BUSINESS

Trustee President Hunt talked about the trustee goal setting that was underway, and noted the information Vice President Buchanan had shared with her from the previous discussion. The focus of the discussion at this point was to gain consensus on two or three issues for future dialogue. The items that the Board enumerated were: feedback on the meeting structure, including information flow on executive committee meetings; social interaction; mini-retreat; receiving Board information in advance; places on campus that the Board would like to see and/or receive information on; trusteeship committee continuation; alumni association relationship with UW; meeting in Casper in January; and landgrant stewardship matters.

NEW BUSINESS

Trustee Willson requested that the Board move into Executive Session to discuss student matters.

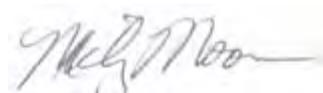
President Dubois said that summer Board retreat dates will be set and the information will be distributed to the Board.

DATE OF NEXT MEETING – January 8-10, 2004, Laramie, WY

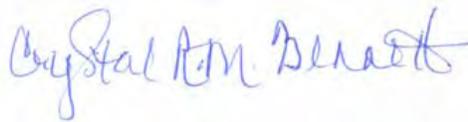
ADJOURNMENT

The meeting adjourned at 11:28 a.m.

Respectfully submitted,



Nicky S. Moore
Deputy Secretary, Board of Trustees



Crystal R.M. Bennett
Asst. to the Vice President for Administration