

**DRAFT**

**THE UNIVERSITY OF WYOMING  
BOARD OF TRUSTEES' MINUTES**

**September 10-12, 2009**

The Final Minutes can be found on the University of Wyoming Board of Trustees website  
at <http://uwadmnweb.uwyo.edu/trustees>

## **University of Wyoming Mission Statement (March 2009)**

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. We serve 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 promote learning, 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 accomplish this complex mission are the University's strategic plans, revised periodically.

**TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA**  
**September 10-12, 2009**

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**THE UNIVERSITY OF WYOMING  
MINUTES OF THE BOARD OF TRUSTEES  
September 10-12, 2009  
Coe Library, Meeting Room 506**

The Board of Trustees of the University of Wyoming met in Laramie, Wyoming, September 10 and 11, 2009. Following committee meetings Thursday morning, the Board attended the dedication of the Cheney International Center with a lunch at the Laramie Country Club immediately following.

In the afternoon on Thursday, September 10, the Board attended Convocation, followed by a dinner at President Buchanan's home, along with the Foundation Board and Alumni Executive Committee Board Members.

After breakfast on Friday, September 11, the Board of Trustees held a joint meeting with the Foundation Board.

There was no business conducted Saturday, September 12, 2009.

**AGENDA ITEM TITLE: Energy Initiatives Update, Buchanan**

**CHECK THE APPROPRIATE BOX(ES):**

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

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**MINUTES OF THE MEETING**

President Buchanan and others will travel to Jackson to meet with the Joint Minerals Committee in Jackson and report on 6 different energy initiatives. A three hour time slot has been set aside for the University of Wyoming. President Buchanan stated that he will touch on those topics and give you a sense of where we are on the projects today.

President Buchanan first discussed the NCAR project. President Buchanan gave some background and proposed timeline. He stated that the University hopes to move in to the facility in 2011.

Vice President for Research and Economic Development Bill Gern led the discussion regarding the High Plains Gasification Advanced Technology Center. He stated that the University has been in continuous conversations regarding various agreements. Once the agreements are complete, we will be moving forward with FEEEd. Vice President Gern discussed FEEEd and the project timeline. He noted that GE has never built a gasifier this size.

Vice President Gern mentioned SER (School of Energy Resources) and the Clean Coal Task Force. The Clean Coal Task Force met last week during ERC (Energy Resource Council). There were a number of very high quality proposals related to carbon, carbon dioxide, and coal combustion.

Associate Vice President for Administration Mark Collins discussed the campus energy initiatives and campus sustainability plan. The University has received a report about campus

and that is moving forward. The Board will hear more about the initiatives throughout the coming year. As of this month, we will submit our climate action plan. Associate Vice President Collins then discussed briefly the plan and who has been involved in its creation.

Vice President Gern provided some additional information regarding the NCAR project. The project will gain the University prestige by enabling new types of research. Because of this, the relationship between the University and NCAR is very important.

Associate Vice President for Research and Economic Development Carol Frost stated that in March, the Board discussed carbon sequestration. Recently a geophysics faculty member received a \$1M award and another \$2M was allotted to set up one of only 7 training institutes in the country. Courses will be taught by university and state agency personnel, including some of our legislators. We are waiting to for notice regarding a \$17 M request submitted over the summer. This has been a very exciting and coordinated effort.

There was discussion by the Board regarding the supercomputer use and how it relates to geosciences, and which of the GE documents are available for review.

**AGENDA ITEM TITLE: Athletics Update, Burman**

**CHECK THE APPROPRIATE BOX(ES):**

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

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**MINUTES OF THE MEETING**

Athletic Director Tom Burman provided the Board with statistics and information regarding student athlete academic success rates. A majority of our student athletes are doing a fantastic job. He then discussed the construction project at the stadium, including specific areas and timeline for completion. Athletic Director Burman stated that the University hopes to have the project completed by August of 2010.

Athletic Director Burman then discussed Cowboy Joe's success this past year. The Cowboy Joe Club has grown by about 35 percent in three years. With the stadium renovation, Athletics has assigned Cowboy Joe with the responsibility of selling the new stadium suites and club seats, and sale of those seats is almost finished.

Athletics has had to deal with a \$1.1M budget reduction this past year. The upcoming football season is expected to generate quite a bit of money which will help the Athletics budget.

Athletic Director Burman stated that dramatic changes in coaching staff have been made in the last several years. We are pleased with the programs as they are being run currently. The indoor practice facility has been a great recruiting tool. He then discussed the various programs, and any notable changes or news.

There was discussion by the Board regarding graduation rates, changes in number of seats available, and changes in Athletics due to budget reductions.



**AGENDA ITEM TITLE: HLC/NCA Update, Abernethy**

**CHECK THE APPROPRIATE BOX(ES):**

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

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**MINUTES OF THE MEETING**

Associate Provost Rollin Abernethy briefed the Board on the progress of the Higher Learning Commission re-accreditation self-study. He distributed a copy of the rough draft and explained the importance of the Board being familiar with the contents. A subset of the Board will meet with the site-visit representatives of the Higher Learning Commission in March of next year.

Associate Provost Abernethy emphasized that this is a rough draft of a thematic self-study. It was determined by the group to focus on "enriching the learning experience." They felt that student learning outcomes are the best way to bring attention to the whole concept of learning.

The self-study is composed of five criteria and 21 core components. Associate Provost Abernethy briefly touched on each of these in order to give an overview of the entire document.

Chapter 1 provides a snapshot of the University, who and what we are, and how we are organized and identifies the purposes for the self-study.

Chapter 2 contains a summary of the 2009 Taking Stock document. Chapter 3 continues with the Taking Stock theme and identifies nine areas to address. These areas were recommended from the re-accreditation visit in 2000.

Chapter 4 discusses the academic workforce and the wide range of academic appointments. Associate Provost Abernethy pointed out a table he thought was interesting, which shows the academic workforce and the percentages of classes and credit hours taught at each course level.

What is notable is that 30 percent of freshman level classes are taught by tenured or tenure-track faculty.

Chapters 5-7 study the undergraduate program, with an emphasis on the themes of access, excellence, and leadership.

Chapter 8 addresses the graduate program and highlights the role of University planning.

Chapter 9 is the outreach component of the University and its role in lifelong learning throughout the state of Wyoming.

Chapter 10 addresses where the University obtains its funding, which is particularly important at this point in history due to the budget reduction. Evidence reveals that the focus is on the core academic mission after the reduction.

Chapter 11 concludes with a brief summary of why UW should be re-accredited. Associate Provost Abernethy said that the next draft of the document will include a request for a change in status for new distance education program approval, and additional chapters will document the University's federal compliance.

**AGENDA ITEM TITLE: President's Vision and Goals for 2009-2010, Buchanan**

CHECK THE APPROPRIATE BOX(ES):

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

This topic was discussed during the Joint Meeting with the Foundation Board.

**AGENDA ITEM TITLE:**

**Joint Meeting of the Foundation Board and the Board of Trustees**

CHECK THE APPROPRIATE BOX(ES):

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

**Joint Session  
University of Wyoming Trustees  
University of Wyoming Foundation Board of Directors  
September 11, 2009  
Laramie, WY  
Minutes**

**UW Trustees in Attendance:**

Jim Neiman	<i>Jim McBride*</i>	Brad Mead	Ann Rochelle
Warren Lauer	Chuck Brown	Dick Davis	Howard Willson
Dave Bostrom	Taylor Haynes	Betty Fear	<i>Matt Haigler*</i>

*\* Ex Officio*

**UW Foundation Board Members in attendance:**

Ron Salvagio	Tom Spicer	Pat Spieles	Eric Marsh
Caitlin Long	Jerry Saunders	Roy Shlemon	Phillip Lantz
April Brimmer Kunz	Don Walters	Frosty Kepler	Joel Wiens
Greg Dyekman	Clayton Hartman	John Clay	David Bonner
Roy Cline	Duane Woodard	Dick Agee	Roy Whitney
Pat Rile			

**UW Administrative Officers in attendance:**

Tom Buchanan (*UW President, UW Board of Trustees, UW Foundation Board of Directors*)  
Ben Blalock (*UW Foundation President/CEO, UW Vice President for Institutional Advancement, UW Foundation Board of Directors*)  
Sara Axelson (*UW Vice President for Student Affairs*)  
Robert Aylward (*UW Vice President for Information Technology*)  
Bill Gern (*UW Vice President for Research*)  
Maggi Murdock (*UW Associate Vice President for Academic Affairs*)  
Nicole Ballenger (*UW Associate Vice President for Academic Affairs*)

**Other guests in attendance:**

Eric Riedlin (Monticello & Associates, UW Foundation Asset Management\_  
Chris Boswell (Governor Freudenthal's office)

**DISCUSSION:**

Trustee President Brown welcomed everyone to the session and turned the meeting over to Ben Blalock for a few comments and then to President Buchanan.

Blalock said this has become an important time for UW Foundation board and appreciates this opportunity to meet with the trustees. Blalock said he can look back on Frosty Kepler and his role bringing these two groups together several years ago at that time President Buchanan came to us with the Institutional Fundraising Priorities (IFPs) which is the center piece of what the Foundation work focuses on now each year. Blalock said it is important to hear from the President and get feedback from the Trustees as well as report to the UW Trustees on the investments. Blalock said we have pretty much full attendance of the Foundation Board, and asked Buchanan for comments.

President Buchanan said the group looks like the grand opening of the United Nations. Buchanan said this meeting does point out that the university relies very heavily on a lot of folks who spend most of their time away from the Laramie campus living their own lives. A lot of volunteers come together to help support the university. This is only two of more than 40 advisory boards that UW has the pleasure with which to work. Buchanan said it is an impressive group of folks if you consider the fact that most everyone here is donating time and expertise to help this institution. Buchanan thanked everyone for their efforts on behalf of the University of Wyoming.

Buchanan said there are a couple handouts that he wants to mention briefly. For those of you who didn't make it to the convocation yesterday there is a copy of those comments in front of you. Buchanan said please review some evening when you have a few minutes as the convocation will give everyone his picture of where we are and Buchanan's agenda for the coming year. Buchanan said the abbreviated version is – UW is doing well, firing on all cylinders, have great momentum despite some economic challenges, we are going to continue to move forward as aggressively as we can; things are good at UW. Beyond that Buchanan said everyone can read the convocation at their convenience.

Buchanan said he wants to talk a little about our planning process at UW because it bears heavily on the relationship between the university and the Foundation. Buchanan said UW has spent quite a bit of time in our strategic planning process. The Board of Trustees approved the third five year strategic plan for UW this past spring. That was the work of hundreds of people – faculty, staff, students, administrators, external groups, legislators and the like. Buchanan said this is the document that articulates our vision for the future. It is also the document we look to when we want to know if we are on track and focused on right things and focused on the right projects. Buchanan stated that strategic document provides a lot of the meat that he put into this years' convocation speech. Buchanan said he takes strategic plan and works with administrators, deans, directors and others in the summer as they talk about what components of Strategic Plan are right to work on for this coming academic year. Those initiatives, tasks, challenges are the ones that I articulate in the fall convocation. Buchanan said because not everyone wants to read that document and it is occasionally a little obtuse, Buchanan produces for the Board of Trustees each fall a shortened document which is called Vision and Goals. That is sitting in front of you and is marked draft until the Board of Trustees approves which hopefully will be today. Buchanan said this draft spells out some of the specifics in the convocation and it identifies deliverables, commitments that Buchanan makes to the Board of Trustees that UW will accomplish this year. There are a lot of other things we are working on and many other things that will take our time and energy but these are core commitments that today we will make a commitment by the end of May this school year these things will be done. The convocation hopefully derives from the Strategic Plan and guides our work plan. The other thing it does is it helps us establish our development priorities.

Buchanan said that during the summer months Blalock and his staff worked pretty extensively with UW administration, deans and directors, departments heads and the campus community to discuss fundraising priorities, objectives, new directions, accomplishments – and from those discussions Blalock and his staff produced the fundraising priorities for the coming year. That draft list – completed within the last ten days or so – is circulated back again through everyone on campus so they understand where we are headed with our fundraising priorities, so they understand what Buchanan will articulate as IFPs and what will be the priorities of individual

units. After that iterative process is over Blalock produces for the Trustees and Foundation Board a document identifying development priorities for UW this year. Buchanan said his point in all of this is all of our efforts are linked to our strategic planning process. Our IFPs derive from our goals and from where we are headed. The documents are fluid and change over time but we stay pretty firmly focused on the commitments in that 5 year plan and look to structure our and your work agenda from those goals and objectives so we will wind up with the kind of institution we want to see in the future.

Buchanan said Blalock will talk about IFPs in a minute or two and there was only one other item Buchanan wants to put in front of both of the Boards at this time and that is more observation than anything else. Buchanan said there is a hand out in front of you that is two pie charts (attachment "A" for minutes).

Buchanan said the Foundation board spends a lot of time managing, investing, watching, overseeing the institutions endowment and assets and for that we are greatly appreciative. Buchanan wants to ask the Foundation board and the Board of Trustees to also think about the inputs to this process, if you will. Buchanan has sat in on a lot of discussions about UW's investment portfolio, how it is structured, how assets are allocated and distributed across the spectrum of investments and Eric Riedlin of Monticello will fill us in on that today. Buchanan said he wants to suggest that of equal importance we need to think about how we invest our time and energy in different areas of giving. How we view the inputs, the gifts that come into UW and from where they are derived. There are a lot of different ways you can cut this pie and a lot of different angles you can take. Buchanan asked one of my staffers to take a look at the distribution of gifts for research and doctoral public institutions across different categories of giving and then I asked Garman for information about how giving to UW arrayed itself this past year across those same categories. That is what you have in front of you here. Buchanan said he would only point to one or two items; it is very clear to all of us that – look at the charts – the top chart is the research and doctoral public nationwide, UW on the bottom. In the last 5 or 6 years there has been a very dramatic shift in not only giving to UW but the focus of our efforts on the corporate side of giving and its reflected in very substantial returns to the institution.

Buchanan said if we looked at this chart from the late nineties that green pie chart would have been almost nonexistent – the green chunk of UW's pie. Buchanan said he is not commenting on the good or bad of this – but as a Foundation board and a charge that I will make to Blalock and the Foundation staff – Buchanan thinks it is important that we consider the source of giving to UW, the distribution of our efforts across the variety of sources that are available to us and over a long period of time we manage our human resources and our efforts just as we manage the distribution of our investment portfolio and we watch it – we consider how it changes, we consider the yield we get back on our human investment in development activities and from time to time we revisit how we distribute our efforts to make sure we are putting our efforts in most the beneficial place possible. You can cut this pie many different ways and you get a very different snapshot when you do that of how UW gift officers and fundraisers are performing and how they are performing in relationship to the national environment for philanthropic giving. Buchanan thinks part of the maturation and development of our Foundation and our giving efforts here on campus is going to involve paying attention to this as we move forward.

Buchanan said he would simply offer that to all as good food for thought. It isn't all about how we invest the dollars we have, it is also about how we maximize our efforts at earning the support of all the folks out there who give to UW. With that Buchanan passed the meeting back to Blalock.

Blalock thanked Buchanan and said he thought the next item would be the IFPs (Institutional Fundraising Priorities). Blalock said he was pleased to announce that certainly it has been a very productive summer. As we came together with the Trustees during the summer retreat time there was a sense of significant change brought on by budget issues. With UW Trustees and President Buchanan's support the Foundation initiated some development changes across campus. Blalock said he appreciates the feedback from deans and directors. Blalock acknowledged that that as the changes were made it was not welcome as far as making significant changes with development staff across campus. Blalock said it was a tough time. We were fortunate to bring back several of those development officers who are working with us now in the major giving capacity. Blalock said we sat down with deans to make sure they understood we were here to support the



colleges and units on campus and that if IFPs do not reflect campus feedback they are not well validated. That being the case, Blalock said the Foundation worked with UW administration as well as Deans and unit Directors. Blalock told the group in their packets each person will see the IFPs behind the agenda. (Attachment "B" for minutes)

Blalock said the Foundation has come up with various categories and the categories you see explain somewhat with a brief sentence or two what the category is about and if you look on the back of sheet you will see IFPs are actually being more specific under the categories. Blalock said you will also notice it adds up to over \$100M. The original list added up to over \$350M. Blalock said if you look back on the UW DISTINCTION campaign that was \$200M with state matching funds so we knew \$300+M was an expectation that would not be realized. After working with Buchanan and VP Allen we felt these were areas we could focus on in the next period of up to 3 years. Buchanan said these are clear objectives we have with our Foundation Board to work on and with our development officers. These show individual IFPs by categories. Blalock said he wanted to take a minute to let everyone review the list and if Trustees or the Foundation Board have any questions this really is our charge as a Foundation to receive from the Trustees and the President that these have been well identified, the Foundation staff has actively participated. Deans have been visited with as to those we have prioritized as opposed to the entire list and that is a conversation with VP Allen and the deans and directors just this week and has been well vetted by everyone on campus. Blalock asked the group if they had any feedback.

Roy Cline asked if these are in order of priority or all them all priority items. Blalock said they are not prioritized from top to bottom. Blalock said the Foundation will continue to delve into this list more as a group, because we understand this list is too long to say we can pick them all off. The Foundation will work further to develop a prioritization.

Ann Rochelle said when UW developed their academic plan and part of Buchanan's convocation is the access to education piece. Rochelle said it is nice to see it reflected here in terms of scholarship fundraising. Rochelle said we have seen a lot going into facilities so good to see this

enhanced graduate experience and empowering the nontraditional learner. Rochelle thanked Buchanan in his communication and work with the Foundation on this item and it is good to see that action piece put into place.

Blalock said with Maggie Murdock's input and VP Sara Axelson it is a piece that Buchanan has been pressing loud and clear on and it was not well defined in the IFPs. Blalock said some of this work will be done in visiting with our current scholarship donors to ask them to expand their scholarships to include nontraditional students, not to limit those scholarships. Blalock said there will be fundraising efforts placed on that but also an expansion. Blalock said if you look at scholarship support and then the introduction of the Hathaway program it changed dramatically the scholarship culture on campus. Blalock said this area will be both a fundraising effort and a redirecting of resources.

Blalock said he felt we needed to turn to Trustee President Brown to approve the IFPs as appropriate. Brown said just to say that the Board of Trustees would like to once again publicly offer their deep thanks and gratitude to the members of the Foundation board. Brown said he really is in awe, as he has said in the past, that in looking at these joint meetings and thinks to himself that there is no way given this vast array of extremely talented and dedicated people that we could ever pay for this knowledge in any other way than just saying thank you. Brown said the goal of all of us is the same – that this institution will be better tomorrow than it is today because of the efforts of many. When President Buchanan and Brown met with VP Blalock and Chair Rile when the budget situation arose and the challenge we gave to them, they said “yes, we will accomplish this somehow”. Brown said many thanks to all in that regard as well.

Brown said to Roy Whitney and his investment group with the phenomenal job they have done in light of our current economic condition the university appreciates all those efforts. With that, Brown said he will turn the floor over to Chair Rile.

Rile thanked President Brown and said the Foundation Board is delighted to be here. This has been the 4<sup>th</sup> or 5<sup>th</sup> year for this joint meeting and every year we come away feeling more

committed to what we are doing and the relationship, the Trustees are terrific supporters. Rile said our whole purpose and reason for being is to serve UW and we will do our best job to continue to do that. We are fortunate – we do have an outstanding board. People from all walks of life and experience that is invaluable. It emphasizes that this has been an exciting and challenging - use whatever term you like – incredible year and notwithstanding markets that have been all over but also the restructuring we did and it has been truly amazing. Rile said the Foundation and university is very fortunate to have a president the caliber of Blalock and his support team is truly outstanding. Rile said the Board feels very grateful about that. Today we will talk to you about two major areas that are near and dear to your heart. Rile said he has been in the investment business a long time and he thinks the next 12 months will be harder in development than the previous 12 months. Rile said the Foundation thinks the new structure and consolidation of CDOs is important and will be stronger for deans and the university as we go forward. Rile said we are ready for the challenge but it will be an interesting and challenging year.

Brown said he felt this was an appropriate time for the Board of Trustees to actually approve the Institutional Fundraising Priorities. Brown asked the Trustees for a motion for approval of the Institutional Fundraising Priorities. UW Trustee Anne Rochelle made the motion and UW Trustee Taylor Haynes seconded. Lauer said as a point of order on this motion he felt we needed to acknowledge the Trustees in the room. Brown agreed and asked for a roll call of Trustees. Lauer asked all Trustees present to raise their hand. (see listing at start of minutes). Lauer said he counts 12 including two exofficio present and thirteen counting President Buchanan. Brown asked for discussion. There being none, vote was taken and motion carried unanimously.

Blalock then gave a report on the state matching funds program. Blalock acknowledged that having state matching funds is not the reality of how fundraising is done across the nation. UW has been very fortunate but with the economy changing we know this program is coming to an end. Blalock said yesterday's remarkable event with Cheneys was a representation of a private gift doubled to \$6.6M. With the focus on IFPs and academic planning there was the opportunity to really drill into international programs. International programs will have a home. Students

have a study abroad opportunity which are life changing. Most of us have had those types of remarkable experiences that transform our lives. That was a wonderful representation of a private gift and state matching funds. Blalock said we are now tasked to raise an additional seven million dollars for the Cheney fund. Blalock said he will be talking more with the Foundation Board tomorrow and that is a directive that we will work hard to raise the funds but it will have to be achieved without matching funds in place.

Blalock said there has been \$145M in matching funds which has supported endowments, facilities, (academic and athletic) and there have been remarkable improvements. Blalock said we can do the fundraising without matching funds but we are sure going to miss them. Buchanan has worked with the Governor during the budget crisis and UW returned \$5M of our state matching funds so we were reduced to \$140M. Of that total there is right at \$6M that remains. Buchanan said people ask about remaining dollars and what we have done is really tighten down the remaining matching funds. The Foundation now goes directly to the President's office for approval for any state matching funds. Blalock said we have identified four key projects: the Education Annex, an Art Museum gift, and a few other key gifts that would concentrate these final matching dollars towards the four opportunities. If these don't come about we will work with the President's office for allocation of those final dollars. Clearly, as you read in the paper, it would almost appear that we still have a matching funds program. That program means we have some dollars that remain but we are being very targeted in using those dollars in a fashion that focuses on IFPs and the highest priorities as identified by the President's office.

Rile said with those comments it supports why Rile said the next year will be very challenging. In the investment world and in a lot of areas of industry people like to talk about the number of years and experience of people involved and Rile said he would say to everyone we are very fortunate with our Investment Committee led by Roy Whitney and Frank Mendicino because there must be 200 - 300 years of experience in years on this committee. Rile said Whitney and Riedlin would be presenting an overview on investment returns.

Whitney introduced the Investment committee membership to the meeting. Whitney said it is an extremely talented committee and although not a committee that agrees all the time, they have good and deep discussions.

Whitney said about 5 years ago he came before this group and said we had run a virtual shock against the portfolio and we had taken it down 10% and 20% in anticipating the market dropping. Whitney said at that time, at 10% the portfolio remained profitable. At 20% it was just slightly at a loss. Whitney said if you would allow him a little gallows humor, no one anticipated a 55% drop nor did we in any way shock the portfolio until – of course – it happened. Whitney said we faced a drop of potentially 55% but he was pleased to report the portfolio didn't drop 55%, it was down about 39%. Whitney said he was going to talk about the recovery, but he didn't want to talk about other schools that have a 40 and 45% drop because Whitney doesn't think being above that is virtually a great reward or a show of great talent. Whitney said we are pleased we didn't drop as far as most peer universities, we did have a significant drop and you work your way back out of it.

Whitney said in regards to performance – at the moment we are down 19% from our high. Whitney said we have exceeded all of our benchmarks, which is where we compare ourselves except in small cap so that is an area under constant review, but nevertheless it is rewarding to know we exceeded peer groups, we exceeded our own benchmarks and the committee worked diligently.

The present asset allocation (Whitney directed the meeting attendees to a report they had in front of them for this report) is 37.5% to public equities, 23.1% to domestic, 14.4% to international. There is 24.1% to a variety of hedged equities – both absolute return and long hedged, there is 15.5% to private equity and 9.7% to real assets. Fixed and short term investments are 13.4%. Whitney would point out all of you have read in the news the last 6 months the terrible difficulty many peer institutions have had with liquidity. Whitney said that has never been a problem for UW, we are always 50% liquid and able to meet any obligations to UW. Unfortunately, when

you talk about the portfolio going down that far and coming back in direct dollar contributions to UW last year that was \$2.3M less we could give to UW based on the value of the portfolio.

Whitney said talking about sentiment on the committee - generally speaking, as it relates to inflation and deflation and a lower return going forward in the universe of investments, as it involves a dampening in the US economy and as it relates to benefits of a diversified portfolio the committee is in total agreement. Those are areas we have looked at, discussed in depth and upon which we agree. Whitney said there is less consensus in areas of active versus passive management, use of alternatives, frequency of manager changes, reduction of the risks over periods of high return and use of peer benchmarks. Those are all variables that you would naturally expect intelligent people to have a difference on and so with those we try to come to consensus and application. Whitney said the application really comes on the committee and what they use as a four part process.

Whitney said the committee uses Riedlin as their consultant, they have university input being university staff input and university needs input, they have peers to make a comparison to and they have a committee. Whitney said those are the four parts to try to balance out looking forward and balance out looking forward in a period of 5-10 years. Whitney said in looking forward to the coming year and not the normal activity of the committee, there is a thought process and that is if you look from 1970 to now there is at least a year or two in each ten year period when the market is significantly down. In each period of time there have been 5-6 good years and two bad years so we are going to take a look to see if there is an intelligent way to take something off the table when we have a good 4 or 5 year run to make the portfolio somewhat more conservative, anticipating that we won't know exactly when the next two years are, but when it comes we might not go down as far as we did. That is not a promise, it is a thought process we are going to take a look at and see if we can do something positive in the circumstance.

Whitney said Rile was very kind when he talked about the committee, that it is hard when you are sitting as a chairman of a very talented group not to recognize how much skill, time and love

they bring to UW. Whitney said he wanted to thank his committee for all those traits. Whitney said when making these reports he talked about peers and at the last committee meeting we decided we are comparing ourselves going forward on a portfolio basis to CU, DU, Air force, New Mexico and TCU. Those are the five where we will try to have quarterly input where we can see that if they did something better than us what was it and how did they do it and vice versa if we are doing better. Whitney said this is just so that we have a pretty good idea of what the universe is out there in comparables. Whitney said they will also make comparison with all state universities in the country with portfolios in the \$300-500M area so we can again take another look to see if there are things we can learn or are we doing all that we are wanting to do with management.

Whitney said he talked about portfolio coming forward to where we were down about 19% going into the end of fiscal year. Whitney said he would be remiss if he didn't point out July and August has gone by and Riedlin would bring the group up to speed on those months.

Riedlin said he would make one comment to the Trustees being this - the investment committee has very thoughtfully and very thoroughly tried to understand what has been going on since this crisis took place last fall. Riedlin said he doesn't say this in a self serving way...they really handled this by taking the emotion out of the decision making process and that is not an easy thing to do when you go through what we just went through. Riedlin said we all read about it in text books, but didn't think we would live through it and to every committee members credit there was not a reaction - there was not an "Oh My God, what's happening, let's get out and get back in!" - there was the discipline with the Foundation to stick with it and understand how we could change things. As we have seen in a number of institutions that did not necessarily happen in all investment committees. At University of Chicago - which is ironic because that is the school that really created portfolio theory and efficient market theory - they panicked and got out of the market early this year and are not back in market this year and that is costing them. I think this committee has thoughtfully dealt with that issue. Chicago took \$600M out of equities and given the market rally have probably lost about \$250M-\$300M in opportunity.

Riedlin said as they talked with the committee late last year and early this year, we began noticing in December, January and February that the Foundation's portfolio was basically flat and we found that very encouraging because in the sell off that went on last year things were being sold for no reason - because they had to be sold which increased an enormous dislocation in asset values. This made correlation and diversification not work in a ten week period of time. That started changing at the end of last year and has really played out this year and the portfolio through August with the disclaimer that we don't have all the numbers but we think this is pretty close - is up about 17%. Riedlin said he felt as a general rule of thumb the portfolio is in good shape, the committee has had numerous in depth and thorough conversations that continue to go on but portfolio is in good shape.

UW Trustee Jim Neiman asked what the vision is for next three to six months. Whitney replied the committee is blessed with not having to look at that – there is a rational that we are inner generational.

Buchanan asked Whitney why the committee selected the comparator institutions that were chosen. Whitney said they wanted to stay in the mountain states but not always in Monticello's portfolio where they advise other schools. Whitney said that is also why they stuck in NACUBO where they look at other state institution schools. Whitney said the problem there is that information tends to come out rather late. Late information doesn't help the committee at the end of quarters. Whitney asked if Buchanan had suggestions for other institutions. Buchanan said he liked the list, that it wasn't a typical comparator list

Blalock asked Trustee Davis if he had any questions or comments to add as he is the appointed Trustee member on the UW Foundation Investment Committee. Davis said he would second what has been said. Davis said from a personal standpoint he has to say people don't always look forward to committee meetings. Davis really tries to make an effort to get to these meetings not only because they are important but because of the incredible skill and dedication and contributions the other member make to those discussions. Riedlin mentioned the non emotional approach and it is clearly there. People are very freely asking very penetrating questions and



very good questions. Davis said they have discussed all sorts of issues with risk, allocation, payout, and how all of these things have to come together for the better of the university. Davis said we are very fortunate to have folks of that caliber devoting time and energy to this effort.

Whitney thanked Davis for the kind words and said he would like to point out to the Trustees and all that the committee strives for an 8% return. That is what the portfolio is geared for – 3 ¾% to the university, 1% to cover the Foundation expenses and 3% in anticipating inflation so we can constantly deliver real level dollars to UW. We spent this last meeting discussing tuning that and spent a lot of the meeting discussing was there a way to take a little more risk out of that portfolio and still obtain the 8%. At the end of the day we did decide that we were going to try to reduce the risk ever so slightly over the next two or three years by making some very modest changes that won't be significant. Asset classes we have will stay but we will probably increase and decrease some of those ever so slightly.

Roy Cline said he hoped Whitney would support his comments that it seems this is a good year, a good time, if you are inclined to offer a gift or know someone who is you will get the best bang for your buck this year. If you are donating don't hold back, now is a good time.

Spicer said as you model different scenarios for what happens to overall fund balances one issue that has enormous impact and that is the ability to add to the endowment. If we are able to add \$10M to the endowment per year this is one of the most important things facing the Foundation. Blalock said if you look at the role of the Foundation we are the fundraising and investment arm. Those two things have to work together. If we don't succeed on both sides, we aren't succeeding. Blalock said it works together and as we get into strategic planning we are very much focused on our goals and understanding our two assignments and working with the university when it comes to the payouts. That has been a very important assignment with all that has happened this year. Clearly, as we look back over a decade of history, Blalock said he is extremely pleased to see the caliber of the investment committee made up of strong financial minds and tireless in their commitment who come together monthly for meetings both via conference call and in person.

Clay said is there a possibility for additional amounts of money going into the endowment to qualify for the matching dollars. Is that something you would roll up to the President for approval. Blalock said as we do gifts, and as great donors have come through with additional support for matching funds we have brought those to the President's office which so far has been approved by the President for the matching funds. Blalock said while we are concentrating on new gifts, we would continue showing appreciation to current donors who have added to their endowments in this fashion whenever possible.

Brown asked if there a timeline, a drop dead date by which these funds must be used. Blalock replied as we have these dollars they have been committed with a statement that if they are paid in over five years they meet the guidelines. Blalock said he hopes in next 6 months that will not be a question as it is our highest priority to get these matching funds off the table.

Long asked if there is going to be a change in order of priority of validating those available matching funds or if it was still first come first served. Blalock said that has changed and with identifying what are priorities and the Foundation will try to secure the largest gifts in the priority areas to use the dollars up so it has definitely changed in the first come first served mode of operation.

Taylor Haynes asked the Investment committee that the Trustees have used the Common Fund as source of information and education. Haynes asked Whitney if he could comment on the quality of their information. Whitney said he is familiar with the Common Fund in another circumstance and thinks quality of their information is excellent. Whitney said he is not sure how the Trustees are using this information and that Whitney is not a student of the Common Fund but has read it. Haynes said they use it in purely an education sense that they put on seminars for trustees, etc., and we do attend those seminars for general overview and a sense of investment world. Whitney said he thought that was an appropriate use of their information.

Riedlin added that from an academic and research standpoint the Common Fund does very very good work and would encourage the Trustees to continue to attend. Riedlin said Asset Management depends on strategy but reputationally they do a great job.

Rile said he has two comments – that he hopes all of you will go away not only with a renewed conviction of the leadership of the investment team but also strategic planning. The Foundation looks at everyone in this room as a marketer of the Foundation and of raising money so hope you will go away to your own communities and you will talk with them about what is going on, talk about adding to your gifts. Rile said there are all sorts of studies that show our best prospects are people who have already given.

Secondly, Rile would comment about the overall investment area. Rile said there is a lot of noise out there - newspaper, CNBC, they have a heyday when we have these markets. Some of the stuff you will read is good and some are off the charts. Rile said the Investment Committee will continue to guide the ship in ways that achieve the steady returns.

Rile said a year ago last summer the Strategic Plan for the Foundation began – initially under the leadership of Roy Whitney and now under the leadership of Ron Mathewson. Rile said we are very fortunate for Mathewsons leadership who led Strategic Planning for GE for more years than probably anyone else in the room combined. Rile said Mathewson was going to share with the group where we are with our Strategic Plan, stressing it is not finished, that it would probably be finalized in the Foundation's February 2010 meeting. Rile said this is one of those items that require an important and critical long term approach that we are using to manage the Foundation as well as investment side so all the players can execute well and know what everyone else is doing. Rile turned the presentation over to Ron Mathewson.

Mathewson said he joined the foundation 371 days ago and 368 days ago started this effort. Rile and Blalock convinced Mathewson there could be contributions in the Strategic Planning area. Mathewson said he thought this would be a piece of cake – here is an organization that is well managed, just had an outstanding campaign, there is money in the bank, the state is doing great, we have a fabulous matching funds program. All Mathewson would have to do is write down what they already do and have it blessed. About 36 hours later things went to hell in a hand basket. Needed a little more effort and the economy wasn't helping. Mathewson said it has been

an interesting year. Mathewson directed everyone to the handout on the Strategic Plan (Attachment "C" to the minutes).

Mathewson said truly with the dynamics of the situation this is an ongoing process. We will get smarter as we do more of this and probably have several iterations. Mathewson said this is looked on as a five year plan. Mathewson said he had to say we have 11 members on the Strategic Planning committee and in contrast to those youngsters on the investment committee we have 353 years of experience. Mathewson said following the handout, a good Strategic Plan starts with vision, has a mission, and knows what we want to do; it ought to flow through that process. Mathewson said that is very difficult to show in large grouping like this so we have selected parts to tell you about process and timing with more work to be done by staff on the rear end side of this as we move ahead to put in more specifics and bring it in to a one year operating plan at end.

Mathewson presented to the group with the following commentary.

Slide 1 – we really need to document our direction. This is not the first time anyone had a strategic planning thought on the Foundation board, but this is a more disciplined and documented process hopefully leading to the same in a management concept. Mathewson said he would give the direction to that today, as there was not time for specifics.

Mathewson said what we're trying to do is getting everyone marching in same direction. Mathewson said the plan doesn't have a dramatic new strategy. The Foundation is in this business to raise money to do what this institution wants to do with their priorities. It's not like we have a lot of flexibility in strategic direction as you would have in private industry. The process has been basically to understand what we do now, what we do well, what can we do better. Also, to understand the dynamics of our donor base and how we are successful and frankly, to do marketing segmentation. Where, what, why and how? Mathewson said to use what we believe is a very outstanding database information system and plan to use better. Mathewson said we need to understand our non donor base a lot better.

Mathewson said Item #2 on the President's list is private giving and that is what we are about...that's our job. Mathewson said we started off at the first kick off meeting in Denver, Blalock brought in a gentleman from the University of MN who had done some work that Blalock liked and we started down the path with his initial kick off. That gentleman focused on what we call SWOT analysis – strength, weaknesses, opportunities and threats – so the Foundation spent a lot of time talking to groups on campus to see how the Foundation was perceived. We built a pretty extensive list. Clearly, any Strategic Plan of any value should build off the strengths – it is tough to fix weaknesses in a short period. We should minimize weaknesses, take advantage of the opportunities and minimize the threats.

What we found is a lot of UW didn't know who we were or what we did – or why we were here, found objections to what we were doing, and also a lot of great comments. The SWOT analysis served to ground us in reality and on the campus particularly. After looking at the environment, what are we up against, etc. things weren't too bad. Then as time went on, it became a little more of a rougher economic road, and the future isn't that certain. We then spent quite a bit of time on who are we, what are our values, mission, vision, etc. Mathewson said those charts are not in stone yet but are headed to the engraver. We have done a lot of work, talked about it, massaged words so when you see the chart Mission, Vision and Values it is getting close to where we want it to be.

Mathewson said the Foundation reviewed some strategic alternatives– and as Mathewson said, we don't have a lot of new business options. The alternatives are basically how aggressive do we want to be? Are we less aggressive, more aggressive, do we have resources to be more aggressive? The challenge has been to tailor our strategy to current resources. Mathewson said the committee began building goals and objectives as specific as possible. That will get better with time as we hone those and realize what we can and cannot do. Mathewson said the red arrow tells you where we are today – we are headed in the area of defining these programs and projects so staff has an operating plan that marries with the strategic plan of the Foundation and the Foundation Strategic Plan marries with UW's strategic and academic plans so we are all in sync together working down the same path to fund the IFPs. As we get into details of resources,

etc., and we know more about economic projections in the future we can do some decent contingency planning that says what if? Have we thought about working it out? The focus is to take an existing, successful concept and strategy and build on it to make it more effective and prioritize it better with an end result is we will be more efficient.

The next chart Mathewson commented in was Planning methodology. Mathewson said this is a 5 year plan, with long range thinking. It is driven by the Board, and the plan is strategically oriented for 5 years, not today. Mathewson said the plan is also directional -are we headed in the right direction. In the operational area, Mathewson said the plan is focused on staff, developing operational plans and tactical measures and then managing those programs effectively. Mathewson stressed that this is an iterative process. He said you go down the strategic plan awhile, go down the operational plan awhile and then say we have missed something. This is not going to be a fancy book printed in colors that we can parade out to the public. This is an operating plan for folks who have to make this work.

Mathewson said the Planning Challenges are on the next chart, which Mathewson reviewed with the group. Mathewson said a new organizational structure also appears that centralizes the fundraising within the Foundation. Mathewson said we are going to document this, but not in stone. This part of the plan will never be set and it is a very dynamic process. Mathewson said this is not first effort but is hopefully a good effort that fits this new organization.

Mathewson then directed attention to the Planning Timeline chart which he encouraged all to read. Mathewson said there are no significant points except headed down a path to finalize in February 2010. Mathewson said that will give the staff time to develop the operational aspects of this plan and put on paper. That gives staff time to work on details and then integrate what amounts to a total plan of strategy and operating aspects.

Mathewson said the next chart is Mission and Vision and told everyone this is worth reading. Mathewson feels this is a good alignment with UW. What we are saying is we are in this together, we are integrated, our planning is integrated, and we are partners. That is the word we

are trying to stress – that we are partners. We are not some independent operating organization. We are a partner in making this successful and in making and funding and helping and assisting the IFPs. Mathewson said that IFP list is very important -with a significant objective and goal. Mathewson said that is what we do and that is our job.

Mathewson pointed out in the vision that everything he has read or seen for the university states– let's be the best. Mathewson said he has never had a problem saying you are going to be the best. That is better than saying we want to be “one” of the best. Mathewson said he is a believer in significant objectives and it is amazing what people can do.

Mathewson then moved to the Value and Cultures chart. Mathewson said we have made statements that we are going to be good people, professional, accountable and good stewardship, take care of our customers and donors. We are going to do that with integrity, trust, and ethics. Mathewson said without ethics, we have nothing. Ethics ensures that we don't lose the trust of the people who have invested in this university as significantly as they have. A few blips can dramatically affect your results as we have seen in the corporate world.

Mathewson said the Objectives chart is in sync in pretty well with what you have heard from Buchanan and others. These are our primary goals; our overarching objective is to fund those. Mathewson said our job is to raise money, invest it wisely, ensure the trust of the people who give us their assets to work with and we view that we need to talk more about the advantages of philanthropy and your personal situation as a donor. We need to marry those up help you understand there are ways to help your family and families objectives and to help UW and integrate that into a personal plan for each donor. Then we want to build the best development organization around and we have got to – in Mathewson's view – an outstanding board. We have outstanding people to work with; the dedication and hours that go into this foundation are pretty incredible.

Mathewson said to quickly tell the group directionally – the next chart tells where we were, not where we are because it looks back a bit. The nice thing about this plan is that over the last year

as we learn something we start doing it. If it makes sense and we have the resources we start working on it. Mathewson said we were reactive and decentralized with gift officers across campus, but now are centralized. We were an affiliation of UW both state and self funded. We have a good information system to track donors. Our key message was "It is time to give back to UW". Our identity is "we are the Foundation."

Mathewson said the next chart is where we are headed. We are going to fund raise for IFPs, be driven by donor priorities, what their heartfelt feeling is for UW. We are going to create the leads, be externally focused, be proactive in promoting our story, our gift officers are now centralized. We want to be self sustaining. As Mathewson said he indicated, this is marketing and communications. Mathewson said he left this campus a long time ago and lost contact with UW because there was no networking capability. As a result, 30 years later Mathewson comes back and finds out a lot of people in his position. There wasn't a great vehicle to reach those people. We want to be more focused, more individualized. From parents to students to friends to corporations, Mathewson said the driving common denominator is pride. Mathewson said pride is what we have to reach, and we want to be the partner who says how do we connect the university with your heart. That means exceptional marketing.

The next item Mathewson reviewed is fundraising strategy. Blalock is going to go out and romance the big donor prospects. Major Gift Officers are going to be out doing those personal things but very personalized and customized and successful. Mathewson said the focus of this strategic plan is to build that contact at the lower levels earlier. At the graduating student level we need to be in contact and find out what is in their hearts. We need to capture and work and understand that and then move them up the ladder over the years. So our Strategic focus is at the lower levels. This won't change Blalock's job a lot, but it will dramatically impact those dealing with our smaller donors, our younger donors, our non connected folks. Mathewson said we have a lot of work to do at this level. Mathewson said we have competition; CSU is after some of these people.



Mathewson did not want to review all the individual programs. Mathewson said the Foundation Board will be continuing to gather feedback and ideas and developing these opportunities and plans. Mathewson stressed this is a living and dynamic plan.

Trustee Bostrom said he loves your direction to change us to a partnership. Bostrom said we talk about a three legged stool but we have a chair. The Foundation, the University, the Governor's office and the seat of chair being our citizens of the state of Wyoming. Bostrom said we have tremendous opportunities and the state has been generous with \$140M but that is just a start. Bostrom said there will be money out there and if we as an entity – the Trustees, the Foundation, the legislature, the Governor's office - continue to develop the private giving – it will merely prove to the state of Wyoming that we are deserving of more of those matching dollars. Bostrom said the harder we work to do that in the short in partnership with everybody the better we are going to be long term. Bostrom said he wanted to extend a heartfelt thank you to the foundation for the work has been done – to the Board, the Board committees, to Blalock and the Foundation staff; it is phenomenal work and “there ain't none better, folks”. Trustee Haynes seconded Bostroms comments.

Jay Puckett asked if the message on identity and university pride is focused enough. Puckett said himself included when he gives to something and the reason why is to make a difference. Puckett asked if there were some message there in respect to why donors give and how they are making a difference to UW. Mathewson said the Foundation is trying to find a communication vehicle to reach 17 audiences. Mathewson iterated that gets to be an enormous communication plan – so are trying to find a common theme. Admittedly, when you get down one layer the dynamics change. This is a very important component that has to be integrated. Mathewson said pride was the common word across all 17 audiences that would appeal to all of the audiences. Mathewson also admitted it was an overused word.

Blalock said we are not going to go out as a Foundation and develop our own marketing plan. UW is rolling out a new marketing plan and the Foundation will build on that plan.

Blalock said to update the Trustees as far as this summer. The Foundation had to say goodbye to 15 members of our staff. These were special individuals but due to budgets we had to shut down our Denver operation. As we let individuals go as of June 4<sup>th</sup> and they were paid through end of June and had benefits in some cases beyond that the Foundation had to work with Deans and unit directors to ensure we were on track. There was a June Board meeting where we discussed the direction we were going and came back and heard loud and clear from Deans and Directors that they needed appoint person to call on for each area. Blalock said we hired four Major Gift Officers, three we hired back and one new. Blalock asked Stephanie Anesi, Jane Barghothi, and Laura Baxter to stand. Blalock said that Kent Noble was also on the team but unable to be at the meeting on this day.

Blalock reviewed all the staff who work on major gifts at the Foundation, including these four and several others. Blalock said he feels the Foundation has an exceptional team of fundraisers and reviewed the housing structure of the Foundation staff to date. Blalock said each Dean and Director does have a first point of contact individual to which they are assigned. Blalock said the Foundation is able to focus now on IFPs and can assign teams of development officers on projects rather than singular individuals. Blalock applauds all who gave feedback on this change and understands the proof will be in our success.

Blalock said when Mary Ann Garman came to him a year prior and said endowments are falling dramatically the Foundation knew our budgets were changing dramatically. Blalock said the Foundation began making budgetary cutbacks before the state requested. Blalock said he appreciates Buchanan's support and assures all the Foundation can't make this kind of transition without President and VP Allen's support. Blalock said our relationship with academic community is healthy, and the Foundation will always work to make it better.

President Brown thanked everyone for their participation and commented what a dramatic year of change it has been not only for UW but also for the Foundation and to all of the Foundation staff and Board, the Trustee's undying gratitude for picking up what was a very challenging

situation and making it very doable and workable and an energetic plan; thank you for sharing with us. Brown said he looks forward to continuing our relationship.

With no further business, President Brown convened the joint session.

Respectfully submitted,

Mary Ivanoff



## UNIVERSITY OF WYOMING INSTITUTIONAL FUNDRAISING PRIORITIES

### EXPLORING CREATIVITY AND IMAGINATION IN THE ARTS

#### *Fine and Performing Arts*

Enhance cultural assets, arts, and humanities, including initiatives in the College of Arts and Sciences, Art Museum, and American Heritage Center

### ENHANCING THE GRADUATE EXPERIENCE

#### *Graduate and Professional Student Support*

Advance graduate and professional education across the university with scholarships, fellowships, and assistantships

### EMPOWERING THE NONTRADITIONAL LEARNER

#### *Nontraditional Student Support*

Establish scholarships and stipend support for nontraditional, part-time, and off-campus students and provide resources to promote their success

### REACHING OUT TO WYOMING

#### *Service to Wyoming*

Strengthen partnerships with our state and respond to the economic needs of Wyoming, focusing on collaborative research and alliances with industry, community colleges, government, and the private sector

### POWERING AND SUSTAINING THE FUTURE

#### *Energy, Environment, and Natural Resources*

Facilitate college and departmental contributions to programs that promote, sustain, and build UW's areas of distinction in energy, the environment, and natural resources

### PROMOTING POLITICAL AND CULTURAL LEADERSHIP

#### *The Simpson Family Fund for Excellence in Political and Cultural Leadership*

Support and expand programs in honor of the Simpson family's political and cultural heritage

### CULTIVATING A GLOBAL PERSPECTIVE

#### *International Student Experiences*

Provide university students with the knowledge and skills that are necessary to be engaged in our changing, challenging, and interdependent global society

### ADVANCING ATHLETIC EXCELLENCE

#### *Athletic Program Support*

Promote abundant opportunities for physical health, athletic competition, and development in the areas of leadership and teamwork

### FOSTERING ACADEMIC INNOVATION

#### *Academic Program Support*

Provide a strong source of unrestricted gift revenue, retain and enhance current professorships in areas of distinction, and maintain state-of-the-art capital facilities and infrastructure through targeted improvements

- College and Unit Excellence Funds
- Faculty Support
- Facilities Renovation and Remodeling

WATCH OUR PROGRESS AT [WWW.UWYO.EDU](http://WWW.UWYO.EDU)

## PRIORITY PROJECTS

<b>EXPLORING CREATIVITY AND IMAGINATION IN THE ARTS</b>	
Fine Arts Excellence Fund	\$1,000,000
UW Art Museum Collections	\$1,000,000
UW Art Museum Master Teacher Endowed Position	\$2,500,000
<i>Total</i>	<b><i>\$4,500,000</i></b>
<b>ENHANCING THE GRADUATE EXPERIENCE</b>	
Graduate and Professional Student Support and Scholarships	\$4,000,000
<i>Total</i>	<b><i>\$4,000,000</i></b>
<b>EMPOWERING THE NONTRADITIONAL LEARNER</b>	
Nontraditional Student Scholarships and Support	\$3,000,000
University of Wyoming/Casper College Facility	\$15,000,000
<i>Total</i>	<b><i>\$18,000,000</i></b>
<b>REACHING OUT TO WYOMING</b>	
American Heritage Center History Day	\$1,275,000
College of Business Entrepreneurship/10K Competition	\$3,000,000
College of Law Clinic and Externship Opportunities for Students	\$375,000
Health Professional Recruitment Program	\$250,000
<i>Total</i>	<b><i>\$4,900,000</i></b>
<b>POWERING AND SUSTAINING THE FUTURE</b>	
Partners for Wyoming's Clean Energy Future	\$5,000,000
School of Energy Academies	\$2,000,000
School of Energy Scholarships	\$2,000,000
Wind Energy Research Center Facility	\$4,000,000
Wyoming Reclamation and Restoration Center	\$10,000,000
<i>Total</i>	<b><i>\$23,000,000</i></b>
<b>PROMOTING POLITICAL AND CULTURAL LEADERSHIP</b>	
Alan K. Simpson Symposium	\$1,250,000
Ann Simpson Artmobile	\$500,000
Simpson Family Fund	\$4,150,000
Simpson Institute Archival Programs	\$1,250,000
<i>Total</i>	<b><i>\$7,150,000</i></b>
<b>CULTIVATING A GLOBAL PERSPECTIVE</b>	
Cheney Campaign for International Programs	\$7,000,000
<i>Total</i>	<b><i>\$7,000,000</i></b>
<b>ADVANCING ATHLETIC EXCELLENCE</b>	
Athletic Facilities Campaign	\$800,000
<i>Total</i>	<b><i>\$800,000</i></b>
<b>FOSTERING ACADEMIC INNOVATION</b>	
Berry Center Support	\$5,000,000
College Engineering and Applied Science 1926 Facility Renovation	\$5,000,000
College of Agriculture Wildlife Disease Chair	\$2,900,000
College of Education Center for Literacy	\$2,000,000
College of Engineering and Applied Science Center for Student Services	\$3,000,000
College of Law Student Scholarships	\$500,000
Completion of Education Annex	\$250,000
Geology Museum	\$750,000
H.T. Person Endowed Chair	\$1,500,000
Naming Rights Within the New College of Business	\$10,000,000
University Libraries Collection Endowment	\$2,000,000
<i>Total</i>	<b><i>\$32,900,000</i></b>
<i>Priority Projects Total</i>	<b><i>\$102,250,000</i></b>



# STRATEGIC PLANNING

UNIVERSITY OF WYOMING FOUNDATION

**September 2009**

**UW Board of Trustees & UW Foundation Board of Directors Joint Session**



***“If you don't know where you're driving  
the herd, any trail will get you there.”***

## PLANNING STATUS

- **Strategic analysis**
  - Scanning the environment
  - SWOT analysis
- **Strategic direction**
  - Mission, vision, and values
- **Strategic alternatives review and selection**
- **Action planning**
  - Evaluate goals and objectives
- **Programs**
- **Department operational planning**
- **Contingency planning**





## PLANNING METHODOLOGY

### Strategic Planning

**2010-2015**

**Board-driven**

**Long Range**

**Strategic**

**Directional**

### Operational Planning

**12-18 months**

**Staff-driven**

**Short range**

**Tactical**

**Program management**

***An iterative process***

**STRATEGIC PLANNING**

UNIVERSITY OF WYOMING FOUNDATION

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## **PLANNING CHALLENGES**

- **Worldwide economic challenges**
- **A changing energy profile for U.S. and Wyoming**
- **New UW Foundation organizational structure**
- **First strategic planning effort for UW Foundation**

## PLANNING TIMELINE

Dates	Planning Step
July 2008	Planning retreat in Denver with Strategic Planning Committee & Foundation staff
Aug. – Nov. 2008	SWOT analysis with internal & external constituencies
Dec. 2008 – Jan. 2009	Mission, vision, and values development
Feb. 2009	First report to UW Foundation Board
March – May 2009	Preliminary action planning
June 2009	Second report to UW Foundation Board
July – Sep. 2009	Action planning development
Sep. 2009	Third report to UW Foundation Board
Oct. 2009 – Jan. 2010	Programs, operational planning, contingency planning
Feb. 2010	Final report to the UW Foundation Board



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## MISSION AND VISION

### ■ Mission

The University of Wyoming Foundation partners with the University of Wyoming by securing the resources needed to inspire, build, and sustain areas of distinction and excellence. Our successful representation of the University of Wyoming motivates alumni and friends to strengthen the university through their generosity and leadership.

### ■ Vision

The University of Wyoming Foundation will be a driving force in partnership with the state of Wyoming and its university to achieve the strategic objectives needed to become the nation's finest public land-grant university.

***A partnership with UW to support its institutional priorities***

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## VALUES AND CULTURE

### ■ Values and Culture:

*We aspire to set the highest standards in:*

- Integrity
- Trust
- Accountability
- Leadership
- Quality
- Professionalism

## OBJECTIVES

### **GOAL 1: Achieve Fundraising Effectiveness**

Maximize fundraising results by aligning donor desire with University of Wyoming priorities.

### **GOAL 2: Promote Superior Investment and Financial Management**

Strengthen the University of Wyoming through superior investment and financial management.

### **GOAL 3: Ensure Donor Trust and Confidence**

Cultivate trust and confidence through successful communication, partnership, and stewardship of University of Wyoming donors.

### **GOAL 4: Elevate the Culture of Philanthropy**

Successfully communicate to our constituents the significance and impact of private giving to the University of Wyoming.

### **GOAL 5: Build an Outstanding Development Operation**

Encourage excellence in all University of Wyoming Foundation operations, and expand leadership and learning opportunities for staff, volunteers, and other stakeholders.



## PREVIOUS STRATEGIC POSITION

Subject	Where we were
Fundraising Goals	Several department/college-specific goals
Assignment	Follow leads, research
Scope/focus	Internal perspective/orientation
Organization	More reactive
Development Officers	Decentralized
UW relationship	UW affiliation
Funding	State-funded and self-funded
Marketing/IT/Research	Donor and prospect tracking
Key message	Time to give back to UW
Identity	UW Foundation

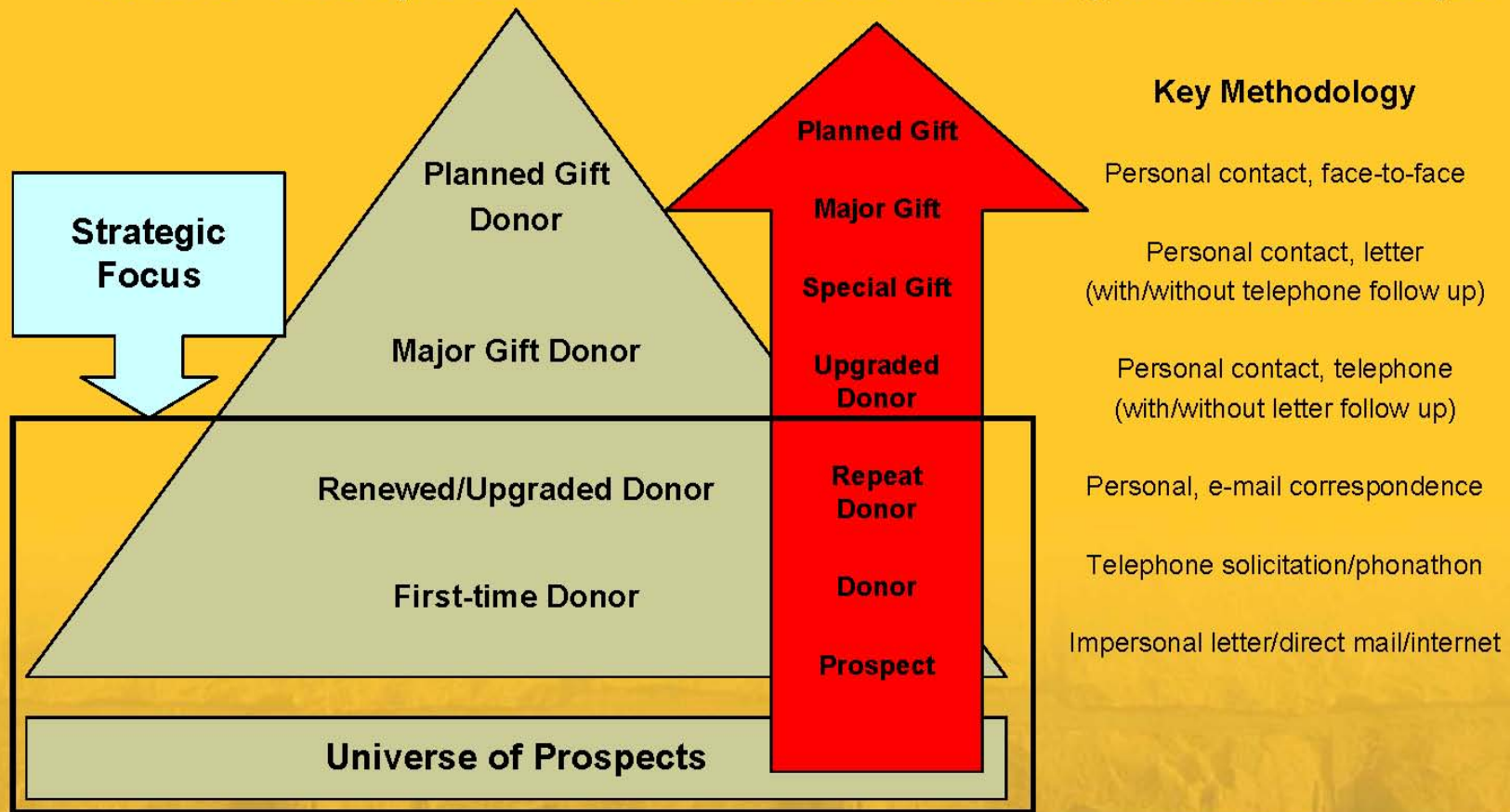
## STRATEGIC DIRECTION

Subject	Where we are going
<b>Fundraising Goals</b>	Institutional fundraising priorities; donor/priority driven
<b>Assignment</b>	Create leads, prospecting
<b>Scope/focus</b>	External
<b>Organization</b>	Proactive
<b>Development Officers</b>	Centralized
<b>UW relationship</b>	Partnership
<b>Funding</b>	Self-sustaining; achieving UW budget objectives
<b>Marketing/IT/Research</b>	Market/customer understanding/segmentation
<b>Key message</b>	Become a partner with UW
<b>Identity</b>	University Pride



# FUNDRAISING STRATEGY

*Move "Prospects" to "Partners" through relationships*



## STRATEGIC PLANNING

UNIVERSITY OF WYOMING FOUNDATION

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## NEXT STEPS

- Continue to gather feedback and ideas
- Develop departmental operating plans
- Develop contingency plans
- Present plan to the UW Foundation Board for approval in February 2010

**AGENDA ITEM TITLE: Introductions and Recognitions**

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING

Trustee Taylor Haynes introduced Kathleen Miller, the newly hired Internal Auditor. He noted an extensive search with many strong candidates had taken place, and UW is fortunate that Ms. Miller, our first choice, chose us. She graduated from the University of Utah with a degree in Finance, later earned an MBA, and served as Director of Internal Audit at Weber State for 17 years. Born in Utah and raised in Montana, she is excited to come to Laramie and the University of Wyoming.

Provost and Vice President for Academic Affairs Myron Allen introduced professor Beth Loffreda, Director of the Master of Fine Arts in creative writing program, who then introduced UW student Katie Schmidt. Ms. Schmidt was recently published in *Best New Poets 2009: 50 Poems from Emerging Poets*. She rose to the top of several thousand poets considered for the publication, which will be published October 15<sup>th</sup> of this year. The Board congratulated her on her achievement.

**AGENDA ITEM TITLE: Construction Contracts, Vinzant**

**CHECK THE APPROPRIATE BOX(ES):**

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

There were no construction contracts to present to the Board at this time.

**AGENDA ITEM TITLE:**

**Climate Action Plan and Sustainability Committee**, Buchanan/Nelson

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING

UW President Tom Buchanan distributed copies of the “University of Wyoming Climate Action Plan” to the Board. The document was mentioned in the Convocation speech, and he said he wanted the Board to see it. President Buchanan introduced Director of the Physical Plant Jim Scott and ENR Research Scientist Jill Lovato, co-chairs of the Campus Sustainability Committee, and Tara Nelson, liaison to the committee for the Office of the President. The Campus Sustainability Committee has been working quietly for some time and devoted a lot of work on the report. The report involved a significant effort from many people on campus.

In 2005 the campus community asked to form a Sustainability Committee, which was established in the spring of 2006. In 2007 President Buchanan signed the American College and University Presidents' Climate Commitment in which he pledged the University to work to reduce institutional greenhouse gases over time. We were one of the original signatories, and now there are over 600 institutions signed on to the agreement.

President Buchanan stated he felt there were three reasons to pursue this goal:

- 1) It is the responsible thing to do. If we teach about energy, we need to set an example.
- 2) It is good business. We spend millions on energy alone.
- 3) We have invested many millions of dollars in the supply side of the energy equation. If we are to be a balanced institution, it is incumbent on us to talk about the demand side.

President Buchanan stated that the committee did an exceptional job on this report, which addresses utilities and energy use, water consumption, waste reduction, viable transportation and takes a serious look at what it will take to cut back on the usage of resources.

President Buchanan said this report was a delight to read, and he wanted the Board to know what is going on with these issues on our campus. The committee will continue to work to pull the disparate pieces together. He felt that it is possible we could see a certificate program or a minor in the foreseeable future.

**AGENDA ITEM TITLE: ARRA Update, Richards/Yates**

**CHECK THE APPROPRIATE BOX(ES):**

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

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**MINUTES OF THE MEETING**

Deputy Director of Government Relations, Don Richards, updated the Board on the Federal Stimulus: American Recovery and Reinvestment Act (ARRA) and its impacts on Wyoming. He said he estimates the state will apply for \$700 to \$750 million in stimulus funding in the next one or two years and receive about \$600 million. So far to date, \$50 million has been expended in three areas – Transportation, Expanded Unemployment Benefits, and Medicaid. The estimated number of jobs created from this through last July is 165.

Mr. Richards went on to enumerate the impacts on the University of Wyoming. There are four areas benefiting from the stimulus funds so far: aid to students, competitive research, sub-grants and nontraditional projects, and state fiscal stabilization funding. He gave some of the highlights of what the aid to students entails.

Dorothy Yates, Associate Vice President for Research and Economic Development, presented information on competitive research funding. She said there have been a total of 51 research applications approved with 12 of them awarded to date. The total application amounts are \$35 million with \$3 million awarded to date. Examples of the awards include technical research, student service, and upgrades to the King Air research aircraft.

Associate Vice President Yates stated that some of the sub-grants and non-traditional research awards include \$5 million for the renovation of the fifth and sixth floors of the Pharmacy wing and \$950,000 for renovation and revitalization of geochemistry facilities which will affect 16 research labs.

Mr. Richards explained that UW garnered other grants at the state level, particularly from the Department of Transportation. UW has received notice they will receive two new buses for use by the Transpark transit system. Some proposals have come to fruition while others have not.

Mr. Richards reported on the final aspect of stimulus impacts, which is State Fiscal Stabilization Funding. He said Wyoming will receive \$82 million, with \$67 million going exclusively for P-16 education. Fifteen million dollars will be for public safety and other government services such as the juvenile justice system.

Associate Vice President Yates added that, as with most grants, there are strings attached and they must report monthly progress in addition to what is required of the grants.

Representative for the Governor Chris Boswell stated that Mr. Richards is putting in a great amount of time and attention to this effort and is to be commended for being instrumental in bringing in the large amounts of money reported. The Board gave Mr. Richards a round of applause.



**AGENDA ITEM TITLE: Tuition Discussion, Buchanan**

**CHECK THE APPROPRIATE BOX(ES):**

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

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**MINUTES OF THE MEETING**

President Buchanan began by stating that it is a discussion we have had many times over many years. We have often characterized proposals for action and for policy but have struggled over policy. Tuition averaged a yearly increment of 8% from 1986 to 2006. From 2006 to the present, undergraduate tuition has risen 0%. President Buchanan said he wants to have the Board start looking at tuition differently. For many years the conversation was that UW's tuition should be set so that 85% of other universities had higher tuition and 15% had lower. That argument lost traction five or six years ago when the opinion of the governor and state legislators was that as long as the state had the money to cover the costs of expenses, there was no need to increase tuition. Forty-five percent of UW's funding comes from the State of Wyoming, which is the highest percentage of state support in the United States. The average is around 20%. Today we are the best value (least expensive) of any public university in the United States. Last year we were 149<sup>th</sup> out of 150 in tuition, trailing only the University of Louisiana at Lafayette. Now we are number one since the University of Louisiana at Lafayette raised its tuition.

President Buchanan noted that tuition discussions in the past were abstract and difficult to grasp and gain traction. Many arguments were couched in terms of external competitors and external markets. UW is in a unique position regarding its state support, and comparing it to others around us is not helpful.

President Buchanan went on to say we need a new approach to the tuition discussion. We need to build tuition into our financial planning and budgeting. The increases asked for should be targeted and visible. Any increase taken to the Board for consideration should be directed

toward specific uses and used to improve the quality of service that UW students receive. Increases that roll into the general fund and disappear will not be asked for. He said the tuition proposal to be brought before the Board in November will be directed toward two campus entities: Libraries and Instructional Excellence, commonly called Support Budgets. These budgets were reduced as a result of the cuts last spring.

President Buchanan then turned the discussion over to Vice President for Administration Doug Vinzant who presented a handout with highlights of tuition issues. He said the new approach the administration was proposing would be a multi-year program with tuition revenue dedicated to specific purposes. Costs for salaries and compensation cannot be covered by tuition and UW would have to continue to rely on support from the state. As an example he said a 4% salary increase would have required a 17% tuition increase.

Vice President Vinzant noted that even with modest increases, tuition for resident undergraduates would still remain among the lowest in the country because of the remarkable degree to which the state supports the University of Wyoming.

The new approach would use regional comparisons with public doctoral institutions for undergraduate non-residents. Graduate student rates would be similar to resident undergraduate, and the professional programs would move toward median pricing among other schools over a three year period. Vice President Vinzant pointed out that among all the comparison groups, UW is the lowest priced.

Vice President Vinzant said he wanted to introduce these ideas at this meeting, follow up at the October committee meetings with more information, and look toward the November Board of Trustees' meeting to make a decision.

There was some discussion following this presentation. Some Trustees felt that being the least expensive is not necessarily a good thing. Providing quality education is the goal, and expense should not be the issue. Having an expected increase would help students and families plan for high education costs.

President Buchanan concluded the discussion by asking the Board to help by requesting all the information they might need. This is to ensure that there will be a focused discussion and a decision at the November Board meeting. He noted that if there is to be a change, prospective students need to have that information when they apply to UW.

**Friday, September 11, 2009**

**Business Meeting**, Coe Library, meeting room 506

The Business Meeting was called to order at 3:25 p.m.

**Roll Call**

Trustee Lauer took the roll. Those present were: Dave Bostrom, Chuck Brown, Dick Davis, Betty Fear, Taylor Haynes, Warren Lauer, Brad Mead, Jim Neiman, Ann Rochelle, James Trospen, and Howard Willson. Ex-Officio Trustees present were President Tom Buchanan, Matt Haigler, President of ASUW, and Chris Boswell on behalf of Governor Dave Freudenthal. Trustees absent were: Dave Palmerlee and Ex-Officio Trustee Jim McBride, Superintendent of Public Instruction.

**Approval of Board of Trustees Meeting Minutes**

May 5-7, 2009

May 29-31, 2009 (Business Meeting at BOT Retreat)

**Approval of Special Meeting Minutes (Conference Calls)**

June 15, 2009

July 16, 2009

August 27, 2009

**Approval of Executive Session Meeting Minutes**

May 5-7, 2009

May 29-31, 2009 (Held at BOT Retreat)

Trustee Rochelle noted that she was present for only a portion of the August 27, 2009, Board of Trustees meeting, and asked for the minutes to be corrected to reflect the change. Trustee Haynes had an addition to the minutes regarding the capital expenditure of \$1.1M at Central Wyoming Community College. The addition reads, "We are serving 253 students a year and we have had 20 graduates." He stated that he will send these changes to the Deputy Secretary.

Trustee Rochelle moved to approve all sets of minutes with the noted correction and additions. Trustee Haynes seconded the motion which passed.

## **Reports**

### **ASUW**

ASUW President Matt Haigler called attention to a pamphlet that outlined the traditions of ASUW. He went on to talk about the goals of the organization for this year. One item they want to address is how to implement tax free textbooks. In addition, they would like to increase outreach by giving every student the opportunity to be well informed, such as with the new ASUW student radio. They would like to have their office hours posted in places other than the office. One of ASUW's projects this year will be Game Day Safe Ride funding. If funded, this would provide transportation for people all day on game days.

ASUW President Haigler also followed up on the proposed transportation fee. They have been working closely with Transpark regarding what this mandatory fee would encompass.

### **Staff Senate**

President of Staff Senate Chris Clements stated that most of her report was brought forth at Convocation the previous day; however, regarding tuition waivers, she stated that she still receives reports from employees whose supervisors tell them they may not have release time. Also changes are being made to the handbook and with regulation 174 they are no longer required to return the handbook. They would like to see more transparency for staff as has been provided for students. In addition they would like to see increased training and professional development for staff. One thing that will be missed is the non-credit courses that were offered. She said people would drive all the way over from Cheyenne to take advantage of some of those courses.

### **Faculty Senate**

Faculty Chair Jay Puckett reported that he had covered most of his report during Convocation. One subject that he had not covered due to time limitations was transit – extended hours as well as different routes. They would like to work with Staff Senate and ASUW on these issues. He would also like to see an intercity transportation link with Cheyenne. While it takes money and planning, it also needs inertia to get the project moving, possibly in the form of resolutions to start.

Financial literacy is also on the Faculty Senate agenda and includes all the financial aspects a student and citizen will encounter in their lives. Presently it is not a part of University Studies, but as the events of the past year indicate, more knowledge of financial principles should be a part of the university education.

Mr. Puckett requested that his comments from Convocation be inserted into the Minutes here.

Thank you.

First, let me tell you that Trustee Neiman just suggested that we change Matt's (ASUW President) grade from C in oral communications to an A. I just want to second that fine suggestion.

Today, I will review the activities of the Faculty Senate and its standing committee during the last academic year and some plans for the next.

Due to time, I will limit my remarks to two important activities from last year:

- a. Firstly, the passage and subsequent adoption by the Board of Trustee of University Regulation 5-808.
- b. Secondly, activities of the Senate Budget committee, the Executive Committee and the Senate at large in the development of a White Paper requested by the President to help define the core activities of the University.

Unireg 5-808 outlines the general procedures for the post-tenure review of faculty. This regulation addresses the process in broad terms, possible remedial actions, and review thereof.

The initial bill was certainly functional; however, in the opinion of many, it lacked balance between the role of the individual faculty, department head and dean. The Senate rewrote the bill with more attention to this critical balance with respect to the:

- individual member faculty involved,
- unit's faculty, and
- administration.

The Unireg now contains significant review and recommendations from faculty peers in much the same manner that the tenure award process operates.

Similarly peer-review is available for review of work conducted toward improvement programs, and so forth.

As a side bar: This is rework of 5-808 an excellent example of Shared Governance use toward improving our University.

This inclusion of faculty governance here is significant but carries with it responsibilities for the unit faculty to determine:

- a. Criteria for evaluation,
- b. Process for evaluation, and lastly,
- c. Period upon which evaluations are to be conducted.

This will take time and effort from many of you.

Given the diversity of faculty activities, these details are best left to the units.

The take-home message today, is that all units are required to develop these documents and your unit heads should be addressing this in the near future.

The second major activity was the development of a White Paper to address budget challenges. The White paper charge was to our Standing Committee for Budget Planning. The committee had not been regularly engaged in budget discussion and so the learning curve was very steep. The committee, lead by Dr. Ipina, did a yeoman's job of soliciting input from many constituents. This was tough duty -- I would like to thank Dr. Ipina and the committee for their significant work last semester.

Moving to this year, I will briefly outline an agenda that is currently under development with collaboration of the executive committee, committee chairs, and importantly the administration.

1. Budget committee – Although the White Paper was important, the process involved with the development was perhaps more important as it tended to help prepare the Community for the difficult cuts to come.

The committee is part way up on the learning curve and will work with our new VP for Administration Doug Vinzant to continue learning about institutional-level budgeting. They will address long-range strategic planning, budget reviews early in the process, specific questions that came out of the white paper process.

2. IT committee – will working with VP Robert Aylward to provide input on IT operations. This certainly will include the planned centralization of IT support.

Note, IT support is absolutely critical to the academic operations and the senate needs to play a formative role. Nothing will affect our academic lives faster than interruption of our excellent service that typically we now enjoy.

Next, and this has been an interest of mine for a long time and one of the reasons that I accepted this job – this is UW providing Laramie-wide wireless access to the UW community. This is very doable – we need to make this a priority.

This could have significant benefit for most all faculty, staff, and students – both in terms of access to the internet, UW networks, and family budget.

3. Academic Planning – our committee needs to become involved with process and recommendation regarding the creation and removal of academic programs, degrees, and certificates. These reviews will provide the administration and the trustees with a faculty perspective on these important issues – a perspective that may be missing now.

We will also investigate the use of a +/- grading system. This will involve a conversation with students, faculty and staff who are responsible for implementation.

Just an interest side bar – a recent senate study showed that UW is almost alone in the western US in remaining with our present system. (hip pocket -- The other school --- is the University of Phoenix.)

4. Graduate Council – In the summer, Provost Allen appointed an Ad Hoc Task Force to plan many aspects of graduate education. The Council will be reviewing faculty-related issues as they are developed and also responding to the Task Force's final report that is due at the end of this semester. They will also be planning for their future role.
5. The next topic is one about which I am passionate:

In my stump speech, in March of 2007 for this position, I outlined what I view as a void in the UW education:

Financial literacy – personal finance – saving, investing, knowledge of tax basics – insurance, etc.

During the last year – at the national level – we certainly have learned more about just how important this topic is.

Moreover, numerous studies based upon high school and college graduates are reporting a dearth of knowledge in this critical area. In the coming year, we will work with USP



committee, academic planning and the administration to figure out IF and HOW to address this void. I am not suggesting expansion of the USP requirement, rather redirection.

6. Due to time, I will not address other committee activities but will now turn to the Senate at large:

Unireg 5-801 involves tenured termination of faculty. The processes are now under study by UW counsel and a draft bill will be forthcoming this AY. The senate will review an *ethics policy* presently being developed within the Office of Research and Economic Development. Related, we will review a *conflict of interest* policy that is being developed by the same group.

In summary, I hope that our Senate Committees will reengage, the various VPs will use these committees as sounding boards, and that the Senate effectively address issues of importance such as termination, ethics, and conflict.

I look forward to working with many of you in the coming months. I thank you all for this opportunity.

### **Public Testimony**

Jonathan Rader explained to the Board how he felt about the Geology Museum being closed by budget cuts. He discussed the positive impact that the former curator of the museum, Brent Breithaupt, had had on him. Next, Beth Southwell talked about the Geology Museum as well. She has volunteered at the museum for 18 years, and expounded the work of Brent Breithaupt. While she was happy that the museum was open again, she said it would be better with a curator. In addition she mentioned that there will be three presentations based on museum research from UW personnel at the International Paleontological Meeting in Bristol, England. The final speaker was Lisa Cox, who also discussed the Geology Museum. She brought with her over 600 cards from children around the country as well as a petition requesting the museum stay open. Ms. Cox explained different ways in which the public responded, including offers to provide funding, threats from alumni to stop donating to the University, and the scientific community's value given to the research done at the museum. She ended with a message of hope for the future, reminding the Board that they are public servants and should act in accordance with public opinion. Trustee Lauer replied that he understands his duties and takes them seriously,

and voiced concerns that the issue is more about the curator and less about the museum. Ms. Cox responded that, as a concerned citizen, she is emphasizing the importance of a fully functional museum which serves the educational community, and she apologized for making anyone defensive. Trustee Rochelle clarified that the presentation to the Board did not focus on personnel, but rather student use of the museum, and thanked Ms. Cox and the others for coming and the public for their comments and letters. She continued to say that the primary and secondary education use of the museum should be considered as well.

### **Committee of the Whole (Regular Business)**

#### **1. Board Committee Reports:**

##### **A. Academics and Research (Allen)**

Trustee Betty Fear reported that two graduate degree proposals in the College of Business were discussed. Both proposals are responses to action items (47 and 98 in University Plan 3). The full proposals will be given for review by the full Board of Trustees at an upcoming meeting. The committee also discussed the rationale for the university's exception request for the 2011-2012 legislative request for the Cheyenne Residency Center Budget. Trustee Fear noted that she and Trustee Palmerlee attended the Education Summit last August in Cheyenne. A major focus of the summit was Wyoming school dropout rates. Recommendations made as a result of the summit were:

- Increasing the attachment of students to the school
- Increasing and tracking enrollment and attendance of students in schools
- Focusing on high achievement of students in school

##### **B. Fiscal and Legal Affairs (Vinzant)**

Trustee Taylor Haynes reported on the Fiscal and Legal Affairs committee meeting. He said Internal Auditor Kathleen Miller presented parameters and a schedule for the audit for the coming year. They are initiating a search for a Senior Internal Auditor to replace retired Assistant Auditor Jim Byram. The office is extremely busy right now and needs a replacement as soon as possible. They had a brief pre-audit meeting with Jim Hearne, the external auditor, to go over the upcoming audit plan. Also at that meeting Vice President for Government and Legal Affairs Rick Miller was asked to come up with a protocol for trustees

serving on other advisory boards because of potentials for conflicts.

The Fiscal and Legal Affairs Committee has discussed the potential for conflicts of commitment when members of the Board of Trustees are appointed by the Board to serve as voting members on the governing bodies of UW related organizations. The Committee recommends that the Board adopt the following policy:

1. If the Board of Trustees agrees to appoint Board members to the governing bodies of University related organizations, that such appointments be for service only as non-voting members.
2. That the two organizations that currently have UW Board members as voting members on their governing bodies (The UW Foundation and the Ruckleshaus Institute of Environment and Natural Resources Board) be advised those UW Board members will henceforth be non-voting members as a condition of their appointment.

[Note: The Board of Trustee appointee to the UW Alumni Association Board is already a non-voting member.]

Trustee Haynes went on to ask that the total amount budgeted for the annual audit be increased by \$11,000—from the approved \$113,280 to \$124,280. After the pre-audit briefing additional requirements from the federal government necessitates this increase. He asked that the additional expenditure of \$11,000 be placed on the consent agenda as item #7.

C. Student Affairs/Athletics/Administration/Information Technology (Axelson)

Trustee Ann Rochelle reported on the agenda of the Student Affairs, Athletics, and Information Technology committee. The first item they discussed was the University apartments request for proposal. Currently the units called “the barracks” are being razed. The process is somewhat slowed because of asbestos problems. The plan is to build some

type of suite or apartment type living. The University has done two studies which say that we have the adequate number of housing units, but not the proper mix – we need more apartments. The proposal request is to find companies interested in a type of private/public partnership which would help with the financing. This housing fits into the long term planning.

Trustee Rochelle also reported that Mark Collins had presented the committee with a pandemic planning process that had been initiated in 2005. The Student Health Center would be considered a distribution point when a vaccine becomes available. Various procedures could be implemented to help prevent the spread of the virus. She also noted there is one suspected case of H1N1 on campus to date and testing takes five to ten days.

**Committee of the Whole (Consent Agenda)**

1. Approval of Contracts and Grants, Gern
2. Personnel, Allen
3. Approval of President's Vision and Goals for 2009-2010, Buchanan
4. Approval to change the title of African American Studies Program to *African American and Diaspora Studies*, Abernethy
5. ASUW Funding Request – Game Day SafeRide, Axelson
6. Amendments to UW Reg 1-102, Miller
7. Increasing McGee, Hearne and Paiz Total Obligation by \$11,000 (*added after FLAC report to the Board*)

Trustee Bostrom moved to accept the Consent Agenda. Trustee Mead seconded the motion. It passed unanimously.

**New Business**

Trustee Jim Neiman stated that he conducted the President's evaluation last year. He and Trustees Brown and Davis met with President Buchanan this past summer. They felt his distinctive performance as President of the University of Wyoming merited a salary increase. However, in light of the budget cuts, President Buchanan has declined any increase in salary. The Board would also like to extend President Buchanan's contract one more year. The current contract has two years remaining. Extending it one more year would take it through June 30, 2012.

Trustee Davis moved that President Buchanan's contract be extended one more year until June 30, 2012. Trustee Lauer seconded the motion, which passed unanimously.

President Buchanan said he very much appreciates support of the Board and the one-year extension. It has been his pleasure for the last four years and looks forward to the years ahead.

**Date of Next Meeting** – November 19-21, 2009; Laramie, Wyoming

**Adjournment**

There being no further business, the meeting was adjourned at 4:07 p.m.

Respectfully submitted,

Shannon Sanchez  
Deputy Secretary, Board of Trustees

Cheryl Drake  
President's Staff Assistant