

UW B of T Budget Committee  
 Agenda  
 September 15, 2021 at 7:30 am – 10:00 am

**Executive Session:** If necessary, a separate agenda and materials for the Executive Session.

Agenda #	Description	Page #
1.	Update on Division of Finance & Administration Personnel – Ashlie Reese is Associate Vice President for Finance, Alex Kean is Associate Vice President for Budget & Planning, and Eric Webb is Interim Associate Vice President for Business Services (previously, Auxiliary Services).	Verbal Presentation
2.	Update and status report of UW Budget submitted to Governor. Update from JAC hearing on September 9 <sup>th</sup> . Any issues or concerns?	No Materials
3.	Approval and Adoption of Final Tuition Recommendations (per UW Regulation 2-200) <b>Full Board Agenda Item</b>	Page 2
4.	Trustee reserve accounts: Annual Report on balances and transactions including refunding of fund balance with bond proceeds. Release of commitments on accounts as result of bond funding for Housing. <b>Full Board Agenda Item</b>	Page 7
5.	Special Projects Reserve Request: Gift/Endowment Matching Funds	Page 9
6.	Request to change the Legal Reserve account name, purpose and increase fund balance	Page 12
7.	Annual State of Wyoming Agency Report required by statute. <b>Full Board Agenda Item</b>	Page 16
8.	Annual Report on new Temporarily Restricted Endowment accounts (also known as Funds Functioning as Endowments) established in the 2020-21 fiscal year. <b>Full Board Agenda Item</b>	Page 33
9.	Proposed FY2023 Operating Budget Implications of Current Application of Regulation 2-13 – In November, the Board of Trustees will discuss, and possibly act upon, employment decisions made in accordance to Regulation 2-13. Concurrently, the Board of Trustees will discuss FY2022-23 operating budget implications of creating a College of Computing, an academic program in Tourism & Hospitality, and a Center on Innovation & Entrepreneurship.	Page 34
10.	FY2022 Revenue Implications of Preliminary Enrollment Projections	Materials provided separately
11.	FY2022 Housing, Dining, Parking, Transit, and Bookstore Revenue Projections	Materials provided separately
12.	Fall Semester COVID-19 Plan Budget Update	Materials provided separately
13.	Rodeo Reporting Line changes	No materials
14.	Follow up and status update regarding UW’s FY23-24 Biennium Budget Request.	No materials
	<b><u>If time permits the follow items will be discussed.</u></b>	
15.	Discuss FY2023 UW Budget Development Timeline/Calendar.	
16.	Other??	

**AGENDA ITEM TITLE: Tuition Recommendations, McKinley**

SESSION TYPE:

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

[Committee of the Whole – Items for Approval]

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

APPLIES TO STRATEGIC PLAN:

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

EXECUTIVE SUMMARY:

The Administration recommends that the topic of tuition rates for the 2022-23 academic year (FY2023) be addressed at the Trustees' September 2021 meeting in order to give advance notice to all those affected by prospective tuition increases. Administration further recommends no modifications to the current policy and that tuition rates will be increased by 4% for FY2023 as detailed in the attached tuition table.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

The Board of Trustees reviewed and approved its current Tuition Policy in November 2018.

At its November 2020 meeting, the Trustees approved the tuition rates for the 2021-22 academic year (FY2022).

WHY THIS ITEM IS BEFORE THE BOARD:

The Board of Trustees' Tuition Policy outlines that the Administration may make recommendations regarding tuition rate increases on an annual basis for the Trustees' consideration.

ACTION REQUIRED AT THIS BOARD MEETING:

N/A

PROPOSED MOTION:

N/A

PRESIDENT'S RECOMMENDATION:

The President recommends approval.

## TUITION POLICY

In order to give advance notice to all those affected by prospective tuition increases, the Board of Trustees (Board) adopts the following policy for tuition increases for Academic Year 2020 (FY2021) and later:

- A. Unless modified under D or F below, annual tuition, other than programs with differential tuition, the Administration will recommend that tuition be increased by 4% for each academic year.
- B. Annually, the Administration will submit recommendations regarding adjustments to differential tuition rates.
- C. Revenue generated by the annual tuition increases will be distributed as follows:

2% – Salaries – To be applied first to the cost of mandatory salary increases for promoted faculty, and then second to the University’s faculty and staff salary increase policy.

2% - Student Success Priorities – the Associated Students of the University of Wyoming (ASUW) and the Administration will establish priorities that are deemed most impactful or needed to enhance student success at the University of Wyoming, and will make recommendations to the Board to allocate funding accordingly.

Each year when the President submits her/his proposed annual operating budget for the University to the Board, the President shall also provide information to the Board regarding the allocation of the tuition increase funds and the specific unit budgets impacted.

- D. The Administration may recommend modifications to the policy specified in Section A or the distribution thereof specified in Section C, but shall consult with students, faculty, and staff prior to submitting such recommendations, and shall make any such recommendations on or before the November meeting of the Board.
- E. On or before the November meeting of the Board, the Administration shall provide information regarding the cost of attendance, and how UW’s tuition and fee rates compare with peer universities.
- F. The Board of Trustees may accept, reject, or modify any recommendation under Sections A and B and may take any action it determines regarding tuition rates and the distribution of revenue generated from modifications to tuition.
- G. The Board shall review this policy:
  - a. Not later than four years following its adoption; and
  - b. Not later than four years following any subsequent review or modification to the policy.

	A	B	C
	2021-22 Academic Year (FY2022) Tuition (per credit hour)	Proposed 2022-23 Academic Year (FY2023) Tuition (per credit hour)	Percentage Increase
Undergraduate Resident Tuition	\$ 154	\$ 160	4%
Undergraduate Non-Resident Tuition	\$ 639	\$ 665	4%
Graduate Resident Tuition	\$ 299	\$ 311	4%
Graduate Non-Resident Tuition	\$ 894	\$ 930	4%
Undergraduate Non-Resident On-line <sup>1</sup> Tuition (College of Health Sciences RN to BSN Only)	\$ 386	\$ 401	4%
Graduate Non-Resident On-line <sup>1</sup> Tuition	\$ 476	\$ 495	4%
Law School Resident Tuition	\$ 512	\$ 532	4%
Law School Non-Resident Tuition	\$ 1,092	\$ 1,136	4%
Pharmacy Resident Tuition	\$ 527	\$ 548	4%
Pharmacy Non-Resident Tuition	\$ 1,114	\$ 1,159	4%
Master of Business Administration (MBA) Resident Tuition	\$ 798	\$ 830	4%
Master of Business Administration (MBA) Non-Resident Tuition	\$ 1,390	\$ 1,446	4%
Doctor of Nursing Practice (DNP) Resident Tuition	\$ 501	\$ 521	4%
Doctor of Nursing Practice (DNP) Non-Resident Tuition	\$ 1018	\$ 1,059	4%
Master of Science (MS) in Speech Language Pathology Resident Tuition	\$ 431	\$ 448	4%
Master of Science (MS) in Speech Language Pathology Non-Resident Tuition	\$ 1026	\$ 1,067	4%
Executive Master of Business Administration (EMBA) Tuition <sup>1</sup>	\$ 877	\$ 912	4%
Land Surveying Certificate Program	\$ 358	\$ 372	4%
Bachelors Reach for Accelerated Nursing Degree (BRAND) Tuition <sup>2</sup>	\$ 571	\$ 594	4%
Distance English Master's Program	\$ 307	\$ 319	4%
MS in Health Services Administration Resident	\$ 717	\$ 746	4%
MS in Health Services Administration Non-Resident	\$ 909	\$ 945	4%

	2021-22 Academic Year (FY2022) Tuition (per credit hour)	Proposed 2022-23 Academic Year (FY2023) Tuition (per credit hour)	Percentage Increase
Dental Hygiene Resident Tuition Contract (with Sheridan College)	\$ 3,099	\$ 3,223	4%
Dental Hygiene Special Resident Tuition Contract (with Sheridan College)	\$ 4,650	\$ 4,836	4%
Dental Hygiene Non-Resident Tuition Contract (with Sheridan College)	\$ 9,940	\$ 10,338	4%
	2021-22 Academic Year (FY2022) Tuition (per credit hour)	Proposed 2022-23 Academic Year (FY2023) Tuition (per credit hour)	Percentage Increase
Online College of Business Graduate Programs (Non-MBA) Tuition <sup>3</sup>	\$ 550	\$ 572	4%
College of Education Graduate Certificate in English as a Second Language - Resident Tuition	\$ 324	\$ 337	4%
College of Education Graduate Certificate in English as a Second Language - Non-resident Tuition	\$ 969	\$ 1008	4%
College of Education Graduate Certificate in English as a Second Language - Non-resident Online Program Tuition	\$ 516	\$ 537	4%
EdD in Education with a concentration in Educational Leadership Resident Tuition	\$ 324	\$ 337	4%
EdD in Education with a concentration in Educational Leadership Non-resident Online Program Tuition	\$ 516	\$ 537	4%
College of Education Graduate Certificate in School District Superintendent - Resident Tuition	\$ 324	\$ 337	4%
College of Education Graduate Certificate in School District Superintendent - Non-Resident Online Program Tuition	\$ 516	\$ 537	4%
MA in Education with a concentration in Educational Leadership, Higher Education, or Curriculum and Instruction - Resident Tuition	\$ 324	\$ 337	4%
MA in Education with a concentration in Educational Leadership, Higher Education, or Curriculum and Instruction - Non-resident Online Program Tuition	\$ 516	\$ 537	4%
MS in Education with a concentration in Learning, Design, and Technology - Resident Tuition	\$ 324	\$ 337	4%
MS in Education with a concentration in Learning, Design, and Technology - Non-resident Online Program Tuition	\$ 516	\$ 537	4%
Graduate Certificate in School Principal - Resident Tuition	\$ 324	\$ 337	4%
Graduate Certificate in School Principal - Non-resident Online Tuition	\$ 516	\$ 537	4%
EdD/PhD in Education with a concentration in Higher Education - Resident Tuition	\$ 324	\$ 337	4%

EdD/PhD in Education with a concentration in Higher Education - Non-Resident Online Program Tuition	\$ 516	\$ 537	4%
Course Credits for recertification through the Wyoming PTSB in the form of 5959 and 4740 courses	\$ 60	\$ 62	4%

Note(s):

1. Courses for this program and/or degree are solely on-line courses.
2. Tuition rate per credit hour is the same for in-person and on-line courses.
3. The rate would apply to resident and non-resident students in such online College of Business programs as MS Accounting, MS Finance, CFP Certificate, and other online concentrations or certificates

**AGENDA ITEM TITLE: VP Finance & Administration annual report on balances, transactions and investment returns of reserve accounts, Theobald/Kean**

SESSION TYPE:

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

[Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC PLAN:

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

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

EXECUTIVE SUMMARY: The Annual Report on Balances of Reserve Funds shows the activity and unaudited ending balance of the following University Reserves as of June 30, 2021: Operating Reserve, Construction Reserve, Special Projects Reserve, Recruitment & Retention Reserve, Residence Hall Reserve, Litigation Reserve and Passenger Plane Reserve. The FY21 beginning balance was \$88,084,671 and the unaudited ending balance for FY21 is \$101,310,421. In addition to normal activity during the fiscal period the University also issued bonds. A portion of the bond proceeds will be used to reimburse the Capital Construction Reserve Account and the Residence Hall Reserve Account. No investment income was allocated to these reserve accounts for the year, as all investment income for the University is reported to the University entity rather than to individual accounts in the general ledger.

*Summary of University Reserves:*

<b>Reserve Account:</b>	<b>Reported Balance on 6/30/2020</b>	<b>Unaudited Balance Prior to Reg. 7-10 Carryforward Policy and Bond Proceeds Reimbursement As of 6/30/2021</b>	<b>Bond Proceeds used to Reimburse Prior Appropriations</b>	<b>Unaudited Balance After Bond Proceeds Reimbursement</b>	<b>Change from Prior Annual Report</b>
Capital Construction Reserves	\$4,277,740	\$4,277,740	\$14,922,260	\$19,200,000	\$14,922,260
Residence Hall Capital Project	\$498,616	\$498,616	\$12,951,384	\$13,450,000	\$12,951,384
Transportation Plane Reserve	\$780,000	\$920,000	\$0	\$920,000	\$140,000
Legal Reserve	\$4,792,724	\$5,000,000	\$0	\$5,000,000	\$207,276
General University Reserve (Unrestricted Operating Reserve)	\$45,000,000	\$45,000,000	\$0	\$45,000,000	\$0
Recruitment & Retention Expendable (1)	\$239,821	\$306,698	\$0	\$306,698	\$66,877
Special Projects Reserve (Unrestricted Operating Reserve)	\$32,495,770	\$45,307,367	\$0	\$45,307,367	\$12,811,597
	<b>\$88,084,671</b>	<b>\$101,310,421</b>	<b>\$27,873,644</b>	<b>\$129,184,065</b>	<b>\$41,099,394</b>

(1) \$10M of this reserve has been transferred to the UW Foundation for investment like an endowment

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY THIS ITEM IS BEFORE THE BOARD:

Information item.

ACTION REQUIRED AT THIS BOARD MEETING:

N/A

PROPOSED MOTION:

N/A

PRESIDENT'S RECOMMENDATION:

N/A



**University of Wyoming Foundation  
UW Matching Funds - 2020 State Appropriation**

**New commitments as of  
June 30, 2021**

<b>Date of Commitment</b>	<b>Commitment Amount</b>	<b>Endowment Fund</b>
6/28/2021	\$ 105,000.00	The Mary Frances "Ricky" Blackstone & Jack Dieterich Scholarship
4/1/2021	66,989.96	Terry W. Mackey Scholarship

**\$ 171,989.96 Total New Commitments this Report**

To the best of my knowledge, I certify under penalty of perjury that this voucher and the items included therein for payment are correct and just in all respects.

Ben Black, UW Foundation CEO/President



Date

7/20/2021

Neil David Theobald, Senior Vice President for Administration & Finance

Date

**University of Wyoming  
UW Matching Funds - 2020 State Appropriation**

Request for Payment  
June 30, 2021

**UW Match Schedule**

**Tier 1 Engineering or Science**

	Commitment Amount Approved for Match	Total Paid by Donor Prior to this Report	Payments by Donor this Report	Total Paid by Donor as of 06/30/21	Net Unpaid by Donor	UW Match Requested this Quarter	Endowment Fund	UW Match Paid Prior to this Request
	\$ 150,000.00	\$ -	\$ -	\$ -	\$ 150,000.00	\$ -	Geology & Geophysics - Donald L. 'Doc' Blackstone Excellence	\$ -
	25,000.00	5,000.00	-	5,000.00	20,000.00	-	Henry R. Bauer Computer Science Excellence Fund	5,000.00
	100,000.00	20,000.00	-	20,000.00	80,000.00	-	Patrick and Nora Ivers Excellence Fund in Physics and Astronomy	20,000.00
	50,000.00	-	25,000.00	25,000.00	25,000.00	25,000.00	Roy J. Shlemon Endowment for Quaternary Studies (geology)	-
	10,000.00	10,000.00	-	10,000.00	-	-	Richard C. Day Civil Engineering Scholarship	10,000.00
	100,000.00	100,000.00	-	100,000.00	-	-	Moncrief Dean's Excellence Fund (engineering)	100,000.00
	100,000.00	100,000.00	-	100,000.00	-	-	Westedt Dean's Excellence Fund for Systems Management in the College of Engineering	100,000.00
	60,000.00	30,100.00	27,500.00	57,600.00	2,400.00	27,500.00	O. H. Recharad Memorial (mathematics)	30,100.00
	40,000.00	-	-	-	40,000.00	-	Donald L. Blackstone, Jr. Excellence Fund in Geology	-
	165,000.00	165,000.00	-	165,000.00	-	-	Donald and Roberta Adams Engineering Scholarship	165,000.00
	25,000.00	5,000.00	5,000.00	10,000.00	15,000.00	5,000.00	Allen-Aldrich Mathematics Fund	5,000.00
	50,000.00	40,000.00	-	40,000.00	10,000.00	-	Center for Biogenic Natural Gas Research Excellence Fund	40,000.00
	125,000.00	125,000.00	-	125,000.00	-	-	Strickland Family Wyoming Coop Unit Excellence Fund	125,000.00
<b>Total:</b>	<b>\$ 1,000,000.00</b>	<b>\$ 600,100.00</b>	<b>\$ 57,500.00</b>	<b>\$ 657,600.00</b>	<b>\$ 342,400.00</b>	<b>\$ 57,500.00</b>		<b>\$ 600,100.00</b>

**Professorships in Ag**

	Commitment Amount Approved for Match	Total Paid by Donor Prior to this Report	Payments by Donor this Report	Total Paid by Donor as of 06/30/21	Net Unpaid by Donor	UW Match Requested this Quarter	Endowment Fund	UW Match Paid Prior to this Request
	\$ 1,000,000.00	\$ 1,000,000.00	\$ -	\$ 1,000,000.00	\$ -	\$ -	Farm Credit Services of America Ranch Management and Agricultural Leadership Chair	\$ 1,000,000.00
<b>Total:</b>	<b>\$ 1,000,000.00</b>	<b>\$ 1,000,000.00</b>	<b>\$ -</b>	<b>\$ 1,000,000.00</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 1,000,000.00</b>

**University of Wyoming**  
**UW Matching Funds - 2020 State Appropriation**

Request for Payment  
June 30, 2021

**UW Match Schedule Continued**

**Programs in Ag Ed or Research**

	Commitment Amount Approved for Match	Total Paid by Donor Prior to this Report	Payments by Donor this Report	Total Paid by Donor as of 06/30/21	Net Unpaid by Donor	UW Match Requested this Quarter	Endowment Fund	UW Match Paid Prior to this Request
	\$ 500,000.00	\$ -	\$ -	\$ -	\$ 500,000.00	\$ -	Farm Credit Services of America Ranch Management and Agricultural Leadership Excellence Fund	\$ -
	10,000.00	10,000.00	-	10,000.00	-	-	T. J. Dunnewald Memorial Scholarship (agriculture)	10,000.00
	100,000.00	100,000.00	-	100,000.00	-	-	Westedt Ranch Management Excellence Fund for UW Rodeo	100,000.00
	50,000.00	-	15,000.00	15,000.00	35,000.00	15,000.00	Schuman Rangeland Restoration Fellowship	-
<b>Total:</b>	<b>\$ 660,000.00</b>	<b>\$ 110,000.00</b>	<b>\$ 15,000.00</b>	<b>\$ 125,000.00</b>	<b>\$ 535,000.00</b>	<b>\$ 15,000.00</b>		<b>\$ 110,000.00</b>

**Law Clinics and ELP**

	Commitment Amount Approved for Match	Total Paid by Donor Prior to this Report	Payments by Donor this Report	Total Paid by Donor as of 06/30/21	Net Unpaid by Donor	UW Match Requested this Quarter	Endowment Fund	UW Match Paid Prior to this Request
	\$ 50,000.00	\$ 6,758.14	\$ 9,451.18	\$ 16,209.32	\$ 33,790.68	\$ 9,451.18	Sharon Fitzgerald Memorial Scholarship for College of Law Mothers	\$ 6,758.14
	75,000.00	75,000.00	-	75,000.00	-	-	Center for Written Advocacy Endowment Fund	75,000.00
	100,000.00	100,000.00	-	100,000.00	-	-	UW College of Law Clinic & Experimental Learning	100,000.00
	25,000.00	-	-	-	25,000.00	-	The University of Wyoming College of Law	-
	105,000.00	-	105,000.00	105,000.00	-	105,000.00	Mary Frances "Ricky" Blackstone & Jack Dieterich Scholarship	-
	66,989.96	-	66,989.96	66,989.96	-	66,989.96	Terry W. Mackey Scholarship	-
<b>Total:</b>	<b>\$ 421,989.96</b>	<b>\$ 181,758.14</b>	<b>\$ 181,441.14</b>	<b>\$ 363,199.28</b>	<b>\$ 58,790.68</b>	<b>\$ 181,441.14</b>		<b>\$ 181,758.14</b>
<b>Grand Total</b>	<b>\$ 3,081,989.96</b>	<b>\$ 1,891,858.14</b>	<b>\$ 253,941.14</b>	<b>\$ 2,145,799.28</b>	<b>\$ 936,190.68</b>	<b>\$ 253,941.14</b>		<b>\$ 1,891,858.14</b>

**Grand Total Requested this Report:**

**\$253,941.14**



## Standard Administrative Policy (SAP)

For:

### *Request for Use of University Reserves Outside of the Annual Budget Process*

Below is an outline of the Standard Administrative Procedure (SAP) that should be followed to request the use of resources held in the University reserves during a fiscal year (i.e., outside of the annual budget process).

#### Procedures:

If a University Division or College seeks to access any of the Reserve Accounts, the Division/College must complete the following steps:

1. Determine whether the request is within the Division's/College's current fiscal year operating budget. If not (or if only a portion), then;
2. Determine whether there is any flexibility within the Division's/College's current fiscal year operating budget to cover the request. If not (or if only a portion), then;
3. Determine whether there any funds managed by the UW Foundation that could be used. If not (or if only a portion), then:
4. Determine whether there are any funds in the Division's/College's reserve account that could be used. If not (or if only a portion), then:
5. With approval of the Division's/College's Vice President or Provost, request access to a University/Central reserve account. This request must be made in writing to the President of the University and carbon copy (C.C.) the Budget and Institutional Planning Office and must contain the following:
  - Description of the project, including detailed costs, and timing;
  - Strategic priority of the project;
  - Documentation that steps 1-4 were followed; and
  - Breakdown of proposed project funding and total University Reserve funding request
  - If the request is for funding from the (a) General Unrestricted Operating Reserve, (b) Capital Construction Reserve, and/or (c) a loan to bridge funding while philanthropy pledges are received/collected, the request must include details on when and how the Division/College will repay the funds.
  - See the attached Memo Template that should be used for these requests and illustrative example for the Veteran's Center Renovation

If the President approves, the request will be presented to the Budget Committee of the Board of Trustees. The Budget Committee will discuss the request and recommend full Board of Trustees action, if appropriate.

NOTE: Regardless of the funding source of the project, if the total cost is over \$100,000<sup>1</sup>, the project will need the approval of the President and the Board of Trustees.

For questions about reserves and/or executing this process, please work with the Budget and Institutional Planning Office.

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<sup>1</sup> The Budget Office is working with the General Counsel's Office to draft a policy on what dollar threshold projects/expenses need Presidential and/or Board of Trustee approval. For now this threshold is set at \$100,000.

## Memo Template



To: Ed Seidel, President  
From: Tara Evans, VP and General Counsel  
Date: August 18, 2021  
Subject: University Reserves Request to fund the University's Self-Insured Retention

Please use this template to complete step #5 of the Standard Administrative Procedure (SAP) for Request for Use of University Reserves Outside of the Annual Budget Process; which states:

“This request must be made in writing to the President of the University and carbon copy (C.C.) the Budget and Institutional Planning Office and must contain the following:

1. Description of the project, including detailed costs, and timing;

During the FY22 budget planning process, the President and the Board of Trustees agreed to increase the University's self-insured retention to reduce insurance premium costs. At that time, the Trustees Budget Committee suggested that we increase the Legal/Risk Reserve from \$5M to \$7M to account for the self-insured retention and to rename the reserve as the Legal, Risk, Audit and Self-Insured Retention Reserve.

2. Strategic priority of the project;

Reduces risk of not having \$ to fund self-insured retention if there is a disaster.

3. Documentation that steps 1-4 were followed; and

4. Breakdown of proposed project funding and total University Reserve funding request”

Please complete the following tables per memo section #4:

Proposed Project Funding:

\*Note: The table below has been modified from the standard format to illustrate the destination of the requested reserve funds.

**Memo Template**

Division / College		University Reserves			Net
Current FY Operating Budget	Division/College Level Reserves	Legal Reserve/Risk, Reserve	Capital Constr.	Special Projects	
\$	\$	\$2,000,000	\$	\$-2,000,000	\$0

If the amount immediately needed from the University Reserves as listed in the Proposed Project Funding Table above (i.e., immediate funding from the University Reserves is greater because of timing due to pledged philanthropy funds being received), or if the request includes funds from the General Unrestricted Operating Reserve and/or the Capital Construction Reserve, details on repaying those funds must be provided, so please complete the following tables:

Immediate Funding Needed from University Reserves: n/a

University Reserves			Total
General Unrestricted Operating	Capital Constr.	Special Projects	
\$	\$	\$	\$

Proposed Repayment Plan to University Reserves: n/a

Fund Source(s)	FY2019	FY2020	FY2021	Total
Operating Budget	\$	\$	\$	\$
Division/College Reserves	\$	\$	\$	\$
Philanthropy (Received Pledges)	\$	\$	\$	\$

cc: Budget & Institutional Planning Office

**AGENDA ITEM TITLE: State Agency Report, Mai**

SESSION TYPE:

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

APPLIES TO STRATEGIC PLAN:

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

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

EXECUTIVE SUMMARY:

The state agency report can be found in the supplemental materials report. It provides the university’s progress in delivering on the strategic plan goals, objectives, and metrics for the “Breaking Through 2017-2022 Strategic Plan”. This report is provided to the Board of Trustees for informational purposes and is submitted annually to the State of Wyoming.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

The Board receives the University of Wyoming state agency report annually.

WHY THIS ITEM IS BEFORE THE BOARD:

To update the Board on the state agency report at the University.

ACTION REQUIRED AT THIS BOARD MEETING:

None

PROPOSED MOTION:

None

PRESIDENT’S RECOMMENDATION:

None



**General Information for**  
**University of Wyoming FY 2021 Annual Report**  
(July 1, 2020 - June 30, 2021)

**Agency Head**

Dr. Edward Seidel, President, University of Wyoming

**Agency Contact**

Bill Mai, Vice President Government and Community Affairs, University of Wyoming (307) 766-4941  
Old Main 206  
Dept. 3434  
1000 E. University Avenue  
Laramie, Wyoming 82071  
William.mai@uwyo.edu

**Website**

[www.uwyo.edu](http://www.uwyo.edu)

**Locations**

University of Wyoming, Laramie

Branch Campus: University of Wyoming-Casper, Casper

UW County Extension Offices: Laramie (Albany), Greybull (Big Horn), Gillette (Campbell), Rawlins (Carbon), Douglas (Converse), Sundance (Crook), Lander (Fremont), Riverton (Fremont), Torrington (Goshen), Thermopolis (Hot Springs), Buffalo (Johnson), Cheyenne (Laramie), Afton (Lincoln), Kemmerer (Lincoln), Casper (Natrona), Lusk (Niobrara), Cody (Park), Powell (Park), Wheatland (Platte), Sheridan (Sheridan), Pinedale (Sublette), Rock Springs (Sweetwater), Jackson (Teton), Evanston (Uinta), Worland (Washakie), Newcastle (Weston), Fort Washakie (Wind River Indian Reservation)

Research and Extension Centers: Laramie, Lingle (James C. Hageman SAREC), Powell, Sheridan

Regional Centers: Torrington (Eastern Wyoming College); Cheyenne (Laramie County Community College); Sheridan (Sheridan College); Gillette (Gillette College); Cody; Powell (Northwest College); Rock Springs (Western Wyoming Community College); Riverton (Central Wyoming College); Jackson

Research Sites: Donald L. Veal Research Flight Center, Laramie; Elk Mountain Observatory, Elk Mountain; National Park Service Research Center at AMK Ranch, Grand Teton National Park; Red Buttes Environmental Biology Laboratory, Albany County; Wyoming Infrared Observatory, Jelm Mountain

Family Medicine Residency Program Clinics: Casper and Cheyenne

**Year Established**

1886

**Statutory References**

*Wyoming Constitution* (1890) Article 7, Section 1, Sections 15 through 17 and Section 23; W.S. 9-2- 118; W.S. 9-2-123; W.S. 9-4-719; W.S. 9-4-1003; W.S. 19-14-106; W.S. 21-7-601; W.S. 21-16-201 and 21-16-202; W.S. 21-16-501 through 21-16-505; W.S. 21-16-901 through 21-16-904; W.S. 21-16- 1001 through 21-16-1003; W.S. 21-16-1201 through 21-16-1204; W.S. 21-16-1301 through 21-16-1310; W.S. 21-16-1401 through 21-16-1403; W.S. 21-16-1501; W.S. 21-16-1601 through 21-16-1603; W.S. 21- 17-101 through 21-17-450; W.S. 21-19-101 through 21-19-106; W.S. 41-2-125

**Number of Authorized Personnel**

Does not apply.

**Organization Structure**

Board of Trustees; Office of the President; Athletics; Academic Affairs; Finance and Administration; Diversity, Equity, & Inclusion; Government Relations; General Counsel; Information Technology; Institutional Advancement; Marketing & Communications; Research & Economic Development; and Student Affairs (see organizational chart for details).

**Clients Served**

Enrolled undergraduate, graduate, and non-degree students; continuing education participants; schools; youth; alumni; industry sectors; business assistance clients; community assistance clients; clients requesting information; agricultural assistance clients; research clients; health care patients; cultural programs patrons; athletics fans; public radio listeners and donors; and other Wyoming citizens.

**Mission and Philosophy**

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

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

- Graduate students who have experienced the frontiers of scholarship and creative activity and who are prepared for the complexities of an interdependent world;
- Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners.
- Nurture an environment that values and manifests diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

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

### Budget Information

<b>REVENUE BY SOURCE OF FUNDS – FY2021</b>		
Tuition & Educational Fees, Net	\$57,882,019	14%
Sales of Goods & Services	\$36,921,679	9%
Grants & Contracts <sup>1</sup>	\$8,862,358	2%
Other Operating Revenue <sup>2</sup>	\$29,482,417	7%
Appropriations	\$220,637,945	53%
Gifts	\$44,773,687	10%
Investment Income	\$3,782,000	1%
Other Non-Operating Revenues	\$1,412,412	0%
Prior Fund Balance	\$15,110,301	4%
<b>Total</b>	<b>\$418,864,818</b>	
<b>REVENUE BY FUND TYPE – FY2021</b>		
Unrestricted Operating	\$351,671,589	84%
Designated Operating	\$41,048,355	10%
Restricted Expendable (Gifts)	\$26,144,874	6%
<b>Total</b>	<b>\$418,864,818</b>	
<b>OPERATING EXPENSES – FY2021</b>		
Salaries, Wages, and Benefits	\$289,669,454	69.2%
Services, Travel, and Supplies	\$87,951,569	21.0%
Utilities, Repairs and Maintenance, and Rentals	\$18,138,497	4.3%
Interest, Claims, and Other Expenses	\$13,105,271	3.1%
Capital Expense	\$846,567	0.2%
Other Non-Operating Expenses	\$872,862	0.2%
Internal Allocations and Transfers <sup>3</sup>	\$8,280,598	2.0%
<b>Total</b>	<b>\$418,864,818</b>	

<sup>1</sup>Excludes externally sponsored grant expenditures.

<sup>2</sup>Other Operating Revenue is mostly comprised of Federal Mineral Royalties in addition to miscellaneous revenue generated from various activities across the University.

<sup>3</sup>Includes provisions for replacement & depreciation and debt service.

On March 11, 2020 the World Health Organization declared a pandemic, and on March 13, 2020, the State of Wyoming declared a state of emergency related to the spread of COVID-19. The outbreak of the disease has affected travel, commerce, financial and commodity markets globally and is widely expected to affect economic growth worldwide. In an attempt to contain the disease, the University extended spring break for one week for faculty to prepare for remote teaching, discontinued the spring season of University Athletics on March 13, 2020 and cancelled all practices and events; announced that all classes would transition to online delivery when classes resumed on March 30, 2020 and would extend through the end of the semester; suspended all institutionally sponsored travel through May 15, 2020 and cancelled all campus events and activities until further notice. The University also requested all students living in the residence halls to make plans to move

out by Sunday, April 5, 2020. This request did not impact students living in University apartments.

In an effort to respond to the challenges and uncertainties posed by the COVID-19 pandemic the University extended its online/virtual learning class structure for graduate and undergraduate classes through the summer of 2020, and temporarily suspended most on-campus operations and transitioned to conducting business remotely whenever possible.

On June 10, 2020, the Board of Trustees approved a plan to restart on-campus educational experiences for the Fall 2020 semester, with a mix of in-person and online courses and measures to reduce the risk of COVID-19 transmission.

The University's "Plan to Restart Campus and Restore Normal Operations" was revised August 12, 2020 in response to evolving information about COVID-19 showing that testing, contact tracing and rapid isolation combined with measures such as required face protection and physical distancing are crucial to minimize the spread of the virus on college campuses. The revised plan called for a four phased approach to returning to campus, which included online, hybrid and in-person instruction throughout the Fall 2020 semester.

Spring 2021 semester's calendar was revised to include a limited contact period seven days before classes started. The first two days of class were remote with face-to face classes beginning January 25, 2021. All courses were scheduled to convert to online delivery on April 5, 2021, however due to the significant decline in COVID-19 cases and the increased availability of vaccines, the University adjusted its spring semester plan, allowing students and faculty the option of continuing in person experiences throughout the semester. Physical distancing measures, testing, contact tracing, rapid isolation and face protection measures continued throughout the semester.

Every department at the University was impacted by COVID-19 during FY2021 and progress toward meeting year five goals was significantly impeded.

## **Strategic Plan and Key Performance Indicators**

### **Breaking Through 2017-2022 Strategic Plan**

In September 2017, the University formally launched a five-year strategic plan, *Breaking Through: 2017-2022*. The strategic planning process occurred during the 2016-17 academic year and included more than 100 meetings and listening sessions with internal and external stakeholders, including 10 sessions in communities across the state. The plan is comprised of four main goals, each with a set of objectives and key performance indicators that allow the university to measure and track its success.

The University of Wyoming FY21 Annual Report provides the university's progress in delivering on the strategic plan goals, objectives, and metrics. A PDF copy of the strategic plan and the annual report are available online at [www.uwyo.edu/strategic-plan](http://www.uwyo.edu/strategic-plan).

## **Goal 1: Driving Excellence**

*Join together as an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*

### Objectives:

Promote and strengthen the university as a scholarly and creative enterprise

- Build national reputation and stature through strategic initiatives
- Elevate expectations for research and creative activities
- Expand capacity of the Office of Research and Economic Development
- Invest in computational and library resources and fund seed grants

Foster entrepreneurship and collaboration in research and teaching that bridge disciplines and engage public concerns

- Fully recognize the role of interdisciplinarity and integration in teaching, research, service and outreach in performance evaluations and tenure and promotion decisions
- Promote academic programs that address workforce needs of the state and region

Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty

- Establish an Office of Global Engagement to expand recruitment of international students and broaden the exposure of faculty and students to international events and cultures
- Increase faculty and student participation in programs abroad
- Grow interactions with historically black, Hispanic-serving and tribal colleges, as well as international institutions of higher learning

Achieve consistently excellent teaching and mentoring that give students the knowledge, ability, determination and innovation to meet tomorrow's challenges with sustainable solutions

- Develop a professional advising program for students that includes services centralized in colleges
- Incentivize revision and development of courses and curricula that includes technology-enhanced learning, online delivery and high-impact teaching practices
- Embrace informed and innovative approaches to assessment and improvement of student learning

**Progress Metrics:**

<b>Performance Indicator</b>	<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>2022 Goal</b>
Changes in external recognition of scholarly work	Invest in a database	Software not yet acquired	Software acquired. Deans exploring use of database. Policies and procedures for appropriate use currently under development.	Deans and Associate Deans have access to the data base. Fair use policy drafted. Fellow using database to examine academic parameters for excellence in research.	COVID-19 related delays in full implementation	1 decile improvement from baseline indicators
External Research Funding: Awards and Expenditures	\$85.18 million in external awards/\$108.13 million in expenditures	\$80.67 million in external awards/\$84.67 million in expenditures	\$87.2 million in external awards/\$83.12 million in expenditures	\$91.8 million in external awards/\$81.3 million in expenditures	Federal awards = \$97,029,127.05  (133,529,127.05 - WY CARES of 36,500,000.00)  Federal expenditures = \$89,360,174.65	\$115 million external funding
Income- bearing IP licenses	2 to 3 per year	1	2	2	2 licenses & 1 option to a license	5 or more per year
Degree programs created, substantially modified, or eliminated	192 degree and certificate programs	2 new programs; 4 programs modified; no eliminations	Cumulative, 5 new programs; 5 programs modified; 6 programs eliminated	Cumulatively, 10 new programs and 4 new certificates; 5 programs modified; 8 programs eliminated	12 new programs; 2 eliminations	8 new academic programs; 4 modified or eliminated
Number of international students (undergraduate and graduate)	791	785	706	623	509	1,050
Number of students and faculty participants in study abroad	395 students; 30 faculty	470 students; 38 faculty	618 students; 50 faculty	192 students; 12 faculty	56 students; 4 faculty	600 students; 50 faculty

In addition to the measures reported above, a number of initiatives advanced in FY21 further demonstrate the university's progress in delivering upon the objectives of Goal 1. Links to examples are included below.

[UW College of Health Sciences Educators Honored as Wyoming Women of Influence](#)  
[UW Launches Center for Blockchain and Digital Innovation](#)  
[UW Data Science Team Leads \\$6 Million NSF Grant to Build, Test Computational Models](#)

## **Goal 2: Inspiring Students**

*Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.*

### Objectives:

Welcome, support and graduate students of differing backgrounds, abilities and needs and from different cultures, communities and nations

- Implement a student-centric enrollment management strategy to grow enrollment and enhance recruitment and retention of students
- Enhance our relationship with Wyoming and regional high schools through visits and pre-college summer and academic opportunities on campus
- Establish dual-enrollment, program articulation and other transfer processes with the state's community colleges
- Improve retention, 4-year and 6-year graduation rates for undergraduates and graduation rates for graduate and professional students
- Build new living and learning communities to enhance retention
- Augment student support services to ensure that students thrive emotionally and physically
- Grow the number of students at a distance enrolled in hybrid and fully online degree programs
- Offer programming on diversity and inclusion through the office of the chief diversity officer

Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges

- Provide high-impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service
- Incentivize greater faculty and staff involvement in student life
- Institute an experiential transcript
- Expand career placement services

Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels

- Establish an Honors College
- Establish an office to support graduate education
- Establish a center for entrepreneurship and infuse innovation throughout the curriculum
- Establish a center for integrated STEM education to support the engineering, science and trustees' education initiatives
- Expand and grow quality of undergraduate and graduate scholarly experiences

Progress Metrics:

<b>Performance Indicator</b>	<b>Baseline</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>2022 Goal</b>
Overall enrollment (Enrollment growth projected for both in- state and out-of-state students)	12,366	12,397	12,450	12,249	11,829	13,500
Enrollment of transfer students	967	1,086	1,075	982	935	1,200
Enrollment of underrepresented students	12.7%	12.9%	13.1%	12.7%	12.7%	17%
Retention rate for FTFT (First-time, Full-time, Baccalaureate Degree- seeking)	76.4%	78.1%	78.0%	75.7%	79.4%	80%
Construction of new residence halls	Create a 10-year plan for Student Housing	10-year housing plan developed; currently under review by legislature's UW Housing Task Force	House Bill 293 passed legislature; UW Housing Task Force working to move construction forward. Architects selected.	The Board of Trustees has authorized administration to execute an agreement for Level 3 construction management services.	Housing design completed and construction to begin in 2022.	10-year plan in implementation; 2-3 new residence halls in construction or completed
Student participation in support services	24.7%	31.5%	Survey conducted every two years. Next administration: spring 2020.	29.3%	Student Satisfaction Survey has not been conducted since Spring 2020.	40.0%
4- and 6-year graduation rates for undergraduates	26.6%/55.4%	26%/58.2%	27.1%/56.7%	31.2%/59.6%	33.1%/59.2%	33%/60%



Percentage of students completing an experiential transcript	Institute co-curricular transcript	SOAR under development	25%	19%	21%	25% of seniors have a co-curricular transcript
Placement in jobs or advanced degree programs one year following graduation	66%*	Follow-up survey in progress	77.9%	83%	75%	80%
Percent of graduates with credential from Honors College	5.9%	4.9%	5.5%	5.3%	5.6%	8.0%

*\*Baseline placement data are 6-month figures; subsequent reports will include one-year placement rates.*

In addition to the measures reported above, a number of initiatives advanced in FY21 further demonstrate the university’s progress in delivering upon the objectives of Goal 3. Links to examples are included below.

[Three UW Students to Study Abroad Under U.S. State Department Program](#)  
[Y Cross Ranch Funding Provides Significant Support to UW Students](#)

**Goal 3: Impacting Communities**

*Improve and enhance the health and well-being of our community and environments through outreach programs and in collaboration with constituents and partners.*

Objectives:

Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth

- Establish an Office of Engagement and Outreach
- Support economic development in Wyoming through ENDOW and other opportunities
- Enhance extension programming

Build a statewide community of learners by collaborating with schools, community colleges and tribal nations to connect students and citizens

- Bring outreach educational and cultural opportunities to the state
- Expand partnerships with the Eastern Shoshone and Northern Arapaho tribes

Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university, and boost all our endeavors through a culture of giving

- Engage in a variety of strategies to establish contact with a greater number of alumni
- Engage alumni in student recruitment and mentoring
- Develop and promote competitive athletic teams that conjure enthusiasm and pride for UW

Progress Metrics:

Performance Indicator	Baseline	Year 1	Year 2	Year 3	Year 4	2022 Goal
Carnegie Community Engagement Classification	Not designated	Conducted Engagement survey and held campus and community listening sessions, resulting in the publication of <i>Envisioning Community Engagement and Outreach</i>	Office of Engagement and Outreach launched January 2019; personnel hired	Launched UWYO Events Statewide Calendar, launched Faculty Engagement Fellowship Program, Launched the Malcolm Wallop Civic Engagement Program	This is on hiatus, open to new discussion pending UW's leadership change.	Qualified to submit for 2024 deadline
Attendance at intercollegiate athletic events	275,372	303,726	256,901	253,004	25,969	310,000

In addition to the measures reported above, a number of initiatives advanced in FY21 further demonstrate the university's progress in delivering upon the objectives of Goal 3. Links to examples are included below.

- [UW TEI and College of Education Aim to Improve Quality of K-12 Online Learning with Free Workshop](#)
- [UW's Wind River Startup Challenge to Launch Sept. 1](#)
- [Buffalo High School Start-Up Challenge Names First-Round Winners](#)

***Science Initiative***

Under the direction of the Learning Actively Mentoring Program (LAMP) Director Rachel Watson, our LAMP instructors and learning assistants worked diligently to develop engaging online and hybrid learning opportunities for their students, and also assisted STEM and non-STEM faculty across campus and at the community colleges to help develop effective learning experiences. While we had to cancel our 2020 LAMP Summer Institute, we have a bumper crop of faculty and graduate students participating this year, offering both in-person and online Summer Institute experiences. To date, LAMP instructors have improved student learning and success for nearly 21,000 learners across 464 active learning courses at UW.

In spite of COVID-19, the Wyoming Research Scholars Program (WRSP), facilitated by Director Jamie Crait, supported the largest class since its inception. Faculty and graduate student mentors worked closely with 63 undergraduate scholars to provide rich research opportunities, whether continued in person or adjusted for online participation. Students continue to rave about the program, noting its positive influence on their current and future educational and career opportunities. These accomplished students continue to present at national conferences and publish in leading peer-

reviewed journals, which further supports their future success. 135 UW students have now had the opportunity to engage in the most authentic form of active learning through the WRSP.

Though the SI Roadshow was limited to one in-person visit at the end of the academic year, our team connected with K-12 teachers and students who sought out engaging STEM education opportunities during a year of limited contact. Under the leadership of Roadshow Director, Karagh Brummond, our growing team of enthusiastic undergraduate and graduate students developed and offered a variety of synchronous and asynchronous online learning experiences. Through SI outreach and engagement activities, we have also helped foster the formation of a graduate student Community Outreach Program for STEAM Engagement (COPSE) aimed at drawing more graduate students into learning about and implementing high-quality K-12 outreach programs. The reach of the SI Roadshow continues to grow, having connected with close to 5,000 teachers and students across Wyoming.

#### **Goal 4: A High-Performing University**

*Assure the long-term strength and stability of the university by preserving, caring for and developing human, intellectual, financial, structural, and marketing resources.*

##### Objectives:

###### Build human capital

- Enhance workplace conditions to recruit, retain and reward all UW employees and encourage innovation and commitment
- Implement career ladders for staff
- Provide and incentivize participation in professional development that enhances technical skills of employees
- Develop mentoring and leadership programs for faculty and staff
- Increase the number of endowed faculty positions, including new types such as distinguished professorships, or state engagement professorships
- Hire strategically to ensure robust disciplinary and interdisciplinary scholarship and to support academic and co-curricular opportunities that meet the needs of 21st century students

###### Strengthen marketing effectiveness

- Effectively communicate UW's opportunities to prospective students, regional partners and national and global markets
- Institute a centralized plan that tells our story and positions UW for recognition in all of these contexts
- Develop a comprehensive branding, public relations and marketing campaign

###### Enhance financial resources

- Stabilize, diversify and enhance revenue streams
- Launch a substantial and strategic capital campaign
- Develop a coordinated plan for managing intellectual property, entrepreneurship and technology development and transfer
- Drive operating efficiencies to save costs while maintaining services
- Analyze tuition and fee structure

Enhance institutional operations and planning

- Build a more highly functioning university by embracing transparency at all levels of administration and operations as well as by streamlining, updating and consistently implementing governing regulations and policies
- Create and implement university-wide plans such as a campus master plan, housing plan, capital and fiscal plans
- Create and implement metric-based strategic plans for all university units
- Honor UW’s commitment to the environment by instituting sustainability initiatives in daily operations, renovations and new construction

Progress Metrics:

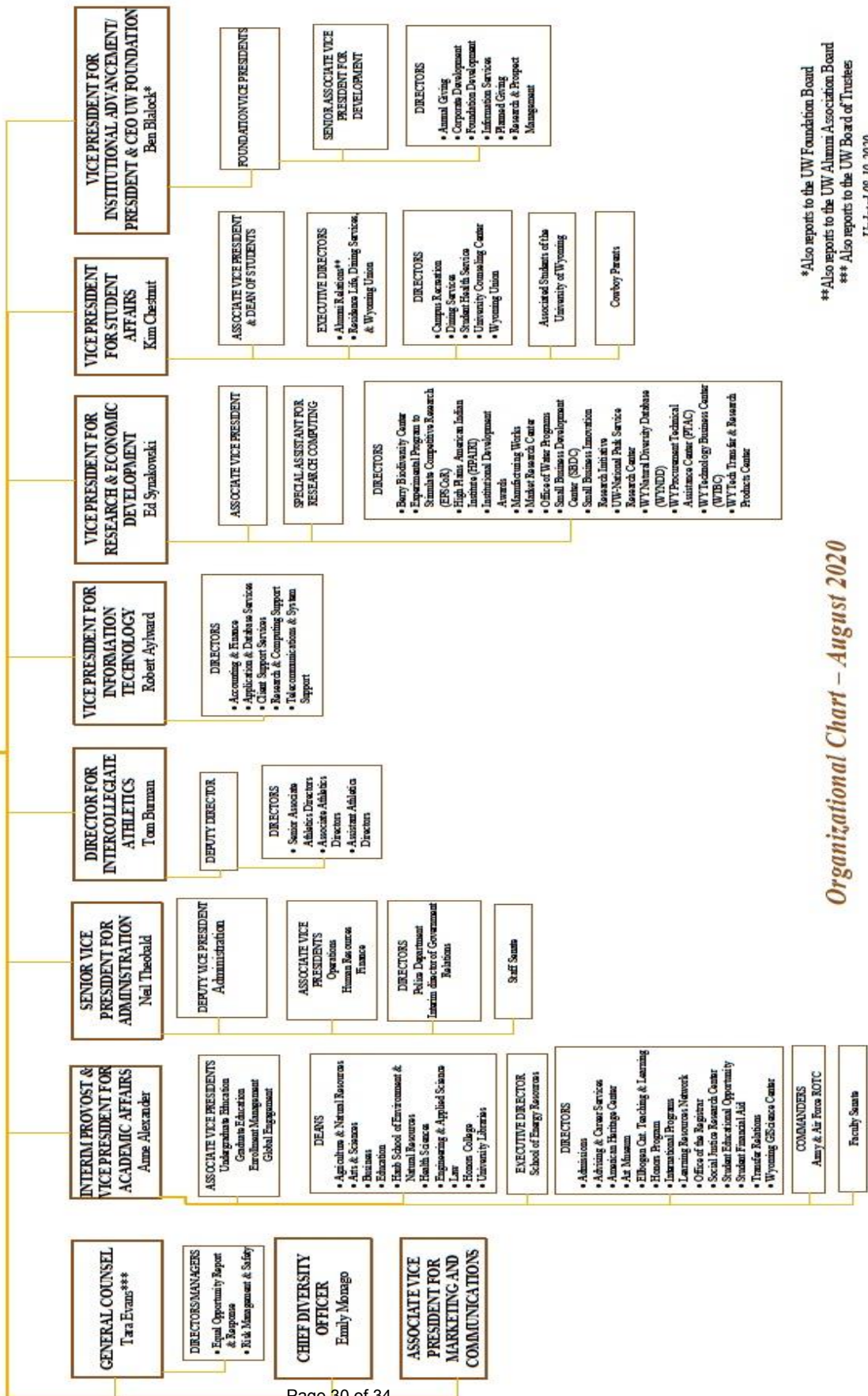
Performance Indicator	Baseline	Year 1	Year 2	Year 3	Year 4	2022 Goal
Campus climate and environment	Fall 2018 Campus Climate Survey	Survey will be conducted Fall 2018.	54% of all respondents agree that UW is a welcoming place for all races; and 63% of all respondents agree that UW encourages inclusion of individuals regardless of gender	During 2019-2020: Launched new initiatives recommended by the survey consultants that would have a positive impact on the UW campus climate	Launched the revised 6-week Inclusionary and Global Leadership Program. The program has been expanded to include staff beginning Fall 2021.  Developed a director position to lead the RJP Team. Division of Student Affairs funded UW's first Project Coordinator, Senior for RJP.	64% of all respondents agree that UW is a welcoming place for all races; and 73% of all respondents agree that UW encourages inclusion of individuals regardless of gender
Employee job satisfaction	Participate in Chronicle of Higher Education "Great Colleges" job satisfaction survey	Job satisfaction and support: 61%; Survey average across workplace categories: 46%	UW Strategic Improvement Working Group appointed Spring 2019; currently developing and implementing improvement plans	UW Strategic Improvement Working Group appointed Spring 2019; continuing to develop and implement improvement plans.	No employee satisfaction surveys have been administered since 2018.	Job satisfaction and support: 71%; Survey average across workplace categories: 56%

Number of endowed faculty positions	36	41	46	59	50	60
Total annual university revenue	\$505.6 million	\$520.7 million	\$523.3 million	\$529.3 million	\$516.5 million	\$555 million
Growth of university endowment	\$450 million	\$464.3 million	\$513.2 million	\$531.6 million	\$584.3 million	\$650 million
Deployment and full utilization of Enterprise Management Systems	Initiated	Financial Management and Budgeting systems implemented.	Human Capital Management system implemented.	Systems are fully deployed and are being used across the institution.	Systems are fully deployed and are being used across the institution.	Completion
Review and update of all university regulations and policies	Initiated	23 UW Regulations modified and 3 new regulations approved as part of the regulatory structure review.	18 UW Regulations modified, 26 UW Regulations sunset, 4 new regulations approved, and 12 new SAPs approved as part of the regulatory structure review.	25 UW Regulations modified, 1 new regulation approved, and 4 new SAPs approved as part of the regulatory structure review.	17 UW Regulations modified, 1 new approved and 7 new SAPs approved as part of the regulatory structure review. [There are 6 regulations remaining.]	Completion
Campus Sustainability Ranking (STARS)	Not designated	UW joining STARS program	First STARS report prepared and submitted to AASHE. Awaiting first rating.	Bronze rating received	Bronze rating	Bronze

In addition to the measures reported above, a number of initiatives advanced in FY21 further demonstrate the university's progress in delivering upon the objectives of Goal 4. Links to examples are included below.

- [Donor Impact Doubled on Sixth Annual UW Giving Day](#)
- [Statewide Survey Finds Strong Perceptions of UW, Education Quality](#)
- [UW Extension 4-H Educators Recognized Nationally for Excellence](#)

**PRESIDENT OF THE UNIVERSITY**  
Edward Sontel



\*Also reports to the UW Foundation Board  
\*\* Also reports to the UW Alumni Association Board  
\*\*\* Also reports to the UW Board of Trustees  
Updated 08-10-2020

*Organizational Chart – August 2020*

**Narrative for the Western Interstate Commission for Higher Education (WICHE) FY 2021  
Annual Report**

(July 1, 2020 - June 30, 2021)

**General Information**

WICHE has no administrative staff or director. Administrative support for the agency is provided through staffing at the College of Health Sciences in the University of Wyoming.

**Agency Contact**

David Jones, Dean, University of Wyoming College of Health Sciences  
(307) 766-5712  
University of Wyoming  
1000 E. University Avenue  
Dept. 3432  
Laramie, Wyoming 82071  
[dljones@uwyo.edu](mailto:dljones@uwyo.edu)

**Year Established**

The Western Interstate Commission for Higher Education was established by statute in 1953.

**Statutory References**

*Wyoming Statutes*, Title 21, Chapter 16, Article 2.

**Number of Authorized Personnel**

There are three WICHE commissioners appointed by the Governor. In FY 2021, Wyoming's representatives were UW College of Health Sciences Dean David Jones, Laramie; Senator Fred Baldwin, Kemmerer; and Western Wyoming Community College President Kim Dale, Rock Springs.

**Organization Structure**

WICHE is a separate operating entity funded by state legislative appropriation. The functions of the agency are performed by personnel within the University of Wyoming under the umbrella of the College of Health Sciences.

**Clients Served**

WICHE serves Wyoming residents from the undergraduate level through graduate and professional programs.

**Budget Information**

FY 2021 General Fund Expenditures: \$2,262,501

**Meeting frequency**

The WICHE Commission meets twice per year. WICHE Certifying Officers meet once a year.

**Mission and philosophy**

The mission of WICHE, based upon its enabling legislation, is to provide residents within Wyoming and the other western states within the compact an opportunity to obtain high-quality, cost-effective education without replicating programs in every state.

**Major Accomplishments/Efficiencies**

The annual report published by the WICHE office is available on the web at: <http://www.wiche.edu>. Wyoming highlights are available at <http://wiche.edu/state-highlights/wyoming>.

**Professional Student Exchange Program**

Through WICHE’s Professional Student Exchange Program (PSEP), Wyoming sent 75 students to out-of-state programs in 2020-21 in 9 different fields.

<b>Field</b>	<b># of Wyoming students</b>
Dentistry	5
Medicine	11
Occupational Therapy	4
Optometry	6
Osteopathic Medicine	3
Physical Therapy	15
Physician Assistant	3
Veterinary Medicine	27
Podiatry	1
<b>TOTAL</b>	<b>75</b>

**Western Regional Graduate Program**

Wyoming sent 56 students to out-of-state institutions via the Western Regional Graduate Program, while receiving 5.

**Western Undergraduate Exchange**

1,025 Wyoming students participated in Western Undergraduate Exchange (WUE), attending schools in other WICHE states while 1,843 WUE students attended Wyoming institutions from other WICHE states.

**Internet Course Exchange**

The University of Wyoming is a member of WICHE's Internet Course Exchange (ICE), an alliance of member institutions and systems that share distance delivered courses among two- and four-year institutions in the 16-state/island WICHE region.

**Interstate Passport Program**

The Interstate Passport program to block transfer lower division general education courses is under development and will facilitate transfer of students from other Passport institutions.



**AGENDA ITEM TITLE: Report on new Temporarily Restricted Endowment accounts established during the past year, Theobald**

SESSION TYPE:

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

[Committee of the Whole – Items for Approval]

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

APPLIES TO STRATEGIC PLAN:

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

EXECUTIVE SUMMARY:

Per the current UW Investment Policy, the Vice President for Administration is to report annually on any new Temporarily Restricted Endowment accounts (also known as Funds Functioning as Endowments) that were established in the current year. No new Temporarily Restricted Endowment Accounts were established during FY2021.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

N/A

WHY THIS ITEM IS BEFORE THE BOARD:

Current University Policy requires the Vice President for Finance & Administration to report this information annually to the Board of Trustees.

ACTION REQUIRED AT THIS BOARD MEETING:

N/A

PROPOSED MOTION:

N/A

PRESIDENT'S RECOMMENDATION:

N/A

**AGENDA ITEM TITLE: Update on Program Review and Budget Reductions, Seidel, Carman and Theobald**

SESSION TYPE:

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

APPLIES TO STRATEGIC PLAN:

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

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

EXECUTIVE SUMMARY: In November, the Board of Trustees will discuss, and possibly act upon, employment decisions made in accordance to Regulation 2-13. Concurrently, the Board of Trustees will discuss FY2022-23 operating budget implications of creating a College of Computing, and academic program in Tourism & Hospitality, and a Center on Innovation & Entrepreneurship (e.g., academic/human resource policy changes, internal transfers of on-going revenue, creation of additional revenue). Establishing capacity to fund new academic programs will require reallocation of existing/new resources under current revenue projections. Absent new revenue from state and/or federal funds, reallocations of existing resources may require additional cost saving or revenue creation measures to be implemented.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

Administration presented Restructuring UW for Wyoming’s Future to the Board of Trustees on July 14, 2021.

WHY THIS ITEM IS BEFORE THE BOARD:

Information item.

ACTION REQUIRED AT THIS BOARD MEETING:

N/A

PROPOSED MOTION:

N/A

PRESIDENT’S RECOMMENDATION:

N/A