

UNIVERSITY OF WYOMING
Excellence in Higher Education Endowment Report
From the Office of the Provost and Vice President for Academic Affairs
1 OCTOBER 2012
[Pursuant to W.S. 21-16-1204]

To the Joint Appropriations and Joint Education Interim Committees

1. Background

Created in 2006, the Excellence in Higher Education Endowment was funded at \$105 million, the earnings from two-thirds of which, or \$70 million, was designated to the University of Wyoming. Earnings on the state-managed endowment, which are distributed by the state treasurer to the university, allow the university to establish endowed faculty positions (known as Wyoming Excellence Chairs) and to acquire instructional and scholarly materials, classroom equipment, and other resources necessary to support the work of endowed chairs. Distributions to the university are based on a spending policy of 5% of the average of the market value of the corpus for each of the preceding five (5) fiscal years or the fiscal years up to five for which there was a balance.

The statute imposes some constraints on the uses of the endowment earnings. Not less than 2/3 of the amounts must be used to expand university instruction and research in disciplines related to economic and social challenges facing Wyoming. No fewer than four Wyoming Excellence chairs must be in the College of Education. The remaining endowed faculty members must have established reputations in other areas of distinction as identified in the university academic plan, including business, arts and humanities, mathematics, cultural studies, economics and law.

To jump-start the program while the endowment corpus was filling, and pursuant to Senate Enrolled Act 54 Section 1 (c) (ii), the Legislature appropriated \$2.8 million in one-time funds, subsequently reduced to \$1.8 million, to be distributed to the University of Wyoming and expended exclusively for the purposes specified in W.S. 21-16-1202 (b). The one-time appropriation allowed the university to begin filling positions in fiscal years 2007 and 2008. Those initial positions were then funded permanently with earnings from the Excellence in Higher Education Endowment.

2. Summary and history of authorized positions

Under W.S. 21-16-1204, UW must report annually on faculty positions partially or fully funded through the endowment program, including the name of each faculty member filling a Wyoming Excellence chair, their education and experience, their research and instructional activities, and the benefits of their research and instruction.

The jump-start appropriation became effective July 1, 2006. The provost developed a planning budget for the allocation of positions to be supported with these funds during the 2007-2008 biennium, while the \$70M endowment account began to fill. Based on the planning budget,

three searches were authorized with jump-start funds: two in the College of Education (fulfilling one-half of the legislative mandate requiring four positions in the College of Education) and one in the College of Arts and Sciences Creative Writing MFA program.

During the second year of the biennium, as more information became available about anticipated payouts to the university from the state-managed endowment account, the provost's office authorized more searches, in two phases. Seven additional Wyoming Excellence endowed positions were authorized during fiscal year (FY) 2008, and five more were authorized in July 2008 for a total of fifteen authorized endowed faculty positions. Four of these 15 positions were to be funded with earnings combined from both the state account and private endowment gifts to the university, allowing for a greater number of search authorizations and establishing a unique private-public partnership in endowing distinguished professorships.

The decision to authorize the fifteen fully or partially funded positions was based on a budget for salary, benefits, and other position-related costs consistent with the projected payout estimates provided by the state treasurer's office prior to the financial market declines realized later in FY2009. Subsequent financial market events mandated the need to reevaluate the size of the budget and number of permanent positions that could be supported by the endowment earnings. Given the need for exceptional prudence in filling permanent faculty positions, and consistent with representations to the Joint Appropriations Committee, the university placed a number of the previously authorized searches on hold through FY2010. At the beginning of FY2011, following careful evaluation of the anticipated earnings stream and the accumulated reserves held in the university account, the provost authorized searches to fill a number of the on-hold positions, including some for a bridging period only in order to ensure that permanent funding commitments would remain in line with the anticipated funding stream. Then, at the beginning of FY2013, based on having received a significantly larger payout during FY2012 and as well as enhanced projected payout estimates from the state, the provost was able to complete the originally planned 15 position allocations, and augment the program with additional allocations to Nursing, Law, Global Studies, and American Indian Studies.

At the time of this report 15 positions are permanently funded and five additional positions are supported with endowment funds for a bridging period of several years (through FY2017). The ongoing annual expenses associated with filling the 15 permanently funded positions are in line with the state projections for annual earnings. The expenses associated with the additional bridge-funded (or temporarily) supported positions are funded with accumulated reserves beyond those needed to cover the risks of another period of earnings declines. Individual plans are in place to support each of the bridge-funded positions after the period of support by the Endowment has ended. The position breakdown is as follows:

- Nine permanent positions have been allocated and filled. These nine include:
 - the four legislatively mandated positions in the College of Education;
 - two permanent visiting positions in the arts and humanities (the Eminent Writer in Residence and the Fine Arts Visiting Artist in Residence); and
 - three positions that contribute depth in the life sciences (the Ecology chair, the Prion Biology chair, and the directorship of the Biodiversity Institute that is newly established under the auspices of the Haub School and Ruckelshaus Institute).

These nine positions correspond to three areas of distinction identified in the university's strategic plan: professions critical to the state and region, arts and humanities, and life sciences.

- Six additional permanent positions have been allocated for searches that are already underway or will be initiated in FY2013. These six include: one in the life sciences for a chair in regional climate modeling (also expected to contribute to the computational sciences); two in the professions critical to the state and region for chairs in Nursing and Law; three to address "other economic and social challenges facing the state," including a chair in Community Economic Development and two permanent visiting scholar positions to support teaching and scholarship in Global Studies and American Indian Studies.
- Five additional positions continue to be supported with Endowment for Excellence funds for well-defined bridging periods, to enable UW's colleges and departments to continue to build programs consistent with the legislative mandate. Plans for funding the positions beyond the bridging period have been developed by the respective college dean or program director. These five include: four positions partially supported with private endowment funding in Collaborative Natural Resource Management (the Spicer chair), Accounting (the Toppan chair), Biomedical Physiology (the Gardner/Fiske chair), and Law (the Kepler chair); and the Art Museum Master Teacher. All positions are currently filled and permanent funding plans are in place for the first four.

The 15 permanently authorized and 5 bridge-funded positions conform to the legislative mandate. Four positions in Education, as prescribed by the legislation, have been created and all are now filled in areas critical to the future of K-12 education: literacy education (2 positions), science education, and mathematics education. The strategy for allocation of the other positions was to coordinate a set of positions in the life sciences, an institutional area of distinction identified in the University Plan, and to build greater depth in other areas of distinction, including the arts and humanities and professions critical to the state such as business, law, and health professions. In addition, positions were selected for allocation based on their potential to address economic and social challenges in the state, such as community economic development, livestock and wildlife disease, managing natural resource conflicts, and preparing for a global economy. Endowment for Excellence position allocations are designed to complement a group of faculty positions focused on energy resources that are funded by the School of Energy Resources. The allocation strategy is reflected in the following table, and the accomplishments of the currently filled positions are described in detail below.

Allocation strategy	Number of positions	College/Academic Unit
Education	4	Education
UW Areas of Distinction		
Arts & Humanities	3	Arts & Sciences Art Museum
Life Sciences	5	Arts & Sciences Agriculture & Natural Resources Engineering & Applied Science Haub School & Ruckelshaus Institute
Professions Critical to Wyoming	4	Business Law Nursing
Other Economic and Social Challenges	4	Agriculture & Natural Resources Arts & Sciences Haub School & Ruckelshaus Institute

FY 2012 Accomplishments associated with each position

College of Education (four positions authorized; four filled)

Four of the permanent positions reside in the College of Education, with focuses on literacy, science education, and mathematics education. The individuals who hold these positions are developing and leading nationally recognized programs in these fields and are expected to be magnets for attracting the best and brightest junior faculty and students into these critical areas of teaching need in Wyoming. These positions represent the four Wyoming Excellence chairs that must, by law, be in the College of Education.

- Literacy Education. Dr. Victoria Ridgeway Gillis** holds a B.S. in Biology from North Georgia College; a M.A.T. in Secondary Science from Emory University; and a Ph.D. in Reading Education from the University of Georgia. She has a distinguished record of scholarship in content-area reading and adolescent literacies. She brings a strong record of classroom teaching at the secondary and university levels as well as an extensive background in professional development for in-service teachers. She recently published the seventh edition of her textbook, co-authored with Donna Alvermann, *Content Area Reading and Literacy: Succeeding in Today's Diverse Classrooms*. Dr. Gillis teaches at the graduate and undergraduate level, mentors junior faculty and graduate students, and is actively involved in strengthening the UW doctoral program in literacy education and the literacy endorsement/certification program. She has contributed significantly to the UW Literacy Research Center and Clinic effort.
- Literacy Education. Dr. George Kamberelis** earned a B.A. in Philosophy and Religion from Bates College, an M.A. in Literature and Religion from the University of Chicago, and an M.S. in Psychology and Ph.D. in Education and Psychology from the University of Michigan. Along with other UW faculty, he has been closely engaged in planning the UW literacy Research Center and Clinic. As part of the planning process, he has created

partnerships with seven schools and community-based organizations that serve children and families throughout the state. Dr. Kamberelis has organized the Fall Literacy conferences for the past two years, which have brought renowned literacy experts to UW. He has worked with literacy specialists in Laramie County School District #1 to develop content that aligns with the Common Core Standards. He continues to refine the UW doctoral program in literacy education and the literacy endorsement/certification program and to recruit outstanding doctoral students to these programs.

- **Science Education. Dr. Tim Slater** earned a B.S in Physical Science and in Secondary Science Education at Kansas State University, an M.S in Physics at Clemson University, and a Ph.D. in Geological Science Education at the University of South Carolina. He serves on the Wyoming Department of Education's Leadership Steering Committee on WY Content and Performance Standards for Schools, and has presented teaching excellence workshops for K-12 science teachers across Wyoming. He was successful in procuring a third \$200,000 grant from the Wyoming Department of Education to continue a multi-year science teaching institute for K-12 on the Wind River Reservation and has been awarded an additional \$1M in extramural funding from the National Science Foundation and NASA to work with future science teachers who are majoring in education. He has been highly successful in recruiting nationally top tier Ph.D. students. His collaborative work with graduate students and junior faculty has resulted in several published articles in scholarly journals.
- **Mathematics Education. Dr. Larry Hatfield** earned a B.S in Mathematics from the University of Minnesota, an M.A. in Mathematics from Western Michigan University and a Ph.D. in Mathematics from the University of Minnesota. He teaches at the graduate and undergraduate level, mentors junior faculty members, provides outreach to in-service teachers, and participates in service activities to strengthen Wyoming mathematics content standards for statewide improvement of curriculum, assessment, and teaching. He directs the virtual WY Institute for the Study and Development of Mathematical Education (WISDOM^c), an international consortium of more than 50 scholars collaborating on research on quantitative reasoning, mathematical modeling, technology tools, and the lived mathematical experience; conducting national symposia for STEM research; and publishing a monograph series for teachers and researchers. He is planning for the inaugural biennial WISDOM^c conference on Research and Practice in Mathematical Education for teachers and researchers in the summer of 2013. As the Mathematics Education Ph.D. graduate coordinator, he has provided primary leadership to increase the number of graduate students from 3 to 12. He co-led a federally funded grant to support professional development to improve K-12 mathematics instruction in Hot Springs County School District #1. He is developing a WY Academy for Mathematically Promising Students (WYO-AMPS), a structured youth enhancement and mentorship program to increase university study in mathematical sciences.

Arts and Humanities (3 positions authorized; 3 filled)

- **Eminent Writer-in-Residence (one permanent visiting position, to be filled each year with one or more visiting writers).** Owing to support from the Wyoming Excellence Endowment, UW's Master of Fine Arts (MFA) Program, brought three acclaimed Eminent Writers in Resident to campus in 2011-2012: poet **Ed Roberson**, fiction writer **Colson Whitehead**, and essayist **John D'Agata**. Each worked closely with creative writing students, visited university classes, offered public readings, and enlivened the arts at UW. Highlights included Roberson's trip to Jackson, where he gave a reading to an enthusiastic audience at the Teton County Public Library. The program was also able to extend its productive relationships with two previous Writers in Residence, **Joy Williams** and **Rattawut Lapcharoensap**, both of whom returned to continue to work closely with the program as teachers and mentors. Their international literary stature has contributed in significant ways to the growing reputation of the MFA program, as has the continuing appointment of National Geographic correspondent and travel writer **Mark Jenkins**. Jenkins continued his outreach to Wyoming community colleges and the state through UW's World to Wyoming program, which brings presentations on international topics to Wyoming communities. The fund also supported a public reading and visit from celebrated author **Charles Baxter**. The fund supported these faculty members' efforts with seven graduate assistantships, ten week-long writing residencies to assist students with writing theses, and ten summer stipends, which allowed the students to devote the summer of 2012 to intensive work on their creative writing.
- **Fine Arts Visiting Artist-in-Residence (one permanent visiting position allocated, to be filled each year).** The endowed Artist-in-Residence is a rotating position that offers students in the departments of Art, Music, and Theatre and Dance the opportunity to work with professional artists with national and international reputations. Tony award-winning **Bill T. Jones** and the **Bill T. Jones/Arnie Zane Dance Company** were the primary Eminent Artist this year. The Company presented its production of *Serenade: The Proposition*. Two of the company members were in residence for the entire fall semester, teaching and setting choreography for UW students. Mr. Jones coached and critiqued UW dances, prior to their presenting his work on a statewide tour. In addition, the Wyoming Excellence budget for the position supports short-term visits to campus by artists in a variety of fine arts disciplines in order to lay the foundation for longer-term collaborations, bolster placement, recruiting and training for UW students. In FY 2012 the departments of Music, Theatre and Dance, and Art used the allocation to bring numerous artists, to expose the entire music student body to people in all areas of specialization. Eleven visual artists, eighteen artists in theatre and dance, and twenty musicians were able to visit UW, due to support from the Excellence Endowment. The prominent artists and musicians were in residence for several days, presenting concerts, coaching students and offering individual critiques, presenting workshops and formal lectures that were open to students and the public, and giving master classes.
- **Art Museum Master Teacher (position funded through fiscal year 2017).** **Heather Bender** earned a B.A. degree in Art and History, with a minor in Education, from

Salisbury University and holds a Wyoming State Teacher Certificate. Previously, Bender was the director of Lewis & Clark State College Center for Arts and History in Idaho, and education specialist at the Buffalo Bill Historical Center in Cody, Wyoming. In addition to working with UW art and education students in her areas of study, Bender mentors pre-service art teachers. Her programs include *Learning from the Masters*, an after-school enrichment program. She was a key member of the team that developed the Art Museum's annual Summer Teaching Institute, which models art-based interdisciplinary learning strategies for K-12 teachers. During academic year 2012-2013 Ms. Bender will also assume classroom teaching duties in the College of Education.

Life Sciences (five positions authorized; four filled)

- **Ecology. Dr. Ingrid Burke** joined UW in 2008 as the Wyoming Excellence Chair in Ecology, a professor in the departments of Botany and Ecosystem Science and Management, and director of the Haub School and Ruckelshaus Institute of Environment and Natural Resources (ENR). Dr. Burke earned a B.S. in Biology from Middlebury College and a Ph.D. in Botany from the University of Wyoming. Dr. Burke received UW's Promoting Intellectual Engagement award for the course "Environment," which she taught to freshmen students. Dr. Burke's advisory board and committee memberships include: Wyoming Energy Resources Council, Environmental Protection Agency's Scientific Advisory Board, EPA Ecological Effects and Processes Committee (chair), EPA Report on the Environment Committee, and co-chair of The National Academy of Sciences Committee on the Environmental and Economic Impacts of Biofuels. The Haub School published articles on the management of beetle-infested forests, the economic consequences of conservation easements, and primers on natural gas energy development wildlife mitigation and wind energy wildlife mitigation, and developed outreach materials on green building. Forty-eight students participated in the Wyoming Conservation Corps service on Wyoming public lands.
- **Prion biology. Hermann M. Schätzl, M.D.** joined the Departments of Veterinary Science and Molecular Biology in the College of Agriculture and Natural Resources in January 2010. Dr. Schätzl earned an M.D. in Retrovirology from Mac von Pettenkofer Institute for Microbiology and Hygiene in Munich, Germany. His focus is on prion diseases, infectious and fatal neurodegenerative disorders of man and animals, which includes chronic wasting diseases in deer and elk. He was the invited speaker and chairman at national and international conferences, including those in Hamilton, MT, Vancouver, Baltimore, and Amsterdam. His internationally competitive research program with the long-term goal to develop therapeutic and preventive strategies against prion diseases and chronic wasting disease is expected to add to UW's reputation as an international center of research. He currently is advisor or committee member to fifteen graduate students, including students in Canada, Germany, and Italy. Dr. Schätzl was invited to deliver the WWAMI Science of Medicine Lecture at the University of Washington, being the first representative from UW to receive that honor. Dr. Schätzl has announced that at the end of the 2012-2013 academic year, he will leave UW for a position at University of Calgary in Canada. The college deans are vetting a position

description for refilling with a scientist with expertise in the ecology of disease, with an emphasis on livestock-wildlife disease interactions.

- **Regional Climate Modeling (search underway).** A search is underway for this chair, which will focus on cross-disciplinary problems that integrate atmospheric processes and terrestrial ecosystems. Particular goals are to develop and apply high-performance climate models to the regional scale and to determine climate influences on the hydrologic cycle and water resources of Wyoming and the adjoining climatic regions (Rocky Mountains and the western Great Plains). The position links with UW's areas of distinction in both Life Sciences and Earth and Energy Sciences. It is anticipated that the program will make extensive use of the NCAR-Wyoming Supercomputing Center and contribute to additional depth in computational sciences.
- **Biomedical physiology (Gardner Chair).** **Dr. Amy Navratil**, holds a B.S. in microbiology and a Ph.D. in biomedical science from Colorado State University. She did post-doctoral fellowships in reproductive medicine at the University of California-San Diego and in biomedical science at Cornell University. Her research interests revolve around understanding the cell signaling pathways that are activated in gonadotrope cells of the pituitary gland and how these pathways are involved in controlling fertility in mammals. In the first year of her appointment at UW, Dr. Navratil was successful in winning a Wyoming INBRE-NIH grant, which will help to support her work over the next two years. She taught Human Systems Physiology and is developing a new course in Molecular Endocrinology, which will be offered at UW for the first time in the fall of 2012. This position is supported in part with the Hank Gardner and Marilyn Fiske Endowment.
- **Biodiversity Institute Director** (position filled in August 2012). **Professor Carlos Martinez del Rio** has accepted this position. Dr. Martinez del Rio earned a B.S. from the Universidad Nacional Autonoma de México, and a Ph.D. in Zoology from the University of Florida. He is currently a member of the editorial board for *American Naturalist*. He has a distinguished research record with numerous publications in the areas of physiological ecology, ecology, and natural history and conservation biology. He has also received several teaching awards at the University of Wyoming. He is passionate about leading the University of Wyoming's Biodiversity Institute's mission of science-based education, outreach, and research.

Professions Critical to the State (four positions authorized in the Colleges of Business, Law, and Health Sciences).

The Excellence in Higher Education endowment afforded UW the opportunity to complete several partially funded, privately endowed chairs, creating unique state-private partnerships in building excellence in areas of distinction at UW. Two such positions are in the Colleges of Business and Law. In addition, the Law School and the College of Health Sciences have received permanent position allocations for searches in FY2013.

- **Accounting (Toppan Chair).** **Dr. Eric N. Johnson**, the Wyoming Excellence chair in Accounting and Clara R. Toppan Professor, holds a B.A. in accounting from Whittier College, and M.B.A. and Ph.D. degrees from Arizona State University. His research interests include risk factors related to financial fraud, the role of information technology and internal control, and ethics and judgment issues in budgeting and management performance evaluation. Dr. Johnson co-authored two articles presented at the annual meeting of the American Accounting Association, the premier organization for academic accountants. He is developing a proposal to establish a Center for Fraud Education and Research at UW, which would provide an emphasis on research of underlying reasons why individuals engage in financial fraud.
- **Law (two positions)** **Mr. Dennis Stickley** came to UW in 2008 on a visiting professorship funded jointly by the Excellence Endowment and College of Law. The financial arrangement has been extended through 2014. Professor Stickley received a B.S. in international agriculture, an M.S. in resource economics, a J.D. degree from the University of Wyoming, and a Master of Laws degree in energy law from the University of Utah. He is an international expert in energy law, and has been listed in the *Guide to the World's Leading Energy and Natural Resources Lawyers*. Professor Stickley is a member of the Extractive Industries Technical Assistance Facility panel of experts of The World Bank. At UW, he teaches Oil and Gas Law, Mining Law, and Energy Industry Transactions. He published on hydraulic fracturing in the Spring 2012 issue of *Wyoming Law Journal*. He was engaged to be the legal adviser to Ambassador Princeton Lyman as the Special Envoy to the African Union High-Level Implementation Panel, which is mediating the dispute between north and south Sudan over rights to crude oil. To continue to enhance the Law College's expertise in energy and natural resources, the dean of Law and the director of the School of Energy Resources are currently developing a plan for a permanent SER-funded position in energy law. In July the provost allocated a new Excellence chair position to Law to direct the Legal Services Clinic and to provide senior leadership in legal ethics following the announced retirement of Professor John Burman at the end of this academic year.
- **Nursing** (one position allocated for a search in FY2013). This position will provide statewide leadership in advanced nursing practice and will provide teaching, scholarship, and leadership in the newly established Doctorate of Nursing Practice degree program. This new credential is the emerging national standard for the highest level of licensure for nurse practitioners.

Other Economic and Social Challenges (four positions).

- **Community economic development (search in FY 2013).** The focus of the Wyoming Excellence endowed chair in community economic development is on building the relationship between community economic development and the region's natural resource base, particularly in Wyoming, with a goal of helping communities to manage and plan for growth and change. Strong candidates will hold a Ph.D. in Agricultural Economics, Economics, Geography, or Planning with documented experience in regional

economics, community development, or natural resource management; and experience in GIS and geospatial analysis, the economics of industry location and site analysis, or community development implementation processes. The academic home of the endowed chair in community development will be either the College of Agriculture and Natural Resources or the Geography Department in the College of Arts & Sciences. The College of Agriculture and Natural Resources received temporary funds to support a Research Scientist in 2012, to lay a foundation for filling the position permanently. In this role, Scott Lieske's activities focused on developing geospatial information and tools for land use and community development planning, technical training and assistance, and disseminating educational resources. His work involved collaborations with the Wyoming Planning Association, Wyoming Association of Municipalities, Wyoming County Commissioners Association, Wyoming Rural Development Council, Wyoming Main Street Program, Natural Resources Conservation Service, Conservation Districts, and the *Building the Wyoming We Want* initiative.

- **Collaborative natural resource management (Spicer Chair).** Dr. Steven Smutko joined the university faculty in January of 2010 as the Wyoming Excellence and Spicer Distinguished Chair in Environment and Natural Resources, one of the first of its kind in the nation devoted to collaborative decision-making. Smutko is a professor in the Department of Agricultural and Applied Economics, in addition to his role as UW's Spicer Chair, based in the Haub School and Ruckelshaus Institute of Environment and Natural Resources (ENR). Dr. Smutko has a B.S. in Outdoor Recreation from Colorado State University, a Masters in Community and Regional Planning from North Dakota State University, and a Ph.D. in Economics with specialization in resource economics from Auburn University. He gave presentations at national conferences in collaborative decision making, and continues to serve on the steering committee for the University Network for Collaborative Governance and the council for the Environment and Public Policy section of the Association for Conflict Resolution. During the past year, Smutko has been assisting the state-appointed Upper Green River Air Quality Citizen Advisory Task Force to develop recommendations for meeting air quality standards for ozone. Dr. Smutko is teaching Negotiation Analysis, and has created a new undergraduate course in natural resource problem solving. He also serves on graduate committees in Agricultural and Applied Economics.
- **Global Studies Visiting Scholar.** Under the aegis of this new endowed chair, UW will recruit prominent scholars for terms of one to two years to enhance undergraduate and graduate teaching and scholarship on non-U.S. regions of the world. Visiting scholars will be expected to have state-wide presence, as well, and to provide visiting lectures and public presentations at Wyoming community colleges.
- **American Indian Studies Visiting Scholar.** UW will seek prominent scholars for terms of one to two years to enhance teaching, scholarship, and interdisciplinary partnerships in American Indian Studies. Visiting scholars will be expected to have state-wide presence, and to contribute to enhancing UW's connections with tribal communities and colleges and the Wind River Reservation.

3. Fiscal Summary

The costs associated with each position include salaries commensurate with the market for top academics, employer paid benefits, ongoing budgets to support research and instructional activities, as well as one-time start-up expenses which are especially critical to recruiting distinguished scholars with large established laboratory research programs.

The balance in the Excellence in Higher Education Endowment expenditure account held at the university as of June 30, 2012 is \$6.3 million. Total expenditures for the 2013 fiscal year are currently budgeted at \$5.4 million.

The following tables summarize the uses and expenditures of the budgets for filled positions, and the total estimated initial cost of the program when all 15 allocated positions are filled. Not shown are projected costs as the program continues. Costs are anticipated to increase at the rate of approximately four (4) percent a year, in conjunction with anticipated salary raises and increases in benefit and support costs. Wyoming Excellence chairs will not receive salary raises in years in which salary increases are not available to other UW employees. The temporary increase in expenditures for the next few fiscal years reflects a plan by the UW Office of Academic Affairs: (a) to invest in critical start-up expenses of new and newly hired endowed chairs; (b) to provide temporary support for key areas not yet assigned permanent positions; and (c) to maintain an adequate cash balance to cover on-going expenses for an acceptable period, in the event of diminished revenue.

Use and Expenditure of Funds July 1, 2011 - June 30, 2012

Balance July 1, 2011	\$5,658,491
Advertising and Recruitment	(\$17,143)
Salaries and Benefits	(\$2,257,224)
Support	(\$659,083)
Equipment/facilities	(\$193,341)
Income (distribution from state and interest)	\$3,723,332
Balance June 30, 2012	\$6,255,032

Estimated Annual Budgets for Nine Permanently Funded Positions

FY2013	FY2014	FY2015
\$2,554,000	\$2,254,000	\$2,254,000

Estimated Annual Budgets for Bridge-funded Positions

FY2013	FY2014	FY2015
\$1,272,000	\$1,091,000	\$746,000

Estimated Annual Expenses for All Fifteen Positions, when filled

Salaries	Employer Paid Benefits	Support for Research and Instructional Activities	Total Annual Expenses
\$1,797,000	\$629,000	\$745,000	\$3,171,000