

General Information for *University of Wyoming FY 2018 Annual Report*
(July 1, 2017 - June 30, 2018)

Agency Head

Dr. Laurie S. Nichols, President, University of Wyoming

Agency Contact

Dr. Dan Maxey, Chief of Staff, Office of the President, University of Wyoming
(307) 766-4121
Old Main 206
Dept. 3434
1000 E. University Avenue
Laramie, Wyoming 82071
dmaxey@uwyo.edu

Website

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; K-12 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

REVENUE BY SOURCE OF FUNDS – FY18		
Tuition & Educational Fees, Net	\$48,871,915	10%
Sales of Goods & Services	\$61,664,385	13%
Grants & Contracts ¹	\$94,817,970	20%
Other Operating Revenue ²	\$13,548,523	3%
Appropriations	\$219,046,733	46%
Gifts	\$31,793,280	7%
Investment Income	\$1,261,327	<1%
Other Non-Operating Revenues	\$574,480	<1%
Total	\$471,578,613	
REVENUE BY FUND TYPE – FY18		
Unrestricted Operating	\$345,738,997	73%
Designated Operating	\$13,990,641	3%
Restricted Expendable (Grants & Contracts) ¹	\$86,843,205	18%
Restricted Expendable (Gifts)	\$25,005,769	5%
Total	\$471,578,613	
OPERATING EXPENSES – FY18		
Salaries, Wages, and Benefits	\$296,612,356	64%
Services, Travel, and Supplies	\$95,932,457	21%
Utilities, Repairs and Maintenance, and Rentals	\$28,638,129	6%
Interest, Claims, and Other Expenses	\$18,058,161	4%
Capital Expense	\$8,758,723	2%
Other Non-Operating Expenses	\$484,834	<1%
Internal Allocations and Transfers ³	\$13,805,323	3%
Total	\$462,289,983	

¹Excludes Federal Direct Student Loans and Pell Grants.

²Other Operating Revenue is mostly comprised of Federal Mineral Royalties in addition to a small amount of miscellaneous revenue generated from various activities across the University.

³Includes provisions for replacement & depreciation and debt service.

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 FY18 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.

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

Year 1 Progress Metrics:

Performance Indicator	2017 Baseline	2018: Year 1	2022 Goal
Changes in external recognition of scholarly work	Invest in a database	Software not yet acquired	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	\$115 million external funding
Income-bearing IP licenses	2 to 3 per year	0	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	8 new academic programs; 4 modified or eliminated
Number of international students (undergraduate and graduate)	791	785	1,050
Number of students and faculty participants in study abroad	395 students; 30 faculty	470 students; 38 faculty	600 students; 50 faculty

In addition to the measures reported above, a number of initiatives advanced in FY18 further demonstrate the university's progress in delivering upon the objectives of Goal 1. Two examples are included below.

New Academic Programs Addressing Workforce Needs in Wyoming

In March 2018, the University of Wyoming Board of Trustees voted to approve a new interdisciplinary bachelor's degree in **Outdoor Recreation and Tourism Management**. The program is a collaborative effort between UW's Haub School of Environment and Natural Resources and the College of Business and will launch in fall 2018. The degree will give students the skills, knowledge and experience to become leaders in the outdoor recreation and tourism economic sectors, help these sectors to evolve to meet their full economic potential, and enhance Wyoming's ethic of natural resource stewardship. UW expects enrollment in the degree program to start with 50 students in the first year and grow to 150 by the fourth year. Efforts are underway to establish articulation agreements with several Wyoming community colleges, allowing students to begin working toward the bachelor's degree before transferring to UW.

In May 2018, the Board of Trustees also approved the creation of a **Cybersecurity certificate** program in the College of Engineering and Applied Science. The certificate will aid the university in earning national designations from federal agencies in the area of cybersecurity education. UW's Cybersecurity Education and Research Center, in alignment with requirements from the National Security Agency and the Department of Homeland Security, developed a course sequence that enables undergraduate students to achieve high theory and skill competence in cybersecurity concepts. Industry trends suggest employers are recruiting college graduates who have proven cybersecurity content knowledge from reputable academic institutions. The

“cybersecurity certificate” positions UW as a leader in cybersecurity education in Wyoming and the region.

Expansion of Student Advising and Support Services

A plan was approved by the Board of Trustees in November 2017 to institute cost-based fees for academic programs beginning in fall 2018. Revenues from the university’s new program fees will cover essential program supplies and materials, based on the varying costs of those programs, while improving advising and career student services. First-year, distance and transfer students will gain access to highly-trained, professional advisers. Other student services that will be enhanced include UW’s STEP (Success, Tutoring, Engagement and Personal Growth) Program, the Math Lab and Oral Communication Center, tutoring, supplemental instruction, and internship outreach and coordination. Expansion of student support services funded through the fees are expected to boost retention, career readiness, and time to graduation for UW students, while helping to keep the university’s tuition and fees among the lowest of public universities across the country.

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

Year 1 Progress Metrics:

Performance Indicator	2017 Baseline	2018: Year 1	2022 Goal
Overall enrollment (Enrollment growth projected for both in-state and out-of-state students)	12,366	12,397	13,500
Enrollment of transfer students	967	1,086	1,200
Enrollment of underrepresented students	13%	13%	17%
Retention rate for FTFT (First-time, Full-time, Baccalaureate Degree-seeking)	76%	78.1%	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	10-year plan in implementation; 2-3 new residence halls in construction or completed
Student participation in support services	24.7%	31.5%	40%
4- and 6-year graduation rates for undergraduates	25.8%/54.4%	26%/58.2%	33%/60%
Percentage of students completing an experiential transcript	Institute co-curricular transcript	<i>UW Connect</i> under development	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	85%
Percent of graduates with credential from Honors College	4%	3.6%	8%

**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 FY18 help to demonstrate the university's progress in delivering upon the objectives of Goal 2. Two examples are included below.

Educational Attainment

In 2017, Wyoming began its work on a postsecondary educational attainment goal. With support through a Lumina technical assistance grant, statewide education leaders convened in July 2017 to begin the discussion of credential attainment. In November 2017, the University of Wyoming Board of Trustees and the Wyoming Community College Commission formally adopted by joint board resolution a statewide attainment goal. Our state's ENDOW economic diversification council formally supported the adoption of a statewide attainment goal in December 2017 and Matt Mead, Governor of Wyoming, issued an executive order on January 26, 2018 stating Wyoming will achieve 67% post-secondary credential attainment by 2025 and 82% by 2040.

The University of Wyoming and Wyoming's community colleges were selected to join the WICHE Task Force for Closing Postsecondary Attainment Gaps and are now engaged in the development of a statewide plan to increase educational attainment, in partnership with the ENDOW economic diversification committee, the Department of Education, governmental agencies focused on the workforce, and other stakeholders.

Student Transfer Experience

The University of Wyoming is collaborating with Wyoming's community colleges to ensure a seamless transfer experience. Currently, 61% of students transferring to the university come from one of the state's community colleges. Efforts to improve the transfer experience include guided pathways, recognized by *Washington Monthly* in August 2017 as among the most innovative in the nation. The state's community colleges have partnered with the university to create 182 degree plans across 65 different degree tracks that assure students that courses taken at Wyoming community colleges meet UW degree course requirements. These articulation agreements help to ensure that students earning an associate's degree in a given major at a Wyoming community college can transfer to UW and earn their bachelor's degree in the same major in two years. The university has established a Transfer Success Center within the last academic year to provide additional support to transfer students. Efforts are also underway to develop a common transcript and course numbering and equivalency system to facilitate students' planning and facilitate transfers.

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

Year 1 Progress Metrics:

Performance Indicator	2017 Baseline	2018: Year 1	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>	Qualified to submit for 2024 deadline
Attendance at intercollegiate athletic events	275,372	303,726	310,000

In addition to the measures reported above, a number of initiatives advanced in FY18 help to demonstrate the university's progress in delivering upon the objectives of Goal 3. Two examples are included below.

Engagement Task Force and Report

In August 2017, President Laurie Nichols appointed an Engagement Task Force to develop a plan for strengthening the University of Wyoming's mission as a land-grant university and to collaborate with constituents and partners to improve and enhance the health and well-being of the state's communities and environments. The 16-member task force was charged to work with the UW community to think futuristically about engagement and, in doing so, to connect the dots to create an environment of engaged education, student opportunities, scholarship, service, and faculty and staff development to build collaboration between the University of Wyoming and our constituents. The task force reviewed transcripts from strategic planning listening sessions, conducted a peer benchmarking exercise with 25 institutions, and hosted focus groups in 12 Wyoming communities. A faculty and staff engagement inventory survey was also conducted in March 2018 and helped to establish a conservative baseline for measuring the university's involvement across the state. The task force's efforts culminated in the publication of *Envisioning Community Engagement and Outreach*, which includes recommendations for future action, in May 2018. The report is available online at www.uwyo.edu/engagement. Implementation of the recommendations will begin in earnest in Year 2.

Launch of the Institute of Innovation and Entrepreneurship

In March 2017, the Board of Trustees formally approved the launch of a new Institute of Innovation and Entrepreneurship (IIE). The Institute is a university-wide entity designed to enhance economic development and diversification in Wyoming by focusing the University's efforts to foster greater entrepreneurship among students, faculty, staff, and citizens of Wyoming. The development of the IIE has been tightly connected to the development of the state's ENDOW initiative. It draws upon key strengths of the University and developing additional capacity for UW to serve as a powerful and systematic economic engine for the state.

The IIE will facilitate the development of a more robust entrepreneurial ecosystem, curricula and experiential learning opportunities for students, enhanced public-private partnerships, excellence in research, best-of-class technology transfer and commercialization, more royalty-generating licenses to existing and start-up companies, faculty research-derived new technologies and innovations, and more university-based start-up companies. Several key steps have been taken to implement plans for the Institute. A cluster hire in entrepreneurship has resulted in four key faculty hires, including a COO for the Institute of Innovation and Entrepreneurship. Efforts to stand up elements of the Institute such as the Business Creation Factory have advanced. And, the Office of Research and Economic Development has just hired a director for an enhanced technology transfer office.

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

Year 1 Progress Metrics:

Performance Indicator	2017 Baseline	2018: Year 1	2022 Goal
Campus climate and environment	Fall 2018 Campus Climate Survey	Survey will be conducted Fall 2018.	TBD from survey data
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%	Job satisfaction and support: 71%; Survey average across workplace categories: 56%
Number of endowed faculty positions	36	41	60
Total annual university revenue	\$505.6 million	\$520.7 million	\$555 million
Growth of university endowment	\$450 million	\$500.3 million	\$650 million
Deployment and full utilization of Enterprise Management Systems	Initiated	Financial Management and Budgeting systems implemented.	Completion
Implementation of an incentive-based, decentralized budgeting system	Initiated	All-funds budget implemented in FY18.	Completion

Goal 4 Year 1 Progress Metrics, *continued*

Performance Indicator	2017 Baseline	2018: Year 1	2022 Goal
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. 23 UW Regulations modified and 3 new regulations approved per normal UW business.	Completion
Campus Sustainability Ranking (STARS)	Not designated	UW joining STARS program	Bronze

In addition to the measures reported above, a number of initiatives advanced in FY18 help to demonstrate the university's progress in delivering upon the objectives of Goal 4. Two examples are included below.

Salary Task Force Appointed; Efforts Result in Approval of Salary Increase for FY19

University of Wyoming President Laurie Nichols appointed a 14-member task force to lead the development of a comprehensive policy on salary increases for benefited UW employees in August 2017. The task force reviewed UW's history of salary raises for faculty and staff members, studied salary distribution policies of UW's peer institutions, analyzed UW's employee salaries in comparison with the market, and examined cost-of-living considerations. It also recommended criteria for salary distribution, including merit/performance, market, institutional priorities, retention, and compression and equity. A 3% salary pool was approved in the FY19 budget and will be distributed beginning August 2018.

New Employee Training Platform Launched

In June 2018, the university launched a new training system, Employee LearnCenter, which centralizes existing human resources trainings and WyoCloud trainings, and will be the home for additional employee training modules under development. The new platform improves access to employee training resources and allows for clear, comprehensive reporting and records of trainings that have been completed by employees.



**Narrative for the Western Interstate Commission for Higher Education (WICHE) FY 2018
Annual Report**
(July 1, 2017 - June 30, 2018)

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, Interim 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

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 2018, Wyoming's representatives were UW President Laurie Nichols, Laramie; Representative Fred Baldwin, Kemmerer; and Western Wyoming Community College President Karla Leach, 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 2018 General Fund Expenditures: \$2,569,562

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 97 students to out-of-state programs in 2017-18 in 8 different fields.

Field	# of Wyoming students
Dentistry	5
Medicine	9
Occupational Therapy	3
Optometry	9
Osteopathic Medicine	9
Physical Therapy	29
Physician Assistant	2
Veterinary Medicine	31
TOTAL	97

Western Regional Graduate Program

Wyoming sent 56 students to out-of-state institutions via the Western Regional Graduate Program, while receiving 7.

Western Undergraduate Exchange

1,140 Wyoming students participated in Western Undergraduate Exchange (WUE), attending schools in other WICHE states while 1,723 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.