

THE UNIVERSITY OF WYOMING
FINANCIAL CRISIS ADVISORY COMMITTEE
MINUTES OF THE COMMITTEE
Friday, September 9, 2016

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**Friday, September 9, 2016
12:00 - 2:00 p.m.
Coe Library 506; University of Wyoming Campus**

AGENDA

Call to Order	1
Roll Call and Approval of Minutes.....	1
Public Session	
I. A Department Head’s Perspective	
• Presentation by Karen Bartsch, Department Head of Psychology	2
• Presentation by Mike Day, Department Head of Animal Science.....	3
II. Public Comment.....	4
Adjournment	4

Call to Order

Chair Steve Bieber called the meeting to order at 12:04 p.m.

Roll Call and Approval of Minutes

Committee members present included: Provost Kate Miller, Dean of the College of Law Klint Alexander (via conference phone), Dean of the Outreach School Susan Frye, Dr. Frederic Sterbenz, Dr. Robert Sprague, Dr. Donal O'Toole, Dr. R. McGreggor Cawley, Committee Chair Steve Bieber, Ms. Molly Marcusse, Mr. Kevin Colman, Ms. Rachel Stevens, and Mr. Joel Defebaugh.

Dr. Sprague asked that Dr. Donal O'Toole be added to the committee members in attendance during the September 2, 2016 meeting. He also asked that the \$2.7 Billion referenced on page 4 paragraph 2 be check before the minutes are officially published.

Mr. Defebaugh moved to approve the appended minutes from September 2, 2016. Dr. Cawley seconded. All committee members were in favor; the motion passed unanimously.

Public Session

Committee Chair Bieber reminded the committee that Division Presentations focused on the targets given by the FCAC would begin on Monday, September 12, 2016. He added that a list of Division Presentation dates had been distributed as Attachment B of the September 2, 2016 meeting minutes. Committee Chair Bieber explained that there would be no meeting on September 16, 2016 due to the Board of Trustees Meeting, but encouraged all committee members to attend the President's Convocation on Thursday, September 15, 2016 at 3:00 p.m.

Committee Chair Bieber noted that there had been a change to the target reduction for Student Affairs because a transfer of funds to Academic Affairs had not been taken into consideration. Student Affairs new target would be 550,000 instead of 970,000. He stated that his decision had been made by President Nichols and Provost Miller.

A member of the committee asked when the Huron Consulting group would be presenting to the FCAC. Committee Chair Bieber explained that he had been discussing potential dates with David Jewel but had not confirmed a date. The committee discussed the process that the Huron Consulting Group was following including the distribution of their recommendations. The committee noted that Huron Consulting Group would be working with academic and non-academic units to implement the new fiscal system but had only been providing recommendations to non-academic units. It was noted that their main goal through their consultation was to increase revenue production and find places of inefficiencies. A member of the FCAC noted that the second round of program reviews would be submitted to Academic Affairs during the week of September 12, 2016.

The committee discussed the program reviews. It was mentioned that the program reviews were separate from the financial crisis and had been put in place to take a better look at the overall mission of the university and the programs it wanted to offer. It was noted that UW needed to work to deliver the curriculum of the future and better understand why specific programs were no longer thriving.

Presentation by Karen Bartsch, Department Head of Psychology

Dr. Bartsch thanked the committee for inviting her to speak from the view of a department head regarding the financial crisis. She explained that she has prioritized her remarks in order of importance. Dr. Bartsch noted that her remarks kept the Psychology department at their heart, adding that there were many great things happening in the department. She began her remarks by discussing efficiencies within the Psychology department and how the department had worked on areas where inefficiencies existed. Dr. Bartsch noted that the Psychology Department had been doing many of the suggested changes to departments across campus for a number of years, especially regarding the faculty workload. She explained the general make-up of the department including the number of faculty, staff, students both undergraduate and graduate, and majors offered by the department. Dr. Bartsch noted that the UW Psychology PhD program was highly competitive receiving over 200 applications for 6 or 7 spots available in the program. She noted the department's ability to enhance diversity when working with such a large applicant pool. Dr. Bartsch explained the many responsibilities of the Graduate Assistants that are chosen for the PhD program including work with different campus entities and the psychology clinic run by the department, adding that their students provided services additionally to the citizens of Wyoming. She added how the Psychology department has handled their outreach program in the past and how they planning to utilize it in the future.

Dr. Bartsch stated the primary concern she held as a department head would be her ability to preserve her faculty through scholarship and research. She explained that there had been a great deal of frustration regarding the new job descriptions that had to be written and the struggles she had faced with incorporating research into those descriptions, noting that all members of her department were research active. Dr. Bartsch noted that she worried about losing members of her faculty based on these new descriptions. She added that her doctoral students also gained valuable experience from their teaching experience at UW. Dr. Bartsch explained the research being done in the Psychology department mentioning that it had been some of the best work done. She also discussed the letter that was sent by President Nichols regarding student experience and their ability to participate in undergraduate research. Dr. Bartsch concluded her remarks by providing a list of suggestions that she felt were most important as the University moved forward through this financial crisis. Her suggestions included allowing the departments to have greater control specifically with regards to the workload, working to keep and continue to recruit good staff members, and to allow for workload to include mentorships that professors provide.

A member of the FCAC asked for further clarification regarding the PhD Program offered by the Psychology Department. Dr. Bartsch stated that the pool of PhD candidates remained small based on the amount of support that can be provided by the faculty. She added that even though the candidate pool was small, these 5 to 7 students provided assistance across campus to numerous departments.

A member of the FCAC stated that it would be reasonable to revisit the job description format to provide a specific location for research that was being completed by faculty members. The committee member noted that there were so many assumptions that had been made that were not the case or how the University was looking to proceed specifically regarding research. She added the deans and directors had been consulted regarding cuts that would be made to academic departments and they had the ability to present any and all priorities to Academic Affairs for

consideration. Dr. Bartsch stated that at the department level it had felt like there has not been enough direct communication about the direction that would be taken regarding the budget reductions to academic units. She added that the message regarding research and how it is connected to the overall UW goal needed to be more directly communicated.

A member of the FCAC explained that there are research institutions across the county that were dealing with similar issues. She explained that a presentation would be made to the Board of Trustees regarding the faculty workload system at their next Board Meeting. The committee member noted that this presentation would get into the details of what faculty do at UW and how much of their time is devoted to each aspect of their workload.

A member of the FCAC noted the importance of a connection between the FCAC and the Strategic Planning Committee that had been assembled. The committee discussed the importance of sharing materials between the two committees as suggestions are provided to the FCAC. The committee discussed the President's convocation that would take place on September 15, 2016. It was noted that President Nichols would provide her state of the University Address regarding the overall picture of the University. The committee suggested that Provost Miller provide a presentation to the campus community from the perspective of Academic Affairs. It was noted that as the Strategic Planning Process began Provost Miller would be addressing the campus community more frequently. Members of the FCAC stated that President Nichols never stated that UW would no longer be a research institution but there needed to be a change as to how UW looked at teaching loads. It was noted that many faculty members had not experienced a difference in their day to day route based on the newly implemented workload policy.

Presentation by Mike Day, Department Head of Animal Science

Dr. Mike Day began his remarks by giving a brief overview of the Animal Science Department. He noted that the department had been diminished in terms of faculty and the services provided. Dr. Day noted that the make-up of his department was explained in the document he provided to the committee, Attachment A below. He highlighted many areas of his department but specifically noted the lack of faculty who taught the subjects of sheep and genetics. He echoed sentiments mentioned during previous presentations, that if there were programs that were adequately staffed and funded the new work load would not affected their daily route. Dr. Day noted that his department faced a great deal of questions from prospective students and their families about how their education would be affected by the financial crisis. Dr. Day explained that the final page of Attachment A, contained a list of items that the Department of Animal Science needed from UW and the Laramie Community. He highlighted the hiring freeze, program cuts, protection for faculty to build their research, position vacancies, and the consistency of the messages that were being transmitted to the campus community.

The committee discussed the use of a centralized position management system. The committee thought that a strategic rehiring plan should be considered instead to allow for each departments needs to be taken into consideration. The committee also discussed the position vacancies that had been completely removed from the current budget. It was added that there were reports being prepared by the college deans explaining the needs of each department for a rehiring process. A member of the FCAC explained that some departments were hit disproportionately and those needs needed to be addressed.

The members of the FCAC discussed the difficulty with direct communication to the campus community. The committee noted that the positive messages that had been heard during this meeting should be passed along to the campus community. It was discussed about data that has been provided and if that information was accurate. A member of the FCAC noted that the new financial system with its integration with different systems would allow for better inquiries to be made by the campus community.

The members of the FCAC discussed more frequent messages being sent to the campus community from President Nichols and Provost Miller. It was noted that often times there was a low rate of the campus community members who open and read these messages. The committee noted that there could be different venues could be utilized to disseminate the important messages.

A member of the FCAC asked about the guidelines regarding program reviews and how departments that fell below the standard through attrition would be addressed. It was stated that the program review guidelines were recommendations and the FCAC did not mandate any aspect of those guidelines.

The committee discussed the implementation of a second retirement and separation incentive and what implications that would have on the different departments across campus. It was noted that any option where employees would be lost would affect the departments across campus. A member of the FCAC added that the options for another incentive were being explored to see who these incentives could be offered to and when. The committee also discussed the different options that could be explored regarding benefits and retirement options for university employees moving forward. It was noted that the large benefits package that was offered by UW was a large draw to prospective employees and any reduction could further hurt the university. The committee further discussed how UW salaries fit into the salary scale across the country in comparison to its peers. It was suggested that members of the committee look to the Office of Institutional Analysis for further information regarding this topic, noting that the peers being used may not provide an accurate picture of where UW would be ranked.

Public Comment

There was no public comment from any members of the audience.

Adjournment

Dr. Cawley moved that the committee adjourn the meeting. Mr. Defebaugh seconded. The committee adjourned at 2:00 p.m.

Conditions Within the Department of Animal Science

Impact of Non-Strategic Hiring Freeze and Position Scrapes

Fully Staffed Department of Animal Science

- Head
- 15 Faculty
- 7 Research and Office Staff
- 4 ETT (2 Lecturers and 2 Research Scientists)

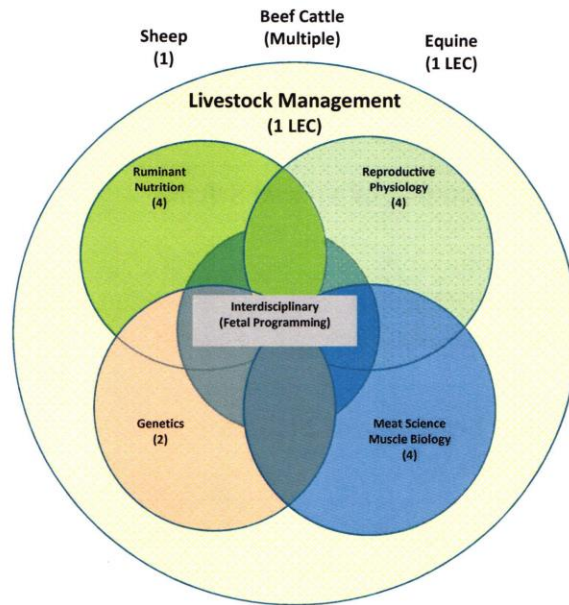
Staffing Status at beginning of 2015-16

- Head – hired July ‘15
- Faculty (15)
 - 11 on staff (2 left during fiscal year [1 departure/1 retirement - scraped])
 - 4 open positions advertised during 15-16 [all scraped, 2016 spring]
- Research and office Staff (7)
 - 6 on staff (1 left during fiscal year – scraped)
 - 1 open position approved to be filled – scraped 2016 spring
- 4 ETT (2 Lecturers and 2 Research Scientists)
 - 4 on staff

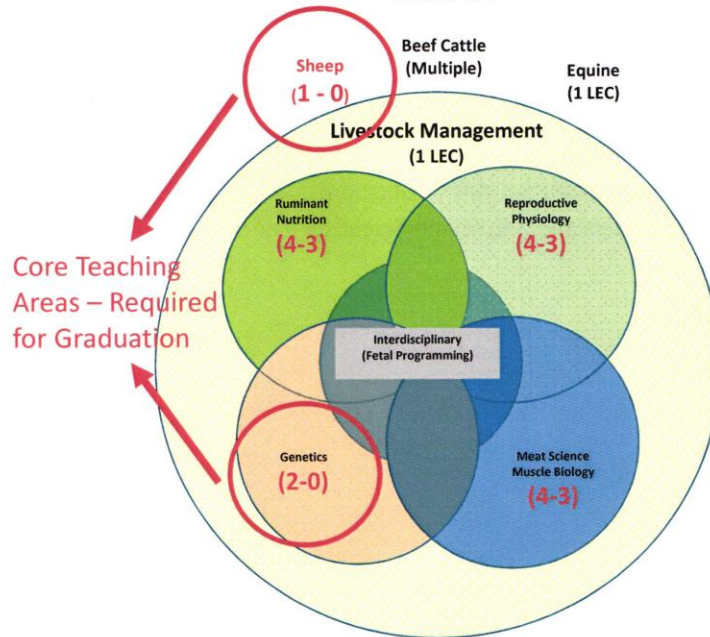
Staffing Status at beginning of 2016 -17

- Head – hired July ‘15
- 9 Faculty (40% reduction)
- 5 Research and office Staff (29% reduction)
- 4 ETT (2 Lecturers and 2 Research Scientists – no reduction)

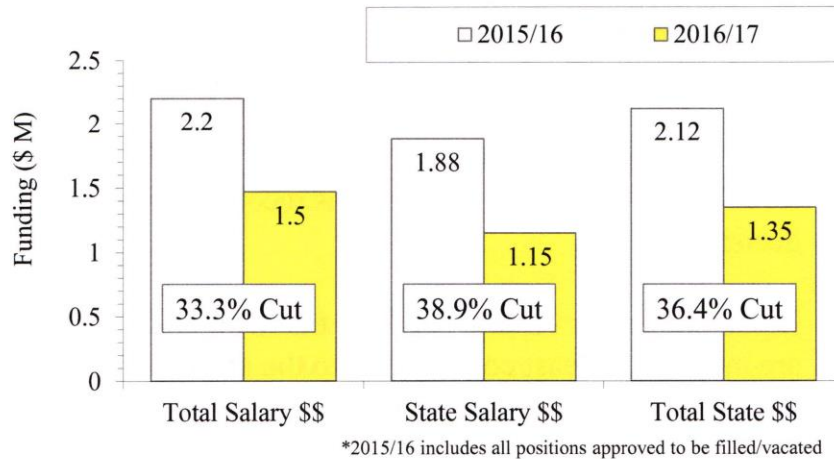
Faculty/Lecturer Staffing Plan for Strategic Departmental Plan Fully Staffed



Actual Staffing 2016-17



ANSC Department Budget Change – 15/16 to 16/17



Some Impacts of Cuts

- Faculty/Lecturer Teaching Overload = Averages 29.5%
- Overload is not sustainable – 1-2 year fix
- Students can't graduate – no expertise for core courses
- All initiatives to improve curriculum are on hold
- Working on narrowest margin – no flexibility if someone gets funded, retires, takes another position
- Uncertainty for young faculty – lose our young talent?
- Morale, concerns of students, parents, stakeholders...
- Difficulty in hiring – workloads, opportunity to build

What do we need from UW and FCAC

- Recognition that across the board freezes are not equally distributed across departments – not difficult to track!
- A grassroots plan for strategic rehires – at the department level we have no idea if situation is recognized by decision makers
- If positions must be abolished, do this with positions that are making the least contribution to the missions that are central to a land-grant university.
- The system for protection of new hires is woefully inadequate. Protections should extend to tenure. Give them a chance to develop a program before falling under the workload. Two to three years is not enough.
- Tell us where the positions that are not filled are, what their status is and where the funds reside. ANSC is missing 8 positions, I have only been able to identify the status of two positions – transparency.
- For positions that have been open for some time, where are the salary savings? Since the start of 2013-14, savings of \$1.2 million alone from ANSC?
- Consider the “services” that UW offers, the cost of those services and their centrality to the teaching, research and extension missions of UW. Can we afford to provide these services at the expense of the academic mission?
- Ensure the consistency of message from the President to the department heads. Inconsistent messages across colleges and level of administration.