

THE UNIVERSITY OF WYOMING
FINANCIAL CRISIS ADVISORY COMMITTEE
MINUTES OF THE COMMITTEE
Tuesday, June 28, 2016

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**Tuesday, June 28, 2016
7:30 – 9:00 a.m.
Old Main Boardroom; University of Wyoming Campus**

AGENDA

Call to Order	1
Roll Call	1
Public Session	
I. Introductions	1
II. Scope of budget reductions and purpose of committee	1
III. Rescission of Presidential Directive 6-1993-2; Review UW Reg 6-41	1
IV. Timeline for committee work	3
V. Election of a chair	3
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Call to Order

UW President Laurie Nichols called the meeting to order at 7:33 a.m.

Roll Call

Committee members present included UW President Laurie Nichols, incoming Provost Kate Miller, Vice President for Academic Affairs David Jones, Vice President for Administration Bill Mai, Dean of Outreach Susan Frye, Dean of the College of Law Klint Alexander (via conference phone), Dr. Robert Sprague, Dr. Donal O'Toole, Dr. Frederic Sterbenz, Dr. Robert Cawley, Dr. Stephen Bieber, Ms. Molly Marcusse, Mr. Kevin Colman, Ms. Rachel Stevens (via conference phones), and Mr. Joel Defebaugh. Vice President and General Counsel Rick Miller and Associate Vice President for Communications and Marketing Chad Baldwin were also present for the meeting.

Public Session

Introductions

Each committee member introduced themselves and shared their experience and position within the University. UW President Nichols noted that an advisory committee contact sheet had been distributed to the committee [see attachment A].

Scope of budget reductions and purpose of committee

UW President Nichols explained that the purpose of this committee was to assist the President in developing a financial crisis plan. She noted that as the new fiscal year would begin in a few days, the focus of this plan would primarily be on planning for reductions in FY 18, which would total approximately a \$10 million reduction. UW President Nichols discussed the budget reductions that the University was facing and shared her budget reduction handout for FY 17 that had been distributed and vetted by the trustees, the chair of the Faculty Senate, the executive committee of the Faculty Senate, and shared with the campus during the town hall meetings [see attachment B].

There was brief discussion on if summer contracts and letters were being honored, and UW President Nichols stated to her knowledge that they were. Vice President for Academic Affairs David Jones and Dean of the Outreach School Susan Frye agreed. There was also discussion on how the 3-2 teaching loads would be implemented across campus, specifically concerning programs where service and research were large parts of faculty contracts. Vice President Jones noted that further details on how this would be implemented would be shared with the campus later that week.

Rescission of Presidential Directive 6-1993-2; Review UW Regulation 6-41

UW President Nichols noted that in May 2016, she rescinded presidential directive 6-1993-2 and that leaders of the Faculty Senate, Staff Senate, and ASUW were notified of this change. She stated that one reason for this action was so that the University would then be allowed to follow UW Regulation 6-41. UW President Nichols noted that she had declared a financial crisis on June 16, 2016 and that the many steps outlined in UW Regulation 6-41 when declaring a financial crisis had been taken. She stated that UW had not declared a financial exigency. UW President Nichols asked Vice President and General Counsel Rick Miller to discuss the reasons why UW was using UW Regulation 6-41, instead of 6-43.

Vice President Miller noted that UW Regulation 6-41 was broader in focus and included academic and nonacademic units, and that UW needed to use Regulation 6-41 because the purpose behind 6-41 stemmed from a financial need, so both academic and nonacademic units needed to be included. He shared the first page of UW Regulation 6-43 with the committee [see attachment C]. He discussed the criteria used for academic program review in UW Regulation 6-43. Vice President Miller then discussed the difference between a financial crisis and a financial exigency. He noted that the committee would consult with the President to develop a financial crisis plan that would be presented to the Board of Trustees. He noted that the committee would also have an opportunity to make comments to the Board on the financial crisis plan. Vice President Miller noted that a financial exigency could not occur without Board action. He noted that the timeline provided to the committee in advance of the meeting allowed time for the committee to review and solicit comments from the campus community on the plan.

There was discussion on whether academic programs could be eliminated using UW Regulation 6-41, or if UW needed to use Regulation 6-43. Vice President Miller noted that units could be reorganized, reduced, or eliminated under UW Regulation 6-41. There was discussion by the committee on the use of the language in UW Regulation 6-41, specifically how the word “program” was used in both Regulations 6-41 and 6-43. Several of the committee members expressed strong concern that only Regulation 6-43 should be used to review and possibly eliminate programs and that there was no language in either regulation that would allow the University to exclusively use Regulation 6-41 for program elimination. They noted that there was no language in Regulation 6-43 that allowed for Regulation 6-41 to supersede it in an instance of financial crisis. It was requested that language be added to Regulation 6-43 to make it clear that this regulation could be superseded by Regulation 6-41 in times of financial crisis.

Other committee members felt differently and noted that they felt the language in both regulations allowed for the use of only Regulation 6-41. There were further discussion on the language in both regulations, which transitioned the committee into a discussion of a right of appeal in the instance of termination. The committee was in agreement that rights of appeal would stand as outlined in UW Regulation 5-35. There was further discussion on the appeal rights of faculty, and it was noted that tenured faculty could not be terminated under a financial crisis, rather they could only be terminated under a financial exigency. Further, it was stated that program elimination did not mean that faculty would be terminated, rather they could be reassigned to a different department. There was discussion on what would happen to faculty if programs were eliminated, such as moving faculty who taught in a graduate program that was eliminated to teaching at an undergraduate level.

Committee members again expressed their concern for not using UW Regulation 6-43 for program elimination. They noted that without specific language in Regulation 6-43 noting that it could be overwritten, the University could end up in court. It was asked if the Board of Trustees could modify UW Regulation 6-43 at their next meeting to clarify this. The committee discussed the history of these UW Regulations and how faculty members were tenured to the University, not their program, meaning they had rights even if their program was eliminated.

One committee member noted that part of the purpose of Regulation 6-43 was to allow a timeline for thoughtful consideration on the value of a program and to help ensure that an important

program was not done away with in a manner of haste. There was further discussion on if UW Regulation 6-41 could supersede 6-43. There was discussion on if there was an appeal process for programs or only for faculty members within the programs, and it was noted that eliminated departments could appeal to the Financial Crisis Advisory Committee, but this was not a formal legal method of appeal. It was also noted that the program review process would provide additional information on departments. One committee member noted his concern with using program reviews during this process, as they were guided by UW Regulation 6-43, which dealt with academic instead of financial considerations. Another noted that the program reviews had begun the previous fall with the purpose of reviewing all programs at the University and that the point of those reviews were not to eliminate programs. There was further discussion on if program reviews should be included in the financial crisis process, as well as how transparent the messages about program reviews and possible program elimination had been communicated over the last several months. The committee then briefly discussed the appeal process for staff classified positions if they were terminated. There was discussion on the time frame for implementing the changes that the financial crisis plan would propose, and it was noted that the goal would be to implement them by the end of the year.

A committee member requested that as programs were reviewed, the committee also received information on how much it cost each program to produce a graduate, as the information received from a program review was good but did not always include budget and financial information. Vice President Jones noted that the committee would have access to this information as it was being compiled. This transitioned the committee to a discussion of budget information and the challenges that came about from using the UW operating budget as a source of information. The committee also discussed internal audits and if that information could be helpful to the committee. Vice President Mai noted that a new financial system would help UW gather financial information on departments and would provide better information to inform decision-making. He noted that the committee could also have a session on the UW budget and that his staff could come in and explain the details to the committee. There was further discussion on the need and cost for the financial system and the need for the committee to have a meeting on the UW budget.

UW President Nichols returned the conversation to the discussion of the UW Regulations and asked if the committee had come to a consensus on the issue as it was important for the committee to work collaboratively. There was further discussion, and UW President Nichols noted that she would visit with Vice President Miller. She asked if the committee would support adding a line to clarify the UW Regulations. No formal vote was taken, but the committee was in agreement to clarify the regulations. There was brief discussion on the need for a written committee charge and timeline moving forward.

Timeline for the committee's work

The committee discussed the timeline for their work to be completed throughout their meeting. A formal outline of the timeline can be found as an attachment on the agenda.

Election of a chair

UW President Nichols asked for nominations for a committee chair. Mr. Joel Defebaugh nominated Dr. Stephen Bieber for committee chair. Dr. Bieber asked what responsibilities the committee chair would have, as well as access to resources. UW President Nichols noted that the

chair would run the meeting and work with her to create the agendas. She added that staffing support would be provided by Laura Shevling and that the chair could work with the Office of General Counsel if needed. Dr. Bieber noted he was willing to accept the nomination. UW President Nichols asked for other nominations. As there were no others, Dr. Robert Cawley moved that Dr. Bieber be elected as committee chair by a unanimous decision. All committee members were in favor.

Discussion regarding alternate committee members

UW President Nichols noted that another topic she wanted to present to the committee was the use of alternates in case a committee member was unable to be present. She noted that the use of alternates was not specified in UW Regulation 6-41. There was discussion on the topic, with committee members presenting ideas on either side. It was noted that with the exception of the student position, each committee member had a counterpart to represent their views in the absence of a committee member. It was suggested that if a committee member was absent, their counterpart would be allowed to vote for them. UW President Nichols asked if the committee wanted to take action on this. It was noted that this could be a “friendly amendment” and that no formal action was needed. The committee decided that in a committee member’s absence, their counterpart would be allowed to vote for them.

Discussion regarding representative from Student Affairs

UW President Nichols noted that she had received feedback that there was no representative for Student Affairs on the committee. She noted that she would bring this topic before the committee. There was discussion as if the role filled by Mr. Joel Defebaugh, who represented students and ASUW, covered Student Affairs, as Student Affairs oversaw ASUW. There was further discussion on how the committee was defined by the UW Regulation 6-41, and if the committee added a Student Affairs representative, if it would set the percent for adding representatives from other groups. The consensus of the committee was to not allow additional committee members to be added and to follow the guidelines for membership outlined in UW Regulation 6-41. This led the committee to a discussion of how to interact and be transparent to the campus community. It was noted that anyone, including the press, could attend the committee meetings and that UW would send out meeting notices. There was a brief discussion on confidentiality, and it was noted that everything said in the meetings would be considered public, sharable information unless the committee was in executive session.

Staffing/Minutes

UW President Nichols noted that Laura Shevling from the UW Office of the President would provide staffing support and take minutes during the meetings, unless another committee member wanted to volunteer to act as the recorder. As there were no other volunteers, the task was assigned to Laura Shevling.

Special task force to develop recommendations on all tuition types (Section I and II), program fees, other fees, etc.

UW President Nichols noted that UW needed to consider alternative and new revenue sources for FY 18. She discussed program fees and the UW fee book, noting that UW needs to consider which fees are appropriate and if fees should be done on a credit hour or semester basis. UW President Nichols noted that this would take extensive work and analysis, for which the committee would

likely not have time. She noted that she would prefer to establish a special task force to address this topic and share its findings with the Board of Trustees in October. UW President Nichols noted that the trustees were in agreement with the formation of this task force, they had asked for the committee's thoughts on the subject, and had noted that if the committee was in agreement, she would name the task force. There was brief discussion on the makeup of the task force and the sending of nominations to UW President Nichols for the task force. There was also discussion on if a few committee members should serve on the task force for continuity purposes. Dean Frye volunteered to serve on the task force. Dr. Robert Cawley moved that the committee authorize UW President Nichols to establish the task force. Mr. Joel Defebaugh seconded. All committee members were in favor and the motion passed unanimously.

Discussion on academic program review process

Vice President for Academic Affairs David Jones explained the academic program review process, which had begun the previous fall. He shared the guidelines for the information being gathered on each program and noted that program reviews had not been done for a long time at UW. Vice President Jones shared two lists with the committee [see attachment D]. He noted that the program reviews were beginning with low enrollment programs, and the first list of programs were those that had less than 25 undergraduates complete their program over the five years or less than 15 graduate students complete their program in the last five years. He noted that Academic Affairs was deferring to deans in regards to doctoral programs. Vice President Jones shared the cut offs for the second set of programs, which were 50 undergraduates who completed the programs over the last five years. He noted that deans were reviewing programs in both tiers and that the reviews would be completed in August for the first tier of programs, as they had begun the review process sooner, and the second tier of the review program would be done in late August or early September. A committee member asked if the administration was considering what affects program elimination would have on UW's accreditation status. UW President Nichols noted that the University had been in contact with the HLC. Vice President Jones noted that UW was reviewing programs, and it was unfortunate that this review coincided with the fiscal crisis. There was discussion on the impacts of program elimination on articulation agreements and 2+2 plans, and it was noted that UW must clearly commutate these impacts to students.

Future meeting schedule

UW President Nichols asked the committee to discuss their future meetings. There was discussion on the frequency, duration, and times of the meetings. The committee settled on meeting twice per week for two hours, noting that times could be reduced if needed. The committee decided to meet every Tuesday and Friday from 12:00 - 2:00 p.m. It was noted that alternative meeting spaces, such as the library, would be considered, and that their availability would be checked.

Other Business

There was no other business to come before the committee.

Adjournment

Mr. Joel Defebaugh moved the committee adjourn the meeting. Dr. Robert Cawley seconded. The committee adjourned at 9:26 a.m.

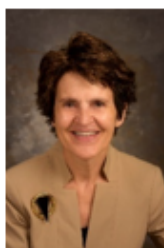
Respectfully submitted,

A handwritten signature in cursive script that reads "Laura Shevling".

Laura Shevling
Senior Administrative Assistant



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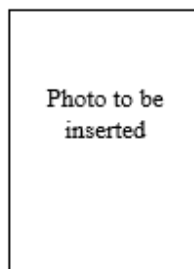
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Plan for Budget Reduction at the University of Wyoming

May, 2016

Guiding Principles

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. We serve as a statewide resource for accessible and affordable higher education of the highest quality; rigorous scholarship; technology transfer; economic and community development; and responsible stewardship of our cultural, historical, and natural resources. As Wyoming's only University, we are committed to outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world. These aspirations will be central to the decisions on how UW will respond and adapt to reduced State support. Below are principles that will be used to guide the development of budget reduction plans.

Staying True to our Mission

- Budget reductions should have minimal impact on student success including recruitment/access, retention, persistence, transfer ease, and timely completion of degree.
- UW will continue to place the quality of academic programs, both at the graduate and undergraduate level as the highest priority. Our most enduring legacy is its graduates, who use their education to better their lives, our state, and the world around them.
- UW will maintain or enhance excellence in research, scholarship and creative activity which contributes to the state's economy and enriches society.
- UW will preserve its state-wide presence through outreach, extension and UW athletics.

Essential to our Core

- UW will strive to attract, retain, and reward high quality employees who contribute to a diverse campus community.
- The safety and health of students, faculty, staff or visitors, or UW's compliance with applicable laws will not be compromised.
- The ability of the University to perform essential operation or maintenance of the physical plant will be maintained.

Cost savings and Revenue enhancing opportunities

- As the University works to address reductions in state funding to the University, it must also increase private support and explore entrepreneurial opportunities to diversify and grow other revenue streams.
- UW will emphasize cost savings through driving inefficiencies out of the University's operations.

Process

- The University will be as transparent as possible in dealing with budget reductions and provide on-going communication with the campus and constituencies.

Budget Reduction Plan to Realize \$26 million in FY17

Permanent Budget Cuts **\$19,300,100¹**

1. Implement \$7 million budget reduction submitted in early April
Savings: \$7 Million
2. Eliminate 70 vacant positions. (Note: Positions fully paid by external funding sources i.e. grants, contracts, gifts may be filled; several critical hires will continue). Keep a strong inventory of vacancies and rectify hiring on a case-by-case basis once permanent position elimination has been fully determined.
Savings: \$3.6 million salary + \$1.6 million FB = \$5.2 Million
3. Standardize faculty workload for fall semester as follows:
 - a. Professorial faculty are assigned a 2/3 or 3/2 workload. Faculty can buyout teaching load with external funding or other approved release activities.
 - b. Lecturers are assigned a 4/3 teaching load (21 credits).
 - c. On-line courses taught in-load.
 - d. *Immediate embargo on temporary academic appointments for fall 2016 (i.e., non-extended term academic professional lecturers, research scientists, extension educators, temporary faculty appointments, visiting faculty appointments).*
Savings: \$2.5 Million
4. No positions allowed where the appointment is at or greater than .50 FTE (50% time) and less than 1 FTE (100% time).
Savings: \$1.5 Million
5. No overtime, no faculty overload, no additional compensation effective immediately.
Savings: at least \$100,000
6. Offer a retirement incentive to qualified employees.
Savings (estimate) 50 FTE \$3 Million in FY17; \$6 million in FY18

One-time Budget Cuts for FY17 (with Permanent Budget Cuts identified for FY18) **\$6,550,000**

7. One-time contribution from reserves as follows:

\$500,000	President's Office
\$500,000	Residential Life & Dining Services
\$500,000	Information Technology

¹ \$16.2 million = 8.4%
\$ 3.0 million = 1 ½ %

\$500,000	Audit Reserve
\$1,250,000	Outreach School
\$1,250,000	Colleges outreach funds

Savings: \$4.5 Million

8. Savings realized in FY16 from salary salvage and operating expenses
Savings: unknown but potentially \$1-2 Million
9. Voluntary reduction of summer hours for employees to 32 hours (with pay for 32 hours).
Hours of work approved by supervisor.
Savings: Unknown, perhaps \$50,000
10. *Only if absolutely needed but would prefer to not use this strategy:* furlough all employees during FY 2017 for 4 days in December (20-23)
Savings: \$2 Million

Other Actions*

11. Standardize course/section enrollment as follows:
 - a. Evaluate all course caps and raise whenever possible.
 - b. Standardize 10/5 low enrollment (10 students minimum to offer undergraduate course; 5 students minimum to offer graduate course). 2% of all sections allowed as exceptions justified to the Provost on a course by course basis.
 - c. For multiple section courses, employ a minimum of 85% fill rate.
 12. Limit out-of-state travel; limit conference attendance; limit professional development spending.
 13. Cap student labor at same level as FY16 or lower.
- *These will result in some savings but potential savings is difficult to estimate

Budget Plan for 2017-2018 (for FY18)

Target of at least \$10 Million Permanent Savings with plan developed by October, 2016

Budget Reductions

1. By August 31, complete academic program review process. Identify low productivity/low outcomes programs and process for elimination will be initiated.
2. Review non-academic programs/services and reduce, combine or eliminate those non-essential to core functions.
3. Study organization and structure of Colleges and non-academic units. Combine units and consolidate functions where possible to realize efficiencies and reduce administrative overhead.
4. Review all administrative appointments with a goal of leaning up; standardize administrative compensation. Expand management oversight to like departments/units.
5. Realign vacancies to high-need, high-priority areas and continue to eliminate positions where possible.
6. Analyze all positions and move 12 month appointments to 9 or 10 month contracts where possible.
7. Study opportunities to reduce staffing level or task frequency (e.g. custodial cleaning; service hours of transit system, etc.)
8. Evaluate opportunities to outsource University operations to off-load personnel (labor) and introduce new revenue to university (e.g. dining services, custodial).

Revenue Growth

9. Develop a plan to fully utilize endowment and gift dollars, putting them to work for the university on an annual basis.
10. Develop a plan for program fees/differentiated tuition for high-cost programs and unique price for online courses.
11. Develop a plan to increase enrollment including out of state enrollment with significantly less discounting.
12. Explore opportunities for enhanced revenue in auxiliary services.

Longer term fiscal plan

1. Develop strong strategic plan to include higher fiscal performance.
2. Implement an integrated budget and accounting system; analyze budget staffing; develop strong reporting function; train employees.
3. Develop a plan to diversify revenue, relying less on increases to state support.
4. Study tuition elasticity and develop a long-term plan for tuition and fees.
5. Implement a Responsibility-centered Management (RCM or decentralized) budget model.
6. Develop a strategic enrollment plan and grow enrollment to align UW faculty-student ratio and average cost per students to peer institutions.
7. Optimize public and private funded scholarship resources to meet student enrollment objectives.
8. Develop a campus resident hall and dining plan; bond renovations or new buildings; revamp charges to align with amenities.
9. Refresh or develop other plans to align with the strategic plan: Campus master plan; College plans; Athletic plan; Diversity plan, etc.
10. Incentivize external funding and grow tech transfer.
11. Develop standardized faculty workload system including reports.
12. Develop a merit salary policy and on-going plan for salary increases.
13. Study and when feasible, develop private/public partnerships.
14. Launch a capital campaign to support the strategic plan.

	A	B	C	D	E	F
1	Fiscal Year 2017 Budget Reductions					
2	<i>Revised 6/20/2016</i>					
3	Agency 067 - University of Wyoming					
4						
5		Annual \$	Biennium \$			Actions
6						
7	The Penny Plan (1.5% of Standard Budget)					
8						
9	University of Wyoming	\$ 2,897,287	\$ 5,794,573			Personal services and support budgets permanently reduced.
10	School of Energy Resources (SER)	\$ 155,815	\$ 311,630			Administration support budget permanently reduced.
11	Tier 1 Engineering	\$ 63,213	\$ 126,425			Personal services and support budgets permanently reduced.
12	NCAR	<u>\$ 15,000</u>	<u>\$ 30,000</u>			MOU support budget permanently reduced.
13	Total	<u>\$ 3,131,314</u>	<u>\$ 6,262,628</u>			
14						
15	Governor Mead's May 2016 Letter					
16						
17	University of Wyoming	\$ 16,192,089	\$ 32,384,177			Personal services (vacant positions and part-time non-benefited) and benefits budgets permanently reduced (\$6.1M). Compensation (\$0.5M) and benefits budget (\$5.6M) temporarily reduced. Temporary revenue replacement (\$4.0M)
18	School of Energy Resources (SER)	\$ 870,804	\$ 1,741,608			Research support budget permanently reduced.
19	Tier 1 Engineering	\$ 353,277	\$ 706,554			Administration support budget permanently reduced.
20	NCAR	<u>\$ 83,831</u>	<u>\$ 167,661</u>			MOU support budget permanently reduced.
21	Total	<u>\$ 17,500,000</u>	<u>\$ 35,000,000</u>			
22						
23						
24	Agency 167 - UW - Medical Education					
25						
26		Annual \$	Biennium \$			Actions
27						
28	The Penny Plan (1.5% of Standard Budget)					
29						
30	Casper Family Medicine Residency Program	\$ 80,588	\$ 161,176			Contractual services budget permanently reduced.
31	Cheyenne Family Medicine Residency Program	\$ 70,323	\$ 140,645			Contractual services budget permanently reduced.
32	WWAMI	\$ 94,557	\$ 189,114			Contractual services and support budget permanently reduced.
33	Dentistry Contracts	\$ 36,575	\$ 73,149			Student financial aid budget permanently reduced.
34	Accelerated Nursing Degree	<u>\$ 1,688</u>	<u>\$ 3,375</u>			Student financial aid budget permanently reduced.
35	Total	<u>\$ 283,730</u>	<u>\$ 567,459</u>			
36						
37	Governor Mead's April 2016 Letter (Additional 8%)					
38						
39	Casper Family Medicine Residency Program	\$ 429,802	\$ 859,604			Revenue replacement (clinic income and Graduate Medical Education (GME) federal funding).
40	Cheyenne Family Medicine Residency Program	\$ 375,055	\$ 750,109			To be determined.
41	WWAMI	\$ 504,306	\$ 1,008,611			Revenue replacement (student tuition and contract payments and endowment income).
42	Dentistry Contracts	\$ 204,064	\$ 408,128			Student financial aid budget permanently reduced.
43	Accelerated Nursing Degree	<u>\$ -</u>	<u>\$ -</u>			None (reduction was absorbed by the Dentistry Contract program).
44	Total	<u>\$ 1,513,226</u>	<u>\$ 3,026,452</u>			
45						

UW REGULATION 6-43 Academic Program Elimination

I. PURPOSE

It is the policy of the University to continue established academic programs to meet the needs of the University and the State of Wyoming and to permit enrolled students to complete the course of study and new students to enroll and benefit from these programs. The University also acknowledges its obligations to faculty and academic professionals who serve in an academic program that is to be eliminated.

An academic program may be eliminated when its continuation has ceased to be in the best interests of the University, the State of Wyoming or the students enrolled in the University.

The purpose of this regulation is to provide criteria and procedures for the elimination of academic programs, and to provide protection for students enrolled in and for faculty and academic professionals who serve in programs that are eliminated. This regulation seeks to ensure fair accommodation of institutional and individual interests after the decision is made to eliminate a program. Final authority for academic program elimination resides in the Board of Trustees.

II. DEFINITIONS

- A. **Academic program** means an authorized major or course of study approved by action of the Board of Trustees.
- B. **Dean** means dean of a college of the University.
- C. **President** means the President of the University.
- D. **Program administrator** means a person responsible for the administration of an academic program. A program administrator may be a department head, program director, division director, dean of a school, or other administrator who reports to the dean of the college which has authority over the academic program.
- E. **Vice President for Academic Affairs** means the chief academic officer of the University.

III. REASONS FOR ELIMINATION OF ACADEMIC PROGRAMS

The elimination of an academic program shall be based primarily upon educational considerations or financial exigency as specified under UW Regulation 6-41. An academic program may be eliminated for any one or more of the following reasons:

Programs Under Current Review (Reviewing Summer 2016, due by August 1)	
Bachelors Programs with Less than 25 Graduates Total, 2010-2015	
American Indian Studies	
American Studies	
Botany	
Gender & Women's Studies	
Environmental Geology/Geohydrology	
Geology and Earth Sciences	
German	
Russian	
Astronomy/Astrophysics	
Physics Plus	Under elimination process, Spring 2016 - at departmental request
Statistics	
Secondary Education: Technical Education	Recommend consolidation with Secondary Ed: Ag Ed
Secondary Education: Language (Spanish, German) Education	
Masters Programs with Less than 15 Graduates Total, 2010-2015	
Entomology	
Soil Science	
Family and Consumer Sciences	
Veterinary Science (Masters and PhD)	
Chemistry	
Planning (Community and Regional)	
Geophysics	
French	
German	
Philosophy	
Economics	
Economics and Finance	
Finance	
Computer Science Professional	
Food Science and Human Nutrition	
Neuroscience	
Masters Programs with 15-25 Students Undertaking Review Immediately	
Sociology	

Programs to Be Reviewed by Beginning of AY 2016	
Bachelors Programs 25-50 Graduates Total, 2010-2015	
Agricultural Communications	
Chemistry (ACS approved)	
French	
Music	
Music Performance	
Philosophy	
Physics	
Religious Studies	
A&S/Humanities/Fine Arts	
A&S/Mathematics/Science	
Business Economics	
Secondary Education: Art Education	
Secondary Education: Agricultural Education	Recommend consolidation with Secondary Ed: Tech Ed
Computer Engineering	
Energy Systems Engineering	
Energy Resources Management and Development	New program 2011
Masters Programs with 15-25 Graduates Total, 2010-2015	
Molecular Biology	
Agronomy	
Botany	
Mathematics	
Spanish	
Statistics	
Profession Education: Educational Leadership	
Atmospheric Science	
Petroleum Engineering	
Environmental Engineering	
Masters Programs with Less than 15 Graduates Total, 2010-2015	
Entomology	
Other	
Adult Education	
Science and Mathematics Teaching Center	