

**THE UNIVERSITY OF WYOMING**  
**FINANCIAL CRISIS ADVISORY COMMITTEE**  
**MINUTES OF THE COMMITTEE**  
**Friday, July 1, 2016**

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**Friday, July 1, 2016  
12:00 – 2:00 p.m.  
Coe Library Room 305; University of Wyoming Campus**

**AGENDA**

Call to Order .....	1
Roll Call.....	1
Public Session	
I.    Ground Rules .....	1
II.   Approval of Minutes .....	2
III.  Discussion of the Committee’s Charge.....	2
IV.   Constraints and Limitations to Budget Reductions .....	2
V.    Review Budget Reduction Principles .....	3
VI.   Impact of Budget Reduction Principles on the Committee’s Charge.....	3
VII.  Subcommittees .....	3
VIII. Consolidation of the Committee’s Work and Effort.....	3
IX.   Agenda Items for the Next Meeting.....	4
Adjournment .....	4
Attachment.....	5

### **Call to Order**

Financial Crisis Advisory Committee Chair Steve Bieber called the meeting to order at 12:05 p.m. on Friday, July 1, 2016 in Coe Library Room 305.

### **Roll Call**

Committee members present were Vice Present for Academic Affairs David Jones, Mr. Joel Defebaugh, Dr. Stephen Bieber, Dr. Robert Sprague, Dr. Frederic Sterbenz, Mr. Kevin Colman, Dean of the Outreach School Susan Frye, Ms. Molly Marcusse, Dr. Donal O'Toole, Dr. Robert Cawley, UW President Laurie Nichols, Vice President for Administration Bill Mai, and Associate Vice President for Administration Janet Lowe. Dean of the College of Law Klint Alexander and Ms. Rachel Stevens (via conference phone). Mr. Brian Schueler and Director of Institutional Communications Chad Baldwin were also present at the meeting.

### **Public Session**

#### **Ground Rules**

Chair Bieber provided opening comments and reflected on what had happened to him, the committee members assembled, and the University as a whole in the past two weeks. A collective sense of feeling overwhelmed was shared; however, the desire to do the best job possible would drive the work and eventual outcomes of the committee. He further stated that success in chairing the committee and developing a plan would be assisted by reliance on one another. Chair Bieber shared that he was not adept at Robert's Rules of Order and would run the meetings in a casual format. Should there be a need for more formal action, other committee members would be asked to assist.

Chair Bieber noted that the committee would meet only when needed and for only the amount of time needed. He stressed that there must be an agenda and purpose for each meeting. In Chair Bieber's opinion, meetings were for communication and brainstorming; additional work would be done in between meetings. Four hours per week was a gross underestimate, as the committee must work many hours beyond that time frame.

Chair Bieber stated that the issues before the committee were large, rather vague, and there was very limited time to accomplish the task at hand. Should the committee wander off topic, members were asked to be mindful and assist each other with remaining on task.

With respect to University matters, Chair Bieber asked that discussions be handled with respect at the highest level. He reminded the committee that these were open meetings and comments could be published by the media. Members were asked to refrain from using specifics as much as possible, rather discuss issues in a more general sense. He noted that the University was a living entity composed of people at all levels—staff, faculty, administrators, and students; whenever money was discussed, that translated to people. When reductions were discussed, that translated to people and people's lives, the city of Laramie, and the state of Wyoming.

Chair Bieber concluded by stating, "We as a committee would do the best we can."

### **Approval of Minutes**

Minutes from the June 28, 2016 meeting were distributed in advance of the meeting. Chair Bieber asked for comments or edits. Having no suggestions for changes, Dr. Cawley moved to approve the minutes as presented, Mr. Defebaugh seconded the motion. The motion carried.

### **Discussion of the Committee's Charge**

UW President Nichols took time to clarify the charge letter sent to each committee member. She noted that the first section of the letter reiterated UW Regulation 6-41; the third full paragraph was stressed as very important as it noted the University was officially in FY17 as of July 1. The budget reduction plan to realize \$26 million in FY17, laid out six strategies to realize budget savings of \$19.3 million as well as one-time budget cuts. Additionally, it was stated that as the University had entered FY17, the dollar amounts would become more accurate. Reports were to be shared with the Financial Crisis Advisory Committee in late July and throughout August. It was noted that even with \$19.3 million in cuts, UW would not realize the full budget cut. The budget reduction plan presented by UW President Nichols was conceptual and prepared for the beginning stages of planning. UW President Nichols emphasized that FY18 needed to be the focus of the committee as the advice the committee provided would become real.

UW President Nichols shared that she asked Professor Rob Godby to chair the Revenue Enhancement Committee. This committee would develop a plan and report back to the Financial Crisis Advisory Committee.

### **Constraints and Limitations to Budget Reductions**

Discussion followed in regards to the timeline of an October deadline for presentation to the Board of Trustees, when a vote to approve the University budget typically did not occur until May. An October timeline was important as recommendations to eliminate and/or combine units, departments, colleges, and non-academic programs move forward. This timeline would allow for approval and implementation by July 1, 2017.

Additionally, it was stated that UW currently has an active Board of Trustees Budget Committee. They would be involved in regards to discussion and decisions coming from the Financial Crisis Advisory Committee. It was noted that a request for a delay in the committee's recommendations until November could potentially be approved; however, a timeline beyond November was unacceptable. The Board of Trustees would not approve a plan that was revenue enhancement only; rather, the recommendation must include considerations for budget reductions.

Vice President for Academic Affairs David Jones noted that by August 1, a series of program reviews would be available for consideration. The committee would have full access to all information and data as recommendations to retain, consolidate, and/or eliminate were presented.

It was noted that program reviews were degree programs; the committee would look at number of FTE associated with programs and potential savings with eliminations and/or consolidations. Some gain would be recognized with consolidation, but not as much as elimination and down-sizing. Vacancies could be realigned to high-need/high-priority areas. Retirement incentive savings targeted for FY17 would be evaluated by mid-August.

All vice presidents have been asked to evaluate their units/areas for possible reductions and proposed efficiencies. Vice President for Student Affairs Sara Axelson would meet with the FCAC on Friday, July 8 and discuss action to be taken in the Student Affairs units. Recommendations to this committee would be forthcoming.

Vice President for Administration Bill Mai and Associate Vice President for Administration Janet Lowe offered to provide a presentation and explanation of the University budget at the next meeting. Committee members concurred that this discussion would be an extremely good use of meeting time. A copy of the fee book and operating budget would be provided to each committee member. Additionally, Vice President Mai's office would provide a comprehensive organizational chart for UW, broken down by units with FTE attached to each college. An explanation of FY16 and FY17 would be provided, as well as an overview of Foundation funds and endowments.

It was noted that \$10 million would not be gained by reorganization.

### **Review Budget Reduction Principles**

Committee members questioned whether there were programs and departments that had been taken off the table for consideration of reorganization, elimination, etc. All programs, units, departments, and colleges were to be reviewed. Guiding principles should take into account accreditation. The committee could not do something that would jeopardize accreditation.

Brian Schuler, student intern in the President's Office had developed a draft group of peer institutions for strategic planning purposes. [See attachment]. Currently, there were fourteen true peers and eight aspirational peers. Various metrics and data points were used to develop the list for consideration and use as a set of principles or best practices. The peer group had not been finalized at that time.

Discussion followed in regards to the proposed list of peer institutions and how it compared to the list derived by LSO. As the list become final and approved, UW could potentially submit it to LSO as the comparator institutions.

### **Impact of Budget Reduction Principles on the Committee's Charge**

Constraints and challenges that were not an option for discussion or elimination were the fiscal management system, and moving to Division II in athletics (however, athletics would undergo a budget review as required by all units). Salary reductions and furloughs were only a consideration if absolutely necessary, as this was a one-time budget savings. Scholarships would not be cut—those cuts would become visible. UW must approach cuts in a straight forward and transparent way so it could explain its actions to the state. It was noted that some staff would need to be replaced but the approach must be strategic; thus the need for reorganization.

### **Subcommittees**

Subcommittees would be delayed at this time and reviewed at a later date.

### **Consolidation of the Committee's Work and Effort**

This item was not specifically addressed at this meeting.

**Agenda Items for the Next Meeting**

Budget presentation by Vice President for Administration Bill Mai and Associate Vice President for Administration Janet Lowe would be the only agenda item.

Vice President Lowe would send documents to Executive Administrative Assistant to the President Debbie Martinez for distribution to the committee prior to the meeting on Tuesday, July 5, 2016. The task of the committee at Tuesday's meeting would be for members to come prepared after reviewing the materials and gather as much information as possible from the presentation by Vice President Mai and Associate Vice President Lowe on the University budget.

**Other Business**

There was no other business to come before the committee.

**Adjournment**

Professor Cawley moved and Mr. Defebaugh seconded the motion to adjourn the meeting at 2:10 p.m.

Respectfully submitted,



Debbie Martinez  
Executive Administrative Assistant to the President

The University of Wyoming  
 Minutes of the FCAC  
 Friday, July 1, 2016  
 Page 5

unitid	Institution Name	City	State	Is Land Grant	Only Public Research University in State	Carnegie Basic 2015	Carnegie UG Program 2015	Carnegie Graduate Program 2015	Institution Grants a medical/vet degree?	Carnegie Enrollment Profile 2015	Carnegie UG Profile 2015	Carnegie Size & Setting 2015	2013 NCES Comparison Group	IPEDS 2013 Enrollment	IPEDS 2008 Enrollment	Distance from UW (miles)	NSF 2013 Fed Grants & Contracts	IPEDS Faculty on Tenure Track or with Tenure	2014 NSF Earned doctorates (422 ranked) Percentile score	2014 NSF Full-time graduate students (684 ranked) Percentile score	2013 NSF Total federal obligations (989 ranked) Percentile score	2014 NSF Total R&D expenditures (632 ranked) Percentile	Average NSF Ranking (Earned Doctorates, PI Grad Students, Fed. Obligations, R&D Expenditures)	NACUBO FY15 Endowment
240727	University of Wyoming	Laramie	WY	X	X	RU/H	Bal - HGC	D H/S	No	H-UG	F4/ MS / HTI	L4/NR	RU - HRA - 1	12,778	12,067	0	\$ 48,416,944	601	34	24	16	30	26	\$ 481,469,024
188030	New Mexico State University-Main Campus	Las Cruces	NM	X		RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/1 / HTI	L4/NR	RU - HRA - 1	16,765	17,239	627	\$ 97,025,281	577	33	24	10	21	22	\$ 221,005,235
230728	Utah State University	Logan	UT	X		RU/H	Bal - HGC	D H/S	Yes - V	VH - UG	MFT4/S/HTI	L4/NR	RU - HRA - 1	27,812	15,099	324	\$ 136,124,080	702	32	31	10	18	22.75	\$ 314,687,843
182290	University of Nevada-Reno	Reno	NV	X		RU/H	Bal - HGC	D Comp - MedVet	Yes - M	H-UG	F4/S/HTI	L4/NR	RU - HRA - 1	18,776	16,867	758	\$ 98,644,011	551	33	24	15	25	24.25	\$ 306,587,240
142285	University of Idaho	Moscow	ID	X		RU/H	Bal - HGC	D STEM	Yes <sup>[1]</sup>	H-UG	F4/S/HTI	M4/NR	RU - HRA - 1	12,024	11,791	680	\$ 68,813,321	444	38	33	14	24	27.25	\$ 239,602,961
207388	Oklahoma State University-Main Campus	Stillwater	OK	X		RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes-M&V	H-UG	F4/ MS / HTI	L4/R	RU - HRA - 1	26,073	22,995	581	\$ 67,392,729	862	18	12	15	22	16.75	\$ 877,548,906
183044	University of New Hampshire-Main Campus	Durham	NH	X	X	RU/H	Bal - HGC	D Comp	No	H-UG	F4/ MS / LTI	L4/HR	RU - HRA - 1	14,913	14,898	1764	\$ 68,804,105	544	40	26	13	20	24.75	\$ 248,650,293 *
217484	University of Rhode Island	Kingston	RI	X	X	RU/H	Bal - SGC	D Comp	No	H-UG	F4/S/LTI	L4/R	RU - HRA - 1	16,387	15,904	1753	\$ 76,805,263	538	34	31	14	24	25.75	\$ 131,655,326
100858	Auburn University	University	AL	X		RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - V	H-UG	F4/ MS / HTI	L4/NR	RU - HRA - 1	24,864	24,530	1257	\$ 79,552,841	1024	17			20	18.5	\$ 641,993,268
231174	University of Vermont	Burlington	VT	X	X	RU/H	Bal - SGC	D H/S	Yes - M	H-UG	F4/ MS / LTI	L4/HR	RU - HRA - 1	12,723	12,800	1642	\$ 113,561,000	593	43	36	11	23	28.25	\$ 350,808,000 *
161253	University of Maine	Orono	ME	X	X	RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/S/LTI	M4/R	RU - HRA - 1	11,247	11,818	1861	\$ 35,802,000	405	41	28	15	23	26.75	\$ 185,612,561
176080	Mississippi State University	State	MS	X		RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes-M	H-UG	F4/S/HTI	L4/R	RU-VHRA - 2	20,161	17,824	1067	\$ 99,324,115	731	28	19	13	16	19	\$ 449,106,051
180465	Montana State University	Bozeman	MT	X		RU/H	Prof + A&S - HGC	D STEM	No	VH - UG	F4/ MS / HTI	L4/R	RU-VHRA - 2	14,852	11,976	407	\$ 68,572,340	466		29	12	22	21	\$ 142,660,761
220862	University of Memphis	Memphis	TN			RU/H	Bal - HGC	D Comp	No	H-UG	MFT4/S/HTI	L4/NR	RU - HRA - 1	21,480	20,220	946	\$ 24,094,880	646	30	29	27	29	28.75	\$ 199,443,156
219356	South Dakota State University	Brookings	SD	X		RU/H	Prof + A&S - SGC	D STEM	No	VH - UG	F4/S/LTI	L4/R	RU - HRA - 1	12,525	11,995	491	\$ 37,316,949	362	50	27	19	29	31.25	\$ 104,903,422
200332	North Dakota State University-Main Campus	Fargo	ND	X		RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/S/HTI	L4/R	RU-VHRA - 2	14,629	13,230	581	\$ 46,538,383	410	35	27	17	19	24.5	\$ 133,978,262
147703	Northern Illinois University	DeKalb	IL			RU/H	Bal - HGC	D Comp	No	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	21,138	24,397	868	\$ 38,712,628	677	47	21	30	44	35.5	\$ 71,154,784
172699	Western Michigan University	Kalamazoo	MI			RU/H	Prof + A&S - HGC	D Comp	No <sup>[2]</sup>	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	24,294	24,818	1028	\$ 14,519,615	808	31	17	27	43	29.5	\$ 330,052,478
176372	University of Southern Mississippi	Hattiesburg	MS			RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	15,249	14,793	1134	\$ 20,848,565	501	34	28	23	30	28.75	\$ 82,872,941
180489	The University of Montana	Missoula	MT			RU/H	Bal - HGC	D STEM	No	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	14,525	14,207	568	\$ 42,910,740	495	49	42	20	29	35	\$ 172,756,142
203517	Kent State University at Kent	Kent	OH			RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/S/LTI	L4/R	RU - HRA - 1	28,998	22,944	1255	\$ 21,615,419	615	27	18	26	38	27.25	\$ 115,917,465
100751	The University of Alabama	Tuscaloosa	AL			RU/H	Prof + A&S - HGC	D Comp	No	H-UG	F4/ MS / LTI	L4/R	RU - HRA - 1	34,752	27,014	1135	\$ 37,533,122	858	26	21	21	30	24.5	\$ 617,611,309 *
149222	Southern Illinois University-Carbondale	Carbondale	IL			RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - M	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	17,964	20,673	905	\$ 23,629,454	698	25	19	27	27	24.5	\$ 122,350,792
206084	University of Toledo	Toledo	OH			RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - M	H-UG	F4/S/HTI	L4/NR	RU - HRA - 1	20,743	22,336	1134	\$ 36,660,285	542	32	25	17	28	25.5	\$ 422,248,769
102614	University of Alaska Fairbanks	Fairbanks	AK	X		RU/H	Prof + A&S - SGC	D Comp	No	H-UG	MFT4/S/HTI	M4/R	RU - HRA - 1	9,166	8,575	2315	\$ 98,542,428	300	49	33	11	19	28	\$ 78,974,513 *
204857	Ohio University-Main Campus	Athens	OH			RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - M	H-UG	MFT4/S/HTI	L4/R	RU - HRA - 1	28,786	21,369	1240	\$ 33,207,646	718	30	21	25	28	26	\$ 506,989,247
229027	The University of Texas at San Antonio	San Antonio	TX			RU/H	Bal - HGC	D Prof	No	H-UG	F4/S/HTI	L4/NR	RU - HRA - 1	28,623	28,413	899	\$ 44,230,084	596	36	21	19	31	26.75	\$ 100,825,150 *
200280	University of North Dakota	Grand Forks	ND			RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - M	H-UG	F4/S/HTI	L4/R	RU - HRA - 1	15,143	12,748	618	\$ 59,528,979	484	46	36	16	26	31	\$ 230,600,000
182281	University of Nevada-Las Vegas	Las Vegas	NV			RU/H	Prof + A&S - HGC	D Comp - MedVet	Yes - D	H-UG	MFT4/S/HTI	L4/NR	RU - HRA - 1	27,848	28,600	628	\$ 38,105,000	661	38	27	25	33	30.75	\$ 238,299,887
155399	Kansas State University	Manhattan	KS	X		RU/VH	Prof + A&S - HGC	D Comp - MedVet	Yes - V	H-UG	F4/ MS / HTI	L4/NR	RU - HRA - 1	24,581	23,520	498	\$ 100,230,292	790	26	17	12	17	18	\$ 488,935,540
217882	Clemson University	Clemson	SC	X		RU/VH	Prof + A&S - HGC	D Comp	No	H-UG	F4/ MS / HTI	L4/R	RU - HRA - 1	21,303	18,317	1315	\$ 64,157,687	848	21	11	15	19	16.5	\$ 648,610,563
238032	West Virginia University	Morgantown	WV	X	X	RU/VH	Bal - HGC	D H/S	Yes - M	H-UG	F4/S/LTI	L4/NR	RU - HRA - 1	29,466	28,840	1347	\$ 83,166,293	1017	24	15	15	19	18.25	\$ 533,988,851
106397	University of Arkansas	Fayetteville	AR	X		RU/VH	Prof + A&S - HGC	D Comp	No	H-UG	F4/ MS / HTI	L4/R	RU-VHRA - 2	25,341	19,194	713	\$ 47,932,948	769	30	21	16	22	22.25	\$ 819,813,727 *
181464	University of Nebraska-Lincoln	Lincoln	NE	X		RU/VH	Prof + A&S - HGC	D Comp	No	H-UG	F4/ MS / LTI	L4/R	RU-VHRA - 2	24,445	23,573	463	\$ 136,067,977	1036	16	12	13	13.75	\$ 1,538,070,689	
209542	Oregon State University	Corvallis	OR	X		RU/VH	Prof + A&S - HGC	D Comp - MedVet	Yes - V	H-UG	MFT4/S/HTI	L4/NR	RU-VHRA - 2	27,902	20,305	921	\$ 161,363,370	615	22	8	8	14	13	\$ 505,368,629
126818	Colorado State University-Fort Collins	Fort Collins	CO	X		RU/VH	Bal - HGC	D Comp - MedVet	Yes - V	H-UG	F4/ MS / HTI	L4/R	RU-VHRA - 2	31,186	28,882	57	\$ 191,481,103	996	20	14	7	12	13.25	\$ 281,355,223
236939	Washington State University	Pullman	WA	X		RU/VH	Bal - HGC	D Comp - MedVet	Yes - V	H-UG	F4/S/HTI	L4/R	RU-VHRA - 2	27,642	25,352	686	\$ 132,105,811	874	17	13	11	11	13	\$ 885,776,795

[Look up a different university.](#)

Key
Gold shaded institutions are proposed aspirational peers
Blue accented boxes indicate perfect match with UW
Green accented boxes indicate near match with UW (+/- 1/4 a standard deviation - roughly +/- 10% of distribution)
Salmon colored universities are proposed top 14 peers

<sup>[1]</sup> University of Idaho participates in WWAMI and the Washington-Idaho Regional Veterinary Medical Education Program but does not currently (2016) have a standalone medical or veterinary school  
<sup>[2]</sup> Western Michigan University's School of Medicine established in 2012 - inaugural class was in 2014

\* NACUBO Data not available -- IPEDS 2014 Endowment Data used  
 Ranking calculated with IPEDS 2013, 2010 & 2007 Endowment Data