THE UNIVERSITY OF WYOMING
FINANCIAL CRISIS ADVISORY COMMITTEE
MINUTES OF THE COMMITTEE

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 downsizing. 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
| Institution Name | City | State | unitid | Institution Name | City | State | unitid | Institution Name | City | State | unitid | Institution Name | City | State | unitid | Institution Name | City | State | unitid |
|------------------|-----|-----|-------|------------------|-----|-----|-------|------------------|-----|-----|-------|------------------|-----|-----|-------|------------------|-----|-----|-------|------------------|-----|-----|-------|
| University of Wyoming | Laramie | WY | 1257 | Iowa State University-Ames | Ames | IA | 176372 | Kansas State University-Manhattan | Manhattan | KS | 114287 | Louisiana State University-Baton Rouge | Baton Rouge | LA | 166672 | Maryland State University-University Park | University Park | MD | 100128 |
| University of Arkansas | Fayetteville | AR | 238032 | West Virginia University | Morgantown | WV | 1347 | Wayne State University | Detroit | MI | 219356 | Alabama A&M University | Tuscaloosa | AL | 192397 | University of Arizona | Tucson | AZ | 207028 |
| Penn State University-University Park | University Park | PA | 106397 | University of Nevada-Reno | Reno | NV | 180148 | Virginia Tech | Blacksburg | VA | 7138 | University of Oklahoma | Norman | OK | 537456 | University of California-Los Angeles | Los Angeles | CA | 136231 |
| University of Texas at Austin | Austin | TX | 249060 | University of Alabama | Tuscaloosa | AL | 193646 | University of Iowa | Iowa City | IA | 100751 | University of Kansas | Lawrence | KS | 198520 | University of New Mexico | Albuquerque | NM | 199484 |
| Ohio State University | Columbus | OH | 217882 | University of California-Berkeley | Berkeley | CA | 129958 | University of Nebraska-Lincoln | Lincoln | NE | 180287 | University of Illinois at Urbana-Champaign | Champaign | IL | 203251 | University of North Carolina-Chapel Hill | Chapel Hill | NC | 184461 |
| University of Cincinnati | Cincinnati | OH | 207586 | Duke University | Durham | NC | 207123 | University of Oregon | Eugene | OR | 204634 | University of Southern California | Los Angeles | CA | 217960 | University of Oklahoma | Norman | OK | 192397 |
| University of Kentucky | Lexington | KY | 132337 | Cornell University | Ithaca | NY | 184462 | University of Pennsylvania | Philadelphia | PA | 203517 | University of Southern Mississippi | Hattiesburg | MS | 1240 | University of Oregon | Eugene | OR | 192397 |
| University of Miami | Coral Gables | FL | 188634 | Columbia University | New York | NY | 186041 | University of Tennessee | Knoxville | TN | 137979 | University of Southern California | Los Angeles | CA | 199484 | University of Washington | Seattle | WA | 123813 |
| University of Northern Iowa | Cedar Falls | IA | 142154 | University of Texas at Austin | Austin | TX | 117317 | University of Southern Mississippi | Hattiesburg | MS | 1240 | University of the Southwestern Louisiana | Lafayette | LA | 136104 | Vanderbilt University | Nashville | TN | 219356 |
| Boston University | Boston | MA | 106317 | University of Texas at Arlington | Arlington | TX | 122043 | University of Texas at El Paso | El Paso | TX | 121935 | University of the Pacific | Stockton | CA | 136131 | Virginia Polytechnic Institute and State University | Blacksburg | VA | 207028 |
| University of California-Berkeley | Berkeley | CA | 129958 | University of Washington | Seattle | WA | 238190 | University of Victoria | Victoria | BC | 104329 | Western Michigan University | Kalamazoo | MI | 117364 | Washington State University | Pullman | WA | 120569 |
| University of Wisconsin-Madison | Madison | WI | 9355 | University of Wisconsin-Madison | Madison | WI | 142654 | University of Wisconsin-Milwaukee | Milwaukee | WI | 120215 | Western Michigan University | Kalamazoo | MI | 117364 | Washington State University | Pullman | WA | 120569 |

**Note:** NSF Data as of 2015. NSF 2014 (19/22) and 2015 (22/25) data is not yet available.

---

**Sources:** Carnegie Foundation, IPEDS Data Center, NSF and NACUBO