



# **The President's Proposed FY2021-2022 Budget Reduction Plan**

President Ed Seidel

University of Wyoming

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## Contents

|  |    |
|--|----|
| Introduction.....  | 3  |
| Overview of FY2021-22 Budget Reductions .....                      | 10 |
| College of Agriculture & Natural Resources .....                   | 14 |
| College of Arts & Sciences.....                                    | 17 |
| College of Business.....   | 20 |
| College of Education.....  | 23 |
| College of Engineering & Applied Sciences .....                    | 26 |
| College of Health Sciences .....                                   | 29 |
| College of Law .....   | 32 |
| Haub School of Environment and Natural Resources .....             | 35 |
| Honors College .....   | 38 |
| Family Medical Residency .....                                     | 41 |
| School of Energy Resources .....                                   | 44 |
| University Libraries .....   | 47 |
| WYDENT/WWAMI.....  | 50 |
| Tier 1 Engineering .....   | 53 |
| Administration Department - Finance & Administration .....         | 56 |
| AVP Fiscal Administration - Finance & Administration .....         | 59 |
| University Operations – Division of Finance & Administration ..... | 62 |
| Institutional Advancement & UW Foundation.....                     | 65 |
| General Counsel.....   | 68 |
| Information Technology .....                                       | 71 |
| Intercollegiate Athletics .....                                    | 74 |
| Internal Audit .....   | 77 |
| Provost’s Office .....   | 80 |
| Student Affairs .....  | 83 |
| Office of the President .....                                      | 86 |
| Academic Program Review .....                                      | 89 |

## Introduction

The Governor's "Step 2" reduction of the University of Wyoming's (UW or University) General Fund appropriations for the FY2021-2022 biennium has four components:

1. Governor Gordon has reduced UW's "Block Grant" by 8.4% in the current fiscal year (reduced annual appropriation by \$14,729,500) but with a 10% ongoing reduction in future fiscal years.
2. Governor Gordon directly reduced the state's appropriation for 5 categorical programs by 10% each:
  - o School of Energy Resources (reduced annual appropriation by \$1,009,252)
  - o Family medical residency (reduced annual appropriation by \$872,647)
  - o WWAMI (reduced annual appropriation by \$866,990)
  - o Tier I Engineering (reduced annual appropriation by \$476,903)
  - o NCAR (reduced annual appropriation by \$90,117)
3. Governor Gordon directly reduced the state's appropriation for a 6<sup>th</sup> categorical program - major maintenance - by 62.5% (reduced annual appropriation by \$14,830,013). However, he is submitting a Supplemental Budget recommendation to the Legislature asking them to provide an additional \$8,898,007 each year, from their own funds, for major maintenance.
4. As a direct result of the COVID-19 health emergency revenue streams from tuition and fees and auxiliary operations are projected to be ten million dollars to fifteen million dollars (\$10,000,000 - \$15,000,000) below budget for FY2021.

In addition, as of October 28, 2020, Governor Gordon has asked UW to prepare an additional 5% budget cut as part of "Step 3" reductions. This document details our proposed Step 2 budget cuts for consideration by the Board of Trustees. The President and his executive team are working in parallel to determine additional proposed cuts for "Step 3" to present to the Governor by November 9, 2020. Governor Gordon has indicated that these additional cuts would not go into effect until July 1, 2021 (FY2022). Accordingly, the details on how these "Step 3" reductions will be implemented are not included in this plan. The President will work with the Deans and Vice Presidents to incorporate any additional reductions (including "Step 3" reductions) necessary into his FY2022 proposed operating budget (which per UW Regulation 7-1 is due to the Board of Trustees on April 15, 2021).

Cuts of such magnitude, coming on the heels of a previous round of cuts of similar magnitude four years ago, are very damaging to UW's ability to fulfill its land grant mission to the state. As the state's only 4-year public university, UW has very broad responsibility to educate its citizens

in all areas important to the state, in accordance with our land grant mission, and to produce the next generation workforce essential to the economy and well-being of the state of Wyoming. As such, we have begun a deeply strategic review of priorities, strengths, weaknesses, and needs for the future of Wyoming in order to determine how and where to cut, as well as how and where to preserve or even strengthen programs.

This document, the result of several months of discussions, retreats and consultations among the senior administration, deans, faculty, students, government and community stakeholders across the state, lays out not only our current plans to immediately meet the required budget reductions, but also our plans to continue to review programs under Reg. 2-13, as well as a broader strategic planning program to pivot the university to be the best 21<sup>st</sup> century land grant institution it can be under the financial realities it faces.

We have not taken an approach of across-the-board cuts of equal percentage. The approach of attrition is a short-term solution that will be replaced in the near-term with strategic reallocations that will allow the University to continue to fulfill its obligations to the state and its citizens. We have used the tools at our disposal to meet the immediate cuts while ensuring processes to enable us to move the university strategically to better position it for future education needs, revenue streams, and economic development outcomes the state requires.

Doing so successfully will require hard choices now on things we should not continue to do, as well as significant strategic planning for additional actions this fiscal year that will further reduce, eliminate or consolidate activities, while also providing longer term revenue enhancements from outside the state budgets. We are fully committed to doing so.

### **Strategies employed**

We have employed a number of strategies to address the required budget reductions. As most of these require time to develop fully, they do not all impact the university immediately. However, in every case we are already taking specific steps immediately to place UW on a long-term path to build selected areas into stronger, more sustainable, and more impactful programs for our students and our economy, while reducing both administrative structures and programs that do not. These strategies include:

- **Reduction:**

Four basic approaches have been employed throughout our budget reduction planning:

1. Attrition of faculty and staff. We have departures of both faculty and staff, as well as unfilled positions that can be kept vacant. While not strategic, this allows for immediate savings in our cash flow. On the faculty side, due to the tenure system, this is the only immediate tool at our disposal. However, we have laid out initial programmatic priorities and additional plans that, when coupled with Reg. 2-13 review processes and strategic priority setting, will allow us to pivot the university towards the future “pillars” described below.

§ Example: more than 40 faculty positions that are unfilled for any reason will be used for immediate cash savings. As program reductions or other additional savings occur, some of these positions will be refilled by the President and Provost, but only according to strategic priorities developed according to processes laid out below.

2. Reorganizing/centralizing structures that can be more efficient. This can be done on both the administrative and academic side, both for cost savings and for strategic positioning of the university for better delivery of services, educational programs, revenue generation, and so on.

§ Example: significant savings of \$4 million (annual) will be created by centralizing multiple administrative services such as housing, dining, other various auxiliaries, and financial management and budgeting services.

3. Reducing state support for items that could be self-sufficient. Certain programs that are deemed important for the university to continue to support can have their state funding reduced if they are positioned, or could be positioned, for external support.

§ Example: the UW Foundation will give up \$414,500 (annual) in recurring state funds for the operations of the Gateway.

4. Reducing or underperforming, unsustainable, or non-strategic programs. We have carried out an initial review of programs to target for reduction, consolidation, and/or elimination, both on the academic and administrative sides.

§ Example: For academic programs, we have requested an expedited review under Reg. 2-13 of two-dozen programs, many of which were selected due to low enrollment. An additional, a longer-term review of all programs, looking at quality, enrollment, strategic priority, state need, and other qualities, will be carried out in conjunction with strategic planning beginning in January, 2021, to be completed before the end of the fiscal year for implementation in 2021 and beyond.

- **Preservation and/or Augmentation:**

Three basic approaches have been employed to address priority areas for the future, most of which will take time to impact UW programs:

1. Preserving, strengthening, and preparing to build programs that are strategic for the future of UW and State of Wyoming. By selectively overcutting some areas (beyond 10%) in the current budget reduction planning, we are able to preserve or lay a foundation for future growth of areas seen as essential to the future of the university, as described in the four pillars below.

§ Example: The research capacity of the university is essential for both strategic areas of the university and for additional revenue generation from grants. We have preserved the budget of the office of research and economic

development by cutting \$206,666 per year (\$413,332 per biennium) from other parts of the portfolio so it will be positioned to support the growth of grant revenue across the university.

§ Example: The Tier 1 Engineering budget was cut by 10% (or \$476,903 annually) in Governor Gordon's request. We have preserved an amount equal to this to invest in areas of engineering and computing (to be determined by the President and Provost) across the university to better prepare us for growth in such areas.

§ Example: We have identified an initial set of a dozen programs for simultaneous strategic review (along with programs slated for possible reduction under Reg. 2-13 above) ranging from the Honors College to the Entrepreneurship Major and Minor to see how they may be refined, combined or even enhanced to better support the four pillars below.

2. Partnerships to preserve or bolster our capacity in key areas. There are areas where UW needs to have strength that can be preserved or strengthened by developing partnerships with external institutions (institutions of higher education, companies, NGOs, etc) while adding little or no cost. This includes deeper partnerships with community colleges and other universities where we may join forces on academic programs of mutual interest and need.

§ Example: A partnership is in development with Cardiff University in Wales in areas of computing, artificial intelligence, blockchain research, and entrepreneurship, that can help accelerate development of programs that we need to offer to our students and our collaborations with Wyoming community colleges that will be important to the future of the state's workforce.

3. Revenue enhancement. Much effort is underway to develop additional revenue sources for the university, including a complete review of tuition for various programs, research funding from agencies and foundations that may go to support scientific equipment, students, postdocs, and faculty summer salaries, online programs that can generate additional revenue, corporate partnerships, and additional philanthropic support. These will be an important part of strategic planning over time, but will lead to minimal additional revenues in FY21.

§ Example: Courses are under review for online degrees, drawing on unique Wyoming strengths, that could be strong revenue generators for UW in the coming years.

In the document below, details of the budget reductions are given for every unit, based on the above strategies. One-half of the reduction is being applied to non-academic unit budgets and the other half is being cut from academic units. Because academic units, as a group, have much

larger budgets (about 40% larger), the percentage reduction for non-academic units (7%) is larger than the 5% cut assigned to academic units.

To provide a “soft landing” for units in FY2021, as they seek to implement mid-year state budget cuts of over \$20 million, the UW Board of Trustees is being asked to provide access to nearly \$4.6 million in reserves (\$1.5 million of college/school/division reserves and \$3.125 million from the Trustees’ strategic project reserves). In addition, the Board may be asked to provide further substantial access to reserves in FY2021 if COVID-19 created revenue losses related to lower enrollment, housing, dining, and athletics are deemed ineligible for federal CARES funding.

The levers on the academic side were neither sufficient nor strategic in the long term; thus an initial round of evaluations of programs for review under UW Regulation 2-13 has been initiated. This is detailed in the final section of this document. In parallel the President and Interim Provost will initiate a strategic planning exercise and will initiate an analysis of all programs. This will allow UW to strategically identify areas where the institution can further reduce reliance on the state block grant:

In the next three to four months,

- A strategic planning leadership council will be named, and a strategic planning exercise will be launched.
- The report of the General Revenue subcommittee of the BRWG will be evaluated, and strategies ranked and acted upon as appropriate.
- All academic programs, including academic departments and academic and student support services – will conduct a holistic analysis of each program. For academic programs, this will include majors, minors, concentrations, graduate and professional programs, and academic centers. The analyses will examine future demand, national and international reputation, accreditation, productivity (instruction and research), internal standing, relationship to the land-grant mission, interdisciplinary collaborations, collaborations with Wyoming Community Colleges, and multiple other dimensions, based on the “Evaluation Tool for Degree Granting Unit Review” created by the Degree-granting Unit Review subcommittee of the Budget Reduction Working Group. Academic Affairs and our colleagues in Financial Affairs and Research and Economic Development will provide more information and assistance on this process by the week before Thanksgiving.

At the end of the analysis period, these analyses will be presented to the President and the Interim Provost for review. The Faculty Senate, ASUW, Staff Senate, and others will provide recommendations to the Interim Provost and President for programs that warrant further evaluation. By March 2021, the President and Interim Provost will review the analyses and recommendations, and finalize recommendations for any reorganizations, reductions, consolidations, and discontinuances under UW Regulation 2-13. From April to July 2021, the

President and interim Provost will initiate the UW Regulation 2-13 process on these additional recommendations.

### **Strategic Priorities**

The President, in consultation with senior administration, deans, faculty, Trustees, and community stakeholders, has identified four key areas will be promoted as the university pivots for better development of the future state workforce. Budget reductions are being made with an eye towards ensuring that the following areas can be preserved or ultimately even enhanced.

#### **1. UW will become more digital.**

The digital world pervades every area of society. Computing, data science, AI and technological approaches to science and engineering – and, to applications across the entire university, from arts, humanities, and social sciences, to agriculture, engineering and health sciences. This is essential for a 21<sup>st</sup> century university, and also for the future of the economy of the state. This theme is fundamental to the future of UW and to Wyoming's future. Numerous steps have been proposed in this budget reduction plan to better position the university for development of the future in these areas, including: Preserving the budget for the Advanced Research Computing Center (ARCC) and aggressively searching for a new director with the experience needed to build significantly the externally funded R&D budget and corporate partnership capability; Combining the departments of Computer Science and Electrical and Computer Engineering for a stronger unit of more substantial critical mass; Preserving funding equivalent for Tier 1 Engineering for future investment in computational areas.

#### **2. UW will become more entrepreneurial.**

Not only must our faculty be more entrepreneurial for revenue sources outside the state, e.g., from federal agencies, private foundations, and corporate partnerships, UW must more directly support economic and workforce development, particularly driving the “enhanced economy” of the state. This will include entrepreneurship, both practice and training, and enhance the student experience in partnership with companies and community organizations to better attract students, ultimately preparing them to contribute back to society when they graduate. It will also support partnerships with community colleges to help build the pipeline for increased enrollment and hubs of innovation in their communities. In this budget plan we have begun to address this by: Preserving ORED office budget and reviewing its capacity to support growth of the research portfolio of the university; development of entrepreneurship major and minor, and collaboration with community colleges in related areas.

#### **3. UW will become more interdisciplinary.**

Interdisciplinary research and education, including addressing complex problems important to the state of Wyoming. Many national academy studies and national funding agencies are recommending and supporting bigger and more challenging research and education

collaborations than any single department or college can effectively address. Responding to this national and international trend, the UW campus has been developing ideas around transdisciplinary “Grand Challenges” that will enable the entire university to rally around topics of great importance to the state and fundamental to UW’s advancement. This transformational UW initiative will be further developed as both a major research agenda and as an education directive at the undergraduate level. Wyoming’s university must become more competitive for large grants. UW students need to gain greater context for their learning, regardless of major, and a sense they can help tackle society’s problems that they are passionate about. As part of the strategic review, we are looking at initial programs that will support these developments.

**4. UW will become more inclusive.**

Diversity in every dimension, from social and economic backgrounds, to varied ethnicities, different geographies, and a variety of intellectual interests, is necessary for innovation and excellence, while a welcoming environment of inclusion supports and increases success of these diverse groups. As part of our strategic review, we are looking at specific programs that may help support such developments.

## Overview of FY2021-22 Budget Reductions

### 1. Total amount of State General Fund revenue reduction for the 21-22 biennium

Table 1 below outlines a reduction of approximately \$42.3 million that was allocated to the University of Wyoming’s 2021-22 biennium appropriations.

### 2. Total amount of reduction in Major Maintenance funds UW will receive from the State for the 21-22 biennium

The University of Wyoming’s major maintenance appropriation for the 2021-22 biennium was reduced by approximately \$29.7 million as outlined in Table 1 below.

*Table 1: Total General Fund and Major Maintenance Reductions Allocated to UW in Governor’s “Step 2 Reductions”*

|                            | 2021-2022<br>Biennium<br>Appropriation | One-time<br>Carbon, Oil, &<br>Gas Investments<br>Set Aside | Adjusted 2021-<br>2020 Biennium<br>Appropriation | 10% Reduction<br>Proposal | Reduced 21-22<br>Biennium<br>Appropriation |
|----------------------------|--|--|--|---------------------------|--|
| State Aid                  | \$ 350,840,070                         | \$ -   | \$ 350,840,070                                   | \$ (29,459,007)           | \$ 321,381,063                             |
| School of Energy Resources | \$ 27,185,027                          | \$ 7,000,000   | \$ 20,185,027                                    | \$ (2,018,503)            | \$ 25,166,524                              |
| Tier 1 Engineering         | \$ 9,538,053                           | \$ -   | \$ 9,538,053                                     | \$ (953,805)              | \$ 8,584,248                               |
| WWAMI Medical Education    | \$ 17,339,793                          | \$ -   | \$ 17,339,793                                    | \$ (1,733,979)            | \$ 15,605,814                              |
| NCAR MOU                   | \$ 1,802,339                           | \$ -   | \$ 1,802,339                                     | \$ (180,234)              | \$ 1,622,105                               |
| Family Medical Residency   | \$ 17,452,926                          | \$ -   | \$ 17,452,926                                    | \$ (1,745,293)            | \$ 15,707,633                              |
| Endowments & Matching      | \$ 21,250,000                          | \$ 15,000,000  | \$ 6,250,000                                     | \$ (6,250,000)            | \$ 15,000,000                              |
| <b>Sub-Total</b>           | <b>\$ 445,408,208</b>                  | <b>\$ 22,000,000</b>                                       | <b>\$ 423,408,208</b>                            | <b>\$ (42,340,821)</b>    | <b>\$ 403,067,387</b>                      |
| Major Maintenance          | \$ 47,456,039                          | \$ -   | \$ 47,456,039                                    | \$ (29,660,025)           | \$ 17,796,014                              |
| <b>TOTAL</b>               | <b>\$ 492,864,247</b>                  | <b>\$ 22,000,000</b>                                       | <b>\$ 470,864,247</b>                            | <b>\$ (72,000,846)</b>    | <b>\$ 420,863,401</b>                      |

### 3. Total amount of any other reduction in revenue to be received from the State for the 21-22 biennium

Governor Gordon has asked UW to prepare an additional \$21.2 million budget cut as part of “Step 3” reductions. This document details our proposed Step 2 budget cuts for consideration by the Board of Trustees. Our team is working in parallel to determine additional proposed cuts for Step 3 to present to the Governor by November 9, 2020.

### 4. Total amount of any other revenue reduction for the 21-22 biennium.

As a direct result of the COVID-19 health emergency revenue streams from tuition and fees and auxiliary operations are projected to be ten million dollars to fifteen million dollars (\$10,000,000 - \$15,000,000) below budget for FY2021.

### 5. Total biennial reductions by college/division

Table 2 provides a breakdown of the total reductions (or revenue enhancements or reserve utilizations) by college and division over the FY2021-2022 biennium. The total reductions presented in this plan equal approximately \$47.8 million over FY2021 (~\$23.1 million) and FY2022 (\$24.7 million).

*Table 2: Total Reductions by College/School/Division*

| <b>College/School/Division</b>             | <b>FY21 Reduction*</b> | <b>FY22 Reduction*</b> | <b>Total FY21-FY22 Biennial Reduction*</b> |
|--|------------------------|------------------------|--|
| College of Agriculture & Natural Resources | \$1,180,423            | \$1,180,423            | \$2,360,846                                |
| College of Arts & Sciences                 | \$2,387,015            | \$2,387,298            | \$4,774,313                                |
| College of Business                        | \$1,075,587            | \$1,119,119            | \$2,194,705                                |
| College of Education                       | \$755,065              | \$755,064              | \$1,510,129                                |
| College of Engineering & Applied Sciences  | \$1,211,764            | \$1,099,244            | \$2,311,008                                |
| College of Health Sciences                 | \$881,102              | \$932,033              | \$1,813,135                                |
| College of Law                             | \$368,000              | \$368,000              | \$736,000                                  |
| Haub School                                | \$101,658              | \$101,658              | \$203,316                                  |
| Honors College                             | \$54,153               | \$54,153               | \$108,306                                  |
| Medical Residency                          | \$872,646              | \$872,646              | \$1,745,292                                |
| School of Energy Resources                 | \$1,009,251            | \$1,009,251            | \$2,018,502                                |
| University Libraries                       | \$655,534              | \$655,086              | \$1,310,620                                |
| WYDENT & WWAMI                             | \$868,135              | \$910,934              | \$1,779,069                                |
| Tier 1 Engineering                         | \$476,903              | \$476,903              | \$953,805                                  |
| <b>Academic Unit Sub-Total</b>             | <b>\$11,897,235</b>    | <b>\$11,921,811</b>    | <b>\$23,819,046</b>                        |
| Foundation                                 | \$511,181              | \$511,181              | \$1,022,362                                |
| General Counsel                            | \$183,151              | \$183,151              | \$366,302                                  |
| Information Technology                     | \$1,163,200            | \$1,163,200            | \$2,326,400                                |
| Intercollegiate Athletics                  | \$609,959              | \$1,533,439            | \$2,143,398                                |
| Internal Audit                             | \$24,876               | \$24,876               | \$49,752                                   |
| Office of the President                    | \$3,583,360            | \$3,583,360            | \$7,166,720                                |
| Provost                                    | \$1,851,421            | \$2,551,447            | \$4,402,869                                |
| Student Affairs                            | \$537,872              | \$537,872              | \$1,075,744                                |
| Finance & Administration                   | \$2,724,857            | \$2,709,857            | \$5,434,714                                |
| <b>Non-Academic Unit Sub-Total</b>         | <b>\$11,189,877</b>    | <b>\$12,798,384</b>    | <b>\$23,988,261</b>                        |
| <b>TOTAL</b>                               | <b>\$23,087,112</b>    | <b>\$24,720,194</b>    | <b>\$47,807,307</b>                        |

\*figure may include revenue enhancement, use of college/division reserves, and/or use of university reserves

## 6. Faculty position eliminations

This reduction plan incorporates the reduction of forty-five (45) faculty positions. Table 3 below provides a breakdown of the faculty positions eliminated by college/school.

*Table 3: Faculty Positions Eliminated by College*

| <b>College/School</b>                      | <b>Faculty Positions Eliminated</b> |
|--|-------------------------------------|
| College of Agriculture & Natural Resources | 4                                   |
| College of Arts & Sciences                 | 16                                  |
| College of Business                        | 5                                   |
| College of Education                       | 3                                   |
| College of Engineering & Applied Sciences  | 8                                   |
| College of Health Sciences                 | 5                                   |
| College of Law                             | 1                                   |
| Haub School                                | -                                   |
| Honors College                             | -                                   |
| Medical Residency                          | 3                                   |
| School of Energy Resources                 | -                                   |
| University Libraries                       | -                                   |
| WYDENT & WWAMI                             | -                                   |
| Tier 1 Engineering                         | -                                   |
| <b>TOTAL</b>                               | <b>45</b>                           |

## 7. Staff position eliminations

This reduction plan incorporates the reduction of thirty-five (35) staff positions. Table 4 below provides a breakdown of the staff positions eliminated by college and division.

*Table 4: Staff Positions Eliminated by College/School/Division*

| <b>College/School/Division</b>             | <b>Staff Positions Eliminated</b> |
|--|-----------------------------------|
| College of Agriculture & Natural Resources | 2                                 |
| College of Arts & Sciences                 | 3                                 |
| College of Business                        | 3                                 |
| College of Education                       | 1                                 |
| College of Engineering & Applied Sciences  | -                                 |
| College of Health Sciences                 | 1                                 |
| College of Law                             | 1                                 |
| Haub School                                | -                                 |
| Honors College                             | -                                 |

|                                    |           |
|------------------------------------|-----------|
| Medical Residency                  | -         |
| School of Energy Resources         | -         |
| University Libraries               | 1         |
| WYDENT & WWAMI                     | -         |
| Tier 1 Engineering                 | -         |
| <b>Academic Unit Sub-Total</b>     | <b>12</b> |
| Foundation                         | -         |
| General Counsel                    | -         |
| Information Technology             | 4         |
| Intercollegiate Athletics          | 6         |
| Internal Audit                     | -         |
| Office of the President            | 2         |
| Provost                            | 4         |
| Student Affairs                    | -         |
| Finance & Administration           | 7         |
| <b>Non-Academic Unit Sub-Total</b> | <b>23</b> |
| <b>TOTAL</b>                       | <b>35</b> |

## College of Agriculture & Natural Resources

**FY 2021 Reduction Target: \$1,180,423**

**FY 2022/On-going Reduction Target: \$1,180,423**

**FY 2021-2022 Total Reduction Target: \$2,360,846**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 1,180,423
- 2. Total amount of UW expense reduction for FY22.**  
\$ 1,180,423
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 933,936 (the first two faculty positions and the first staff position that open due to resignations or retirements will be added to the college's reductions; see notes below)
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**

- a. Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 2       | 4*      |
| Cost Savings   | 216,666 | 551,653 |

Comments: Family & Consumer Sciences Professor and Plant Sciences Assistant Professor, partially spent in FY21. \*In addition to the planned FY22 reduction of 2 faculty and 1 staff positions, an estimated 2 additional faculty positions and 1 additional staff position will be eliminated.

- d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 2*     |

|              |        |         |
|--------------|--------|---------|
| Cost Savings | 65,031 | 141,031 |
|--------------|--------|---------|

Comments: Assistant Rodeo Coach, Animal Science. \*In addition to the planned FY22 reduction of 2 faculty and 1 staff positions, an estimated 2 additional faculty positions and 1 additional staff position will be eliminated.

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type     | Revenue Source                           | FY 2021 | FY 2022 |
|----------|--|---------|---------|
| One-time | Provost Tax Savings                      | 132,416 | 146,487 |
| One-time | CARES ACT salary funding (offset of URO) | 183,858 |         |
|          |  |         |         |
|          |  |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue                             | FY 2021 | FY 2022 | FY 2023+ |
|----|---|---------|---------|----------|
| #1 | Fee increases at Wyoming State Veterinary Lab |         | 73,000  | 73,000   |
| #2 | Ag Permanent Land Income Fund                 |         | 100,000 |          |
| #3 |   |         |         |          |
| #4 |   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description           | FY 2021 | FY 2022 |
|----|-----------------------|---------|---------|
| #1 | Open position savings | 507,452 |         |
| #2 | Operational Costs     | 75,000  | 168,251 |
| #3 |                       |         |         |
| #4 |                       |         |         |

Comments: Open position savings achieved by delay in backfilling positions.

## College of Arts & Sciences

**FY 2021 Reduction Target: \$2,387,015**

**FY 2022/On-going Reduction Target: \$2,387,298**

**FY 2021-2022 Total Reduction Target: \$4,774,313**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 2,387,015
- 2. Total amount of UW expense reduction for FY22.**  
\$ 2,387,298 (Provost's Office overcut to subsidize this ongoing cut)
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 2,387,298 (Provost's Office overcut to subsidize this ongoing cut)
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021    | FY2022    |
|----------------|-----------|-----------|
| # of Positions | 15        | 15        |
| Cost Savings   | 1,860,668 | 1,860,668 |

Comments: Lecturer, Assoc ETT - Mathematics & Statistics | Professor - Geology & Geophysics | Professor - Culture, Gender & Social Justice | Associate Professor - Criminal Justice & Sociology | Professor - Theater & Dance | Professor - Music | Professor - Theater & Dance | Professor - Anthropology | Asst Professor - Geology & Geophysics | Asst Professor - Geology & Geophysics | Professor - Mathematics & Statistics | Associate Professor - Psychology | Professor - Visual & Literacy Arts | Professor - Culture, Gender & Social Justice | Assistant Professor - Physics & Astronomy

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022  |
|----------------|--------|---------|
| # of Positions | n/a    | 3       |
| Cost Savings   | 0      | 160,283 |

Comments: Three staff positions: Accounting Associate, Sr., Accounting Associate, Office Associate

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type     | Revenue Source         | FY 2021 | FY 2022 |
|----------|------------------------|---------|---------|
| One-time | Placeholder – Reserves | 689,148 |         |
|          |                        |         |         |
|          |                        |         |         |

Comments: Placeholder to use reserves until final cost savings from FY21 realized.

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description   | FY 2021     | FY 2022 |
|----|---|-------------|---------|
| #1 | Operational Costs                                   | 1,000,000   | 366,347 |
| #2 | Use of CPM cost savings to fund temporary lecturers | (1,162,801) |         |
| #3 |   |             |         |
| #4 |   |             |         |

Comments: Money from the 15 faculty positions used in FY21 to fund temporary lecturers. Operational costs-services, travel, and supplies

## College of Business

**FY 2021 Reduction Target: \$1,075,587**  
**FY 2022/On-going Reduction Target: \$1,119,119**  
**FY 2021-2022 Total Reduction Target: \$2,194,706**

1. **Total amount of UW expense reduction for FY21.**  
\$ 1,075,587
2. **Total amount of UW expense reduction for FY22.**  
\$ 1,119,119
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,119,119
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 4       | 4       |
| Cost Savings   | 742,583 | 742,583 |

Comments: Asst Professor -Accounting & Finance | Assoc Professor -Marketing & Management | Asst Professor -Accounting & Finance | Lecturer, Sr - Accounting & Finance

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022  |
|----------------|--------|---------|
| # of Positions | n/a    | 3       |
| Cost Savings   | 0      | 221,279 |

Comments: Eliminate three staff positions

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type     | Revenue Source      | FY 2021 | FY 2022 |
|----------|---------------------|---------|---------|
| One-time | Provost Tax Savings | 61,680  |         |
|          |                     |         |         |
|          |                     |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Salary Savings    | 101,324 | 100,000 |
| #2 | Operational Costs | 170,000 | 55,257  |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments: Reduction in part time salaries from fewer student/GA/temp lecturer hires Services, Travel, and Supplies

## College of Education

**FY 2021 Reduction Target: \$755,065**

**FY 2022/On-going Reduction Target: \$755,065**

**FY 2021-2022 Total Reduction Target: \$1,510,130**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 755,065
- 2. Total amount of UW expense reduction for FY22.**  
\$ 755,065
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 704,266 (the first faculty position that opens due to resignations or retirements will be added to the college's reductions; see notes below)
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**

**a. Expense reduction by category and total. Each FY.**

(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 90,550 | 90,550 |

Comments: College Relations Representative, Dean's Office

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 1       | 2       |
| Cost Savings   | 101,006 | 274,084 |

Comments: Asst. Professor – CLAD | Professor – School of Teacher Education  
(FY22 only)

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type     | Revenue Source      | FY 2021 | FY 2022 |
|----------|---------------------|---------|---------|
| One-time | Reserves            | 263,436 |         |
| One-time | Provost Tax Savings | 45,791  |         |
|          |                     |         |         |
|          |                     |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Funding Transfer  | 5,500   |         |
| #2 | Operational Costs | 248,783 | 217,430 |
| #3 | Salary Reduction  |         | 173,000 |
| #4 |                   |         |         |

Comments: Salary reduction in FY22 for future position eliminations

## College of Engineering & Applied Sciences

**FY 2021 Reduction Target: \$1,211,764**

**FY 2022/On-going Reduction Target: \$1,099,244**

**FY 2021-2022 Total Reduction Target: 2,311,008**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 1,211,764
- 2. Total amount of UW expense reduction for FY22.**  
\$ 1,099,244
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,099,244
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021    | FY2022    |
|----------------|-----------|-----------|
| # of Positions | 8         | 8         |
| Cost Savings   | 1,099,244 | 1,099,244 |

Comments: 4 Associate Professor, Lecturer-Associate, Associate Dean/Associate Professor, Lecturer-Assistant, and Professor of Practice.

- d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type     | Revenue Source      | FY 2021 | FY 2022 |
|----------|---------------------|---------|---------|
| One-time | Provost Tax Savings | 75,680  |         |
|          |                     |         |         |
|          |                     |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 36,840  |         |
| #2 |                   |         |         |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments:

## College of Health Sciences

**FY 2021 Reduction Target: \$881,102**

**FY 2022/On-going Reduction Target: \$932,033**

**FY 2021-2022 Total Reduction Target: \$1,813,135**

1. **Total amount of UW expense reduction for FY21.**  
\$ 881,102
2. **Total amount of UW expense reduction for FY22.**  
\$ 932,033
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 932,033
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 4       | 5       |
| Cost Savings   | 646,621 | 699,665 |

Comments: Associate Professor - Communication Disorders | Professor - Pharmacy | Associate Professor - Communication Disorders (FY22 only) | Professor - Nursing | Professor - Kinesiology & Health

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 50,931 | 50,931 |

Comments: Office Associate, Sr., Communication Disorders

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 183,550 | 181,437 |
| #2 |                   |         |         |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments:

## College of Law

**FY 2021 Reduction Target: \$368,000**  
**FY 2022/On-going Reduction Target: \$368,000**  
**FY 2021-2022 Total Reduction Target: \$736,000**

1. **Total amount of UW expense reduction for FY21.**  
\$ 368,000
2. **Total amount of UW expense reduction for FY22.**  
\$ 368,000
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 368,000
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 1       | 1       |
| Cost Savings   | 291,792 | 291,792 |

Comments: Professor

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 73,152 | 73,152 |

Comments: Consolidate three staff positions into two, downgraded position

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 3,056   | 3,056   |
| #2 |                   |         |         |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments:

## Haub School of Environment and Natural Resources

**FY 2021 Reduction Target: \$101,658**

**FY 2022/On-going Reduction Target: \$101,658**

**FY 2021-2022 Total Reduction Target: \$203,316**

1. **Total amount of UW expense reduction for FY21.**  
\$ 101,658
2. **Total amount of UW expense reduction for FY22.**  
\$ 101,658
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 101,658
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type       | Revenue Source | FY 2021 | FY 2022 |
|------------|----------------|---------|---------|
| Short Term | Reserves       | 101,658 | 87,560  |
|            |                |         |         |
|            |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021 | FY 2022 |
|----|------------------|---------|---------|
| #1 | Salary reduction |         | 14,098  |
| #2 |                  |         |         |
| #3 |                  |         |         |
| #4 |                  |         |         |

Comments: temporary lecturer reduction

## Honors College

**FY 2021 Reduction Target: \$54,153**  
**FY 2022/On-going Reduction Target: \$54,153**  
**FY 2021-2022 Total Reduction Target: \$108,306**

1. **Total amount of UW expense reduction for FY21.**  
\$ 54,153
2. **Total amount of UW expense reduction for FY22.**  
\$ 54,153
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 54,153
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | Program Fee       |         | 54,000  | 54,000   |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments: course fees increase

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021 | FY 2022 |
|----|------------------|---------|---------|
| #1 | Salary reduction | 15,002  |         |
| #2 | Operational Cost | 23,747  | 153     |
| #3 | Fund Transfer    | 15,404  |         |
| #4 |                  |         |         |

Comments: Part-time and supplemental pay from Summer High School Institute, Services, Travel, and Supplies, Internal Sales and Allocations

## Family Medical Residency

**FY 2021 Reduction Target: \$872,646**

**FY 2022/On-going Reduction Target: \$872,646**

**FY 2021-2022 Total Reduction Target: \$1,745,292**

1. **Total amount of UW expense reduction for FY21.**  
\$ 872,646
2. **Total amount of UW expense reduction for FY22.**  
\$ 872,646
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 872,646
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 3       | 3       |
| Cost Savings   | 757,746 | 757,746 |

Comments: Eliminate 3 Clinical Faculty lines; \$53,820 moved to support Rural Training Track residents at EHCW

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021 | FY 2022 |
|----|------------------|---------|---------|
| #1 | Salary Reduction | 114,900 | 114,900 |
| #2 |                  |         |         |
| #3 |                  |         |         |
| #4 |                  |         |         |

Comments: hiring savings and moving one position funding to Clinic

## School of Energy Resources

**FY 2021 Reduction Target: \$1,009,251**

**FY 2022/On-going Reduction Target: \$1,009,251**

**FY 2021-2022 Total Reduction Target: \$2,018,502**

1. **Total amount of UW expense reduction for FY21.**  
\$ 1,009,251
  
2. **Total amount of UW expense reduction for FY22.**  
\$ 1,009,251
  
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,009,251
  
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021   | FY 2022   |
|----|------------------|-----------|-----------|
| #1 | Operational Cost | 1,009,251 | 1,009,251 |
| #2 |                  |           |           |
| #3 |                  |           |           |
| #4 |                  |           |           |

Comments:

## University Libraries

**FY 2021 Reduction Target: \$655,534**  
**FY 2022/On-going Reduction Target: \$655,086**  
**FY 2021-2022 Total Reduction Target: \$1,310,170**

1. **Total amount of UW expense reduction for FY21.**  
\$ 655,534
2. **Total amount of UW expense reduction for FY22.**  
\$ 655,086
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 655,086
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 44,076 | 44,076 |

Comments: Library Assistant, Sr.

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Salary reduction  | 76,644  | 6,438   |
| #2 | Operational Costs | 534,814 | 589,572 |
| #3 | Fund Transfer     |         | 15,000  |
| #4 |                   |         |         |

Comments: Part-Time Non-Benefited Student Employment, Services, Travel, and Supplies, and Internal Sales and Allocations

## WYDENT/WWAMI

**FY 2021 Reduction Target: \$868,135**  
**FY 2022/On-going Reduction Target: \$910,934**  
**FY 2021-2022 Total Reduction Target: \$1,779,069**

1. **Total amount of UW expense reduction for FY21.**  
\$ 868,135
2. **Total amount of UW expense reduction for FY22.**  
\$ 910,934
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 910,934
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds    | FY 2021 | FY 2022 | FY 2023+ |
|----|--------------------|---------|---------|----------|
| #1 | 4% Interest earned | 237,469 | 237,469 | 237,469  |
| #2 |                    |         |         |          |
| #3 |                    |         |         |          |
| #4 |                    |         |         |          |

Comments: revenue from 4% of the interest earned from the WWAMI Loan  
Repayment Account

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Salary reduction  | 111,392 | 111,392 |
| #2 | Operational Costs | 519,275 | 562,074 |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments: Faculty salary moved to Fund Class 200, Operational costs reduction

## Tier 1 Engineering

**FY 2021 Reduction Target: \$476,903**  
**FY 2022/On-going Reduction Target: \$476,903**  
**FY 2021-2022 Total Reduction Target: \$953,806**

1. **Total amount of UW expense reduction for FY21.**  
\$ 476,903
2. **Total amount of UW expense reduction for FY22.**  
\$ 476,903
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 476,903
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
|      |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 |                   |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description            | FY 2021 | FY 2022 |
|----|------------------------|---------|---------|
| #1 | Salary Reduction       | 396,445 | 396,445 |
| #2 | Graduate financial aid | 80,458  | 80,458  |
| #3 |                        |         |         |
| #4 |                        |         |         |

Comments: Not supporting as many grad students. Approximately 12-15 students reduction

## Administration Department - Finance & Administration

**FY 2021 Reduction Target: \$2,724,857**

**FY 2022/On-going Reduction Target: \$2,709,857**

**FY 2021-2022 Total Reduction Target: \$5,434,714**

- Target reduction is for the entire Division of Finance & Administration
1. **Total amount of UW expense reduction for FY21.**  
\$ 490,000
  2. **Total amount of UW expense reduction for FY22.**  
\$ 904,200
  3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 904,200
  4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**

**a. Expense reduction by category and total. Each FY.**

(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022  |
|----------------|--------|---------|
| # of Positions | n/a    | 4       |
| Cost Savings   | 0      | 414,200 |

Comments: Four positions eliminated by consolidation within auxiliaries.

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type       | Revenue Source      | FY 2021 | FY 2022 |
|------------|---------------------|---------|---------|
| Short-term | Revenue Enhancement | 400,000 | 400,000 |
|            |                     |         |         |
|            |                     |         |         |

Comments: Auxiliary Consolidation Revenue Enhancement & Expenditure Reduction

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 |                 |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue           | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------------------|---------|---------|----------|
| #1 | Indirect costs distribution | 90,000  | 90,000  | 90,000   |
| #2 |                             |         |         |          |
| #3 |                             |         |         |          |
| #4 |                             |         |         |          |

Comments: NCAR MOU indirect cost

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description | FY 2021 | FY 2022 |
|----|-------------|---------|---------|
| #1 |             |         |         |
| #2 |             |         |         |
| #3 |             |         |         |
| #4 |             |         |         |

Comments:

## AVP Fiscal Administration - Finance & Administration

**FY 2021 Reduction Target: \$2,724,857**

**FY 2022/On-going Reduction Target: \$2,709,857**

**FY 2021-2022 Total Reduction Target: \$5,434,714**

- Target reduction is for the entire Division of Finance & Administration
1. **Total amount of UW expense reduction for FY21.**  
\$ 497,707
  2. **Total amount of UW expense reduction for FY22.**  
\$ 183,507
  3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 183,507
  4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
    - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 2       | 1       |
| Cost Savings   | 397,707 | 183,507 |

Comments: Senior Advisor to VP Finance & Admin, Senior Director of Budget & Institutional Planning (FY21 only)

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 100,000 | 0       |
| #2 |                   |         |         |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments: FY21 operational cost savings from services, travel, and supplies.

## University Operations – Division of Finance & Administration

**FY 2021 Reduction Target: \$2,724,857**

**FY 2022/On-going Reduction Target: \$2,709,857**

**FY 2021-2022 Total Reduction Target: \$5,434,714**

- Target reduction is for the entire Division of Finance & Administration
1. **Total amount of UW expense reduction for FY21.**  
\$ 1,737,150
  2. **Total amount of UW expense reduction for FY22.**  
\$ 1,622,150
  3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,622,150
  4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
    - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 2       | 2       |
| Cost Savings   | 237,150 | 237,150 |

Comments: Deputy Director of Facilities and Deputy Director for Planning and Construction

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | Fees for repairs  | 0       | 200,000 | 200,000  |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments: Chargeback for repairs, maintenance and rentals

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021   | FY 2022   |
|----|-------------------|-----------|-----------|
| #1 | Operational Costs | 1,500,000 | 1,185,000 |
| #2 |                   |           |           |
| #3 |                   |           |           |
| #4 |                   |           |           |

Comments: Operational cost savings from utilities, repairs and maintenance, services, travel, and supplies.

## Institutional Advancement & UW Foundation

**FY 2021 Reduction Target: \$511,181**

**FY 2022/On-going Reduction Target: \$511,181**

**FY 2021-2022 Total Reduction Target: \$1,022,362**

1. **Total amount of UW expense reduction for FY21.**  
\$511,181
2. **Total amount of UW expense reduction for FY22.**  
\$ 511,181
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 511,181
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue                              | FY 2021 | FY 2022 | FY 2023+ |
|----|--|---------|---------|----------|
| #1 | Increased Allocation of UWF Earnings to UW MOU | 96,681  | 96,681  | 96,681   |
| #2 |  |         |         |          |
| #3 |  |         |         |          |
| #4 |  |         |         |          |

Comments:

**8. Other:**  
**Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021 | FY 2022 |
|----|------------------|---------|---------|
| #1 | FF&E MOU Savings | 414,500 | 414,500 |
| #2 |                  |         |         |
| #3 |                  |         |         |
| #4 |                  |         |         |

Comments:

## General Counsel

**FY 2021 Reduction Target: \$183,151**  
**FY 2022/On-going Reduction Target: \$183,151**  
**FY 2021-2022 Total Reduction Target: \$366,302**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 183,151
- 2. Total amount of UW expense reduction for FY22.**  
\$ 183,151
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 183,151
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 177,881 | 177,881 |
| #2 | Funding Transfers | 5,270   | 5,270   |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments: Operational cost savings from services, travel, supplies, insurance claims, and other expenses.

## Information Technology

**FY 2021 Reduction Target: \$1,163,200**  
**FY 2022/On-going Reduction Target: \$1,163,200**  
**FY 2021-2022 Total Reduction Target: \$2,326,400**

1. **Total amount of UW expense reduction for FY21.**  
\$ 1,163,200
2. **Total amount of UW expense reduction for FY22.**  
\$ 1,163,200
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,163,200
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 4       | 4       |
| Cost Savings   | 663,200 | 663,200 |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue               | FY 2021 | FY 2022 | FY 2023+ |
|----|---------------------------------|---------|---------|----------|
| #1 | Increase to revenue projections | 500,000 | 500,000 | 500,000  |
| #2 |                                 |         |         |          |
| #3 |                                 |         |         |          |
| #4 |                                 |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description | FY 2021 | FY 2022 |
|----|-------------|---------|---------|
| #1 |             |         |         |
| #2 |             |         |         |
| #3 |             |         |         |
| #4 |             |         |         |

Comments:

## Intercollegiate Athletics

**FY 2021 Reduction Target: \$609,959**  
**FY 2022/On-going Reduction Target: \$1,533,439**  
**FY 2021-2022 Total Reduction Target: \$2,143,398**

1. **Total amount of UW expense reduction for FY21.**  
\$ 609,959
2. **Total amount of UW expense reduction for FY22.**  
\$ 1,533,439
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 1,072,548
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 4       | 2       |
| Cost Savings   | 237,248 | 115,631 |

Comments: Sports Nutritionist – Football (FY21 and FY22), Director of Tennis Complex (FY21 and FY22), Assistant Director of Player Development – Wrestling (FY21), Assistant Director of Player Development – Soccer (FY21).

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 4       | 4       |
| Cost Savings   | 162,247 | 184,922 |

Comments: Athletics Operator/Tech II, Athletics Operator/Tech I, Ticket Services Representative, Communications Coordinator

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |

|    |  |  |  |  |
|----|--|--|--|--|
| #4 |  |  |  |  |
|----|--|--|--|--|

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Salary Reduction  | 210,464 | 460,891 |
| #2 | Operational Costs | 0       | 771,995 |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments: Recurring Savings on summer school, team travel, debt service, etc.

## Internal Audit

**FY 2021 Reduction Target: \$24,876**  
**FY 2022/On-going Reduction Target: \$24,876**  
**FY 2021-2022 Total Reduction Target: \$49,752**

1. **Total amount of UW expense reduction for FY21.**  
\$ 24,876
2. **Total amount of UW expense reduction for FY22.**  
\$ 24,876
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 24,876
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description      | FY 2021 | FY 2022 |
|----|------------------|---------|---------|
| #1 | Salary Reduction | 24,876  | 24,876  |
| #2 |                  |         |         |
| #3 |                  |         |         |
| #4 |                  |         |         |

Comments: Personnel savings from retired director to current personnel.

## Provost's Office

**FY 2021 Reduction Target: \$1,851,421**  
**FY 2022/On-going Reduction Target: \$2,551,447**  
**FY 2021-2022 Total Reduction Target: \$4,402,868**

- 1. Total amount of UW expense reduction for FY21.**  
\$ 1,851,421
- 2. Total amount of UW expense reduction for FY22.**  
\$ 2,551,447 (Provost's Office increased cut to subsidize/cushion cuts to A&S and Education)
- 3. Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 2,551,447 (Provost's Office increased cut to subsidize/cushion cuts to A&S and Education)
- 4. Specific information on expense reductions by FY for each unit and college to include at least the following information:**

**a. Expense reduction by category and total. Each FY.**

(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 86,763 | 86,763 |

Comments: Graduate Education Project Coordinator, Senior

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 3       | 3       |
| Cost Savings   | 164,024 | 164,024 |

Comments: Provost Office, Office Associate, Senior, and two staff positions

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue            | FY 2021 | FY 2022 | FY 2023+ |
|----|------------------------------|---------|---------|----------|
| #1 | Tuition and Educational Fees | 0       | 223,132 | 223,132  |
| #2 | Other                        |         | 3,500   | 3,500    |
| #3 |                              |         |         |          |
| #4 |                              |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021   | FY 2022   |
|----|-------------------|-----------|-----------|
| #1 | Salary Savings    | 808,510   | 569,967   |
| #2 | Operational Costs | 803,284   | 1,046,690 |
| #3 | Funding Transfers | 129,840   | 457,372   |
| #4 | Less Revenue      | (141,000) |           |

Comments: FY21 – Various salary savings. Operation costs from services, travel, supplies, and other expenses. Less revenue in tuition and educational fees and sales of goods and services.

## Student Affairs

**FY 2021 Reduction Target: \$537,872**  
**FY 2022/On-going Reduction Target: \$537,872**  
**FY 2021-2022 Total Reduction Target: \$1,075,744**

1. **Total amount of UW expense reduction for FY21.**  
\$ 537,872
2. **Total amount of UW expense reduction for FY22.**  
\$ 537,872
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 537,872
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**
  - a. **Expense reduction by category and total. Each FY.**  
(See attached forecast report)

- b. **Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- c. **Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

- d. **Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type | Revenue Source | FY 2021 | FY 2022 |
|------|----------------|---------|---------|
| n/a  |                |         |         |
|      |                |         |         |
|      |                |         |         |

Comments:

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description | FY 2021 | FY 2022 |
|----|-------------|---------|---------|
| #1 | Revenue     | 537,872 | 537,872 |
| #2 |             |         |         |
| #3 |             |         |         |
| #4 |             |         |         |

Comments: Student Affairs will utilize revenue generated by Housing & Dining to cover reduction

## Office of the President

**FY 2021 Reduction Target: \$3,583,360**  
**FY 2022/On-going Reduction Target: \$3,583,360**  
**FY 2021-2022 Total Reduction Target: \$7,166,720**

1. **Total amount of UW expense reduction for FY21.**  
\$ 3,583,360
2. **Total amount of UW expense reduction for FY22.**  
\$ 3,580,360
3. **Total amount of UW expense reduction which is on-going, past FY22.**  
\$ 458,360
4. **Specific information on expense reductions by FY for each unit and college to include at least the following information:**

**a. Expense reduction by category and total. Each FY.**  
(See attached forecast report)

**b. Number of Administrative or mid-level manager positions consolidated or eliminated by unit or division and corresponding cost savings. Each FY.**

|                | FY2021  | FY2022  |
|----------------|---------|---------|
| # of Positions | 1       | 1       |
| Cost Savings   | 232,070 | 232,070 |

Comments: Director of Office of Engagement & Outreach

**c. Number of faculty positions consolidated or eliminated by department and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | n/a    | n/a    |
| Cost Savings   | 0      | 0      |

Comments:

**d. Number of staff positions consolidated or eliminated by unit, department, college and corresponding cost savings. Each FY.**

|                | FY2021 | FY2022 |
|----------------|--------|--------|
| # of Positions | 1      | 1      |
| Cost Savings   | 51,018 | 51,018 |

Comments: Curator, Art Museum (consolidation)

**e. Classes consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Classes      | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**f. Programs consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Programs     | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**g. Majors consolidated or eliminated by college/department and corresponding cost savings. Each FY.**

|              | FY2021 | FY2022 |
|--------------|--------|--------|
| Majors       | n/a    | n/a    |
| Cost Savings | 0      | 0      |

Comments:

**5. Identify all one time or short term revenue sources (i.e. not on-going, includes use of reserves). Any one-time or short term revenue source which can be used in FY21 or FY22.**

| Type       | Revenue Source        | FY 2021   | FY 2022   |
|------------|-----------------------|-----------|-----------|
| Short-term | Endowments & Matching | 3,125,000 | 3,125,000 |
|            |                       |           |           |
|            |                       |           |           |

Comments: Endowments & Matching

**6. Identify multi-year or on-going sources of funds which are being pursued (magnitude greater than \$100,000, but not yet secured, and which have a high probability of being secured (>50%).**

|    | Source of Funds | FY 2021 | FY 2022 | FY 2023+ |
|----|-----------------|---------|---------|----------|
| #1 | n/a             |         |         |          |
| #2 |                 |         |         |          |
| #3 |                 |         |         |          |
| #4 |                 |         |         |          |

Comments:

**7. New sources of on-going revenue actually secured—not anticipated or being pursued. (Includes increased levels of existing revenue sources)**

|    | Source of Revenue | FY 2021 | FY 2022 | FY 2023+ |
|----|-------------------|---------|---------|----------|
| #1 | n/a               |         |         |          |
| #2 |                   |         |         |          |
| #3 |                   |         |         |          |
| #4 |                   |         |         |          |

Comments:

**8. Other:  
Includes (i.e., salary savings from vacant positions)**

|    | Description       | FY 2021 | FY 2022 |
|----|-------------------|---------|---------|
| #1 | Operational Costs | 175,272 | 175,272 |
| #2 |                   |         |         |
| #3 |                   |         |         |
| #4 |                   |         |         |

Comments:

## Academic Program Review

The primary lever that UW can use on the academic side to meet its expense reductions in the near term is elimination of faculty positions realized through retirements and resignations since the FY 21 UW budget was approved. Since these are stochastically distributed throughout the various colleges and departments, our next response must be to strategically review academic programs. Programs that have low enrollment, low graduation rates, low productivity, and/or unsustainable faculty numbers will be reviewed for possible consolidation, reduction, reorganization, or discontinuance under UW Regulation 2-13.

In addition, a handful of programs will be reviewed for strategic purposes and to decide if certain units require more investment, slight reorganization to strengthen them, reinvestment, or realignment; thus a simultaneous accelerated strategic review process will be used to evaluate those programs on the same timeline as those reviewed under UW Regulation 2-13. Finally, all programs will undergo a strategic analysis to conclude by March of 2021 in concert with a strategic prioritization and planning process.

### **1. Programs identified for review under UW Regulation 2-13 (low enrollment, low graduation rates, low productivity, and/or unsustainable faculty numbers):**

- a. All programs at the undergraduate and graduate level in American Studies
- b. Master of Fine Arts in Creative Writing
- c. Concentration in Community Development
- d. Minors in Accounting, Decision Science, Finance, Human Resource Management, Marketing
- e. Bachelor of Arts in Secondary French, German, & Spanish Education
- f. Military Justice/Judge Advocate General track in the College of Law
- g. Online undergraduate major in Business Administration
- h. Master of Arts in Psychology
- i. Master of Science in Teaching in Chemistry
- j. Master of Arts in Teaching in History
- k. Bachelor of Science in Journalism
- l. Master of Science and PhD in Agronomy
- m. Joint Veterinary Science program between the Colleges of Arts & Sciences and Agriculture & Natural Resources.

In addition, two departments will be considered for consolidation:

- n. Electrical and Computer Engineering, Computer Science

One concentration has been suspended for new admissions:

- o. MBA – Energy Business Concentration

The Summer Trial Institute - Alaska offered by the College of Law and the Wyoming Reclamation and Restoration Center may also be discontinued.

**2. Programs identified for accelerated strategic review:**

- a. Entrepreneurship major and minor
- b. Center for Blockchain and Digital Innovation
- c. The Honors College
- d. Wyoming Geographic Information Science Center
- e. On-campus and online MBA programs
- f. MS in Finance
- g. BS and MS Accounting
- h. Physics and Astronomy
- i. Mathematics and Statistics
- j. Energy Resource Management and Development.
  - i. Two concentrations: Professional Land Management; Energy Land & Water Management
- k. Outdoor Recreation and Tourism Management and Hospitality Business Management
- l. School of Culture, Gender, and Social Justice
- m. American Heritage Center
- n. College of Health Sciences rural health innovation initiatives supported in part by the Wyoming Telehealth Network, University of Wyoming ECHO, and the Equality State Research Network
- o. Wyoming Health and Bioscience Innovation Hub