

UW Strategic Plan 2022+

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Distilled Version of Strategic Plan

Mission

As Wyoming's land-grant and only public university, we honor our commitment to provide excellent and affordable education that spans the disciplines, support and promote outstanding research and scholarship that serves Wyoming and the world, engage with Wyoming stakeholders to cultivate and advance economic and cultural vitality, and be responsible stewards of our cultural, historical, and natural resources.

Values

1. Everyone **should have access to an affordable, top-tier education** in a **supportive, inclusive, and personalized learning community**.
2. Wyoming's **wild and working lands are a shared asset** the UW community works to understand, celebrate, and steward.
3. We value **real-world education, connected to place**, where **students learn by doing**.
4. A **meaningful learning community** requires an environment of **integrity, inclusivity, and respect**.
5. The **individual and collective growth, health, and leadership capacity** of all members of the university community is essential to our success.
6. We are committed to being an engine for economic growth in Wyoming.

Value Propositions

- Our scale is our strength— we are big enough to have a diverse, expansive range of perspectives, ideas, and skills, and small enough to foster a personal environment where accomplished researchers and educators have regular, meaningful interactions with students and each other.
- We embody the transdisciplinary collaboration that creates new knowledge and new approaches to the most complex challenges in our region and the world.
- UW embraces its standing as Wyoming's only 4-year, public university, and welcomes our responsibility to create opportunity, steward resources, promote economic prosperity, contribute to health and well-being, and be a unifying force in the state.
- UW is an action-focused, intellectual powerhouse uniquely situated in one of the world's most intact wild and working landscapes and is rooted in a vibrant state where people learn, explore, create, and work together toward a better future.

For all these reasons, UW strives to be the first-choice university for motivated and talented students, faculty, and staff.

UW's Next-Stage Goals

These goals have been developed from the major outcomes of over 200 campus dialogues. They are a product of campus input and numerous past and on-going visioning efforts.

As Wyoming's land-grant university, UW commits to the following goals:

1. **Enhanced Student Experience and Success.** Provide access to an excellent liberal education that integrates classroom study and experiential learning to produce the transferable skills required for life, work, citizenship, and adaptation to the needs of a changing world, while promoting success for our students, both while they are students and throughout their lives.
2. **Supportive Community.** Foster a university culture of community that values and cares for our students, faculty, and staff.
3. **Service to the State.** Sustain and enhance our extensive service to and engagement with the state through efforts to improve the whole health and wellbeing of our state and its citizens.
4. **Institutional Excellence.** Foster institutional excellence by nurturing a culture of idea and knowledge creation that promotes teaching and learning, community engagement, economic development, and world-class research to address the grand challenges facing Wyoming and the world.
5. **Financial Stability and Diversification.** Ensure our long-term vitality through diversification and growth of revenue streams and the effective application of resources, infrastructure, and processes.

See **Annex 3** for a **detailed discussion of these goals, associated metrics, and projected timelines**. Before we detail these, we share the process used to produce them in **Annex 1**. **Annex 2** summarizes the **results** of that process.

Annexes

Annex 1: Purpose of a Strategic Plan

A. Why engage in a strategic planning process?

Strategic planning is a “deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why” (Bryson 2011, 7–9). We “plan strategically” to clarify and align our goals, ensure continuity of effort toward them, and establish KPIs to help us meet them. In other words, we do strategic planning because it will help us decide what the University of Wyoming should be doing, why we should be doing it, and how it will be accomplished.

B. History of Strategic Planning on Campus

The university developed a “Long-Range Strategic Plan” in 1978, but strategic planning was first systematized in 1998 when former President Philip Dubois initiated a more sustained approach to regular strategic planning. In May 1998, the UW Trustees approved UW’s first academic plan (*AP1*), and five years later, they approved UW’s second academic plan (*AP2*). President Dubois’s plans focused primarily on the academic side of the house; former President Tom Buchanan expanded strategic planning to the entire university. In 2009, the first University of Wyoming Strategic Plan (*University Plan 3* or *UP3*) was approved. Effectively, *UP3* was our guiding plan through 2016, when former President Laurie Nichols initiated the process for *Breaking Through: A Strategic Plan for the University of Wyoming*, approved in 2017. Under President Ed Seidel, UW’s current phase of strategic planning commenced in 2021-2022. The new plan will be presented to the UW Board of Trustees later in 2022, after consultation with a wide range of internal and external stakeholders.

C. Charge of the group and processes used.

The framework and charge from UW Provost Kevin Carman to the Strategic Planning Team was to develop a strategic plan for UW that details:

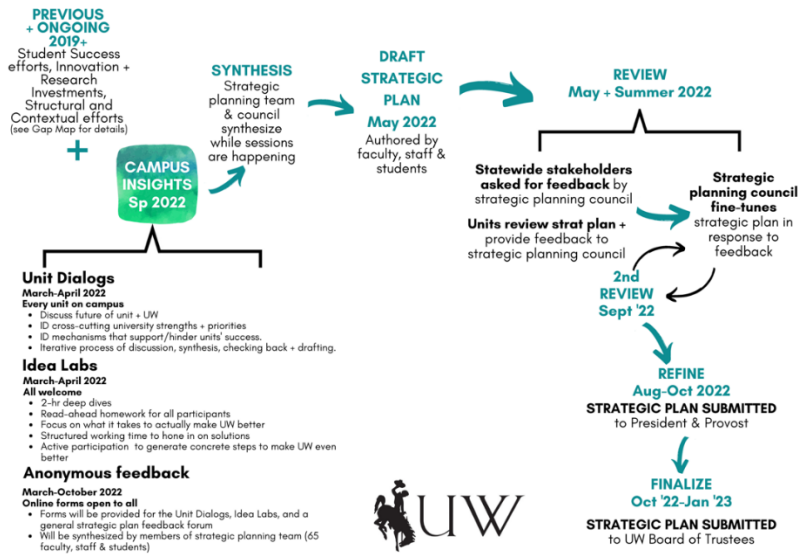
- UW’s value proposition to our stakeholders in support of our mission, along with priorities for action that emerge from unit dialogues.
- The mechanisms, infrastructure, and systems that need to be in place in order to accomplish these priorities.
- The processes that we need to calibrate, eliminate, add, or change – including the way we work - in order to integrate the mechanisms and systems identified above, and how to change structures so that we can better incentivize and reward those in our workplace.
- A set of metrics and performance indicators to measure progress towards the goals and priorities identified.
- An implementation and resourcing plan.

The [Strategic Planning Team](#) collected data and information from UW faculty, students, and staff. The SPT engaged in deep, meaningful, and authentic dialogues with nearly 200 distinct groups of faculty, staff, and students. The SPT was charged with drawing on those dialogues to identify: our value to stakeholders, UW’s strategic threats and opportunities, and priorities for our future investment, as well as the mechanisms and processes that need to be in place to accomplish these priorities.

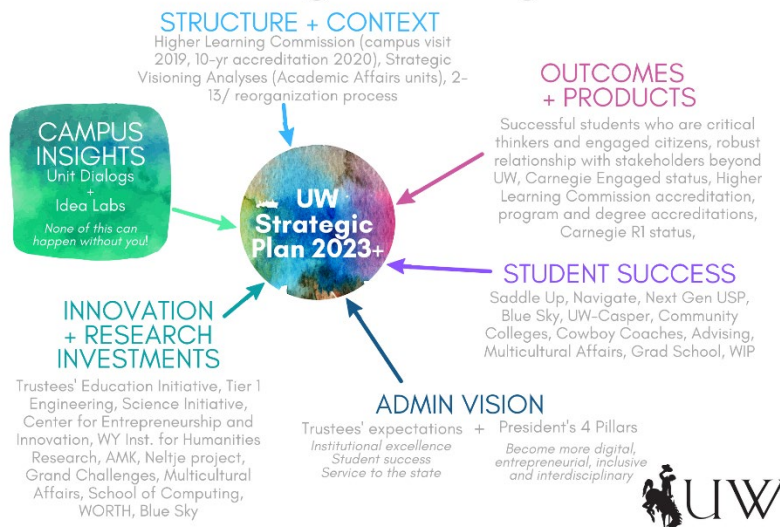
These dialogues were conducted in two primary fora:

- Academic unit and support unit conversations. Two “unit dialogues” were conducted with each unit on campus. The first dialogue focused on hearing the strategic threats that UW faces, and the second focused on the future directions and strategic strengths of UW.
- Idea Labs focused on the land-grant mission of providing transformative learning opportunities, providing discovery and innovation through scholarship and creative activities, and having societal impact on Wyoming and beyond.

UW Strategic Planning 2022+



How Unit Dialogs fit into UW Strategic Planning 2022+



See the UW strategic planning website for full-size, downloadable versions of this graphic:
<http://www.uwyo.edu/acadaffairs/plans/team/index.html>

Annex 2: Summary of Results of Campus Unit Dialogues

Results of extensive campus-wide dialogues indicate UW has three major strengths we can and should capitalize on. These include: (a) people and community, (b) experiential learning, and (c) recognizing and celebrating that we have substantial opportunity at UW, if UW's people are fully supported. And, just as the dialogues helped us identify UW's major strengths, they also helped us identify several strategic threats of considerable, immediate concern for UW. Acknowledging, addressing, and resolving these issues as soon as possible should be a top strategic priority. These strategic threats include: (a) burnout, (b) future UW students, (c) financial support, (d) centralized processes, (e) communications and transparency, (f) culture, (g) budget, and (h) facilities. The results of these dialogues were essential in informing the strategic goals, actions, and commitments, and KPIs that follow in Annex 3. For details of these dialogues results, please see Appendix 2.

Annex 3: Goal-Specific KPI's

KPI's denoted with a * were derived in part from the Strategic Alignment recommendations developed by Faculty Senate and administration.

Goal 1: Enhanced Student Experience and Success. Provide access to an excellent liberal education that integrates classroom study and experiential learning to produce the transferable skills required for life, work, citizenship, and adaptation to the needs of a changing world, while promoting success for our students, both while they are students and throughout their lives.		
Actions/Commitments	KPIs	Information Sources
<p><i>Commit to being “student ready.” We believe in the capacity of all our admitted students – first-generation students, transfer students, graduate students, traditional, and post-traditional students - to learn and achieve their goals and will build a culture and ecosystem that help students grow and learn.</i></p> <p><i>Adopt Felten and Lambert’s (2021) framework for a student-centered culture that includes these aspirations:</i></p> <ol style="list-style-type: none"> <i>1. Every student experiences genuine welcome and deep care.</i> <i>2. Every student develops a web of significant relationships.</i> <i>3. Every student is inspired to learn.</i> <i>4. Every student explores questions of meaning and purpose.</i> 	<p>Maintain and improve student support while strategically growing enrollment in a financially responsible fashion by 2025.</p>	<p>Vice Provost for Enrollment Management, Vice Provost for Undergraduate Education, Vice President for Student Affairs, Office of Institutional Analysis</p>
	<p>Achieve 20% representation (currently 15%) of underrepresented minority students in the entering class (First-Time Incoming and Transfers) by 2026.</p>	<p>Office of Institutional Analysis</p>
	<p>Achieve 40% representation of underrepresented minority and underserved students (Pell eligible, first generation, and veterans) in the entering class (First-Time Incoming and Transfers) by 2026.</p>	<p>Office of Institutional Analysis</p>
	<p>Increase international student representation to 8% (from 4.5%) by 2026.</p>	<p>Vice Provost for Global Engagement, International Students and Scholars, Office of Institutional Analysis</p>
	<p>Return number of students participating in education abroad to pre-pandemic levels by AY 2024-25 and grow annually 1-2% thereafter.</p>	<p>Vice Provost for Global Engagement, Education Abroad, Office of Institutional Analysis</p>
	<p>Increase undergraduate student participation in the Cowboy Coaching mentorship program by 50% by 2025.</p>	<p>AVP for Student Success and Graduation</p>
	<p>Increase on-campus students in Living Learning Communities to 75% by 2025.</p>	<p>Student Affairs</p>
	<p>Increase on-campus student employment and implement a staff-student mentorship/ apprenticeship program.</p>	<p>Human Resources</p>
	<p>Leverage the resources and knowledge of the LeaRN program, SEO, College Academic Advising Centers, Colleges, and Student Affairs to build a new probationary student support system by 2024.</p>	<p>LeaRN, SEO, ACES, OTR, Advising Managers, Student Affairs</p>
<p>By investing in stronger support and scaffolded learning structures, leveraging Navigate for data-driven holistic advising,</p>		

	<p>streamlining degree completion paths, and providing more course availability:</p> <ul style="list-style-type: none"> • Decrease current opportunity gaps between UW’s average retention, persistence, and graduation rates and those of underrepresented domestic students by 2027. • Increase the overall student retention rate from 76% to 85% by 2026. • Increase the four-year graduation rate for all undergraduate (entering First Time Incoming) students from 40% to 50% by 2027. • Achieve a five-year graduation rate of at least 63% (current 56.5%) and a six-year graduation rate of 65% (currently 60%) by 2027. • Increase the three-year graduation rate for all undergraduate transfer students from 54% to 60% by 2027. <p>Enhance graduate student support services and explore solutions to provide competitive institutional graduate student stipends by 2025.</p> <p>Grow number of students in graduate programs from 2,600 to 2,700 across all disciplines.</p> <p>Establish 6-8 new MS, MA, and PhD programs by 2027</p> <p>Provide opportunities for graduate students to participate in innovation and industry-related research activities.</p>	<p>Office of Institutional Analysis, Vice Provost for Undergraduate Education, AVP for Student Success and Graduation, student focus groups</p> <p>Vice Provost and Dean for Graduate Education</p> <p>Office of Institutional Analysis and Vice Provost and Dean for Graduate Education</p>
<p><i>Prepare students for life in a dynamic world.</i></p>	<p>Ensure that 50% of undergraduate and graduate degrees have required interdisciplinary and experiential learning components by 2027, ranging from research experiences to community engagement to company internships and entrepreneurship experiences.</p> <p>Ensure that all students, regardless of major or graduate discipline, have opportunities to expand their digital literacy skills</p>	<p>Vice Provost for Online and Continuing Education, Center for Entrepreneurship and Innovation, Financial Affairs</p>

	<p>via access to certificates, minors and/or direct enhancement in existing degree programs, by 2025.</p> <p>Build employer partnerships to support degree completion by boosting internships, co-ops, externships, and other professional experiences with local employers (including private for profit, nonprofit, and governmental entities) leading to fast tracks for graduates to be employed by participating employers by 2025.</p> <p>Develop flexible credentialing options and innovative online programs with excellent student support and services, instructional design support, and marketing by 2025.</p> <p>Develop and enhance lifelong learning opportunities for UW alumni, including targeted courses, and lectures, along with opportunities for alumni to mentor current UW students. Hire a Vice Provost for Online and Continuing Education by 2023. This Vice Provost will be responsible for, among other things:</p> <ul style="list-style-type: none"> • Establishing, in collaboration with Financial Affairs and the Board of Trustees, a more competitive online program tuition structure for undergraduate programs and dynamic market-based tuition for professional and graduate programs. • Reexamining the university approval process for certificate approval. 	
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Goal 2: Supportive Community. Foster a university culture of community, valuing and caring for our students, our faculty, and our staff.		
Actions/Commitments	KPIs	Information sources
<i>Review business processes/ optimize processes that prevent us from being as successful and creative as we should be.</i>	<p>By 2024, conduct internal process “audits” with staff and relevant other users (faculty, students, stakeholders) to identify process bottlenecks that are having an outsized, negative effect on productivity and morale. Prioritize addressing these process issues to demonstrate institutional commitment to enhancing employees’ sense of workplace self-efficacy. *</p> <p>Evaluate number of steps to completion, time to completion, and effectiveness of outcomes for these identified processes by 2025</p>	All process owners, including but not limited to Human Resources, Senior Vice Provost, Financial Affairs, et al
<i>Build ladders of opportunity for staff.</i>	Using outcomes of staffing analysis, identify implementation timeline and funding to build ladders for staff. E.g., when they complete additional education, training, or credentialing, they would be eligible for modification in pay or title. Establish these mechanisms as an institution-wide practice and calibrate appropriate duties and classifications by 2025.	Staffing analysis, HR, Financial Affairs
<i>To promote institutional excellence, retain and hire excellent staff and faculty in sufficient numbers to build up the foundation required to value and deliver on all activities that support our core land-grant mission.</i>	<p>Assess data for and develop standard data set to perform gap analysis to understand minimum staffing for sustainability of programs and units, minimum staffing for healthy functioning units, and aspirational staffing for an R1 designation by 2024. *</p> <p>Prioritize retention and hiring in high-performing areas with identified staffing deficits by 2025. *</p> <p>Develop long-term plan for retention pool by 2024. *</p> <p>Build research support structures in ORED to support research across all disciplines, including social sciences, arts, humanities, and applied research.</p>	<p>Office of Institutional Analysis, Provost’s Office</p> <p>Financial Affairs, Provost’s Office</p> <p>President’s Office, Provost’s Office</p> <p>Research and Economic Development Division, academic departments</p>
<i>Support and build resources that enhance resilience, physical wellbeing, and mental wellbeing for our university community.</i>	<p>Starting at Saddle Up and beyond, embed physical and mental wellness resource touchpoints into places students will find them (e.g., FYS) by 2025.</p> <p>Measure utilization of services and satisfaction, analyze impact of utilization on retention & persistence by 2025.</p> <p>By 2024, develop innovative and effective interventions for student mental wellness, resilience, and suicide prevention.</p>	<p>AVP for Student Success and Graduation, Vice Provost for Undergraduate Education</p> <p>AVP for Student Success and Graduation</p> <p>Student Affairs</p>

	<p>By 2024, develop interventions that can be deployed by supervisors and department heads to assist faculty and staff in navigating resources for wellness, including financial, mental, and physical.</p>	<p>HR, Senior Vice Provost</p>
<p><i>Commit to a culture of accountability, continuous improvement, transparency, and inclusion.</i></p>	<p>Develop an effective, inclusive strategy for celebrating and publicizing the ongoing initiatives and successes of UW units and specific employees, and for sharing these communications with internal and external stakeholders.</p> <p>Include representation from Senates on the President’s cabinet by 2022. *</p> <p>Build in routine and regular campus contacts between administration and campus constituents, including informal and formal interactions by 2023. *</p> <p>Develop a transparent and inclusive communications strategy for administration to use when responding to external political or social issues, legislative priorities, and large institutional change. This plan should include touch points with front-line workers on the nature of messages prior to release so that they can respond to constituent questions by 2023. *</p> <p>Hire VP of DEI and prioritize and resource DEI efforts by 2023.</p> <p>Annual, transparent communication from administration regarding personnel decisions; e.g., faculty, staff losses and where new hires are targeted. *</p>	<p>Institutional Marketing and Communications</p> <p>Senate chairs and presidents, President’s Office</p> <p>Senate chairs and presidents, President’s Office, Provost’s Office</p> <p>Senate chairs and presidents, President’s Office, Provost’s Office, Institutional Marketing and Communications, Government and Community Relations</p> <p>President’s Office</p> <p>Provost’s Office, HR</p>

Goal 3: Service to the State. Sustain and enhance our extensive service to and engagement with the state through efforts to improve the whole health and wellbeing of our state and its citizens		
Actions/Commitments	KPIs	Information Sources
<i>Invest in and leverage UW Extension.</i>	<p>Invest in facilities and supplies/material budgets by 2025.</p> <p>Strengthen extension-research and extension-teaching links across the campus and state by 2025.</p> <p>Prioritize hiring specialist support staff for each geographic area in Extension's primary program areas (4H and youth, community vitality and health, agricultural and natural resources educators) by 2024.</p>	Dean of Agriculture and Life Sciences, Provost's Office
<i>Capitalize on investments in health.</i>	Sustain and grow support for the Family Medical Residency Program, WWAMI and WYDENT, and College of Health Sciences programs in telehealth and other College of Health Sciences community partnerships in health, including prioritizing rural health initiatives, by 2026.	Dean of Health Sciences, Provost's Office
<i>Support and celebrate our people and programs at UW Casper and in Wyoming communities.</i>	<p>Leverage the expertise and assets of UW-Casper, SEO programs, and other UW programs working directly with communities which enhance Wyomingites' educational and personal opportunities.</p> <p>Recognize and leverage community connections developed and nurtured by UW's current fine arts, cultural, educational, health, extension, and athletics community outreach and engagement activities.</p>	<p>Dean of UW Casper, R&E Centers, SEO program, Deans</p> <p>Responsible units, e.g. Athletics, Theater and Dance, Art Museum</p>
<i>Support Wyoming's economic development, support activation of new economic sectors, and identify ways to add value to existing Wyoming economic sectors.</i>	Develop academic programs, research, and extension-like programs to support the development of current and future economic sectors in Wyoming by 2023 and continue to monitor changes to Wyoming's economic sectors for input to curriculum development.	Wyoming Innovation Partnership, ORED, Provost's Office
<i>Grow and sustain activities as part of the Wyoming Innovation Partnership</i>	<p>Develop and implement at least 10 programs by 2025 in collaboration with the community colleges, school systems, Wyoming Business Council, Wyoming Business Alliance, the Governor's Office, and other organizations, consistent with WIP goals to advance the state.</p> <p>Obtain extramural funding from agencies and foundations, especially noting new programs commencing from the CHIPS and Science Act, both across the state and region with at least five applications submitted by 2025</p>	Research and Economic Development Division, Deans, President's Office

	<p>Develop and implement at least five activities by 2025 for developing entrepreneurship culture in different parts of the state in collaboration with local and regional institutions</p> <p>Expand the Impact 307 incubators by attracting at least 10 new businesses by 2025</p>	
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Goal 4: Institutional Excellence. Foster institutional excellence by nurturing a culture of idea and knowledge creation that promotes teaching and learning, community engagement, economic development, and world-class research addressing the grand challenges facing Wyoming and the world.

Actions/Commitments	KPIs	Information Sources
<p><i>Reward and value all contributions to our mission: transformative teaching and learning experiences; creation, innovation, research, and economic development; and service and engagement to and for our communities.</i></p>	<p>Review and revise reward structures to promote interdisciplinary and inter-professional teaching and research by 2025.</p> <p>Review and revise reward structures to promote innovation, creation, applied research, and economic development by 2025.</p> <p>Review and revise reward structures to promote university and community service, community engagement, extension education, and societal impact by 2025.</p> <p>Evaluate incentives and accountability for effective, engaging teaching, with emphasis on instructional capacity in design of course-based research, community-engaged courses, and quality, consistent use of our learning management system by 2024.</p> <p>Eliminate disincentives to co-instruction and joint instruction across disciplines by 2024.</p> <p>Establish new degrees and track the number of faculty with joint appointments with School of Computing by 2024. Establish an independent School of Computing with a dean by 2027.</p> <p>Through the Center for Entrepreneurship and Innovation, grow the statewide entrepreneurship and innovation network; expand concept, programming, and start-up initiatives; create a resource base of at least 50 mentors for entrepreneurs</p> <p>Through the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) center and WIP, by 2024, further develop and expand degree offerings and short-term certificates and credentialing; and improve coordination of tourism/hospitality training, expertise, and information across the state.</p> <p>Invest in AMK Ranch infrastructure to get it into good working order for use in interdisciplinary programs by 2025 as demonstrated by at least 20 new projects conducted at the AMK Ranch by 2025 and at least one international partnership by 2025</p>	<p>Provost's Office, Deans, Faculty Senate, Research and Economic Development Division</p>

	Build programs and infrastructure to support the Neltje Center and Jentel.	
<i>Develop and strengthen reciprocal relationships and community presence. Commit to building and nurturing our relationships with communities, governmental partners, and external stakeholders.</i>	<p>Apply for and achieve Carnegie Community Engagement Status in 2023-24.</p> <p>Incentivize and assess reciprocally designed community-engaged research and community-based courses.</p> <p>Advance efforts in a digital and data-driven alumni engagement strategy that has a meaningful impact on the university. Invest in infrastructure to effectively capture comprehensive data about alumni and their ongoing engagement with UW to provide for tailored outreach when connecting both local and international alumni to the vast engagement opportunities made available through UW.</p>	<p>Provost's Office</p> <p>Provost's Office</p> <p>Student Affairs, Alumni Association</p>
<i>Enhance Excellence in Research, Scholarly Activities, and Teaching and Learning</i>	<p>Establish a distributed support structure in Research and Economic Development Division and in each College and research institutes for developing and submitting large extramurally funded grants as well as helping individual scholars by 2024.</p> <p>Enhance support for interdisciplinary research by creating at least two effective research institutes that report to the VPRED by 2025.</p> <p>Host at least one major national event and five focused workshops at UW for enhancing UW's visibility and impact internationally.</p> <p>Provide focused support for fostering scholarship in humanities by providing at least 15 seed grants and enhancing their outcomes through extramural funding by grants writing training.</p> <p>Establish at least ten new research partnerships with universities, companies or national laboratories by 2025.</p>	<p>Research and Economic Development Division</p> <p>Research and Economic Development Division</p> <p>Research and Economic Development Division, Provost's Office, Deans</p> <p>Research and Economic Development Division</p> <p>Research and Economic Development Division</p> <p>Research and Economic Development Division</p>

	<p>Develop a robust and strategic seed grants program and accompanying grants writing assistance for increasing the number of proposal submissions by 20% by 2025.</p> <p>Increase the number of graduate fellowship applications by 20% by 2025 and submit at least three proposals for graduate training grants by 2025.</p> <p>By 2025, establish at least five new endowed chairs or professorships for retention and recruitment of top faculty.</p>	<p>Research and Economic Development Division, Vice Provost and Dean for Graduate Education</p> <p>Research and Economic Development Division, Provost's Office, Deans</p>
<p><i>Raise UW's scholarly profile and visibility nationally and internationally</i></p>	<p>Support and assist UW faculty in achieving recognition for their work by providing them with conduits to positions on national and international advisory committees, fellowships in societies, and nominations for more national awards.</p>	<p>Research and Economic Development Division, Provost's Office, Deans</p>

Goal 5: Financial Stability and Diversification. Ensure our long-term vitality through diversification and growth of revenue streams and the effective application of resources, infrastructure, and processes.

Actions/Commitments	KPIs	Information Sources
<p><i>Foster relations between UW Foundation and UW and explore a comprehensive campaign.</i></p>	<p>To enhance UW’s financial stability and expand our financial diversity, by 2024:</p> <ul style="list-style-type: none"> • Foster better understanding of the value and purpose of the UW Foundation, the Foundation’s management of endowments and gifts, and the policies around expenditures from those endowments and gifts. • Increase effectiveness of UW expenditures from endowments. • Working with deans and directors to set fundraising targets • Conduct a campaign feasibility study, design comprehensive campaign, and meet or exceed comprehensive campaign goal. 	<p>UW Foundation, Deans, Provost’s Office, President’s Office</p>
<p><i>Grow our external funding from agencies and foundations for research and scholarship across all domains</i></p>	<p>Increase the breadth and size of research and innovation enterprise at UW through increased extramural funding:</p> <ul style="list-style-type: none"> • Increase proposal submission by 20% by 2025. • Work with academic and research units to identify at least five targets of opportunity to grow faculty and staff in areas for which future growth is anticipated. • Establish robust and strategic seed grant activities for faculty, students, and staff to develop externally funded proposals with grants writing support and accountability measures. • Grow and enhance our graduate and postdoc programs. • Create more interdisciplinary institutes and support them for larger grant development. • Incentivize units to obtain more external funding by aligning their ability to obtain funding with faculty position allotment while still addressing teaching needs. 	<p>Research and Economic Development Division, Provost’s Office, Deans, UW Foundation</p>
<p><i>Invest in our greatest assets – our people and current facilities.</i></p>	<p>Position UW to invest in training, professional development, diversity, and leadership development to enhance our reputation as a desirable place for highly talented people to work by 2025</p> <p>Prioritize investment and maintenance of our current facilities and increase building services in Laramie and statewide by 2026.</p>	<p>HR, Senior Vice Provost</p> <p>Administration, Financial Affairs</p>

<p><i>Leverage and grow corporate partnerships.</i></p>	<p>Position UW as a strong educational and research partner with corporate partners by 2024. This involves corporate partnerships with academic, R&D, and philanthropic components.</p> <p>Develop a well-considered value proposition for companies to work more closely with UW, including clear opportunities for faculty, graduate students, undergraduate students, and postdocs to work with corporate partners.</p> <p>Develop plans for a research park and for companies to co-locate R&D and/or recruitment offices close to campus and assess business models</p>	<p>Research and Economic Development Division, including Center for Entrepreneurship and Innovation</p>
<p><i>Leverage and grow Wyoming Innovation Partnership (WIP)</i></p>	<p>Create revenue-generating opportunities and partnerships through WIP and its associated initiatives by 2024.</p>	
<p><i>Review budget model & chart of accounts.</i></p>	<p>Develop a refined budget model for UW that examines costs, financial incentives to grow programs, state funding, tuition, corporate partnerships, funding from agencies and foundations, and philanthropic support by 2024.</p> <p>Change revenue mix to reduce reliance on one source of funding by:</p> <ul style="list-style-type: none"> • Strategically increasing online degree program offerings with entrepreneurial market-based tuition structure by 2025. • Enhancing and capitalizing on Summer and J-Term sessions to increase use of campus facilities and assets by 2025. • Increasing international student representation to 8% (from 4.5%) by 2026. <p>Review revenue distribution model and explore revenue generation opportunities using current assets by 2024.</p>	<p>Financial Affairs, Provost's Office</p> <p>Financial Affairs, Provost's Office</p> <p>Financial Affairs, Provost's Office</p> <p>Financial Affairs, Provost's Office</p>
<p><i>Evaluate program offerings.</i></p>	<p>By 2025 and using a baseline for the current number of degree and certificate programs of 211, re-examine UW's process for evaluating, re-organizing, or discontinuing programs to allow UW to best serve our students and the State of Wyoming by allowing</p>	<p>Provost's Office</p>

	us to respond wisely and nimbly to changes in budgetary realities as well as changes in knowledge, disciplinary landscapes, and the structure of academic fields. *	
<i>Develop a Campus Energy Use Plan.</i>	Develop a Campus Energy Use Plan by 2025.	Administration
<i>Refine UW branding strategy and brand promise.</i>	Focusing on UW strengths and be cognizant of our strategic threats, refine UW's branding strategy by 2025.	Institutional Marketing and Communications

Annex 4: Idea Lab thematic results

Click [this link](#) to view Annex 4.

