

UW Strategic Plan 2022+

Draft 2 | 3 November 2022

VALUES

We value:

- Access to an affordable, high-quality education.
- Real-world education where students learn by doing.
- A welcoming and supportive learning community fostered by integrity, inclusivity, freedom of expression, and respect.
- The growth, health, and leadership capacity of all members of the university community.
- Wyoming's wild and working lands as an asset to be understood, stewarded, and treasured.
- Our partnership and engagement with thriving Wyoming and tribal communities in the creation and exchange of knowledge and resources.
- Serving as a catalyst for innovation and economic vitality.

VISION

Use our unique strengths to make Wyoming and the world a better place.

MISSION

As Wyoming's university, we unlock the extraordinary in every person through education, research, innovation, engagement, and service.

VALUE PROPOSITIONS

- **Size:** UW leverages our scale to offer a diverse set of disciplines, perspectives, and ideas and connect accomplished professionals, students, and communities.
- **Collaboration:** UW is an intellectual powerhouse that fosters transdisciplinary collaboration to address the most complex challenges facing Wyoming, indigenous nations, and the world.
- **Community:** UW is a vibrant and supportive community where people learn, explore, create, and work together to achieve great things.
- **Wyoming's land-grant mission:** UW is a unifying force expanding intellectual opportunity, advancing economic and cultural vitality, and contributing to the well-being of the communities that call Wyoming home.

UW'S ONGOING OBJECTIVES

As Wyoming's land-grant and flagship university, UW commits to five major objectives.

1. Ensure Student Success
2. Pursue Institutional Excellence
3. Provide a Supportive Community
4. Engage with and Serve the State
5. Ensure Financial Stability and Diversification

Ongoing Objectives and Key Execution Strategies

UW's Ongoing Objectives	1. Ensure Student Success	2. Pursue Institutional Excellence	3. Provide a Supportive Community	4. Engage With and Serve the State	5. Ensure Financial Stability/Diversification
Commitments	Integrate best practices in teaching and learning to produce skills required for life, work, citizenship, and adaptation to needs of a changing world.	Nurture a culture of diverse ideas and knowledge creation that promotes teaching, learning, community engagement, economic development, and world-class research.	Foster a culture of community that values and cares for students, faculty, and staff.	Sustain and enhance our extensive service to and engagement with the State to improve the whole health and wellbeing of Wyoming and its residents.	Ensure the long-term vitality of UW through diversification and growth of revenue streams and effective application of resources, infrastructure, and processes.
Key Execution Strategies	<ul style="list-style-type: none"> • Adopt Felten and Lambert's (2021) framework for a student-centered culture • Build a student-ready, student-focused enterprise • Enhance graduate student support services • Increase enrollment and engagement from tribal, marginalized, and underserved students • Increase global engagement • Prepare students for life and adaptation to a changing and increasingly digital world 	<ul style="list-style-type: none"> • Raise UW's scholarly capacity and profile nationally and internationally • Value and reward all teaching, research, and service contributions to UW's mission • Celebrate and support free expression • Strengthen relationships with communities, government and tribal partners, and UW's external stakeholders 	<ul style="list-style-type: none"> • Build opportunity ladders for staff • Develop initiatives to hire, reward, and retain excellent staff and faculty • Invest in resources that enhance the health and well-being of the UW community • Expand efforts of accountability, inclusion, and transparency 	<ul style="list-style-type: none"> • Invest in and leverage UW Extension and R&E Centers • Grow health and wellbeing initiatives across the state • Expand the impact of the Wyoming Innovation Partnership • Support Wyoming's economic and community development • Enhance UW's connections with and service to the people and tribes of Wyoming • Grow educational opportunities in communities 	<ul style="list-style-type: none"> • Strategically grow enrollment • Audit business processes to ensure effectiveness • Grow external funding for research and scholarship across all disciplines • Leverage and grow corporate partnerships • Enhance the partnership between UW and the UW Foundation • Initiate planning for a comprehensive campaign • Review UW budget model and program offerings • Develop campus energy plan • Refine UW positioning, brand strategy, and brand promise

Strategic Implementation Plan:

Goal-Specific Commitments, Key Performance Indicators (KPI's), Timeframe, Implementation Lead and Resources Needed

Goal 1. Ensure Student Success. Integrate best practices in teaching and learning to produce skills required for life, work, citizenship and adaptation to needs of a changing world.

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

Execution Strategy/Implementation	Key Performance Indicators and Timeline for Completion	Timeline	Lead(s)	Other notes – Resources Needed -
<p>Increase enrollment and engagement from tribal, marginalized, and underserved students</p>	<p>Achieve 20% representation (currently 15%) of underrepresented minority students in the entering class (First Time Incoming and Transfers).</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).</p> <p>Grow number of students in graduate programs and professional programs from 2,600 to 3,000 across all disciplines.</p>	<p>2026</p> <p>2026</p> <p>2027</p>	<p>VP Enrollment Management</p> <p>VP and Dean Graduate Education, VP Enrollment Management, Deans of Law and Health Sciences</p>	<p>Backfill School of Graduate Education budget to pre-2020 levels.</p>

<p>Build a student-ready, student focused enterprise.</p>	<p>Increase undergraduate student participation in the Cowboy Coaching mentorship program by 50%.</p> <p>Increase on-campus students in Living Learning Communities to 75%.</p> <p>Increase on-campus student employment and implement a staff-student mentorship/ apprenticeship program.</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.</p> <p>By investing in stronger support and scaffolded learning structures, leveraging Navigate for data-driven holistic advising 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. • Increase the overall student retention rate from 76% to 85%. • Increase the four-year graduation rate for all undergraduate (entering First Time Incoming) students from 40% to 50%. • Achieve a five-year graduation rate of at least 63% (current 56.5%) and a six-year graduation rate of 65% (currently 60%). • Increase the three-year graduation rate for all undergraduate transfer students from 54% to 60%. 	<p>2025</p> <p>2025</p> <p>2025</p> <p>2024</p> <p>2027</p> <p>2026</p> <p>2027</p> <p>2027</p> <p>2027</p>	<p>Provost, VP Student Affairs, Student Success Institutional Transformation Taskforce</p>	
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<p>Enhance graduate student support services and build graduate education programs in areas of strength and potential.</p>	<p>Enhance graduate student support services and explore solutions to provide competitive institutional graduate student stipends.</p> <p>Establish 6-8 new MS, MA, and PhD programs, based on faculty availability, program interest, and market data.</p> <p>Provide opportunities for graduate students to participate in innovation and industry-related research activities.</p>	<p>2025</p> <p>2027</p> <p>2027</p>	<p>VP and Dean Graduate Education</p>	
<p>Increase global engagement</p>	<p>Increase international student representation to 8% (from 4.5%).</p> <p>Return number of students participating in education abroad to pre-pandemic levels by and grow annually 1-2% thereafter.</p>	<p>2026</p> <p>2024</p>	<p>VP Global Engagement</p>	
<p>Prepare students for life and adaptation to a changing world – effective learning environment</p>	<p>Increase participation in professional teaching development opportunities (ECTL, LAMP, LeaRN programs) by 10%.</p> <p>Systemically evaluate evidence of effective teaching by tracking internal and external teaching awards and results of performance improvement cases.</p> <p>Increase level of high-impact practices in use at UW as measured by NSSE/FSSE.</p> <p>Increase key indicator levels of perceived gains in knowledge, skills and development by Seniors and satisfaction levels on UW Student Satisfaction Survey and NSSE.</p> <p>Develop a set of university-level student learning outcomes.</p>	<p>2025</p> <p>2025</p> <p>2027</p> <p>2027</p> <p>2025</p>	<p>Provost</p>	

<p>Prepare students for life and adaptation to a changing world – experiential and interdisciplinary learning opportunities</p>	<p>Increase on-campus student employment and implement a staff- student mentorship/ apprenticeship program.</p> <p>Ensure that 50% of undergraduate and graduate degrees have required interdisciplinary and experiential learning components, ranging from research experiences to community engagement to company internships and entrepreneurship experiences.</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.</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.</p> <p>Build curriculum to enhance opportunities for students to master digital literacies and take part in civic engagement.</p>	<p>2025</p> <p>2027</p> <p>2025</p> <p>2025</p> <p>2027</p>	<p>Provost</p>	
<p>Prepare students for life and adaptation to a changing world – general education</p>	<p>Increase percentage of students who value general education as chance to “broaden their horizons.”</p> <p>Increase percentage of exploratory studies students who find a major and stay at UW within 4 semesters, vs. those who transfer or stop-out.</p> <p>Demonstrated increase in mastery of general education outcomes related to key learning outcomes (citizenship, critical and creative thinking, information literacy).</p>	<p>2027</p>	<p>Provost</p>	

Goal 2: Pursue Institutional Excellence. Nurture a culture of idea and knowledge creation that promotes teaching, learning, community engagement, economic development and world-class research.

Execution Strategy/Implementation	Key Performance Indicators and Timeline for Completion	Timeline	Lead(s)	Other notes – Resources Needed -
Raise profile and visibility of UW	<p>Support and assist UW faculty in achieving recognition for their work by actively providing them with conduits to positions on national and international advisory committees, fellowships in societies, and nominations for more national awards.</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.</p> <p>Increase the number of UW’s active international research partnerships by 10%.</p> <p>Increase number of faculty actively engaged in global research by 15%.</p>	<p>2026</p> <p>2025</p> <p>2027</p> <p>2027</p>	Provost, VP Research and Economic Development	
Value and reward all teaching, research, and service contributions to UW's mission	<p>Review and revise reward structures to promote interdisciplinary and inter-professional teaching and research.</p> <p>Review and revise reward structures to promote innovation, creation, applied research, and economic development.</p> <p>Review and revise reward structures to promote university and community service, community engagement, extension education, and societal impact.</p> <p>Evaluate incentives and accountability for effective, engaging teaching, with emphasis on</p>	<p>2025</p> <p>2025</p> <p>2025</p> <p>2024</p>	Provost	

	<p>instructional capacity in design of course-based research, community-engaged courses, and quality, consistent use of our learning management system.</p> <p>Eliminate disincentives to co-instruction and joint instruction across disciplines.</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>Build programs and infrastructure to support the Neltje Center and Jentel.</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, 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 as demonstrated by at least 20 new projects conducted at the AMK Ranch and at least one international partnership.</p>	<p>2024</p> <p>2027</p> <p>2027</p> <p>2027</p> <p>2025</p> <p>2025</p>		
Celebrate and support free expression	Emphasize hosting a variety of events and speakers reflecting a diversity of viewpoints.	2024		

	<p>Embed a focused session on the Provost's Phythian Paper on Free Expression in the Academy in new faculty orientation</p>			
<p>Strengthen relationships with communities, governments, and tribal partners and UW's external stakeholders</p>	<p>Apply for and achieve Carnegie Community Engagement Status.</p> <p>Incentivize and assess reciprocally designed community-engaged research and community-based courses across the state and with tribal partners.</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>2024</p> <p>2025</p> <p>2027</p>		

Goal 3: Provide a Supportive Community. Foster a culture of community that values and cares for students, faculty and staff.

Execution Strategy/Implementation	Key Performance Indicators and Timeline for Completion	Timeline	Lead(s)	Other notes – Resources Needed -
Build opportunity ladders	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.	2025	Human Resources, Budget and Finance	
Develop initiatives to hire, reward, and retain excellent staff and faculty	<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 a Carnegie R1 designation. *</p> <p>Prioritize retention and hiring in high-performing areas with identified staffing deficits *</p> <p>Develop long-term plan for retention pool. *</p> <p>Build research support structures in Research and Economic Development to support research across all disciplines, including social sciences, arts, humanities, and applied research.</p>	<p>2024</p> <p>2025</p> <p>2025</p> <p>2025</p>	<p>Provost</p> <p>VP Research and Economic Development</p>	
Invest in resources that enhance the health and wellbeing of the UW community	<p>Starting at Saddle Up and beyond, embed physical and mental wellness resource touchpoints into places students will find them.</p> <p>Measure utilization of services and satisfaction, analyze impact of utilization on student wellbeing and student success measures.</p> <p>Develop innovative and effective interventions for student mental wellness, resilience, and suicide prevention.</p>	<p>2025</p> <p>2025</p> <p>2024</p>	Provost, VP Student Affairs, Human Resources, Campus Operations, Budget and Finance	

	<p>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>Prioritize investment and maintenance of our current facilities and increase building services in Laramie and statewide.</p>	<p>2024</p> <p>2026</p>		
Expand efforts of accountability, inclusion, and transparency	<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>Invite Senates to the President’s cabinet as appropriate. *</p> <p>Build in routine and regular campus contacts between administration and campus constituents, including informal and formal interactions. *</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. *</p> <p>Hire VP of DEI and prioritize and resource DEI efforts.</p> <p>Annual, transparent communication from administration regarding personnel decisions; e.g., faculty, staff losses and where new hires are targeted. *</p>	<p>2026</p> <p>2022</p> <p>2023</p> <p>2023</p> <p>2023</p> <p>2023</p>	<p>Communications and Marketing, President’s Office, Provost</p> <p>President</p> <p>President</p> <p>Communications and Marketing, Governmental Affairs and Community Engagement</p> <p>President</p> <p>Provost</p>	

Goal 4: Engage with and Serve the State. Sustain and enhance extensive service to and engagement with the State to improve the whole health and wellbeing of Wyoming and its residents.

Execution Strategy/Implementation	Key Performance Indicators and Timeline for Completion	Timeline	Lead(s)	Other notes – Resources Needed -
<p>Invest in and leverage UW Extension and R&E Centers.</p>	<p>Invest in facilities and supplies/material budgets.</p> <p>Strengthen extension-research and extension-teaching links across the campus and state.</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).</p>	<p>2025</p> <p>2025</p> <p>2024</p>	<p>Provost, Dean of Agriculture, Life Sciences, and Natural Resources</p>	
<p>Grow health and wellbeing initiatives across the state.</p>	<p>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 and tribal health initiatives.</p>	<p>2026</p>	<p>Provost, Dean of Health Sciences</p>	
<p>Expand the impact of the Wyoming Innovation Partnership</p>	<p>Develop and implement at least 10 high-quality, high-impact, sustainable 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 Wyoming Innovation Partnership goals to advance the state.</p> <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.</p> <p>Create revenue-generating opportunities and partnerships through WIP and its associated initiatives.</p>	<p>2025</p> <p>2025</p> <p>2025</p> <p>2024</p>	<p>President, Provost, VP Research and Economic Development</p>	

<p>Support Wyoming's economic and community development</p>	<p>Develop academic programs, research, and extension-like programs to support the development of current and future economic sectors in Wyoming and continue to monitor changes to Wyoming's economic sectors for input to curriculum development</p>	<p>2024</p>	<p>Provost</p>	
<p>Enhance UW's connections with and service to the people of Wyoming.</p>	<p>Leverage the expertise and assets of UW-Casper, SEO programs, and other UW programs working directly with communities and tribes which enhance Wyomingites' educational and personal opportunities.</p> <p>Recognize and leverage community and tribal connections developed and nurtured by UW's current fine arts, cultural, educational, health, extension, and athletics community outreach and engagement activities.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Provost</p>	
<p>Grow educational opportunities for Wyoming.</p>	<p>Hire a Vice Provost for Online and Continuing Education. This Vice Provost will be responsible for, among other things, 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; and expanding online and continuing education opportunities for Wyoming residents.</p> <p>Expand UW's physical presence across Wyoming.</p>	<p>2025</p> <p>2027</p>	<p>Provost</p> <p>President</p>	

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

Execution Strategy/Implementation	Key Performance Indicators and Timeline for Completion	Timeline	Lead(s)	Other notes – Resources Needed -
Strategically grow enrollment	Maintain and improve student support while strategically growing enrollment in a financially responsible fashion.	2025	Provost, President	
Audit business processes to ensure effectiveness	<p>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.</p>	<p>2024</p> <p>2025</p>	Provost, VP Budget and Finance	
Grow external funding for research and scholarship across all disciplines	<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. • Submit at least five applications to new federal programs, as an institution and in regional collaborations. • 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. 	2025	VP Research and Economic Development	

	<ul style="list-style-type: none"> • 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. 			
Leverage and grow corporate partnerships	<p>Position UW as a strong educational and research partner with corporate partners, including 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>	2024	Provost, VP Research and Economic Development	
Enhance the partnership between UW and the UW Foundation	<p>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.</p> <p>Increase effectiveness of UW expenditures from endowments.</p> <p>Work with deans and directors to set fundraising targets.</p>	2024	Provost, President, VP Institutional Advancement	
Initiate planning for a comprehensive campaign	<p>Conduct a campaign feasibility study, design comprehensive campaign, and meet or exceed comprehensive campaign goal.</p>	2024	President, VP Institutional Advancement	
Review UW budget model and program offerings	<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</p>	2024	Provost, VP Financial Affairs	

	<p>foundations, and philanthropic support.</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. • Enhancing and capitalizing on Summer and J-Term sessions to increase use of campus facilities and assets. • Increasing international student representation to 8% (from 4.5%). <p>Review revenue distribution model and explore revenue generation opportunities using current assets.</p> <p>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 Wyoming by allowing 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. *</p>	<p>2025</p> <p>2025</p> <p>2024</p> <p>2025</p> <p>2025</p>		
Develop campus energy plan	Develop a campus energy plan.	2025	Campus Operations	
Refine UW positioning, brand strategy, and brand promise	Focusing on UW strengths and be cognizant of our strategic threats, refine UW's branding strategy.	2025	Governmental Affairs and Community Engagement, Communications and Marketing	