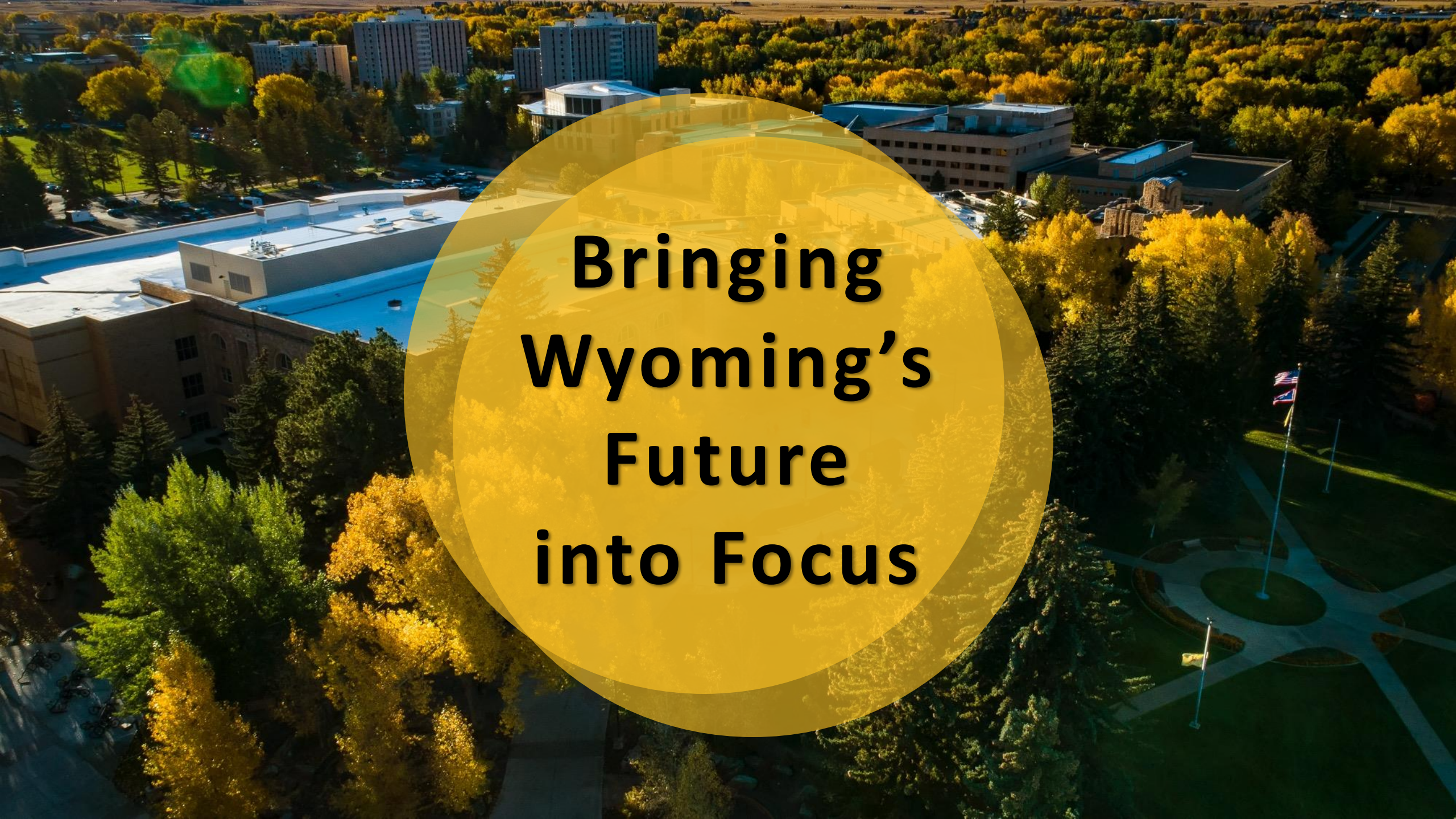


An aerial photograph of the University of Wyoming campus, showing various buildings and a dense forest of trees with vibrant autumn foliage in shades of yellow and orange. A semi-transparent dark blue rectangular overlay is positioned in the center of the image, containing the title and subtitle text.

# Strategic Pillars

President Edward Seidel | May 12, 2021 | University of Wyoming Board of Trustees



An aerial photograph of a university campus during autumn. The scene is filled with trees in shades of green and yellow. Several large, multi-story buildings with flat roofs are visible. In the foreground, there is a large, circular paved area with a central green lawn and a flagpole flying the American flag. A large, semi-transparent yellow circle is overlaid in the center of the image, containing the text.

**Bringing  
Wyoming's  
Future  
into Focus**



## University pressures are broad-based, and becoming more acute due to the limitations of past strategic responses and impacts of global events like COVID-19.



### Changing student demographics, populations, and needs

The proportion of adult learners and lower-income students is increasing, while the population of “traditional” college-going students is expected to decline sharply. **Higher ed institutions must anticipate changes to an already limited, competitive pool of prospective undergraduates.**



### Decreasing “half-life” of skills and increased demand for them

For the first time in history, in-demand work skills are changing dramatically within workers’ lifetimes, reducing the ROI on traditional educational training. **Universities should explore non-traditional education offerings aimed at enhancing skills for today’s workforce and generating alternative sources of revenue.**



### Rise of online learning and emphases on competency-based education

Traditional higher education faces new competition through internet-based offerings, for-profit certification options, and innovative adult/nontraditional offerings. **Universities should continue to explore enhancements to the academic model.**



### Challenges to the core higher education business model

As universities compete to attract students with new facilities, degree programs, and services, the costs to serve students have risen. **Universities face an environment where revenues are under pressure, competition for private gifts is high, & students/families are increasingly price sensitive.**



### Changes in funding models

Changes in government funding for education and research are creating challenges. Corporations are driving more basic research. **Private institutions have historically relied heavily on tuition revenue growth, which may not be sustainable given the market challenges and alternative pathways for students.**



### Allocation of limited and/or shrinking resources

Operational challenges are forcing institutional leaders to make difficult decisions about constrained resources. **Aligning leadership around internal resource allocation, financial transparency, and strategic decision-making is critical.**

Digital

Entrepreneurial

Interdisciplinary

Inclusive

**THE ASK** | Explore programs, infrastructure, and organizational structures needed to build out the foundations for research, education, and innovation, pivoting UW to financial sustainability and accelerating its role as an engine of economic development

**THE APPROACH** | 4 planning teams | 100+ students, faculty, and staff | Blue Sky Group

**THE OUTPUT** | UW developed 4 strategic pillars that will **focus** the university's resources, **shift** our attention toward the future, and **set** the stage to increase the university's impact on the state

In addition: a **major focus on student experience and success** has emerged as a centerpiece with many recommendations, including Living Learning Communities and other initiatives

The following slides summarize the 4 pillars at a high level, though there is still work to do in refining specific ideas and opportunities.

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## What are the characteristics of a digital university?



- **Advances** teaching and discovery in cutting-edge areas such as computing, data science, AI, and applications to engineering, humanities, art and design, business, agriculture...touches everything!



- **Designs** instructional modalities and operations to take advantage of technology to enable student, operational, and business model innovation



- **Enables** growth and diversification of revenue by enabling scale, expanding geographic reach, and using data to improve decision making

The University of Wyoming will be a world-class institution defined by technological innovation, digital discovery, and skilled leaders that address the challenges of a digital workforce.

Digital

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## Opportunities | What are our strategic opportunities?

### Emerging Opportunities (Select Examples)

### Anticipated Impacts



Create a School of Computing



- Makes a statement about the University's place and identity
- Becomes a state-wide asset for accelerating digital transformation and entrepreneurship
- Is a foundation for statewide economic development and WIN



Lead a Digital State-wide Network



- Reduces barriers & enables more cross-institutional integration
- Builds a network that increases value for all participants



Digitize Operations to Improve Outcomes



- Aligns capabilities to wants and needs of tomorrow's students
- Creates opportunity for scale efficiency and extension of geographic reach

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## What are the characteristics of an entrepreneurial university?



- **Attracts** alternative revenue sources and creates opportunities for new business models and diversification



- **Pursues** partnerships with philanthropists, industry, and other educational organizations and **builds a network** around areas of mutual value



- **Supports and trains** entrepreneurs to advance the state and its workforce

The University of Wyoming will be an engine of economic and workforce development in Wyoming and beyond. It will reward the pursuit of bold ideas and lead with the future in mind.

Digital

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# Opportunities | What are our strategic opportunities?

**Emerging Opportunities**  
(Select Examples)

**Anticipated Impacts**



Office of Economic Development, Innovation, and Corporate Relations



- Single “front door” facilitates partnering with the university
- Better coordination of campus activities
- Supports entire state’s economic development

Center for Entrepreneurship and Innovation (CEI)



Wyoming Innovation Network (WIN)



- Stronger economy and workforce
- Supported entrepreneurs and startups
- Corporate partnerships
- Adopted Four Pillars; SoC and CEI key components



Culture of Innovation



- Entrepreneurial ecosystems that attract venture capital
- Diversified revenues from corporate partnerships, grants, and philanthropy



Digital

Entrepreneurial

**Interdisciplinary**

Inclusive

## What are the characteristics of an interdisciplinary university?



- **Transcends** traditional boundaries of knowledge through collaboration and exploration; state's problems require integration of knowledge



- **Leverages** expertise across fields to address complex problems and grand challenges



- **Produces** interdisciplinary thinkers and problem-solvers through training and education

**The University of Wyoming will be a leader that rewards collaboration, breaks down disciplinary lines, and coalesces its collective knowledge to respond to the most pressing and complex issues.**

Digital

Entrepreneurial

Interdisciplinary

Inclusive

# Opportunities | What are our strategic opportunities?

## Emerging Opportunities (Select Examples)

## Anticipated Impacts



Organizational Home for Grand Challenges Research



- Sustainable support for interdisciplinary research
- Strategically guided faculty hiring



Interdisciplinary General Education Curriculum



- Students trained in diverse ways of knowing and problem-solving
- Workforce prepared to support Wyoming’s complex biology, wildlife, and water systems



Culture of Collaboration



- No more impediments to interdisciplinary collaboration
- Solutions to problems facing Wyoming and the world



Digital

Entrepreneurial

Interdisciplinary

Inclusive

## What are the characteristics of an inclusive university?



- **Seeks and celebrates** diversity in every dimension



- **Pursues** the values of belonging, dignity, and justice for all so everyone has the potential to thrive



- **Commits** to identifying, addressing, and rectifying inequalities

The University of Wyoming will be a welcoming, safe, and diverse institution that pursues justice, rectifies inequity, and actively creates space where all students, faculty, and staff feel at home.

Digital

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**Opportunities |** What are our strategic opportunities?

**Emerging Opportunities**  
(Select Examples)

**Anticipated Impacts**



Recruitment and Retention that Supports Wyoming Values of Equality and Equity



- Student access to higher education
- Faculty reflective of the diversity of the student population



Focus on the Intersection of Belonging, Dignity, and Justice



- Everyone thrives, regardless of their social identities
- Retention of students, faculty, and staff



Cultural Competence Curriculum



- Students graduate with cultural competence, a workplace imperative



A focused but comprehensive strategic planning process will guide UW as we further refine the four pillars and develop specific opportunities and priorities.

## Strategic Planning: A Two-Pronged Approach



### MAXIMIZE CURRENT STRENGTHS

*Invest in what we already do well by modernizing and expanding current capabilities and services, and preserving our assets*



### TRANSFORM FOR THE FUTURE

*Drive growth by developing solutions that serve new or existing customers in fundamentally new and different ways*



**Winter 2022**

**Launch**

**Fall 2021**

**Socialize**

**Summer 2021**

**Draft**

**Spring 2021**

**Develop**

**Winter 2021**

**Kick-Off**



**We are building  
a best-in-class  
21st century  
land grant  
university  
true to its  
Wyoming roots**

