

# UNIVERSITY PLAN 3

2009–2010

# REPORT CARD



UNIVERSITY OF WYOMING

THE OFFICE OF ACADEMIC AFFAIRS

# THE THIRD CYCLE OF



# UNIVERSITY PLANNING

This document is the first annual report card for the University of Wyoming's strategic plan for 2009-2014, University Plan 3 (UP3). It documents the goals scheduled and achieved during fiscal year 2010, which spanned the period 1 July 2009 through 30 June 2010.

As UP3 predicted, the University of Wyoming has entered a pivotal stage. Even in tough economic times, the state's leaders continue to recognize higher education as key to Wyoming's long-term advancement. State and national funding, internal priority setting, and grant support earned by a nationally competitive faculty have positioned UW to lead the state and the nation in **areas of distinction** that will be critical during the twenty-first century:

- Critical Areas of Science and Technology
- Cultural Assets, the Arts, and Humanities
- Environment and Natural Resources
- History and Culture of the Rocky Mountain Region
- Life Sciences
- Professions Critical to the State and Region

Crafted at the beginning of the economic downturn, UP3 reinforces these areas, enabling us not only to maintain our recent advances but also to build thoughtfully upon them. It identifies the areas and initiatives to which UW will assign the highest levels of priority in whatever resource-related decisions it makes during the coming years.

Academics lie at the core of our strategic plan. Complementing the academic dimensions of planning, though, are those associated with support and infrastructure – facets of the university without which the academic enterprise cannot function. UP3 integrates the institution's academic plan with plans for support services and capital facilities, to ensure that all facets of the university mesh effectively with its academic directions.



There are three keys to building depth: setting priorities, judiciously managing the number of degree programs, and thinking deeply about interconnectedness.

## BUILDING DEPTH

To protect UW's rising profile during a difficult economic climate, in 2010 the university community undertook a new round of budget planning and adopted standards and processes for careful growth in new degree programs:

- **University budget planning** (action item 1). UP3 called on the UW community to examine the alignment of institutional priorities with budget reductions required for FY 2010. A six-month process of budget planning, led by the Office of Academic Affairs, helped guide the university's response to a state-imposed \$18.3 million reduction in its legislature-funded operating budget. The reductions were painful. But they kept the faculty position budget largely intact; protected the core functions of teaching, research and service; and enabled some further advancement in areas of distinction. On a dollar-weighted basis, 93 percent of the reductions occurred in areas recommended by constituency groups that included faculty, staff, students, the academic deans and directors, and every vice presidential division.
- **Requirements for new degree programs** (action item 2). The Office of Academic Affairs established a set of uniform criteria for assessing proposals for new degree programs. The criteria include scholarly foundation, cost, new curricular requirements, and potential interdisciplinary links. These criteria guided the establishment of seven new degree programs, discussed both in UP3 and later in this document.

In the broader view, UW's willingness to focus on depth has paid off in one of the most important forms of external validation. In March 2010, the university hosted an 11-member site evaluation team from the Higher Learning Commission. The team recommended full 10-year reaccreditation with no interim reporting requirements.

# ACCESS TO HIGHER EDUCATION

## COST OF ATTENDANCE

As a public land-grant institution, the university stands committed to wide access to higher education. Building on a tradition of cooperation between the university, community colleges, and Wyoming's high schools, and with the ground-breaking Hathaway scholarship program in place, Wyoming is becoming a national leader in providing stably funded financial assistance for higher education to its high school graduates. In the 2009-2010 academic year, the total number of Hathaway scholarships at UW reached 3,083 merit awards, with an additional 647 need-based awards.

In the meantime, UW undertook several refinements to its own practices related to cost of attendance:

- **Reexamining UW's use of university-endowed scholarships to offset institutional financial aid** (action item 4). The Division of Student Affairs, working with the Office of Academic Affairs and the college deans, instituted a plan for spending down accumulated funds from endowed scholarship accounts. This plan involves funds to help underserved student populations, including a commitment of 20 percent of previously underused resources to nontraditional students. The Division of Student Affairs also relaxed its policy of using department-administered scholarship funds to offset institution-level financial aid packages.
- **Coherent policy for setting future tuition rates and managing financial aid** (action item 7). During FY 2010, UW's Board of Trustees adopted a policy of setting tuition rates for two years at a time and supported the administration's proposal to base the proposed rates on specific plans for using the revenues.



As a public land-grant institution, the university has an historic commitment to access to higher education.



## EDUCATION THROUGHOUT WYOMING

UW's land-grant mission carries with it a responsibility to serve the larger community: 23 percent of UW's more than 13,000 students enroll through the Outreach School. Moreover, approximately 4 out of 10 UW students are nontraditional. Along with institutions nationwide, UW delivers an increasing portion of its curriculum to nontraditional students in nontraditional modes and in locations distant from its main campus.

- **Plan for Wyoming's distance education infrastructure** (action item 14). In December 2009, a task force appointed by Governor Dave Freudenthal and co-chaired by members of UW's Executive Council recommended:
  - 1) The creation of a *Wyoming Distance Learning Center*, to support and enhance distance learning at all levels and of all types; and
  - 2) The creation of a *Video Conference Enterprise*, to integrate the state's many video conference systems.

The 2010 Wyoming Legislature approved biennial appropriations for both recommendations: \$2.5 million/year for the Distance Learning Center and \$1.5 million/year for the Video Conference Enterprise. Both legislative allocations were directed to the University of Wyoming, though they are not part of the university's block grant.

- **Wyoming Library Database** (action item 15). During FY 2010, the UW Libraries actively engaged in restructuring WYLD (Wyoming Library Database), which is the oversight organization for statewide library cooperation and joint purchases. UW's involvement in WYLD promotes access to statewide resources, integration of federal depository materials, and interlibrary loans. The UW Libraries have purchased ProQuest Central on behalf of all Wyoming libraries. This research database will expand local access to research and business resources for county libraries as well as for UW faculty members and students.

The university also pursued four related initiatives not listed in UP3:

- UW is an educational partner in both the Frank A. Wise Business Plaza in Fort Washakie (grand opening June 2010) and the Central Wyoming College Intertribal Center located in Riverton, Wyoming, which will house the UW Outreach Center (expected opening fall 2010).
- UW is a founding member of a curriculum-sharing collaborative, the Western Interstate Commission for Higher Education Internet Course Exchange (WICHE ICE).
- UW administrators have pursued enhanced partnerships with Wyoming community colleges in off-campus delivery of UW baccalaureate and master's-level coursework and degree programs, including planned new buildings and specific academic programs at Casper College, Sheridan College, Central Wyoming College, and Laramie County Community College so far.
- UW has taken advantage of its extraordinary location in the Rocky Mountains by developing a credit transfer agreement with the Wyoming-based National Outdoor Leadership School, one of the world's leading innovators in outdoor education.

## ENHANCING STUDENTS' PREPARATION

- **P-16 Council** (action item 16). UW continues to play a prominent role in Wyoming's P-16 Education Council, sending two institutional representatives to the council, one of whom serves as its president.

## ENHANCING STUDENTS' SUCCESS

- **Student retention strategy** (action item 26). In 2009, the Division of Student Affairs, in cooperation with the Learning Resource Network (LeaRN), initiated the Summit program to facilitate first-year students' transition to college. This four-day experience for more than 1,000 new students, conducted before the first day of classes, introduces them to academic and social challenges, UW traditions, what is expected of them as students, community service opportunities, and campus involvement options. The 2010 Summit offered specialized programs for transfer students, nontraditional students, and student veterans, as well as traditional freshmen. Separate orientation programs focusing on the needs of special student populations were presented at the start of fall classes for international, graduate, multicultural, and outreach students.

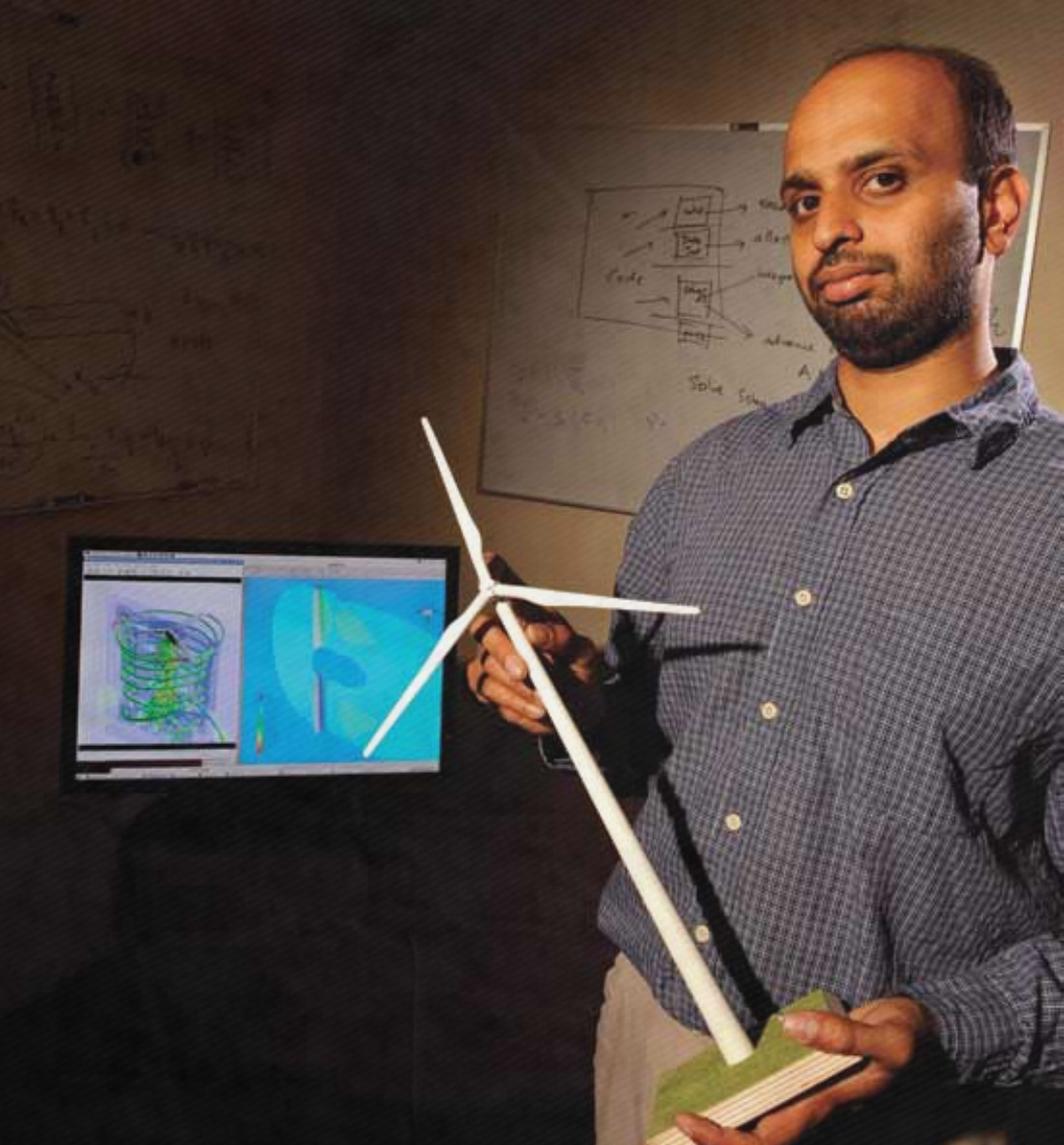
## INTERNATIONALIZATION

- **Staffing plan for Asian Language instruction** (action item 30). The College of Arts and Sciences adopted a stable plan for staffing Asian and Middle Eastern languages, committing to provide basic instruction in Arabic and Chinese, through new positions, and in Japanese, through an agreement with Kobe College.
- **Seeking endowed gifts for study abroad** (action item 31). The Division of Institutional Advancement has adopted, as a major institutional fundraising priority, the development of endowed scholarship accounts that will augment the Cheney scholarship fund.



## DIVERSITY

- **Partnerships with HBCU and other minority-serving institutions** (action item 32). In summer 2010, UW's Science and Mathematics Teaching Center hosted a NASA student fellowship experience and an exchange program in Laramie, with visitors from Winston-Salem State University, a historically black university. Also, Dr. James Erim, WSSU education professor, brought three middle school science and mathematics teachers to UW to explore intellectual and cultural exchange between the universities in STEM education.
- **Broader mission for PACMWA** (action item 35). In September 2009, the President's Advisory Council on Minority and Women's Affairs (PACMWA) successfully transitioned into a new university-wide committee, the Strategic Diversity Initiatives Committee (SDIC). SDIC has initiated several activities, including (1) engaging in outreach and diversity activities with faculty, especially within the STEM disciplines, and with staff; (2) focusing the committee's funding toward diversity goals outlined in UP3; and (3) orchestrating the partnership with Winston-Salem State University described under action item 32.
- **Health-care benefits for domestic partners** (action item 37). In May 2009, UW's Board of Trustees voted 6-5 to authorize the president of the university to initiate a system of health insurance vouchers for domestic partners of UW employees, subject to the recognition that FY 2010 budget cuts would delay funding for such a program until state-mandated budget reductions have been completed.



By pursuing excellence in a well defined set of themes, UW can enhance its ability to recruit outstanding faculty members and students across the institution.

# REINFORCING AND REFINING AREAS OF DISTINCTION

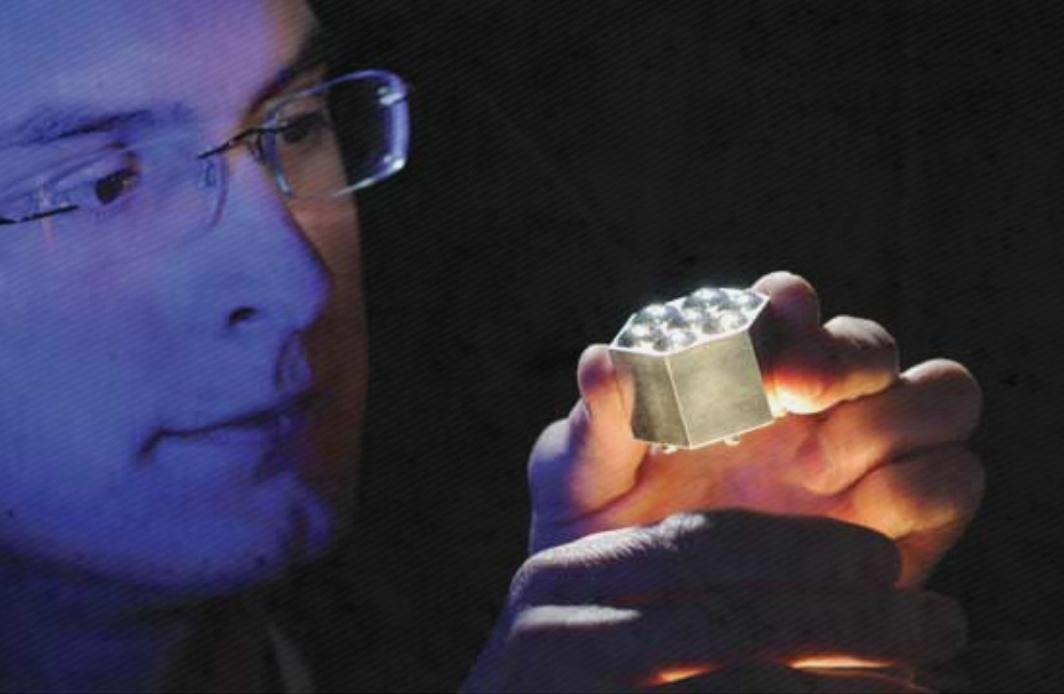
To help build “a society to match its scenery,” the university pursues areas of distinction that are important not only to our region but to the world at large. These areas help weave UW’s seven colleges into a community that supports mutually reinforcing scholarship, teaching, and service. Through this commitment, Wyoming and the region will be richer environments for personal growth, economic development, cultural depth, and intellectual leadership.

## CRITICAL AREAS OF SCIENCE AND TECHNOLOGY

UP3 calls for the university to develop focused expertise in three fields of special strategic emphasis:

- Computational science and engineering
- Earth and energy science and technology
- Water resources

UW has made computational science a major goal in Academic Plan 2 and University Plan 3. The university now has over 20 new computational scientists and engineers distributed among at least three of UW’s seven colleges. Complementing our faculty hiring strategy, in June 2010 a construction team broke ground on the NCAR-Wyoming Supercomputing Center. This partnership—involving the National Center for Atmospheric Research; the University of Wyoming; the State of Wyoming, Cheyenne LEADS (Cheyenne–Laramie County Corporation for Economic Development); Cheyenne Light, Fuel, and Power; the Wyoming Business Council; and the National Science Foundation (NSF)—represents a transformative event in UW’s history. The University of Wyoming is now poised to join the nation’s leading institutions in computational science, identified at the end of the twentieth century as a “third kind of science” complementing theoretical and experimental methodologies.



The School of Energy Resources continued to support energy-related faculty expertise, teaching, and research in several colleges. In late 2009, in conjunction with a legislative initiative to provide \$45 million to support the demonstration of carbon dioxide sequestration in a Wyoming field, SER established the UW Carbon Management Institute. UW also hired a new director of the Enhanced Oil Recovery Institute and pursued additional state and corporate funding for the Wyoming Reclamation and Restoration Center, housed in the Department of Renewable Resources.

- **Energy related focus in the College of Engineering and Applied Science** (action item 43). As outgrowths of UP3, UW has two new energy-related academic programs, one of which is centered in the College of Engineering and Applied Science. Energy Systems Engineering, launched in fall 2009, had 44 undergraduate majors during the 2009-2010 academic year, and Energy Resources Science, launched in the School of Energy Resources in fall 2009, had 7 undergraduate majors.

- **Stable portfolio of energy research centers** (action item 44). The School of Energy Resources now houses nine centers of excellence in energy research and outreach:
  - » Enhanced Oil Recovery Institute
  - » Coal Bed Natural Gas Center
  - » Center for Photoconversion and Catalysis
  - » Wyoming Reclamation and Restoration Center
  - » Advanced Coal Technology Center
  - » Center for Fundamentals of Subsurface Flow
  - » Wind Energy Research Center
  - » Carbon Management Institute
  - » Center for Energy Economics and Public Policy
- **Statewide energy related outreach** (action item 45). During the first year of UP3, SER organized and conducted 3 major public conferences: the Wyoming Pipeline Meeting, the Third Annual Wyoming CO<sub>2</sub> Conference, and the State of the Dominant Estate Conference. SER also sponsored 11 other energy outreach events during the year.
- **Interdisciplinary graduate program in water resources** (action item 47). Beginning in 2007, faculty experts and administrators from the Colleges of Agriculture and Natural Resources, Arts and Sciences, Engineering and Applied Science, and Law developed a detailed proposal for a new interdisciplinary Ph.D. program in Hydrologic Science. The program has 31 faculty affiliates representing 12 different academic departments.

## ENVIRONMENT AND NATURAL RESOURCES

UW's strengths in science and policy meet in its commitment to ENR. The university continues to expand this commitment through an emphasis on interdisciplinary teaching and scholarship. One example of the impact of this interdisciplinary philosophy is the decision by the School of Energy Resources to fund a faculty position in the Department of Renewable Resources, to help bolster UW's expertise in land reclamation and restoration ecology.

- **Doctoral program in sustainable business practices** (action item 52). In November, 2009, the Board of Trustees approved a new Ph.D. program in the Department of Management and Marketing, focusing on sustainable business practices and drawing on recent legislative enhancements to the College of Business faculty that strengthen connections with the Haub School for Environment and Natural Resources and with social science departments in the College of Arts and Sciences.
- **College of Agriculture and Natural Resources** (action item 55). The Trustees also approved this new name for the former College of Agriculture, reflecting the college's long-standing presence in natural resource economics, rangeland ecology, wildlife diseases, and agroecology.

## CULTURAL ASSETS, ARTS, AND HUMANITIES

UW is Wyoming's natural hub for creative endeavors in the arts and in the humanities. It hosts a rich array of cultural assets, and its baccalaureate programs regularly win national awards. It is through this area of distinction that UW helps make the state a magnet environment.

One of UW's signature initiatives in the arts is a visiting Eminent Writer position, permanently funded through the Wyoming Excellence in Higher Education endowment, associated with the English Department's Masters of Fine Arts program in Creative Writing. During 2009-2010 the Eminent Writer in fiction was Edward P. Jones; the Eminent Writer in nonfiction in 2009-2010 was Philip Gourevitch; and the Eminent Writer in poetry was Claudia Rankine.

In addition, the 2010 Wyoming Legislature approved issuing revenue bonds for the Visual Arts Facility project. The bonds are to be paid for by UW's share of federal mineral royalties, which are restricted by law for capital facilities and operation and maintenance of the physical plant. The Visual Arts Facility will be located east of the Centennial Complex building that houses the UW Art Museum and American Heritage Center. It will replace overcrowded and out-of-date facilities for visual arts and will include studios for ceramics, drawing, painting, printmaking, graphic design, art history and sculpture. Subsequent



phases will entail renovation of the current Fine Arts Building for the Departments of Music and Theatre and Dance.

As one more affirmation of UW's commitment to cultural assets, in 2010 the American Heritage Center received the Society of American Archivists' (SAA) 2010 Distinguished Service Award. It is the most prestigious honor that can be bestowed on an institution by the nation's primary organization dedicated to ensuring the identification, preservation, and use of records of historical value.

- **Increasing avenues for undergraduate involvement in the Art Museum, the AHC, and the University Libraries** (action item 48). Well ahead of schedule, the American Heritage Center's William Carlson endowment created opportunities for students in archival record processing, and the libraries and AHC are collaborating with Information Technology on digital records archiving. The recent funding of a Master Teacher to the Art Museum's educational staff enables the museum to partner with the College of Education in preparing future teachers.

## HISTORY AND CULTURE OF THE ROCKY MOUNTAIN REGION

This area of distinction capitalizes on the sense of place that Wyoming and its only university have long cherished and that has become embedded in the institution's scholarly culture.

- **Proposed major in Religious Studies** (action item 56). In January 2010, the Board of Trustees approved a proposal to establish an undergraduate major in Religious Studies, building on faculty additions to the Religious Studies Program as well as faculty contributions from English, History, Modern and Classical Languages, and Theatre and Dance.
- **Proposed major in American Indian Studies** (action item 57). At the same meeting, the Board also approved a new undergraduate major in American Indian Studies, reflecting both the commitments of faculty experts in History, Law, Geography, Anthropology, English, and Educational Studies and an institutional commitment to the history and culture of the Rocky Mountain region as an area of distinction.



## LIFE SCIENCES

As a land-grant institution, UW has a long tradition of strength in the life sciences. During the past decade the university has sought to solidify this strength in a set of focus areas that span faculty expertise in the Colleges of Agriculture and Natural Resources, Arts and Sciences, Engineering and Applied Science, and Health Sciences. Cross-college doctoral programs help develop critical mass in these focus areas.

- **Doctoral program in Biomedical Sciences** (action item 59). In March 2010, the Board of Trustees approved a new cross-college Ph.D. program in Biomedical Science. This program rounds out a strategic suite of interdisciplinary doctoral programs in the life sciences that also includes Neuroscience, Ecology, and Molecular and Cellular Life Science. It also builds on expertise developed as part of UW's recently renewed INBRE grant, a programmatic infrastructure-building grant funded through the National Institutes of Health.

## PROFESSIONS CRITICAL TO THE STATE AND REGION

UW has a unique role as an engine for the state's professional communities. Several accomplishments and UP3 action items attest to the university's commitment to this role. For example, student licensure examination pass rates exceeded national averages in several areas including business, counselor education, engineering, family practice residency, law, nursing, pharmacy, and speech-language pathology. In the realm of action items:

- **Continued institution-level funding from the federal INBRE program** (action item 92). The National Institutes of Health renewed UW's programmatic INBRE grant, which supports research, graduate education, and statewide outreach in the biomedical sciences.
- **Review of professional master's degree programs in business** (action item 98). In 2009, the College of Business revamped its Master's in Business Administration to incorporate innovative new coursework and experiential learning. Supporting the new structure is a tuition differential, approved by the Trustees in March 2010.
- **Enhanced faculty depth in natural resource and energy law** (action item 102). The College of Law is now home to five recognized experts in natural resource and energy law, including a professor supported by the School of Energy Resources. This enhanced faculty expertise enables the college to offer a wide array of courses on natural resources, water, energy, property, and other related legal topics. It also complements UW's joint JD – MS program in Environment and Natural Resources.
- **Domestic violence legal assistance project** (action item 104). The College of Law has now permanently funded this project as part of its clinical Legal Services Program.





Focusing on areas of inquiry relevant to the state and region not only connects the university to its most important constituencies; it also highlights Wyoming's role as a natural laboratory.

# CULTIVATING EXCELLENCE AND LEADERSHIP

## BUILDING EXCELLENCE IN HUMAN CAPITAL

The foundation of an excellent university is its people, a community that includes students, professors, and a myriad of crucial support staff. UW seeks an institution-wide culture that encourages lifelong learning and professional development among all employees. Perhaps the most important — and least touted — role of universities is producing leaders: leaders for civic life, government, business, and the educational system itself.

- **Clarification of policies governing faculty reappointment, tenure, and promotion** (action item 64). During the 2009-2010 academic year, the Faculty Senate revised several UW regulations to clarify the standards and department-level processes associated with reappointment, tenure, and promotion decisions. The new regulations provide greater latitude for departments to include the voices of academic professionals in these decisions, and they provide a formal mechanism for screening requests for credit toward tenure during the recruitment of new faculty members. In addition, the Office of Academic Affairs sponsored a faculty fellow to examine and refine the university's culture associated with promotions to the rank of full professor.
- **Central staff salary management** (action item 69). As part of UW's budget reduction plan for 2010, President Buchanan mandated that all newly hired classified staff positions be filled at salaries that are 15 percent into the ranges for their pay grades. Any residual funds left on a line as a result of this constraint will be swept into a central pool. When the institution has met its budget reduction target, this salary management system will remain in place, with the central pool managed to provide resources for high-priority uses, possibly including but not limited to new staff positions.

- **Advancement of ethical business practices** (action item 73). In compliance with federal mandates, the Office of Research and Economic Development and the Office of General Counsel adopted university-wide guidelines for identifying and managing conflicts of interest and conflicts of commitment. The Board of Trustees also codified its standards with respect to these types of conflicts.

## BUILDING EXCELLENCE IN CAPITAL FACILITIES AND INFRASTRUCTURE

- **Long range development plan for UW properties east of 15<sup>th</sup> Street** (action item 75). In spring 2010, the Board of Trustees approved a Long Range Development Plan (LRDP), following a process that spanned a little more than one year and involved a range of stakeholder groups in the university and Laramie communities. The LRDP will enhance campus connectivity, guide the use of open spaces and the location of future construction, and support existing campus services. During 2009-2010 work continued on the Six Year Capital Facilities Plan (CFP). Projects in the CFP conform to the principles in the LRDP, but the CFP will contain the strategic priorities for facility development at the university, based on academic and related institutional priorities instead of location. The CFP will continue to serve as the authoritative statement of information regarding priorities, sequencing and timing of all UW facilities; the LRDP will guide their siting and physical character.

## ACHIEVING FURTHER EXCELLENCE THROUGH DEVELOPMENT AND FUNDRAISING

During FY 2010, 22,869 University of Wyoming alumni and friends contributed \$28.4 million in annual fund and gifts and pledges, as well as \$0.8 million in gifts in kind. While this level fell short of the \$30 million target established before the 2008 economic downturn, it represents a remarkable success during one of the most difficult fundraising periods in UW's history.



- **Central funding and support for college development officers** (action item 70). The move to a more central system of fund-raising, supported by the UW Foundation, came about more precipitously than UW's administrators anticipated, as one of several measures taken to accommodate the state-mandated budget cuts in FY 2010. Since the transition, the Office of Academic Affairs and the Division of Institutional Advancement have hosted semiannual retreats with academic deans and directors to monitor the effectiveness of the new system and to share ideas for improving the new system.
- **Assigning development officers to smaller units** (action item 71). As part of the transition required in action item 70, the UW Foundation has assigned major gift officers to the Art Museum, the Haub School for Environment and Natural Resources, the American Heritage Center, the UW Libraries, the School of Energy Resources, and the Outreach School.
- **Searchable alumni database** (action item 72). The Office of Student Affairs, the Division of Information Technology, and the UW Foundation have completed the development of this database.
- **Leadership Wyoming** (action item 109). UW's Office of Academic Affairs serves as the chief liaison to this partnership with the Wyoming Business Alliance. The current Leadership Wyoming class has six UW employees.



For the future, UW draws on the strong commitment of legislators, the scholarly and educational contributions of outstanding faculty, and the professional work of university staff.

## LOOKING AHEAD

The University of Wyoming is taking deliberate strides into the future. By building depth in our curriculum, developing areas of distinction, ensuring access to higher education, and cultivating leadership, we create opportunities for students, for the state, and for the broader community. In 2010-2011, we will continue to build Wyoming's university for the twenty-first century, focusing on the following:

- **Research and Scholarship:** Develop a coherent plan for UW's high-performance computing infrastructure; develop a center for Quaternary Studies, integrate the Berry Center into UW's research mission and credit-bearing curriculum; begin a deep examination of graduate education; institute an electronic research administration system.
- **Learning Environment:** Increase avenues for undergraduate involvement in the Art Museum, the American Heritage Center, and the University Libraries; review the baccalaureate core curriculum; develop a comprehensive clinical education plan in the College of Health Sciences; work on recruitment, training, and career placement of physicians; make further improvements to STEM education.
- **Facilities and Education Infrastructure:** Continue with facilities planning; develop a state science and technology plan; develop sustainable and energy-efficient operations; improve safety, security, and emergency responses; develop a comprehensive statewide plan for learning facilities; develop a multi-year plan for staging and funding upgrades to UW's athletic facilities; address maintenance and repair of the Centennial Complex.
- **Human Resources:** Retain women and people of color on the faculty; clarify policies governing faculty reappointment, tenure, and promotion; improve access for students and employees with disabilities.
- **Student Leadership:** Foster student leadership and place-based and service learning; develop outdoor experiences as an area of distinction in Student Affairs.

## SUMMARY OF UNIVERSITY PLAN 3 ACTION

Action Item	Brief Description
1	Align budget reductions with institutional priorities.
2	Establish uniform criteria for proposals for new degree programs.
4	Reexamine UW's use of university-endowed scholarships to offset institutional financial aid.
7	Develop a coherent policy for setting future tuition rates and managing financial aid.
14	Plan for Wyoming's distance education infrastructure.
15	Restructure WYLD (Wyoming Library Database).
16	Provide ongoing commitment to the P-16 Council.
26	Implement new strategies for student retention.
30	Develop a staffing plan for Asian language instruction.
31	Seek endowed gifts for study abroad.
32	Establish partnerships with HBCU and other minority-serving institutions.
35	Establish a broader mission for the President's Advisory Council on Minority and Women's Affairs (PACMWA).
43	Develop an energy related focus in the College of Engineering and Applied Science.
44	Establish a stable portfolio of energy research centers.
45	Expand statewide energy-related outreach efforts.
47	Create an interdisciplinary graduate program in water resources.
52	Create a doctoral program in sustainable business practices.

## ITEMS ADDRESSED IN 2009-2010

Action Item	Brief Description
55	Rename the College of Agriculture to the College of Agriculture and Natural Resources.
56	Propose a new major in Religious Studies.
57	Propose a new major in American Indian Studies.
59	Create a new doctoral program in Biomedical Sciences.
64	Clarify policies governing faculty reappointment, tenure, and promotion.
69	Implement central staff salary management system.
70	Provide central funding and support for college development officers.
71	Assign development officers to smaller units.
72	Create a searchable alumni database.
73	Create guidelines for the advancement of ethical business practices.
75	Create a long range development plan for UW properties east of 15 <sup>th</sup> Street.
92	Obtain continued institution level funding from the federal INBRE program.
98	Conduct a review of professional master's degree programs in business.
102	Enhance faculty depth in natural resource and energy law.
104	Permanently fund the domestic violence legal assistance project.
109	Support Leadership Wyoming.



*The task of the university is the creation of the future, so far as rational thought, and civilized modes of appreciation, can affect the issue.*

—Alfred North Whitehead

For more information about the University of Wyoming's strategic plan, go to

**[www.uwyo.edu/AcadAffairs/Plans](http://www.uwyo.edu/AcadAffairs/Plans)**

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