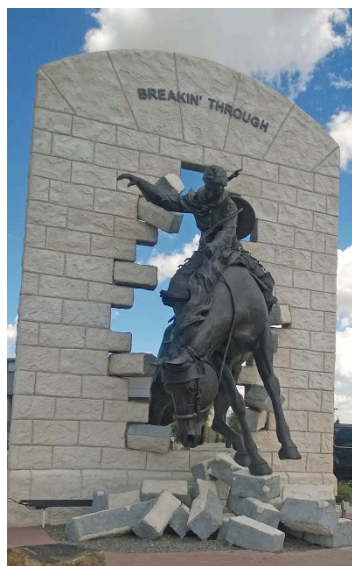


*Breaking Through: 2017-2022*  
*A Strategic Plan for the University of Wyoming*  
*Draft -Third Pass Document*  
*June 6, 2017*

**Preamble**



At the “gateway” to the University of Wyoming, a woman rider breaking through a sandstone wall welcomes all to campus. “Breakin’ Through” captures the spirit of Wyoming and its university: our students break through to the future for the Cowboy State *and* the Equality State.

Wyoming’s dual identity has shaped this university from its origins through to the present day. John Hoyt, as territorial governor and UW’s first president, was determined that Wyoming’s lack of statehood would not stand in the way of its citizens’ access to higher education. If the Morrill Act excluded territories from the land grant mission, he decided, that was no reason to wait to build Wyoming’s university. Indeed, the law would have to change. So he “broke through”—twice. He worked with western governors to get the Morrill Act changed, eventually allowing UW to become a land grant university. And in 1887, three years before Wyoming became a state, this university opened its doors to 42 students and 5 faculty members. On this first day, the university became the flagship for Wyoming’s future. It welcomed women and men alike. Then in 1890, when Wyoming gained statehood, the state’s first legislators went further. Recognizing the rich humanity that made up their new state, they declared that UW should stand “equally open to students of both sexes, irrespective of race or color.” Wyoming’s university ushered in the “Equality State.”

Here, on the high plains of a windswept territory, John Hoyt built the foundations for a world-class University. His UW was the flagship for a state, meeting the wide land grant mission “to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.” Its trademark became innovation and ingenuity in pursuit of educational access, excellence and relevance. For Hoyt, this heritage mandated that UW provide its students with a complete education, one that balanced agriculture and engineering with Arts and Humanities. With that aim, he provided a rich curriculum, teaching classes from History to Engineering, while his wife, Elizabeth, took on Psychology and Logic. Hoyt set the pattern for generations of Wyoming faculty, who “break through” to bring their students tomorrow’s opportunities today.

Hoyt’s refusal to accept barriers for Wyoming, its citizens and the education that the state’s university would offer to all of its students set the tone for UW’s future. To this flagship and land grant university, student opportunity is everything. Indeed, the University of Wyoming is poised to break through once again.

## ***Vision***

As the Equality State's university, dedicated to involved teaching, engaged learning and the unfettered and open pursuit of knowledge, we aim to bring Wyoming and Western intelligence, energy, resolve and innovation to the economic, social and environmental challenges of today and to create a thriving, diverse, equitable and sustainable world for tomorrow.

## ***Mission***

We honor our heritage as the state's flag-ship and land-grant university by providing a accessible and affordable higher education of the highest quality; rigorous scholarship; the communication and application of knowledge; economic and community development; and responsible stewardship of our cultural, historical and natural resources.

In the exercise of our primary mission to promote learning, we seek to provide academic and co-curricular opportunities that will:

- Graduate students who have experienced the frontiers of scholarship and creative activity and who are prepared for the complexities of an interdependent world;
- Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners.
- Nurture an environment that values and manifests diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

As Wyoming's only public university, we are committed to scholarship, outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world.

## ***Values***

Our values represent beliefs and principles that drive the culture and priorities of the entire University community and provide the crucial framework within which decisions are made. Regardless of role: student, faculty, staff, trustee, alumni and other stakeholders alike recognize the importance of embedding these values in their day to day activities to assure that the institution and its graduates succeed and are exemplars of the best of Wyoming and the world.

### *Exploration and Discovery*

Free, open and unfettered exploration and discovery supported by rigorous peer review and the communication and application of that scholarship, constitute the core principles and practices of this university.

*Innovation and Application*

Creative thinking leads to new knowledge, inspires student achievement and brings practical innovation to our communities.

*Disciplinarity and Interdisciplinarity*

Knowledge advances through intense and focused study and also in the intersection of ideas and disciplines. UW cultivates the energy of individual and collaborative advances.

*Integrity and Responsibility*

Outstanding teaching, learning and scholarship relies on the principles of integrity, responsibility and trust throughout our community.

*Diversity and Internationalization*

A diverse and international community that includes and respects different ethnicities, genders, sexualities, abilities, cultures and worldviews multiplies our capacity to explore, innovate and educate.

*Engagement and Communication*

Engagement with local, state, tribal, national and global constituencies inspires our daily work. We are committed to active outreach and clear communication with our extensive communities.

***Goals and Objectives***

1) *Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*

- Promote and strengthen the university as a scholarly and creative enterprise
  - Build national reputation and stature through strategic initiatives
  - Elevate expectations for research and creative activities
  - Expand capacity of the Office of Research and Economic Development
  - Invest in computational and library resources and fund seed grants
- Foster entrepreneurship and collaboration in research and teaching that bridge disciplines and engage public concerns
  - Fully recognize the role of interdisciplinarity and integration in teaching, research, service and outreach in performance evaluations and tenure and promotion decisions
  - Promote academic programs that address workforce needs of the state and region
- Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty

- Establish an Office of Global Engagement to expand recruitment of international students and broaden the exposure of faculty and students to international events and cultures
- Increase faculty and student participation in programs abroad
- Grow interactions with historically black, Hispanic-serving and tribal colleges, as well as international institutions of higher learning
- Achieve consistently excellent teaching and mentoring that gives students the knowledge, ability, determination and innovation to meet tomorrow's challenges with sustainable solutions
  - Develop a professional advising program for students that includes services centralized in colleges
  - Incentivize revision and development of courses and curricula that includes technology-enhanced learning, on-line delivery and high impact teaching practices
  - Embrace informed and innovative approaches to assessment and improvement of student learning.

*2) Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.*

- Welcome, support and graduate students of differing backgrounds, abilities and needs and from different cultures, communities and nations
  - Implement a student-centric enrollment management strategy to grow enrollment and enhance recruitment and retention of students
  - Enhance our relationship with Wyoming and regional high schools through visits and pre-college summer and academic opportunities on campus
  - Establish dual-enrollment, program articulation and other transfer processes with the state's community colleges
  - Improve retention, 4-yr and 6-yr graduation rates for undergraduates and graduation rates for graduate and professional students
  - Build new living and learning communities to enhance retention
  - Augment student support services to ensure that students thrive emotionally and physically
  - Grow the number of students at a distance enrolled in hybrid and fully on-line degree programs
  - Offer programming on diversity and inclusion through the office of the Chief Diversity Officer
- Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges
  - Provide high impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service
  - Incentivize greater faculty and staff involvement in student life
  - Institute an experiential transcript

- Expand career placement services
- Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels
  - Establish an Honors College
  - Establish an office to support Graduate Education
  - Establish a center for entrepreneurship and infuse innovation throughout the curriculum
  - Establish a Center for integrated STEM education to support the engineering, science and trustees' education initiatives
  - Expand and grow quality of undergraduate and graduate scholarly experiences

*3) Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.*

- Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth
  - Establish an Office of Engagement and Outreach
  - Support economic development in Wyoming through ENDOW and other opportunities
  - Enhance extension programming
- Build a statewide community of learners by collaborating with schools, community colleges and tribal nations to connect students and citizens
  - Bring outreach educational and cultural opportunities to the state
  - Expand partnerships with the Eastern Shoshone and Northern Arapahoe tribes
- Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university and boost all our endeavors through a culture of giving
  - Engage in a variety of strategies to establish contact with a greater number of alumni
  - Engage alumni in student recruitment and mentoring
  - Develop and promote competitive athletic teams that conjure enthusiasm and pride for UW

*4) Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources.*

- Build Human Capital
  - Enhance workplace conditions to recruit, retain and reward all UW employees and encourage innovation and commitment
  - Implement career ladders for staff

- Provide and incentivize participation in professional development that enhances technical skills of employees
- Develop mentoring and leadership programs for faculty and staff
- Increase the number of endowed faculty positions, including new types such as distinguished professorships, or state engagement professorships
- Hire strategically to ensure robust disciplinary and interdisciplinary scholarship and to support academic and co-curricular opportunities that meet the needs of twenty-first-century students
- Strengthen Marketing Effectiveness
  - Effectively communicate UW's opportunities to prospective students, regional partners and national and global markets:
  - Institute a centralized plan that tells our story and positions UW for recognition in all of these contexts
  - Develop a comprehensive branding, public relations and marketing campaign
- Enhance Financial Resources
  - Stabilize, diversify and enhance revenue streams
  - Launch a substantial and strategic capital campaign
  - Develop a coordinated plan for managing intellectual property, entrepreneurship and technology development and transfer
  - Drive operating efficiencies to save costs while maintaining services
  - Analyze tuition and fee structure
- Enhance Institutional Operations and Planning
  - Build a more highly functioning university by embracing transparency at all levels of administration and operations as well as by streamlining, updating and consistently implementing governing regulations and policies
  - Create and implement university-wide plans such as a campus master plan, housing plan, capital and fiscal plans
  - Create and implement metric-based strategic plans for all university units
  - Honor UW's commitment to the environment by instituting sustainability initiatives in daily operations, renovations and new construction

**Key Performance Indicators**

Goal 1: *Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Changes to recognition of scholarly work á la Academic Analytics and/or similar		
Research expenditures		
Royalty-bearing IP licenses		
Degree programs created, substantially modified, or dropped		
Number of international students (undergraduate and graduate)		
Number of faculty and student participants in programs abroad		

Goal 2: *Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Overall enrollment		
Enrollment and retention of underrepresented students		
Enrollment of transfer students		
Retention rate for FTFT and transfer students		
Number of SCHS, graduates		
Degree programs that excel at assessment of learning outcomes		
Student participation in support services that help them thrive emotionally and physically		
Number of students completing an experiential transcript		
Number of graduates with honors credential		
Job placement one year following graduation		

Goal 3: *Improve and enhance the health and well-being of our communities and environments though outreach programs and in collaboration with our constituents and partners.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Carnegie Foundation Community Engagement Classification		
Attendance at athletic events		
Number of startup companies		

Goal 4: *Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Campus climate and environment	Fall 2017 Campus Climate Survey	TBD from survey data
Employee job satisfaction	CHE Job Satisfaction Survey	
Endowed faculty positions		
Biennial funding to state block grant		
Capital campaign goal attainment		
Counts of recognitions of UW by national and international news media		
Deployment and full utilization of Enterprise Management Systems		
implementation of an incentive-based, decentralized budgeting system		Completion
Campus Sustainability Ranking (STARS)	Not designated	Bronze
Overhaul of all University regulations and policies		Completion



## **Acknowledgements**

The 2016 – 2017 strategic planning process for the University of Wyoming was led by a Leadership Council comprised of the following individuals:

Kate Miller, Provost and Vice President of Academic Affairs (Chair)

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Bill Gern, Vice President for Research and Economic Development

Bill Mai, Vice President for Administration

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Acknowledge others, e.g. co-leaders of university-wide listening session

## **Notes on Process**