Preamble

As Wyoming’s only four-year public university, we are committed to active engagement, collaboration, and clear communication with our local, state, tribal, national and global constituencies for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. We seek to enhance the culture of engagement that connects UW to the state and recognizes faculty, staff, and students for their contributions to engagement and outreach on campus and in our communities.

The Office of Engagement and Outreach (OEO) is positioned to work with our university partners to improve and enhance the health and well-being of our citizens, communities, and environments through coordinated, reciprocal public relationships that actively engage our partners and constituents to further our strategic engagement and outreach efforts.

The Morrill Act of 1862 is our starting point. Its vision for education laid the foundation for enabling all citizens of the United States to participate in the nation’s economic and social progress through its focus on practical public education. Thus, America crafted a forward-thinking system of education grounded on the assumption that knowledge provides a primary foundation for the creation of wealth, prosperity, and a stable democratic society. An expansion to the Morrill Act in the 1880s allowed Wyoming Territory to establish the University of Wyoming in 1886, a land-grant institution, four years before Wyoming became a state.

Our commitment to communities includes providing a breadth of outreach activities, as well as building depth in our community engagement partnerships. Today, every college, school, and division of UW participates in numerous activities in the state, with significant impacts on communities in each of Wyoming’s 23 counties and on the Wind River Indian Reservation. To enhance the work we do, we have adopted the Carnegie Foundation for the Advancement of Teaching definition of community engagement, which emphasizes the partnership between university knowledge and resources with those of the public and private sectors “to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.”

Vision

The Office of Engagement and Outreach seeks to align community engagement to the university’s land-grant mission and to focus on impacts for individuals, communities, and the institution.

Mission

The Office of Engagement and Outreach serves as a portal to UW for the citizens of Wyoming (and beyond) and seeks to coordinate and streamline engagement and outreach efforts to achieve enhanced consistency, follow through, and impact. OEO provides institutional leadership to assist UW’s divisions in shaping, supporting, and pursuing the University's goals for advancing community engagement and relationships with our partners. OEO seeks to create an environment of engaged

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education and scholarship, working to build collaboration between UW and its constituents to address complex economic and social challenges and opportunities facing UW and Wyoming. We will pursue this mission through student opportunities, faculty and staff development, scholarship, teaching and service, and by working with our partners and constituents.

Values and Guiding Principles

- Make UW known as a partner and resource to meet community needs.
- Centralize awareness of UW outreach and engagement efforts and where appropriate provide leadership, support, and training to achieve enhanced consistency and follow-through.
- Leverage UW assets to address the needs of the larger community, recognizing the land-grant mission includes extending the scholarship of teaching, research, extension, outreach and service to address societal and economic challenges and opportunities.
- Regularly communicate the significance of engagement and outreach activities and their contribution to the land-grant mission.
- Align recruitment, incentive, and appointment practices with engagement goals and values.
- Assess what we do and make evidence-based decisions to achieve institution-wide progress on engagement goals.

We envision a University of Wyoming which places at its center collaboration with our communities for the mutually beneficial exchange of knowledge and resources.

Plan Development

Development of the University’s approach to community engagement began in August 2017, when President Laurie S. Nichols constituted a sixteen-member Engagement Task Force. Across 2017-18, the Engagement Task Force completed an in-depth, multi-method self-study to get a sense of the scope, breadth, and depth of UW’s current engagement and outreach activities, as well as to evaluate the needs and wants of statewide constituents. Steps included the following:

- Review and code 10 community listening sessions and campus listening sessions that involved all campus units from UW’s Fall 2016 strategic planning process.
- Conduct focus group exercises in 12 Wyoming communities. These targeted communities were Afton/Star Valley, Casper, Cheyenne, Ethete Northern Arapaho Tribe, Fort Washakie Eastern Shoshone Tribe, Gillette, Laramie, Powell/Cody, Riverton/Lander, Rock Springs/Green River, Sheridan, and Torrington.
- Conduct a faculty/staff inventory survey for AY 2017 (which revealed a conservative estimate of UW activities in all counties of the state).
- Conduct a benchmarking exercise with twenty-five institutions to investigate engagement practices by close peers, stretch peers, and regional and exemplar institutions.

In addition, members of the task force hosted more than a dozen meetings that included guests from across campus, hosted campus-wide listening sessions, and the task force chair met with the leadership teams of each college/school and various other departments/units. Members of the task force attended a community engagement seminar, participated in a webinar focusing on the Carnegie application process, and completed a site visit to Colorado State University.

Through these efforts, the task force identified some general hallmarks of UW’s engagement and outreach practices, and provided eight recommendations which address opportunities and challenges for UW’s future engagement and outreach efforts. The opening of the new Office of
Engagement and Outreach in January 2019 and hiring of a chief engagement officer provide a starting point for advancement of the University’s engagement and outreach mission.

This strategic plan built directly from the results of the May 2018 Engagement Task Force Report.¹ In January 2019, a subset of members from the Engagement Task Force served as the steering committee for development of the OEO strategic plan. The draft plan was shared for comment with Deans and Directors, the President’s Executive Team, and various college leadership teams and units. A campus listening session and statewide listening session, inviting those who participated in previous focus group meetings, were held to solicit additional input on the OEO strategic plan. Great thanks are owed to all who participated in the OEO strategic planning process!

Goal One: Driving Excellence. Join together as 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.

- Make UW a leader and exemplar among its peers by building infrastructure, capacity, and a culture of engagement in UW’s scholarly and creative enterprise and teaching that addresses public concerns and produces scholars and teachers whose work is in service to our state.
- Create communication, collaboration, and coordination practices to effectively link UW to its communities in an environment of partnership and reciprocity.
- Build excellence in engagement and outreach programming by rewarding faculty, staff, students, and partners doing exceptional work in this area.

<table>
<thead>
<tr>
<th>Performance Indicators</th>
<th>2018-19 Baseline</th>
<th>2022 Target Output</th>
<th>Initiative Leader(s)</th>
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<tbody>
<tr>
<td>Electronic platform for communicating, promoting, and reporting engagement/outreach</td>
<td>Planning for revision and relaunch of campus calendar (replacing WyoCal) to address campus and statewide engagement/outreach needs</td>
<td>Implement campus-wide use of electronic platform (UWYO Events calendar) for communicating and reporting on engagement/outreach activities</td>
<td>Office of Engagement and Outreach</td>
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<td>University-wide best practices and protocols for engagement/outreach and community partner development</td>
<td>Initial review of unit best practices</td>
<td>Implement an action plan to establish consistent practices/protocols</td>
<td>Office of Engagement and Outreach</td>
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<td>Annual professional development on engagement/outreach</td>
<td>New coordinated initiative</td>
<td>Implement a co-sponsored multi-platform professional development workshop/seminar series and training practices series (6 per year)</td>
<td>Office of Engagement and Outreach; Office of Research and Economic Development; other campus partners</td>
</tr>
<tr>
<td>Revised engagement/outreach criteria in annual evaluation/performance reviews and hiring processes</td>
<td>New initiative</td>
<td>Development of university-level general protocol and, where possible, college/unit implementation</td>
<td>Office of Engagement and Outreach; Office of Academic Affairs; Human Resources Department</td>
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<tr>
<td>Reward/recognition program for excellence in engagement/outreach and community partnership development</td>
<td>Mixed</td>
<td>Implement appropriate reward/recognition programs</td>
<td>Office of Engagement and Outreach</td>
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Goal Two: Inspiring Students

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

- Engage and graduate community-engaged students through a focus on curriculum requirements and co-curricular options such as service learning to ensure that UW graduates are service-oriented leaders and members of their communities, state, national, and global society.
- Develop robust connection between engagement and student learning by making community engagement opportunities an integral part of student recruitment, retention, and success.
- Build pathways to academic, cultural, research, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels that foster community engagement and service.
- Expand UW’s capacity to effectively engage with new and historically under-represented learners, communities, and stakeholders by working with diverse populations.

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<td>Measure student satisfaction and program opportunities in service learning, internships, and engagement</td>
<td>Student satisfaction measured through UW student satisfaction survey, National Survey of Student Engagement and faculty survey on student engagement</td>
<td>Regular and consistent measurement of student satisfaction and program evaluation to maximize student opportunities</td>
<td>Office of Academic Affairs; Student Leadership and Community Engagement; Advising, Career and Exploratory Studies</td>
</tr>
<tr>
<td>Develop opportunities for coordination of curriculum integration that embed service and community engagement within the undergraduate curriculum to develop service-oriented students and graduates</td>
<td>Mixed</td>
<td>Curriculum integration and service/community engagement initiatives advancing across all units; consistent tracking of learning outcomes and faculty involvement and participation</td>
<td>Office of Academic Affairs; Student Leadership and Community Engagement; Advising, Career and Exploratory Studies; Center for Student Involvement and Leadership</td>
</tr>
<tr>
<td>Engage with underrepresented groups to address campus climate and culture regarding diversity, equity, and inclusion values in all engagement/outreach practices</td>
<td>New cooperative initiative</td>
<td>Partner with 9 groups (3 per year)</td>
<td>Office of Engagement and Outreach; Office of Diversity, Equity, and Inclusion</td>
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Goal Three: Impacting Communities

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

- Build Office of Engagement and Outreach leadership capacity in communication, cooperation and collaboration practices, tools, training, mechanisms, networks, and structures to become an effective portal to UW for the citizens of Wyoming (and beyond).
- Build expertise and commitment to partnership and reciprocity practices across the institution to understand issues, guide solutions, and identify opportunities for community engagement and economic development.
- Seek recognition for UW’s engagement and outreach strengths through national benchmarks, such as the Carnegie Foundation’s Classification for Community Engagement, which model best practices in community engagement.

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<td>Campus units build capacity to assess community engagement/outreach activities and use results to drive future decisions</td>
<td>Uneven unit-level assessment practices</td>
<td>Consistent adoption of best practices in evaluation of engagement/outreach programs and use of results to drive decisions</td>
<td>Office of Engagement and Outreach</td>
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<tr>
<td>Identify and establish regional service centers and ‘hub’ model to enhance engagement/outreach around the state</td>
<td>New initiative</td>
<td>Establish 4-5 regional service centers</td>
<td>Office of Engagement and Outreach in cooperation with Extension and other campus partners</td>
</tr>
<tr>
<td>Deliver key program series that respond to strategic institutional priorities and community needs</td>
<td>Ongoing and new programs</td>
<td>Two per year</td>
<td>Office of Engagement and Outreach</td>
</tr>
<tr>
<td>Develop a school and community college resource directory to build connections and make expertise available</td>
<td>New initiative</td>
<td>Maintain directory to map, streamline, and coordinate K-12 and community college engagement/outreach</td>
<td>Office of Engagement and Outreach</td>
</tr>
<tr>
<td>Improve statewide volunteer relationships and partnerships</td>
<td>Develop partnerships and networks</td>
<td>Statewide volunteer network and volunteer partnerships in each county</td>
<td>Alumni Association; Extension; Office of Engagement and Outreach</td>
</tr>
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<td>Build capacity to apply for Carnegie Foundation’s Classification for Community Engagement and other institutional community engagement designations</td>
<td>Goal identified in UW Strategic Plan, “Breaking Through,” to prepare for the 2024 Carnegie Community Engaged Campus designation</td>
<td>Annual report emphasizing status of data gathering, measurement, and assessment in preparation for Carnegie application</td>
<td>Office of Engagement and Outreach</td>
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Goal Four: A High Performing University

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 by engaging audiences within and outside the UW community to enhance excellence, follow-through, and impact in engagement and outreach.**
- **Strengthen marketing and communication effectiveness.**
- **Build and enhance financial resources for effective statewide engagement.**

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<td>Establish a President’s Engagement Council and Community Advisory Council</td>
<td>President’s Engagement Council established with members appointed</td>
<td>Regularly meet with both councils to promote and enhance UW community engagement/outreach priorities</td>
<td>Office of Engagement and Outreach</td>
</tr>
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<td>Establish and implement a comprehensive branding, public relations, marketing, and communications plan for community engagement and coordinate with work done across colleges / schools / units</td>
<td>Engagement Task Force Report recommendation</td>
<td>Implement plan for consistent UW engagement brand, public relations and marketing and communications strategy</td>
<td>Office of Engagement and Outreach; Institutional Communications and Marketing</td>
</tr>
<tr>
<td>Partner with the UW Foundation and units to increase annual funding available for faculty engagement support, student support, and inreach and outreach programming</td>
<td>Baseline funding established with opening of Office of Engagement and Outreach</td>
<td>Grow funding through enhanced private support opportunities with foundations and submit appropriate grant applications (at least 2 per year)</td>
<td>Office of Engagement and Outreach; UW Foundation</td>
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