University Strategic Planning Process

This document provides a framework for the strategic planning process which will commence in September 2016 by engaging the campus and stakeholder communities in a series of planning discussions. The goal will be to create an integrated comprehensive five year university strategic plan to commence July 1, 2017.

Strategic Planning Leadership Council

The Council was appointed by the President to serve as the steering committee for the strategic planning process, providing overarching leadership. Responsibilities include implementing and monitoring a transparent process and timeline, collecting and synthesizing planning materials, creating and vetting drafts, integrating feedback and developing the final plan. Composition to include:

- Provost Kate Miller, Chair
- Dean Klint Alexander, College of Law
- Dean Ray Reutzel, College of Education
- Susan Aronstein, Director, Honors Program
- Adrienne Freng, Department Head, Criminal Justice
- Michael Barker, Professor, Civil Engineering
- Cynthia Weinig, Professor Botany
- Caroline McCracken-Flesher, Professor, English
- Diane Boyle, Professor, Nursing
- Casey Terrell, Graduate Student, Law
- Zac Hall, Undergraduate Student, Economics, Math, and Statistics
- Allen Tanner, Staff, School of Energy Resources
- Alison Shaver, Staff, College of Agriculture and Natural Resources
- Jeff Mrash, Trustee
- April Brimmer Kunz, Foundation Board President
- Tim Wilson, Alumni Association President
- Matt Whisenant, Athletics Representative

Ex-officio (non-voting): VP for Institutional Advancement/President UW Foundation, Executive Director of the UW Alumni Association, VP for Research and Economic Development, VP for Administration, VP for Student Affairs, VP for Governmental and Community Affairs, VP for Information Technology, and Director for Intercollegiate Athletics.
Dialogue and Listening Topics

Due to their cross-cutting nature, several topics will be studied and discussed in campus-wide dialogue and listening sessions. The topics with a brief description follow.

1. **University Structures & Organization**
   Discuss current University structure regarding effectiveness and efficiency including the extent to which the current structure aligns like-disciplines/functions to encourage interdisciplinary work and/or streamlined services. Within the structure, other organizational functions/processes will be discussed as well. [Co-leaders: Jacquelyn Bridgeman (Law) and John Mittelstaedt (Business)]

2. **Extended Education & Lifelong Learning**
   Discuss delivery of learning including off-campus enrollment, online education, and credit and non-credit bearing lifelong learning opportunities including conferences and training. [Co-leaders: Meg VanBaalen Wood (ECTL) and Karen Bartsch Estes (Psychology)]

3. **Undergraduate Recruitment and Enrollment**
   Discuss enrollment including undergraduate recruitment and on-campus undergraduate enrollment including international recruitment/enrollment and enrolling students from underrepresented groups. [Co-leaders: Chip Kobulnicky (A&S) and Mary Aguayo (Student Affairs)]

4. **Diversity and Inclusion**
   Discuss diversity, inclusion and internationalization at UW including overall campus climate and efforts to increase diversity and expose UW students to international experiences. This team will interface with the Undergraduate Recruitment and Enrollment team as needed. [Co-leaders: CeCe Aragon (A&S) and Dave Messenger (A&S)]

5. **Academic Programs, Curriculum and Academic Quality**
   Discuss the portfolio and quality of academic program offerings, including accreditation of programs, the standards and processes currently used to ensure that programs are rigorous and reputable, and the resources necessary for programs to achieve these standards. Identify the current and future areas of academic excellence and how excellence will be maintained or achieved. Included in the charge to this team will be discussion of teaching and learning, interdisciplinary and multidisciplinary degrees/curricula/collaboration, classrooms to facilitate active learning, faculty development for active and team-based learning, etc. [Co-leaders: Ricki Klages (A&S) and Derek Smith (Health Sciences)]

6. **Information Technology**
   Discuss the technology infrastructure and support structures including networking, classroom technology, learning platforms and portals, website, and the effectiveness to which UW uses technology to communicate both on and off campus. This team will interface with extended education, academic programs, and research as needed. [Co-leaders: Jen Chavez (IT) and Dimitri Mavriplis (Engineering)]
7. **Student Success**  
Discuss UW’s student success programming, and its effectiveness in improving retention, transfer, 4-year graduation rate, student engagement and satisfaction. [Co-leaders: Donal Skinner (A&S) and Patrice Noel (Academic Affairs)]

8. **Research Scholarship and Graduate Education**  
Discuss the quality and quantity of research and scholarly outcomes including interdisciplinary and multidisciplinary research. In concert, discuss the portfolio and quality of graduate programs. [Co-leaders: Bryan Shader (Research) and Suzie Young (Education)]

9. **Engagement and Outreach; Economic Development and Vibrant Communities**  
Discuss efforts of the university to engage with external audiences and provide outreach programming to meet the needs of these audiences. Discuss the role of the university in innovation, and the state and region’s economic development including community development. [Co-leaders: Jeff Clune (Engineering) and Mark Northam (SER)]

10. **Resource Alignment, Revenue and Budgeting Model**  
Discuss exploring new revenue generation and current and potential university budgeting models including the degree to which academic responsibility (decisions) are aligned to revenue generation (consequences). Discuss the university’s financial services and processes. [Co-leaders: Rob Godby (Business) and Steve Smutko (Haub School)]

11. **Design, Master Plan and Campus Aesthetics**  
Discuss the current university master plan (capital facilities plan and campus master plan) with attention to function, design, aesthetics, and sustainability. [Co-leaders: Tony Denzer (Engineering) and Larry Blake (Facilities Planning)]

12. **Athletics**  
Discuss UW’s position as a Division I, high performing athletic program. [Co-Leaders: Alyson Hagy (FAR) and Joi Thomas (Athletics)]

Dialogue/listening co-chairs will be named to study the topic, lead guided conversation and draft an executive report. Each topic will have at least two scheduled open campus sessions so as to gain wide participation and feedback. These will be held during the months of November and December. This process will be completed by January with executive reports posted at that time.

**Meetings by Department/Unit**

As part of the planning process, the leadership team and relevant dean will meet with every academic department during October-December. Short (10 minute) presentations will be developed by the department followed by a future-oriented dialogue (approx. 1 hour per department). Each presentation and a short summary of the discussion will be posted to a planning website for others to view.

**College Meetings**

During November-December, the Provost will meet with each academic college. The focus of the meetings will be to discuss future directions, suggestions for the future, etc. This technique could be expanded to other units as well (e.g. Division of Student Affairs, IT, Administration, Athletics, Research, SER, Haub School, etc.)
Statewide Meetings

A series of state-wide meetings were hosted by Extension/Outreach personnel and organized by region to invite input from stakeholders, alumni and others. The full list can be found below.

**November 30, 2016**
*Jackson, Wyoming*  
12:15-1:45 p.m.  
Teton County Ag. Building  
(4-H Building)  
Upper Level Conference Rm.  
255 W Deloney Ave

*Cody, Wyoming* 4:15-5:45 p.m.  
Park County Library Grizzly Room  
1500 Heart Mountain St.

**December 2, 2016**
*Torrington, Wyoming* 8:30-10:00 a.m.  
Eastern Wyoming College  
Tebbet Bldg.  
Fine Arts Lecture Hall  
3200 West C Street

*Rock Springs, Wyoming*  
12:15-1:45 p.m.  
WWCC  
3rd Floor Board Room, 3060  
2500 College Drive

**December 5, 2016**
*Riverton, Wyoming* 12:15-1:45 p.m.  
Intertribal Ed. & Com. Cnt. 116  
2660 Peck Ave

*Casper, Wyoming*  
4:15-5:45 p.m.  
Union/University Bldg. 322  
Casper College Campus  
125 College Ave

**December 6, 2016**
*Cheyenne, Wyoming* 4:15-5:45 p.m.  
Laramie Cty. Comm. College  
Health Sciences Building, 113  
1400 E College Drive

**December 7, 2016**
*Laramie, Wyoming* 4:30-6:00 p.m.  
Albany County Public Library  
310 S 8th St

**December 8, 2016**
*Gillette, Wyoming* 7:15-8:45 a.m.  
Location:  
UW Offices at Gillette College  
Main Building, Room 167  
W Sinclair St.

*Sheridan, Wyoming* 12:15-1:45 p.m.  
UW Watt Building, Room 131-132  
Watt Building, Sheridan College campus  
3401 Coffeen Avenue
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 24, 2016</td>
<td>Board of Trustees to review and approve final strategic planning</td>
</tr>
<tr>
<td></td>
<td>process document and proposed timeline</td>
</tr>
<tr>
<td>September 23, 2016</td>
<td>Kick-off event with special guest F. King Alexander, Louisiana</td>
</tr>
<tr>
<td></td>
<td>State University President</td>
</tr>
<tr>
<td>September 2016</td>
<td>Name Leadership Council and convene</td>
</tr>
<tr>
<td></td>
<td>Dialogue and Listening Topics finalized &amp; leaders invited</td>
</tr>
<tr>
<td>October 2016</td>
<td>Meet with Dialogue and Listening Topic team leaders and launch</td>
</tr>
<tr>
<td></td>
<td>Start departmental meetings</td>
</tr>
<tr>
<td>November 2016</td>
<td>Continue departmental meetings</td>
</tr>
<tr>
<td></td>
<td>College meetings</td>
</tr>
<tr>
<td></td>
<td>Dialogue and listening sessions</td>
</tr>
<tr>
<td></td>
<td>Statewide meetings</td>
</tr>
<tr>
<td>December 2016</td>
<td>Finish department meetings</td>
</tr>
<tr>
<td></td>
<td>College meetings</td>
</tr>
<tr>
<td></td>
<td>Dialogue and listening sessions complete</td>
</tr>
<tr>
<td></td>
<td>Statewide meetings</td>
</tr>
<tr>
<td>January 2017</td>
<td>Dialogue and Listening Reports due</td>
</tr>
<tr>
<td></td>
<td>Meet with each dialogue and listening team to review report</td>
</tr>
<tr>
<td></td>
<td>Department presentations/discussions posted</td>
</tr>
<tr>
<td>February 2017</td>
<td>Begin drafting university plan</td>
</tr>
<tr>
<td>March 2017</td>
<td>Vet plan to campus community and stakeholders</td>
</tr>
<tr>
<td></td>
<td>Board of Trustees to review draft plan and provide comments</td>
</tr>
<tr>
<td>March 2017</td>
<td>Revise plan and present plan at Community/Campus Town Hall meeting</td>
</tr>
<tr>
<td>March/April 2017</td>
<td>Approve plan through governance structures</td>
</tr>
<tr>
<td>May 10-12, 2017</td>
<td>Board of Trustees to review and approve final plan document</td>
</tr>
<tr>
<td>July 1, 2017</td>
<td>New Strategic Plan begins</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>College/Unit plans commence and/or developed</td>
</tr>
</tbody>
</table>