

*Complete Living in the Twenty-first Century*  
*A Strategic Plan for the*  
*College of Arts and Sciences*



UNIVERSITY  
OF WYOMING

College of  
Arts and Sciences

# Introduction

Above the doors of the Arts and Sciences Building are Spencer's words "Prepare for complete living," which succinctly summarize our responsibilities to the campus. The College of Arts and Sciences is a unique unit with responsibilities for teaching the liberal arts and sciences core to all UW students, as well as the disciplinary knowledge in our many majors, both graduate and undergraduate. We are leaders in research and creative endeavors as befits a flagship university and give strong support to the land-grant mission. As the heart and soul of this university, our vision in the College of Arts and Sciences is to create a strong foundation in the liberal arts and sciences that touches the lives of every student. We will imbue in each student a passion for life-long learning, discovery, creativity, and engaged service to the state, nation, and world through our strengths in teaching, cutting-edge research, award-winning artistic endeavors, and outreach to our community. We seek to inspire our students as we are inspired—by our breathtaking surroundings and the pioneer spirit of Wyoming.

We will provide the breadth of experiences, knowledge of other cultures, communication skills, critical thinking, ethical foundation and disciplinary skills and knowledge to allow our graduates to find solutions to the problems and challenges facing the state, nation, and world. To solve these problems, there is a need not only for an understanding of data, but also for consideration of context, culture, and human nature. Such challenges often have no one right answer, and resolution requires teamwork and the synthesis of diverse points of view. In short, we seek to produce the ethical leaders and problem-solvers of the future.



# Goals and Strategies



## **Goal One: Increase productivity in research and creative activity, with an emphasis on graduate education. (UW Goal 1—Driving Excellence)**

### **A.** *Increase A&S incentives and support for research and creative activities across the entire college.*

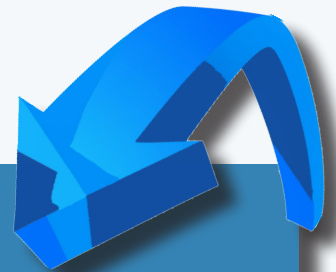
- Increase infrastructure support for research (technical, clerical, grant-writing).
- Supply travel money and summer stipends for graduate students (Dean’s Graduate Scholars).
- Follow major disciplinary trends – target where the funding is – increase large program projects.
- Develop an A&S Research Network to facilitate interdisciplinary collaborations (information on faculty research foci, writing groups, etc.).
- Incentivize submitting external funding applications with department resources; \$500/\$1000 allotted to faculty per year for teaching and research related work.
- Assign a rotating course release for research in each department (per year).

### **B.** *Facilitate cross-disciplinary and interdisciplinary work.*

- Examine interdisciplinary team teaching and consider new methods of weighting for workload calculations.
- Use the A&S Research Network (also 1a) to search across A&S and campus for potential collaborators; create funding such as seed grants to support this work.
- Encourage Interdisciplinary degrees (example: B.F.A. [also 2c]).
- Encourage more Interdisciplinary faculty-led study abroad (Example: Abbotsford, Scotland [also 5c]).

### **C.** *Energize graduate education across the college.*

- Work with the Graduate AVP and VPRED to increase monetary value of graduate stipends to increase the quality of A&S graduate student population.
- Create Dean’s Graduate Scholars—summer stipends and travel money.
- Create incentives for excellent performance by graduate assistants in foundational courses.
- Establish special campus graduate fellowships for top graduate students across all graduate programs (Presidential or Provost Graduate Fellows).
- Raise development funds for semester “completion” fellowships for Ph.D. students.



PERFORMANCE INDICATORS	BASELINE	2022 TARGET
↻ Increase funded research in A&S	\$20.6M	\$24.7M
↻ Increase number of proposals submitted	~200	40%
↻ Establish seed-grant program within A&S	\$0	\$200k
↻ Establish funding for Dean’s Grad Scholars (summer stipends and travel dollars)	\$0	\$50k
↻ Measure publications and grant submissions linked to A&S Research Network	0	10 publications/5 grants per year

# Goals and Strategies



## Goal Two: Support and incentivize teaching innovation and excellence/effectiveness. (UW Goals 1 and 2—Inspiring Students)

### A. Address enrollment and retention issues.

- Expand high school outreach, high school inreach, and community college inreach (also 3a).
- Coordinate recruitment activities with outreach/inreach activities through the Admissions Office.
- Increase student success in foundational courses with high DFW rates, and eliminate bottlenecks (Example: active learning; surveys of student behavior).
- Expand the graduate assistant pool to better support the foundational teaching programs.
- Support campus efforts in special funding for retention of non-Hathaway students, international, and transfer students.

### B. Enhance the student experience through experiential learning (internships, research, etc.).

- Enhance and increase summer field experiences.
- Increase funding for experiential learning in an effort to decrease student cost.
- Work with new internship advisor in A&S Advising Center to increase connections with companies, local and state agencies, legislature, federal government, etc.
- Create additional “local” (Laramie) experiential learning opportunities.
- Allow credit for mentoring of undergraduate research, creative activity in job descriptions.
- Create experiential learning for indigenous languages (Example: Shoshone and Arapaho).

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
➤ Increase funding for high school outreach/inreach	\$30k	\$50k
➤ Establish a pool for rotating articulation travel across A&S	\$0	\$15k
➤ Increase participation in LAMP to increase student success in Foundation courses	12%	50%
➤ Increase funding for experiential learning (local, regional, national) through fundraising	\$0	\$50k
➤ Create new degree programs, certificate programs and “value-added” certificates	3 certificates; 41 bachelor’s; 26 master’s; 10 Ph.Ds	3 degrees/10 certificates
➤ Increase participation in student evaluations	~54%	75%
➤ Create positions of “Assessment Mentors” with stipends funded by the assessment officer	30% Tier 1; 23% Tier 3	50% Tier 1; <10% Tier 3



### C. Invest in innovative courses, curricula, and pedagogy, including face-to-face, hybrid, and distance modalities.

- Grow majors through community college collaboration and distance education.
- Create new degree programs, certificate programs, and value-added certificates.
- Measure and adjust to achieve parity between on-campus and distance degrees.
- Create additional five-year B.A. + M.A. degree programs.
- Participate in new campus degree completion program (coming soon).

### D. Strengthen and support teaching, assessment of learning outcomes, and advising across all A&S programs.

- Statewide assessment of certain content areas across all levels (high school, community colleges, and UW).
- Incentivize teaching of large and/or foundational courses to attract “All Star Teachers.”
- Increase participation in active learning (latest methods through Science Initiative and ECTL).
- Participate in advising training for new centralized advising.
- Incentivize participation in student evaluations.
- Create “assessment mentors” from pool of identified leaders in assessment.

# Goals and Strategies



## Goal Three: Community engagement/land-grant mission—support and enhance the quality of life across Wyoming and the Mountain West. (UW Goal 3—Engage Communities)

**A.** Promote and incentivize interactions between A&S faculty, staff, and students, and citizens across Wyoming (Saturday University, Fine Arts Outreach, distance education, internships, community college articulation).

- Expand high school outreach and inreach and community college inreach.
- Support connections with Warren Air Force Base – on-site advisor, etc.
- Invest resources in community college articulation conferences.
- Review current distance degrees and coursework; make renovations and redirect current efforts; incentivize faculty participation.
- Increase opportunities for research and internship partnerships across the state.

**B.** Partner with K-12 in improving K-16 student learning and success. (Trustees Education Initiative; Wyoming School University Partnership).

- Support WYSUP with financial and human capital.
- Network with K-12 teachers as part of communication efforts.
- Create K-12/UW partnerships and develop training for them with K-12 teachers (with continuing education credits).

**C.** Build effective communication strategies to share what we can do and what we **are** doing. (collaborate with the Office of Engagement)

- Hire marketing person in conjunction with Institutional Marketing.
- Work with Institutional Marketing to highlight A&S successes and build relations with alumni and friends.
- Expand marketing efforts to recruit students (Web presence, social media, etc.).
- Increase local newspaper advertising, especially in rural areas.



PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Review distance degrees, coursework, and faculty resources for distance education	Fall 2017=137 sections 3 undergraduate, 2 graduate degrees	Increase to 200 6 undergraduate, 4 graduate degrees
Create K-12 UW partnerships through WYSUP; develop training modules with continuing education credit	0	5
Increase A&S news releases through Institutional Communications	2017=93	25% increase

# Goals and Strategies



## Goal Four: Enhance foundational strength of A&S to achieve a high(er) performing university. (UW Goal 4—a High Performing University)



**A.** Nurture merged units for success and prepare ALL units for responsibility center management (RCM) budget model.

- Critically evaluate degrees/curricula with an eye to building enrollments.
- Engage in training and discussion on RCM budgeting as we evolve to a new system.

**B.** Identify and develop “centers of excellence” around broad themes. (e.g., biodiversity, internationalization, the West, Wyoming’s natural resources, entrepreneurship).

- Identify areas of current strength.
- Identify areas with inter-disciplinary/cross-disciplinary/trans-disciplinary potential.
- Identify centers of excellence around broad themes and inclusiveness.

**C.** Build/re-build human capital—faculty and staff—including salary structure.

- Recruit and support top faculty – preferentially give them resources (also 1a).
- Hire enough GAs to support basic, foundational teaching programs and ensure competitive stipends (also 1c).
- Rebuild tenure-track faculty for research advising (also 1c).
- Complete re-organization of Staff Service Centers; nurture the Staff Service Centers.

**D.** Spread the word! (Build relationships and tell our story through marketing [also 3c]).

**E.** Investigate (and capture) new **and** enhance current financial resources (through mechanisms such as fund raising, Science Initiative, and program fees).

- Participate enthusiastically in the Science Initiative and other re-capitalization efforts across A&S divisions and campus.
- Initiate a fund-raising campaign for Excellence Funds.
- Support departmental efforts to raise funds for endowed faculty chairs and graduate fellowships.
- Continue to pursue program fees for A&S advising center and teaching support.

**F.** Enhance operations and planning for A&S.

- Engage in regular reviews of A&S space for teaching, advising, labs, and research needs that meet the strategic goals of the College of Arts and Sciences.
- Pursue full programmatic funding of the Science Initiative, as well as the 2nd Phase of the Science Initiative.

# Goals and Strategies



PERFORMANCE INDICATORS	BASELINE	2022 TARGET
↳ Evaluate degrees/curricula to build enrollment (increase attractiveness to transfer students)	0	All programs evaluated
↳ Identify three broad, inclusive inter-/cross-disciplinary themes to build upon	0	3
↳ Fully staff A&S Shared Staff Service Centers	2	8
↳ Fully staff the new A&S Advising Center and train faculty	0	75% Level 2; 10% Level 3
↳ Continue to build/re-build faculty ranks to meet research and enrollment needs	25 hires FY18	hire 110% of previous year's faculty loss; tie to % enrollment growth
↳ Using Foundation fund-raising, create 4 Excellence Funds, 3 endowed chairs, and \$100k/yr Dean's Visioning Fund	0; 0; \$20k/yr	4; 3; \$100k/yr



## Goal Five: Global relevance: expand opportunities for internationalization and enhance diversity/diversity education to prepare students for a global society. (UW Goals 1 and 2)

### A. Support and enhance efforts to build a diverse community of scholars.

- Build bridge program with MSIs (Example: California State – Physics), research exchanges.
- Enhance professional society engagement with diverse students.
- Bolster Excellence Funds support of diverse visiting faculty.
- Reinstate pool of funds for target of opportunity hires – in the candidate pool or individually identified.
- Increase diversity of graduate students using the URDM graduate assistants.

### B. Support department/school efforts to create international collaborative research for faculty.

- Increase travel grants for both graduate students and faculty.
- Enhance mentoring for Fulbright applications to increase number of applicants.
- Expand “international” to include Native American reservations.
- Create symposia and research opportunities for international colleagues (summer and J-term).
- Fund international conferences for faculty to make initial contacts for collaboration - \$3,000 - \$5,000 awards.

### C. Support unit efforts to build more and better international teaching opportunities (and field-based international opportunities for students).

- Encourage more interdisciplinary faculty-led study abroad (Example: Abbotsford, Scotland [also 1b]).

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
↳ Build bridge programs with minority serving institutions	0	6
↳ Increase diversity of A&S faculty	12.3%	18%
↳ Increase diversity of A&S graduate students	19 URDM graduate assistants 9.6% URDMs 17.8% International	20% increase (23) 15% URDMs 25% International
↳ Create A&S funded travel grants for A&S graduate students and faculty	\$0	\$30k for each
↳ Increase the number of Fulbright applications	N/A	16
↳ Increase the number of study abroad teaching opportunities	14	28



The future  
depends on what we do  
in the present.

Mahatma Gandhi

