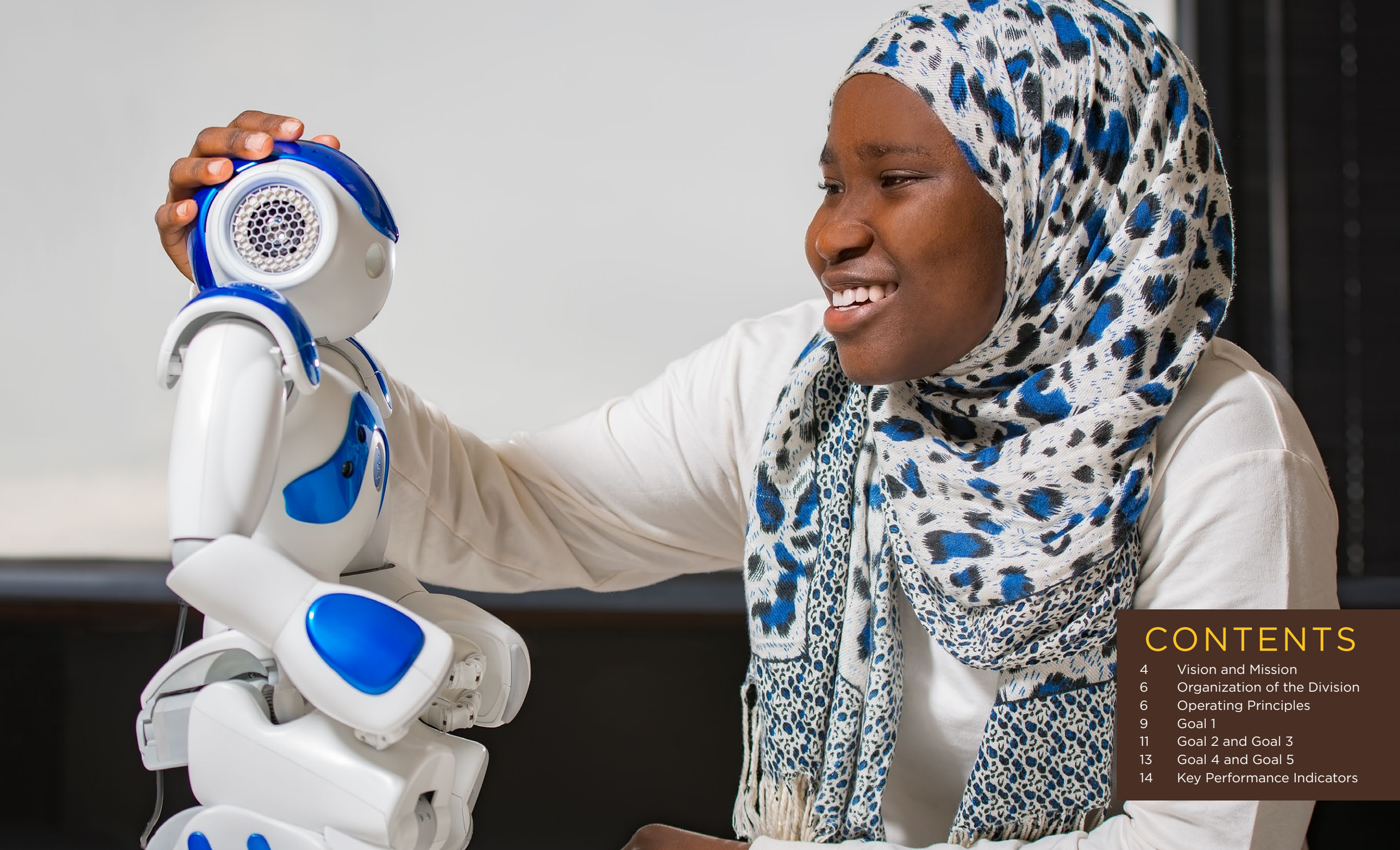
# A STRATEGIC PLAN
## FOR THE DIVISION OF
# ACADEMIC AFFAIRS

UNIVERSITY OF WYOMING



# CONTENTS


4 Vision and Mission
6 Organization of the Division
6 Operating Principles
9 Goal 1
11 Goal 2 and Goal 3
13 Goal 4 and Goal 5
14 Key Performance Indicators

# VISION

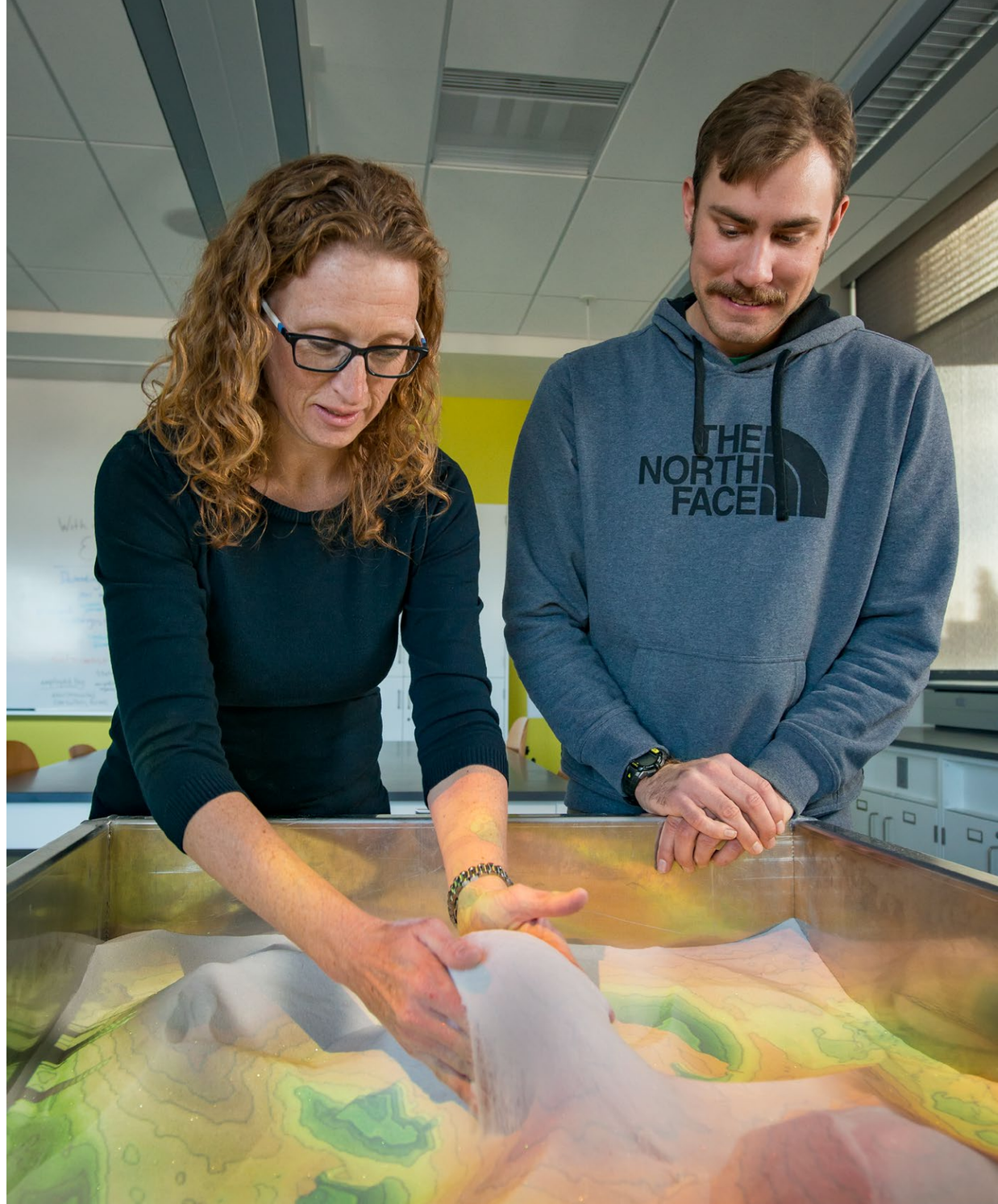
The Division of Academic Affairs will successfully and inclusively promote excellence in instruction, learning, research, scholarship, creative activity, outreach, and engagement in support of the University's aim to bring Wyoming and Western intelligence, energy, resolve and innovation to the economic, social and environmental challenges of today and to create a thriving, diverse, equitable and sustainable world for tomorrow.

# MISSION

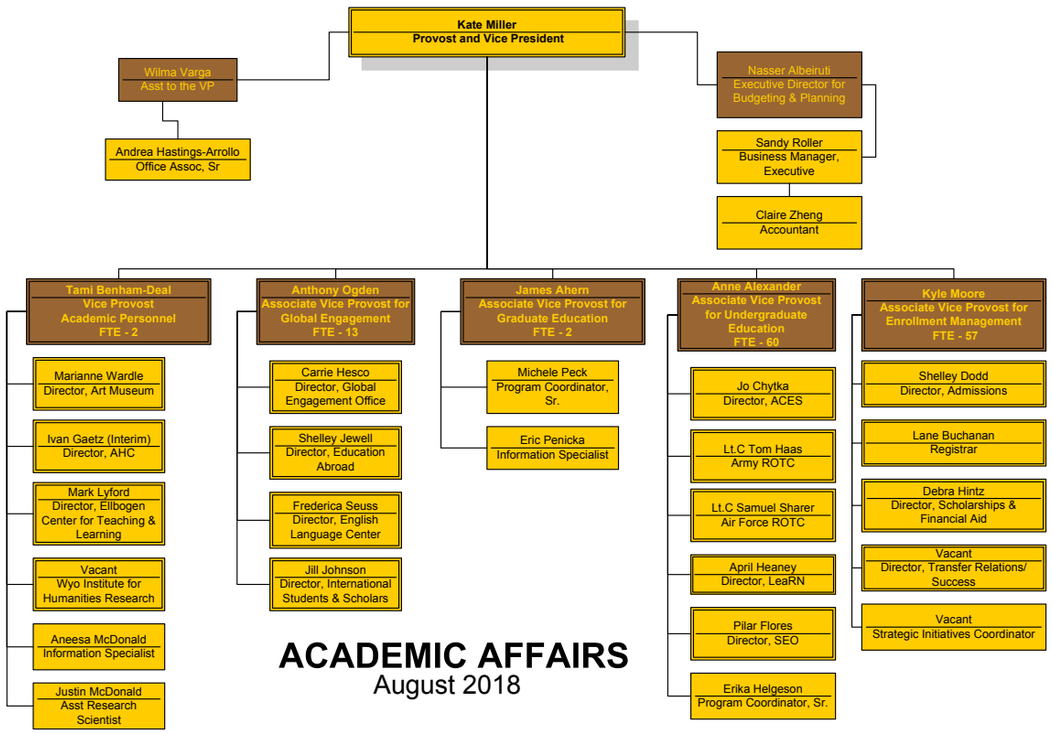
The Division of Academic Affairs oversees and provides leadership for all academic personnel and programs, enrollment functions, education of students and comprehensive internationalization at the University of Wyoming. The Division assumes responsibilities for:

- Recruitment and retention of students who will have encountered the frontiers of scholarship and creative activity and who will be prepared for the complexities of an interdependent world upon graduation as well as gainful employment or graduate school;
- Recruitment, retention, and professional development of outstanding faculty and academic leaders in order to build and sustain expertise and excellence among academic personnel in all aspects of their work;
- Promote and embrace continuous improvement by guiding development of academic programs, and curricula, supporting diverse modalities of instruction, and monitoring for academic quality and student success;
- Promotion of interdisciplinary approaches to academic work and student learning;
- Sustaining a workplace environment that values and manifests diversity; internationalization, free expression, academic freedom, personal integrity and mutual respect;
- Guidance of comprehensive internationalization efforts, including growing faculty engagement in international teaching and scholarship, internationalization of the curriculum, enhancing student and scholar mobility, and deepening international collaborations and partnerships.
- Sustaining and elevating academic standards, integrity and reputation.
- Helping to build a better resourced and more highly functioning university by growing enrollment, pursuing alternative revenue streams, enhancing academic management functions, improving budgeting and planning, and embracing transparency and shared governance in operations and in development of policies and procedures.
- Direction in collection, analysis, and dissemination of data to inform academic decision-making.

The Provost and Vice President for Academic Affairs' team carries out these responsibilities through collaborations with the academic deans and directors, academic unit heads, university committees, taskforces, the faculty, as well as other divisions of the university. We hold that mutual responsibility, accountability and respect among our units and our people drives our success



# ORGANIZATION OF THE DIVISION




# OPERATING PRINCIPLES

We:

- Approach all decisions with the students' perspective at the forefront.
- Craft an environment where innovations are realized.
- Draw on data to drive continuous improvement.
- Advance disciplinary and interdisciplinary academic excellence
- Communicate clearly and dependably to all of our stakeholders
- Deploy our resources responsibly and strategically
- Prioritize the economic and educational needs of the State.

# GOAL ONE

## Increase recruitment, retention and degree completion for all students

- Implement, assess, and refine a marketing and management strategy to improve recruitment and substantially grow enrollment of undergraduate, graduate, and professional students.
- Develop, assess, and refine a professional advising program based on national best practices.
- Expand programming for the first-year experience, increase availability of high-impact learning opportunities, and implement co-curricular transcripts.
- Lead a continual focus on academic management, to include: streamlining the class schedule, improving course availability, and implementing routine degree planning for students, to enhance retention and reduce time-to-graduation.
- Support students entering UW from the community colleges, the workforce, or after a hiatus, by providing more pathways to completing a Bachelors' degree.
- Recruit, retain, and support a diverse and inclusive student body by ensuring a welcoming environment and promoting a sense of belonging and community on campus.
- Support the success of graduate and professional students through new services provide by an Office of Graduate and Professional Education.

# GOAL TWO

**Recruit and retain a diverse community of outstanding faculty and academic leaders and foster their professional development**

- Collaborate with university partners to recruit and retain high performing academic personnel from a diversity of backgrounds
- Provide opportunities and resources for career development and advancement at all academic levels
- Establish the Institute for Innovation in Instruction and Assessment (I3A) by integrating the Ellbogen Center for Teaching and Learning, the Office of Distance Education Support, and University Assessment
- Support faculty and collaborate with the Office of Research on professional development and training for faculty related to grant writing, including facilitation of development of proposals to major interdisciplinary funding programs.
- Provide explicit incentives in faculty workload and evaluation documents to better reward and promote interdisciplinarity, internationalization, entrepreneurship, and community engagement.
- Foster and reward outstanding performance by instituting and conferring a series of excellence awards for faculty and academic leaders annually.

# GOAL THREE

**Promote and embrace continuous improvement by guiding development of academic programs and curricula and monitoring them for academic quality, productivity, and student success**

- Use the Higher Learning Commission reaccreditation process as an opportunity to foster institutional effectiveness and continuous improvement.
- Support systematic external review of academic units to use as a basis for evolving the portfolio of degree programs and certificates.
- Evolve a portfolio of innovative programs and certificates that prepare students for careers of importance to the region's economic and social well-being
- Expand distance offerings of undergraduate, graduate and professional degrees and certificates, including completion degrees designed for students with substantial college credit.
- Infuse career readiness into academic advising, curriculum and the student experience.

# GOAL FOUR

**Sustain and elevate academic standards, integrity and reputation in an environment that values and manifests diversity, internationalization, and mutual respect**

- Collaborate with University partners to elevate expectations for research and creative activities.
- Create a strong culture of scholarly activity across disciplines by supporting existing areas of strength as well as leading edge areas of opportunity.
- Collaborate with University partners to support tech transfer, intellectual property, and patent development
- Develop the Honors College
- Revise existing policies and integrate best practices into an honor code, in collaboration with Student Affairs.
- Grow enrollment of international students and engagement of faculty international teaching and scholarship, as well as increase student participation in education abroad

# GOAL FIVE

**Build a better resourced and more highly functioning division**

- Collaborate with University partners to design and implement an incentive-based budget model
- Partner with the UW Foundation to create or increase endowments and programmatic funding for academic centers, and graduate education.
- Improve business practices throughout the Division
- Establish Standard Administrative Policies and Procedures that are based on sound principles, provide clarity and are relevant and meaningful for contemporary university.
- Implement communication processes, incorporating Universal Design, that provide timely, accessible, transparent information to academic units, students, faculty and staff.
- Collaborate with University partners on institutional data governance to ensure accurate, accessible academic data that is easily integrated across the University's information systems and support strategic decision making in academic units.
- Develop and implement annual department and college "scorecards" to measure progress.

# KEY PERFORMANCE INDICATORS*

**GOAL 1: Increase recruitment, retention and degree completion for students**

| Performance Indicator | Baseline | 2022 Target |
|---|---|---|
| Enrollment and retention of underrepresented students * | 13% | 17% |
| Enrollment of transfer students * | 967 | 1200 |
| Retention rate for FTFT and transfer students * | 76% | 80% |
| Increase FTFT enrollments annually * | 1551 | 1850 |
| 4 and 6-year graduate rates for undergraduates * | 25.8%/54.4% | 33%/60% |
| Time to degree base on time of entry into junior-status and/or time of transfer to UW | 2.7 years | 2.5 years |
| Fully operational Advising Centers | Planning | Implemented |
| Number of Ph.D. students | 582 | 634 |
| Overall graduate and professional program enrollment | 2,578 | 2,835 |

*Asterisks in these tables indicate metrics relevant to the Division of Academic Affairs that also appear in the University Strategic Plan.*

**GOAL 2: Recruit and retain outstanding faculty and academic leaders and foster their professional development**

| Performance Indicator | Baseline | 2022 Target |
|---|---|---|
| Number of professional development modules for faculty and academic administrators available through Taleo/ WyoCloud Learn | None | 8 new modules, 2 new per year |
| Implementation of electronic performance evaluation and review processes | Paper process | Enterprise-wide implementation |
| Integration of programs and services, and operational readiness of the Institute for Innovation in Instruction and Assessment (I3A) | Separate Units | Institute fully operational |
| Number of faculty hired for the purpose of contributing to interdisciplinary research and learning | 0 | ? |
| Promote interdisciplinary teaching and reward leadership of interdisciplinary programs | Investigate | Policies in place |
| Annual awards from Office of Academic Affairs to faculty, staff and administrators recognizing excellence | 4 | 8 |

**Goal 3:** Promote and embrace continuous improvement by guiding development of academic programs and curricula and monitoring them for academic quality, productivity, and student success

| Performance Indicator | Baseline | 2022 Target |
|---|---|---|
| Maintain Higher Learning Commission Accreditation | Accredited | Reaccredited with no concerns or deficiencies |
| Degree programs created, substantially modified, or dropped* | 195 | 8 New academic programs; 4 modified or eliminated |
| Increase number of academic programs available at a distance with focus on completion | 30 | 35 |
| Enrollment at a distance (Online and UW-C) | 1813/212 | 2000/350 |
| Number of programs reviewed in IAPR annually | 0 | 7 |
| Promote interdisciplinary teaching and reward leadership of interdisciplinary programs | Investigate | Policies in place |
| Promote intentional internationalization of the curriculum, students, personnel and research | Investigate | Policies in place |
| Percentage of undergraduate and graduate programs that achieve Tier 1 status for assessment of student learning activities | 32% | 70% |
| Experiential and co-curricular transcript* | Institute | 25% of graduating seniors |

**Goal 4:** Sustain and elevate academic standards, integrity and reputation in an environment that values and manifests diversity, internationalization, and mutual respect

| Performance Indicator | Baseline | 2022 Target |
|---|---|---|
| Changes in external recognition of scholarly work * | Invest in a database | 1 decile improvement from baseline indicators |
| Campus climate and environment * | Fall 2018 Campus Climate Survey | TBD from survey data |
| Income bearing IP licenses* | 2-3 per year | 5 or more per year |
| External research funding awards and expenditures* | $95.33 million external awards/$106 M in expenditures | $115 m annual |
| Number of international students (undergraduate and graduate) * | 800 | 1050 |
| Number of faculty and student participants in programs abroad * | 425 total: 395 students/ 30 faculty | 650 total |
| Percent of graduates with honors credential* | 4% | 8% |
| Develop Academic and Social Honor code | Underway | Implemented |

**Goal 5:** Build a better resourced and more highly functioning division

| Performance Indicator | Baseline | 2022 Target |
|---|---|---|
| Implementation of incentive-based, decentralized budgeting system* | Beginning | Completion |
| Deployment and full utilization of Enterprise Management Systems* | Underway | Completion |
| Growth of University endowment* | $450 M | $650 M |
| Overall Enrollment* | 12,366 | 13,500 |
| Number of endowed faculty positions* | 36 | 60 |
| Develop new approaches for investing funds from the Wyoming Excellence Endowment that provide greater flexibility and impact | Beginning | Complete |
| Endowment directed toward academic centers and graduate education | TBD | 10% increase |
| Standard Administrative Policies and Procedures that clarify, specify and formalize expectations, criteria and processes related to job descriptions, annual performance evaluation, and reviews for reappointment, tenure, promotion fixed term, and post-tenure. * | Evaluate | Complete revisions |
| Routine use of a scorecards to evaluate annual performance of academic units | Develop, FY20 | Enterprise-wide implementation |

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