

UNIVERSITY OF WYOMING

Office of Academic Affairs

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DEVELOPMENT OF UNIVERSITY PLAN 4 (UP4) A STRATEGIC PLAN FOR THE UNIVERSITY OF WYOMING, 2014-2020

This document describes the structure, process, and timeline to be followed in developing the strategic plan for the University of Wyoming for the period 2014-2020. It also includes a preliminary list of key issues to be addressed in the plan, subject to further input and refinement.

OUTLINE

1. A VISION FOR THE UNIVERSITY OF WYOMING (FROM UP3)
2. STRUCTURE OF THE PLAN
3. PROCESS
4. TIMELINE
5. KEY ISSUES: PRELIMINARY LIST

1. A VISION FOR THE UNIVERSITY OF WYOMING (FROM UP3)

Alone among society's institutions, universities both imagine the future and create it. And alone among states in the U.S., Wyoming entrusts this duty to a single public, land-grant, research university.

The University of Wyoming is a community of scholars, learners, and leaders committed to two institutional hallmarks. The first is our mission to explore, create, and share knowledge, in areas that are meaningful to our constituencies and at a level of accomplishment that garners international recognition. The second is a culture that advances the intellectual and ethical capacities of our students and employees, with a degree of effectiveness that is exemplary among public universities.

The University of Wyoming is also an institution with a distinctive character. Counting among its assets a remarkable geographic setting, unparalleled statewide presence, and a heritage of strong public support, the university embraces both its historic sense of place and its mandate to create the future. We prize the institution's stature as a national model for *access* to higher education, *excellence* in areas of inquiry that are relevant and important to the state and region, and the cultivation of *leadership* for a civil society. We take pride in possessing the will to focus energy and resources on endeavors that build what Wallace Stegner envisioned as "a society to match its scenery."

2. STRUCTURE OF THE PLAN

As with previous academic and strategic plans, UW's strategic plan for 2014-2020 will focus on *ideas*, central among which will be areas in which the university pursues and maintains excellence in learning and scholarship. The ideas of greatest importance will be those that (1) bolster the institution's mission, (2) advance the vision crafted in UP3, (3) make the UW experience distinctive, and (4) promote the university's role as a leader in building the future, for Wyoming and the larger world.

The plan will cover the six-year period 2014-2020, coinciding with three legislative biennial budgeting cycles. The Office of Academic Affairs will work closely with the Division of Administration and the Director of Government and Community Relations to ensure that UP4 articulates with the institution's state reporting requirements.

However, reporting requirements will not be the only factors determining the plan's format. Central to the final document will be a compelling narrative that (1) assesses the institution's current setting — its strengths and weaknesses and the opportunities and challenges that it confronts — and (2) identifies strategies and concrete action items that advance the vision. These action items will guide the management of all human and fiscal resources during the plan's implementation.

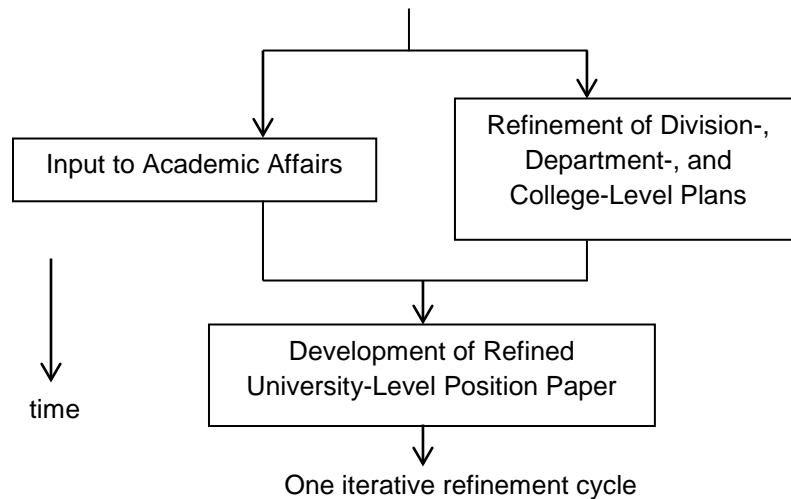
From an academic perspective, the plan will refine and build upon a concept central to UW's previous strategic plans: *areas of distinction*. These are categories of academic inquiry and curriculum in which UW has both an existing foundation in faculty expertise and a commitment to sustained and increasing prominence. UP3 identifies the following areas of distinction:

- Critical areas of science and technology
 - Computational science and engineering
 - Earth and energy science and engineering
 - Water resources
- Cultural assets, arts, and humanities
- Environment and natural resources
- History and culture of the Rocky Mountain region
- Life sciences
 - Biomedical science
 - Ecology
 - Molecular and cellular life science
 - Neuroscience
- Professions critical to the state and region
 - Business
 - Education
 - Health care.
 - Law

These areas mesh closely with the vision of a connected university: one that pursues internationally recognized excellence in fields that are relevant and important to the state and region.

3. PROCESS

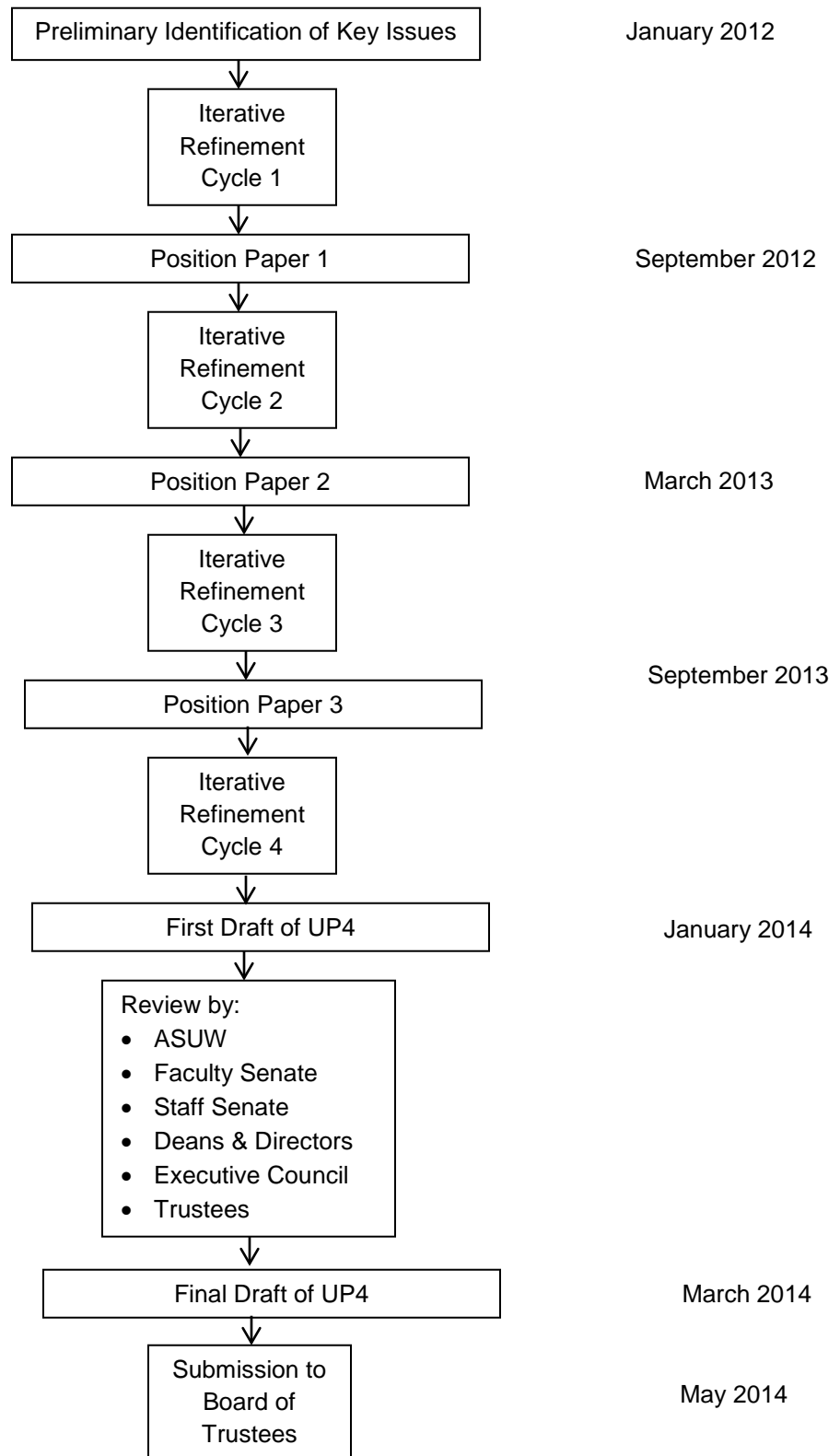
The key feature of the process for developing UP4 will be *iterative refinement*: following a broad-brush, preliminary identification of key issues, the Office of Academic Affairs will coordinate four cycles, each leading to a public position paper for further review. Each cycle will have the following structure:



In each cycle, Academic Affairs will welcome from all UW students and employees, Trustees, advisory groups, community college leaders, and interested state officials. The input will inform the development, by Academic Affairs in collaboration with other vice presidents, of a refined university-level position paper.

The university-level position paper produced at the end of the fourth cycle will serve as the first draft of UP4, submitted to ASUW, Faculty Senate, Staff Senate, Academic Deans and Directors, and the President's Executive Council for review and recommendations. The final draft resulting from this stage will go to the Board of Trustees for approval in May 2014.

4. TIME LINE



4. KEY ISSUES: PRELIMINARY LIST

Subject to input and refinement

MAJOR ACADEMIC ISSUES

1. Humanities initiative(s)*
2. ENR-related programs and biodiversity initiative*
3. Implementation of updated SER strategic plan*
4. Diversity in STEM disciplines
5. Enhancements in premedical education*
6. Internationalization
7. Materials science curriculum and research*
8. Wildlife and livestock disease initiative*
9. Literacy center*
10. Statewide leadership in P-16 education*
11. Refined policy on academic freedom and responsibility
12. Advancing innovative modes of teaching and learning

*Items with asterisks link with specific areas of distinction

UP3 INITIATIVES REQUIRING CONTINUED ATTENTION

1. Implementation of the new general education curriculum (USP)
2. Follow-through on graduate education initiatives
3. Follow-through on diversity-related initiatives
4. Statewide university presence
5. Enhancement of water resources education and research
6. Business models for graduate medical education
7. Outdoor programs and learning as distinctive elements of the UW experience
8. Infrastructure for computational science
9. Library collections and GWLA membership
10. Staff position allocation and management
11. Leadership development

POTENTIAL ADMINISTRATIVE ISSUES

The teaching and learning environment:

1. Laboratory safety systems and training
2. Emergency response training
3. Anti-violence policies and initiatives
4. Alcohol harm reduction
5. Continued refinement and staffing of major fundraising priorities

Access and student success:

6. Support for nontraditional students and veterans
7. Tracking and using longitudinal data on student success

Model employment practices:

8. Feasibility of an employee assistance plan
9. Coordination of sick leave, long-term disability, and family medical leave
10. Family-friendly practices and policies
11. Critical review of administrative processes