

# Strategic Plan

2018-2019

UW



College of Agriculture  
and Natural Resources



# MISSION

To improve the quality of life for people in Wyoming and the global community through implementing the land-grant model of teaching, research, and extension.

# VISION

To lead land-grant Colleges of Agriculture in supporting thriving agriculture, natural resources, people, and communities through integrating quality education, innovative research, and impactful engagement.

# VALUES

- Balanced integration of the land-grant model principles:
  - » Teaching and lifelong learning
  - » Extension and engagement
  - » Research and discovery
- People
- Service to Wyoming
- Integrity, objectivity, and accountability
- Diversity
- Nationally and internationally recognized scholarship



# GOAL ONE

## Enhance Student Success

*Enhance student success, both in and out of the classroom, so our graduates have the tools to thrive in a complex, global world.*

### Develop a coordinated recruitment strategy

- Develop and execute a comprehensive marketing strategy
- Establish recruiting expectations and training for Extension and the Agricultural Experiment Station (AES)
- Identify strategies to enhance student diversity

### Improve timely degree progress

- Continue to modernize and update 4-year and 2+2 study plans
- Identify and/or implement additional resources to help struggling students
- Determine how math-readiness affects graduation rates and, if needed, create new advising plans for students not math ready at entrance

### Collect and analyze job preparedness metrics

- Develop a strategy to track graduate preparedness metrics
- Develop and implement graduate tracking plan
- Utilize metrics to inform curriculum decisions moving forward

### Pursue innovative courses and integrated degree programs

- Assess the extent current courses and degree programs meet the contemporary needs of students
- Identify opportunities for innovative courses and degree programs to better serve students and to efficiently use College resources

### Expand interdisciplinary and experiential learning opportunities

- Promote existing interdisciplinary programs and encourage the development of new programs within the College and across campus
- Explore additional distance learning opportunities
- Participate in the spatial sciences, data, and entrepreneurship initiatives
- Increase student participation in study abroad and other international opportunities
- Provide students experience with and exposure to contemporary technologies and innovations
- Ensure all students have access to an opportunity for a laboratory, internship, or cultural experience

# GOAL TWO

## Provide Solutions

*Provide solutions to contemporary issues affecting Wyoming and the region through high-quality research and creative scholarship, responsive service, and statewide engagement.*

### Encourage input from diverse stakeholders

- Review, strengthen, and diversify advisory structures and explore new opportunities to engage constituents in advisory roles
- Provide UW Extension's community needs assessment results College wide
- Clearly communicate the connection between rigorous discovery/validation and solution relevancy
- Expand the Wyoming Production Agriculture Research Priorities used by AES

### Cultivate a community of relevance

- Consider relevancy in decisions involving College structure, hiring, retention, promotion, and resource allocation
- Expand efforts to link and publicize teaching, research, and extension outputs to constituencies and communities
- Convene an engagement summit of interested citizens to identify new strategies to ensure our relevance in the state
- More fully integrate teaching, research, and extension

### Engage faculty, staff, and students in the development and communication of solutions to diverse stakeholders

- Engage students, faculty, staff, and external partners in discussions around contemporary issues
- Promote discourse of how courses, extension programming, and research/creative scholarship relate to student intellectual and career development
- Demonstrate to clientele and students the short- and long-term potential for improving life in Wyoming through contemporary solutions to issues facing the state
- Foster student preparedness through solutions-based education models
- Capitalize on our capacity to address locale-specific needs in an information-rich society
- Build stronger extension-research and extension-teaching links

### Lead University engagement efforts

- Provide ongoing participation with and leadership in the University's efforts to reach Carnegie Foundation recognition as a "community engaged university"
- Educate faculty and staff across campus about Extension and AES
- Lead discussions and trainings regarding community-based education and county partnerships
- Increase awareness regarding College engagement activities and partnerships

# GOAL THREE

## Ensure Sustained Excellence

*Ensure sustained excellence through a positive environment within which to study, work, and live.*

### **Strengthen support for high-quality research, teaching, extension, and leadership**

- Inventory and promote existing support for research and creative scholarship and their application
- Identify gaps in research and creative scholarship support that can be addressed by the College
- Grow participation in teaching workshops/trainings and pedagogical research
- Promote and develop (as necessary) opportunities for leadership development among students, staff, and faculty
- Utilize best-practices to evaluate teaching and engagement in tenure and post-tenure reviews
- Grow College recognition of high-quality teaching and engagement

### **Recruit and retain high-performing, diverse faculty and staff**

- Identify and prioritize faculty and staff positions based on strategic planning goals
- Survey existing faculty and staff to determine areas where additional training and/or mentoring would increase effectiveness and job satisfaction
- Create opportunities for professional networking and social interactions among administrators, faculty, staff, and students across departments, Extension, and AES
- Support and implement University-level career ladders for staff
- Ensure University- and College-level policies incentivize faculty and staff innovation and contributions to service and support professional development opportunities
- Review staff resources and job descriptions for accuracy and efficacy
- Better coordinate/integrate statewide personnel, both on and off campus, into all aspects of the College's mission

### **Enhance College facilities and infrastructure on and off campus to optimize service to students and stakeholders**

- Prioritize facility needs and create a funding plan
- Improve technology infrastructure to facilitate high-quality distance learning, cutting-edge research, and increased statewide engagement

# GOAL FOUR

## A High-Performing College

*Advance in our goal of leading land-grant Colleges of Agriculture in supporting thriving agricultural, natural resources, people, and communities through growth in areas of distinction.*

Current development and growth initiatives include:

- Wyoming Reclamation and Restoration Center (WRRC)
- Wyoming Wildlife-Livestock Health Center (WWLHC)
- Equine Science Program
- Altitude Adaptability and High Plains Beef Cattle Production
- Water Resource Management in a Headwater State
- High-Altitude Production Systems
- Enhance Infrastructure to Support Teaching and Research Initiatives
- Student Experiential Learning
- Center for Natural Resource Management and Human Community Resilience



# MEASURING SUCCESS

**Goal 1: Enhance student success, both in and out of the classroom, so our graduates have the tools to thrive in a complex, global world.**

Performance Indicators	Baseline	2022 Target
Undergraduate student enrollment	807	968
Enrollment of transfer students	106	127
Enrollment of underrepresented students	88	100
Retention rate for first-time, full-time, baccalaureate degree-seeking students	62%	65%
4- and 6-year graduation rates for undergraduates	23%/61%	28%/65%
Graduate tracking system	Create process	Implemented with initial analysis presented
Placement one year following graduation	TBD from new database	Analysis presented and recommendations for action made as appropriate
Comprehensive evaluation of College curriculum	Charge committee	Results presented and recommendations for change made as appropriate

**Goal 2: Provide solutions to contemporary issues affecting Wyoming and the region through high-quality research and creative scholarship, responsive service, and statewide engagement.**

Performance Indicators	Baseline	2022 Target
Review, strengthen, and diversify advisory structures	Beginning	Completion
Develop an engagement strategy	Inventory data collected by the Engagement Task Force	Strategy created and implemented
High-impact engagement activities	Beginning	Measures determined as part of engagement strategy and tracking started



# MEASURING SUCCESS

**Goal 3: Ensure sustained excellence through a positive environment within which to study, work, and live.**

Performance Indicators	Baseline	2022 Target
Participation in leadership development	1 faculty member participating every other year	1 faculty and 1 staff member participating per year
Grants submitted	1.3/FullTime Equivalent (FTE)	1.4/FTE
Grants awarded	\$146,335/FTE	\$160,970/FTE
Refereed publications	1.2/FTE	1.3/FTE
Faculty and staff job satisfaction	TBD from initial University-wide survey	Improvement from 2018 baseline
Facilities improvements	Many Laramie Research and Extension Center (LREC) facilities are 30-40+ years old, Animal Science is listed as a priority in Phase 2 of the science initiative, and the Agriculture building was commissioned in 1949	Modernization and expansion of LREC, design plans for Animal Science/Molecular Biolog, feasibility study for Agriculture building

**Goal 4: Advance in our goal of leading land-grant Colleges of Agriculture in supporting thriving agricultural, natural resources, people, and communities through growth in our areas of distinction.**

Performance Indicators	Baseline	2022 Target
Endowment	\$48 million	\$68 million
Facilities	Current	\$25 million additional
Endowed professorships	5	10

