

August 26, 2020

TO: Academic Deans

FROM: Edward Seidel, President

RE: Preparation for the UW Budget Reduction Planning Process

In order to identify the campus academic priorities this year, the UW Budget Reduction Working Group (BRWG) must have information from each of the academic units. While we will need a global, cross-campus effort to effectively reposition the university to be more aligned along the four pillars of (a) digital, (b) entrepreneurial, (c) interdisciplinary, and (d) inclusive (see below), analysis of priorities at the individual college level can be very useful as input to the broader process.

Therefore, I ask that you provide the BRWG with a concise (no longer than 10 pages for each unit other than the College of Arts & Sciences; no longer than 15 pages for the CAS) summary of your unit's priorities. Information should also be provided about the current national/international status of those programs involved in each priority, as well as your own best judgment of the future potential for the priority in terms of quality of programs and ability to secure external funding from various possible sources (e.g., private donors; federal agencies; state agencies; contracts, licenses, patents; private foundations; etc.). I would also like your thoughts on how each of these priorities may support the development of the four pillars as described below, as well as any other thoughts you might have on their development.

Individual college priorities and other ideas from these documents will be used as input to the BRWG and the President's Cabinet who are working to build cross-university priorities in the budget process.

**We will need this information from you by no later than September 15, 2020.** You should send your summary to Anne Alexander, clearly marked as the materials you wish to be submitted to the BRWG. Her office will collect these materials and forward them to the committee.

I greatly appreciate your support for and participation in this very important effort for our campus.

The four pillars under development are being articulated around re-framing our land grant mission in a way that brings as much value as possible back to the state of Wyoming. An overarching theme for this is: “We are building a best-in-class 21<sup>st</sup> century land grant university true to its Wyoming roots”. We can help lay the foundation for the new economy of the state. In order to do this well, we will need to not only produce civically engaged citizens who are ready and equipped to contribute back to the state, but we will need to have deep and authentic partnerships with community colleges, communities, businesses, and government organizations as we support the building of the workforce across the state. UW can in the process also support hubs of innovation, anchored at UW, the community college partners, and potentially other organizations across the state and potentially elsewhere.

Four pillars under development that support these structures are currently framed as:

- Digital, meaning, for example:
  - Computation, data, artificial intelligence, and their applications across all endeavors of the university such as teaching, learning, research and scholarship, innovation and economic development;
  - Online delivery of instruction, data services associated with scholarship, etc.
- Entrepreneurial, meaning, for example:
  - Enhancing the ability, incentives and support structures for our faculty and staff to raise additional revenue streams from grants, licenses, gifts, corporate partnerships, etc.
  - Activities that support value creation around new businesses, from educational offerings for students and postdocs through faculty starting companies. These should be supporting existing economies in Wyoming (e.g., Agriculture, Energy, Tourism, Extraction) and new economies to be developed (e.g., Blockchain, AI, technologies, and applications across markets);
- Interdisciplinary, meaning, for example:
  - Bringing the expertise of the university from its many departments together through constructive mechanisms that enables the university and partners to address particular problems facing Wyoming, e.g., through interdisciplinary centers, and comprehensive programs such as the Grand Challenges under development.
  - This should include research, education, and innovation activities alike, as well as corporate partnerships;
- Inclusive, meaning, for example:
  - Fostering and supporting a welcoming and supportive environment for diverse groups from all walks of life, all ethnic groups, income brackets and so on.
  - As we lay the foundation for the new economy, groups from all walks of life have opportunities to participate.

Students in every major or program, graduate and undergraduate, should be impacted by developments along these pillars, as should faculty and staff in every unit.