## **Goal 1. Enhance Student Success.** Integrate best practices in teaching and learning to produce skills required for life, work, citizenship and adaptation to needs of a changing world.

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| **Execution Strategy/Implementation** | **Key Performance Indicators and Success Markers** | **Timeline** | **Lead(s)** | **Other notes – Resources Needed** |
| **In line with Wyoming’s post-secondary educational attainment goals, increase enrollment and engagement with all student populations including tribal, marginalized, and underserved students** | Maintain and improve student support while strategically growing enrollment of all student populations in a financially responsible fashion.  Achieve 18% representation of underrepresented minority students in the entering class (First Time Incoming and Transfers) from a current baseline of 15%.  Achieve 55% representation of underrepresented minority and underserved students (Pell eligible, first generation, adult learners and veterans) in the entering class (First-Time Incoming and Transfers). The baseline for these is currently 52%  Grow number of students in graduate programs and professional programs from 2,600 to 2,700 across all disciplines.  Develop *Student Success* case statement and set annual fundraising priorities to support UW goals for scholarships, fellowships, and student support; student recruiting and retention programs; and experiential learning opportunities. | **2025**  **2027**  **2027**  **2027**  **2023 and Ongoing** | **President, Provost**  **Provost, VP Enrollment, VP and Dean Graduate Education, VP Global Engagement**  **VP and Dean Graduate Education, VP Enrollment Management, Deans of Law and Health Sciences**  **Provost, VP Student Affairs, VP Enrollment Management, CEO UW Foundation** | Conduct Strategic Enrollment Plan process led by external consultant. This plan should include recruiting, marketing, and retention enrollment plans.  Strengthen existing support networks (Veterans Center, e.g.) for underserved and underrepresented students.  Develop bilingual talent pool for recruiting.  Leveraging the launch of the Strategic Enrollment Plan, develop enterprise-wide strategy for and commitment to recruiting and retention of students.  Increase formal connections between Enrollment Management and youth serving organizations statewide. Enhance state access to campus in summer session.  Enhance School of Graduate Education’s and professional programs’ budget to improve marketing and recruitment capacity. |
| **Adopt Felten and Lambert’s (2022) framework for a student-centered culture and build a student-ready, student focused enterprise.** | Increase undergraduate student participation in the Cowboy Coaching mentoring program by having all first- and second-year students engage with a Cowboy Coach at least 2 times per semester.  Increase on-campus students in Living Learning Communities to 55% from current state of 48%.  Increase on-campus student employment, including Work Study employment, from 27% to 32% and implement a staff-student mentorship/ apprenticeship program.  Leverage the resources and knowledge of the LeaRN program, SEO, College Academic Advising Centers, Colleges, and Student Affairs to build a new probationary student support system. Reduce the number of students who do not successfully navigate return from probationary status as measured Fall-to-Fall.  Evaluate and consolidate, as possible, all student-facing technology and communications to ensure effective use of these technologies and communications.  Upon completion of Next Generation General Education, launch holistic review of curriculum in departments using Curricular Analytics  Continue to develop training and incentives for use of Navigate, including predictive analytics capabilities.  Launch campus-wide review of policies and procedures to create a transfer-student friendly environment.  By investing in stronger support and scaffolded learning structures, leveraging Navigate for data-driven holistic advising, streamlining degree completion paths using Curricular Analytics, and providing more course availability:  • Decrease current opportunity gaps between UW’s average retention, persistence, and graduation rates and those of underrepresented domestic students.  • Increase the overall undergraduate student retention rate from 76% to 82.5%.  • Increase first-time, full-time four-year graduation rate for all undergraduate (entering First Time Incoming) students from 39% to 50%.  • Achieve a five-year first-time, full-time graduation rate of at least 63% from the current 56.5% and a six-year graduation rate of 65% from the current 60%).  • Increase the three-year graduation rate for all full-time undergraduate transfer students from 56% to 60%.  Track and analyze relationship between credit hours taken by graduate students and their ability to complete their degrees in a timely manner. | **2025**  **2025**  **2025**    **2023**  **2025**      **2026**    **2025**  **2024**  **2027**    **2026**  **2027**    **2027**      **2027**  **2027** | **Provost, VP Student Affairs, Student Success Institutional Transformation Taskforce**    **VP and Dean Graduate Education** | Host Felten and Lambert to launch Strategic Plan in Fall 2023, including limited distribution of their book “Relationship-Rich Education: How Human Connections Drive Success in College.” Identify existing position to serve as chief retention officer for UW.  Enhance investment in Student Success and Graduation hub.  Enhance investments in student success and advising centers in the colleges. Review all advising standards to ensure students receive high-quality experiences regardless of advising center and college.  Invest in increasing career counseling capacity across all units. |
| **Enhance graduate student support services and build graduate education programs in areas of strength and potential, and establish an Office of Postdoctoral Studies** | Enhance graduate and postdoctoral student support services vital to quality graduate student life, and explore solutions to provide competitive institutional graduate student stipends.  Improve professional development opportunities for graduate and postdoctoral students.  Establish an Office of Postdoctoral Studies.  Establish 6 or more new MS, MA, and PhD programs, based on faculty availability, program interest, and market data.  Provide opportunities for graduate students to participate in innovation and industry-related research activities.  Provide opportunities for graduate students to take computing/data/ interdisciplinary courses. | **2025**  **2027**  **2027**  **2027**  **2027**  **2027** | **VP and Dean Graduate Education**  **VP and Dean Graduate Education, VP Research and Economic Development** | Review policies and procedures for GA allocations use support part-time students.  Prioritize space allocation for Graduate Student hub in the School of Graduate Education.  Review Foundation funding for possible funds that can be used to support graduate students/not restricted to undergraduate student support.  Allocate a portion of a position to oversee postdoctoral studies. |
| **Increase global engagement** | Increase overall international student representation to 8% from 4.5%. Develop appropriate strategies to increase both undergraduate and graduate international student populations, including by enhancing domestic international transfer student recruitment.  Leverage and track results of Shorelight partnership in increasing international student recruitment.  Annually grow number of students participating in education abroad 1-2%. | **2026**  **2024** | **VP Global Engagement, VP and Dean Graduate Education, VP Enrollment Management** | Enhance investments in GEO for onboarding of and community building for international scholars and students.  Increase domestic recruiting activities focusing on international students.  Invest in marketing and enrollment marketing for Global Engagement. |
| **Prepare students for life and adaptation to a changing and increasingly digital world– effective learning environment** | Increase participation in professional teaching development opportunities (ECTL, LAMP, LeaRN programs) by 10%.  Systemically evaluate evidence of effective teaching by tracking internal and external teaching awards, peer reviews of teaching, and annual reviews of teaching.  Increase level of high-impact practices in use at UW as measured by NSSE/FSSE (academic challenge, learning with peers, experiences with faculty, campus environment) via enhanced interactions between students and faculty, Center for Student Leadership and Community Engagement (SLCE), and the Center for Student Involvement and Leadership (CSIL).  Increase key indicator levels of perceived gains in knowledge, skills and development by Seniors and satisfaction levels on UW Student Satisfaction Survey and NSSE. Support scholarship of teaching and learning (SOTL) to investigate actual gains in knowledge, skills and development.  Develop a set of university-level student learning outcomes, along with an assessment plan. | **2025**  **2025**  **2028**  **2028**  **2025** | **Provost, VP Student Affairs** | Develop and implement a mandatory year-long professional teaching training program for new faculty.  Include Scholarship of Teaching and Learning and pedagogical innovation in teaching standards for RT&P.  Enhance investments in faculty awards and recognition in teaching, including for non-tenure track faculty. Include focus on outstanding scholarship in pedagogy and teaching and learning, as well as for outstanding course development in general education.  Increase capacity and staffing for coordination of using high-impact practices in the curriculum and co-curriculum. |
| **Prepare students for life and adaptation to a changing and increasingly digital world – experiential and interdisciplinary learning opportunities** | Ensure that 50% of undergraduate and graduate degrees have required interdisciplinary and experiential learning components, ranging from research experiences to community engagement to company internships and entrepreneurship experiences.  Provide opportunities for students to establish professional networks and engage with community members, thought leaders, and influencers, including by leveraging proximity to Laramie R&E center.  Build employer partnerships to support degree completion by boosting internships, co-ops, externships, and other professional experiences with local employers (including private for profit, nonprofit, and governmental entities) leading to fast tracks for graduates to be employed by participating employers.  Develop and enhance lifelong learning opportunities for UW alumni, including targeted courses, and lectures, along with opportunities for alumni to mentor current UW students.  Build curriculum to enhance opportunities for students to master digital literacies and take part in civic engagement and service learning, as measured through SOAR and SLCE data.  Create a "Data Space” to assist students learning how to analyze data computationally. | **2027**  **2027**  **2025**  **2025**  **2027**  **2027** | **Provost, VP Student Affairs, VP Online and Continuing Education, Communications and Marketing** | Conduct an inventory of programs to establish a baseline number of degrees which have interdisciplinary or experiential learning components.  Restart conversation on experiential on-site opportunities with the State Mental Health Hospital.  Investigate transportation options for students to commute to Cheyenne for internships.  Establish a fund to offset unpaid internship costs for students.  Investigate a pilot program offering mini-internships (a few days) with Wyoming employers, leveraging the UW Live Local-Work Local initiative.  Enhance investments in career counseling and career readiness across the academic enterprise. |
| **Prepare students for life and adaptation to a changing and increasingly digital world – general education** | Increase percentage of exploratory studies students who find a major and stay at UW within 2 semesters, vs. those who transfer or stop-out, using Fall-to-Fall comparison  Demonstrated increase in mastery of general education outcomes related to key learning outcomes by implementing rigorous assessment for general education learning outcomes. | **2027**  **2027** | **Provost** | Increase use of SOAR micro credentialing system to enhance skill development across programs.  Enhance investments in SOAR platform.  Intentional expansion of course mapping and use of student learning outcome-driven curriculum in general education. |

**Goal 2: Pursue Institutional Excellence.** Nurture a culture of idea and knowledge creation that promotes teaching, learning, community engagement, economic development and world-class research.

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| **Execution Strategy/Implementation** | **Key Performance Indicators and Success Markers** | **Timeline** | **Lead(s)** | **Other notes – Resources Needed -** |
| **Raise profile and visibility of UW** | Support and assist UW faculty in achieving recognition for their work by actively providing them with conduits to positions on national and international advisory committees, fellowships in societies, and nominations for more national awards, using WyoVita/WyoFolio  Invest in training, professional development, diversity, and leadership development to enhance our reputation as a desirable place for highly talented people to work.  Increase the number of UW’s active international research partnerships by 10%, as tracked by GEO and REDD.  Increase number of faculty actively engaged in global research by 15%, as tracked by GEO and REDD.  Increase by 10% the number of successful student applications to prestigious national fellowships, including Fulbright, Udall, et al, as tracked by the Honors College and others.  Establish new undergraduate and graduate degrees in computing and increase the number of faculty with joint appointments with School of Computing. Establish an independent School of Computing if value gained from stand-alone school is greater than continued incubation in the College of Engineering and Physical Sciences.  Invest in AMK Ranch infrastructure for use in interdisciplinary programs as demonstrated by at least 20 new projects conducted at the AMK Ranch and at least one international partnership  Promote open research and scholarship.  Continually keep the ARCC, NWSC and UW's internet connection operating at the cutting-edge of technology. Establish, and monitor network performance benchmarks (usage, speed, throughput) | **2026**  **2025**  **2027**  **2027**  **2026**  **2027**  **2025**  **2026**  **Ongoing** | **Provost, VP Research and Economic Development, VP DEI, HR** | Invest in outreach to faculty, department heads, and deans on national and international opportunities.  Use results of/update administration of campus climate survey.  Increased investments in seed grants for international collaborations  Increased investments in systemic approach to recruiting and guiding applicants to these programs.  Create an Open Research and Scholarship Committee (ORSC) tasked with performing a review of best practices and generating recommendations regarding open research and scholarship. Promote alliances with regional research universities to exchange ideas and experiences regarding open research and scholarship opportunities |
| **Value and reward all teaching, research, extension, engagement, innovation, inclusion, and service contributions to UW’s mission** | Review and revise reward structures to promote interdisciplinary and inter-professional teaching and research.  Review and revise reward structures to promote innovation, creation, applied research, and economic development.    Review and revise reward structures to promote university and community service, community engagement, extension education, inclusion work, and societal impact.    Evaluate incentives and accountability for effective, engaging teaching, with emphasis on instructional capacity in design of course-based research, community-engaged courses, and quality, consistent use of our learning management system.    Reduce disincentives to co-instruction and joint instruction across disciplines. | **2025**  **2025**    **2024**    **2027** | **Provost** |  |
| **Celebrate and support free expression** | Articulate and operationalize freedom of expression, intellectual freedom, and constructive, civil, and productive dialogue at UW.   * Launch working group to develop recommendations on freedom of expression, intellectual freedom, and constructive dialogue with the aim of becoming a leader in this space to national, state, and international communities. This working group will also outline and define the principle and operational aspects of these concepts, including a timeline and budgetary needs. * Develop a world-class speakers’ series about the spirit of intellectual openness. | **2024** | **President, General Counsel** | Invest in free expression efforts and initiate speaker series. |
| **Strengthen relationships with UW's external partners and stakeholders** | Apply for and achieve Carnegie Community Engagement Status.    Incentivize, support, and assess reciprocally designed community-engaged research and community-based courses across the state and with tribal partners, including expanding on existing efforts of UW Extension and R&E Centers and College of Health Sciences.    Strengthen investments in a data-informed and personalized alumni and donor engagement strategy. Further invest in infrastructure already in place and evaluate new opportunities to effectively engage alumni and donors. Identify opportunities to improve their experiences and personalize their interactions with UW.  Enhance connections with local community organization, including Downtown Laramie, and build experiential learning opportunities in Albany County and beyond. | **2024**  **2025**  **2027 and ongoing**  **2027** | **VP Governmental Affairs and Community Engagement, Provost, VP Research and Economic Development, VP Student Affairs, VP DEI, Deans of College of Agriculture, Life Sciences, and Natural Resources and College of Health Sciences**  **VP Student Affairs, UW CEO Foundation**  **VP Governmental Affairs and Community Engagement, Provost** | Establish community and publicly engaged scholarship and teaching coordinators in each college, as appropriate.  Establish, with the community colleges, a Software Development BS degree to serve the needs of Wyoming's economy, and state agencies. |

**Goal 3: Provide a Supportive Community.** Foster a culture of community that values and cares for students, faculty and staff.

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| **Execution Strategy/Implementation** | **Key Performance Indicators and Success Markers** | **Timeline** | **Lead(s)** | **Other notes – Resources Needed -** |
| **Build opportunity ladders** | Using outcomes of the Staffing Organizational Structure Review and the Classification and Compensation Study, identify position families, resources, and implementation timing appropriate for building career ladders for staff.  Establish continued support through training and professional development to upskill current staff to expanded responsibilities and/or opportunities.  . | **2025** | **Human Resources, Budget and Finance** | Explore long-term compensation plan to allow for implementation of ladders of opportunity. |
| **Develop initiatives to hire, reward, and retain excellent staff and faculty** | Assess data for and develop standard data set to perform gap analysis to understand minimum staffing for sustainability of programs and units, minimum staffing for healthy functioning units, and aspirational staffing for a Carnegie R1 designation. \*    Prioritize retention and hiring in high-performing areas with identified staffing deficits \*    Develop long-term plan for retention pool. \*  Develop compensation plan.    Build research support structures in Research and Economic Development, leveraging strength in R&E Centers, to support research, innovation, and technology transfer across all disciplines, including social sciences, arts, humanities, and applied research as demonstrated by at least three activities that reduce barriers in participation in research and innovation.  .  Develop a *Faculty Excellence* case statement and an annual set of fundraising priorities that support initiatives to retain, reward, and recruit exceptional faculty and academic leaders to UW.   * Retain and reward deans, faculty, and academic leaders through fellowships, termed professorships, professorships, and deanships. * Grow new endowed faculty positions to 100. * Evaluate current endowed faculty positions to determine if they are being effectively used and/or if they can be used to support new opportunities and priorities. | **2024**  **2025**  **2025**  **2025**    **2025**    **2023 and ongoing**  **2025** | **Provost, Human Resources, Budget and Finance**  **VP Research and Economic Development, UW R&E Centers**  **President, Provost, CEO UW Foundation, Deans and Directors** | Using results of gap analysis, develop flexible medium- and long-range institutional plan for hiring.  Invest in global engagement opportunities for staff and faculty. |
| **Invest in resources that enhance the health and wellbeing of the UW community** | Starting at Saddle Up and beyond, embed physical and mental wellness resource touchpoints into places students will find them.    Measure utilization of services and satisfaction, analyze impact of utilization on student wellbeing and student success measures.    Develop innovative and effective interventions for mental wellness, resilience, and suicide prevention for students, staff, faculty, and supervisors.  Develop interventions, define requirements, and offer incentives that can be deployed by supervisors and department heads to assist faculty and staff in navigating resources for wellness, including financial, mental, and physical, leveraging expertise of College of Health Sciences and Human Resources.  Prioritize investment in deferred maintenance of our current facilities and increase building services in Laramie and statewide to improve work environment. | **2025**  **2025**  **2025**  **2024**  **2026** | **Cabinet, Dean of College of Health Sciences** | Invest in expert staff and faculty to design and deploy programs.  Explore establishment of a Center for Faculty Wellness within the College of Health Sciences in collaboration with HR and Academic Affairs, including coordinator, student worker, and programming budget ($250K/yr)  Expand Mental Health First Aid training campus-wide. |
| **Expand efforts of accountability, inclusion, and transparency** | Develop an effective, inclusive strategy for celebrating and publicizing the ongoing initiatives and successes of UW units and specific employees, and for sharing these communications with internal and external stakeholders.    Invite Senates to the President’s cabinet as appropriate. \*    Build in routine and regular campus contacts between administration and campus constituents, including informal and formal interactions. \*    Develop a transparent and inclusive communications strategy for administration to use when responding to external political or social issues, legislative priorities, and large institutional change. This plan should include touch points with front-line workers on the nature of messages prior to release so that they can respond to constituent questions. \*    Hire VP of DEI and prioritize and resource DEI efforts.    Regular, timely, and transparent communication from administration regarding personnel decisions; e.g., faculty, staff losses and where new hires are targeted. \* | **2026**  **2022**  **2023**  **2023**  **2023**  **2023** | **VP Governmental Affairs and Community Engagement, Communications and Marketing, President’s Office, Provost**  **President**  **President**  **VP Governmental Affairs and Community Engagement, Communications and Marketing,**  **President**  **Provost** | Invest in a dedicated internal communications and crisis-communications expert |

**Goal 4: Engage with and Serve the State of Wyoming.** Sustain and enhance extensive service to and engagement with the State to improve the whole health and wellbeing of Wyoming and its residents.

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| **Execution Strategy/Implementation** | **Key Performance Indicators and Success Markers** | **Timeline** | **Lead(s)** | **Other notes – Resources Needed -** |
| **Invest in and leverage UW Extension and R&E Centers.** | Invest in facilities and supplies, material, and equipment budgets.  Strengthen extension-research and extension-teaching links across the campus and state.  Prioritize hiring specialist support for each of Extension’s statewide primary program areas (4H and youth, community vitality and health, agricultural and natural resources educators) including faculty with expertise extension program areas.    Invest in Extension to connect them with other UW activities in the state. | **2025**  **2025**  **2024** | **Provost, Dean of Agriculture, Life Sciences, and Natural Resources, VP Governmental Affairs and Community Engagement** | Invest $100 million in deferred maintenance funding for facilities statewide, and $20 million for equipment and materials.  Invest $4 million to replace use of Capacity, Smith-Lever, and Hatch funding, which restricts assignments in teaching and research.  Work with HR to develop a sourcing and recruiting plan. |
| **Invest in and leverage the College of Health Sciences in order to grow health and wellbeing initiatives across the state.** | Sustain and grow support for College of Health Sciences programs in telehealth and other College of Health Sciences community partnerships in health, including prioritizing rural and tribal health initiatives, in partnership with Community Vitality and Health and Cent$ible Nutrition programs in CALSNR..  Sustain and grow support for the Family Medical Residency Program, WWAMI and WYDENT, and the Dental Hygiene program (in partnership with Sheridan College) and Medical Laboratory Sciences program (in partnership with UW-Casper).  Grow capacity and outreach in mental health training and outreach statewide in support of the Governor’s Mental Health Initiative. | **2026**  **2026**  **2026** | **Provost, Dean of Health Sciences** | Invest in technology and housing for students, potentially in collaboration with the College of Education, to participate in statewide partnerships.  Enhance clinical placement opportunities by investing in a College-level placement coordinator, about $90K/yr with fringe  Invest in deferred maintenance funding, approximately $ million, for FMRP program facilities. Depending on goal for enhanced training, residents cost about $250K each year to train, and each WWAMI student is about $50K/yr.  Start a Center for Rural Mental Health, budget for a director, graduate assistant, and programming budget could be ~$400K/yr |
| **Expand the impact of the Wyoming Innovation Partnership** | Develop and implement at least 10 high-quality, high-impact, sustainable programs in collaboration with the community colleges, school systems, Wyoming Business Council, Wyoming Business Alliance, the Governor’s Office, and other organizations, consistent with Wyoming Innovation Partnership goals to advance the state.  Develop and implement at least five activities by 2025 for developing entrepreneurship culture in different parts of the state in collaboration with local and regional institutions.  Expand the Impact 307 incubators for attracting at least 10 new businesses.  Create at least two revenue-generating opportunities and partnerships through WIP and its associated initiatives. | **2025**  **2025**  **2025**  **2024** | **President, Provost, VP Research and Economic Development** | Sustained support through WIP and Wyoming Business Council |
| **Support Wyoming’s economic and community development using the assets and expertise of all colleges and schools** | Develop new and expand impact of academic programs, research, Extension, and extension-like programs throughout UW’s colleges and schools to support the development of current and future economic sectors in Wyoming and continue to monitor changes to Wyoming’s economic sectors for input to curriculum development.  Expand internal start-ups by attracting 10 new business and assist with 5 new faculty start-ups  Expand UW’s physical presence and more effectively use current assets across Wyoming.  Develop infrastructure and personnel to make Wyoming-centric data readily available for students, faculty, policy makers, citizens and UW units.  Build programs and infrastructure to support the creative economy and arts statewide.    Grow the statewide entrepreneurship and innovation network; expand concept, programming, and start-up initiatives; create a resource base of at least 50 mentors for entrepreneurs    Through the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) center and WIP, further develop and expand degree offerings and short-term certificates and credentialing; and improve coordination of tourism/hospitality training, expertise, and information across the state.    Steadily increase the number of research partnerships with national labs, state agencies, and state and regional companies. | **2024**  **2027**  **2027**  **2027**  **2027**  **2027**  **2027**  **2027** | **President, Provost, VP Research and Economic Development, VP Governmental Affairs and Community Engagement** | Establish UW Statewide Presence Enhancement Working Group |
| **Enhance UW’s connections with and service to the people of Wyoming.** | Leverage the local community expertise and assets of UW-Casper, Student Educational Opportunity programs, and other UW programs working directly with communities, counties, and tribes that enhance Wyomingites’ educational and personal opportunities.  Increase UW’s current outreach and engagement activities through Athletics, alumni, donor, educational, extension, and fine arts events and programs.   * Enhance fan attendance at all UW Athletics (on campus) events and continue to emphasize outreach events annually. * Enhance connection to fans, alumni and the community at-large via focused improved and growing social media and digital presence | **Ongoing**  **Ongoing** | **Provost, Director of Athletics, VP Governmental Affairs and Community Engagement, VP Research and Economic Development, Deans** |  |
| **Grow educational opportunities for Wyoming.** | Establish a strong on-ramp for the new Vice Provost for Online and Continuing Education responsible for establishing, in collaboration with Financial Affairs and the Board of Trustees, a more competitive online program tuition structure for undergraduate programs and dynamic market-based tuition for professional and graduate programs; reexamining the university approval process for certificate approval; and expanding online and continuing education opportunities for Wyoming residents. Appropriately staff and resource this office to achieve these goals. | **2025** | **Provost** | Establish a industry-UW leadership team to investigate stackable credential pathways for professionals in Wyoming. |

**Goal 5: Cultivate financial Stability and Diversification.** Ensure the long-term vitality of UW through diversification and growth of revenue streams and effective application of Resources, infrastructure, and processes.

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| **Execution Strategy/Implementation** | **Key Performance Indicators and Success Markers** | **Timeline** | **Lead(s)** | **Other notes – Resources Needed -** |
| **Strategically grow enrollment** | Maintain and improve student support while strategically growing enrollment in a financially responsible fashion. | **2025** | **Provost, President** | Conduct Strategic Enrollment Plan process led by external consultant. This plan should include recruiting, marketing, and retention enrollment plans. |
| **Audit business processes to ensure effectiveness** | Conduct internal process “audits” with staff and relevant other users (faculty, students, stakeholders) to identify process bottlenecks that are having an outsized, negative effect on productivity and morale. Prioritize addressing these process issues to demonstrate institutional commitment to enhancing employees’ sense of workplace self-efficacy and engagement. \*      Evaluate number of steps to completion, time to completion, and effectiveness of outcomes for these identified processes. | **2024**  **2025** | **Cabinet** | Establish an Office of Continuous Improvement. |
| **Increase external funding for research and scholarship across all disciplines** | Increase the breadth and size of research and innovation enterprise at UW through increased extramural funding and expand and enhance research critical to the State of Wyoming:  • Increase proposal submission by 20%.  • Submit at least five applications to new federal programs, as an institution and in regional collaborations.  • Work with academic and research units to identify at least five targets of opportunity to grow faculty and staff in areas for which future growth and state need is anticipated.  • Expand robust and strategic seed grant activities for faculty, students, and staff to develop externally funded proposals with grants writing support and accountability measures.  • Grow and enhance our graduate and postdoc programs through extramural support, such as graduate training gaps.  • Sufficiently support current interdisciplinary institutes and create at least one new institute for promoting convergence to address Wyoming’s needs. Use work of Centers and Institutes Taskforce to establish a process for developing and sunsetting institutes and centers, and for establishing meaningful institutes that have proper support and resources  • Incentivize units to obtain more external funding by aligning their ability to obtain funding with faculty position allotment while still addressing teaching needs.  Work with President, Provost, and Deans and Directors to develop a clear set of cases statements and fundraising priorities to support key initiatives, and academic priorities. | **2025**  **Ongoing** | **VP Research and Economic Development, CEO UW Foundation** | Increased positions for grants support in colleges jointly between Research and Economic Development Division and colleges  Enhance support for Office of Sponsored Programs.  Increase University wide support for grant development for interdisciplinary projects  Develop an annual process aligned with the UW Strategic Plan priorities for endowed faculty positions, named centers and/or institutes, excellence funds, etc. |
| **Leverage and grow corporate partnerships** | Position UW as a strong educational and research partner with corporate partners, including corporate partnerships with academic, R&D, and fundraising components. Tangibly improve (measured through surveys) companies' perception of partnering with UW.  Develop a well-considered value proposition for companies to work more closely with UW, including clear opportunities for faculty, graduate students, undergraduate students, and postdocs to work with corporate partners and for corporate partners to gain value from their partnership with UW.  .  Develop plans, with City and County partners and the Wyoming Business Council, for a research park and for companies to co-locate R&D and/or recruitment offices close to campus and assess business models  Establish a strategy to coordinate disparate corporate engagement efforts across UW.  Develop a case statement(s) and priorities for enhanced corporate partnerships—including academic, R&D, and fundraising | **2024** | **President, VP Research and Economic Development, CEO UW Foundation, Provost** |  |
| **Enhance the partnership between UW and the UW Foundation** | Foster a better understanding of the mission of the UW Foundation, the foundation’s management of endowments and gifts, the policies around expenditures, and the resources and services available to UW from the foundation.  Increase effectiveness of UW expenditures from endowments and establish a metric or metrics to measure this objective.  Establish, in consultation with the Board of Trustees, annual and long-term fundraising priorities and case statements aligned with UW’s Strategic Plan and priorities.  Enhance the culture of philanthropy on campus.   * Identify fundraising priorities that align with UW Strategic Plan as well as initiatives that have both campus and donor buy in. * Grow service to campus partners with further engagement—including enhanced stewardship policies and personnel. * Implement fundraising professional development opportunities for deans, directors, and academic leaders. * Continue to grow the impact of Giving Day with enhanced partnerships with colleges, units, and departments. * Actively engage campus in philanthropy including the non-fundraising staff and faculty. * Create a deeper understanding of how fundraising works and how UW will benefit from the margin of excellence provided by private support.   Further explore partnership opportunities between the UW Board of Trustees and the UW Foundation Board of Directors to align university priorities.  Complete the available private gift matches provided by the State of Wyoming, the UW Board of Trustees, and the UW Foundation Board of Directors.   * Plan for future matching opportunities and anticipate strategies to complete | **2024**  **2024**  **2023 and ongoing**  **Ongoing**  **2023 and ongoing** | **President, CEO UW Foundation, Provost** |  |
| **Initiate planning for a comprehensive campaign** | Conduct a campaign feasibility study.  Design a comprehensive campaign including case statement(s), priorities, timeline, goal, and funding.  Launch a comprehensive campaign (first with a silent phase and second with a public phase). | **2025**  **2026**  **2026** | **President, Provost, CEO UW Foundation, Communications and Marketing** | Evaluate and hire third-party expertise to consult regarding campaign feasibility study and campaign design.  Evaluate and determine resources needed to fund campaign. |
| **Review UW budget model and program offerings** | Develop a refined budget model for UW that examines costs, financial incentives to grow programs, state funding, tuition, corporate partnerships, funding from agencies and foundations, and philanthropic support.  Change revenue mix to reduce reliance on one source of funding by:   * Strategically increasing online degree program offerings with entrepreneurial market-based tuition structure. * Attracting Wyoming residents and nonresidents interested in UW’s learning environment through diverse program structures including hybrid and online programs. * Working with businesses to design professional development and upskilling opportunities for their employees. * Reviewing our tuition and fee structure. * Enhancing and capitalizing on Summer and J-Term sessions to increase use of campus facilities and assets. * Increasing the number of first-year and sophomore students living on campus * Increasing international student, including sponsored students   Review revenue distribution model and explore revenue generation opportunities using current assets.  Using a baseline for the current number of degree and certificate programs of 211, re-examine UW’s process for evaluating, re-organizing, or discontinuing programs to allow UW to best serve our students and Wyoming by allowing us to respond wisely and nimbly to changes in budgetary realities as well as changes in knowledge, disciplinary landscapes, and the structure of academic fields. \* | **2026**  **2025**  **2025**  **2025**  **2024**  **2025**  **2026**  **2026**  **2026**  **Ongoing** | **Provost, VP Budget and Finance** | Establish an industry-UW leadership team to investigate stackable credential pathways for professionals in Wyoming. |
| **Develop campus energy plan** | Update the campus energy plan. | **2025** | **Campus Operations** |  |
| **Refine UW positioning, brand strategy, and brand promise** | Focusing on UW strengths and be cognizant of our strategic threats, refine UW’s branding strategy. | **2025** | **VP Governmental Affairs and Community Engagement, Communications and Marketing, VP Student Affairs, Provost, CEO UW Foundation, Internal Audit** | $3 million - issue RFP for brand re-envisioning and creative brief, new collateral, redesign UW website and support for maintenance of website. |