

University Plan III (2009-2014)

Outreach School

Mission and Aspirations

The mission of the University of Wyoming Outreach School is to *extend the University of Wyoming's educational programs to the people of the state of Wyoming and beyond with innovative and unique opportunities for learners of many ages, interests, locations, and motivations*. To achieve this mission the Outreach School, through its five divisions and outreach centers, has focused its priorities on **learning, access, partnerships and synergisms**, and **welcoming change**. These priorities served the Outreach School well during the Academic Plan II period (2004-2009), and allowed the Outreach School to achieve most of its planning objectives. (See Outreach School AP II Plan 2004-2009 at http://uwadmweb.uwyo.edu/acadaffairs/Acad_Plan_Implementation/plans_f/OutreachAP.pdf and Appendix II for the list of Outreach School AP II Action Items and accomplishments).

The UW Outreach School aspires to be a leader in the development, delivery, and support of effective credit and non-credit distance learning opportunities for all learners. During the next university planning period (2009-2014), the Outreach School will continue to focus on **learning, access, partnerships and synergisms**, and **welcoming change** to enhance its relationships with UW's academic colleges and support units; attain excellence in its programs, processes, and delivery; and provide leadership in distance education and lifelong learning.

Relevant Institutional Issues

All organizations and political systems need to consolidate their gains after periods of innovation and growth. The growth in the number of learners served by the Outreach School has been remarkable during the first two UW academic plan periods: e.g., in the Spring 1998 to Spring 2008 period, there was an 81% growth in students in academic programs (2158 to 3988); from 1998 to 2008, participants in enrichment classes and conferences increased 99% (8607 to 17,167); there was a 68% increase in Wyoming Public Radio listeners (30,300 to 50,800) in the same period. Therefore, during the University Plan III period, 2009-2014, the Outreach School will focus much effort on assessing, revising, and consolidating the programs and processes that were developed during the growth of the last decade. In this fashion, the Outreach School will address the University planning motif of *building depth versus adding breadth*. However, given the nature of the responsibility of the Outreach School (i.e., to extend UW's programs to the people of Wyoming and beyond), the changing interests of learners, the changing economy, and rapidly developing technology will dictate that the Outreach School continue its innovative and entrepreneurial efforts in order to provide appropriate credit and lifelong learning opportunities for Wyoming's citizens.

The Outreach School will support the UP III motif of *reinforcing and refining areas of distinction* by participating in the delivery of academic college programs that address these areas of distinction (e.g., in education and health sciences) and by providing lifelong learning opportunities in the areas of distinction.

Finally, the Outreach School will focus its efforts on the UP III priorities of *access, excellence, and leadership* through the programs, processes, financial partnerships, and facilities that will make UW programs delivered by the Outreach School relevant, accessible, and sustainable.

Outreach School Action Items (2000 - 2014)¹

Preparation. Preparation for Outreach School planning for University Plan III included (1) learning more about the environment in which the University and the Outreach School currently operate and the possible environmental influences to be faced in the future, which is a fundamental characteristic of the scenario planning to which the Outreach School is committed (see *Scenario Planning Overview* at <http://outreach.uwyo.edu/academicplanning.asp>); (2) review of past planning values, priorities, and action items; and (3) discussions within and outside the School concerning priorities for the future. Outreach School planning and proposed action items are based on the guidance of *Creation of the Future 3*, as outlined above.

Areas of Emphasis. The Outreach School will focus on five areas in its UP III plan. Within each of these areas, we will address both University motifs and Outreach School priorities. The five areas of Outreach School emphasis for 2009 – 2014 are discussed below, with University motifs noted in bold and Outreach School priorities noted in regular type beside each Outreach School area of focus.

PROACTIVELY PURSUE EXCELLENCE IN ALL LEARNING ENVIRONMENTS THROUGH THE ENHANCEMENT OF LEARNING FACILITIES, TECHNOLOGY STANDARDS, AND INSTRUCTIONAL DESIGN FOUNDATIONS. [Access, Excellence, Learning]

Action Item 1. The Outreach School will anticipate, understand, and implement the best technology standards in all delivery methods for all types of learning (formal and informal), with a focus on enhancing access to UW learning opportunities.

Action Item 2. The Outreach School will anticipate, understand, and implement the best instructional design foundations for all types of learning opportunities (formal and informal), with a focus on enhancing the effectiveness of all learning.

¹ A list of the Outreach Action Items for 2009 - 2014 can be found in Appendix I.

Action Item 3. The Outreach School will anticipate and understand the need for effective learning environments, and help implement the development of facilities that will provide the best opportunities for learning (both formal and informal).

Implementation. To realize these action items, the Outreach School will need to

- make internal resource allocations for research and development in all technology areas, instructional design methods, and facilities enhancement opportunities;
- analyze and determine the best technological solutions, instructional design methods, and facilities for delivery of a variety of learning opportunities;
- seek innovative ways to finance technological advances, instructional design changes, and facilities development, including collaboration with partners inside and outside UW;
- purposefully help learners adapt to changing technologies, instructional design methods, and new facilities that support an increased variety of learning opportunities; and
- continuously assess the effectiveness of all technologies, instructional designs, and learning environments.

REVIEW, RE-ENVISION, AND REDEFINE OUTREACH SCHOOL PARTNERSHIPS TO ENSURE PROGRAM SUSTAINABILITY AND ENCOURAGE OUR CURRENT AND POTENTIAL PARTNERS TO WORK WITH THE OUTREACH SCHOOL TO BROADEN EDUCATIONAL OPPORTUNITIES. [Leadership, Access, Partnerships and Synergisms]

Action Item 4. The Outreach School, and each of its units, will review the status of the relationships with partners internal and external to UW.

Action Item 5. The Outreach School will define and implement ways to effectively re-envision and redefine its current and potential internal and external partnerships to enhance (a) access, (b) effectiveness, and (c) sustainability for all learners and programs.

Action Item 6. The Outreach School will support its current and potential partners and the University as a whole in meeting their UP III goals that involve the Outreach School.

Implementation. To realize these action items, the Outreach School, in collaboration with its current and potential partners, will need to

- dedicate time and internal resources to understand the best ways to work within the University to meet college, department, and institutional UP III goals that involve the Outreach School;
- dedicate time and internal resources for a review and re-envisioning of effective partnership relationships;
- dedicate time and internal resources to define the most effective methods and timetables to implement and sustain redefined partnerships; and
- formalize all redefined and new partnerships with written agreements.

EMBRACE AND SUPPORT LEADERSHIP INITIATIVES IN INNOVATION AND TECHNOLOGY. [Access, Excellence, Leadership, Learning, Welcoming Change]

Action Item 7. The Outreach School, and each of its units, will analyze and define creative opportunities for leadership (internal and external to UW) in innovation and technology to enhance (a) access, (b) effectiveness, and (c) sustainability for all learners and programs.

Implementation. To realize these action items, the Outreach School will need to

- dedicate time and internal resources to research and analyze opportunities for innovation and leadership in programs, support, and technology that will enhance the mission of the Outreach School and UW to serve learners in a variety of environments statewide; and
- dedicate time and internal resources to define the most effective methods and timetables to implement opportunities for innovation and leadership in programs, support, and technology.

ENHANCE THE OUTREACH SCHOOL PRESENCE AND STATURE WITHIN UW, THE STATE, THE REGION, AND THE NATION THROUGH A FOCUS ON EXCELLENCE AND LEADERSHIP IN PROGRAMS, PROCESSES, AND COMMUNITY ENGAGEMENT. [Leadership, Excellence]

Action Item 8. The Outreach School, and each of its units, will undertake a review of its programs, processes, and community engagement in order to determine how to creatively improve and update in each area.

Action Item 9. The Outreach School will develop a plan and timetable for the improvement of programs, processes, and community engagement, including identification of necessary resources to implement the plan.

Action Item 10. The Outreach School will develop a plan and timetable for research, publications, and presentations for local, regional, national, and international conferences and journals that will document and analyze its improvements in programs, processes, and community engagement.

Implementation. To realize these action items, the Outreach School will need to dedicate time and internal resources to

- review and analyze its programs, processes, and community engagement;
- develop a plan and timetable for improvement and enhancement;
- research, write, and prepare for publications and presentations; and
- assess the effectiveness of the improvements and enhancements.

SUPPORT AND PROGRAMMATICALLY INTEGRATE THE EMERGING GROWTH AREAS OF CONTINUING EDUCATION AND LIFELONG LEARNING. [Access, Leadership, Learning, Welcoming Change]

Action Item 11. The Outreach School will anticipate, understand, and implement ways to address the growing demand for continuing education and lifelong learning.

Action Item 12. The Outreach School will research, analyze, and define ways in which to maximize learning opportunities and effectively utilize resources by integrating credit programs with non-credit continuing education and lifelong learning.

Implementation. To realize these action items, the Outreach School will need to dedicate time and internal resources to

- review and analyze its current learning opportunities;
- research and analyze examples of effective continuing education and lifelong learning;
- define emerging continuing education and lifelong learning needs and opportunities, in collaboration with partners internal and external to UW;
- define and implement ways in which enhanced learning opportunities can be developed through integrating credit and non-credit learning; and
- identify resources to support enhanced continuing education and lifelong learning programming.

Appendix I

Outreach School - University Plan III Action Items

Outreach School Areas of Emphasis and Action Items - University Plan III (2009 - 2014)					
Timeline	Areas of Emphasis and Action Items	Rationale	Link to Creation of the Future 3 Motifs	Link to Outreach School Priorities	Implementation
	Proactively pursue excellence in all learning environments through the enhancement of learning facilities, technology standards, and instructional design foundations.	Learning environments will affect the quality of learning.	Access, Excellence	Learning	To realize these action items, the Outreach School will need to (1) make internal resource allocations for research and development in all technology areas, instructional design methods; (2) analyze and determine the best technological solutions, instructional design methods, and facilities for delivery of a variety of learning opportunities; (3) seek innovative ways to finance technological advances, instructional design changes, and facilities development including collaboration with partners inside and outside UW; (4) purposefully help learners adapt to changing technologies, instructional design methods, and new facilities that support an increased variety of learning opportunities, and (5) continuously assess the effectiveness of all technologies, instructional designs, and learning environments.
	Action Item 1. The Outreach School will anticipate, understand, and implement the best technology standards in all delivery methods for all types of learning (formal and informal), with a focus on enhancing access to learning opportunities.				
	Action Item 2. The Outreach School will anticipate, understand, and implement the best instructional design foundations for all types of learning opportunities (formal and informal), with a focus on enhancing the effectiveness of all learning.				
	Action Item 3. The Outreach School will anticipate and understand the need for effective learning environments, and help implement the development of facilities that will provide the best opportunities for learning (both formal and informal).				
	Review, re-envision, and redefine Outreach School partnerships to ensure program sustainability and encourage our partners to work with the Outreach School to broaden educational opportunities.	Only through strengthening partnerships will the Outreach School have relevant and sustainable programs to deliver.	Access, Leadership	Partnerships and Synergisms	To realize these action items, the Outreach School, in collaboration with its partners, will need to (1) dedicate time and internal resources for a review and re-envisioning of effective partnership relationships; (2) dedicate time and internal resources to define the most effective methods and timetable to implement redefined partnerships; (3) dedicate time and internal resources to define the most effective methods and timetables to implement and sustain redefined partnerships; and (4) formalize all redefined and new partnerships with written agreements.
	Action Item 4. The Outreach School, and each of its units, will review the status of the relationships with partners internal and external to UW.				
	Action Item 5. The Outreach School will define and implement ways to effectively re-envision and redefine its internal and external partnerships to enhance (a) access, (b) effectiveness, and (c) sustainability for all learners and programs.				
	Action Item 6. The Outreach School will support its current and potential partners and the University as a whole in meeting their UP III goals that involve the Outreach School.				
	Embrace and support leadership initiatives in innovation and technology.	The Outreach School has the experience, ability, and support to promote innovation to enhance the delivery of UW learning opportunities.	Access, Excellence, Leadership	Learning, Welcoming Change	To realize these action items, the Outreach School will need to (1) dedicate time and internal resources to research and analyze opportunities for innovation and leadership in programs; and (2) dedicate time and internal resources to define the most effective methods and timetable to implement opportunities for innovation and leadership in programs, support, and technology.
	Action Item 7. The Outreach School, and each of its units, will analyze and define creative opportunities for leadership (internal and external to UW) in innovation and technology to enhance (a) access, (b) effectiveness, and (c) sustainability for all learners and programs.				

Outreach School Areas of Emphasis and Action Items - University Plan III (2009 - 2014)					
Timeline	Areas of Emphasis and Action Items	Rationale	Link to Creation of the Future 3 Motifs	Link to Outreach School Priorities	Implementation
	Enhance the Outreach School presence and stature within UW, the state, the region and the nation through a focus on excellence and leadership in programs, processes, and community engagement.	The University of Wyoming strives for excellence in all programs and has determined to distinguish itself in certain areas. The Outreach School will support the University's enhanced reputation through the enhancement of the delivery of a variety of UW learning opportunities.	Leadership, Excellence	Learning, Partnerships and Synergisms	To realize these action items, the Outreach School will need to dedicate time and internal resources to (1) review and analyze its programs, processes, and community engagement; (2) develop a plan and timetable for improvement; (3) research, write, and prepare for publications and presentations; and (4) assess the effectiveness of the improvements implemented.
	Action Item 8. The Outreach School, and each of its units, will undertake a review of its programs, processes, and community engagement in order to determine how to creatively improve and update in each area.				
	Action Item 9. The Outreach School will develop a plan and timetable for the improvement of programs, processes, and community engagement, including identification of necessary resources to implement the plan.				
	Action Item 10. The Outreach School will develop a plan and timetable for research, publications, and presentations for local, regional, national, and international conferences and journals that will document and analyze the improvements in programs, processes, and community engagement.				
	Support and programmatically integrate the emerging growth areas of continuing education and lifelong learning.	While much of the focus in Outreach School programming has been in credit programs, changing demographics and learning needs require a focus on developing enhanced and expanded non-credit learning delivered in a variety of formats.	Access, Leadership	Access, Learning, Partnerships and Synergisms, and Welcoming Change	To realize these action items, the Outreach School will need to dedicate time and internal resources to (1) review and analyze its current learning opportunities; (2) research and analyze examples of effective continuing education and lifelong learning; (3) define emerging continuing education and lifelong learning needs and opportunities, in collaboration with internal and external UW partners; (4) define and implement ways in which enhanced learning opportunities can be developed through integrating credit and non-credit learning; and (5) identify resources to support enhanced continuing education and lifelong learning programming.
	Action Item 11. The Outreach School will anticipate, understand, and implement ways to address the growing demand for continuing education and lifelong learning.				
	Action Item 12. The Outreach School will research, analyze, and define ways in which to maximize learning opportunities and effectively utilize resources by integrating credit programs with non-credit continuing education and lifelong learning.				

Appendix II

Outreach School AP II Accomplishments (2004-2009)

	Outreach School Academic Plan 2004-2009 Action Items		
<u>Item #</u>	<u>Brief Description</u>	<u>Result</u>	<u>Status</u>
1.1	Credit program focus on <i>Areas of Distinction</i>	Accomplished	On-going
1.2	Non-Credit program focus on <i>Areas of Distinction</i>	Accomplished	On-going
2.1.a	<i>Assessment of Student Learning:</i> Assessment Coordinator participation on UW Assessment Committee	Accomplished	On-going
2.1.b	<i>Assessment of Student Learning:</i> Acquisition, maintenance, and enhancement of appropriate and effective online assessment tools	Accomplished	On-going
2.1.c	<i>Assessment of Student Learning:</i> Collaborative and integrated assessment of student learning among UWCC, OCP, and academic departments and colleges.	Accomplished	On-going
2.1.d	<i>Assessment of Student Learning:</i> Evaluation of clients and participants of non-credit learning opportunities.	Accomplished	On-going
2.1.e	<i>Assessment of Student Learning:</i> Examination of ways OS can evaluate level of students' skills and knowledge as they enter UW outreach programs and processes for directing students toward appropriate remediation through university programs if necessary.	In progress, working with LeaRN	On-going
2.2.a	<i>Personalized, Connected Education:</i> Examine best practices in distance learning to support faculty and students involved in outreach programs.	In progress	On-going
2.2.b	<i>Personalized, Connected Education:</i> Develop processes to maintain closer links with students and graduates.	Accomplished	On-going
2.2.c	<i>Personalized, Connected Education:</i> Develop and implement unique learning opportunities through enrichment, conferences, and non-credit programming.	In progress	On-going
2.2.d	<i>Personalized, Connected Education:</i> OTS research efforts will enhance OS ability to acquire and utilize new technologies for distance deliver that will allow us to create closer and more interactive learning environments for students and faculty.	Accomplished	On-going
2.3	<i>Personalized, Connected Education:</i> OS will support, as appropriate, the development and implementation of an academic success network (LeaRN).	Accomplished	On-going

3.1	<i>Scholarship and Graduate Education:</i> Bolster graduate education through the graduate school test prep courses offered through CSE and regular Graduate School Dean presentations and conversations with outreach graduate students available through videoconferencing.	Accomplished	On-going
3.2	<i>Scholarship and Graduate Education:</i> Support stronger interdisciplinarity through partnerships with AHC, Art Museum, Graduate School, Libraries.	In progress	On-going
3.3	<i>Scholarship and Graduate Education:</i> Support the research infrastructure by supporting faculty startup costs, when appropriate, to enhance outreach programs.	Not applicable during this planning period	
3.4	<i>Scholarship and Graduate Education:</i> Engage and support faculty and OS personnel in scholarship devoted to effective distance learning.	Accomplished	On-going
4.1	<i>Structure of the Curriculum:</i> Ensure that all necessary courses for degree programs offered through Outreach are available in a manner that facilitates students' timely academic progress.	Accomplished	On-going
4.2	<i>Structure of the Curriculum:</i> Pursue a broader range of course offerings for outreach students so they receive the best possible learning opportunities.	Accomplished	On-going
4.3	<i>Structure of the Curriculum:</i> Ensure that USP courses are available for outreach students.	Accomplished	On-going
5.1	<i>Outreach, Extension, and Community Service:</i> Extend access to UW resources by offering degree programs, certificate programs, professional development, and non-credit programming to meet the diverse learning needs of students and clients - including supporting the distance learning planning goals of academic colleges and departments.	Accomplished	On-going
5.2.a	<i>Outreach, Extension, and Community Service:</i> Enhance and expand programming from WPR, including expansion and improvement of WPR infrastructure.	Accomplished	On-going
5.2.b	<i>Outreach, Extension, and Community Service:</i> Utilize ACs and staff in Regional Centers in collaborative institutional outreach efforts.	In progress	On-going
5.2.c	<i>Outreach, Extension, and Community Service:</i> Support public learning opportunities delivered through CSE through video conferencing statewide.	In progress	On-going

5.3.a	<i>Outreach, Extension, and Community Service:</i> With the Director of CES discuss the development of a University Outreach Coordination Council, and implement if deemed appropriate and useful.	Not applicable during this planning period	On-going
5.3.b	<i>Outreach, Extension, and Community Service:</i> Explore with CES and other UW outreach units the development of Community Learning Centers in communities across Wyoming.	In progress	On-going
5.3.c	<i>Outreach, Extension, and Community Service:</i> Explore with the Director of CES opportunities for increased sharing and coordination of OS and CES, especially in areas of communication and instructional technology.	In progress	On-going
5.4	<i>Outreach, Extension, and Community Service:</i> Collaborate with other UW units dedicated to outreach efforts in order to help extend the resources of these units to the state (e.g., SEO, Art Museum, AHC).	In progress	On-going
5.5a	<i>Outreach, Extension, and Community Service:</i> Develop and activate an Outreach School Advisory Council with representatives from academic colleges and academic support units.	Accomplished	On-going
5.5.b	<i>Outreach, Extension, and Community Service:</i> Engage in systematic and continuous conversations with academic departments and colleges concerning the maintenance and enhancement of outreach programs, including providing enrollment and tuition data on a regular basis.	In progress	On-going
5.6	<i>Outreach, Extension, and Community Service:</i> Make investments in and provide financial support for programs delivered through outreach.	Accomplished	On-going
5.7	<i>Outreach, Extension, and Community Service:</i> Rededicate OS efforts to appropriate and effective assessment, including systematic needs assessments in cooperation with other UW outreach units and utilizing assessment results in planning and programming.	Accomplished	On-going
6.1	<i>Diversity, Internationalization, and Access:</i> Continue to support programs that encourage learning about and understanding of diversity, including, when possible and appropriate, making these programs available statewide through video conferencing.	In progress, working with LeaRN	On-going

6.2.a	<i>Diversity, Internationalization, and Access:</i> Develop more international learning opportunities for outreach students.	In progress, working with IPO	On-going
6.2.b	<i>Diversity, Internationalization, and Access:</i> Encourage international student enrollment in courses offered through Outreach.	In progress	On-going
6.2.c	<i>Diversity, Internationalization, and Access:</i> Enhance non-credit global learning and travel opportunities.	Accomplished	On-going
6.2.d	<i>Diversity, Internationalization, and Access:</i> Continue the global reporting and international cultural programming available on WPR	Accomplished	On-going
6.3.a	<i>Diversity, Internationalization, and Access:</i> Continue to meet the demand for additional courses, course sections, and degree programs.	Accomplished	On-going
6.3.b	<i>Diversity, Internationalization, and Access:</i> Support articulation between UW academic departments/colleges and community colleges and high school educators.	Accomplished	On-going
6.3.c	<i>Diversity, Internationalization, and Access:</i> Develop programs and processes that help students adjust to distance learning.	In progress	On-going
6.3.d	<i>Diversity, Internationalization, and Access:</i> Increase the physical accessibility of our learning environments through attention to the needs of students with disabilities.	Accomplished	On-going
6.3.e	<i>Diversity, Internationalization, and Access:</i> Support the development of more financial aid for part time students.	In progress	On-going
6.3.f	<i>Diversity, Internationalization, and Access:</i> Attend to the special needs of non-traditional and first generation students.	In progress	On-going
6.3.g	<i>Diversity, Internationalization, and Access:</i> Plan CSE, UWTV, and WPR programming to increase access to UW programs and resources.	In progress	On-going
7.1	<i>Technological Infrastructure:</i> Assist in the evaluation of UW's current technological infrastructure and support.	Accomplished	On-going
7.2	<i>Technological Infrastructure:</i> Collaborate with IT, ECTL, Research, and Libraries in the development of an institutional technology plan, including the examination of funding strategies for new technologies and the implementation of these new technologies.	Accomplished	On-going

7.3	<i>Technological Infrastructure: OTS will continue to research, test, acquire, and implement new distance learning technologies to support credit and non-credit programs delivered through OS.</i>	Accomplished	On-going
8.1	<i>Partnerships and Synergism: Work collaboratively with academic units as they plan new programs for outreach delivery.</i>	Accomplished	On-going
8.2	<i>Partnerships and Synergism: Use CPM to support faculty positions that include outreach responsibilities, and provide funding for APLs and graduate assistants as appropriate to support outreach programs.</i>	Accomplished	Discontinued; moving to different support models.
8.3	<i>Partnerships and Synergism: Work cooperatively with academic colleges and departments to develop flexible and equitable investment in and rewards for involvement in outreach programs</i>	In progress	On-going
8.4	<i>Partnerships and Synergism: Develop and maintain written agreements with all university units offering programs through the Outreach School.</i>	Accomplished	On-going
8.5	<i>Partnerships and Synergism: Maintain current and develop new collaborative programming in non-credit areas through CSE, WPR, and UWTV.</i>	Accomplished	On-going
8.6	<i>Partnerships and Synergism: Maintain and enhance community college partnerships by updating cooperative agreements and defining additional ways in which to collaborate effectively with community colleges.</i>	Accomplished	On-going
8.7	<i>Partnerships and Synergism: With International Programs, explore opportunities to establish relationships with outreach programs at UW partner institutions.</i>	In progress, working with IPO	On-going
8.8	<i>Partnerships and Synergism: Through CSE, support the development and operation of the proposed UW Education and Conference Center.</i>	Accomplished	Discontinued; moving to different support models.
9.1	<i>Accommodation of Growth: Undertake an inventory of space currently allocated to OS and an analysis of OS space needs.</i>	Accomplished	On-going
9.2	<i>Accommodation of Growth: Work with Casper College to determine the feasibility of joint facilities development and consolidation to support the common missions of Casper College and the UW/CC Center.</i>	Accomplished	On-going

9.3	<i>Accommodation of Growth:</i> Seek a long-term solution to the problems associated with the dispersal of Outreach School units across the Laramie campus.	Not applicable during this planning period.	
9.4	<i>Accommodation of Growth:</i> Explore the development of permanent facilities in Cheyenne based on the UW/CC model.	Accomplished	On-going
9.5	<i>Accommodation of Growth:</i> Develop a plan for the enhancement of specified Outreach School Regional centers across the state, seeking where possible to co-locate with other UW outreach units.	In progress	On-going
10.1	<i>Accommodation of Growth:</i> Undertake a review of OS responsibilities and the personnel available to meet those responsibilities, to determine how best to handle growth and continue to serve students and clients effectively in outreach programs.	Addressed within some Outreach School units.	On-going
11.1	<i>Accommodation of Growth:</i> Create and implement an effective development plan in cooperation with academic colleges and the UW Foundation.	Accomplished	On-going
	Total Number of Action Items = 61	38 accomplished and 20 in progress with much accomplished (95%)	
		3 not applicable during this planning period (5%)	