

**University of Wyoming**  
**UW Leadership Team Meeting**  
**August 5, 2025**

**1:30-3:00 p.m. · Coe Library · Rm 506**

**Attendees:**

Ed Seidel, President  
Anne Alexander, Interim Provost  
Saman Aryana, Associate Dean, College of Engineering and Physical Sciences  
Gabrielle Allen, Director, School of Computing  
Chad Baldwin, Associate Vice President, Institutional Communications  
Scott Beaulier, Dean, College of Business  
Parag Chitnis, Vice President, Research and Economic Development Division  
Nycole Courtney, Interim Vice President, Student Affairs  
Amanda DeDeigo, Acting Dean, UW-Casper  
Tara Evans, Vice President and General Counsel  
Rob Godby, Faculty Senate Chair  
Jesse Grosinger, Staff Senate President  
Patrick Hardigan, Dean, College of Health Sciences  
Julie Hill, Dean, College of Law  
Alex Kean, Vice President, Budget and Finance  
Holly Krutka, Executive Director, School of Energy Resources  
Cass Kvenild, Dean, UW Libraries  
RoseMarie London, Executive Director and Deputy Secretary, UW Trustees  
Amy McLaughlin, Vice President, Information Technology  
Jenna Shim, Dean, College of Education  
John Stark, President/CEO, UW Foundation  
Scott Turpen, Dean, College of Arts and Sciences

**Opening Remarks**

- President Ed Seidel summarized how the UW leadership team was formed and the cadence for meetings.
- President Seidel discussed his priorities for his last year. Which include:
  - Improving the foundations of the university
  - Improving campus culture
    - Process with Steve Smutko and Tara Kuipers
  - Furthering the Capital Campaign
  - Increased legislative/community engagement

- President Seidel is working on a transition plan that will include more delegation.

### **Ground Rules for UW Leadership Team Meetings**

- President Seidel shared that there is a participant conflict with the current time (1:30-3:00 pm on the 1<sup>st</sup> Tuesday of the Month) – Suggested alternative times are 8:30 -10 am or 3-4:30 pm on the same Tuesday. Associate Vice President Chad Baldwin expressed a preference for the 3 pm time.
- President Seidel communicated that anyone could suggest agenda items.
  - The call for items will be sent out on the Tuesday before the meeting. Chief of Staff Kyne and President Seidel will finalize the agenda
  - Seidel expressed that he would like to get away from informational/operational items in these meetings. He sees this as a problem-solving group.
- Delegates
  - Delegates will not be allowed.
- Meeting notes
  - Meeting notes will be taken and published publicly.
- Agendas
  - The group would like the meeting agenda published publicly.
- President Seidel stated that the expectation for this group is that information is shared with units. It will be clear when items are not to be shared outside the meeting.

### **Identify Critical Needs throughout the University**

- President Seidel summarized the past critical needs exercises. He shared that the Board of Trustees will be meeting this week to discuss priorities for the budget exception requests.
- Interim Provost Anne Alexander discussed the AI and Critical Minerals Initiatives as part of the budget exception request list. The Trustees declined both of these as current priorities.
- President Seidel noted the two types of critical needs that this exercise will try to identify:
  - Unit specific: essential areas for UW to function, seen as more important than others.
  - Thematic across UW: what does UW want to be known for?
    - These would be considered the “Grand Challenges”
- President Seidel asked what people like to see around critical needs:

- In the discussion, Dean Scott Turpen emphasized the importance of “getting the plumbing right” so that campus systems work smoothly, particularly in boosting enrollment. He raised questions about whether additional hires, enhanced advisor training, or stronger career placement efforts are needed. While some areas handle this well, others do not, and he called for a more structured, consistent approach across campus.
- Faculty Senate Chair Rob Godby noted that it’s easy for universities to focus inward but stressed the importance of all forms of external engagement, something the legislature also values. Associate Dean Saman Aryana pointed to structural impediments caused by siloed initiatives and highlighted the need to foster a culture of collaboration.
- Vice President Amy McLaughlin echoed Turpen’s comments about “plumbing,” underscoring the importance of avoiding duplicated efforts and streamlining operations for greater efficiency. Staff Senate President Jesse Grosinger added that support staff need resources so they can better support faculty. Chair Godby returned to the theme of support, advocating for development opportunities not only for staff and faculty but also for administrative leadership.

## **Enrollment**

- Interim Provost Anne Alexander discussed the approaching enrollment cliff due to the largest high school graduating class having just graduated. She also noted that the Office of Academic Affairs is trying to determine what the future of the Vice Provost for Enrollment Management position looks like. Academic Affairs would like to hear from deans on what is working for them and where changes are needed.
  - Dean Patrick Hardigan opened the discussion by noting that many prospective students are looking to Montana first, raising the question of how to better incentivize students to stay in Wyoming. He suggested that this might be done in partnership with the legislature.
  - Associate Vice President Baldwin added that his nephew attends Utah State, where out-of-state students can gain residency status after one year of enrollment. He explained that Wyoming is working on a “good neighbor” tuition rate and highlighted how trustee-funded marketing efforts boosted applicant numbers last year. He cautioned against individual colleges running their own undergraduate advertising campaigns.

- Vice President Alex Kean pointed out that while there are ways for out-of-state students to qualify for resident tuition, doing so effectively shifts costs to in-state students, which could provoke backlash if in-state tuition rises.
- Dean Carolyn Pepper shared that the entire graduate education marketing budget is only \$80,000 and encouraged deans to inform her of programs they want to promote.
  - President Seidel asked about the difference between undergraduate and graduate digital advertising, and Associate Vice President Baldwin replied that undergraduates tend to be looking for community, fit, and lifestyle while graduate students focus on more program-specific details.
- Dean Jenna Shim added that digital campaigns have been successful, with outside consultants creating videos to dispel myths about the education sector. She emphasized that recruitment is most effective when faculty are actively engaged in the field and noted that professional degrees and programs with consistent structure and delivery are especially popular.
- Chair Godby recalled a lengthy discussion with prior Vice Provost for Enrollment Management Kyle Moore about a year ago and questioned whether the resulting plan is being implemented. He also raised concerns about ensuring career development and equity amongst faculty if online learning becomes a larger focus.
- Associate Dean Aryana emphasized that boosting enrollment—both recruitment and retention—requires a multifaceted approach, with clear messaging and strong relationships at its core. He noted that a recent change to the university’s scholarship-stacking policy has had a negative impact. Vice President Kean expressed willingness to collaborate with anyone on improving scholarship awarding practices and added that the UW Leadership Team should all be part of this discussion. Vice President Tara Evans cautioned that there are certain legal considerations to keep in mind.
  - President Seidel stressed the importance of the topic, suggesting that Interim Vice Provost Shelley Dodd be invited to join the conversation. He also noted that scholarship strategy is closely tied to the success of the capital campaign.
- Chair Godby was interested in having Interim Vice President Nycole Courtney speak about first and second year retention at the next UWLT meeting.