University of Wyoming

UW Leadership Team Meeting

January 6, 2026

8:30-10: 00 a.m. · Coe 506

Attendees:

Ed Seidel, President
Anne Alexander, Interim Provost, Office of Academic Affairs
Chad Baldwin, Associate Vice President, Institutional Communications
Scott Beaulier, Dean, College of Business
Tom Burman, Director of Athletics
Parag Chitnis, Vice President, Research and Economic Development Division
Nycole Courtney, Interim Vice President, Student Affairs
Kelly Crane, Dean, College of Agriculture, Life Sciences, and Natural Resources
Gwen Dailey, Staff Senate President
Amanda DeDeigo, Acting Dean, UW-Casper
Tara Evans, Vice President and General Counsel
Rob Godby, Faculty Senate Chair
Patrick Hardigan, Dean, College of Health Sciences
Julie Hill, Dean, College of Law
Alex Kean, Vice President, Budget and Finance
Cass Kvenild, Dean, UW Libraries
Kelsey Kyne, Chief of Staff to the President
RoseMarie London, Executive Director and Deputy Secretary, UW Trustees
Bill Mai, Vice President, Campus Operations
Amy McLaughlin, Vice President, Information Technology
Beth McMillan, Interim Director, School of Computing
Carolyn Pepper, Interim Dean, School of Graduate Education
Breezy Taggart for Peter Parolin, Dean, Honors College
Scott Quillinan, Interim Executive Director, School of Energy Resources
Mike Smith, Vice President, Governmental Affairs and Community Engagement
John Stark, President/CEO, UW Foundation
Scott Turpen, Dean, College of Arts and Sciences

Opening Remarks.

President Seidel opened the meeting by welcoming Jack Tennant, Executive Director of the UW Alumni Association, noting that Tennant will now be joining the Leadership Team meetings. He then turned to the growing importance of artificial intelligence, emphasizing that AI will be a transformative technology across higher education and beyond. Ensuring that UW students are prepared to work with AI is a strategic priority, and Seidel noted that further details would be provided through the work of the President's AI Commission.

Seidel also referenced a recent announcement made before the holiday break, regarding the potential dismantling of NCAR. While the situation remains fluid, he noted that this development could present an opportunity for UW. In particular, existing clauses suggest that if NCAR were dismantled, UW could become the owner of the NCAR Wyoming Supercomputing Center in Cheyenne.

AI Across the University Commission

Jeff Hamerlinck, Associate Director of the School of Computing, Presidential Fellow, and Chair of the AI Across the University Commission presented an overview of the newly established commission's charter. The commission has an open-ended duration and a broad scope, modeled on similar efforts at peer R1 institutions. It builds on earlier AI-related work initiated through the Provost's Office, which has laid a strong foundation over the past several years.

The primary purpose of the commission is strategic guidance and coordination. Its areas of responsibility include administration, compliance, communication, institutional development, and guidance related to AI. Five Committees have been established:

- **AI Teaching and Learning** (Steve Barrett)
- **Academic Hiring around AI** (Beth McMillan and Ian Walker)
- **AI-Related R&D Opportunities and Directions** (Parag Chitnis)
- **AI Services & Tools: Administrative, Academic, Research and Service Applications of AI** (Amy McLaughlin)
- **External Collaborations** (Jeff Hamerlinck)

Several members of the Leadership Team contributed to the discussion. Faculty Senate Chair Rob Godby emphasized the scale of faculty training and professional development that will be required, noting that incentives for faculty to adopt AI in their curricula could accelerate progress. He suggested that integrating AI-related efforts into annual review processes could help create positive momentum. Interim Provost Anne Alexander added that this may be an appropriate time for colleges to reevaluate their core curricula and suggested that the Office of Academic Affairs might consider offering seed grants to support this work.

Dean Julie Hill reported progress on cluster hiring, highlighting an opportunity to recruit a highly regarded AI-focused legal scholar currently at CU Boulder. If successful, this would give the College of Law two scholars in this emerging area. President Seidel underscored his desire to see a visible cohort of AI experts across the university, noting that Interim Director Beth McMillan and Professor Ian Walker are actively working on this effort in the Academic Hiring around AI Committee.

United Way Partnership

United Way Executive Director Anna Cramer spoke about the ongoing partnership between UW and United Way, describing how the collaboration helps address resource gaps in the Laramie community. She noted that the United Way campaign is currently underway and that employees can designate their contributions to specific non-profits or donate generally. She also outlined several ways for campus members to get involved.

Enhancing Enrollment

President Seidel reiterated the urgency of addressing the enrollment cliff and stressed the need to strengthen all enrollment pathways. Interim Provost Alexander framed the challenge historically, noting that higher education has previously been transformed by the Morrill Act and the GI Bill, coinciding with population booms. Today, AI represents another revolution, but without the benefit of a population boom. She emphasized the need to equip faculty, staff, and students with the right tools and highlighted ongoing discussions around student success centers, scholarships, and tuition costs.

Vice Provost Shelley Dodd described the intensive work underway in recruitment and admissions. The goal is to keep UW top of mind for prospective students and families through consistent, personalized outreach. Tools like Enroll ML help identify students with high interest, while direct engagement—especially when the Alumni Association reaches out to children of alumni—can be particularly impactful. Dodd noted that financial concerns are central for families and that collaboration across units is essential. She reported that UW is currently up in confirmed students for next fall.

Alexander emphasized the importance of strong customer service throughout the enrollment process. Vice President Nycole Courtney added that additional attention is needed in graduate enrollment, even as undergraduate numbers show improvement. Student Success & Graduation is contacting all currently enrolled students who have not registered for classes and is working closely with students on probation or suspension. She highlighted the importance of academic recovery initiatives, including an "academic mulligan," acknowledging that COVID significantly disrupted academic readiness. Recruit-back efforts are also underway for students with credits

but no degree, and SS&G is collaborating with ACES on career placement to support post-graduation success.

A discussion followed on the Good Neighbor Scholarship. Alexander noted that UW loses more than 70% of its graduates to other states. Vice President Alex Kean explained that the program is designed to attract students from neighboring states by offering an additional $2,000 on top of existing financial aid, restoring a price differential that existed previously. Seidel added that Wyoming ranks second-worst nationally in retaining graduates and emphasized the importance of internships and experiential learning in encouraging students to remain in-state.

Chair Rob Godby requested an update on retention data and academic mulligans and stressed the need to maintain academic rigor. Courtney will be invited to present to Faculty Senate. Dean Scott Turpen expressed interest in having Dodd demonstrate Enroll ML for Arts & Sciences. Athletic Director Tom Burman noted that athletics is reexamining its value proposition and suggested that defining and communicating UW's institutional value proposition will be critical.

The conversation also addressed nontraditional and transfer students. Dodd described ongoing efforts with transfer recruiters, while Courtney noted that a recruit-back position will help students reengage with UW. Acting Dean Amanda DeDiego raised concerns about the complexity of the transfer portal and discussed express transfer options at LCCC.

Position Description Questionnaires (PDQs)

Vice President Alex Kean reported that every university position should have a current Position Description Questionnaire, yet approximately 20% of UW positions either lack a PDQ or have outdated ones. HR will begin reaching out to units with existing PDQs, and the review process is not expected to be a heavy lift. Completing this work is critical for FLSA compliance and will support clearer job ladders. Best practice will be to review PDQs annually, with a goal of completing the current update cycle by May. General Counsel Tara Evans noted that while this step addresses legal compliance, it will also provide broader workforce benefits. Kean emphasized that PDQs are a foundational element of employment at the university.

IT Billing Model

Vice President Amy McLaughlin presented a proposed update to IT's billing model. Currently, network and telecommunications costs are allocated using a per-port and per-line system, which is becoming unsustainable as UW transitions to a Wi-Fi–based infrastructure. The existing model is administratively burdensome and consumes significant staff time.

IT proposes moving to a service-level agreement model based on FTE, with a rate of $795 per FTE. This approach would simplify billing and eliminate much of the current administrative complexity. Vice President Alex Kean noted that implementation would occur through the

business fee book process, reducing administrative effort across campus. Questions were raised about grant-funded positions and overall cost impacts. McLaughlin confirmed that the model would be revenue neutral, freeing staff to focus on higher-value work. She will conduct a deeper cost analysis and provide additional detail for review as there were concerns from some that this would increase IT costs for some units that did not pay for services for many of their FTEs.