



DIVISION OF  
**FINANCE AND  
ADMINISTRATION  
STRATEGIC PLAN**



A low-angle photograph of a modern university building with large windows and a central white tower featuring a black buck logo. The sky is a clear blue.

# MISSION

The Division of Finance and Administration provides the financial and administrative infrastructure needed for the University of Wyoming to fulfill its core mission of teaching, research, and service. The division provides competent, responsive direct and advisory services to the entire university. These services are marked by accountability to the institution, resourcefulness, and stewardship of all university assets.

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# VALUES

WE ARE AN ORGANIZATION PROVIDING...	WE VALUE A WORKSPACE WHERE...	WE VALUE PEOPLE WHO...	WE ASPIRE TO BE KNOWN AS AN ORGANIZATION THAT...
<ul style="list-style-type: none"><li>• Reliable services and support for the faculty, staff and students who make the University an institution of teaching, research and service</li><li>• Strategic planning, technical direction and thoughtful advice</li><li>• Specific, measurable results consistent with our commitments</li><li>• Clear and concise communications</li><li>• Enthusiastic people who produce extraordinary results</li></ul>	<ul style="list-style-type: none"><li>• Staff are provided training and mentoring to work effectively with others and to keep pace with a rapidly changing environment</li><li>• People are promoted and rewarded based on their skills and dedication to providing a high standard of service</li><li>• People listen respectfully and are able to speak freely and candidly</li><li>• Mistakes become learning opportunities</li><li>• Individuals know that they can truly make a difference</li><li>• Both stability of services and innovative solutions are vital</li><li>• Independent thinking is fostered and collaborative partnerships are the norm</li><li>• A healthy work-life balance is encouraged</li><li>• Our success is measured by the success of the University</li></ul>	<ul style="list-style-type: none"><li>• Demonstrate candor, adaptability and thrive in a challenging work environment</li><li>• Are confident about their abilities and optimistic about the outcomes of their efforts</li><li>• Are committed to a strong work ethic and strive to excel</li><li>• Focus on what can be done rather than what cannot be done</li><li>• Treat each other with dignity and mutual respect</li><li>• Give credit where credit is due</li><li>• Recognize and welcome diversity</li><li>• Lead by example</li><li>• Exhibit initiative and a thirst for knowledge</li></ul>	<ul style="list-style-type: none"><li>• People can trust, because we keep our promises</li><li>• Flows as one interconnected unit, continually enhancing knowledge and services in response to the University community</li><li>• Attracts the best people who flourish in a stimulating environment</li><li>• Has the highest standards of ethical conduct</li><li>• Communicates effectively within the division and beyond</li><li>• Has leaders who embody the highest values of the organization</li><li>• Respects creativity in the quest for excellence and service</li><li>• Recruits, retains, and promotes a diverse workforce</li><li>• Dares to think the unthinkable and challenge the status quo</li></ul>

# CORE PRINCIPLES

The core principles of the Division of Finance and Administration include the following

- 1. Build human capital**
  - a. Recruit (and retain) the best employees.
  - b. Develop leaders for UW and the higher education community as a whole. It is OK to lose people we have developed to great opportunities.
  - c. Train the next generation of higher education leaders. We are a school; it is fundamental to our mission that we do this.
- 2. Expect the best from our employees**
  - a. It is an honor and privilege to serve at the state's only four year university. We expect every team member to hold that as a core belief. In addition, we expect everyone to contribute to supporting the entire team.
  - b. Our jobs are not for everyone. We treat people who leave our teams with dignity and professionalism.
- 3. Relentlessly increase efficiency**
  - a. We are passionate about this.
  - b. We are willing to question everything that we do in order to make it better.
- 4. Plan for the future**
  - a. We will set in place sustainable, replicable, and efficient models, processes and systems for our successors.
  - b. We will work in support of a long-term operational and financial plan that supports the strategic aims of the University.





The overarching purpose of Goal One: Driving Excellence, is to “Join together as an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.” The Division of Finance and Administration primarily performs a support function in the University’s achievement of this goal.

Performance Indicators	Baseline	2022 Target	Responsibility
Assist in the creation of appropriate annual performance evaluations to foster excellence across the institution	Under design	Fully implemented through HCM	Human Resources, Administration and Academic Affairs
Provide expertise and oversight in the creation of innovative teaching and learning environments	N/A	New Campus Master Plan	VP for Finance & Administration





# GOAL TWO

Inspiring Students

The focus of Goal Two: Inspiring Students, is to “Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.”

Performance Indicators	Baseline	2022 Target	Responsibility
Provide appropriate employment opportunities as a high impact practice supporting student success	Restructuring of student employment under design	Fully implemented	Human Resources and Student Financial Aid
Facilitate the design, build and financing of attractive student housing	Campus Housing Plan	2-4 New Residence Hall Constructed and Open and Renovation of 1-2 Existing Residence Halls	Administration/ Operations and Student Affairs
Foster a supportive and inspiring learning environment by maintaining the facilities and grounds of the University	N/A	5-Year Capital Plan that includes dedicated resources (including major maintenance) dedicated to the renewal of existing facilities	Financial Affairs and Operations





# GOAL THREE

Impacting Communities

Goal Three: Impacting Communities, is dedicated to “improving and enhancing the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.”

Performance Indicators	Baseline	2022 Target	Responsibility
Provide timely transit options that transport the campus community and general public to route destinations and provide ADA accessible options	Ongoing	Completed Parking & Transit Master Plan and Implementation of Phase I	Administration/Auxiliary Services/ Transit and Parking Services
Maintain UW airplanes that enable both administrative travel to our statewide constituents, and appropriate research efforts that support our land grant mission	Ongoing	Dedicated Reserves and Sustainable Operating Financial Models for both the Transportation Plane and the Research Aircraft	Administration/Auxiliary Services/ Financial Affairs
Provide and maintain UW vehicles that transport the campus community in a safe and reliable manner	Ongoing	Consolidation of Entire UW Fleet and a Sustainable Operating Financial Model	Administration/Auxiliary Services/ Fleet Services/ Financial Affairs



## GOAL FOUR

### A High-Performing University

The Division of Finance and Administration commits an overwhelming portion of its resources, both financial and human, to the accomplishment of Goal 4 of the University's Strategic Plan. The overarching purpose of Goal Four: A High Performing University, is to "Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources." In achieving that purpose the Division will focus its resources on the three areas outlined below:

#### 1. **Build human capital** (see KPIs on page 14-15)

- Enhance workplace conditions to recruit, retain and reward all UW employees and encourage innovation and commitment
- Implement career ladders for staff
- Provide and incentivize participation in professional development that enhances technical skills of employees
- Develop mentoring and leadership programs for faculty and staff
- Hire strategically to ensure robust disciplinary and interdisciplinary scholarship and to support academic and co-curricular opportunities that meet the needs of 21st century students

#### 2. **Enhance financial resources** (see KPIs on page 16)

- Stabilize, diversify and enhance revenue streams
- Launch a substantial and strategic capital campaign
- Develop a coordinated plan for managing intellectual property, entrepreneurship and technology development and transfer
- Drive operating efficiencies to save costs while maintaining services
- Analyze tuition and fee structure

#### 3. **Enhance institutional operations and planning** (see KPIs on page 17-18)

- Build a more highly functioning university by embracing transparency at all levels of administration and operations as well as by streamlining, updating and consistently implementing governing regulations and policies
- Create and implement university-wide plans such as a campus master plan, housing plan, parking and transit master plan, capital and fiscal plans
- Create and implement metric-based strategic plans for all university units
- Honor UW's commitment to the environment by instituting sustainability initiatives in daily operations, renovations and new construction



GOAL FOUR CONTINUED  
BUILD HUMAN CAPITAL

Performance Indicators	Baseline	2022 Target	Responsibility
Identify current turnover rates and determine appropriate goals to maintain high levels of services while ensuring appropriate infusion of new ideas	Data to be provided through HCM reporting post Implementation	To Be Determined once New WyoCloud HCM System is Implemented	Human Resources
Enhance workplace conditions to recruit, retain and reward all UW employees	AA utilization data re diverse hires	Increase diverse hires by 10%	CDO & Human Resources
	Spring 2018 review of market data	Salaries at or above average of comparator employers	Human Resources & Financial Affairs
	“Great Colleges” survey & Campus Climate Survey	Consolidated, Updated, & Collaborative Workspaces	HR, Academic Affairs & Administration
Create effective onboarding program	Current processes through HR	Integrated program to include campus-based programs and department based initiation	Human Resources, Administrative Affairs and Academic Affairs
Implement career ladders	Recent establishment of job families	Policies & procedures in place for progressive promotional opportunities	Human Resources

GOAL FOUR CONTINUED  
BUILD HUMAN CAPITAL

Performance Indicators	Baseline	2022 Target	Responsibility
Professional Development	Enhance both START and SDI supervisor training	Ongoing  Add one certificate program per year	Human Resources
	Initiate certificate programs in hard-to-recruit functional and technical areas		Human Resources, Academic Affairs & impacted departments
	Encourage participation in tuition benefit		Human Resources
	Develop mentorship and leadership programs for faculty and staff		Human Resources & Academic Affairs
Performance Management	Underway	Annual evaluation for all benefited employees	Human Resources, Colleges and Departments



GOAL FOUR CONTINUED  
ENHANCE FINANCIAL RESOURCES

Performance Indicators	Baseline	2022 Target	Responsibility
New Budget & Planning System	Beginning	Implementa- tion of WyoCloud Budget & Planning System	Financial Affairs
WyoCloud Metrics	Design phase of reporting	Full imple- mentation of Oracle reporting features	Financial Affairs
Capital Planning & Management	N/A	5 year Capital Plan in place	Financial Affairs
Average age of plant	13.6 years	12 years	Financial Affairs & Operations
Performance Ratios	N/A	Approved Set of Performance Ratios which are Updated Quarterly	Financial Affairs
Maintain Bond Rating	Aa2 (Moody's)  AA (Standard & Poor's	Aa2 (Moody's)  AA (Standard & Poor's	Financial Affairs
Treasury Management	Not designated	Dedicated Resources to Treasury Management and Fully Implemented Investment Strategy	Financial Affairs

GOAL FOUR CONTINUED  
ENHANCE INSTITUTIONAL OPERATIONS & PLANNING

Performance Indicators	Baseline	2022 Target	Responsibility
Up-to-date and responsive regulations, policies and procedures	Revised regulations and policies	Annual review and revisions	Entire Division
Campus Master Plan	Combine existing Plans	Updated/ revised	Administration/ Operations
Facilities Master Plan	Existing Plan	Updated/ revised	Administration/ Operations
Attractive student housing plan	Existing Plan Approved	Implementa- tion per plan	Administration/ Operations
LEED Certification	New construction LEED Silver	As required by STARS	Administration/ Operations
Campus Sustainability Ranking (STARS)	Not designated	Bronze	Campus wide
Central scheduling	Capacity Study  Currently use of 40% of facilities managed centrally	80%	Administration/ Operations
Work order management	Current Statewide system in place	All electronic implementa- tion	Administration/ Operations
Key performance metrics	Current KPIs in place	Update KPIs as needed to align with strategic plan	Administration/ Operations

**GOAL FOUR CONTINUED**  
**ENHANCE INSTITUTIONAL OPERATIONS & PLANNING**

Performance Indicators	Baseline	2022 Target	Responsibility
Safe and civil living/learning environment	<p>Complete RFP for updated access control and Milestone camera installation, current facility measure baseline is 18% of buildings at the security standard identified</p> <p>Current Safety Report in place</p>	<p>Access control and Milestone Integration and building upgrades completed to occupied facilities to a target of 80% of the security standard</p> <p>Updated/ revised</p>	<p>Operations, IT, police, administration</p> <p>Administration /Operations/ UWPD/Risk</p>
Safe working environment	Current Workers Compensation, OSHA and Loss time reports	Data in use from new HCM system	Administration /Operations/ Human Resources
Parking and Transit Master Plan		Completed Plan and Implementation of Phase I	Administration /Auxiliary Services/Transit and Parking Services







UNIVERSITY OF WYOMING

[uwyo.edu/strategic-plan](http://uwyo.edu/strategic-plan)