



ANNUAL REPORT

YEAR 1



The University of Wyoming was established as the state's Morrill Act land-grant university in 1886 and serves as Wyoming's only university. UW had a fall 2017 enrollment of 12,397 students from all 50 states and 91 countries around the world. Students can choose from 192 majors, including 21 certificate programs, 78 bachelor's programs, 57 master's programs, and 36 doctorate/professional programs. The University of Wyoming also offers courses at various off-campus sites as well as offering programs online.

The University of Wyoming Board of Trustees in July 2017 adopted "Breaking Through 2017-2022: A Strategic Plan for the University of Wyoming" following an extensive planning process that began in September 2016.

This is the first annual report on the university's progress toward meeting the goals of the strategic plan, which revolves around a bold vision:

As the Equality State's university, we strive to break through barriers and explore new frontiers of teaching and learning. Through the unfettered pursuit of knowledge, we aim to apply innovation, intelligence and tenacity to meet the economic, social and environmental challenges of today, and to create a sustainable, diverse and equitable world without borders for tomorrow.

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NEW DEGREE PROGRAM LAUNCHES

A new outdoor recreation and tourism management degree launches this fall at UW, helping fulfill the first goal in “Breaking Through: 2017-2022,” which focuses on driving excellence, including promoting academic programs that address workforce needs in the state and region.

The new degree program aims to expand and diversify Wyoming’s economy. It will also help recruit highly qualified students and motivate enterprising graduates to stay in the state.

The program did just that for freshman Jaxon King, who wants a career as a hunting and fishing guide near his hometown of Saratoga, Wyo. “When I did my college search last fall, I was looking for a degree in this area,” he says.

The outdoor recreation and tourism management degree is a collaborative effort between UW’s Haub School of Environment and Natural Resources and the College of Business. It offers a core curriculum that includes courses in business fundamentals, recreation

and tourism, environment and natural resources, and social science. Each student will choose an area of concentration from five different options and will participate in a professional semester, in addition to an internship, to gain intensive experience with a Wyoming business or agency.

King spent his summer working for a local outfitter and says he enjoys meeting new people and teaching them things. “I’m most looking forward to learning the necessary skills to do this career more effectively,” he says. “I’m excited to learn how to make sure people have the best experience.”

Performance Indicators	Baseline	Year 1	2022 Target
Changes in external recognition of scholarly work	Invest in a database	Software not yet acquired	1 decile improvement from baseline indicators
External research funding: awards and expenditures	\$85.18 million in external awards/ \$108.13 million in expenditures	\$80.67 million in external awards/ \$84.67 million in expenditures	\$115 million external funding
Income-bearing IP licenses	2 to 3 per year	0	5 or more per year
Degree programs created, substantially modified, or eliminated	192 degree and certificate programs	2 new programs; 4 programs modified; no eliminations	8 new academic programs; 4 modified or eliminated
Number of international students (undergraduate and graduate)	791	785	1,050
Number of students and faculty participants in study abroad	395 students; 30 faculty	470 students; 38 faculty	600 students; 50 faculty

UW recognized as top school for adult learners

UW is ranked as one of the nation’s top universities for adult learners by Washington Monthly. The bimonthly national magazine features UW as one of its 12 “most innovative colleges for adult learners” for the university’s efforts to develop program-level articulation agreements with the state’s community colleges.

UW ranks No. 1 for return on investment

With the nation’s lowest in-state tuition among four-year institutions and relatively strong salaries for its graduates, the University of Wyoming ranks No. 1 on Student Loan Hero’s list of “20 States Where College Is Worth the Cost.” The website compared the cost of bachelor’s degrees in each state to how much holders of four-year degrees earn in those states, concluding that Wyoming’s return on investment is tops in the nation.

STUDENT FLOURISHES WITH RESEARCH, INTERNATIONAL OPPORTUNITIES

Goal 2 of UW's strategic plan, "Breaking Through: 2017-2022," emphasizes inspiring students to pursue productive, engaged and fulfilling lives – and preparing them to succeed in the global economy.

Jonet Jennings, who is pursuing a master's degree in international studies after graduating with bachelor's degrees in international studies and political science, illustrates how students can flourish with strong

support services, undergraduate research opportunities and study abroad.

After spending eight weeks in China on a faculty-led trip in 2016, Jennings – a first-generation college student from Parker, Colo. – joined the McNair Scholars Program, which includes an undergraduate research experience. Paired with Center for Global Studies Director Jean Garrison, Jennings worked on community-based

approaches to counterterrorism and did fieldwork in the region.

"Not many students can say they did undergraduate research, specifically with domestic terrorism," Jennings says. "I definitely think it's going to be advantageous for my future plans."

Jennings, who graduated with a minor in Chinese, considers her time in China life-changing. As an ambassador for UW's Education Abroad programs, Jennings speaks with students and prospective students about the benefits and joys of studying abroad.

After completing her master's degree, Jennings hopes to work for the FBI as an analyst or a special agent.

Performance Indicators	Baseline	Year 1	2022 Target
Overall enrollment (enrollment growth projected for both in-state and out-of-state students)	12,366	12,397	13,500
Enrollment of transfer students	967	1,086	1,200
Enrollment of underrepresented students	13%	13%	17%
Retention rate for FTFT (First-time, full-time, baccalaureate degree-seeking)	76%	78.1%	80%
Construction of new residence halls	Create a 10-year plan for student housing	10-year housing plan developed; currently under review by legislature's UW Housing Task Force	10-year plan in implementation; 2-3 new residence halls in construction or completed
Student participation in support services	24.7%	31.5%	40%
4- and 6-year graduate rates for undergraduates	25.8%/54.4%	26%/58.2%	33%/60%
Percentage of students completing an experiential transcript	Institute co-curricular transcript	<i>UW Connect</i> under development	25% of seniors have a co-curricular transcript
Placement in jobs or advanced degree programs one year following graduation	66%*	Follow-up survey in progress	85%
Percent of graduates with credential from Honors College	4%	3.6%	8%

*Baseline placement data are 6-month figures; subsequent reports will include one-year placement rates.

UW YEAR-IN-REVIEW

JULY 2017

Plant named for UW botany professor

A new genus of plants is named after UW botany Professor Greg Brown. Gregbrownia, a member of the Bromeliaceae family, is found in the Andes Mountains of northern Peru and Ecuador.

Nursing faculty member wins \$1 million behavioral health grant

Sarah Kooienga, an assistant professor in the Fay W. Whitney School of Nursing, receives a nearly \$1 million, two-year grant from the U.S. Department of Health and Human Services to develop an integrated behavioral health primary care initiative at the Family Medicine Residency Program at Cheyenne.

UW hires VP for research/economic development

Edmund “Ed” Synakowski, an accomplished physics researcher who directed the U.S. Department of Energy’s Fusion Energy Sciences office, is chosen as UW’s vice president for research and economic development.

AUGUST 2017

High Bay Research Facility opens

UW cuts the ribbon on the High Bay Research Facility – a large, flexible, state-of-the-art laboratory facility for cutting-edge oil and gas research. The \$68 million, 90,000-square-foot facility houses the Center of Innovation for Flow Through Porous Media, the Improved Oil Recovery Laboratory, the Geomechanical/Petrology Laboratory and a Structures Research Laboratory.

Faculty members host solar eclipse activities

UW astronomy professors host five outreach venues for the public during the total solar eclipse Aug. 21, one of many eclipse activities UW is involved in for the historic event around Wyoming.



Student team reaches summit of Gannett Peak

Led by famed mountaineer Mark Jenkins, UW’s writer-in-residence and international adventurer, six UW students reach the summit of Gannett Peak. It was the capstone of a five-credit summer course that Jenkins expects to make an annual adventure for students desiring to test themselves in Wyoming’s remote Wind River Mountains.

SEPTEMBER 2017

UW receives \$20 million grant for microbial research

UW wins a \$20 million grant from the National Science Foundation to explore the distribution and ecological consequences of microbes, producing insights that will help Wyomingites address a variety of challenges – from managing rangeland, forest and water resources, to reclaiming areas disturbed by mineral extraction, to improving crop productivity.



Native American center opens

UW holds the grand opening of its Native American Education Research and Cultural Center, which supports the academic achievement and personal success of Native American students while promoting traditional culture.

Faculty member named ornithology fellow

Anna Chalfoun, associate professor in the UW Department of Zoology and Physiology, and assistant unit leader of the Wyoming Cooperative Fish and Wildlife Research Unit, is elected as an American Ornithological Society Fellow for her outstanding contributions to ornithology and her service to the society.

UW professor receives international honor

UW Professor Robert Kelly, recognized internationally as a leading researcher in anthropology, is chosen to receive an Alexander von Humboldt Research Foundation Award.

OCTOBER 2017

Sensory Biology Center receives \$10 million grant

UW’s Sensory Biology Center receives a five-year, \$10 million grant from the National Institutes of Health to advance research activities – including exploring curing diseases.

Student Innovation Center opens

The Coe Student Innovation Center – a joint venture among UW Libraries, UW Information Technology and the colleges of Engineering and Applied Science, Education, and Arts and Sciences – opens its doors. Located on Level 2 of William Robertson Coe Library, it is a top-of-the-line “maker space” lab to foster imaginative, collaborative and innovative design projects.

NOVEMBER 2017

Board approves student program fees

UW students will receive enhanced advising, career preparation and other student services following the UW Board

of Trustees’ approval of a plan to institute cost-based fees for academic programs. The fees will go into effect in the 2018-19 academic year.

Faculty members become AAAS fellows

UW researchers Craig Benkman, professor in the Department of Zoology and Physiology, and Mark Gomelsky, professor in the Department of Molecular Biology, are named Fellows of the American Association for the Advancement of Science, the world’s largest general scientific society.

DECEMBER 2017

Wyoming high school students receive top scholarship

One hundred four outstanding high school seniors from across Wyoming are selected to receive the 2018 Trustees’ Scholars Award, UW’s top academic scholarship. Students from 41 high schools, along with home-school students, are chosen, with an average ACT score of 33.

Allen leads Cowboys to bowl victory

The Wyoming Cowboys defeat Central Michigan 37-14 in the Famous Idaho Potato Bowl, led by quarterback Josh Allen, who later is the No. 7 overall pick in the NFL draft – the highest a Wyoming football player has ever been drafted.



JANUARY 2018

Livestock judging team finishes highest in 30 years

UW’s livestock judging team finishes eighth at the North American International Livestock Exposition in November in Louisville, Ky., the first top-10 finish at the national championship in at least 30 years.

Researcher documents impact of cloud seeding

UW Department of Atmospheric Science Assistant Professor Jeff French contributes to a paper that demonstrates, for the first time, direct observation of cloud seeding – from the growth of the ice crystals through the processes that occur in the clouds to the eventual fallout of the ice crystals that become snow – and how the impacts could be quantified.

FEBRUARY 2018

Spring semester enrollment increases

Following a significant increase in new freshmen and transfer students in fall 2017, UW increases its enrollment once again for the spring 2018 semester. The 11,806 students enrolled on the 15th day of classes are up from 11,795 at the same time last year, with a nearly 1 percent increase on the Laramie campus.



MARCH 2018

UW launches Institute of Innovation and Entrepreneurship

The UW Board of Trustees authorizes establishment of the Institute of Innovation and Entrepreneurship, which will foster entrepreneurship among UW students, faculty and staff, and across the state, in a university-wide effort.

Law students take second in national competition

UW College of Law students Nick Dillinger, of Gillette, and Jason Matzen, of Sheridan, finish second in the annual Energy Law Negotiation Competition. It was UW’s highest-ever finish at the event.



APRIL 2018

Half Acre wins national award

UW’s Half Acre Recreation and Wellness Center expansion and renovation project receives a 2018 NIRSA Outstanding Sports Facilities Award at the NIRSA national conference in Denver.



Engagement Task Force completes report

UW’s Engagement Task Force completes its report, which calls for the establishment of an Office of Engagement and Outreach and other measures to boost the university’s engagement with the state’s communities.

MAY 2018

Professor selected for Fulbright research chair

Jacqueline Leonard, director of UW’s Science and Mathematics Teaching Center (2012-16) and professor of elementary and early childhood education (2012-present) in the College of Education, is selected for a Fulbright Canada Research Chair in STEM Education award.

UW names VP for finance and administration

Neil Theobald, an experienced higher education administrator who served as president of Temple University and chief financial officer at Indiana University, is appointed as UW’s vice president for finance and administration.

JUNE 2018

UW signs agreement with German university

A UW delegation travels to Berlin, Germany, to sign a formal memorandum of understanding with Freie Universität Berlin that will expand research and student exchange between the two universities.



UW SPEARHEADS LATINA YOUTH CONFERENCE

Goal 3 of the University of Wyoming’s strategic plan, “Breaking Through: 2017-2022,” is aimed at enhancing communities throughout the state. The Wyoming Latina Youth Conference is one outreach program that helps do just that. Each October, hundreds of young women in grades 5–12 come to campus to enjoy a Friday reception and inspirational keynote speaker, followed by a full Saturday of workshops.

The conference was started 18

years ago by founder Ann Redman. UW Professor Cecilia Aragon took the reins as director three years ago. Statistically, Latinas graduate from high school at lower rates than any major subgroup and are also the least likely of all women to complete college degrees.

“WYLC can serve as an educational pipeline for these young girls and build their knowledge and trust in higher education,” Aragon says.

Laura Perez of Jackson, Wyo.,

attended the conference as a senior in high school. “I knew I wanted to go to college because I wanted to make something of myself,” she says. “WYLC provided me the resources to help me achieve that goal.”

Perez is now a junior at UW, majoring in psychology with a minor in Spanish. “WYLC is important because it shows that someone out there cares about you,” she says. “The people who organize this event really try to make each girl feel that they are capable of great things and that they believe in them.”

Performance Indicators	Baseline	Year 1	2022 Target
Carnegie Community Engagement Classification	Not designated	Conducted Engagement survey and held campus and community listening sessions, resulting in the publication of <i>Envisioning Community Engagement and Outreach</i>	Qualified to submit for 2024 deadline
Attendance at intercollegiate athletics events	275,372	303,726	310,000

UW ranks No. 20 on ‘Safest College Campuses’ list

The National Council for Home Safety and Security ranks UW No. 20 on its list of the “Safest College Campuses in America,” using the most recent data from the FBI’s Uniform Crime Reporting and the Campus Safety Security Survey put out by the U.S. Department of Education.

UW ranks No. 3 on best-value list

UW graduates’ low student debt and placement in relatively high-paying jobs land UW at No. 3 on a list of best-value universities in the nation. Growella, a consumer website that offers finance, career and life advice, ranks UW behind only Fresno State University and Georgia Tech University based on how long it takes UW graduates to pay off student loans.

UW ranks No. 5 for older undergraduate enrollment

The Chronicle of Higher Education ranks UW fifth in its “Flagship Institutions With the Highest Percentages of Older Undergraduates” list. At UW in the fall of 2015, 2,179 undergraduates were age 25 and over, making up 21.7 percent of the undergraduate population. According to the list, under 8 percent of all undergraduate students at the 50 flagship public institutions in the United States were 25 and older.

Wyoming Ranks No. 5 on ‘Best States for Higher Education’ List

The low cost of higher education in Wyoming, combined with low student debt and a relatively high community college graduation rate, place the state No. 5 on U.S. News & World Report’s new “Best States for Higher Education” list. In the area of tuition and fees, Wyoming ranks No. 1 because of its low cost for UW and community college students.



UW ENDOWMENT TOPS \$500 MILLION

Thanks to UW's enthusiastic donors and friends, the university's endowment surpassed a half a billion dollars this past year. In FY17, the endowment reached \$500.3 million; it now stands at \$513.7 million (as of July 2018). UW has the largest endowment in the Mountain West Conference, besting its peers by a large margin and approaching the endowments of much larger institutions. Endowment funds are key to UW's goal to become a high-performing university.

Goal 4 of the University of Wyoming's strategic plan, "Breaking

Through: 2017-2022," focuses on the long-term strength and stability of the university, including enhancing financial resources, where donors and the UW Foundation play an important role.

For example, the Helga Otto Haub School of Environment and Natural Resources endowment advances the understanding and resolution of complex environmental and natural resources challenges. The fund was established by Erivan and Helga Haub, whose family-owned company the Tengemann Group is an international retail empire. This fund impacts not

only UW but also the state and the world, facilitating inclusive and long-lasting solutions to some of our most pressing issues.

Another example is the Everett D. and Elizabeth M. Lantz Distinguished Professorship in Education, established by the Lantzes' son, Phil. Everett coached wrestling and football at UW and taught in the College of Education for 25 years.

UW's growing endowment translates to more scholarships for students, more experiences such as study abroad, additional faculty positions for personalized teaching and support for world-changing research, and better academic and athletic facilities.

Performance Indicators	Baseline	Year 1	2022 Target
Campus climate and environment	Fall 2018 Campus Climate Survey	Conduct focus groups Fall 2018; survey in Spring 2019	TBD from survey data
Employee job satisfaction	Participate in Chronicle of Higher Education "Great Colleges" job satisfaction survey	Job satisfaction and support: 61%; Survey average across workplace categories: 46%	Job satisfaction and support: 71%; Survey average across workplace categories: 56%
Number of endowed faculty positions	36	41	60
Total annual university revenue	\$505.6 million	\$520.7 million	\$555 million
Growth of university endowment	\$450 million	\$500.3 million	\$650 million
Deployment and full utilization of Enterprise Management Systems	Initiated	Financial Management and Budgeting systems implemented	Completion
Implementation of an incentive-based, decentralized budgeting system	Initiated	All-funds budget implemented in FY18	Completion
Review and update of all university regulations and policies	Initiated	23 UW Regulations modified and 3 new regulations approved as part of the regulatory structure review 23 UW Regulations modified and 3 new regulations approved per normal UW business	Completion
Campus Sustainability Ranking (STARS)	Not designated	UW joining STARS program	Bronze



NEW HIGH BAY RESEARCH FACILITY BOOSTS ENERGY RESEARCH

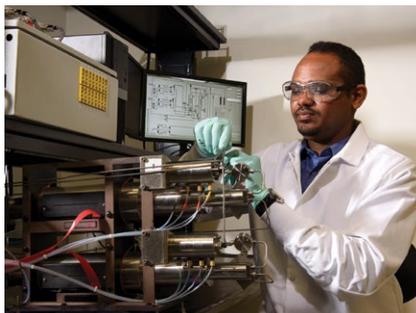
The University of Wyoming in August 2017 opened its High Bay Research Facility, a large, flexible, state-of-the-art laboratory facility for cutting-edge oil and gas research.

Located on North 19th Street near the UW Centennial Complex, the \$68 million, 90,000-square-foot High Bay Research Facility is a partnership between the School of Energy Resources and the College of Engineering and Applied Science. It houses the Center of Innovation for Flow Through Porous Media, the Improved Oil Recovery Laboratory, the Geomechanical/Petrology Laboratory and a Structures Research Laboratory.

“The High Bay Research Facility is a true asset for the future of UW’s energy programs,” UW President Laurie Nichols says. “Already a leader, UW researchers and students will be

able to expand cutting-edge oil and gas research that benefits the state, as well as other engineering research important to industries in the state and region.”

The facility is designed for large-scale experiments that go beyond the size of a traditional engineering laboratory. However, the high-bay configuration not only allows for large experiments. It also quickly adapts to changing research needs and can be reconfigured rapidly and economically.



The High Bay represents a huge leap forward in advancing research into unconventional reservoirs, part of UW’s Tier-1 Engineering Initiative and the School of Energy Resources’ strategic areas of concentration.

In the Center of Innovation for Flow Through Porous Media, world-leading research by Professor Mohammad Piri and his team characterizes the interactions of fluids and rocks in fine-grained pore space in unconventional reservoirs. This center uses advanced instrumentation to visualize the three phases of fluids and their interactions under reservoir conditions.

The center’s research into flow through porous media has many more applications than just oil and gas – such as groundwater, wastewater treatment, medicine delivery, carbon engineering and CO₂ sequestration, among others.



HIGH ALTITUDE PERFORMANCE CENTER OPENS

One of the pre-eminent athletic facilities in the country, the Mick and Susie McMurry High Altitude Performance Center is the crown jewel of the University of Wyoming Intercollegiate Athletics Department’s physical plant.

The new facility adds 71,000 square feet of space for student-athletes and expands the current Curtis and Marian Rochelle Athletics Center to over 118,000 square feet.

The project was funded by \$24 million in private donations that were raised by UW Athletics and the UW Foundation, and \$20 million in state matching approved by Gov. Matt Mead and the Wyoming Legislature. A total of 55 donors contributed to the project.

The HAPC, located just beyond the north end zone of War Memorial Stadium, focuses on the unique advantages of training at an altitude of 7,220 feet. From strength and conditioning training, to nutrition, to recovery and

rehabilitation services, the facility will serve the needs of all of Wyoming’s 400-plus student-athletes.

The ground level of the HAPC houses both an Olympic sport weight-training area as well as a strength and conditioning center for the Cowboy football team. Also on that level is the sports medicine area, which is nearly double in size of its previous space, allowing for more effective and efficient treatment of UW student-athletes. The football locker room also is on that level.

The second floor includes an expansive academic center to house academic counselors, tutoring areas and a computer lab, as well as enhanced and renovated football offices, meeting rooms and the nutrition center/training table.

The original Curtis and Marian Rochelle Athletics Center was opened in 2001 at a total cost of \$9.4 million. A total of 167 donors contributed to the original RAC.



UNIVERSITY OF WYOMING

uwyo.edu/strategic-plan