

# A Strategic Plan for the University of Wyoming Office of General Counsel

WYOMING UNIVERSITY





# MISSION STATEMENT

The Office of the General Counsel coordinates and supervises all legal services for the University of Wyoming by providing timely legal guidance; addressing existing and potential legal problems; reducing exposure to legal risk; and helping University units effectively and efficiently achieve their objectives.

The University is our client, but our legal services are provided to the Board of Trustees, the President, University Officers, deans and heads of academic units, department heads, or other designated representatives of the University. We provide legal advice and representation to those employees acting within the scope of their duties, but we cannot provide personal legal advice to any individual.

## **The Office of General Counsel provides legal advice in a wide variety of practice areas.**

### **• Office of General Counsel responsibilities include:**

- o Legal advice to Trustees, President and Administration
- o Communications with the State of Wyoming Attorney General's Office
- o Contracts and agreements
- o Copyright and trademark
- o Discrimination and harassment
- o Employment law
- o Ethics and conflict of interest
- o Intellectual property
- o Litigation, subpoenas and government investigations
- o Management of UW Regulations, Presidential Directives, Policies and Procedures
- o Policy development and interpretation
- o Public records and open meetings
- o Regulatory compliance
- o Student education records requests (FERPA)
- o Wyoming Public Records Act requests

## **The Office of General Counsel also oversees Risk Management and the Equal Opportunity Report and Response Unit.**

### **• Risk Management responsibilities include:**

- o Certificates of Insurance
- o Insurance, self-insurance, and claims (including property, auto, general liability, shipping, NCAA athletic injury, out of state workers' compensation, crime and employee fidelity, aviation, international travel, cyber, special events, and other specialty programs)
- o International Travel Registration
- o Minors on Campus Policy
- o Special Event Risk Management
- o Student Health Insurance
- o University Authorized Drivers

### **• Equal Opportunity Report and Response Unit responsibilities include:**

- o Conducting reviews and investigations of Civil Rights and violence in the workplace complaints
- o Developing and administering employee training programs to address matters of diversity, sexual harassment prevention, and other forms of discrimination
- o Serving as Title IX Coordinator

# GOAL ONE

Driving Excellence

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.

### General Counsel Strategic Plan Goals:

1) Assist units with standard administrative policies and procedures that encourage strong recruitment, retention, and evaluation of faculty and staff

Performance Indicators	Baseline	2022 Target
In collaboration with the Department of Human Resources, improve performance evaluation templates for all employee groups	Underway	Completion
In collaboration with Academic Affairs, improve recruitment and retention policies and procedures	Underway	Completion

### Risk Management Strategic Plan Goals:

1) Develop risk assessment tools to evaluate upside and downside risk associated with academic and research programs

Performance Indicators	Baseline	2022 Target
Risk assessment tools designed and finalized	Inception	Completion
Training on risk assessment tools	Not available	Available to Campus

2) In collaboration with the Global Engagement Office, Student Affairs, Budget and Institutional Planning, and others, develop and implement travel tracking and travel risk management policies and procedures for programs abroad

Performance Indicators	Baseline	2022 Target
Policies and procedures published, travel tracking implemented, and in use by faculty, staff and students for all international travel	Inception	Completed and in use by campus
Training on travel policies and procedures available to campus, and integrated into procedures of the Global Engagement Office, Student Affairs, Budget and Institutional Planning, and other departments	Not available	Available to campus; integrated into department procedures

### Equal Opportunity Report and Response (EORR) Strategic Plan Goals:

1) Develop online versions of existing training and create additional training modules related to sexual misconduct and other forms of discrimination

Performance Indicators	Baseline	2022 Target
Sessions focused on sexual misconduct (domestic violence, sexual assault, effects of trauma, sexual assault myths/facts)	Inception	Sessions available to campus and online
Sessions focused on environment/ climate (bullying, microaggressions/ workplace civility)	Inception	Sessions available to campus and online
Develop online version of mandatory Sexual Harassment/Discrimination training for managers/supervisors	Training conducted in-person only	Sessions available online



**Risk Management Strategic Plan Goals:**

1) Improve policies, procedures, and support services for student health insurance

Performance Indicators	Baseline	2022 Target
Revised policies and procedures	Inception	Completion
New/revised services offered to students	Inception	Completion
Training for students and departments	Not available	Available to campus

2) Revise policies and forms for experiential learning risk planning and risk acknowledgement

Performance Indicators	Baseline	2022 Target
Current policies reviewed, gaps identified, new policies and forms drafted to fill gaps, new policies and forms in use	Inception	Completion
Training on experiential learning risk management available to campus	Not available	Available to campus

**Equal Opportunity Report and Response (EORR) Strategic Plan Goals:**

1) In collaboration with Dean of Students, update the Student Code of Conduct

Performance Indicators	Baseline	2022 Target
Create and deliver training for hearing officers and/or panels	Inception	Training implemented
Develop a process for annual revisions of Student Code of Conduct	Review and revise current code	Review process implemented, campus stakeholders included

2) Increase training opportunities related to sexual misconduct for students

Performance Indicators	Baseline	2022 Target
In collaboration with Voices of Courage/STOP Violence/SAFE Project, establish panels with survivors of domestic violence/sexual assault	Inception	Panels implemented at Freshmen Orientation, Weeks of Welcome/ Campus Safety Month
In collaboration with STOP Violence, develop sexual misconduct training sessions to be included in University courses	Inception	Training available and advertised to campus; conduct at least 3 sessions each semester

3) Continue to develop awareness and prevention campaigns for sexual misconduct

Performance Indicators	Baseline	2022 Target
Create/update awareness videos involving University representatives	Inception	Videos revised and implemented online, at Athletic events, New Employee Orientation, New Faculty Orientation, and orientation sessions for new students
Develop social media and poster campaigns	Inception	Social media presence established, posters displayed across campus
Deliver awareness and prevention presentations to committees and departments	Available by request	Three presentations per semester



**General Counsel Strategic Plan Goals:**

1) Improve processes and procedures with the State of Wyoming Risk Management Section

Performance Indicators	Baseline	2022 Target
Improve claims procedures where State Risk Management is involved	Underway	Completion
Develop standard insurance provisions where State Risk Management is involved	Underway	Completion

**Risk Management Strategic Plan Goals:**

1) Continue to improve the Minors on Campus Policy to address unique situations with University programs such as 4-H, after school programs, camps, and external camps hosted on University property

Performance Indicators	Baseline	2022 Target
Address necessary program differences between older and younger minors	Inception	Completion
Collaborate with Student Affairs to evaluate feasible programming for camp free time	Inception	Completion
In collaboration with Athletics, address any outstanding athletic camp risk issues	Inception	Completion
Training designed and available to campus	Not available	Available to campus

2) In collaboration with Admissions, develop and implement policies and procedures for official campus visits that are consistent with the University Minors on Campus Policy

Performance Indicators	Baseline	2022 Target
Written procedure for all visits	Inception	Completion

**Equal Opportunity Report and Response Strategic Plan Goals:**

1) Strengthen relationships with community partners and increase outreach related to sexual misconduct

Performance Indicators	Baseline	2022 Target
Establish Memorandums of Understanding (MOU's) with Laramie Police Department, Albany County, and Ivinson Memorial Hospital	Planning with LPD and Albany County initiated	MOUs finalized and adopted
In collaboration with STOP Violence and the Safe Project, increase outreach to Recognized Student Organizations, Office of Multicultural Affairs and the School of Culture, Gender, & Social Justice	Inception	Presentations to 25 RSOs each year; annual presentations/ meetings with Office of Multicultural Affairs and School of Culture, Gender, and Social Science

2) Increase sexual misconduct prevention messages on and off campus

Performance Indicators	Baseline	2022 Target
Establish social media accounts for EORR/NO MORE committee	Inception	Social media presence established, messaging calendar/plan implemented
Develop and distribute prevention and awareness posters on campus	Inception	Messaging seen by 50% of students and employees (measured by the Sexual Misconduct Climate Survey)

3) Partner with Office of Diversity, Equity, and Inclusion on training and programs for internal and external audiences

Performance Indicators	Baseline	2022 Target
Update Duty to Report training	Underway	Content updated on campus and online, 100% employee participation within 90 days of hire
Develop diversity/inclusion session for employees and external audiences	Inception	Sessions available to departments on demand; conduct at least one session each semester on campus; conduct one session per year for external audiences

4) Collaborate with community colleges to establish resource network and outreach opportunities related to sexual misconduct

Performance Indicators	Baseline	2022 Target
Establish email list and resource network for collaboration and knowledge sharing	Inception	List created; collaboration by network participants related to policy, prevention, and resource sharing

5) Continue to improve ReportIt website as a comprehensive resource for students, employees, and campus community

Performance Indicators	Baseline	2022 Target
Add additional resource information	Inception	Expanded online and printable resources available
Develop materials promoting website (business cards, magnets, etc)	Inception	Materials available in multiple formats and widely distributed on campus and in Laramie; increase in web traffic
Inclusion of ReportIt website and email address on all sexual misconduct/discrimination messaging from UW	Inception	Consistent information/links included in relevant messaging
Create link to ReportIt website on global footer to increase ease of access	Inception	Link published on all UW webpages; increase in web traffic



# GOAL FOUR

A High-Performing University

ASSURE THE LONG-TERM STRENGTH AND STABILITY OF THE UNIVERSITY BY PRESERVING, CARING FOR AND DEVELOPING HUMAN, INTELLECTUAL, FINANCIAL, STRUCTURAL AND MARKETING RESOURCES.

## General Counsel Strategic Plan Goals:

1) Review and update the University's governing regulations and policies

Performance Indicators	Baseline	2022 Target
Update, organize, and streamline the University's governing regulations	Underway	Completion
Sunset all presidential directives and replace with standard administrative policies and procedures	Underway	Completion
Create an online website for governing regulations and standard administrative policies and procedures	Underway	Completion
Assist units in developing additional standard administrative policies and procedures that support the governing regulations and that increase efficiency and effectiveness of processes in their units	Underway	Completion

2) Assist campus with the successful migration of the online WyoCloud system for contracts and agreements

Performance Indicators	Baseline	2022 Target
Continue working on improvements to the contracts module	Underway	Completion
Improve user attendance at open lab trainings	Underway	Campus fully trained
Complete the migration of all contracts and agreements to the online WyoCloud system	Underway	Completion

3) Engage campus community through preventative legal counsel and provide proactive trainings on various legal topics

Performance Indicators	Baseline	2022 Target
Continue to improve engagement with administrators, supervisors, faculty, and staff through enhanced website and increased communication with units	Underway	Markedly increased awareness by campus of legal implications of actions/decisions
Training on various legal topics designed and available to campus	Not available	Available to campus
Annual legal update of interest to the campus community	Inception	Annual dissemination

## Risk Management Strategic Plan Goals:

1) Design an Enterprise Risk Management (ERM) program that sets the University's enterprise risk appetite/tolerance and assigns risk ownership and risk mitigation responsibilities across the University, allowing the University to optimize risk taking to achieve the University's strategic goals

Performance Indicators	Baseline	2022 Target
Develop ERM roll-out plan	Inception	Completion
Finalize forms for ERM	Inception	Completion
Establish institutional risk appetite/tolerance	Inception	Completion

2) Improve risk management and claims policies and procedures

Performance Indicators	Baseline	2022 Target
Develop total cost of risk reporting and distribute to departments/VPs on a regular schedule	Inception	Distribution on the established schedule
Implement a system of charges to departments to incentivize risk recognition and risk-aware behavior	Inception	System of charges in use and evaluated annually
Claim handling policies, procedures, and forms revised/drafted, approved, and published	Inception	Completion
Risk Management training developed and available to campus	Inception	Available to campus

3) In collaboration with the University of Wyoming Police Department (UWPD), revise/improve/modernize the University Emergency Response Plan (UWERP)

Performance Indicators	Baseline	2022 Target
Revised UWERP complete	Underway	Completion
Revised UWERP communicated to campus	Initiate	Completion
UWERP training/exercise plan complete	Initiate	Completion
Annual UWERP training/exercises	Initiate	Completion of first training or exercise

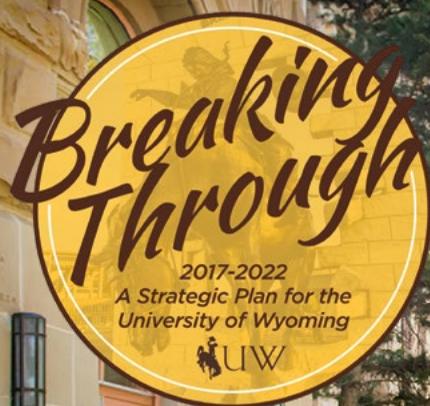
**Equal Opportunity Report and Response Strategic Plan Goals:**

1) Continue professional development of UW investigator training/knowledge

Performance Indicators	Baseline	2022 Target
Maintain certification status through ATIXA	All investigators certified	Increased level of certification for all investigators
Attend available relevant training/webinar sessions	Ongoing	Investigators and related employees complete minimum of one session each semester

2) Improve investigative procedures, documentation, and information dissemination to campus community

Performance Indicators	Baseline	2022 Target
Transition record-keeping to Maxient database	Inception	All reports tracked through Maxient, previous cases archived in Maxient
Develop annual reporting/trend monitoring about incidents occurring on campus	Manual calculation of information completed annually	Annual report created and available publicly, internal trend reports available on demand within Maxient



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