UW PRESIDENT'S REPORT FOR 2021-22

THE PRIMARY PRESIDENTIAL GOALS FOR UW ARE TO:

1 Lead UW toward institutional excellence and communicate our successes;

2 Create an environment that enhances UW student success;

3 Broaden and deepen UW's service to the state; and

4 Ensure the long-term financial stability and growth of resources to support UW.

UNIVERSITY OF WYOMING

DELIVERABLES AND GOALS

1. Academic Reorganizations

a. Complete Board of Trustees-approved academic reorganizations.

    i. The following elements of the reorganization were formally implemented July 1, 2022:
1. Consolidation of the Departments of Computer Science and Electrical and Computer Engineering.
2. Move American Studies into the School of Culture, Gender and Social Justice.
3. Move Math and Statistics to the College of Engineering and Physical Sciences.
4. Move the Early Care and Education Center to the College of Education, including administrative structure, budget and staffing.
5. Teach-out plans implemented for M.A. in Philosophy, MBA in Finance, MBA in Energy and PhD in Statistics.

    ii. A soft transition was implemented on July 1, 2022 (for AY 22-23), including:
1. New names for colleges were announced.
2. Academic personnel matters (e.g., tenure/promotion, sabbatical reviews, hiring for FY24/AY23-24, etc.) transitioned to new colleges.
3. New colleges took on student support services.
4. College administrators began communicating with faculty, students and staff from new departments throughout the summer and new academic year in a variety of ways to formalize the relationship among all units within the new college.

    iii. Progress is being made toward a full (operational and financial) reorganization by July 1, 2023.
1. The Provost's Office has been meeting regularly throughout the summer and into the academic year with impacted Deans and Directors of Business Operations, and other constituents (e.g., Budget Office, Research and Economic Development, Institutional Marketing, Enrollment Management/ Registrar, Data Governance/IT, and Advising Managers) to provide support, prepare guidance documents, and finalize plans for systems changes (e.g., Banner, HCM/WyoCloud, etc.) and staffing changes.
2. Reorganization of the College of Education will be finalized and aligned with the college's next 5-year strategic plan.
3. The Department of Family and Consumer Sciences will remain in the College of Agriculture, Life Sciences and Natural Resources, where work will be done with the College of Education on joint degree program(s) in Human Development and Early Education.
4. Consolidation of Agriculture Communications with Communication and Journalism will be completed.

b. Modify policies and procedures and assess financial and personnel resources as needed to ensure successful consolidations and mergers of colleges and programs.

    i. The Budget Office in coordination with Academic Affairs will identify an unrestricted operating base budget (excluding salaries, wages and benefits) for each department changing colleges to be used as the starting point for building the FY24 operating budget.

    ii. The Budget Office will schedule meetings in October 2022 with each college to review organization structure and implement requested changes prior to the budget system opening in December 2022.

2. Science Initiative (SI), Tier I Engineering and Trustees Education Initiative (TEI)

a. Successfully implement and measure success of SI programs, work to secure funding for the programmatic elements of Phase 1 (existing plans), and create a strategic plan for the roll-out and funding of Phase 2 (updated).

    i. Convened and helped facilitate weekly conversations about and across leadership of the SI, Tier 1, TEI and Agriculture Innovation. Identified progress across programs, future needs, points of collaboration and helped set future visioning. These cross-initiative collaborative meetings should continue to maximize success.

    ii. Established formation of the SI Executive Committee to oversee all levels of decisions. Committee members include the Vice President for Research and Economic Development (chair); Deans of Engineering and Physical Sciences, Health Sciences, and Agriculture, Life Sciences and Natural Resources; Faculty Senate President, and SI Executive Directors (ex-officio members).

    iii. Charged the SI Executive Committee to establish a faculty leadership committee to consider future direction and opportunities of the SI based on SI 2025 visioning document created by President Seidel. Report to President Seidel due in December 2022.

    iv. Has ensured SI leadership has been present at legislative sessions to report on SI progress and identify future needs.

    v. Has been instrumental in celebrating the completion of the SI Building through the ribbon cutting and upcoming grand opening and newly established (and upcoming on Sept. 16) annual UW STEM Carnival which will highlight STEM activities on campus and around the state.

    vi. Completed SI building moves of current faculty with the remaining space to be allocated for interdisciplinary integrative biology focus areas with opportunities for innovation and revenue growth.

b. Prioritize and enhance Tier-1 Engineering and the Trustees Education Initiative (TEI), developing plans for Phase 2 of each

i. Engineering and Physical Sciences at UW (Tier-1)
   1. Guided successful merger of Electrical and Computer Engineering and Computer Science Departments into the stronger Electrical Engineering and Computer Science Department.
   2. Guided move of Math and Statistics Department to College of Engineering, along with Chemistry Department, Physics and Astronomy Department, and Geology and Geophysics Department, creating the new College of Engineering and Physical Sciences.
   3. Instituted the named deanship in the College of Engineering and Physical Sciences.
   4. Named Cameron Wright permanent dean, and inaugural Carrell Family Dean of the College of Engineering and Physical Sciences.
   5. Initiated coordination of Tier-1 Engineering with Science Initiative for better alignment and synergy.
   6. Assembled team to begin long-term strategic planning for "Engineering and Physical Sciences 2030" (EPS2030).
   7. Instituted the Carrell Family Energy and Petroleum Professorship.
   8. Grant awarded: UW team selected for new NSF I-Corp grant for a regional partnership.
   9. Grant awarded: $5 million NSF Expanding Capacity in Quantum Information Science and Engineering (QISE), co-PIs in Physics, Electrical Engineering and Computer Science, and collaboration with Purdue University.

ii. TEI
   1. Closed out Daniels Fund grant ($5M 2016-2022) and now transitioning to TEI 2.0. Successfully implemented original five TEI innovations:
      a. Mursion's ® augmented reality avatar-based technology
      b. Wyoming Coaching Laboratory (WYCOLA)
      c. Wyoming Early Childhood Outreach Network (WYECON)
      d. In-house Ethical Educator modules
      e. Deans for Impact Common Indicator Systems® (CIS)

   2. TEI 2.0 builds on three new nationally distinctive innovations:
      a. Master Educator Competency Program
      b. Wyoming Mentor Teacher Corps
      c. High Altitude Pathways Program

3. School of Computing

a. Successfully implement and measure success of the new School of Computing

   i. Board of Trustees approved new school in January 2022, director appointed in March 2022.
   ii. Board of Trustees approved initial budget request in May 2022.
   iii. School has been operationally established with functional office space, web pages and social media presence.
   iv. Startup funding for school secured via the Wyoming Innovation Partnership ($1.15M).
   v. Initial three staff all hired and commenced by the start of August 2022 (Administrative

Associate, Director of Engagement, Assistant Director for Business Operations).

    vi. Search has posted for research scientists.

    vii. Curricula committee has been established and expects to submit proposal for Undergraduate Minor in Computing this fall (for enrollment Fall 2023).

    viii. Initial cluster hire for faculty planned for fall 2023, number of joint hires dependent on CPM process.

    ix. Seminar series running since spring 2022.

    x. Five graduate research scholars funded in spring/summer 2022.

    xi. Summer outreach workshops hosted with Cowgirls in STEM.

    xii. Process has initiated to move Wyoming GIS (WYGISC) Center into School of Computing (anticipating bringing to BOT in November 2022).

4. UW's Workforce

a. Continue to strengthen UW's workforce by recruiting and retaining the best faculty and staff, through assessment of remuneration and ensuring that the university is a desirable and inclusive place to work

    i. Financial Affairs
1. Allocated both state-funded and university-funded compensation increases through a plan that prioritized larger percentage raises to employees in the lowest pay grades.
2. Implemented efficiencies to streamline the recruitment and hiring process. Work toward optimization is ongoing.
3. Established campus collaboration on Oracle Recruiting Cloud stabilization.
4. Established successful pilot programs, including elevated recruiting access for Athletics and Business Enterprises and work study rehire process.
5. Improved reporting/transparency on recruiting chain (requisition and offer status).

    ii. Academic Affairs
1. Task force has been established to evaluate competitive compensation for faculty and staff.
2. Successfully retained many faculty through aggressive use of retention packages.

    iii. Diversity, Equity and Inclusion (DEI)
1. The newly refined Inclusion Council will continue to focus on employee and student recruitment and retention of minority communities.
2. Human Resources and DEI worked together in promoting and supporting employee e-Networks. These affinity-based groups provide a greater sense of community for faculty and staff who want greater community based on select components of identity.
3. In fall 2022, UW will conduct a DEI campus climate survey, the last being done in 2019. The results will help to better determine the landscape of individuals on campus, their sense about the culture of UW related to DEI and insight on areas that could benefit from further attention.

DELIVERABLES AND GOALS

1. **Over coming years, increase enrollment, fall-to-fall retention rates, and 4- and 6-year graduation rates through marketing, peer mentoring, mental health and student life initiatives, including living-learning communities and coordination of campus resources.**

   a. New School of Graduate Education has been launched to better serve and recruit graduate students.

   b. Student retention and graduation rates are reviewed annually. In March 2022, the Trustees Academic Affairs and Student Affairs committee began the practice of reviewing an annual report on this data to begin more regularly tracking status and changes across time. The Dean for Student Success and Graduation coordinates monitoring the data with the Office of Institutional Analysis.

   c. The Cowboy Coaching program continues to grow and is in its third year with 30 coaches in place for the 2022-23 academic year. This peer mentor resource provides regular points of contact to all incoming first-year students and ongoing second-year students.

   d. Student mental health and support initiatives continue to be a primary focus within Student Affairs, as a means for daily support and ultimately impact on student retention. In the 2021-22 academic year, a diversity specialist position was added to the University Counseling Center (UCC). This position helps to attend to some of the unique needs of minority communities, as most of the clinicians in the UCC identify within majority communities. Additionally, engagement in student programming through the Center for Student Involvement and Leadership has seen a distinct increase since a more active return to campus, post COVID limitations.

   e. In fall 2022, UW launched a faculty fellow pilot program with the intention of exploring how students can further engage in academic learning within their living communities. An Assistant Dean of Coe Library was selected as the inaugural faculty fellow and has launched a year of programming centered on the theme of "Being Human: Personal Stories | Shared Experiences."

   f. Increased involvement of colleges in recruiting students will be prioritized.

   g. Initiative to recruit back students who have stopped out will be piloted in fall 2022.

2. **Implement Saddle Up onboarding program and Navigate advising program and evaluate impact and early successes of the programs**

   a. Navigate began implementation in 2022 and will continue to be further utilized by campus departments and students as a more user friendly and comprehensive resource where students can manage most aspects of their student UW accounts.

   b. Saddle Up was fully implemented in August 2022 for the first time. Comprehensive assessment is currently underway to identify areas of strength and aspects that need edit and refinement for year two.

      i. 1,250 incoming first-year students participated in Saddle Up. Early feedback is positive, and improvements for next year are being actively pursued.

   c. Onboarding program for transfer students was piloted in fall 2022, with plans for significant expansion.

Broaden and Deepen UW's Service to the State

⌖ *DELIVERABLES AND GOALS*

1. **Strengthen relationships with the state by creating and executing on a team model for the Governmental Affairs and Community Engagement Office**

   a. New Vice President for Governmental Affairs and Community Engagement Mike Smith started Aug. 15.

   b. The Office of Governmental Affairs and Community Engagement is in the process of meeting with all deans and leadership throughout the university to discuss a coordinated legislative strategy and is attending various legislative interim committee meetings to listen to concerns and share priorities.

   c. President Seidel to meet with legislators in their communities as part of UW in Your Community events, as well as focus on meeting newly elected members on their home turf prior to the end of the calendar year.

   d. UW and the tribes of the Wind River Reservation, Northern Arapaho and Eastern Shoshone, signed a second Memorandum of Understanding for a 4-year term to work together on numerous collaborations, including implementation of a modified Native American Affairs Advisory Council, which will focus on the shared interest of the tribes and UW in the areas of student success, academic programs, community engagement, research, agriculture, economic development, and cultural and spiritual practices.

   e. Carnegie Community Engagement Classification – Formed task force made up of representatives from throughout campus led by Jean Garrison to gather data related to community engagement and prepare application for submission prior to May 1, 2023. University leadership, as well as faculty and staff, spends a great deal of time traveling to communities throughout Wyoming and working with stakeholders. It is a vital component of any land-grant institution and this process will help us highlight and emphasize that aspect of what we do on a daily basis.

   f. Plan 2023 legislative day on campus and work to coordinate understanding of opportunities to engage policy makers who are attending events on campus.

2. **Continue to prioritize and enhance the university's land-grant mission by prioritizing agriculture and life sciences initiatives, the Science Initiative, Tier-1 Engineering, health sciences, and education of future teachers**

   a. Establishment of new colleges of Engineering and Physical Sciences, as well as Agriculture, Life Sciences and Natural Resources is a first step toward leveraging synergisms related to life sciences, Science Initiative and Tier-1 Engineering.

   b. New dean of Health Sciences brings strong expertise in rural health care and is already leading new initiatives to advance rural health in Wyoming.

   c. New dean of Education is leading the next phase of TEI and ramping up new, nationally distinctive programs such as the Master Educator Competency Program (competency-based education) and the Wyoming Teacher Mentor Corps – both aimed at stanching teacher attrition across the state.

3. **Continue to strengthen liberal arts through the new focused college of social sciences, humanities and arts**

   a. Developing a new strategic plan, mission statement and bylaws for the College of Arts and Sciences.
   b. Created a monthly newsletter of student, faculty and staff successes to engage outwardly to alumni and Wyoming stakeholders.
   c. Added support for faculty research through college-level grants.
   d. Increased financial support for faculty awards.
   e. Ramp up undergraduate advising to 4-year professional advising for most students in the college.
   f. Reconnect and engage with the College Board of Visitors to better engage with Wyoming stakeholders and donors.
   g. Considering new programs such as a new Ph.D. in English.

4. **UW Athletics**

   a. Continue to prioritize and boost UW Athletics, including increasing attendance at all athletic events, increasing student-athlete graduation rates and academic progress rates, and competing in the top 3 in their respective conferences in at least two sports and top half in all sports

      i. Academic Success:
         1. The overall student-athlete GPA exceeded the overall general student body GPA during the past eleven (2011-12 – 2021-22) academic years.
         2. The overall student-athlete graduation rate (6-year) exceeded the overall general student body graduation rate (6-year) during the past ten (2005-06 – 2014-15) academic years.
         3. Over 255 University of Wyoming student-athletes garnered Academic All-Mountain West Conference accolades in 2021-22 (must have a minimum of a 3.0 cum GPA).
         4. All sports at the University of Wyoming were above the 930 threshold on the most recent APR report, with six teams (men's cross country, men's golf, women's cross country, women's golf, women's track & field and women's volleyball) earning a perfect annual score of 1000.

      ii. Athletic Success:
         1. Football – Defeated Kent State in the Famous Idaho Potato Bowl.
         2. Men's Basketball – Participated in the NCAA Tournament.
         3. Women's Basketball – Hosted the WNIT. Made it to the third round before losing to UCLA in triple OT 81-82.
         4. Five individual All-Americans (1 Wrestling, 1 Women's Swimming & Diving, 1 Women's Indoor Track & Field and 2 Men's Outdoor Track & Field).

   b. Focus on the well-being of athletic employees and student-athletes.
      i. Hired Director of Student-Athlete Well-Being.

5. Finalize economic development plan and measure progress.

    a. Measure workforce and financial impact on local community and state.
        i. Economic development plan draft is undergoing review before submitting to the president.

6. Wyoming Innovation Partnership

    a. Roll out Phase 1 of the Wyoming Innovation Partnership.

        i. UW is positively trending toward delivering Phase 1 results by June 2023 in collaboration with the state's community colleges. Key UW initiatives funded include School of Computing, the Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) Initiative, and the Center for Entrepreneurship and Innovation. Early investments have supported much-needed digital infrastructure and new programmatic activities aligned with UW's strategic planning and the state's economic development agenda. These investments have been coordinated through the Wyoming Innovation Partnership's Presidential Steering Group (PSG). The PSG includes all presidents from the state's higher education institutions in addition to representation from the Governor's office, the Wyoming Business Council and Wyoming Workforce Services.

    b. Secure Phase 2 funding for the Wyoming Innovation Partnership

        i. Work is underway to secure additional Phase 2 funding. UW is working closely with its community college partners and the governor's office to identify early returns on Phase 1 investments that indicate additional funding for Phase 2 ($27.5M available).

DELIVERABLES AND GOALS

1. **Assess the financial and personnel resources needed to increase research, innovation and entrepreneurship achievements including intellectual property, research expenditures, UW Ventures and development of a research park.**

    a. Strategic planning for the Corporate Engagement Office was completed.
    b. Hiring in the technology transfer office has resulted in increased staffing to support a renewed emphasis on intellectual property-derived income.
    c. Plans are prepared for strategic initiatives in Science Initiative 2025, the High Plains American Indian Research Institute (HPAIRI) and AMK-based research institute to provide platforms for increased research funding.
    d. Federal funding for innovation is being sought (a major proposal for an innovation engine is due in January 2023).
    e. Examples of early success in major grant support include: $20 million EPSCoR Track 1 grant based on research at the AMK ranch, $10.5 million Sensory Biology Center grant from NIH, $5 million Quantum Information Science NSF grant for research and education, and an NSF-funded Innovation Corps participation site for fostering entrepreneurship.

2. **Grow and diversify revenue to support UW through philanthropy, government funding, self-generated revenue and targeted grants, contracts and gifts that underwrite components of the university's mission.**

    a. Grow research expenditures as needed for attaining Carnegie R1 status

        i. Parag Chitnis has been hired as the new Vice President for Research and Economic Development and brings tremendous experience at R1 land grants as well as deep knowledge of federal funding agencies.

        ii. Higher Education Research and Development (HERD) reporting is being updated to include faculty and staff salaries in reported research expenditures, which will add over $20M to reported expenditures.

    b. Grow private and corporate support for UW in accordance with planned UW Foundation campaign

        i. The UW Foundation's endowment pool was $776.1 million as of June 30, 2022.

        ii. UW now has 1,766 endowments as of June 30, 2022, compared with 1,646 endowments in FY21.

        iii. Private giving to UW was $51.4 million for the fiscal year ending June 30, 2022. This total now reflects research grants from private resources. Counting research grants

from private sources has been implemented according to the Council for Advancement and Support of Education Global Reporting Standards. The total outpaces $48.8 million in FY21 and $43.3 million in FY20.

iv. Building on work by the UW Board of Trustees and UW Foundation Board ad hoc committee, the two boards—together with administrative leaders from the university and the foundation—developed a framework for discussion and alignment of fundraising priorities and potential investment partnerships. What emerged was a clear focus on faculty excellence and student success—key foundational elements of a 21st century land-grant university.

v. Created the second deanship in UW history, the Carrell Family Deanship in the College of Engineering and Physical Sciences, from a generous gift by UW alumnus Lawrence "Larry" Carrell.

vi. July 2022 marked the one-year anniversary of the donor experience program, a program that uses data, software and strategy so the UW Foundation can personalize the experience for every donor and grow the donor base to bring in more major gifts. The partner vendor, Evertrue, provided the UW Foundation a data analysis of UW donors to identify an initial 4,500 unassigned prospects to be assigned to a staff of donor experience officers. The digital program has led to more engagement with UW alumni and donors.

vii. In addition to the implementation of the Donor Experience Program, the foundation implemented a new email marketing software, a new online giving platform, a new corporate matching software, a new accounting software, completed the full implementation of the donor database CRM, and an online stewardship module allowing the foundation to partner with the Office of Scholarships and Financial Aid to send student scholarship thank-you letters to donors and provide online donor profiles which provide short donor bios and the donors' reasons for giving.

viii. The seventh annual UW Giving Day, held during Homecoming this year, was record-breaking—raising more than $2.4 million from about 3,600 donors across the U.S. and the world in 108 campaigns that benefit programs across campus. This breaks the record set in 2019 of over $1.6 million from 1,110 donors.

3. Be an effective and compliant steward of these resources by continually monitoring and assessing progress.

a. Continued development of budget to actual reports for campus users giving budget managers more timely data analysis.

b. Created the Restricted Financial Reports Dashboard and Published the Payroll and Fringe Expenditures Snapshot provides a listing of all employees to allow business users a report to validate employees are charged to the correct accounts/projects within the organization.

c. Integrated workforce planning into the budget process. This will allow for better forecasting of budget vs actual throughout the fiscal year and better multiyear planning moving forward.