Impact 2020: Defining Our Future

UW

College of Agriculture
and Natural Resources

Strategic Framework

August 2020

University of Wyoming College of Agriculture and Natural Resources

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Strategic Framework

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Impact 2020: Defining Our Future

INTRODUCTION

This plan builds on the strengths the College of Agriculture and Natural Resources, offering to grow knowledge, people, and communities across Wyoming. This strategic framework is transformative and offers a path forward that addresses the needs of the different segments of the Wyoming communities we serve. This five-year framework enables us to focus our efforts on maximizing the impact we can have around the complex issues surrounding the varied fields encompassed within our College.

UW

College of Agriculture
and Natural Resources

University of Wyoming College of Agriculture and Natural Resources

Mission

Our mission is to be the leader in education and scholarship cultivating Wyoming's agriculture, natural resources, and the vitality and health of rural communities.

Vision

Our vision is to serve people by utilizing the land grant principles of learning, engagement, and discovery.

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VALUES

- Balanced integration of the land-grant model principles:
    - o Teaching and lifelong learning
    - o Extension and engagement
    - o Research, creative activity, and discovery
- People
- Service to Wyoming
- Integrity, objectivity, and accountability
- Diversity and inclusion
- Nationally and internationally recognized scholarship

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FRAMEWORK GOALS, KPIs, and INITIATIVES

Our vision is to serve people by utilizing the land grant principles of learning, engagement, and discovery. This framework describes the College of Agriculture and Natural Resources (CANR) efforts within the context of five broad Strategic Goals:

- **Strategic Goal One**: Student Success Amplified
- **Strategic Goal Two**: Academic Innovation and Distinction
- **Strategic Goal Three**: Community Engagement and Strategic Partnerships
- **Strategic Goal Four**: Transformational Driver of Economic Growth
- **Strategic Goal Five**: Marketing and Branding

The Strategic Goals and associated Key Performance Indicators (KPIs) focus on primary objectives for the College of Agriculture and Natural Resources and outcomes we hope to achieve. Strategies for accomplishing the College's goals are presented throughout as initiatives. Although the Goals are presented separately here, they are all part of one interconnected framework and are interrelated; thus, success with one Goal, KPI, or Initiative can influence the success of others.

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GOAL ONE

Student Success Amplified

Viewing student success as a continuum that includes enrollment, academic progress, and career placement, with an emphasis on best practices and accountability

The continued success of our students is of paramount importance. There are four dimensions to this work – exceptional academics and experiential learning. retention, graduation, and job placement. High quality experiences raise academic expectations and engage students – through the synergism resulting from interacting with each other, with faculty, with their campus and community – and yield results.

KPI #1:   Exceptional Academics and Experiential Learning

Definition: Increase number of students engaged in individualized experiential learning

Initiatives:

- Ensure all students have access to an opportunity for laboratory or field research, an internship, a community engagement or study abroad experience
- Develop research and leadership projects for students that are related to service learning, internships, special projects on and off campus including undergraduate research, work-learning programs, and opportunities for students to improve their leadership and interpersonal skills

KPI #2:   Retention

Definition: Improve retention of first-time, full-time, baccalaureate degree-seeking students from year one to year two

Initiatives:

- Identify struggling students early and provide them with support and resources
- Expose students to major curriculum during their first year, get them excited about fields in our College and careers for which the College can prepare them

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- Encourage development of interdisciplinary learning programs
- Provide students experience with and exposure to wide range of contemporary technologies and innovation including data science and artificial intelligence
- Integrate real world career experiences, interactions with professionals, and exposure to diverse perspectives into classroom teaching
- Provide excellent advising and faculty mentorship

KPI #3:   Graduation Rate

Definition: Increase the percentage of undergraduate students who earn a degree at the 4-year and 6-year mark

Initiatives:

- Update 4-year and 2+2 study plans, providing greater access and flexibility with on-line offerings
- Create new advising plans for students who are not math ready at entrance
- Monitor and seek to improve 4-year graduation rate

KPI #4:   Job Placement

Definition: Track percentage of baccalaureate degree earners with employment or enrolled in post-baccalaureate/graduate education one and five years after graduation

Initiatives:

- Develop and implement graduate tracking plan, including job placement data for all students seeking employment
- Promote internship programs, seasonal employment, undergraduate research, and other experiential learning opportunities available through UW that enhance employability
- Track graduate preparedness metrics and job placement

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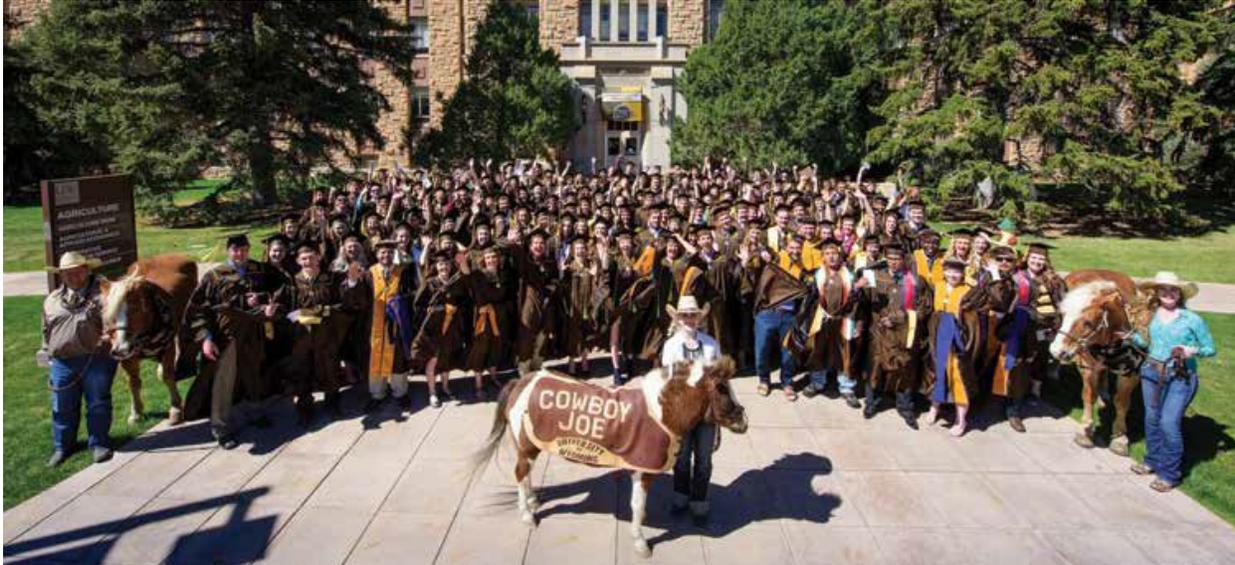
GOAL TWO

Academic Innovation and Distinction

Supporting high-quality research and scholarly activity

The College of Agriculture and Natural Resources is uniquely positioned to provide knowledge, innovation and solutions in the sciences that impact agriculture, natural resource utilization, rural community vitality and health. To ensure we make the most of this distinction, we are committed to supporting the high-quality research and creative scholarship of our faculty, staff, and students.

KPI #1:   Personnel as Experts

Definition: Increase citations, impact and recognition of faculty research and creative scholarship at national and international levels

Initiatives:

- Engage stakeholders to identify challenges in agriculture, natural resources and rural communities across the state and the resources, personnel, and research that could assist in addressing those challenges
- Leverage resources at Research and Extension Centers and on campus to address important scientific and societal challenges

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- Be a partner in campus wide science, grand challenges, spatial science, big data, artificial intelligence, blockchain and entrepreneurship initiatives
- Provide opportunities for faculty to expand beyond their disciplinary expertise and gain experience with emerging technologies that complements and expands the scope of their research and teaching
- Broadly communicate research findings, creative scholarship, engagement outcomes, teaching accomplishments, and the expertise of UW personnel
- Establish and support integrated teams of UW faculty/staff, UW extension personnel, industry, and community professionals to address grand challenges facing society, specific industry or community problems or obstacles, marketing opportunities, or policy considerations
- Track stakeholder's application of developed technologies
- Promote the capabilities of the Wyoming State Veterinary Laboratory

KPI #2: Funding Success

Definition: *Track number of responses to funding solicitations submitted per Full-Time Equivalent (FTE) and funds awarded*

Initiatives:

- Inventory and promote financial support for research and creative scholarship, specifically interdisciplinary and cross disciplinary scholarship across units in the College and between colleges
- Foster collaborative research across Wyoming, nationally, and internationally
- Promote opportunities that incorporate graduate and undergraduate research

KPI #3: National and International Recognition

Definition: *Promote high impact scholarly activity*

Initiatives:

- Engage in and disseminate high impact scholarly works including publications, presentations, juried exhibits, and other appropriate discipline specific activities
- Support and incentivize development of publications, summaries and other educational materials that specifically address College or University strategic initiatives
- Disseminate research and scholarly activity to broad communities and the public

GOAL THREE

Community Engagement and Strategic Partnerships

Ensuring those most impacted by our work help to design and implement solutions

The College of Agriculture and Natural Resources serves as an anchor across the State by engaging in purposeful and mutually beneficial partnerships to broaden the impact of our activities on Wyoming and beyond. This begins with creating a satisfying, rewarding and diverse workplace, with ample opportunity for individuals to grow as leaders for both campus and off-campus faculty and staff. It extends to implementing new and expanding upon existing partnerships, and by ensuring campus assets and goals are linked to community needs. Support the economic development of Wyoming agriculture and natural resource sectors

KPI #1:   Job Satisfaction

Description: Increase in job satisfaction metrics for faculty and staff

Initiatives:

- Grow College recognition of high-quality teaching and engagement
- Utilize best practices to evaluate teaching and engagement in faculty review processes
- Increase participation in pedagogy workshops and trainings
- Survey existing faculty and staff to determine areas where additional training and/or mentoring would increase effectiveness and job satisfaction
- Support and implement professional development and career ladders for staff
- Ensure University- and College-level policies incentivize faculty and staff innovation, their contributions to service, and support of professional development opportunities

KPI #2:   Leadership Development

Description: Increase the number of faculty and staff participating in leadership development programs

Initiatives:

- Promote and develop opportunities for leadership development among faculty, students, and staff

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- Promote from within whenever possible
- Create opportunities for professional networking and social interactions among administrators, faculty, staff, and students across academic departments, Extension, and AES

KPI #3:   Community-Based Collaborations

Description: Enhance collaborations across the broader CANR community

Initiatives:

- Engage students, faculty, staff, and external partners in discussions around contemporary issues
- Build community-based collaborations including the two described here:

Build the interdisciplinary **Ranch Management and Agricultural Leadership** program at the certificate, BS, and graduate level, addressing the challenges faced in the Mountain West, becoming the leading program of its kind in the nation

Grow the **Institute for Managing Annual Grasses Invading Natural Ecosystems (IMAGINE)** which offers a new model of engaged cross-disciplinary research and outreach that can strengthen Wyoming's communities and agricultural economy by restoring or enhancing diverse and healthy rangeland vegetation, and protecting some of the most intact, high-functioning wildlife habitat within the western U.S.

Participate in **Blockchain Center of Excellence** a cross college collaboration on education, applied research, technology, and applications development

- Promote and develop research, education, and Extension programming to promote Rural Community Vitality and Health across Wyoming
- Build Extension in Wyoming communities by promoting research-informed best practices, supporting economic development in rural communities, and providing programs to improve well-being and improve the quality of life
- Provide youth with opportunities through 4H in STEAM education, arts, practical life skills and outdoor activities
- Grow collaborations for experiential learning for students and faculty with community college partners

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KPI #4: Responsiveness to Community Needs

Description: Make the College of Agriculture and Natural Resources the "go to" source for technical expertise in agriculture, natural resource, community vitality and related areas

Initiatives:

- Adopt UW Extension's community needs assessment and implement College wide
- Convene an engagement summit of interested citizens to identify strategies to ensure our relevance in the state
- Address locale-specific needs
- Develop interdisciplinary degree or certificate programs that meet specific workforce needs and critical competencies of agricultural, natural resource, and community organizations
- Develop applied research, education and extension programming utilizing data science and artificial intelligence to meet unique needs across the Mountain West

KPI #5: Extension Staffing and Capacity

Description: Stabilize/Increase retention rates of extension personnel as well as number of extension personnel in communities across the State

Initiatives:

- Build stronger extension-research and extension-teaching links across campus and across the State
- Identify and prioritize faculty and staff positions and coordinate/integrate statewide personnel, both on and off campus, into all aspects of the College's mission
- Seek increased financial support

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GOAL FOUR

Transformational Driver of Economic Growth

Enhancing economic impact by meeting Wyoming's long-term needs

The College of Agriculture and Natural Resources contributes in myriad ways to the economic health of the State of Wyoming and to economic diversification and job growth. By focusing on strengthening our own infrastructure to meet Wyoming's educational and community needs, we can continue to provide educational opportunities to address the current and emerging needs of businesses and communities across the state.

KPI #1:   Facilities Improvements

Description: *Increase amount of funding to redesign campus space for modern education and research*

Initiatives:

- Prioritize facility needs and create a funding plan
- Improve technology infrastructure to facilitate high-quality learning, cutting-edge research, and increased statewide engagement
- Lead and participate in discussions on the establishment of learning centers and interdisciplinary programs and institutes at the University

KPI #2:   Endowment Growth

Description: *Increase funds raised*

Initiatives:

- Secure unrestricted private sector funding and corporate gifts that support student and faculty activities
- Work with partners in the state and private sector to identify funding for an Excellence Endowment to bring expertise to the university on critical topics in agriculture, natural resources, community vitality and health and economic development

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KPI #3:   Endowed Professorships

Description: *Increase number of endowed professorships*

Initiatives:

- Engage in fundraising for Endowed Professorships in broad disciplinary areas across the College
- Explore new types of endowments, including those for distinguished professorships focusing on research, education, and statewide engagement
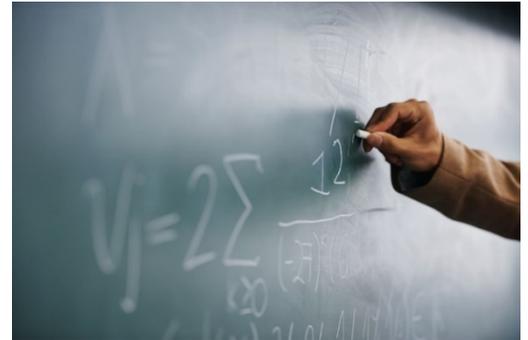
KPI #4:   Job Creation

Description: *Provide educational and experiential learning opportunities that lead to job creation in the state*

Initiatives:

- Demonstrate to clientele and students the short- and long-term potential the College of Agriculture and Natural Resources has for improving the quality of life in Wyoming and how this translates into exciting career opportunities
- Incentivize and encourage students to consider education and career opportunities in agriculture, natural resource management, and community agencies.
- Expand micro-credentialing, on-line programs, post-graduate certificates and MS degrees
- Improve access to educational programming
- Support the enhancement of digital connectivity in rural communities and provide technical skills development through education, Extension and 4H programming
- Work with Wyoming community colleges in workforce development initiatives, provide seamless access to UW programs for community college students

KPI #5:   Faculty as Entrepreneurs

Description: *Increase faculty engagement in entrepreneurial activities that enhance professional readiness of students*

Initiatives:

- Establish UW response teams to collaboratively evaluate potential markets, products, enterprises, and management strategies with and for agricultural and natural resource communities
- Provide opportunities for faculty to learn more about and engage in entrepreneurial activities including technology transfer and business development

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- Encourage faculty and to include entrepreneurship components in undergraduate and graduate curriculum

GOAL FIVE

Marketing and Branding

Further enhancing the College of Agriculture and Natural Resources' brand, image, and enrollment opportunities

Given the increasing competitiveness for students, the College of Agriculture and Natural Resources has an intentional focus on optimizing our marketing and branding activities. This more integrative approach will allow us to prioritize our messaging around enrollment and community engagement.

KPI #1:   Branding

Description: Develop an explicit and measurable brand strategy

Initiatives:

- Develop and execute a comprehensive marketing strategy
- Increase knowledge of College scholarship, engagement, and teaching accomplishments

KPI #2:   Market Awareness

Description: Increase market awareness numbers, both online and in print

Initiatives:

- Educate faculty and staff across campus about CANR, Extension, and the Agricultural Experiment Station
- Increase awareness regarding College engagement activities, student and alumni success, partnerships across campus and across the state in media and social media outlets

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KPI #3:   Enrollment

Definition: Monitor enrollment that includes all students enrolled at any point during the calendar year

Initiatives:

- Develop a coordinated recruitment strategy
- Establish recruiting expectations for Extension centers and the Agricultural Experiment Station (AES)
- Enhance student diversity
- Assess the extent to which current courses and degree programs meet contemporary student needs
- Expand distance learning offerings
- Rebuild teaching capacity in key areas
- Continue to build community college partnerships
- Work to remove unnecessary barriers to student access

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DEMONSTRATING PROGRESS

There are two primary ways progress will be tracked within this Strategic Framework.

First, each Initiative will have specific Action Steps that will be undertaken during the life of the framework to ensure success. An annual set of activities will be developed to support the five plan goals constituting a work plan. At the end of each year, accomplishments for the work will be assessed and the results shared.

Second, each Goal has Key Performance Indicators, or KPIs, that help to measure progress. This is how CANR will measure tangible progress to meeting the five Goals on an annual basis.

Third, this plan is built in support of the University of Wyoming's strategic plan. As the UW's plan changes, so shall ours. We continue to strive for excellence in achieving Impact 2020!