

TABLE OF CONTENTS

Position Management

Action Items

47. Gauge Position Allocation on Enrollment Patterns	5
102. Monitor Faculty Performance.....	5
145. Develop a Centralized Position Management Process	5
146. Eliminate TRS.....	5
147. Require Individual Job Descriptions.....	6
148. End Gainsharing.....	6
149. Implement a Retirement-Recall Plan	6

Indirect Cost—Released Time

153. Review Indirect Cost and Released Time Practices.....	6
------------------------------------------------------------	---

University Studies

32. Streamline University Studies	6
-----------------------------------------	---

Tuition Structure

158. Establish Single Tuition Rate and Delivery Fee	7
161. Restructure Tuition Policies	7
162. Convert to Per-Credit Billing.....	7

Recruitment, Retention, and Scholarship Management

1. Expand High School Institute	8
2. Apply and Enroll Via the Internet.....	8
3. Expand WUE	8
5. Enhance Nonresident Recruitment	9
6. Expand Campus-wide Involvement in Recruitment and Retention	9
8. Bolster Undergraduate Admissions Office.....	9
9. Increase UW Advertising.....	10
11. Recruit Associate Vice President for Admission and Enrollment Management.....	8
12. Distribute All Financial Aid.....	10
13. Continue Work with Noel-Levitz	10
14. Generate Private Scholarships	10
15. Package Scholarships.....	10
16. Refine Scholarship Renewal Policies	10

17. Review Rules Governing Scholarships.....	11
19. Tailor Student Aid.....	11
23. Increase Scholarships for Under-Represented Students	11
28. Expand Living-Learning Communities	11
29. Increase Articulation with Center for Academic Advising	12
164. Implement Graduate Stipend Enhancements.....	12
165. Allocate Graduate Assistantships to Diversify Admissions	12
168. Alter Residency Rules for New UW Employees	12

Environment and Natural Resources

55. Consider an Environment and Natural Resources Major	12
56. Examine Possibility of Interdisciplinary ENR Graduate Programs.....	13
57. Promote ENR Course Curriculum.....	13
63. Explore Agricultural, Environmental, and Natural Resource Graduate Degrees	13
76. Transfer IER to Department of Geology and Geophysics	13
122. Strengthen Natural Resources.....	14
124. Expand GIS Capacities	14
132. Enhance IENR and SENR.....	14

Life Sciences

58. Consult with Life Sciences	15
59. Formulate Interdisciplinary Graduate Programs and Administration in Life Sciences	15
60. Coordinate Undergraduate Life Sciences Instruction.....	15

Incentive and Supplemental Pay

155. Include Off-Campus Teaching in Job Descriptions	16
------------------------------------------------------------	----

Ph.D. Enrollment Plan

54. Reduce the Number of Doctoral Programs and Boost Degree Production	17
96. Eliminate Certain Graduate Specialties	17
163. Develop a Graduate Enrollment Management Plan	16
166. Cap Number of Eligible Years for State-Funded Assistantships.....	16

Needs Assessment

48. Complete a Statewide Educational Needs Assessment 17
50. Allocate Compressed Video Time More Efficiently 17
52. Focus UW TV on Outreach Efforts 18
116. Move Instructional Designer Positions 17
160. Reassign Academic Positions..... 18

Assortment of Other

10. Enhance UW’s Web Site..... 18
22. Implement Summer School Recommendations 18
24. Attract Diversity 19
25. Restore Diversity Funding 19
26. Educate UW Community 19
40. Integrate Internationally Related Units 20
41. Focus International Efforts on Regions 20
42. Enhance Campus Internationalization 20
43. Utilize Faculty with International Expertise 21
45. Streamline Course Approval Process..... 21
61. Strengthen Computing, Information Technology,
and Information Management 21
65. Eliminate Specific Undergraduate Degrees 21
66. Retain One Undergraduate and Graduate FCS Degree 22
67. Strengthen Collaboration in Child and Family
Studies and Human Nutrition and Foods 22
73. Eliminate Broadcasting Option..... 22
74. Eliminate M.S. in Recreation and Park Administration ... 22
75. Initiate a B.A. in Geology and Earth Sciences 23
78. Articulate with Public Schools for Foreign
Language Instruction..... 23
83. Develop Undergraduate Physics..... 23
84. Develop a Management Plan for WIRO..... 24
85. Place a Moratorium on Physics Graduate Admissions .. 24
90. Reinstate the M.S. in Accounting 24
91. Reinstate the Management Information
Systems Program..... 25

92.	Assign Responsibility for Economics.....	25
94.	Replace Small Business Management Major	25
95.	Eliminate Certain Education Undergraduate Programs .	25
100.	Produce College of Education Department Plans	26
103.	Articulate with Community Colleges	26
105.	Establish Undergraduate Engineering Business Course	26
108.	Increase Extramural Funding	27
110.	Phase out Medical Technology Program	27
114.	Institute a WIND Course Prefix	27
115.	Eliminate the Center for the Advancement of Ethics.....	27
118.	Enhance Faculty Development	28
120.	Transfer the Business Assistance Center.....	28
125.	Broaden the Scope of UW CES.....	28
127.	Reestablish Collaborations with WRI.....	28
133.	Establish a Statewide Public Affairs Research Center...	28
135.	Install an Integrated Information Access System	29
136.	Initiate a Trial Program for Electronic Journals	29
137.	Examine Art Museum and AHC Budget Issues.....	29
138.	Reallocate Funding for the Arts.....	29
144.	Refocus AHC's Archival Policies and Record Retention Schedules	30

POSITION MANAGEMENT

145. Develop a Centralized Position Management Process.

Academic Affairs will expand the existing position authorization process to accommodate the central allocation of faculty, academic professionals, and graduate assistants. Development of the new position-management system will involve UW administrators, faculty, representative faculty committees, academic professionals, and students. Academic deans will contribute significantly to all discussions regarding position allocation, and their input will be considered in allocation decisions. In addition to soliciting advice from the academic deans, the President and Vice President for Academic Affairs will seek counsel from the Vice President for Research, the Dean of the Outreach School, and the Dean of the Graduate School.

The central allocation and authorization to fill vacant instructional positions began with the start of AY 1999-2000. Since August, college deans and the Office of Academic Affairs have designed the new system. Concurrently, the Office of Academic Affairs has held vacant tenure-track positions since October 1999. These positions and others that come vacant during spring semester will form the initial allocation pool for AY 1999-2000.

The Centralized Position Control document, which describes the principles and practices of position authorization, is available on the Academic Affairs Web site: <http://uwadmnweb.uwyo.edu/acadaffairs>.

47. Allocate Positions Based on Enrollment Patterns.

The central administration will gauge college requests to fill vacant positions against course enrollment patterns and statistics. Academic Affairs will predicate its allocation decisions, in part, on efficient use of instructional resources.

Completed.

102. Monitor Faculty Performance.

The College of Engineering will assign faculty job descriptions differentially, using its Faculty Professional Development Database. The system should allow meritorious performance evaluations for faculty who are research-active and for those who elect to emphasize teaching.

Completed.

146. Eliminate TRS.

Academic Affairs and the Faculty Senate will eliminate the Teaching, Research, Service (TRS) workload accounting scheme from UW's working regulations (UniReg 807). Academic Affairs will discourage similar formula-driven schemes in performance appraisals and will develop post-tenure review policies that prohibit the use of such devices in initiating comprehensive performance reviews.

UW no longer uses the TRS scheme.

147. Require Individual Job Descriptions.

Develop job descriptions for all faculty and academic professionals that recognize differential work responsibilities, especially in departments where uniform responsibilities have weak justification.

Job descriptions for all faculty and academic professionals were completed during fall semester 1999.

148. End Gainsharing.

Immediately end gainsharing, a formula-driven approach that, in theory, treated academic departments as "profit centers" in the allocation of instructional and fiscal resources.

The Office of Academic Affairs has eliminated gainsharing.

149. Implement a Retirement-Recall Plan.

Provide the Faculty Senate with a draft retirement-recall proposal and return it to the Board of Trustees with a formal proposal.

The Faculty Senate Executive Committee, the Insurance and Retirement Committee, and the Budget Planning Committee reviewed and provided input to the retirement-recall proposal. Campus comments were solicited via the Deans' Council and Faculty Senate. *Phased Retirement for UW Personnel* was approved by the UW Board of Trustees at the March 2000 meeting.

INDIRECT COST/RELEASED TIME

153. Review Indirect Cost and Released Time Practices.

In consultation with appropriate administrators and faculty groups, the Vice President for Research will complete a review and assessment of current indirect cost and released time practices and suggest formula or policy changes to address both administrative costs and adequate faculty incentives.

This action item concerns the use of various funds generated through external grants and contracts. The President appointed a working group charged with this responsibility during fall semester 1999. Progress is ongoing.

UNIVERSITY STUDIES

32. Streamline University Studies.

The Vice President for Academic Affairs will appoint a broadly representative committee to streamline and clarify the University Studies Program curriculum and

reduce the number of hours necessary to complete the core requirements.

The Vice President for Academic Affairs appointed a University Studies Program Review Group in October 1999. This committee completed and circulated its recommendations during spring semester 2000. Revisions will be based on input from the campus community. Faculty Senate approval of the final recommendations will be sought during fall semester 2000.

Their report, *General Education at the University of Wyoming after a Decade*, is available on the Academic Affairs Web site:
<http://uwadmnweb.uwyo.edu/acadaffairs>.

TUITION STRUCTURE

161. Restructure Tuition Policies.

In consultation with all affected parties, the President will develop a plan for restructuring UW's tuition policies.

This action item has been assigned to the Tuition Structure Committee. Progress is ongoing.

A draft working document is available at the Academic Affairs Web site: <http://uwadmnweb.uwyo.edu/acadaffairs>.

162. Convert to Per-Credit Billing.

After consultation with all affected parties, the President will explore converting to a per-credit billing policy that will include revenue-neutral and revenue-enhancing scenarios and address equity between part-time and full-time students.

The President has appointed the Tuition Structure Committee (himself, the President of the Associated Students of the University of Wyoming (ASUW), the Vice Presidents for Academic Affairs, Administration and Finance, and Student Affairs, their Associate Vice Presidents, and an ex-officio member from the Office of Institutional Analysis). This group released a report for campus-wide discussion during spring semester 2000.

For more information, see the Tuition Structure Document in the Appendix or at the Academic Affairs Web site: <http://uwadmnweb.uwyo.edu/acadaffairs>.

158. Establish Single Tuition Rate and Delivery Fee.

The Outreach School will recommend a single tuition rate and an additional technology delivery fee for courses offered via Online UW and WGU to offset the associated overhead costs. The tuition and delivery fee should anticipate future modes of "core" outreach program delivery.

Students enrolled in Online UW are assessed resident undergraduate rates plus a \$40 technology fee. A similar fee structure is being contemplated for WGU, which currently bills UW directly. Because the current on-campus tuition structure is not compatible with the per-credit fee structure of the Outreach School, on-campus

student enrollment in course work offered through the Outreach School is problematic. The Tuition Structure Committee will recommend policies to eliminate these issues.

RECRUITMENT, RETENTION, AND SCHOLARSHIP MANAGEMENT

11. Recruit Associate Vice President for Admission and Enrollment Management.

Academic and Student Affairs will redefine the vacant Director of Admissions position into an Associate Vice President for Admission and Enrollment Management, with broad oversight for integrating and coordinating the offices of Admissions, Financial Aid, and Registration and Records.

The former Director of Admissions position was redefined into an Associate Vice President for Enrollment Management and Director of Admissions within the Division of Student Affairs. This position reports directly to the Vice President for Student Affairs and carries broad oversight for the offices of Admissions, Financial Aid, and Registration and Records. Following a national search, the position was successfully filled in August 1999.

1. Expand High School Institute.

Summer academic programs, such as the High School Institute, have documented success in recruiting quality undergraduate students. Similar initiatives should be replicated at college and department levels. Efforts to attract pre-college students to the UW campus should be encouraged as part of a comprehensive recruiting program.

A campus summer program since 1985, the High School Institute is on track for summer 2000. The Office of Academic Affairs gave the College of Engineering funds to support summer high school programs and also dedicated a portion of the summer 1999 revenues to several innovative programs aimed at high school students for summer 2000.

2. Apply and Enroll Via the Internet.

All application and course enrollment and payment procedures should be available via the Internet.

The UW application for admission is on the Web, and a pilot class registration is underway for fall 2000. Application and tuition and fee payment information will be available on-line by fall 2000. Students will be able to check admission and financial aid status on-line by summer 2000.

3. Expand WUE.

The nonresident tuition structure should be re-examined, including possible expansion of the Western Undergraduate Exchange Program (WUE). This program permits certain students from adjacent states to attend UW at 150 percent of the resident tuition rate.

Examination of the nonresident tuition structure is part of a larger effort to examine the full range of UW tuition charges. Led by the President, the Tuition Structure Committee released a spring 2000 draft report available on the Academic Affairs

Web site: <http://uwadmnweb.uwyo.edu/acadaffairs>.

As a result of recommendations from the Financial Aid Enrollment and Revenue Management System Committee, WUE scholarships have been dramatically increased and now represent the largest scholarship category at UW. In 1998, the number of available WUE and similar Good Neighbor (GN) scholarships (part of the student financial aid leveraging program) was increased from 150 to 1,100. Also in 1998, more than 400 WUE/GN scholarships were awarded, and in 1999, the number was increased to more than 600. The Enrollment and Revenue Management Committee continues to work with the Noel-Levitz consultant on this project.

5. Enhance Nonresident Recruitment.

Nonresident recruitment should continue to focus on northern Colorado. Benchmarking should be done to document current recruiting effectiveness. Expenditures should be assessed against enrollment data and strategies modified or adapted accordingly.

During spring semester 1999, Project 200, a student recruitment outreach to 200 northern Colorado high schools in a 200-mile radius of UW, was launched. This effort has continued and a full-time, Denver-based admissions counselor was hired last January. All recruitment efforts are being tracked to analyze cost and benefit. In April and May 2000, an advertising campaign using Denver cable and selected teen-oriented radio stations was conducted to expand inquiries.

6. Expand Campus-wide Involvement in Recruitment and Retention.

The campus community, via a number of faculty and student groups, should continue its efforts to develop and assess alternative recruitment strategies, to eliminate duplication of effort, and to strengthen the consistency and comprehensibility of our institutional messages. We must involve alumni, high-school and community college counselors, currently enrolled UW students, and others who can bolster identification and recruitment of prospective students. UW's international alumni should help with international student recruitment.

Efforts were expanded this year to more closely involve a wide variety of constituents in student recruitment, including alumni, the Arts and Sciences Board of Visitors, College of Education Alumni Board, Associated Parents of the University (APUW), Connecting Future Generations (a student group), and Golden Key Shadow Days (also a student group). Additional faculty were involved in student recruiting as a result of the coordinated Enrollment Management efforts. An integrated marketing consultant will conduct a situation analysis and recommend marketing strategies for the institution. The Image and Marketing Team of Enrollment Management is coordinating this effort.

8. Bolster Undergraduate Admissions Office.

We must significantly increase the staffing and operational budget of the undergraduate Admissions Office to effectively compete and attract qualified students.

The President increased the Admissions Office budget by \$250,000 during AY 1999-2000. Additional funds will be allocated for AY 2000-2001 from block grant increases received during the 2000 legislative session.

9. Increase UW Advertising.

We must allocate funds annually to the Office of University Public Relations for television, radio, and print media advertising in high-visibility outlets, including the major media markets outside Wyoming that attract the attention of Wyoming students and their parents living in the corners of the state.

The President increased funding for university advertising, particularly in high-impact markets. The amount of funding and the media to which it is directed are subject to yearly evaluation. During spring 2000, \$100,000 was spent on a media plan that included cable TV, radio, and direct mail.

12. Distribute All Financial Aid.

Immediately implement procedures that ensure the full distribution of all student aid. Increase the total percentage of students who receive aid, while cautiously reducing the total number of students who receive financial aid equal to or greater than full tuition.

Ongoing.

13. Continue Work with Noel-Levitz.

Continue to work with the Noel-Levitz consulting group to implement their enrollment-management and revenue system and continue to explore management concepts that can reallocate financial aid to increase enrollment and to enhance net institutional revenue.

A student Financial Aid Enrollment and Revenue Management System Committee, with representatives from Academic Affairs, Student Affairs, and Administration and Finance, continues to refine tuition leveraging models with Noel-Levitz.

14. Generate Private Scholarships.

A high priority for the university's future private fund raising, including any major capital campaign, should be to generate additional reliable sources of scholarship and grant support for students.

The forthcoming UW capital campaign will target approximately one-third of its fund-raising efforts on student scholarship programs.

15. Package Scholarships.

Immediately survey the existing scholarships (both institutionally and donor-funded) and the range of regulations that affect their distribution. Employ

strategies for co-mingling scholarships to maintain student aid levels while maximizing net institutional revenues.

The Associate Vice President for Enrollment Management has begun to uncouple institutionally funded scholarship programs from the published tuition rate.

Scholarships will carry fixed dollar values rather than being indexed to tuition rates. This change in policy permits distribution of scholarship funds to a broader array of students.

16. Refine Scholarship Renewal Policies.

Consistent scholarship criteria are needed for students, as well as for the staff who must monitor scholarship renewal. A university-wide committee should be created to review application scheduling and current criteria and recommend a new and consistent renewal policy. The new policy should support retention efforts, encourage graduation, and include frequency of review, a minimum GPA for retention, the minimum number of credits completed for retention, the number of semesters an award will be paid, a leave-of-absence policy, the implications of dropping to less than full-time status, and reinstatement policies.

The Associate Vice President for Enrollment Management will appoint a committee to prepare a recommendation once the enrollment management initiatives are identified. The Retention Team of the Enrollment Management Council has had an initial discussion of this topic.

17. Review Rules Governing Scholarships.

Review the rules governing the distribution of scholarships and implement procedures to convert an appropriate percentage of student aid to programs that serve part-time and nontraditional students. The Outreach School is one of the areas with the largest percentage of part-time students. While the rules governing part-timers are being reviewed, the rules for distance students should be reevaluated.

Most federal aid is currently available to part-time and outreach students. Additional scholarships are being identified for use within these populations (Hasbrouck Scholarships).

19. Tailor Student Aid.

Within the constraints imposed by federal financial aid regulations, explore ways of tailoring student aid specifically to meet the needs of nontraditional and distance-learning students.

Federal financial aid has been available to UW outreach and distance-learning students since 1987. Directing institutional aid to nontraditional and distance-learning students is being explored as part of the overall leveraging project.

23. Increase Scholarships for Under-Represented Students.

Use institutionally funded student aid and, where appropriate, private donor aid to

support scholarship programs targeted at financially needy students, minorities, and under-represented groups.

New scholarships have been identified for needy students (Kauffman Scholarships) and a proposal for additional scholarship funds to be allocated by the Minority Affairs Office has been presented to the President for consideration.

28. Expand Living-Learning Communities.

Research shows that supportive living-learning communities enhance retention by helping students stay connected—intellectually and socially—to the life of the institution. Additional opportunities to expand the living-learning communities, including the University Honors Program, should be explored.

The Freshman Interest Group (FIG) Program has been expanded with funds provided by the Office of Academic Affairs. An evaluation plan has been developed and will be used to consider program effectiveness. Student satisfaction with FIGs is reasonably high, and fall-to-fall first year retention data are positive but not statistically significant.

Entering its third year, the FIG Program includes 14 interest groups from five different colleges. Faculty in core FIG courses have been given support for additional learning activities outside the classroom. A coordination role for residence hall assistants has been incorporated into the job description for FIG assistants.

The Honors House, a residence for honors students, has been completed and currently accommodates 25 students.

29. Increase Articulation with Center for Academic Advising.

It is important for undeclared students, advised by the Center for Academic Advising (CAA), to establish positive connections with the institution. Academic unit heads and chairs should meet with CAA staff once each semester to maintain CAA awareness of undergraduate options and curricula.

CAA personnel met with the administration (deans, associate deans, and/or department heads) of all six undergraduate colleges during early AY 1999-2000. Refinement of the information exchange process between CAA and the undergraduate academic programs is ongoing.

164. Implement Graduate Stipend Enhancements.

The Graduate School, in concert with Academic Affairs, will consider graduate stipend enhancements for market-impacted disciplines.

This action item has been assigned to the Ph.D. Enrollment Plan Committee. Progress is ongoing.

165. Allocate Graduate Assistantships to Diversify Admissions.

The Graduate School will consider strategies for the allocation of graduate

assistantships to encourage admission from broader applicant pools, including international students.

This action item has been assigned to the Ph.D. Enrollment Plan Committee. Progress is ongoing.

168. Alter Residency Rules for New UW Employees.

The President will recommend to the UW Trustees that university residency guidelines be altered so that all individuals, their spouses, or children entering Wyoming in connection with a job-related relocation be accorded residency status for tuition purposes immediately upon arrival.

Completed.

ENVIRONMENT AND NATURAL RESOURCES

55. Consider an Environment and Natural Resources Major.

The Vice President for Academic Affairs and the Vice President for Research, in consultation with deans, the SENR Director, SENR faculty, and IENR advisory committees, will determine the feasibility of an undergraduate major in Environment and Natural Resources.

The ENR Committee, which consists of faculty with expertise in environment and natural resources, was charged by the Vice President for Academic Affairs to produce recommendations by the end of spring semester 2000. The committee produced a first draft and incorporated input from the SENR external advisory committee. A final draft is forthcoming.

56. Examine Possibility of Interdisciplinary ENR Graduate Programs.

Working with the Director of SENR and IENR, the Vice President for Academic Affairs will appoint a group to examine organizational arrangements for the formation of interdisciplinary ENR graduate programs. Focus areas for such programs could include an M.S. and M.A. in natural resource management with various options, (e.g. public lands management), a Ph.D. in natural resource science and policy, and an M.S. and a Ph.D. in environmental science and engineering.

This action item has been assigned to the ENR Committee. Progress is ongoing.

57. Promote ENR Course Curriculum.

The Vice President for Academic Affairs, in consultation with the SENR and IENR director, deans, and the SENR faculty and IENR advisory committees, will design and provide on-campus courses for non-ENR majors and off-campus outreach and extension courses about ENR issues important to the West to meet Wyoming citizens' needs for both professional development and general interest learning.

This action item has been assigned to the ENR Committee. Progress is ongoing.

63. Explore Agricultural, Environmental, and Natural Resource Graduate Degrees.

At the direction of the Vice President for Academic Affairs, the Deans of Business and Agriculture will establish a faculty group to develop articulation and cross-listing agreements and explore the programmatic implications of a graduate group in agricultural, environmental, and natural resource economics.

This action item has been assigned to the ENR Committee. Progress is ongoing.

76. Transfer IER to Department of Geology and Geophysics.

The Vice President for Research, the Dean of Arts and Sciences, and the Department Head of Geology and Geophysics will proceed with transferring the Institute for Energy Research to the Department of Geology and Geophysics.

The groundwork is complete for the IER transfer. Currently, the Department of Geology and Geophysics is searching for a new IER director. After a director is hired, IER will be officially transferred.

122. Strengthen Natural Resources, Materials and Composites, and Computational Science and Information Technology Research.

We must develop a faculty hiring strategy to strengthen the university's capacity in three broadly defined areas: 1) natural resource development and enhancement (including cost-effective and environmentally sound energy generation and distribution; 2) materials and composites; 3) computational science and information technology.

The Director of UW's EPSCoR Program and the Vice President for Research, in concert with the Office of Academic Affairs, have received \$6 million in EPSCoR funds from the National Science Foundation and the state of Wyoming. This grant enables UW to supplement existing faculty strength by allocating 10 faculty positions in the areas cited above over the next three years. All 10 positions will supplement existing faculty strength in the targeted areas. Academic departments will have opportunities to compete for new EPSCoR positions and the associated equipment and faculty support.

124. Expand GIS Capacities.

Using SDVC as a focal point, the university should expand GIS capacities and competencies throughout campus. The aims of this effort should be to provide critically needed course work for undergraduate and graduate students and to serve as a resource for businesses and government agencies.

The Offices of Research and Academic Affairs have committed one of the EPSCoR-funded faculty positions to a new director of the Spatial Data and Visualization Center. This faculty position, targeted for a nationally visible, senior teacher and researcher in geographic information sciences, will help solidify the university's commitment to better integration of the SDVC's mission into its curriculum and statewide service.

Through a national search, the Department of Geography and Recreation recently hired a new department head who brings to UW both seasoned leadership and a firm mandate to expand that department's contributions to geographic information sciences and its scientific links with the SDVC.

132. Enhance IENR and SENR.

The administration would like to see the Institute for Environment and Natural Resources strengthened by building closer ties with the School of Environment and Natural Resources. More faculty and students should be engaged in the work of the Institute. Particular attention will be given to enhancing UW's reputation as a center for excellence in the study of environment and natural resource issues.

Support funds for the School of Environment and Natural Resources have been permanently increased, and an associate director has been named. Academic personnel with explicit teaching responsibilities in SENR curriculum will be considered a priority in centralized position allocation during spring semester

2000.

LIFE SCIENCES

58. Consult with Life Scientists.

A group of distinguished life scientists from other universities will be consulted to assess UW's life sciences.

The Life Sciences Committee, which consists of well-respected senior life scientists, has been appointed and charged by the Vice President for Academic Affairs to produce recommendations by the end of spring semester 2000.

The Life Sciences Symposium was held at the University of Wyoming March 31-April 1, 2000. Guest speakers included the UW Vice Presidents for Academic Affairs and Research, a member of the NSF Advisory Panel for Biological Sciences Directorate, the Director of the USDA-NRI Competitive Grants Program, the Director of the National Center for Research Resources, NIH, the Dean of Biological Sciences at UC Davis, the Director of Molecular Biosciences at Washington State University, and the President of Oregon State University. Attendance and participation was excellent.

59. Formulate Interdisciplinary Graduate Programs and Administration in Life Sciences.

The Vice President for Academic Affairs will appoint a study group to examine alternative organizational arrangements for interdisciplinary graduate programs and the administration of life sciences. Areas of focus could include molecular, cellular, and developmental biology; ecology, population, and organismal biology; and applied life sciences. The study group's work should include visits to other institutions that have successfully implemented similar organizational arrangements and should examine incentives that promote such programs.

This action item has been assigned to the Life Sciences Committee. Progress is ongoing.

60. Coordinate Undergraduate Life Sciences Instruction.

The Vice President for Academic Affairs, in consultation with the Deans of Agriculture and Arts and Sciences, will appoint a working group to develop proposals for improving the efficiency and effectiveness of undergraduate life science instruction. These proposals should include plans to share the instruction of large-enrollment, core life sciences courses, regardless of college of origin. In addition, the Botany and Zoology and Physiology Departments should initiate discussion on how to improve their long-standing record of collaboration by coalescing their curricula and exploring the possibility of a departmental merger.

This action item has been assigned to the Life Sciences Committee. Progress is ongoing.

INCENTIVE AND SUPPLEMENTAL PAY

155. Include Off-Campus Teaching in Job Descriptions.

Units involved in core off-campus programs should include off-campus teaching in the job descriptions of all newly hired academic personnel. These units should consider schemes for distributing these responsibilities among their instructional staff. Academic position allocations also should recognize the needs of certain units charged with delivering core off-campus programs.

Off-campus instructional responsibility will be one criterion used in allocating vacant faculty positions as part of centralized position control. The Dean of the Outreach School will sit on the university committee that evaluates the allocation and filling of all vacant positions. The first round of authorizations is scheduled for late spring 2000.

PH.D. ENROLLMENT PLAN

166. Cap Number of Eligible Years for State-Funded Assistantships.

The Graduate School, in conjunction with the academic colleges, will cap the number of years that any individual can enjoy financial support via state-funded graduate assistantships. There should be separate caps for master's and doctoral degrees.

The Offices of Academic Affairs and Research have appointed a Ph.D. Enrollment Plan Committee charged with examining these action items and producing recommendations by the end of spring semester 2000. The charge calls for more than just a simple linear ranking of existing programs. Some UW doctoral programs should be discontinued because they are poor quality. There are some programs for which interdisciplinary reconfiguration may yield improvements such as better use of GA resources and an increased ability to attract high-caliber students. Other programs should be supported because they show potential for substantial improvement at little extra cost. Some programs are relied upon for lower-division instruction, and these programs may change significantly if the current University Studies requirements are altered. Finally, there are some programs that deserve to be left alone. It is reasonable to expect the number of distinct Ph.D. programs at UW might be smaller in five years than it is now. But the reduction may result from a variety of decisions, not only outright elimination.

163. Develop a Graduate Enrollment Management Plan.

In cooperation with the academic colleges, the Graduate School will develop an institution-wide strategy for managing graduate enrollments. This plan should include establishing target enrollment levels, degree production rates, and resource allocation for Ph.D. departments to ensure continued Carnegie Research II designation.

This action item has been assigned to the Ph.D. Enrollment Plan Committee.
Progress is ongoing.

54. Reduce the Number of Doctoral Programs and Boost Degree Production.

The Dean of the Graduate School, in concert with the Vice President for Academic Affairs, the Vice President for Research, the college deans, and the Graduate Council, will identify priorities for reducing the number of doctoral programs while developing a plan to ensure enrollment, degree production, and more competitive levels of support for doctoral students.

This action item has been assigned to the Ph.D. Enrollment Plan Committee. Progress is ongoing.

96. Eliminate Certain Graduate Specialties.

Eliminate graduate specialties in educational psychology, library media, and applied science and technology.

Completed.

NEEDS ASSESSMENT

116. Move Instructional Designer Positions.

The instructional designer positions, located in the Outreach School, should be consolidated into the Center for Teaching Excellence (CTE) to establish a central resource for instruction. This move is consistent with the recommendations made in the 1997-1998 Outreach Plan. Implementation of this action item should take place when the future role and mission of the CTE are more firmly established and a permanent director of the CTE is in place.

A director of the CTE has been appointed. Instructional designers are collaboratively developing a Teaching and Learning with Technology Laboratory in the CTE.

48. Complete a Statewide Educational Needs Assessment.

Complete a comprehensive statewide educational needs assessment to determine the demand for baccalaureate and graduate-level degree and non-degree programs. Use the results from this effort to determine current and future off-campus program commitments, including the possibility of a more significant institutional presence in Cheyenne.

Needs assessment instruments have been completed, distributed, and are being returned from community college academic deans, K-12 principals and superintendents, and current UW outreach students. Surveys of the business sector and health and human service providers are underway.

50. Allocate Compressed-Video Time More Efficiently.

The Outreach School will allocate compressed-video time to maximize instructional and financial efficiencies.

This item has been completed with the adoption of time allocation policies that

favor high-enrollment and high-priority courses in lieu of the previous first-come, first-served policy.

52. Focus UW TV on Outreach Efforts.

The Outreach School should reorganize UW TV from a stand-alone unit and integrate it with the other outreach technology support services. The primary mission of UW TV should be to provide instructional support for academic outreach programs.

Completed.

160. Reassign Academic Positions.

Permanent teaching positions currently budgeted with off-campus programs should be transferred to Academic Affairs in the next budget cycle. At a schedule determined by the Vice President for Academic Affairs, control of teaching positions will be transferred to their academic homes. During the transition period and after transfer of personnel control to academic units, the instruction associated with those personnel will remain as permanent obligations of the colleges to the Outreach School. In the case of underutilized instructional personnel, the academic colleges, in consultation with the Outreach School, should have the flexibility to determine where the instructional assignment will occur. Finally, to ensure appropriate long-term attention by the colleges to core off-campus programs, the Dean of Outreach should have a voice in the allocation of faculty positions.

Three underutilized College of Business faculty positions have been transferred from the UW Casper College Center (UW/CC) to the Laramie campus. Job assignments have been redefined and these faculty will fill on-campus teaching needs. One position was transferred effective fall semester 1999. The remaining two faculty already have received notification that they will be transferred to the Laramie campus effective fall semester 2000. Replacement funds are being reconciled between the Office of Academic Affairs and the Outreach School (UW/CC is a unit within the Outreach School). Also, two tenured faculty positions currently located in the Outreach budget will be transferred to Political Science effective July 1, 2000.

ASSORTMENT OF OTHER

10. Enhance UW's Web site.

Resources must be allocated to significantly increase the image and usefulness of the university Web site, with high priority placed upon those Web pages most likely to be visited by prospective students.

The President's Office allocated additional funds to enhance the UW Web site. A UW webmaster has been hired and a new UW Web site has been created. The development of the Web site is the top priority for the Enrollment Management Council.

22. Implement Summer School Recommendations.

Proceed with the implementation of the ad hoc Summer School Committee recommendations for summer session, as approved by the President.

A number of the recommendations from the 1998 Summer School Report have been implemented, including:

- Creating an events planning office
- Maintaining current summer tuition policy
- Restricting courses to no more than two credits per week
- Lifting the cap of 22.2 percent on state-funded summer salaries
- Offering one-week housing options
- Implementing a central surcharge on summer school revenues to promote greater summer school diversity.
- Changing the academic calendar to allow better use of summer months

Recommendations that are being discussed but are not yet completed include:

- Scheduling more aggressively into the month of August
- Appointment of a summer school coordinator

For more information, see the 1998 Summer School Report available from the Office of Academic Affairs, the Outreach Office, or on the Academic Affairs Web site: <http://uwadmnweb.uwo.edu/acadaffairs>.

24. Attract Diversity.

The Office of Student Affairs will form a study group, involving academic personnel, professional staff, and students to formulate strategies for targeting financial aid to attract a more diverse student body.

The Associate Vice President for Enrollment Management has established a Diversity Team to structure and implement the UW enrollment management efforts that relate to attracting and retaining diverse students.

25. Restore Diversity Funding.

To promote hiring under-represented minorities and women and to enhance workforce diversity at UW, the Office of Academic Affairs should restore the available dedicated funds for diversity issues and reconstitute the oversight group charged with fund distribution.

A diversity fund has been established with an allocation from the Office of Academic Affairs discretionary funds. Diversity funds will be allocated based upon recommendations of a four-member oversight committee consisting of the Associate Vice President for Academic Affairs, the University Employment Practices Officer, an academic dean, and a member of the Women and Minorities Committee. Funds are disbursed through a proposal process and can be used to address a wide variety of issues, including faculty development, new faculty start-

ups, and diversity programming.

26. Educate UW Community about Diversity.

Continue efforts to help academic personnel, staff, and students understand diversity issues. Efforts may include but are not limited to faculty and staff development programs such as Safe Zone, prejudice-reduction workshops, special educational symposia, visiting speakers, etc.

A range of ongoing programs is in place to raise campus awareness of diversity issues, including the College of Education sponsored Symposium for the Eradication of Social Inequality, featuring Johnny Cochran. The Multicultural Resource Center in the Student Union has increased visibility, and the Office of Minority Affairs began issuing UW Multicultural News electronically on a regular basis. The College of Education is offering its second Diversity and Teacher Education Summer Institute for high school students interested in careers as educators. The ASUW Multicultural Resource Committee passed a resolution requesting new faculty orientation in diversity issues beginning fall 2000. This orientation should include information on creating a campus classroom climate that accepts diverse views and lifestyles. The National Coalition Building Institute (NCBI) Program and Safe Zone training were provided to a number of faculty, staff, and students during the past year.

40. Integrate Internationally Related Units.

Consistent with the recommendations of the recent International Program review and the Strategic Plan for International Programs, develop a unified administrative approach to internationalization. This approach should unite international functions at UW in a common location with a reduced number of reporting lines and develop a common Web site for internationally related program and service units.

During AY 2000, International Student Services (through participation in the Support Services planning process), International Programs, and International Studies (through the UW International Education Steering Committee convened to discuss this action item) reported to the Coordinating Committee for the Review of the Support Services Plan (CCRSSP) regarding unification. No decision has been made to date. UW now has a single Web site for its three international offices.

41. Focus International Efforts on Regions.

As proposed in the Strategic Plan for International Programs, focused bilateral relations should be advanced in specific regions of the world where UW has strength of expertise, prior experience and commitment, and ongoing relations.

Using the Wyoming-Saratov Initiative as a model, institutional relations have been expanded in the People's Republic of China and developed in Brazil and Ireland. Substantive relations in South Africa are currently under review.

42. Enhance Campus Internationalization.

The international offices should continue to increase the number of UW students studying abroad during their undergraduate years.

An International Board of Advisors, organized by the International Programs Office in AY 2000, will address these issues. Efforts to develop new and expanded study abroad scholarships are currently successful.

43. Utilize Faculty with International Expertise.

The international arena can be an important resource for Wyoming's economic development. UW faculty with international expertise should help communities, enterprises, and individuals gain the competence necessary to make effective plans and decisions within the global marketplace.

The new International Board of Advisors is addressing UW's need to engage in international outreach, education, and training within Wyoming. To meet this goal, the board is compiling a Wyoming database of international experts as outreach to the Wyoming Business Council.

45. Streamline Course Approval Process.

The Course Approval Committee will comply with UniReg 806, Rev. 2, and develop a streamlined process for course approvals.

Completed.

61. Strengthen Computing, Information Technology, and Information Management.

In consultation with the Deans of Arts and Sciences, Business, and Engineering, the Vice President for Academic Affairs will assess alternative organizational arrangements that will strengthen the university's presence in computing, information technology, and information management at both the undergraduate and graduate levels. This effort could include cross-college collaboration for a computer engineering program, the merger of Computer Science and Electrical Engineering, the creation of an inter-college School of Computer and Information Sciences, and other alternatives.

In fall 1999, the Deans of Engineering and Arts and Sciences appointed a committee to develop a curriculum and an administrative structure for a bachelor of science degree in computer engineering. The committee, which consisted of electrical engineering and computer science faculty, made a series of detailed recommendations that will allow the first class of students to enter the computer engineering program in May 2002. The university will seek accreditation for this new program when the existing College of Engineering degree programs are reviewed in the fall of 2003 for 2004 accreditation.

The Department of Electrical Engineering will administer the new program with a curriculum committee consisting of an equal number of Electrical Engineering and Computer Science faculty. Daily program oversight will be the responsibility of a faculty member designated by the Head of the Department of Electrical Engineering.

65. Eliminate Specific Undergraduate Degrees.

The administration strongly endorses college proposals to eliminate underutilized undergraduate degrees. Specifically, we concur with recommendations to

eliminate international agriculture, farm and ranch management, general agriculture, and insect biology.

All of the above-mentioned undergraduate degrees have been permanently closed and will be eliminated pending completion of currently enrolled students.

66. Retain One Undergraduate and Graduate FCS Degree.

One degree in family and consumer sciences should be retained at both the undergraduate and graduate levels, with an exception of the interdisciplinary M.S. program in food science and human nutrition. These degrees should emphasize integrative course work and abide by the soon-to-be-established credit ceilings.

Four undergraduate degree programs in the Department of Family and Consumer Sciences have been consolidated.

67. Strengthen Collaboration in Child and Family Studies and Human Nutrition and Foods.

Cross-college taskforces in Child and Family Studies and in Human Nutrition and Foods should develop collaborative efforts to strengthen their respective instruction, research, and outreach efforts. Interdisciplinary programs in Child Development and Human Nutrition should be explored. The Child and Family Studies effort should include an assessment and analysis of their diverse university services and child care facilities.

A seven-member Child and Family Studies Working Group, with representation from four colleges and six departments, has developed an interdisciplinary master's degree proposal. The proposal is currently under review by the Graduate Council and the Graduate School.

73. Eliminate Broadcasting Option.

We endorse the College of Arts and Sciences' decision to eliminate the broadcasting option within the Department of Communication and Mass Media.

The broadcasting option is closed to new students and will be eliminated following completion of currently enrolled students.

74. Eliminate M.S. in Recreation and Park Administration.

The central administration encourages interested faculty to become involved in discussions regarding interdisciplinary efforts in community-based tourism. Like the M.S. in recreation and park administration, the Master of Planning (M.P.) Program has inadequate faculty support and marginal degree production. While it is academically sound to eliminate this degree based on past performance and curricular depth, the M.P. degree could play an important role in community and regional economic development efforts if it is reconceived as an interdisciplinary program with connections to agricultural economics and the master of public administration (M.P.A.) degree in political science. We endorse the Arts and Sciences College Plan, which calls for integration of the M.P. and M.P.A. degrees

with course work and expertise available through the ENR Program.

The M.S. in recreation and park administration has been permanently closed following completion of currently enrolled students. No new students are being accepted.

75. Initiate a B. A. in Geology and Earth Sciences.

The UW administration endorses the proposal to initiate a new degree program, a B.A. in geology and earth sciences. The department should coordinate this long-term degree development with faculty interested in earth system science.

Completed. Three advanced programs have been accepted and are in place.

78. Articulate with Public Schools for Foreign Language Instruction.

The university administration will open discussions with the superintendent of public instruction and other officials concerned with the future of elementary and secondary foreign language instruction in Wyoming. Such discussions should consider a university admission standard related to foreign language competency.

The Wyoming Educational Priorities Coordinating Council (WEPC) is a legislatively appointed, statewide consortium chaired by the Governor and charged with the identification and coordination of statewide K-16 educational issues. Foreign language instruction is one of several issues currently under review, especially in light of recent moves to enhance early primary instruction in foreign languages. The language subcommittee, chaired by the President, has submitted an interim report to the Governor on issues facing K-16 language instruction.

83. Develop Undergraduate Physics.

Under the leadership of the Department Head and the Dean of Arts and Sciences, the Department of Physics and Astronomy will develop and implement plans to provide a viable, well-subscribed undergraduate degree in physics and appropriate service courses. The department's proposal to develop undergraduate options with an interdisciplinary, professional focus appears to be a reasonable starting point. Allocation of future resources to the department will depend on its performance in this central task.

The department has taken a series of steps to rebuild its undergraduate program. In particular, the department has:

- Implemented a new interdisciplinary "Physics Plus" program that combines physics course work with existing elective options in computer science, forensic science, journalism, energy and environmental policy, business and entrepreneurship, and meteorology to provide a more attractive and more employable major
- Provided a high school visitation program to recruit majors
- Continued to modernize its undergraduate labs
- Expanded its service courses for students in other majors, especially in the preparation of future teachers
- Used high-speed data links to bring both the planetarium and the on-campus observatory on-line, to enhance introductory astronomy courses

- Begun to market its astronomy program as the only undergraduate program in the United States with significant undergraduate access to one large telescope and two small telescopes

84. Develop a Management Plan for WIRO.

The Physics and Astronomy Department will begin discussions with appropriate astronomical research communities to develop strategies for the future management of WIRO. These strategies should include the possible establishment of a research consortium, a focused plan for acquiring near-term external funding, and a plan to ensure the scientific viability of the facility beyond the fundable life span of the existing medium-aperture telescope. The department will submit a management plan for WIRO to the Dean of Arts and Sciences, the Vice President for Academic Affairs, and the Vice President for Research by March 1, 2000.

The Physics and Astronomy Department has begun negotiations with four institutions (Denver University, the University of Colorado, Pike's Peak, Inc., and the University of Minnesota) for cooperative use of WIRO. The WIRO Council, the governing body of WIRO, consists of the Vice President for Research, Vice President for Academic Affairs, Dean of Arts and Sciences, and the department head. The WIRO Council has developed time-allocation, fiscal management, and external user plans to guide transition of WIRO to a multi-institutionally supported facility governed by the council. In devising these plans, the council has sought guidance and input from the current UW user community, as well as from researchers who operate analogous facilities. The council will present a progress summary to the Board of Trustees in September.

85. Place a Moratorium on Physics Graduate Admissions.

A moratorium will be placed on new admissions to M.S. and Ph.D. programs in physics and astronomy. During this moratorium, the department can dedicate the necessary resources, including external funding, to allow current graduate students to complete their programs. Final decisions about the elimination of graduate programs in the department will hinge on a review of the department's progress in the two previous action items. This review will occur no later than spring 2001.

The moratorium on graduate programs has been implemented. Funds previously directed to new graduate assistantships in these programs now pay for non-GA instructors.

90. Reinstate the M.S. in Accounting.

The Accounting Department should proceed with the implementation of its new curriculum and should reinstate the idle M.S. in accounting degree in response to the new Wyoming CPA exam requirements. Since 150 hours will be required for students who sit for the exam, and neighboring universities are not offering the

M.S., the reinstatement of the degree makes sense from a student recruitment standpoint.

The M.S. degree in accounting has been reinstated by the Graduate Council, the Graduate School Dean, the Office of Academic Affairs, and the UW Board of Trustees. A new faculty position has been allocated to the Department of Accounting and a successful faculty search was conducted. The M.S. in accounting will be available at the start of the AY 2000-01.

91. Reinstate the Management Information Systems Program.

There appear to be interdisciplinary opportunities in reinstating the Management Information Systems Program in the form of a COB minor with existing faculty resources. In the near future, the department should work with the dean and colleagues in Management and Marketing and Computer Science to develop this initiative. Resource commitments for department MIS efforts will rely on participation in broader campus-wide discussions.

The UW Course Committee approved four new courses for the Information Management minor in the College of Business and Department of Computer Science at its December 1999 meeting. A vacant faculty position in the College of Business has been reassigned to the MIS program after a faculty search was authorized but was unsuccessful. The search will be reauthorized for AY 2000-01. For the next academic year, existing faculty will carry instructional responsibility for this degree program.

92. Assign Responsibility for Economics.

The Department of Economics and Finance should assume leadership responsibility for both degree options (including student supervision), with appropriate close coordination with the Colleges of Arts and Sciences and Business. The colleges and the department should consider degree titling to consolidate all undergraduate economics.

Completed.

94. Replace Small Business Management Major.

The Management and Marketing Department should proceed with the suggested elimination of the Small Business Management major and should replace it with either a major or a minor in entrepreneurship. Response to this change should guide any request to reallocate faculty resources to this area.

The Small Business Management Program has been eliminated (with appropriate plans to phase out remaining students). A new program in e-Business has been proposed by the College of Business and the Department of Computer Science. The program has received approval by the department, college-level advisory groups, and by the Deans of Arts and Sciences and Business. The program received unanimous support by the Faculty Senate's Graduate Council and is awaiting review by the Faculty Senate's Academic Planning Committee.

95. Eliminate Certain Education Undergraduate Programs.

Eliminate the undergraduate programs in industrial technology, business education, and family and consumer science education. Where appropriate, pursue discussions and articulation with Casper College and other community colleges that may be interested in absorbing some of the curricula related to these areas.

All three undergraduate degree programs have been permanently closed and plans have been developed to accommodate the remaining students. Casper College has indicated an interest in the Industrial Technology Program. Discussions are ongoing regarding transfer to Casper.

100. Produce College of Education Department Plans.

All departments in the College of Education will produce department plans by December 31, 1999.

The College of Education changed from a division structure to a department structure during the academic planning process. For this reason, completion of department-level plans was postponed. All departments in the college have completed draft academic plans. After review and revision at the college level, they will be forwarded to Academic Affairs for university-wide review.

103. Articulate with Community Colleges.

The College of Engineering should continue its articulation with Wyoming community colleges, possibly coordinating mathematical sciences in this effort. In addition, initiatives such as engineering floors in dormitories and "power groups" are worth continuing and enhancing.

The College of Engineering Dean and Associate Dean has visited Wyoming community colleges that offer course work appropriate for engineering transfer. Engineering's residence hall floor and power groups provided impetus for the creation of the University's FIG Program, and for the past two years, these arrangements have significantly improved the first year to second year retention of engineering majors.

105. Establish Undergraduate Engineering Business Course.

Following recommendations by its National Advisory Board, the College of Engineering should pursue discussions with the College of Business to establish an Engineering Business course for its undergraduate majors.

In April 2000, various College of Engineering departments presented to the National Advisory Board (NAB) how business topics are currently integrated into their respective curricula. Most departments allow certain business courses to be taken as technical electives, teach business aspects, such as engineering economics, either as stand-alone courses or as part of other courses (i.e., capstone design courses), require specific College of Business courses, or bring business faculty into the classroom to teach modules in the senior design course.

The College of Business has introduced a series of business modules that package content in a way that makes it readily accessible to engineering students.

The Research Products Center, with support from the Colleges of Engineering and Business, has launched an entrepreneurship award that will bring students together to develop business plans and build business ventures based on technology developed in senior design courses.

Following the April 2000 NAB meeting, the board has accepted the college's decision not to pursue a specific, all-encompassing business course for its undergraduates but to rely on a variety of business-type electives that many engineering students will complete.

108. Increase Extramural Funding.

The College of Health Sciences should develop targeted strategies for increasing extramural funding in the college. Support for their efforts should be indexed against performance objectives.

Since August 1999, the following steps have been taken:

- The Dean of the College of Health Sciences has assessed current funded programs in all units and has targeted the following areas for growth in research: molecular and cellular pharmacology, pharmacy practice, integrative neuroscience, clinical outcomes research, and exercise physiology and sports psychology.
- Leadership in selected units has been repositioned to permit new research program development.
- Allocation of “raise pool” funds has been indexed against both teaching and research scholarship and funded through external grants and contracts. The first college-wide research day showcased faculty and student scholarship in both basic and clinical research.
- The college’s Research Committee has been charged with administering peer review of college research funding requests.
- A college-wide service for grant development and editing has been established in the Dean’s Office.
- There is increased access to expertise in the Wyoming Institute for Disabilities (WIND) for grant development.

110. Phase out Medical Technology Program.

The Medical Technology Program should be closed for new admissions and phased out. The administration is directed to explore fourth-year exchange programs for UW students at existing regional programs where baccalaureate degrees in medical technology are offered.

The Medical Technology Program has been closed to new enrollments, and currently enrolled students are being accommodated.

114. Institute a WIND Course Prefix.

Subject to appropriate college and university support and approval, we endorse the notion of a dedicated WIND course prefix. Cross listing with academic units would enhance WIND’s connection with the academic fabric of the University and would facilitate the WIND trainee programs.

Completed.

115. Eliminate the Center for the Advancement of Ethics.

Eliminate the Center for the Advancement of Ethics.

Completed.

118. Enhance Faculty Development.

In cooperation with Academic Affairs, the CTE should take a leadership role in providing faculty development opportunities in all aspects of student outcomes assessment.

The director of the CTE has been named the assessment steward, and the CTE received increased funding to enhance student outcomes assessment programs. The CTE just completed its first year of grants for program- and college-level assessment projects.

120. Transfer the Business Assistance Center.

The Vice President for Research will discuss with the Dean of the College of Business the possible transfer of the Business Assistance Center to the UW Research Products Center, a unit responsible for exporting university-based technology into the private sector.

Completed.

125. Broaden the Scope of UW CES.

The scope of the UW Cooperative Extension Service needs expansion to encompass agricultural research and practice; community and economic development; business recruitment and marketing; and natural resource development and environmental assessment. As indicated in the College of Agriculture's Strategic Plan, this expansion of mission and visibility in local communities will require greater involvement of local clientele in planning, implementing, evaluating, and supporting CES programs.

UW Cooperative Extension initiated strategic planning in response to action item 125. Public input has been collected and indicates considerable support for agricultural research and practice and somewhat less support for community development, natural resource development, and environmental assessment functions. Questions arose regarding the involvement of UW CES in economic development, business recruitment, and marketing.

127. Reestablish Collaborations with WRI.

We must reestablish a close working relationship between the university and the Western Research Institute (WRI). Among the possibilities are a common infrastructure for technology transfer and business incubation and shared staffing (including joint faculty appointments) in critical fields such as environmental remediation, fossil fuels, and asphalt research.

The WRI Strategic Plan contains specific statements about its interaction with the university. A for-profit corporation, T-WY Corp., has been developed to aid in the transfer of technology from WRI into the private sector. The Dean of the College of Engineering has been added to the UW Board of Directors to aid in the articulation of WRI with the College of Engineering.

133. Establish a Statewide Public Affairs Research Center.

The Vice President for Research will initiate planning for the establishment of a statewide Public Affairs Research Center.

Initial plans and budgets for a Public Affairs Research Center have been established in cooperation with the Wyoming Heritage Society.

135. Install an Integrated Information Access System.

The Vice President for Academic Affairs will work with the Libraries, the American Heritage Center, the Law Library, and other collections to install a campus-wide, electronic, integrated information access system for UW libraries, archives, and museums.

UW Libraries were allocated \$600,000 for the purchase of the Endeavor Voyager integrated library management system, \$500,000 of which will be used to purchase the system in consortium with the Colorado School of Mines. Remaining funds will be used to upgrade computer hardware in the libraries. The system will integrate all campus library systems including the American Heritage Center and the Law Library (not currently connected to the existing CARL library system). The Endeavor Voyager was chosen after campus-wide previews of an array of possible library systems. The new system is scheduled to be on-line by the start of AY 2000-01.

136. Initiate a Trial Program for Electronic Journals.

The Vice President for Academic Affairs will fund a one-year trial program to determine the viability and cost of a change from paper to electronic journals.

Funding has been made available by the Office of Academic Affairs to fund a one-year trial program in the use of electronic journals. The Director of Libraries will develop a report at the end of the trial to form a decision-making foundation regarding future investments in electronic journal delivery.

137. Examine Art Museum and AHC Budget Issues.

The Vice President for Academic Affairs will determine the appropriate level of budgetary support required for the Art Museum and the American Heritage Center (AHC). The Vice President's report should include management issues related to privately funded endowments.

An independent internal audit of the Art Museum was conducted during fall semester 1999. Results were presented to the UW Board of Trustees at their March 2000 meeting.

138. Reallocate Funding for the Arts.

The Vice President for Academic Affairs will, through reallocation, dedicate an appropriate level of funding for touring performances in music, dance, and theatre from the Office of Cultural Outreach.

Additional funds have been reallocated from the Office of Academic Affairs to the

Office of Cultural Outreach, and the office has been reorganized to assign specific responsibility for statewide outreach to the Director of Cultural Outreach. In addition, one-time funds were provided for AY 1999-2000 to support off-campus symphony performances.

144. Refocus AHC's Archival Policies and Record Retention Schedules.

The Vice President for Academic Affairs will charge the AHC to determine appropriate space-saving strategies, including reconsideration of the scope of the university's archival and record-retention schedules. Such discussions should consider the de-accession of collections that are outside the AHC collection policy. The principal collection and preservation endeavors of the center should focus on the history of Wyoming and the West.

Preliminary discussions have occurred in the AHC Faculty Advisory Board with the AHC Director. A revised draft of the AHC UniReg that defines collection priorities has been delivered to the administration for consideration.