

# ACADEMIC PLAN IMPLEMENTATION REPORT CARD II - 2001

*Dear Friends and Colleagues,*

*As an academic community, we have made significant progress in implementing the action items identified in the 1999-2004 UW Academic Plan. Report Card II is presented here as a summary of action taken over the past two years on 15 topics identified as priorities. We have addressed 127 of the 168 action items identified in the UW Academic Plan. Please note that this was achieved through the time and expertise dedicated by UW's faculty, staff, and students.*

*For clarification, progress for each action item has been reported as **completed** (items that require no further attention), **requires ongoing maintenance** (items which have been addressed and will require routine maintenance), **initiated, not yet completed** (action that has begun but is not yet completed), or **not yet initiated** (an unaddressed, yet prioritized, action item).*

*Completed documents and draft reports can be found on the Academic Affairs Web site, [www.uwyo.edu/acadaffairs](http://www.uwyo.edu/acadaffairs), or in the Office of Academic Affairs.*

*We trust you will find the report to be informative and helpful. As always, we welcome your comments.*

*Tom Buchanan*  
**Vice President for Academic Affairs**

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## Academic Success Center

### ACTION ITEMS AND PROGRESS

**27. Design Intervention Programs for At-Risk Students.**

*The Recruitment and Retention Committee should continue to design proactive approaches and intervention programs for those students who are most at risk. The committee should consider both the academic predictors of student success and the social predictors, including alcohol and drug abuse.*

Activity in this area is ongoing. A faculty-initiated student mentoring pilot program was implemented in AY 2000-01. The Offices of Academic and Student Affairs co-created a First Year Success Programs steering group, and a committee is currently addressing institutional policies for students conditionally admitted to UW.

Requires ongoing maintenance

**31, 117. Consider an Academic Success Center.**

*With the involvement of affected units, academic departments, and students, the administration will assess the desirability of and physical location for an Academic Success Center.*

The Retention Committee of the Enrollment Management Council, with leadership from the Offices of Academic and Student Affairs, is addressing the required elements of an Academic Success Center. The Campus Facilities Plan will address physical location. An Oral Communications Laboratory has been established in support of students.

Initiated, not yet completed

## Earth Systems Science

### ACTION ITEMS AND PROGRESS

**75. Initiate a B.A. Degree 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 systems science.*

Completed

**106. Coordinate an Earth Systems Science Program with the New B.A. Degree in Geology and Earth Sciences.**

*The department should coordinate exploration of an Earth Systems Science Program with the Vice President for Academic Affairs, the Vice President for Research, and all interested parties, including the Department of Geology and Geophysics, as it begins implementation of a new B.A. degree in Geology and Earth Sciences.*

An Earth Systems Science Committee has been at work since September 2000. A draft plan will be submitted during summer 2001.

Initiated, not yet completed

## Environment and Natural Resources

### ACTION ITEMS AND PROGRESS

**55. Consider an Environment and Natural Resources Major.**

*The Vice President for Academic Affairs and the Vice President for Research, in consultation with college deans, the School of Environmental and Natural Resources (SENR) Director, SENR faculty, and Institute for Environmental and Natural Resources (IENR) advisory committees, will determine the feasibility of an undergraduate major in Environment and Natural Resources (ENR).*

A broadly representative ENR Implementation Committee developed an undergraduate major and minor in ENR. The SENR Advisory Committee, the UW Academic Planning Committee, and the Office of Academic Affairs supported the proposed curriculum. The UW Board of Trustees approved the proposal in March 2001.

Completed

**56. Examine the Possibility of Interdisciplinary ENR Graduate Programs.**

*Working with the Director of the 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.*

The ENR Implementation Committee submitted a proposal for a new graduate degree in ENR. The proposal will be submitted to the Academic Planning Committee for review during fall 2001.

Initiated, not yet completed

**57. Promote ENR Course Curriculum.**

*To meet Wyoming citizens' needs for both professional development and general interest learning, the Vice President for Academic Affairs, in consultation with the SENR and IENR Director, college deans, 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.*

This action item has been assigned to the ENR Implementation Committee.

Requires ongoing maintenance

**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 graduate degrees in agricultural, environmental, and natural resource economics.*

This action item has been assigned to the ENR Implementation Committee.

Initiated, not yet completed

**76. Transfer IER to the Department of Geology and Geophysics.**

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

Completed

**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: natural resource development and enhancement, including cost-effective and environmentally sound energy generation and distribution; materials and composites; and computational science and information technology.*

The Wyoming EPSCoR Program, the Office of Research, and the Office of Academic Affairs instituted a series of requests for proposals (RFPs) through which academic departments and deans "bid" for authorization and resources to hire faculty in these areas. To date, UW has successfully filled three such positions (bioinformatics, seismology, and spatial data and visualization) and has authorized ongoing searches for three more (structural mechanics, robotics and formal methods, and biomaterials). Departments submitting successful "bids" also have committed to additional hiring in these fields, as future vacancies occur. Another round of RFPs will be issued in fall 2001.

Initiated, not yet completed

**124. Expand GIS Capacities.**

*Using the Spatial Data and Visualization Center (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 SDVC. This faculty position, targeted for a nationally visible, senior teacher and researcher in geographic information sciences, will help integrate the SDVC's mission into its curriculum and statewide service. A national search for a senior faculty member to assume the directorship of the SDVC has concluded with the appointment of a new director. New physical facilities for the SDVC are under discussion and will be developed as a component of the 2000-01 facilities planning exercise. A draft

vision document for the SDVC has been submitted to the Office of Academic Affairs.

Initiated, not yet completed

**132. Enhance the IENR and SENR.**

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

Requires ongoing maintenance

This action item has been assigned to the ENR Implementation Committee.

## Foreign Languages

### ACTION ITEMS AND PROGRESS

**78. Articulate to Public Schools the Need 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. These discussions should consider a university admission standard related to foreign language competency.*

Following an interim report by the Language Sub-Committee of the Wyoming Educational Priorities Coordinating Council (WEPC), the Modern and Classical Languages Department Head participated in the establishment of foreign language standards for Wyoming's elementary and high school students. These standards, drafted in summer 2000, set the stage for future discussions on the development of university admission standards for foreign language competency.

Initiated, not yet completed

**79. Recruit in Under-Subscribed Languages.**

*The Department of Modern and Classical Languages will develop a recruitment plan to enhance enrollment. This plan should consider enhanced relationships with Wyoming's high schools and community colleges, the development of pre-college summer language institutes, and other activities. The plan also should examine the potential consequences of modifying the College of Arts and Sciences extended core. The university is prepared to allocate a reasonable level of resources to support thoughtful initiatives.*

The Department of Modern and Classical Languages has undertaken a variety of initiatives to improve its student recruitment. Among these initiatives are the following:

- Development of new marketing tools such as a new brochure and an enhanced Web site
- Establishment of UW faculty contacts with high school language teachers across Wyoming and the region

- An expanded program of faculty visits to foreign language programs in high schools and junior high schools
- A new exchange program in Salamanca, Spain, and the development, with the International Programs Office, of opportunities for study abroad at the Universidad del Valle in Guatemala
- Affiliation with Sigma Delta Pi, the national Spanish Language Honor Society
- Expanded participation by faculty in the Summer Freshman Orientation Program  
Requires ongoing maintenance

**80. Restructure Foreign Language Requirements to Encourage Advanced Study.**

*The College of Arts and Sciences will reconsider the structure of foreign language requirements in its extended core, so fewer resources will be expended providing introductory-level instruction to a broad base of students. Efforts should be directed toward ensuring that more students have incentives to take intermediate and even advanced courses in foreign languages.*

Progress on this action item is pending the implementation of UW's new general education requirements, which are under final discussion by the faculty at large. A minor in International Business, which will require a foreign language component, is under consideration.

Not yet initiated

**81. Enhance Faculty Contributions to Advanced Language Recruitment.**

*Faculty in cognate "feeder" departments serve as an important source of students interested in advanced language study. The Dean of the College of Arts and Sciences will consider such issues as faculty position requests are prepared.*

Not yet initiated

**82. Increase Global Links with Foreign Institutions.**

*As noted in the Strategic Plan for International Programs, the university should increase global links with a limited number of foreign institutions. These institutions should have expertise complementary to that of specific UW colleges, the goals of the university, and the needs of the state. Such links should enhance the ability to provide meaningful study-abroad opportunities for students. The Director of International Programs, in close consultation with the faculty of International Studies and the Department of Modern and Classical Languages, should prepare a comprehensive plan for the development of such links. The establishment of stronger links with China and Japan must give due attention to the resources required to sustain introductory, intermediate, and advanced instruction in those languages.*

The Office of International Programs has developed stronger ties with academic institutions in Brazil and has spearheaded the establishment of formal exchange agreements with Universidad del Valle in Guatemala. The Department of Modern and Classical Languages has revitalized the Chinese language program by hiring one Chinese instructor and negotiating with another native speaker to augment Chinese instruction. The department also has reduced its commitment to on-

campus Japanese instruction, emphasizing instead the increased enrollments in Japanese exchange programs.

Initiated, not yet completed

## Incentive and Supplemental Pay

### ACTION ITEM AND PROGRESS

#### **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.*

The position allocation process initiated in 2000 began integrating off-campus instructional responsibilities into faculty job descriptions. In all, this process has increased departmental commitments to outreach instruction by 33 credits per year, with more to come in subsequent years.

Completed

## Indirect Cost/Released Time

### ACTION ITEM AND PROGRESS

#### **153. Review Indirect Cost and Released Time Practices.**

*In consultation with the 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 funds generated through external grants and contracts. The President appointed a working group to examine UW's policies during fall semester 1999.

Completed

## Libraries, Museums, and Collections

### ACTION ITEMS AND PROGRESS

#### **72. Integrate the Art Museum with Art Education.**

*The Vice President for Academic Affairs will appoint an ad hoc committee to review and advise the university on short- and long-term opportunities to better integrate the Art Museum with on-campus art education.*

Not yet initiated

**140. Establish an Administrative Umbrella for UW Libraries and the AHC.**

*Establish one administrative organization to encompass the UW libraries and the American Heritage Center (AHC).*

During fall 2000, a panel of outside experts met at UW to consider possible administrative structures and provide recommendations regarding the libraries, the AHC, the Art Museum, and the Geology Museum. Members toured facilities and discussed issues and opportunities with representatives from each of the affected organizations, advisory groups, and constituencies. The Libraries, Archives, and Museum Report, containing the panel's recommendations, is available.

Completed

**141. Realign Collections and Information Services under One Organization.**

*The Vice President for Academic Affairs will assess the costs and benefits associated with realigning collection programs and various other information-related services under a new organization that will encompass the UW libraries and the AHC. Such an assessment should include close consultation with the unit directors, Faculty Senate, and Staff Senate. This action should yield no net increase in administrators.*

The report referenced in Action Item 140 makes recommendations regarding collections management at UW.

Completed

**142. Consider Membership in ARL.**

*The Director of Libraries will consider the feasibility of membership in the Association of Research Libraries (ARL).*

The report referenced in Action Item 140 concludes that ARL membership is viable for UW. Efforts to this end will continue in AY 2002-03 after the search for a new Dean of Libraries is completed.

Initiated, not yet completed

**143. Examine Space Needs for Libraries and Cultural Collections.**

*The President and the Vice President for Academic Affairs will analyze the long-term space needs of the UW libraries and cultural collections. The analysis of library space should consider an expansion of Coe Library and the construction of a remote storage facility for less-used materials. This analysis also should consider expansion of the Centennial Complex to incorporate as many of the university's natural history (nonresearch) collections as possible to enhance public access and enjoyment.*

Space needs for libraries, archives, and museums are addressed in the Campus Facilities Plan.

Initiated, not yet completed

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

*The Vice President for Academic Affairs will ask 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.*

Initiated, not yet completed

## Life Sciences

### ACTION ITEMS AND PROGRESS

**58. Consult with Life Scientists.**

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

During spring semester 2000, a well-attended Life Sciences Symposium was held on the UW campus. The symposium drew nationally prominent faculty, administrators, and researchers to campus to discuss the future of life science research and education. The Life Sciences Committee Report has been submitted to the Office of Academic Affairs.

Completed

**59. Formulate Interdisciplinary Graduate Programs and Administration of 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.*

In December 2000, the Life Sciences Committee released a report detailing recommendations for life sciences education and research at UW. After review and discussion, the central administration released a modified proposal that is currently circulating for campus-wide discussion. Both the Life Sciences Committee Report and the modified proposal are available for review and comment.

Initiated, not yet completed

**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 sciences instruction. These proposals should include plans to share the instruction of large-enrollment, core life sciences courses, regardless of the 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.*

The Life Sciences Committee Report contains recommendations for undergraduate life sciences instruction.

Initiated, not yet completed

## **Needs Assessment**

### ACTION ITEMS AND PROGRESS

**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.*

Completed

**50. Allocate Compressed-Video Time More Efficiently.**

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

Completed

**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

**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 1997-98 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.*

Initiated, not yet completed

**160. Reassign Academic Positions.**

*Permanent teaching positions currently budgeted with off-campus programs should be transferred to the Office of Academic Affairs in the next budget cycle. Following 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 control has been transferred to academic units, the instruction associated with those personnel will remain as a permanent obligation of each college 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.

Completed

## Ph.D. Enrollment

### ACTION ITEMS AND PROGRESS

**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.*

The future configuration of doctoral programs is a topic considered under Action Item 163.

Initiated, not yet completed

**71. Develop a Ph.D. Program in Paleoindian Archaeology.**

*The university supports development of a Ph.D. program in Paleoindian Archaeology.*

The Department of Anthropology developed a proposal for a Ph.D. program in Paleoindian Archaeology. The UW Board of Trustees approved this proposal in March 2001.

Completed

**96. Eliminate Certain Graduate Specialties.**

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

Completed

**98. Focus Doctoral Offerings on Educational Leadership, Counselor Education, and Curriculum and Instruction.**

*Consistent with a focus on Wyoming's schools, concentrate the College of Education's doctoral offerings on three programs: Educational Leadership, Counselor Education, and Curriculum and Instruction. The college will be asked to coordinate graduate requirements and course offerings to increase, where possible, the number of courses common to all programs and to report on progress. The college should accept no additional cohort groups into the Utah Adult Education Doctoral Program. The Utah program should be closed with completion of the current cohort.*

Action is pending recommendations of the Ph.D. Enrollment Committee's report.

Not yet initiated

**101. Increase Ph.D. Production in Engineering.**

*Pursuant to the Graduate Enrollment Plan, the College of Engineering should implement*

*its plan to increase Ph.D. production. It is possible to attain the goal of at least 15 Ph.D. graduates per year within four years.*

The College of Engineering has developed strategies to encourage Ph.D. supervision, including the use of state-funded assistantships as “bridge” funding for grant-supported doctoral students. The college has strengthened its emphasis on doctoral supervision in faculty tenure and promotion deliberations.

Initiated, not yet completed

**163. Develop a Graduate Enrollment 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.*

The Ph.D. Enrollment Plan Committee will submit its completed report to the Office of Academic Affairs.

Initiated, not yet completed

**164. Implement Graduate Stipend Enhancements.**

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

The Enhanced Graduate Assistantships Program, described under Action Item 165, provides increased stipends for exceptional applicants in market-impacted disciplines.

Requires ongoing maintenance

**165. Allocate Graduate Assistantships to Diversify Admissions.**

*The Graduate School will consider strategies for the allocation of graduate assistantships that will encourage admissions from broader applicant pools, including international applicants.*

The Graduate School, the Office of Research, and the Office of Academic Affairs have instituted a pilot program of Enhanced Graduate Assistantships. One aim of the program is to help recruit outstanding international Ph.D. candidates. The Graduate School is continuing its Minority and Women’s Pool for graduate assistantships. Selected departments have reduced the teaching expectations for first-year graduate students to help recruit international applicants.

Requires ongoing maintenance

**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 receive financial support from state-funded graduate assistantships. There should be separate caps for master’s and doctoral degrees.*

Not yet initiated

## Position Management

### ACTION ITEMS AND PROGRESS

**47. Allocate Positions Based on Enrollment Patterns.**

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

Requires ongoing maintenance

**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.*

Requires ongoing maintenance

**145. Develop a Central Position Management Process.**

*The Office of 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. College 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 college 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.*

This process is now in its second year of operation. The Central Position Management document, which describes the principles and practices of position authorization, is available on the Academic Affairs Web site.

Completed

**146. Eliminate the TRS Workload Accounting Scheme.**

*The Office of Academic Affairs and the Faculty Senate will eliminate the Teaching, Research, Service (TRS) workload accounting scheme from UW's working regulations (UniReg 807). The Office of 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.*

Completed

**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.*

Completed

**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.*

Completed

**149. Implement a Retirement-Recall Plan.**

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

The Deans’ Council, the Faculty Senate Executive Committee, the Insurance and Retirement Committee, and the Budget Planning Committee reviewed and provided input to the retirement-recall policy. The Board of Trustees approved a retirement-recall plan. Subsequently, the Wyoming Legislature established a policy negating UW’s retirement-recall plan.

Completed

## Public Policy Institute

### ACTION ITEMS AND PROGRESS

**133. Establish a Statewide Public Affairs Research Center.**

*The University will initiate planning for the establishment of a Statewide Public Affairs Research Center.*

The President has initiated discussions with the Governor regarding the establishment of an ad hoc task force to explore the creation of a public policy institute. A background document detailing university-based public policy institutes has been developed. The next steps will be discussed with the Governor and legislative leaders during 2001.

Initiated, not yet completed

**134. Prepare Leaders for Wyoming’s Public Policy Challenges.**

*The university will participate actively in efforts to prepare emerging leaders at the state and local levels to resolve Wyoming’s most difficult public policy challenges.*

Leadership Wyoming, a partnership between UW and the Wyoming Heritage Foundation, is a yearlong program for a diverse group of 40 dedicated Wyoming citizens. It focuses on trusteeship, state issues awareness, leadership skills, and hands-on projects. The first class graduated in April 2001. The first Governing Board has been appointed; the Vice President for Governmental, Community, and Legal Affairs serves as co-chair.

Completed

# Recruitment, Retention, and Scholarship Management

## ACTION ITEMS AND PROGRESS

### **1. Expand the 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.*

Beyond UW's High School Institute, similar programs currently exist for the College of Engineering, the Department of Theatre and Dance, and the Department of Music. In part, funds from college deans' budgets, summer school, and the Office of Academic Affairs help to support these programs.

Requires ongoing maintenance

### **2. Allow Application and Enrollment Via the Internet.**

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

Completed

### **3. Expand WUE.**

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

Between the 1997-98 and 1999-2000 academic years, enrollments under the WUE Good Neighbor Program grew from 582 (29 percent of nonresident enrollments) to 949 (53 percent of nonresident enrollments). UW has capped the number of these discounted tuition packages at 1,000. The Western Heritage Scholarship Guarantee Program, now in place, aims at recruiting resident students through a more leveraged approach. (See Action Item 15 for more information.)

Completed

### **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.*

A Denver recruiting office has been opened, with enhanced funding for nonresident recruiting efforts.

Requires ongoing maintenance

### **6. Expand Campus 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. The campus community 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.*

See the Enrollment Management Council Report for the UW Board of Trustees on the Academic Affairs Web site.

Requires ongoing maintenance

**8. Bolster the Undergraduate Admissions Office.**

*Significantly increase the staffing and operational budget of the undergraduate Admissions Office to effectively compete and attract qualified students.*

The Office of Admissions received a \$1 million increase in biennial funding as a result of increased legislative support during the 2000 budget session.

Completed

**9. Increase UW Advertising.**

*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.*

Annual advertising expenditures (outside of the Office of Admissions) have been increased by \$100,000 per year. The university has hired a firm to develop an integrated marketing plan.

Completed

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

*The Offices of 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.*

Completed

**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.*

An administrative committee has completed a study of all scholarship accounts. The study identifies both procedural and legal constraints that inhibit full use of scholarship accounts. The UW Foundation has developed a new reporting process to help units know what aid is available. Work is underway

to award available funds more aggressively and to eliminate or reduce constraints within the limits imposed by law.

Initiated, not yet completed

**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.*

The contract with Noel-Levitz for an Enrollment Management and Revenue System will not be continued after this year. Financial aid management to enhance net institutional revenue will continue within the institution.

Completed

**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 UW capital campaign will target approximately one-third of its \$100 million fund-raising efforts over the next five years toward student scholarship programs. Amplifying this effort will be the ongoing \$30 million in matching funds for endowments authorized by the 2001 legislature.

Initiated, not yet completed

**15. Package Scholarships.**

*Immediately survey the existing scholarships (both institutional and donor-funded) and the range of regulations that affect distribution. Employ strategies for co-mingling scholarships to maintain student aid levels while maximizing net institutional revenues.*

UW has implemented the Western Heritage Scholarship Guarantee Program with particular success in Wyoming. This program guarantees good students a minimum amount of scholarship support for their undergraduate careers based on GPA and state of residence. These guarantees carry a fixed dollar value, rather than being indexed to tuition rates, permitting distribution of scholarship funds to a broader array of students. Implementation of the program will allow an easy transition to a new tuition structure.

Initiated, not yet completed

**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 to 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.*

Action is pending refinement of UW's enrollment management goals.

Initiated, not yet completed

**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.*

Federal aid is available to part-time students. Additional scholarships have been identified for part-time and nontraditional students.

Completed

**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.*

Distance-learning students currently receive the same level of aid as campus students, including appropriate adjustments for the purchase of computers. Nontraditional students' budgets are adjusted on a case-by-case basis to reflect special needs.

Initiated, not yet completed

**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.*

UW maintains a pool of scholarship funds set aside for multicultural scholarships, with the first awards made in spring 2001. Kauffman scholarships are available for students with good grades and high financial need. Work with the Daniels Fund and GearUp Program will result in additional scholarships for under-represented populations.

Requires ongoing maintenance

**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 Groups (FIGs) Program has entered its fourth year with expanded funding from the Office of Academic Affairs. An evaluation plan designed to assess the program's efficacy is in place. Program evaluation and consideration for continued funding will occur during AY 2002-03. UW is one of 21 institutions that will participate in the Washington Center Learning Communities Institute. The Honor's House (formerly the Bunkhouse) is now fully occupied, and consideration to expand honor's housing will occur as part of the AY 2001-02 facilities planning process.

Requires ongoing maintenance

**29. Increase Communication with CAA.**

*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.*

Requires ongoing maintenance

**168. Alter Residency Rules for New UW Employees.**

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

Completed

## Tuition Structure

### ACTION ITEMS AND PROGRESS

**156. Establish a Flexible Tuition Policy for Entrepreneurial Courses.**

*To tailor tuition revenues to delivery costs and fluctuating demand, the Outreach School should establish a flexible tuition policy for entrepreneurial courses.*

This policy is a part of the changes implemented under Action Item 158.

Completed

**158. Establish a 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 the Western Governor's University (WGU) to offset the associated overhead costs. The tuition and delivery fee should anticipate future modes of "core" outreach program delivery.*

In November 2000, the UW Board of Trustees approved a streamlined tuition schedule for outreach students. The new schedule establishes a single tuition rate for all core programs, allows for variability in entrepreneurial programs, such as Online UW and the outreach MBA, and assesses a \$10 per credit outreach delivery fee.

Completed

**161. Restructure Tuition Policies.**

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

Between fall 1999 and fall 2000, the Tuition Structure Committee developed a set of 15 recommendations concerning UW's tuition structure. Chief among those were two proposals: convert to a per-credit tuition pricing structure, leaving the

overall tuition cost-neutral to students taking a normal course load; and implement a tuition dividend plan that will award tuition-free credits to students as they complete their course work.

In January 2001, the UW Board of Trustees authorized the administration to develop a detailed implementation plan for these two proposals. The plan will consider the practical implications of the changes required in the institution's tuition calculation software, registration and record keeping, billing procedures, and student financial aid distribution. A working committee is currently developing this plan for final approval by the trustees in fall 2001.

The Tuition Structure Committee Report is available at the Academic Affairs Web site.

Initiated, not yet completed

**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.*

See Action Item 161.

Initiated, not yet completed

## University Studies

### ACTION ITEM AND PROGRESS

**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.*

During AY 1999-2000 and AY 2000-01, the University Studies Program Review Group developed a proposal for a new university core curriculum. The group solicited faculty input from spring 2000 through spring 2001 and held six well-attended forums on campus and at UW/Casper College. At the April meeting, the Faculty Senate passed Senate Resolution 288. The resolution calls for the establishment of a standing University Core Curriculum Subcommittee, and it endorsed further deliberation and refinement in a revised undergraduate core curriculum. The university core curriculum proposal and the Faculty Senate resolution are available on the Academic Affairs Web site.

Initiated, not yet completed

## Assortment of Other

### ACTION ITEMS AND PROGRESS

#### **4. Enhance Community College Articulation**

*UW must enhance its already active role in statewide articulation with Wyoming's community colleges. The Vice President for Academic Affairs will support these activities in disciplines where they are already in place and will encourage other disciplines—especially those responsible for entry-level course work—to assume a greater presence in statewide articulation.*

Department and program articulation conferences are held annually. The Wyoming community colleges and UW are finalizing an articulation agreement for lower-division general education requirements.

Completed

#### **10. Enhance UW 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.*

Funding approved by the 2000 Legislature permitted the allocation of additional resources in this area. Enhancement of the UW Web site continues to be a top priority for the Enrollment Management Council.

Requires ongoing maintenance

#### **20. Develop Certification Programs.**

*The Vice President for Academic Affairs and the Deans of the Graduate School and the Outreach School, in close coordination with the Faculty Senate and the Graduate Council, should consider guidelines for creating and implementing certificate programs.*

The Outreach School and three academic colleges implemented undergraduate certificate programs in Real Estate, Land Surveying, and Early Childhood Administration. All three can be taken as stand alone certificates or as course work embedded in an existing UW undergraduate degree.

Completed

#### **22. Implement Summer School Committee Recommendations.**

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

A summer session Web site has been developed and will be updated and maintained.

Completed

#### **24. Increase 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.*

Initiated, not yet completed

#### **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.*

The Office of Academic Affairs currently budgets \$200,000 per year to bolster the ability of academic units in recruiting a diverse faculty. The President's newly appointed Advisory Council on Minorities' and Women's Affairs will serve the President on issues that affect the recruitment and retention of minorities and women at UW. The President has allocated \$75,000 in continuing funds to this group.

Completed

#### **26. Educate the 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 trainings, prejudice-reduction workshops, special educational symposia, and visiting speaker presentations.*

During spring 2001, the President's Advisory Council on Minorities' and Women's Affairs issued a request for proposals from the UW community to design and implement educational programs focusing on diversity. First year awards were recently approved.

Requires ongoing maintenance

#### **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.*

UW now has a single Web site ([www.uwyo.edu/international](http://www.uwyo.edu/international)) and a common campus location for its three international offices: the International Programs Office, the International Studies Program, and the American Studies Program.

Completed

#### **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.*

During AY 2000-01, a UW delegation consisting of the Vice President and Associate Vice President for Academic Affairs, the Director of International Programs, the Chair of the Faculty Senate Academic Planning Committee, and a member of the UW Board of Trustees visited the Universidad del Valle Guatemala. The group was successful in strengthening UW ties in both education and public relations.

Requires ongoing maintenance

**42. Enhance Campus Internationalization.**

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

Initiated, not yet completed

**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.*

Requires ongoing maintenance

**45. Streamline the Course Approval Process.**

*The Course Approval Committee will develop a streamlined process for course approvals.*

Completed

**46. Eliminate Unused Courses.**

*Courses that are not offered at least once every three years will be removed from the UW General Bulletin. The Vice President for Academic Affairs will develop appropriate administrative procedures for implementation.*

A procedure for departmental review and elimination of courses not offered for five years was developed in concert with the college deans and the Office of Registration and Records. The process began during spring 2001. The academic deans will evaluate the outcome.

Completed

**49. Determine Core and Entrepreneurial Off-Campus Degree Programs.**

*Determine core and entrepreneurial off-campus degree programs, and develop the procedures for the implementation of each.*

The Outreach School completed a statewide needs assessment during AY 2000-01. Effective fall 2002, there will be 17 core degree programs and 3 entrepreneurial programs.

Completed

**53. Revise the Mission Statement.**

*With appropriate input from and involvement by the UW community, develop a revised mission statement that recognizes the university's intention to focus on distinction and is consistent with the spirit and intent of the Academic Plan.*

Initiated, not yet completed

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

*In consultation with the Deans of the Colleges 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 the Departments of Computer Science and Electrical Engineering, the creation of an inter-college School of Computer and Information Sciences, and other alternatives.*

In November 2000, the UW Board of Trustees approved the transfer of the Computer Science Department to the College of Engineering. The university will seek accreditation for this new program when the existing College of Engineering degree programs are reviewed during fall 2003 for 2004 accreditation. In a related move that reflects new computational emphases in engineering, the UW Board of Trustees changed the name of the Department of Electrical Engineering to the Department of Electrical and Computer Engineering in January 2001. The discussion under Action Item 122 reports further progress in bolstering UW's faculty strength in this area. Finally, faculty members in Accounting and Computer Science have designed an M.S. degree in e-Business, scheduled to start in summer 2001.

Completed

**64. Encourage Cooperation in Economics.**

*Future faculty allocations to either Agricultural and Applied Economics or Economics will be dependent upon evidence of the establishment of cooperative relations, effective articulation, and reduced course duplication.*

During fall 2000, the Department of Agricultural and Applied Economics and the Department of Economics and Finance reached an agreement regarding introductory economics courses. Under the agreement, the departments will cross-list introductory courses in micro- and macroeconomics and will ensure that the courses have comparable content and formats for student evaluation. In addition, the departments will articulate in their intermediate courses in these subjects and will explore possibilities for further articulation and curricular coordination at the upper-division and graduate levels. The departments propose to enhance further collaboration by developing a jointly appointed faculty position to fill an endowed chair that will promote cross-college research and teaching.

Initiated, not yet completed

**65. Eliminate Specific Undergraduate Degrees.**

*The administration strongly endorses college proposals to eliminate underutilized undergraduate degrees. Specifically, the administration concurs with recommendations to eliminate international agriculture, farm and ranch management, general agriculture, and insect biology.*

Completed

**66. Retain One Undergraduate and One Graduate FCS Degree.**

*One degree in Family and Consumer Sciences (FCS) 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.*

Completed

**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 the diverse university services and childcare facilities.*

A seven-member Child and Family Studies Working Group, with representation from four colleges and six departments, developed an interdisciplinary master's degree proposal. The Graduate Council and the UW Board of Trustees approved the proposal.

Completed

**68. Consider an SENR Undergraduate Degree.**

*In collaboration with College of Agriculture administration, identify the Department of Renewable Resources' curricular contributions to an SENR undergraduate degree.*

Completed

**69. Solicit Funding from the Office of Surface Mining for a Reclamation Center.**

*With the assistance of the Vice President for Research, the Department of Renewable Resources should pursue a discussion with the federal Office of Surface Mining to support development of a Reclamation Center.*

The Department of Renewable Resources submitted a white paper regarding the development of a Restoration Ecology/Reclamation Center in spring 2001. This center would focus on research relative to the reclamation of arid western lands and instruction. Discussions will continue with the Office of Surface Mining.

Initiated, not yet completed

**70. Enhance International Experiences and Programs.**

*Coordinated and focused efforts among the International Programs Office, the International Studies Program, and the American Studies Program should be encouraged as one means of enhancing international experiences and programs.*

The three international offices have been consolidated in a common location. Development activity has resulted in increased scholarships for international student travel. The Office of Academic Affairs has increased funding for new and existing international exchange programs.

Completed

**73. Eliminate the Broadcasting Option.**

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

Completed

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

*Endorse the Arts and Sciences College Plan, which calls for integration of the Master of Planning (M.P.) and Master of Public Administration (M.P.A.) degrees with course work and expertise available through the ENR Program.*

Completed

**83. Develop Undergraduate Physics.**

*Under the leadership of the Department Head and the Dean of the College 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 the 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 of this central task.*

Since the inception of the AP, undergraduate majors in Physics have increased by 70 percent. In addition, the department has initiated a new "Physics Plus..." undergraduate program, which will assist recruiting efforts.

Initiated, not yet completed

**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 the Wyoming Infrared Observatory (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.*

Progress was reported to the UW Board of Trustees in September 2000. Scientists from Brigham Young University, University of Denver, and Southwest Research Institute (Boulder, Colorado) met in October 2000 to discuss possible institutional

partnership arrangements. As of spring 2001, negotiations are underway with Pikes Peak Observatory regarding possible cooperative agreements, and the WIRO Council has formalized a policy for collaborative users of the telescope and for use by visiting scientists.

Initiated, not yet completed

**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.*

Given the progress toward reinvigorating the undergraduate Physics Program, the Office of Academic Affairs has asked the department to develop a plan for reinstating the graduate degrees in Physics. A plan is due during summer 2001.

Completed

**87. Retain the College of Business Professional Student Advising Center.**

*The College of Business should retain its Professional Student Advising Center and the dean should develop an accepted set of faculty responsibilities, in addition to career advising, that faculty assume in the absence of academic advising.*

Completed

**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 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.*

Completed

**91. Reinstate the Management Information Systems Program.**

*There appear to be interdisciplinary opportunities in reinstating the Management Information Systems (MIS) Program in the form of a College of Business minor, using existing faculty resources. In the near future, the Accounting Department should work with the Dean of the College of Business 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.*

Completed

**92. Assign Responsibility for Economics.**

*The Department of Economics and Finance should assume leadership responsibility for*

*both degree options (the B.S. in Economics and the B.S. in Finance), 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 programs.*

Completed

**94. Replace the 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.*

A new program in e-Business has been approved in the College of Business and the Department of Computer Science. Delivery of course work is slated for summer 2001.

Initiated, not yet completed

**95. Eliminate Certain Education Undergraduate Programs.**

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

Completed

**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 department plans are available at the Academic Affairs Web site.

Completed

**103. Communicate with Community Colleges.**

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

Requires ongoing maintenance

**105. Establish an 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.*

As a result of discussions between the Colleges of Engineering and Business, several engineering departments now require majors to select a business elective

from a specified list of courses. Other departments have brought business faculty members into the senior design courses for a block of instruction on business fundamentals. Also, the College of Business recently developed a summer course targeted to engineering majors.

Completed

**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.*

This past year, the college received a \$4.4 million research grant to initiate a statewide collaboration of more than 55 public and private health organizations.

Initiated, not yet completed

**110. Close the 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.*

Completed

**113. Lower Tuition to Assess Its Impacts on M.S.W. Enrollment.**

*In the context of a planned campus-wide reassessment of tuition levels and tuition differentials, the President will recommend to the UW Board of Trustees that a lower tuition differential for the Master's in Social Work (M.S.W.) be applied for a two-year period to assess the impacts of tuition on enrollment. The Dean of the College of Health Sciences and the Director of the Division of Social Work will develop a revised budget to ensure the continuing quality of the program.*

In November 2000, the UW Board of Trustees approved the following measures:

- The College of Health Sciences will reduce nonresident tuition for M.S.W. candidates to the standard tuition for nonresident graduate students.
- The College of Health Sciences will set a target to reduce resident tuition for M.S.W. candidates to the standard tuition for resident graduate students. This reduction will occur over time, with completion by AY 2003-04, to allow verification that increased enrollments can offset the resulting per-student revenues.

Initiated, not yet completed

**114. Institute a WIND Course Prefix.**

*Subject to appropriate college and UW support and approval, the College of Health Sciences endorses the university's notion of a dedicated Wyoming Institute for Disabilities (WIND) course prefix. Cross listing with academic units would enhance WIND's connection with the academic fabric of the university and would facilitate 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 the Office of Academic Affairs, the CTE should take a leadership role in providing faculty development opportunities in all aspects of student outcomes assessment.*

The CTE has provided faculty development for student outcomes assessment through an incentive grants program, a yearlong faculty development program called inVISIBLE-college, workshops, and individual consultations.

Requires ongoing maintenance

**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

**121. Promote Economic Development and Commercialization of Science and Technology**

*The Vice President for Research, in consultation with the college deans, will develop a strategy to support the university's initiatives in economic development and the commercialization of science and technology.*

The Research Products Center is operating, and current plans call for the construction of a technology business incubator. The 2001 Legislature approved planning funds for the incubator.

Initiated, not yet completed

**123. Strengthen Energy-Related Research.**

*The Vice President for Research, in consultation with affected parties, will examine mechanisms for further strengthening UW's presence in energy-related research.*

The Director of the Institute for Energy Research has been appointed, and the Wold Professorship in Energy is now fully endowed.

Initiated, not yet completed

**125. Broaden the Scope of UW CES.**

*The scope of the UW Cooperative Extension Service (CES) 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.*

Initiated, not yet completed

**126. Establish the Wyoming Research Products Center.**

*UW endorses the establishment of the Wyoming Research Products Center, a technology-transfer initiative funded as a pilot project of the Wyoming Business Council.*

The Research Products Center is housed at the Wyoming Business and Technology Center.

Completed

**127. Reestablish Collaborations with WRI.**

*The university must reestablish a close working relationship with 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.*

Regular meetings involving the WRI CEO, the Vice President for Research, the Dean of Engineering, and other WRI personnel are in progress. The WRI CEO has been named to, and is a regular participant in, the UW Economic Development Roundtable. The Dean of Engineering has been named to the UW Research Corporation Board of Directors.

Completed

**128. Develop a Prospectus for the Wyoming Research Park.**

*In partnership with the Laramie Economic Development Corporation and the City of Laramie, UW should develop a prospectus for a Wyoming Research Park near the campus.*

The concept of a Research Park has been modified into the development of a technology business incubator governed by a not-for-profit corporation.

Completed

**129. Establish an Economic Development Roundtable.**

*The Vice President for Research will establish and chair the UW Economic Development Roundtable. The core function of the group will be to coordinate economic development at UW.*

The Economic Roundtable Committee meets on a monthly basis.

Completed

**135. Install an Integrated Information Access System.**

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

In a joint venture with the Colorado School of Mines and the Colorado Alliance of Research Libraries, a new integrated library system developed by Endeavor Information Systems, Inc., is now operational. Ferret—so named for its connection to Wyoming wildlife and the other meaning of the word, which is to bring to light by searching—will allow users access to the library’s collection, determine the circulation status of materials, identify holdings of journal issues, and connect directly to Web sites linked to library records.

Completed

**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.*

Completed

**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 AHC. The Vice President’s report should include management issues related to privately funded endowments.*

Completed

**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.*

Completed

**167. Assess Policies That Impede Faculty in Economic Development.**

*In collaboration with the leadership of the Faculty Senate, the Vice President for Academic Affairs and the Vice President for Research will assess institutional policies and procedures that may impede faculty involvement in economic development activities.*

A policy review is ongoing.

Initiated, not yet completed