

University of Wyoming

❖ *Mission and philosophy*

As the only university established by the state, the residents and the University of Wyoming have enjoyed a long, unique and beneficial relationship. To continue this relationship and to serve the educational, cultural and economic needs of the state and nation, the mission of the university is to provide teaching, scholarship and outreach programs that compare favorably with programs at the leading land-grant research universities in the nation. In addition, to promote development of the whole person, the university will provide a diverse array of superior co-curricular activities, including cultural, international, athletic and student-life programs.

The university will attract capable students who will provide future leadership for the state and nation, and it will be particularly attentive to the needs of Wyoming students, members of under-represented groups and the gifted. The university is dedicated to promoting an environment of excellence and achievement, which encourages the full personal development of those it serves and of those who serve the university. To meet this goal, the university will preserve, interpret, create and transmit knowledge in an atmosphere of free inquiry and expression. This environment, reflecting America's rich multicultural character at its best, is intended to stimulate growth of mind and body, inspire the spirit and promote fulfilling careers and life-long contributions to the state and nation. To help assure programmatic excellence, the university will attract, develop and retain outstanding faculty and staff; provide superior library, laboratory and computer facilities; and engage in ongoing planning to balance resources and enrollments.

The specific elements of the university's mission include:

Excellent baccalaureate instruction in a broad array of programs: Undergraduate education will be based on successful completion of college preparatory work in high school and coordination with both secondary education and the community colleges. Each student must master the fundamental concepts and applications of at least one major, and all majors will be based on the solid foundation of a general studies program. University graduates will understand our rich human heritage; comprehend differing methods used by the arts, humanities and sciences in creating that heritage; develop the ability to make ethical and critical judgments; and have facility in using language and other forms of symbolic expression.

Graduate programs of recognized excellence in disciplinary and inter-disciplinary fields: Particular emphasis will be placed on faculty strength in teaching, research and creative activity; critical mass of faculty and students; student quality; compatibility with other established university programs; and contributions to the state's

General information

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Other locations

Archer, Casper, Cheyenne, Cody, Gillette, Jackson, Lander, Pavillion, Powell, Riverton, Rock Springs, Sheridan, Torrington, Wind River Reservation, Elk Mountain, Jelm Mountain, Red Buttes, Grand Teton National Park, offices in all 23 counties.

Year established

1886

Statutory references

Wyoming Constitution (1890), Article 7, Section 15; W.S. 21-16; W.S. 21-17; W.S. 28-1-115 (f)

Number of authorized personnel

2,630 full-time, 3,071 part-time

Organizational structure

Board of Trustees, President's Office, Academic Affairs, Administration and Finance, Information Technology, Institutional Advancement, Research, Student Affairs

Clients served

Enrolled undergraduate, graduate and non-degree students; continuing education participants; high school students; alumni; business assistance clients; community assistance clients; clients requesting information; agricultural assistance clients; research clients; health care patients; cultural programs patrons; athletics fans; other Wyoming residents.

Budget information

General fund	Section I \$91,697,164
Federal funds	Section I 2,457,808
	Section II 32,698,552
Other	Section I 48,465,424
	Section II 59,803,332
Total	\$235,122,280

and nation's cultural, scientific, social and economic needs.

Outstanding basic and applied research and creative activity: Research and creative activity cannot be separated from teaching. Research and creative activity promote instructional excellence through developing new knowledge and techniques, allowing new information and perspectives to be shared swiftly in the classroom and introducing students to emerging fields. Moreover, excellent research and creative activity result in regional and national recognition that enhances the value of a University of Wyoming degree. To advance outstanding instruction, contribute new knowledge and place the university among the nation's leading land grant research institutions, the university will identify and promote disciplinary and interdisciplinary emphasis areas in research and creative activity.

Superior outreach and extension activities: The university will provide coordinated service to the people of Wyoming through credit and non-credit instruction, life-long learning and professional and cultural programming. As part of outreach, the university will disseminate widely the results of its basic and applied research and, when appropriate, direct research to meet economic, social and cultural challenges faced by the state and nation.

❖ *Results of outcomes*

The University of Wyoming (UW) academic planning effort was the major focus of activity during the 1998-99 academic year. The UW Academic Plan has the twin goals of increasing the value of the diplomas earned at the University of Wyoming and increasing the value of UW to the state. The plan was in final form at the end of the academic year, and an implementation schedule has been developed. It is no exaggeration to state that this planning process has been the most open and comprehensive planning process ever undertaken at the university.

Goal 1

Excellence in teaching and advising is essential. The academic planning process allowed the university to assess existing academic programs and establish academic priorities. To help evaluate existing programs, a new, streamlined system of program review was developed. (All academic programs are evaluated on an established 10-year schedule.) In FY99, accreditation was again achieved for all departments and colleges undergoing accreditation. A self-study for university accreditation was begun in preparation for the North Central Accreditation Commission's site visit in March 2000. UW students surpassed national licensure/certification examination pass rates in 69 percent of the exams. Academic units developed individual outcomes assessment plans (for determining student learning), and 66 percent of the units started implementing their plans in 1998-99. Seniors taking the ACT COMP exam, which measures general educa-

tion (the UW University Studies Program), averaged a seven-point gain over their freshman scores. Due to questions concerning the suitability of this exam for measuring student progress toward UW's education goals, the university is examining alternative assessment approaches and instruments. Graduate students taught only 9 percent of all UW credit hours.

Continued improvement of recruitment, retention, timely graduation and access to academic programs is of primary importance to the institution and the state. Overall enrollments were 11,621 students (standardized counts at the end of the fall semester). There were 2,365 new students (standardized counts at the beginning of the fall semester). During FY99, the director of admissions position was redefined as an associate vice president with expanded responsibility to oversee all aspects of enrollment management. The academic advising questionnaire was distributed to more than 4,900 undergraduate students; 96 percent of the students were "satisfied" or "very satisfied" with the overall quality of their advising.

A comprehensive handbook for the parents of entering freshmen and transfer students was developed to help parents understand the process of higher education and UW policies. The 1997-98 freshman-to-sophomore retention data (available in 1998-99) showed continued improvement (75 percent). (Retention data for 1998-99 will not be available until the spring 2000.) Six-year graduation rates for first-time, full-time freshmen increased to 48 percent. The time-to-degree for graduate and professional students was as good as the national averages in law (three years), but the national data for doctoral students' average time-to-degrees were not yet available. More than 8,783 students received financial aid in FY99. The 1998-99 enrollment of outreach students from across the state was 3,984. The UW staff implemented Phase I of "Hole in the Wall," a program available through the World Wide Web that allows students to access information about their academic progress. The Freshman Interest Group Program, a living/learning community designed to help freshmen in their transition to college and enhance their opportunities for academic success, was established in 1998-99.

Goal 2

Research, scholarship and creative activity are other activities emphasized in the Morrill Act for land-grant universities. No other Wyoming institution of higher education can provide the level of research that the UW faculty members undertake to support the state. UW maintained its Carnegie Research II classification and set a new record in external funding (\$42 million), in spite of a gap in NSF EPSCoR funding and the closure of the Wyoming Water Research Center. More than 2,000 students participated in one-on-one independent study and research with faculty. The number of refereed publications produced by tenure-track faculty was 2.4 per FTE. The number of tenure-track faculty with external funding increased to 55.3 percent. More than 810,000 clients used the UW

Libraries, archives, and museums in FY99.

Goal 3

The quality of the campus social, cultural and physical environment is important in enhancing the students' academic experiences and promoting administrative efficiency and fiscal responsibility. New ACT Student Opinion Survey results, reporting students' satisfaction with the UW social/cultural environment, will not be available until spring 2000. A UW team was established and trained by the National Coalition Building Institute (NCBI) to offer ongoing prejudice reduction workshops for the entire campus.

Information Technology prepared UW's mission-critical computing applications and systems for the year 2000. Student computer labs were upgraded, and the university now offers one computer for every 6.1 students. Of these computers, 44 percent are the latest generation, 49 percent are one generation old, and 7 percent are two generations old. New administrative computer systems (PeopleSoft Financials, Human Resource System and others) were installed. Within budgetary constraints, the university continues to address ADA (Americans with Disabilities Act) and deferred maintenance needs. The university's deferred maintenance rating continued to be in the "Fair" range (.098). Structural and financial planning for the renovation of the Wyoming Union was completed.

In FY99, UW set new records for total private donations with an estimated \$18.3 million in gifts and pledges; the endowment grew to an estimated \$135 million. The university undertook a major review of the UW Alumni Association, including site visits to nationally recognized university alumni associations and a review by a noted external team of senior university leaders. UW withdrew from the Western Athletic Conference (WAC) and helped establish the Mountain West Conference (MWC) with its old rivals. Intercollegiate Athletics has maintained NCAA certification "without conditions;" a new self-study for continued certification was begun in the spring of 1999. The student-athletes (FY98) graduated above the average for other UW students (57 percent for student-athletes).

Goal 4

Public service is the third important role for every land-grant university. In 1998-99 UW made a stronger commitment to support Wyoming's economic development, public policy and quality of life. Faculty expertise is one of Wyoming's valuable resources as the state tries to solve its problems. The faculty continued to articulate with Wyoming schools and community colleges to support the students' transition to the university and collaborated with various state agencies on projects that impact the state. More than 13,400 people participated in UW conferences, workshops, non-credit continuing education and information programs offered by the Outreach School and the UW-Casper College Center. The university provided varied cultur-

al resources and programs to Wyoming communities. During FY99, Wyoming Public Radio expanded to Sheridan, Campbell, Lincoln and Weston counties.

In terms of Wyoming's economic development, the Business Assistance Center, the Wyoming Mid-America Manufacturing and Technology Center, the Small Business Development Center, the Small Business Innovation Research Initiative and the Cooperative Extension Centers have expanded their roles in assisting Wyoming businesses. On different surveys, business clients assisted by these UW units reported 85 percent to 100 percent satisfaction with the services they received. The economic development functions managed by the university have been integrated with those of the Wyoming Business Council. In partnership with the Wyoming Business Council, the university's technology transfer initiative (the Wyoming Research Products Center) was launched. Through grants, Wyoming Small Business Innovative Research Initiative promoted more efficient and effective access to federal funds and established a far-reaching state "Phase 0" program available to Wyoming technology-related businesses and entrepreneurs.

❖ *Strategic plan changes*

The new UW 1999 Strategic Plan was built on the 1997 Strategic Plan Update and is grounded in the university's mission statement. The four goals of the previous plan remained the same:

1) To provide excellent undergraduate, graduate and continuing education opportunities in the liberal arts and selected professional disciplines to prepare students for productive lives;

2) To conduct basic and applied research and creative activities in an atmosphere of free inquiry and expression;

3) To establish and maintain an environment in which educational, professional, cultural, social, athletic and other activities are experienced in a manner benefitting students and Wyoming residents; and

4) To employ the university's special capabilities, resources and expertise to define and solve societal problems, assist in economic development and enrich the quality of life for Wyoming people.

The situation analysis has been rewritten to reflect current conditions. The prioritized objectives have been reduced from 11 to eight items. (Objectives 1.2/1.3, Objectives 2.1/2.2, and Objectives 4.1/4.2 from the previous plan have been combined.) New strategies have been developed according to the action items in the UW Academic Plan, 1999-2004. The number of measures has been reduced from 33 to 25. The new plan can be found on the University of Wyoming's Web site at <http://www.uwyo.edu/OM/unirel/htm/stratpla/1999.htm>.

University of Wyoming organization chart

