

General Information for
University of Wyoming FY 2019 Annual Report
(July 1, 2018 - June 30, 2019)

Agency Head

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Locations

University of Wyoming, Laramie

Branch Campus: University of Wyoming-Casper, Casper

UW County Extension Offices: Laramie (Albany), Greybull (Big Horn), Gillette (Campbell), Rawlins (Carbon), Douglas (Converse), Sundance (Crook), Lander (Fremont), Riverton (Fremont), Torrington (Goshen), Thermopolis (Hot Springs), Buffalo (Johnson), Cheyenne (Laramie), Afton (Lincoln), Kemmerer (Lincoln), Casper (Natrona), Lusk (Niobrara), Cody (Park), Powell (Park), Wheatland (Platte), Sheridan (Sheridan), Pinedale (Sublette), Rock Springs (Sweetwater), Jackson (Teton), Evanston (Uinta), Worland (Washakie), Newcastle (Weston), Fort Washakie (Wind River Indian Reservation)

Research and Extension Centers: Laramie, Lingle (James C. Hageman SAREC), Powell, Sheridan

Regional Centers: Torrington (Eastern Wyoming College); Cheyenne (Laramie County Community College); Sheridan (Sheridan College); Gillette (Gillette College); Cody; Powell (Northwest College); Rock Springs (Western Wyoming Community College); Riverton (Central Wyoming College); Jackson

Research Sites: Donald L. Veal Research Flight Center, Laramie; Elk Mountain Observatory, Elk Mountain; National Park Service Research Center at AMK Ranch, Grand Teton National Park; Red Buttes Environmental Biology Laboratory, Albany County; Wyoming Infrared Observatory, Jelm Mountain

Family Medicine Residency Program Clinics: Casper and Cheyenne

Year Established

1886

Statutory References

Wyoming Constitution (1890) Article 7, Section 1, Sections 15 through 17 and Section 23; W.S. 9-2-118; W.S. 9-2-123; W.S. 9-4-719; W.S. 9-4-1003; W.S. 19-14-106; W.S. 21-7-601; W.S. 21-16-201 and 21-16-202; W.S. 21-16-501 through 21-16-505; W.S. 21-16-901 through 21-16-904; W.S. 21-16-1001 through 21-16-1003; W.S. 21-16-1201 through 21-16-1204; W.S. 21-16-1301 through 21-16-1310; W.S. 21-16-1401 through 21-16-1403; W.S. 21-16-1501; W.S. 21-16-1601 through 21-16-1603; W.S. 21-17-101 through 21-17-450; W.S. 21-19-101 through 21-19-106; W.S. 41-2-125

Number of Authorized Personnel

Does not apply.

Organization Structure

Board of Trustees; Office of the President; Athletics; Academic Affairs; Finance and Administration; Diversity, Equity, & Inclusion; Government Relations; General Counsel; Information Technology; Institutional Advancement; Marketing & Communications; Research & Economic Development; and Student Affairs (see organizational chart for details).

Clients Served

Enrolled undergraduate, graduate, and non-degree students; continuing education participants; K-12 schools; youth; alumni; industry sectors; business assistance clients; community assistance clients; clients requesting information; agricultural assistance clients; research clients; health care patients; cultural programs patrons; athletics fans; public radio listeners and donors; and other Wyoming citizens.

Mission and Philosophy

We honor our heritage as the state's flagship and land-grant university by providing accessible and affordable higher education of the highest quality; rigorous scholarship; the communication and application of knowledge; economic and community development; and responsible stewardship of our cultural, historical and natural resources.

In the exercise of our primary mission to promote learning, we seek to provide academic and co-curricular opportunities that will:

- Graduate students who have experienced the frontiers of scholarship and creative activity and who are prepared for the complexities of an interdependent world;
- Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners;
- Nurture an environment that values and manifests diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

As Wyoming's only public university, we are committed to scholarship, outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world.

Budget Information

REVENUE BY SOURCE OF FUNDS – FY19		
Tuition & Educational Fees, Net	\$57,713,223	14.29%
Sales of Goods & Services	\$41,619,816	10.30%
Grants & Contracts ¹	\$7,098,197	1.76%
Other Operating Revenue ²	\$23,491,769	5.82%
Appropriations	\$223,726,617	55.38%
Gifts	\$44,260,356	10.96%
Investment Income	\$2,582,000	0.64%
Other Non-Operating Revenues	\$3,468,054	0.86%
Total	\$403,960,032	
REVENUE BY FUND TYPE – FY19		
Unrestricted Operating	\$349,541,305	86.53%
Designated Operating	\$25,754,046	6.38%
Restricted Expendable (Gifts)	\$28,664,680	7.10%
Total	\$403,960,031	
OPERATING EXPENSES – FY19		
Salaries, Wages, and Benefits	\$274,466,723	68.24%
Services, Travel, and Supplies	\$72,485,695	18.02%
Utilities, Repairs and Maintenance, and Rentals	\$22,022,460	5.48%
Interest, Claims, and Other Expenses	\$15,832,577	3.94%
Capital Expense	\$3,305,210	0.82%
Other Non-Operating Expenses	\$426,000	0.11%
Internal Allocations and Transfers ³	\$13,642,870	3.39%
Total	\$402,181,535	

¹Excludes Federal Direct Student Loans, Pell Grants and externally sponsored grants.

FY 2018 externally sponsored grant expenditures totaled \$83.2 million.

²Other Operating Revenue is mostly comprised of Federal Mineral Royalties in addition to a small amount of miscellaneous revenue generated from various activities across the University.

³Includes provisions for replacement & depreciation and debt service.

Strategic Plan and Key Performance Indicators

Breaking Through 2017-2022 Strategic Plan

In September 2017, the University formally launched a five-year strategic plan, *Breaking Through: 2017-2022*. The strategic planning process occurred during the 2016-17 academic year and included more than 100 meetings and listening sessions with internal and external

stakeholders, including 10 sessions in communities across the state. The plan is comprised of four main goals, each with a set of objectives and key performance indicators that allow the university to measure and track its success.

The University of Wyoming FY19 Annual Report provides the university's progress in delivering on the strategic plan goals, objectives, and metrics. A PDF copy of the strategic plan and the annual report are available online at www.uwyo.edu/strategic-plan.

Goal 1: Driving Excellence

Join together as an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.

Objectives:

Promote and strengthen the university as a scholarly and creative enterprise

- Build national reputation and stature through strategic initiatives
- Elevate expectations for research and creative activities
- Expand capacity of the Office of Research and Economic Development
- Invest in computational and library resources and fund seed grants

Foster entrepreneurship and collaboration in research and teaching that bridge disciplines and engage public concerns

- Fully recognize the role of interdisciplinarity and integration in teaching, research, service and outreach in performance evaluations and tenure and promotion decisions
- Promote academic programs that address workforce needs of the state and region

Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty

- Establish an Office of Global Engagement to expand recruitment of international students and broaden the exposure of faculty and students to international events and cultures
- Increase faculty and student participation in programs abroad
- Grow interactions with historically black, Hispanic-serving and tribal colleges, as well as international institutions of higher learning

Achieve consistently excellent teaching and mentoring that give students the knowledge, ability, determination and innovation to meet tomorrow's challenges with sustainable solutions

- Develop a professional advising program for students that includes services centralized in colleges
- Incentivize revision and development of courses and curricula that includes technology-enhanced learning, online delivery and high-impact teaching practices
- Embrace informed and innovative approaches to assessment and improvement of student learning

Progress Metrics:

Performance Indicator	Baseline	Year 1	Year 2	2022 Goal
Changes in external recognition of scholarly work	Invest in a database	Software not yet acquired	Software acquired. Deans exploring use of database. Policies and procedures for appropriate use currently under development.	1 decile improvement from baseline indicators
External Research Funding: Awards and Expenditures	\$85.18 million in external awards/\$108.13 million in expenditures	\$80.67 million in external awards/\$84.67 million in expenditures	\$87.2 million in external awards/\$83.12 million in expenditures	\$115 million external funding
Income-bearing IP licenses	2 to 3 per year	1	2	5 or more per year
Degree programs created, substantially modified, or eliminated	192 degree and certificate programs	2 new programs; 4 programs modified; no eliminations	Cumulatively, 5 new programs; 5 programs modified; 6 programs eliminated	8 new academic programs; 4 modified or eliminated
Number of international students (undergraduate and graduate)	791	785	706	1,050
Number of students and faculty participants in study abroad	395 students; 30 faculty	470 students; 38 faculty	618 students; 50 faculty	600 students; 50 faculty

In addition to the measures reported above, a number of initiatives advanced in FY19 further demonstrate the university's progress in delivering upon the objectives of Goal 1. Two examples are included below.

New Academic Programs Addressing Educational Attainment and Workforce Needs in Wyoming

In November 2018, the University of Wyoming Board of Trustees voted to approve a new bachelor's degree in Construction Management. The newly established program will help meet the needs of Wyoming and the region by producing qualified construction managers, currently in high demand thanks to a booming construction industry. Construction managers work in concert with architects and engineers by taking on critical project management roles required to successfully complete increasingly complex construction projects. Employment data for construction management positions indicate a regional growth rate of 169 percent from 2013-18 and a national growth rate of 11 percent from 2016-2026, which equates to about 45,000 new jobs. The national average salary for a construction manager is \$91,370.

In March 2019, the Board voted to approve a new multidisciplinary Bachelor of General Studies program intended to facilitate degree completion for students at UW's Laramie and Casper campuses, as well as throughout the state via distance education. It provides a strong pathway to a bachelor's degree for the estimated 80,000 adults in Wyoming who have some college credits but no degrees, as well as for students to transfer to UW with excess hours to complete a bachelor's degree before exhausting their federal financial aid availability. The Board also approved a new dual degree offering in Elementary & Special Education to equip graduates to teach students in K-6 classrooms, as well as students with disabilities, at all grade levels, as well as a program in Arts Education to fill a need for art teachers in Wyoming's K-12 schools.

Advancing Scholarly Activity and Outcomes at UW through Grand Challenges Research

Early in 2019, the University launched a Grand Challenges research initiative to engage faculty members, researchers, and students in collaboratively identifying, planning, and conducting research focused on solving persistent and difficult challenges that span disciplines and have serious implications for our state, society, and world. Focusing the creativity and talents of our faculty and students through transdisciplinary research projects inspires unconventional thinking and new lines of inquiry, and produces innovative and practical solutions to real-world problems. It also has the potential to strengthen the University of Wyoming's position nationally, as a trusted research partner that excels in research on our society's most vexing challenges.

Pursuing Grand Challenges research also serves the core of our mission as a research and land-grant university. This effort yields an opportunity to identify critical areas to Wyoming, where we might serve as a leader in developing solutions with national or international implications. Some Grand Challenge research will have the ability to yield intellectual property and grow new businesses.

Goal 2: Inspiring Students

Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.

Objectives:

Welcome, support and graduate students of differing backgrounds, abilities and needs and from different cultures, communities and nations

- Implement a student-centric enrollment management strategy to grow enrollment and enhance recruitment and retention of students
- Enhance our relationship with Wyoming and regional high schools through visits and pre-college summer and academic opportunities on campus
- Establish dual-enrollment, program articulation and other transfer processes with the state's community colleges
- Improve retention, 4-year and 6-year graduation rates for undergraduates and graduation rates for graduate and professional students
- Build new living and learning communities to enhance retention
- Augment student support services to ensure that students thrive emotionally and physically

- Grow the number of students at a distance enrolled in hybrid and fully online degree programs
- Offer programming on diversity and inclusion through the office of the chief diversity officer

Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges

- Provide high-impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service
- Incentivize greater faculty and staff involvement in student life
- Institute an experiential transcript
- Expand career placement services

Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels

- Establish an Honors College
- Establish an office to support graduate education
- Establish a center for entrepreneurship and infuse innovation throughout the curriculum
- Establish a center for integrated STEM education to support the engineering, science and trustees' education initiatives
- Expand and grow quality of undergraduate and graduate scholarly experiences

Progress Metrics:

Performance Indicator	Baseline	Year 1	Year 2	2022 Goal
Overall enrollment (Enrollment growth projected for both in-state and out-of-state students)	12,366	12,397	12,450	13,500
Enrollment of transfer students	967	1,086	1,075	1,200
Enrollment of underrepresented students	12.7%	12.9%	13.1%	17%
Retention rate for FTFT (First-time, Full-time, Baccalaureate Degree-seeking)	76.4%	78.1%	78%	80%
Construction of new residence halls	Create a 10-year plan for Student Housing	10-year housing plan developed; currently under review by legislature's UW Housing Task Force	House Bill 293 passed legislature; UW Housing Task Force working to move construction forward. Architects selected.	10-year plan in implementation; 2-3 new residence halls in construction or completed

Student participation in support services	24.7%	31.5%	Survey conducted every two years. Next administration: spring 2020.	40%
4- and 6-year graduation rates for undergraduates	26.6%/55.4%	26%/58.2%	27.1%/56.7%	33%/60%
Percentage of students completing an experiential transcript	Institute co-curricular transcript	SOAR under development	SOAR deployed. Participation by cohort: First-Year: 15.1% Sophomore: 15.6% Junior: 6.2% Senior: 5.7%	25% of seniors have a co-curricular transcript
Placement in jobs or advanced degree programs one year following graduation	66%*	Follow-up survey in progress	77.9%	85%
Percent of graduates with credential from Honors College	5.9%	4.9%	5.5%	8%

*Baseline placement data are 6-month figures; subsequent reports will include one-year placement rates.

In addition to the measures reported above, a number of initiatives advanced in FY19 help to demonstrate the university's progress in delivering upon the objectives of Goal 2. Two examples are included below.

New Center for Student Involvement and Leadership Enhances Student Engagement and Leadership Development

Key leadership and experiential activities for students formerly spread throughout the Division of Student Affairs have been reorganized within a new home in the Wyoming Union. In January 2019, the University of Wyoming launched a new Center for Student Involvement & Leadership (CSIL) focused on enhancing engagement and the student experience. CSIL provides students with opportunities to engage on campus through inclusive student-centered programs, communities, services, and experiential learning opportunities that complement the academic experience. Through the services offered by CSIL students can join or create a Recognized Student Organization (RSO), develop their leadership skills through student government and other organizations, volunteer to give back to the community, find and build community with their peers, seek out opportunities for on-campus employment, and learn about vital resources to help them develop as students and individuals.

UW Sets First-Time Freshman Enrollment Record

In fall 2018, the University of Wyoming enrolled the largest freshman class in its history, with 1,859 first-time students fall semester. That was a 9.5 percent increase from fall 2017, when the enrollment of 1,696 new freshmen represented a 9.3 percent increase from 2016. According to census data collected on the 15th day of classes, UW's overall enrollment also increased for the second straight year. Some 12,450 undergraduate and graduate students are enrolled at the

university, compared to 12,397 last fall. The 15th class day is used because it falls after the class drop/add deadlines, and after the first tuition and fee payment is due.

In addition to the increase in freshman enrollment, the numbers of sophomores (1,849 in fall 2018, 1,740 in 2017) and juniors (2,234 in fall 2018, 2,184 in 2017) were up, as well. The senior class remained essentially flat (3,300 in fall 2018, 3,303 in 2017), in part, because the university continues to see large graduating classes. Nearly 3,000 students received degrees from UW in the 2017-18 academic year, and the last three years have seen the largest numbers of bachelor's degrees awarded in the university's history. This reflects the university's efforts to improve student retention and completion.

Goal 3: Impacting Communities

Improve and enhance the health and well-being of our community and environments through outreach programs and in collaboration with constituents and partners.

Objectives:

Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth

- Establish an Office of Engagement and Outreach
- Support economic development in Wyoming through ENDOW and other opportunities
- Enhance extension programming

Build a statewide community of learners by collaborating with schools, community colleges and tribal nations to connect students and citizens

- Bring outreach educational and cultural opportunities to the state
- Expand partnerships with the Eastern Shoshone and Northern Arapaho tribes

Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university, and boost all our endeavors through a culture of giving

- Engage in a variety of strategies to establish contact with a greater number of alumni
- Engage alumni in student recruitment and mentoring
- Develop and promote competitive athletic teams that conjure enthusiasm and pride for UW

Progress Metrics:

Performance Indicator	Baseline	Year 1	Year 2	2022 Goal
Carnegie Community Engagement Classification	Not designated	Conducted Engagement survey and held campus and community listening sessions, resulting in the publication of <i>Envisioning Community Engagement and Outreach</i>	Office of Engagement and Outreach launched January 2019; personnel hired	Qualified to submit for 2024 deadline
Attendance at intercollegiate athletic events	275,372	303,726	256,901	310,000

In addition to the measures reported above, a number of initiatives advanced in FY19 help to demonstrate the university's progress in delivering upon the objectives of Goal 3. Two examples are included below.

Science Initiative Roadshow Reaches 2,300 K-12 Students in 12 Wyoming Counties

Through a Science Initiative Roadshow program launched in 2018, teams of undergraduate and graduate students from UW, including Wyoming Research Scholars Program (WRSP) Scholars and Learning Actively Mentoring Program (LAMP) Learning Assistants, have traveled throughout the state facilitating hands-on learning in K-12 STEM classrooms using active learning techniques. The Roadshow exposes students and teachers from around the state to innovative active learning techniques and creates links between UW and schools across the state to improve STEM teaching statewide. It has reached more than 2,300 K-12 students in 12 Wyoming communities. One example Roadshow visit to Douglas in November 2018 brought active learning to 66 students in grades K-8 from nearby rural school districts. Students learned about the chemistry of ocean acidification, the ecosystems of plant rhizospheres (communities of roots), and adaptations of the Asian Longhorn beetle. During another visit to Rock Springs High School in April 2019, three teams of student researchers from UW facilitated hands-on learning with physics, biology, environmental science, and mathematics classes, reaching 450 students. One team helped students create enclosed ecosystems called Winogradsky columns. The high school students used microscopes to observe microbial life in the column and drew the biogeochemical cycling occurring in different layers.

Investments in Wind River Reservation Research and Economic Development

In fall 2018, James Trosper, a former University of Wyoming Trustee and great-great grandson of the great Eastern Shoshone Chief Washakie, was selected to facilitate research partnerships between the University of Wyoming and the tribes of the Wind River Indian Reservation as director of the High Plains American Indian Research Institute (HPAIRI). The creation of a full-time director job and operating budget for HPAIRI positions the institute to grow and facilitate larger goals for the tribes and university, actively enabling research sovereignty on tribal lands for the benefit of Native peoples. Among his early accomplishments as director, Trosper organized a Wyoming-Wind River Economic Development and Entrepreneurship Symposium in April 2019 that identified economic diversification strategies to expand Wyoming's and the Wind River Reservation's economies, facilitated discussions about diverse growth opportunities

for the state and reservation, and promoted programming to inspire entrepreneurship for future generations.

HPAIRI was established with the support of Wyoming's Established Program to Stimulate Competitive Research (EPSCoR) in 2012 to facilitate a reciprocal relationship between the Northern Arapaho and Eastern Shoshone people of the Wind River Indian Reservation and UW. Today, HPAIRI serves as an information and research repository, and a facilitator for researchers interested in working on the reservation. It maintains a catalog of resources and research completed on the Wind River reservation and provides a campus voice for the tribes' interests. The institute consults with researchers to clarify how working on tribal lands means conducting research in a manner reflective of tribal tradition and sovereignty. It also coordinates meetings with tribal elders and tribal leadership to approve proposed research; helps navigate data collection and dissemination in an appropriate manner; and works with tribes and researchers to address intellectual property rights and informed consent.

Goal 4: A High-Performing University

Assure the long-term strength and stability of the university by preserving, caring for and developing human, intellectual, financial, structural, and marketing resources.

Objectives:

Build human capital

- Enhance workplace conditions to recruit, retain and reward all UW employees and encourage innovation and commitment
- Implement career ladders for staff
- Provide and incentivize participation in professional development that enhances technical skills of employees
- Develop mentoring and leadership programs for faculty and staff
- Increase the number of endowed faculty positions, including new types such as distinguished professorships, or state engagement professorships
- Hire strategically to ensure robust disciplinary and interdisciplinary scholarship and to support academic and co-curricular opportunities that meet the needs of 21st century students

Strengthen marketing effectiveness

- Effectively communicate UW's opportunities to prospective students, regional partners and national and global markets
- Institute a centralized plan that tells our story and positions UW for recognition in all of these contexts
- Develop a comprehensive branding, public relations and marketing campaign

Enhance financial resources

- Stabilize, diversify and enhance revenue streams
- Launch a substantial and strategic capital campaign
- Develop a coordinated plan for managing intellectual property, entrepreneurship and technology development and transfer

- Drive operating efficiencies to save costs while maintaining services
- Analyze tuition and fee structure

Enhance institutional operations and planning

- Build a more highly functioning university by embracing transparency at all levels of administration and operations as well as by streamlining, updating and consistently implementing governing regulations and policies
- Create and implement university-wide plans such as a campus master plan, housing plan, capital and fiscal plans
- Create and implement metric-based strategic plans for all university units
- Honor UW's commitment to the environment by instituting sustainability initiatives in daily operations, renovations and new construction

Progress Metrics:

Performance Indicator	Baseline	Year 1	Year 2	2022 Goal
Campus climate and environment	Fall 2018 Campus Climate Survey	Survey will be conducted Fall 2018.	54% of all respondents agree that UW is a welcoming place for all races; and 63% of all respondents agree that UW encourages inclusion of individuals regardless of gender	64% of all respondents agree that UW is a welcoming place for all races; and 73% of all respondents agree that UW encourages inclusion of individuals regardless of gender
Employee job satisfaction	Participate in Chronicle of Higher Education "Great Colleges" job satisfaction survey	Job satisfaction and support: 61%; Survey average across workplace categories: 46%	UW Strategic Improvement Working Group appointed Spring 2019; currently developing and implementing improvement plans.	Job satisfaction and support: 71%; Survey average across workplace categories: 56%
Number of endowed faculty positions	36	41	46	60
Total annual university revenue	\$505.6 million	\$520.7 million	\$523.3 million	\$555 million
Growth of university endowment	\$450 million	\$500.3 million	\$542.2 million	\$650 million
Deployment and full utilization of Enterprise Management Systems	Initiated	Financial Management and Budgeting systems implemented.	Human Capital Management system implemented.	Completion

Implementation of an incentive-based, decentralized budgeting system	Initiated	All-funds budget implemented in FY18.	Incentive –based revenue distribution model for courses delivered through Distance Education implemented.	Completion
Review and update of all university regulations and policies	Initiated	23 UW Regulations modified and 3 new regulations approved as part of the regulatory structure review. 23 UW Regulations modified and 3 new regulations approved per normal UW business.	18 UW Regulations modified, 26 UW Regulations sunset, 4 new regulations approved, and 12 new SAPs approved as part of the regulatory structure review.	Completion
Campus Sustainability Ranking (STARS)	Not designated	UW joining STARS program	First STARS report prepared and submitted to AASHE. Awaiting first rating.	Bronze

In addition to the measures reported above, a number of initiatives advanced in FY19 help to demonstrate the university’s progress in delivering upon the objectives of Goal 4. Two examples are included below.

‘The World Needs More Cowboys’ Marketing Campaign

In July 2018, the University of Wyoming Board of Trustees authorized the launch of a new marketing campaign intended to help grow its enrollment and raise UW’s national and international profile, with a primary campaign tagline of “The World Needs More Cowboys.” The comprehensive marketing campaign, the first at UW in at least a decade, was a result of the university’s strategic plan, “Breaking Through: 2017-2022.” The strategic plan’s objectives include effectively communicating UW’s opportunities to prospective students, regional partners and national and global markets; and instituting a centralized plan that tells UW’s story and positions the university for recognition in all of these contexts.

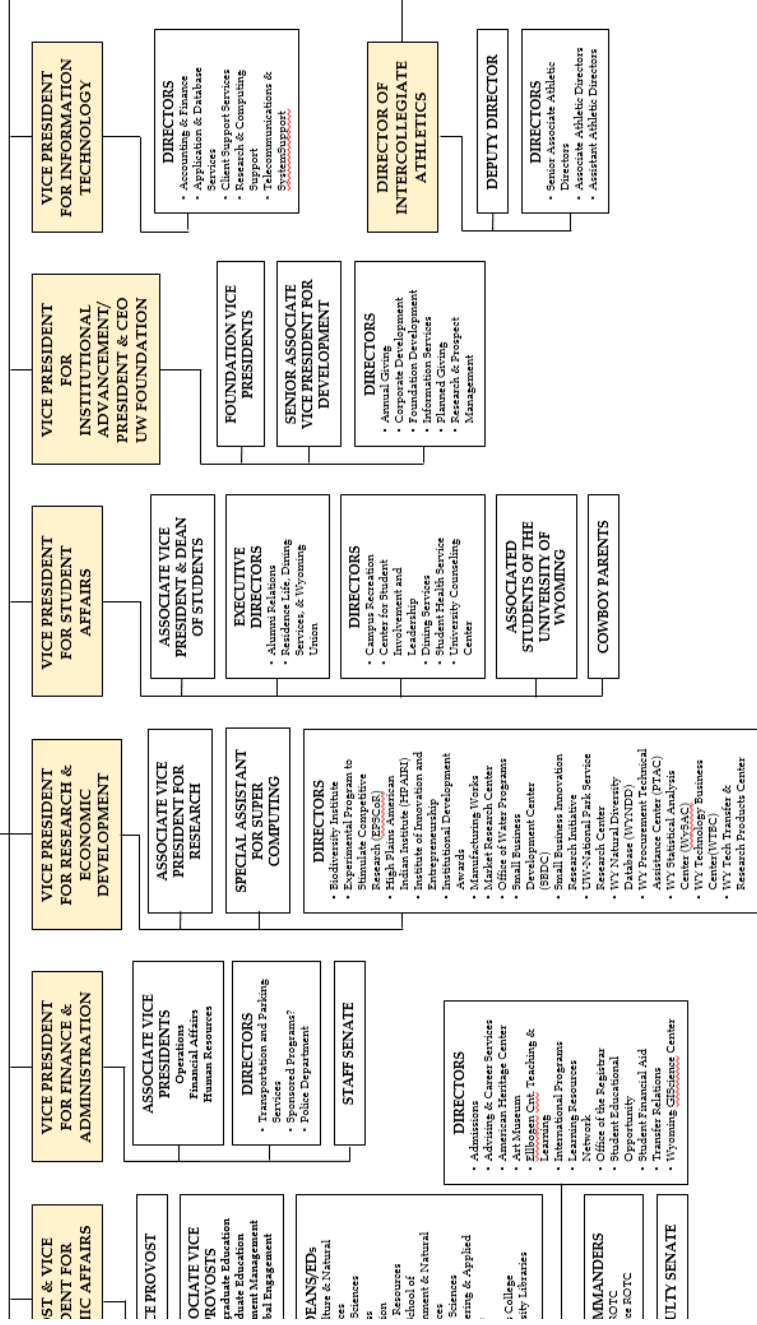
Data Governance at the University of Wyoming

A real trend in higher education today is greater use of data to inform important decisions, particularly toward the optimization of student success outcomes. By ensuring access to clean and reliable data, institutions can realize significant improvements in how they serve their students and the public, as well as how they direct limited resources to fulfill their mission and strategic priorities. In December 2018, a committee was appointed to develop appropriate policies to govern the university’s use of data and a central data dictionary, broaden the role of the data authorities within major stakeholder areas to ensure data is up-to-date and accurate, and ensure ease of access to data, as well as access to sufficient information about the data to allow constituents to interpret them correctly and consistently. The committee was also charged with recommending a data architecture, including hardware, software, databases and associated

infrastructure, needed to support student success and learning analytics, in addition to core business operations.

The committee is composed of the data stewards of key administrative units, including Institutional Analysis, the Registrar, Admissions, Business and Financial Services, Human Resources, Financial Aid and Student Financial Services, the University of Wyoming Foundation, Academic Affairs, Student Affairs, Information Technology, and Budget and Institutional Planning. The representatives of these various offices are familiar with the data housed in their units and their uses, including state and federal laws governing their use. Others may be drawn into the committee's activities, as appropriate.

PRESIDENT OF THE UNIVERSITY



**Narrative for the Western Interstate Commission for Higher Education (WICHE) FY 2019
Annual Report**
(July 1, 2018 - June 30, 2019)

General Information

WICHE has no administrative staff or director. Administrative support for the agency is provided through staffing at the College of Health Sciences in the University of Wyoming.

Agency Contact

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Laramie, Wyoming 82071
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Year Established

The Western Interstate Commission for Higher Education was established by statute in 1953.

Statutory References

Wyoming Statutes, Title 21, Chapter 16, Article 2.

Number of Authorized Personnel

There are three WICHE commissioners appointed by the Governor. In FY 2019, Wyoming's representatives were UW President Laurie Nichols, Laramie; Representative Fred Baldwin, Kemmerer; and Western Wyoming Community College President Karla Leach, Rock Springs.

Organization Structure

WICHE is a separate operating entity funded by state legislative appropriation. The functions of the agency are performed by personnel within the University of Wyoming under the umbrella of the College of Health Sciences.

Clients Served

WICHE serves Wyoming residents from the undergraduate level through graduate and professional programs.

Budget Information

FY 2019 General Fund Expenditures: \$2,552,810

Meeting frequency

The WICHE Commission meets twice per year. WICHE Certifying Officers meet once a year.

Mission and philosophy

The mission of WICHE, based upon its enabling legislation, is to provide residents within Wyoming and the other western states within the compact an opportunity to obtain high-quality, cost-effective education without replicating programs in every state.

Major Accomplishments/Efficiencies

The annual report published by the WICHE office is available on the web at: <http://www.wiche.edu>. Wyoming highlights are available at <http://wiche.edu/state-highlights/wyoming>.

Professional Student Exchange Program

Through WICHE's Professional Student Exchange Program (PSEP), Wyoming sent 101 students to out-of-state programs in 2018-19 in 8 different fields.

Field	# of Wyoming students
Dentistry	6
Medicine	10
Occupational Therapy	6
Optometry	8
Osteopathic Medicine	8
Physical Therapy	27
Physician Assistant	7
Veterinary Medicine	29
TOTAL	101

Western Regional Graduate Program

Wyoming sent 56 students to out-of-state institutions via the Western Regional Graduate Program, while receiving 5.

Western Undergraduate Exchange

1,042 Wyoming students participated in Western Undergraduate Exchange (WUE), attending schools in other WICHE states while 1,754 WUE students attended Wyoming institutions from other WICHE states.

Internet Course Exchange

The University of Wyoming is a member of WICHE's Internet Course Exchange (ICE), an alliance of member institutions and systems that share distance delivered courses among two- and four-year institutions in the 16-state/island WICHE region.

Interstate Passport Program

The Interstate Passport program to block transfer lower division general education courses is under development and will facilitate transfer of students from other Passport institutions.