

A Strategic Plan for the University of Wyoming Division of General Counsel

Honoring our Heritage and Creating our Future
February 2024



MISSION STATEMENT

The Office of the General Counsel coordinates and supervises all legal services for the University of Wyoming by providing timely legal guidance; addressing existing and potential legal problems; reducing exposure to legal risk; and helping University units effectively and efficiently achieve their objectives.

The University is our client, but our legal services are provided to the Board of Trustees, the President, University Officers, deans and heads of academic units, department heads, or other designated representatives of the University. We provide legal advice and representation to those employees acting within the scope of their duties, but we cannot provide personal legal advice to any individual.

The Office of General Counsel provides legal advice in a wide variety of practice areas:

- o Legal advice to Trustees, President and Administration
- o Communications with the State of Wyoming Attorney General's Office
- o Contracts and agreements
- o Copyright and trademark
- o Discrimination and harassment
- o Employment law
- o Ethics and conflict of interest
- o Intellectual property
- o Litigation, subpoenas and government investigations
- o Management of UW Regulations, Standard and Administrative, Policies and Procedures
- o Policy development and interpretation
- o Public records and open meetings
- o Regulatory compliance
- o Student education records requests (FERPA)
- o Wyoming Public Records Act requests

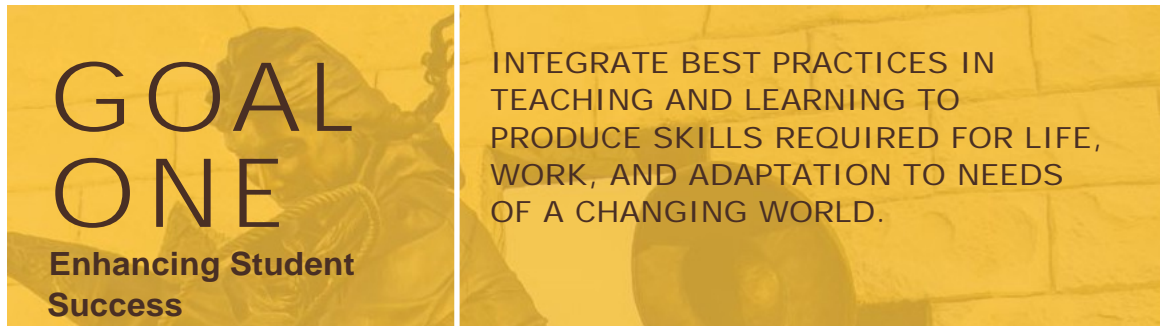
The Office of General Counsel also oversees Risk Management and the Equal Opportunity Report and Response Unit.

• Risk Management responsibilities include:

- o Certificates of Insurance
- o Insurance, self-insurance, and claims (including property, auto, general liability, shipping, NCAA athletic injury, out of state workers' compensation, crime and employee fidelity, aviation, international travel, cyber, special events, and other specialty programs)
- o Minors on Campus Policy
- o Special Event Risk Management
- o Student Health Insurance
- o University Authorized Drivers

• Equal Opportunity Report and Response Unit responsibilities include:

- o Conducting reviews and investigations of Civil Rights and violence in the workplace complaints
- o Developing and administering employee training programs to address matters of sexual harassment prevention and other forms of discrimination
- o Serving as Title IX Coordinator



General Counsel Strategic Plan Goals:

1) Continue to enhance engagement with the campus community through preventative legal counsel and risk reduction strategies, including proactive trainings on various legal topics specifically addressing student needs.

Performance Indicators	Timeline/Lead(s)	Resources Needed
Training schedule for fall 2024 developed March 2023 and communicated to campus in summer 2023.	Begin Trainings in fall 2024. General Counsel, The Provost's Office, and Human Resources.	Will need to collaborate with the Provost's Office and Human Resources to provide trainings to faculty and supervisors, thus reducing risk and enhancing student success.

Equal Opportunity Report and Response (EORR) Strategic Plan Goals:

- 1) Continue to roll out Green Dot program.
- 2) Develop additional training sessions for faculty and staff about discrimination, harassment concerns for specific populations.

Performance Indicators	Timeline/Lead(s)	Resources Needed
Begin freshman orientation sessions with Saddle Up in fall 2023.	August 2023, ongoing. Dean of Students, Violence Prevention Office.	Additional Green Dot facilitators.

Develop sessions for LGBTQ+, Greek organizations, international students, ROTC, etc.

Coordinate with the Office of Diversity Equity, and Inclusion in fall 2023, develop and implement sessions in 2024.

Coordinate with Human Resources, Ombudsperson.

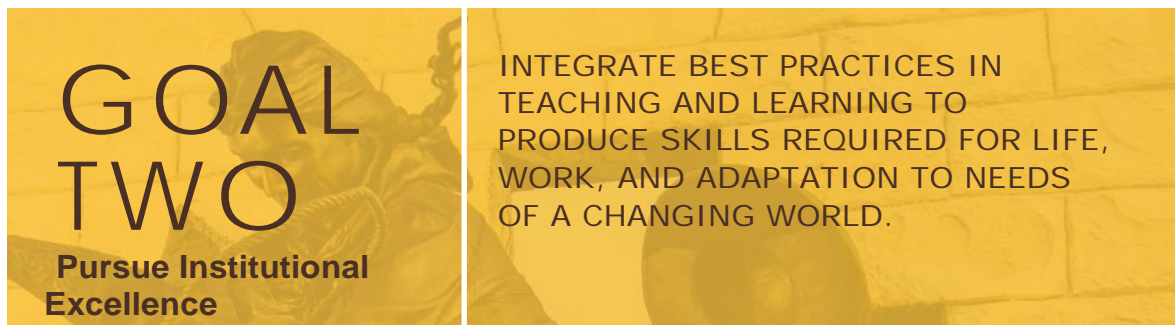
Equal Opportunity Report and Response and Office of Diversity Equity and Inclusion.

Risk Management Strategic Plan Goals:

- 1) Increase departmental awareness of shifts in student population demographics.
- 2) Adjust insurance programs as needed for potential increase in risk exposures with global recruiting and travel program increases.
- 3) Evaluate student health insurance enrollment process steps, satisfaction of students and stakeholders, responsiveness of provider customer service and administrative burden to identify any possibilities for improvement.

Performance Indicators	Timeline/Lead(s)	Resources Needed
Proactively engage UW Admissions and recruiting staff with the goal of three times per year intentional communication.	Begin in year 1, continue annually. Chief Risk Officer.	Determine if current insurance and liability coverages remain sufficient in support of student body to include student health insurance.
Meet with Office of Global Engagement/International Programs deliberately at least two times per year to discuss their mid and long-range plans, international student's enrollment trends and any student health insurance or foreign travel insurance coverage adjustments needed.	Begin in year 1, continue annually. Chief Risk Officer/Director of Claims/Student Health Insurance Associate.	N/A.

Regularly compare legacy approach to other options to ensure student health insurance offered is necessary and meets the needs of UW students and local providers.	Year 1 and 2. Chief Risk Officer and Student Health Insurance Associate.	Consider optimal frequency of going to market with RFP for competitive quotes; adjust terms to meet needs of international, domestic, and special program students. Consider the emergence of other options such as Shorelight contract and embedded student health care insurance.
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General Counsel Strategic Plan Goals:

- 1) Review and update the University’s current Standard and Departmental Administrative Policies and Procedures (SAPs & DAPs) and assist units with new policies and procedures that encourage strong recruitment, retention, and evaluation of faculty and staff.

Performance Indicators	Timeline/Lead(s)	Resource Needs
Kick-off meeting with units August /September 2023. Updated inventory/unit plan-spring 2024. Completed by 2028.	Completed in 5 years (2028). General Counsel.	Will need support at the Cabinet level.

Equal Opportunity Report and Response (EORR) Strategic Plan Goals:

- 1) Revise the Equal Opportunity, Harassment, and Nondiscrimination Policy.
- 2) In conjunction with Human Resources and Risk Management, assist with the development of a supervisor training programs for UW managers and supervisors.
- 3) Identify and train additional internal hearing officers, advisors, etc.

Performance Indicators	Timeline/ Lead(s)	Resources Needed
Revise policies over summer 2023 to address needed changes to Process B. Review needed changes after new Title IX regulations are released (Scheduled October 2023). Review annually to determine if further revisions are necessary.	Summer 2023, review after new Title IX regulations (Spring 2024). Equal Opportunity Report and Response and General Counsel.	N/A.
Develop list of topics (addressing personal/professional boundaries, civility, privacy and confidentiality, mandatory reporting, referrals for ADA and FMLA). Begin developing scripts/content prepare online content. Releasing training materials to employees.	Develop sessions in FY 2024, rollout in FY 2025. Human Resources, Equal Opportunity Report and Response, Risk Management, Diversity Equity and inclusion, Ombuds.	N/A.
Meet with Academic Affairs about possible incentives. Recruit employees. Train recruits.	Plan and recruit in spring 2024, train and implement in summer/fall 2024. Equal Opportunity Report and Response.	Funding for stipends/course buyouts, etc. Areas for recruitment: Law, Criminal Justice.

Risk Management Strategic Plan Goals:

- 1) Adjust risk exposure assessments and insurance coverage to match “world-class research” incubation.
- 2) Increase attention to partnership agreements and related joint ventures and risk transfer/risk management provisions to ensure institution is protected and in alignment with its risk tolerance as the institution expands research and economic development.
- 3) Enhance risk management and student health insurance web pages, claims procedures, educational materials, and tools to provide timely and accurate risk information to the campus community.

Performance Indicators	Timeline	Resource Needs
Monitor Research and Economic Development strategic plan implementation steps to consider 2 nd and 3 rd order effects on insurance coverage.	Beginning in Year 1, continue annually. Chief Risk Officer.	Coordinate with Research and Economic Development Division.
Participate in Office of General Counsel periodic contract review training sessions. Seek additional training through professional associations on contract review techniques and contract provision working best practices.	Years 1 and 2. Chief Risk Officer, Members of the Office of General Counsel.	In conjunction with Office of General Counsel become better equipped to review increasingly complicated agreement wording and stipulations involving insurance limits, indemnifications, etc. related to complex partnership in a digital/global age.



GOAL THREE

Provide a Supportive Community

FOSTER A CULTURE OF COMMUNITY THAT VALUES AND CARES FOR STUDENTS, FACULTY AND STAFF.

General Counsel Strategic Plan Goals:

- 1) Develop a plan to create an Office of University Compliance and Integrity, which would coordinate compliance efforts across the university, including but not limited to research, the Family Practice Residency centers, athletics, environmental health and safety, Title VI, VII and IX, information security, Clery Act reporting, and public records laws.
- 2) Develop an international services policy that provides immigration, visa, and travel guidance to the UW international community.

Performance Indicators	Timeline/Lead(s)	Resources Needed
<p>Develop proposal to present to the President in spring 2024.</p> <p>Present proposal to the President summer 2024.</p> <p>If approved, work with Human Resources to implement reorganization documents fall 2024.</p> <p>Education/rollout to campus spring 2025.</p>	<p>Office created and functioning by spring 2025.</p> <p>General Counsel.</p>	<p>Will need to collaborate with the Provost, college of Health Sciences, Athletics, Research and Economic Development, Diversity, Equity, Inclusion, Information Technology, and University of Wyoming Police Department (and any other units that house compliance duties).</p>
<p>Draft policy to campus to internal collaborators fall 2023.</p> <p>To campus for feedback spring 2024.</p> <p>Post final policy summer2024.</p> <p>Education/outreach to campus fall 2024.</p>	<p>Final policy posted summer 2024.</p> <p>General Counsel.</p>	<p>Will need to collaborate with Global Engagement; need buy-in from Vice Presidents/Deans.</p>

Equal Opportunity Report and Response Strategic Plan Goals:

- 1) In conjunction with Human Resources, develop a CARES committee to review and support employees.
- 2) Develop training materials about pregnant/parenting students.
- 3) Develop EORR communication plan.

Performance Indicators	Timeline/Lead(s)	Resources Needed
<p>Identify possible committee members.</p> <p>Develop related policies and protocols.</p> <p>Establish committee and provide training for members.</p> <p>Assess committee membership and protocols annually; revise as needed.</p> <p>Provide annual and ongoing training.</p>	<p>Develop plan and budget beginning January 2024.</p> <p>Human Resources and Equal opportunity Report and Response.</p>	<p>Participation from Human Resources (Employee Relations, Benefits), University of Wyoming Police Department, Academic Affairs, Staff Senate, Faculty Senate, Office of Diversity, Equity, and Inclusion, Office of General Counsel, and Student Affairs.</p> <p>Funding for initial training.</p> <p>Mental health professionals to coordinate support and outreach for employees.</p> <p>Funding for annual/ongoing training.</p>
<p>Develop materials for students describing their rights and responsibilities.</p> <p>Develop materials for faculty explaining their responsibilities, accommodations, and how to respond to students.</p> <p>Publish training materials.</p> <p>Facilitate training sessions for faculty students.</p>	<p>Fall 2024</p> <p>Equal Opportunity Report and Response, Human Resources, DOS/Welfare, Academic Affairs.</p>	<p>May need to adjust timeline based on release of Title IX (Spring 2024).</p>

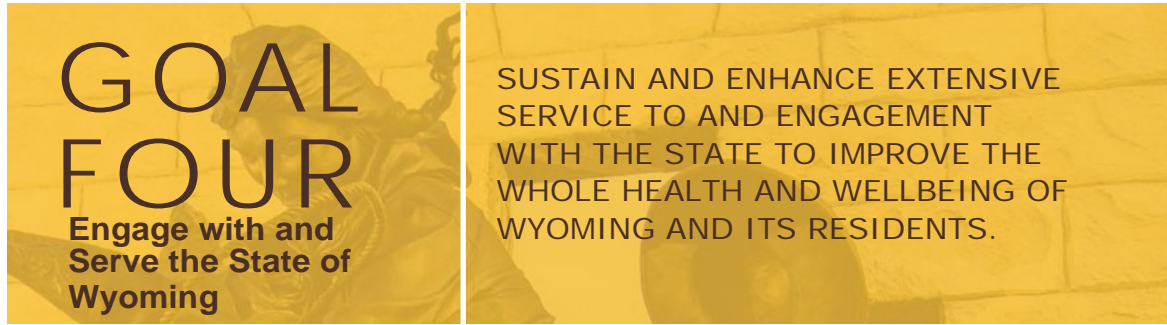
Develop list of topics, calendar for scheduled messages.	Quarterly messages. Equal Opportunity and Report Response.	Ex: spring break safety, what happens when you make a report, etc.

Risk Management Strategic Plan Goal:

- 1) Enhance collaboration between UW Operational Safety and campus police (public safety) departments to cultivate a safe environment for faculty, staff, and students on campus and satellite operating locations.
- 2) Improve and enhance risk management and student health insurance web pages, educational materials, and tools to provide timely and accurate risk information to the campus community.

Performance Indicators	Timeline/Lead(s)	Resources Needed
<p>Integrate at least one focus area of mutual interest between risk management and UW Safety Office into periodic Risk Management Spotlight communications to the campus community per year.</p> <p>Ensure Risk Management has a representative at every UW Occupational Safety Committee meeting throughout the year.</p>	<p>Begin in Year 1, continue annually. Chief Risk Officer.</p>	<p>Communication of public and operational safety matters through enterprise risk management channels will be important to facilitate this crosstalk as well.</p> <p>Bridge to Research and Economic Development Division.</p>
<p>Accuracy of information check on key risk management web pages, facilitated by student workers, with broken links and inaccurate references identified and fixes prioritized by January 2024.</p>	<p>Year 2. Risk Management Staff and temporary student workers.</p>	<p>IT tech support and other web design help (external) as Risk Management does not have the expertise to do significant editing or design changes to the various web pages and other areas they interface with.</p>





General Counsel Strategic Plan Goals:

- 1) Work with Financial Affairs, Human Resources, Research Compliance, Title IX, and other units to post non-confidential data/reports publically to reduce reliance on public records requests and to be more transparent to Wyoming and its citizens.
- 2) Continue to communicate and collaborate with Attorney General’s office on matters of importance to the state and its residence.
- 3) Continue to communicate and collaborate with City and County attorney offices on matters of importance to the City, County, and its residents.

Performance Indicators	Timeline	Resources Needed
<p>Meet with data governance committee.</p> <p>Define data set/draft policies and processes.</p> <p>Working with Marketing/Communications, pilot one area.</p>	<p>Pilot summer 2024 and rollout of other areas in fall 2024 and spring 2025.</p> <p>General Counsel.</p>	<p>Need to meet with current data governance committee to understand status and discuss proposal; will need to buy-in from Deans/VPs; work with Budget and Finance, Research and Economic Development Division, Marketing/Communications to implement.</p>
<p>Reach out to AG to strategize on further collaboration between UWGC and AG spring (meet and greet, quarterly meetings between General Counsel and AG leadership).</p> <p>Explore re-establishing special assistant AG status for UW attorneys.</p>	<p>Spring 2024.</p> <p>General Counsel.</p>	<p>Work with Vice President of Governmental Affairs.</p>

<p>Reach out to City and County attorneys to strategize on further collaboration spring 2024 (meet and greet, quarterly meetings between).</p>	<p>Spring 2024.</p> <p>General Counsel.</p>	<p>Work with Vice President of Governmental Affairs.</p>
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Equal Opportunity Report and Response (EORR) Strategic Plan and Goals:

- 1) Establish MOU with Wyoming community colleges to formalize partnerships and shared resources.
- 2) Establish MOU with other Albany County entities to formalize partnerships, joint response, and shared resources.
- 3) Develop training materials/videos designed for the public that explain definitions, due process, warning signs, etc.

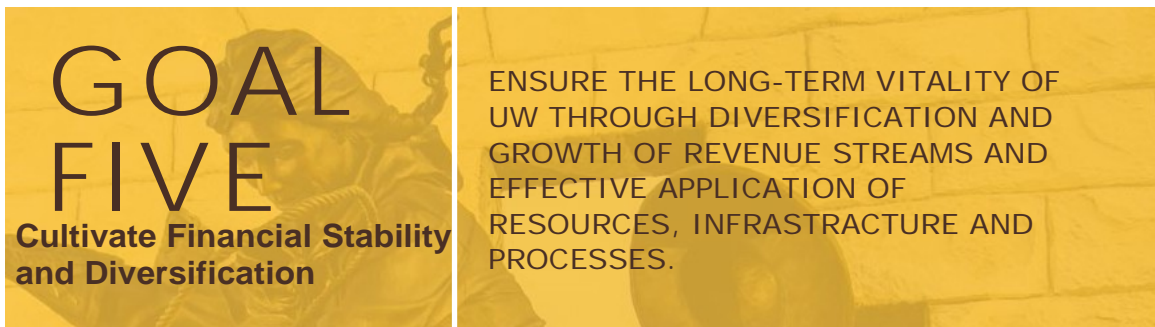
Performance Indicators	Timeline	Resources Needed
<p>Develop MOU language in partnership with community colleges.</p> <p>Sign and implement MOU</p> <p>Establish regular training for individuals acting as shared resource.</p>	<p>Develop MOU language spring 2024, rollout goal fall 2024.</p> <p>Equal Opportunity Report and Response and General Counsel.</p>	<p>N/A.</p>
<p>Determine reporting and information sharing protocols for reports that involve more than one institution.</p> <p>Establish regular meetings to review active cases, assess protocols regularly.</p>	<p>Contact other schools fall 2023.</p> <p>Equal Opportunity Report and Response.</p>	<p>WyoTech, ACS1, LCCC/ACC</p>
<p>Determine list of topics.</p> <p>Develop scripts and content.</p> <p>Publish and distribute materials.</p> <p>Include information for respondents.</p>	<p>Develop list/plan in spring 2024, begin rollout in fall 2024.</p> <p>Equal Opportunity Report and Response.</p>	<p>Review possible support from SAFE or WCADVSA.</p>



Risk Management Strategic Plan Goals:

- 1) Maintain connections with County and State emergency planners coordinating for access to UW resources and facilities in emergency situations when appropriate/necessary.
- 2) Enhance risk management communication with the State of Wyoming risk manager and related agencies to fine tune support and coordination on mutual areas of interest and policy.

Performance Indicators	Timeline	Resources Needed
Attend Local Emergency Planning Committee meetings when scheduled.	Begin in year 1, continue annually. Chief Risk Officer.	Partner with UW Chief of Police, UW Vice President for Budget and Finance and UW Vice President for campus Operations.
Visit Cheyenne Office for state Risk Manager for discussion of UW's connection with primary responsibilities.	Years 1 and 2, continue in subsequent years as needed. Chief Risk Officer.	Travel Approval and Meeting Appointment Acceptances.



General Counsel Strategic Plan and Goals:

- 1) Continue to improve and refine the contracting process, including training liaisons in each Divisions/ College and reduce UW’s reliance on service contracts.

Performance Indicators	Timeline	Resources Needed
<p>Work with Financial Affairs to attend biannual Business Manager Meetings to train on contracts-fall 2024.</p> <p>Work with Vice President of Budget and Finance to develop process for better oversight of service contracts with goal reducing funds spent on services that could be performed by UW employees-fall 2024.</p>	<p>Discuss fall 2024-implement spring 2025.</p> <p>General Counsel.</p>	N/A.

Equal Opportunity Report and Response (EORR) Strategic Plan and Goals:

- 1) Research grant opportunities for external/additional funding for sexual misconduct or discrimination programming/processes.
- 2) Explore opportunities for philanthropy/financial support for the community.

Performance Indicators	Timeline	Resources Needed
<p>Review grant opportunities through federal government (OVW, etc.) and state programs (WCADVSA).</p>	<p>FY 2025.</p> <p>Equal Opportunity Report and Response.</p>	<p>Possible help from the Foundation or WCADVSA.</p>
<p>Explore grant opportunities.</p> <p>Explore ways to partner with local agencies/community.</p>	<p>FY 2025.</p> <p>Equal Opportunity Report and Response, Foundation.</p>	<p>Ex: ways to support emergency housing/shelter for DV/SA survivors.</p>

Risk Management Strategic Plan and Goals:

- 1) Sustain, refine and mature (ERM) program efforts to enhance stewardship of resources.
- 2) Conduct continuous assessment of risk landscape and leverage broker resources to make sure both ongoing and emerging risks are evaluated, with appropriate risk management measured employed, to contribute to financial stability of the institution. Review entire insurance program for any prudent adjustments for future years.

Performance Indicators	Timeline	Resources Needed
<p>Exercise enterprise risk management and coordinate with UW internal audit for periodic risk surveys of the university community and the sharing of reports to UW cabinet and Board of Trustees.</p> <p>Enhance ERMAC member liaison role to bolster avenue for translating risk concerns to administration, particularly as it relates to budgets and unfunded mandates.</p>	<p>Begin in Year 1, continue annually.</p> <p>Chief Risk Officer.</p>	<p>ERMAC charter; incorporation of best practices from other institutions with ERM programs.</p> <p>Additional travel funding may be required to attend ERM best practice workshops to help develop ERM sustainability model and to allow select senior leaders or other key ERM champions to gain additional executive ERM understanding.</p>
<p>Retrieve, review, store and share relevant reports, best practices, and tools to facilitate risk awareness and approaches to treatment. Ensure access to information is convenient in most appropriate platforms (MS Teams, SharePoint or via hyperlinks in campus-wide communications).</p>	<p>Begin in Year 1, continue annually.</p> <p>Chief Risk Officer.</p>	<p>URMIA, NACUBO, ACUA, PRIMA, Gallagher and Marsh Services, NC State University ERM initiative, United Educators and Riskconnect.</p>



UNIVERSITY OF WYOMING

Uwyo.edu/strategic-plan/