

**President Ed Seidel - Summary of Presidential Goals 2023-2026****Strategic Direction 1: Student Excellence**

Aligns to Strategic Plan Objectives 1, 4, 5

Key Goals

- Enhance academic, distance education, and advising programs to *support student success and increased student enrollment with particular focus on recruitment, retention, and graduation rates*
- Expand access to experiential learning with an emphasis on interdisciplinary approaches

**Strategic Direction 2: Personnel Investment and Engagement**

Aligns to Strategic Plan Objectives 2, 3, 4, 5

Key Goals

- *Strengthen the University's foundations and business processes* through a ground-up, multi-year plan that includes all divisional units and addresses key support areas such as human resources, operations, research services, sponsored programs, technology transfer, academic services, compliance, and financial resources
- Enhance and implement programs that better support and celebrate faculty and staff excellence
- Foster a climate of freedom of expression and civil discourse across campus

**Strategic Direction 3: External Relationships**

Aligns to Strategic Plan Objectives 2, 4, 5

Key Goals

- *Develop and foster relationships with statewide stakeholders to support and advance UW's mission*
- Grow relationships with national funding agencies and private foundations to enhance support for student education and faculty research
- Increase support for local economic development and cultivate corporate partnerships across the State and region
- Enhance engagement with community colleges, individually and through the Wyoming Innovation Partnership, to enhance the State's overall educational and research capacity and attainment

**Strategic Direction 4: Long-Range and Strategic Planning**

Aligns to Strategic Plan Objectives 1, 2, 4, 5

Key Goals

- Prioritize and foster excellence in core areas of *academics and research that are responsive to the needs of students, employers, and the State*
- Drive student success and enrollment growth through coordinated, cross-campus initiatives
- Enhance research and development and external funding opportunities including those related to the Science Initiative, Tier 1 Engineering, agriculture, veterinary science, energy, natural resources, and the arts and humanities

**Strategic Direction 5: Budget Priorities**

Aligns to Strategic Plan Objectives 1, 2, 4, 5

Key Goals

- *Develop and implement a transparent budget allocation model* that enhances incentives for growth in key areas and aligns funding with the university mission
- Grow and diversify revenue streams from national funding agencies and philanthropy to provide predictable funding

## Edward Seidel Presidential Goals 2023-2026

Duties and responsibilities include fostering student excellence; investing in personnel; cultivating external relationships; engaging in long- range and strategic planning; and determining budget priorities. This document details specific actions to be taken to achieve these goals and how they align with the Strategic Plan (SP). The President has two major objectives: (1) *strengthening the foundations of UW that need enhanced support* after a decade of leadership changes and eroding budgets, and (2) *advancing UW towards the future* in a profoundly changing landscape of higher education, where the University's financial model will need to be reconsidered as the institution adapts.

The President's efforts will focus on the following:

- Execution and accountability: Achieve goals set out in the SP.
- Listen, collaborate and inspire: Help unify the University community, work more with external stakeholders, and grow the University's support base.
- Look to the future: Strategic planning efforts are essential for a healthy institution. Keep an eye to the future as the institution executes on today's goals. Carry out fundraising and build a revised business allocation model supporting growth of the student body, faculty, and staff. Make the case for increased financial investment from State, corporate, government and private agency sources.
- Create a sense of managerial and administrative sustainability: Ensure enough flex and reserve in the team to handle unexpected issues. Practice adaptive leadership.

Focused on future efforts, this plan also builds on the [President's Performance Goals 2022](#), many of which have been achieved, laying a foundation for the President's 2023-2026 goals.

### Strategic Direction 1: Student Excellence

Foster student excellence through the University's mission of teaching, research, and service to the State of Wyoming. Strive to deliver high-quality diverse learning opportunities and experiences, and align resources to deliver exceptional academic programs, support services, and learning opportunities.

#### Specific Presidential Goals and Objectives in Student Excellence

1. Enhance academic, distance education, and advising programs to *support student success and increased student enrollment with particular focus on recruitment, retention, and graduation rates* as laid on out in the SP. This objective applies to all students, but will require special attention to minority groups that typically have lower success rates (e.g., low income, first time, tribal students). Aligns with SP 1.1, 1.3, 5.1
2. Expand programs in experiential learning (e.g, community engagement, research, internships, entrepreneurship) and in the digital world as it applies to disciplines, including interdisciplinary approaches that help students prepare to enter the workforce or continue their studies when they graduate. Aligns with SP 1.1, 1.5, 2.4, 4.4, 5.1, 5.4
3. Maximize use of and grow support for scholarships. Aligns with SP 1.1, 5.3, 5.5
4. Grow research funding by expanding graduate level programs in areas critical to the State. Aligns with SP 1.1, 1.2, 4.4, 5.1, 5.3

### Strategic Direction 2: Personnel Investment and Engagement

Lead institutional, faculty, and educational management, including recruitment, appointment, promotion, discipline, and dismissal of faculty and staff members. Aim to attract, retain and develop high-quality, diverse faculty and staff. Recognize, reward, and celebrate faculty and staff for their contributions to student success, and embrace a culture of shared responsibility.

**Specific Presidential Goals and Objectives in Personnel Investment and Engagement**

1. Strengthen the University's foundations and business processes through a ground-up, multi-year plan that includes all divisional units and addresses key support areas such as human resources, operations, research services, sponsored programs, technology transfer, academic services, compliance, and financial resources. Aligns with SP 2.2, 3.8
2. Partner with faculty, staff, and students to identify and recommend institutional priorities. Develop an enhanced, multi-channel, multi-media communications plan for both campus and external stakeholders. Host in-person events in smaller groups for more direct two-way communication. Aligns with SP 2.2, 2.4, 3.4
3. Support and strengthen the University's current academic and research units by assessing personnel and resource needs to sustain and improve current level of teaching, research, and service.
4. Grow the University's capacity to apply for and receive additional grant, philanthropic, and corporate partnership funding in all academic and research disciplines with the goal of achieving Carnegie R1 status. Aligns with SP 2.1, 2.2, 2.4, 4.4, 5.3, 5.4, 5.5
5. Support community well-being, morale, and advancement through promotion of career paths and mental health resources. Continue to support the President's Excellence Initiative. Aligns with SP 2.1, 2.2, 3.1, 3.2, 3.3, 3.4, 4.2, 5.3
6. Foster a climate of civil discourse and freedom of expression. Aligns with SP 2.3, 2.4, 3.4

**Strategic Direction 3: External Relationships**

Foster positive external relationships with federal, state and local governments. Cultivate fundraising, development, and public and alumni relations. Prioritize travel throughout the State of Wyoming to engage with constituents, including elected officials, local and state government officials, legislators, community members, citizens, educational, business, and industry partners, and other stakeholders. Expand outreach and engagement in the community, maximizing UW's educational impact and visibility. Strengthen collaborative partnerships involved with academic programs, research and other scholarly activities.

**Specific Presidential Goals and Objectives in External Relationships**

1. Identify and emphasize academic and research areas critical to the State through enhanced government relations, community engagement, corporate partnerships, and alumni relations. Aligns with SP 2.4, 4.5, 5.4
2. Enhance engagement with community colleges on an individual basis and collectively through the Wyoming Innovation Partnership to enhance the state's overall educational and research capacity and attainment. Aligns with SP 2.4, 4.3, 4.4, 4.6
3. Grow relationships with national funding agencies and organizations, including the National Science Foundation, the National Institutes for Health, the National Endowment for the Humanities, the Departments of Energy and Commerce, the United States Department of Agriculture, and through private foundations such as Mellon and Sloane. Aligns with SP 2.1, 2.4, 5.3
4. Increase the University's capacity to support economic development and cultivate corporate partnerships in areas critical to the State, including agriculture, energy, tourism and hospitality, and the arts and humanities. Key partnerships will include the Governor's Office, the State legislature, the Wyoming Business Council, the NCAR-Wyoming Supercomputing Center, the Mountains and Plains University Innovation Alliance, and the Council on Competitiveness. Aligns with SP 2.4, 4.4, 5.4

**Strategic Direction 4: Long Range and Strategic Planning**

Advance the University's land grant mission through long range and strategic planning. Build programs of distinction critical to Wyoming. Enhance reputation for educational excellence. With the new SP just being launched, focus on further developing and executing that plan. Longer-term goals to be developed with state and campus priorities in mind. Pace and process new initiatives, aware and informed of financial and personnel resources available. Be strategically opportunistic as new ideas and programs emerge.

**Specific Presidential Goals for Long Range and Strategic Planning**

1. Drive student success and enrollment growth through enhanced financial support, well-being, diversity, equity and inclusion, living-learning communities, and marketing. Aligns with SP 1.1, 1.2, 1.3, 1.5, 3.3, 3.4, 4.2, 5.1, 5.7, 5.9
2. Strengthen research and development capacity, academic programs, and external funding. Aligns with SP 2.1, 2.2, 2.4, 4.1, 4.2, 5.3, 5.4
  - a. Enhance STEM programs by bolstering support for Tier 1 Engineering and the Science Initiative, enabling the University to be more competitive for CHIPS and Science Act funding.
  - b. Advance agriculture, life sciences, and natural resources. Explore “Ranch of the Future” and “Controlled Environment Agriculture” initiatives. Enhance the University’s presence throughout the State by strengthening and marketing the University’s extension offices, agricultural research stations, and the AMK Ranch.
  - c. Continue to grow energy, extraction, and oil and gas programs. Work with the School of Energy Resources, the College of Engineering and Physical Sciences, the Center of Innovation for Flow through Porous Media, the Department of Energy, TerraPower, and other University units and companies to enhance programs in enhanced oil recovery, nuclear energy, and carbon capture and sequestration.
  - d. Through the Wyoming Innovation Partnership, and in collaboration with community colleges, grow the University’s economic impact by exploration of a nascent research park, enhanced entrepreneurship/incubators, investment in venture capital, and establishment of corporate partnerships.
  - e. Strengthen the arts, humanities, and social sciences by promoting the College as a centerpiece of the University, finalizing plans for the Neltje Center, and refocusing efforts to strengthen programs and catalyze funding from extramural sources. Aligns with SP objectives 2.1, 2.2, 2.4
  - f. Expand programs in health sciences, with strong rural health and pharmacy research.
3. Plan for strategic growth in all Colleges and Schools, particularly in academic and research areas critical to the State, including the Wyoming Outdoor Recreation, Tourism, and Hospitality Initiative, teacher preparation and Career and Technical Education (CTE), and entrepreneurship programs. Aligns with SP 2.1, 2.2, 4.4, 4.6, 5.1

**Strategic Direction 5: Budget Priorities**

Recommend budget priorities by assessing the financial and personnel resources needed to sustain and advance the University’s land grant mission, growing and diversifying revenue, and continually monitoring and assessing the University’s long-term financial stability.

**Specific Presidential Goals and Objectives for Budget Priorities**

1. Develop and implement a transparent budget allocation model that enhances incentives for sustainable growth in key areas and aligns funding with the University mission. This model will reward units for excellence, growth in enrollment, growth in external funding opportunities, and addressing state needs. Aligns with SP 2.1, 2.2, 5.2, 5.7
2. Advocate for increased state funding for people, programs, and capital construction necessary to grow responsibly and stay at the forefront in student accommodations, teaching and learning, athletics, research and development, and other areas important to the State. Aligns with SP 1.1, 2.4, 4.4, 5.1
3. Achieve and sustain higher levels of philanthropic giving and increase presidential time and effort spent working with the UW Foundation. Explore a capital campaign and state matching program to enhance efforts, building on 2022 Board of Trustees and UW Foundation Board of Directors actions. Aligns with SP 5.3, 5.4, 5.6
4. Increase funding for research and scholarship, including personnel needed to appropriately staff research services in all areas of scholarship, from humanities to science. Work to grow external funding, enhancing ability to support faculty and students and reducing dependence on State funds. Aligns with SP 2.1, 2.2, 5.3
5. Grow corporate support. Create a new office for Corporate Relations. With the advent of the Center for Entrepreneurship and Innovation, the University will be in a better position to acquire stronger corporate

partnerships, which will provide more opportunities for students and faculty and funding to support them. Aligns with SP 5.3, 5.4