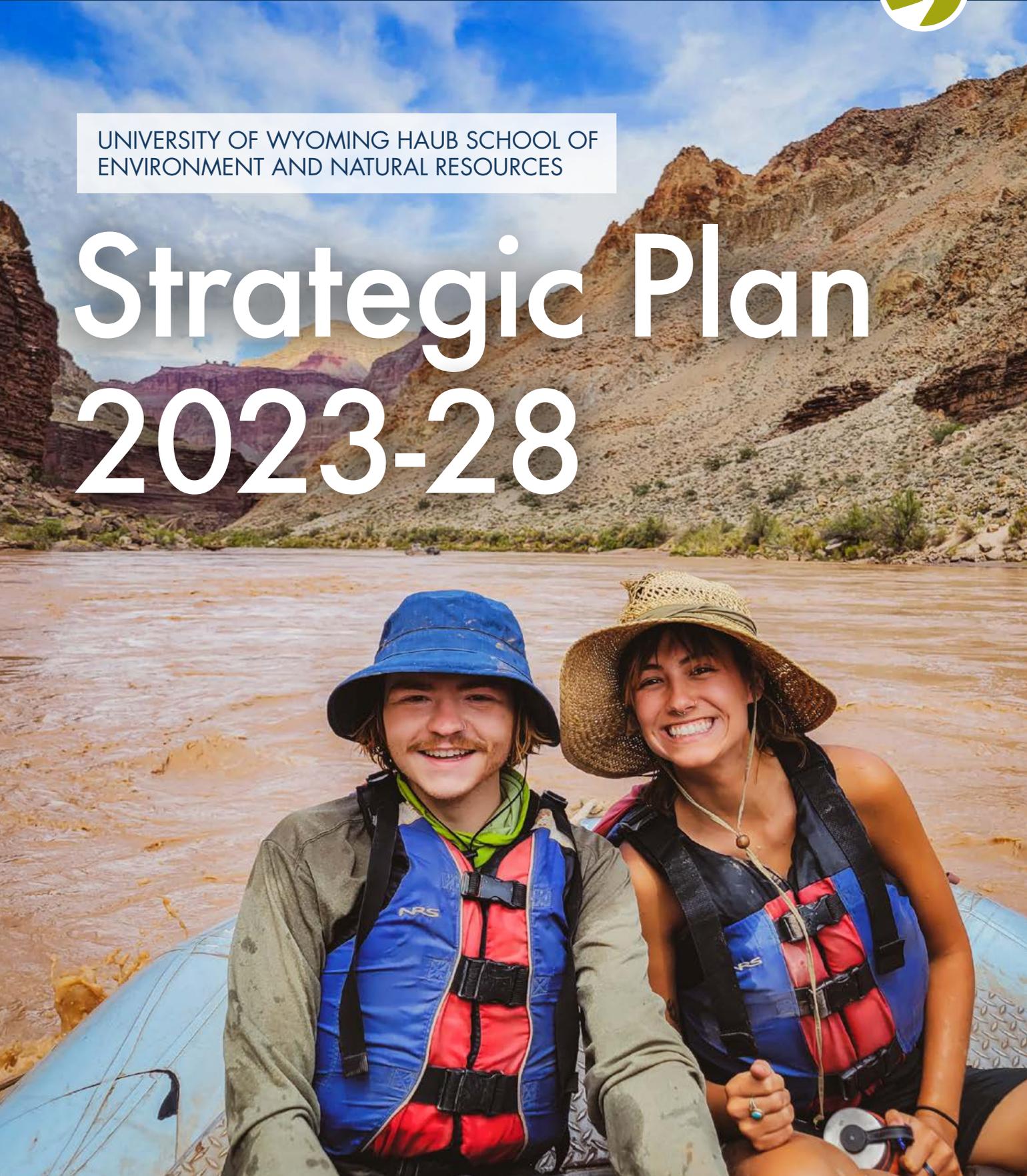




UNIVERSITY OF WYOMING HAUB SCHOOL OF  
ENVIRONMENT AND NATURAL RESOURCES

# Strategic Plan 2023-28





# Strategic Plan Map

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# Defining the Haub School



## EXECUTIVE SUMMARY

The Haub School is an agent of change, first to Wyoming, then to the region and beyond. We are thriving with new degree programs, stable enrollments, innovative research and scholarship, creative outreach and communication, expanding centers and institutes, more faculty and staff, and stable finances. From this position of strength, it is time to chart our course for the next five years.

- We aim to evolve our instruction to even higher standards of excellence.
- We intend to increase the impact of our research on the people, economy, policies, and wild and working lands of Wyoming, the West, and the World.
- We aim to expand our communications with our students and constituents by providing information, training, and support to address our natural resource challenges.
- Across our seven centers, institutes, and initiatives, we intend to expand and extend our impact into new arenas.
- We will work diligently to increase diversity, equality, effectiveness and satisfaction among our faculty and staff.
- We will make significant effort to replace our current decentralized facilities with centralized facilities that will serve a suite of program needs.
- Our leaders will make every effort to improve our financial future.

We pledge to work diligently over the next five years to improve our impact and service to our students, the University, Wyoming, the West, and the World.

## OUR LEGACY

William D. Ruckelshaus came to the University of Wyoming in 1993 at the invitation of US Senator Alan Simpson to serve as the founding chairman on the board of a new institute dedicated to collaborative problem solving for natural resource challenges. Ruckelshaus's vision was to bring together diverse stakeholders—different kinds of people who would be affected by any management or policy decision—to engage in civil discourse about desired outcomes for natural resource challenges. The goal was to build inclusive, lasting decisions to address real challenges while averting the need for future litigation. Ruckelshaus served on the institute board for nine years. In 1998, he received an honorary doctorate from UW, and in 2002, UW named the institute in his honor.

Beginning in 1994, the institute added an interdisciplinary environment and natural resources program for both graduate and undergraduate students—a concurrent major in environment and natural resources to give students practice in, and exposure to, the theories of collaborative, stakeholder-driven decision-making processes.

In 2004, the UW named the Helga Otto Haub School of Environment and Natural Resources to recognize the Haub family's longtime support of our academic programs. Today, our Ruckelshaus Institute, academic degree programs, and research work together synergistically within the Haub School.

As we approach our 30th anniversary, the Haub School programs continue to grow, and we continue to provide the skills, tools, and information needed to build prosperous and sustainable futures in Wyoming, the West, and the World.

1993  
RUCKELSHAUS  
INSTITUTE  
FOUNDED

1994  
NATURAL  
RESOURCES  
PROGRAM  
FOUNDED

2004  
HELGA OTTO  
HAUB SCHOOL  
FOUNDED

2023  
30 YEAR  
ANNIVERSARY

## MISSION

The Haub School of Environment and Natural Resources advances the understanding and resolution of complex natural resource challenges through interdisciplinary education, creation and dissemination of new information and understanding, and collaborative decision-making.

## VISION

We envision sound, inclusive, and durable solutions to our most complex environment and natural resource challenges—solutions based on the best information, crafted by diverse perspectives, and built to last.

To achieve this vision, we are striving to be the leading land grant university in place-based teaching, learning, and collaborative decision making.

We are working to achieve our vision through our innovative, experience-based education of undergraduate and graduate students, our research and scholarship on critical natural resource questions, and our support for collaborative, stakeholder-driven solutions to environmental challenges.



## WE VALUE...



## WHAT IS THE ESSENCE OF THE HAUB SCHOOL?

The essence of the Haub School is encapsulated in service. Service to the state and people of Wyoming, our students, the University, our many partners, and academia at large. Our ethic of service is evidenced by our mission, vision, and values, all of which are outward facing to address the needs of Wyoming, our land and resources, economies, communities, and people.

Our community and culture is vitally important to our past and future successes. In this plan, we thoughtfully consider what it means to be a “Haubie” and how our culture and community will continue to influence and direct our impact on Wyoming, the West, and the World.

Here we revisit what we have accomplished in the last five years and chart our course for the next five years.



### A “HAUBIE” ...

- Stewards the planet
- Engages in community
- Views the world holistically
- Asks probing questions
- Respects people

### A “HAUBIE” IS...

- Collaborative
- Interdisciplinary
- Comfortable outdoors
- Attracted to challenges
- Place-based

### WE’RE CHARACTERIZED BY...

- Ethic of care
- Accountability and flexibility
- Focus on student success
- Teamwork and respect
- Desire to make impacts
- Innovation

## WHAT DESCRIBES A “HAUBIE”?



# Where have we been? What have we accomplished from our 2018-22 Strategic Plan?



## WHAT IS THE CURRENT HEALTH OF THE HAUB SCHOOL?

The Haub School is thriving with new degree programs, stable enrollments, innovative research and scholarship, creative outreach and communication, expanding centers and institutes, more faculty and staff, and stable financial structure. We owe much of our success to a student centered and collaborative approach to education, research, and community engagement.

We are highly motivated to directly serve the state of Wyoming in a number of areas including leading collaborative efforts to address natural resources challenges.

Our students are benefiting significantly from the exceptional education and experiences they receive from the Haub School and are well prepared for success in the real world upon graduation. Specifically, we are training and evaluating them to demonstrate our values (p. 7) and the characteristics of a “Haubie” (p. 9).

Sound science is the central foundation of our education, outreach, collaborations, and solutions to natural resource issues. Our faculty are expanding their research horizons with increased research grant funding and collaborative partnerships. Our new centers, institutes, and initiatives have greatly expanded our impact into new arenas.

Largely through the work of the Ruckelshaus Institute, we have a reputation for outstanding communication and outreach products and events that closely dovetail with our programs and research. Few academic units have achieved this level of impact and acclaim.

Our senior leadership is experienced, savvy, supportive and functioning at a high level. The Haub School currently has cultivated a very strong relationship with and is trusted by the university senior leadership and Board of Trustees. Our Advisory Board is deeply engaged and serves our many programs exceedingly well.

Our vibrant Haub School community and culture is vitally important to our past and future successes. In this plan, we thoughtfully consider what it means to be a “Haubie” and how our culture and community will continue to influence and direct our impact on campus, in Wyoming, the West, and the World.

By all accounts, the Haub School is in a very good place. From this position of strength, we present a plan for the next five years.



# GOALS & ACHIEVEMENTS

## FROM THE 2018-2022 STRATEGIC PLAN

### DEGREE PROGRAMS: Educating Future Leaders

**Goals:** Educate future leaders so that they have the skills, tools, and experiences they need to take on environment and natural resource challenges and create sustainable futures.

**Achievements:**

- Expanded degree programs
- Maintained and expanded international and field experiences
- Increased or maintained student enrollments
- Maintained and expanded student services

### RESEARCH & SCHOLARSHIP: Driving Excellence

**Goals:** Produce and disseminate high-impact research and scholarship that serves the university's land grant mission and elevates recognition of the Haub School's place-based approaches.

**Achievements:**

- Increased number and disciplinary breadth of faculty
- Greatly expanded research breadth, outcomes, and funding

### RUCKELSHAUS INSTITUTE: Engaging Communities

**Goals:** Support effective environment and natural resource decision making through compelling communication, applied research, and collaborative decision-making approaches.

**Achievements:**

- Added centers and institutes
- Increased outreach breadth
- Improved and expanded communication and outreach excellence
- Continued excellence in collaborative practice — training, convening, informing



# Where are we headed?

## Addressing Future Challenges



The Haub School has a long history of proactively meeting environmental and natural resources challenges as they present themselves. Our very mission and vision are rooted in responding to these challenges and opportunities.

**Some of the challenges that we now see and will seek to understand and resolve in the next five years include:**

- 1 Sustaining wild and working lands through science, partnership, and collaboration.
- 2 Seeking solutions at the nexus of the environment and energy use and development
- 3 Planning smart growth of tourism and recreation
- 4 Managing public and private land to yield sustainable outcomes
- 5 Exploring novel economic approaches to natural resource management
- 6 Maintaining the health of our rangelands, forests, and waters via adaptation to a changing climate
- 7 Developing wildlife conservation leaders

Nimbleness in responding to emerging issues is a primary strength of ours and will serve us well as new issues arise in the future. The goals, objectives, and execution strategies presented in this plan are the working constructs and operating principles by which we plan to address various resource challenges.



# Where are we headed?

## 2023-28 Goals and Objectives



1

Educating Future Leaders: Charting the course to success  
**Train, inspire, educate, and ensure the success of future leaders**

2

Research, Scholarship, and Creative Activities: Understanding and informing natural resource challenges  
**Create new understanding with an expansive network of partners that have a vested interest in solving complex natural resource challenges**

3

Outreach: Sharing our story  
**Create and disseminate effective communications and convene public engagement to support the Haub School's core mission**

4

Centers and Institutes: Expanding our impact  
**Extend and expand our reach across the campus, state, and nation**

5

Staffing and Facilities: Securing personnel and spaces  
**Attract and support people and acquire spaces that will advance excellent programs**

6

Finance: Funding our future  
**Secure and diversify our financial future**



EDUCATING FUTURE LEADERS:  
CHARTING THE COURSE TO SUCCESS

**Goal: Train, inspire, educate, and ensure the success of future leaders**

1

## OBJECTIVES

1. Improve existing degree programs and student experience before adding new degree programs
2. Finalize and evolve our graduate curriculum
3. Transition Environmental Systems Science instruction to Haub School faculty
4. Expand and improve digital learning programs and online courses
5. Increase affordability and quality of field, international, and community-engaged learning courses
6. Evaluate advising personnel structures in light of available resources
7. Develop tools to connect students to professional, applied experiences and career opportunities
8. Develop a recruitment and retention plan with real investment in diversity and equality needs

## OBJECTIVES WITH EXECUTION STRATEGIES

- 1 Improve existing degree programs and student experience before adding new degree programs**
  - Define student leadership characteristics, then assess curriculum
  - Address needs, gaps, opportunities, and reinforcements within existing programs
  - Teach core courses with Haub faculty first, then consider electives
  - Establish assessment or evaluation of all degree programs
  - Establish Haub School-wide learning outcomes
  - Evaluate and reassess leadership structure of all degree programs
  - Develop equitable, inclusive, and curriculum-integrated first-year experience
  - Increase faculty-led undergrad research and mentoring
  - Expand networks and strengthen partnerships with other campus programs
  - Complete fully executed articulation agreements with community colleges
- 2 Finalize and evolve our graduate curriculum**
  - Finalize and “Haubify” ENRS low residency/online track
  - Improve course integration across graduate curriculum
  - Evaluate establishing a 3+3 pathway in the Haub School to law school
  - Offer three graduate concentrations in core strength disciplines
  - Evaluate offering ORTM graduate degree and graduate courses
  - Evaluate offering climate solutions courses
  - Assess teaching capacity and consider offering graduate elective courses
  - Develop metrics to assess the effectiveness of our graduate program
- 3 Transition Environmental Systems Science instruction to Haub School faculty**
  - Assess Haub School faculty capacity and expertise to teach ESS
  - Reassign ESS core course instruction from other units to Haub School faculty
  - Acquire instructors to fill gaps
- 4 Expand and improve digital learning programs and online courses**
  - Adopt innovative digital learning designs by engaging dedicated instructional designers
  - Maximize benefits of flexible course calendars, innovate timing and delivery
  - Evaluate short courses, semester-long field experiences
  - Flex or bundle courses to accommodate internship or professional calendars
  - Develop predictable and reliable range of online offerings
  - Leverage certificates as a pathway to build online programs and increase diversity

**4 Increase affordability and quality of field, international, and community-engaged learning courses**

- Reevaluate the structure of field and international courses
- Increase domestic opportunities, scholarships, and program support funding
- Diversify offerings with hybrid learning models to meet student needs

**5 Evaluate advising personnel structures in light of available resources**

- Review advising personnel assignments and job descriptions
- Foster culture of increased student responsibility

**6 Develop tools to connect students to professional, applied experiences and career opportunities**

- Provide students with career placement and advancement information and training
- Evaluate P&AE personnel structure in light of available resources
- Increase student awareness of PA&E opportunities
- Create extensive P&AE centralized database and toolkits
- Develop periodic market analyses of career trajectories for students

**7 Develop a recruitment and retention plan with real investment in diversity and equality needs**

- Engage diversity as a recruitment and retention keystone activity
- Design and equip systems to support students from entry through graduation
- Redesign curriculum structures that address diversity, equality, and inclusion



**2**

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES:  
UNDERSTANDING AND INFORMING NATURAL RESOURCE  
CHALLENGES

**Goal: Create new understanding with an expansive network of partners that have a vested interest in solving complex natural resource challenges**

**OBJECTIVES**

1. Broadly increase and diversify research funding
2. Build and expand our research and scholarly collaborations and networks
3. Collectively define and refine research priorities and opportunities
4. Define and parametrize our peer reviewed research, scholarship, and creative activities
5. Build an innovative research outreach and communication initiative
6. Grow interdisciplinary scholarship within the Haub School and campus faculty
7. Develop and apply impact metrics to assess research quality

## OBJECTIVES WITH EXECUTION STRATEGIES

### 1 Broadly increase and diversify research funding

- Recruit new funds and research funding opportunities
- Find sustainable funding by building durable and trusting donor relationships
- Set goals for interdisciplinary research funding
- Develop indirect cost sharing policy
- Share pre and post awards staffing with research office
- Build on campus partnerships to support and pool resources for large grants

### 2 Build and expand our research and scholarly collaborations and networks

- Consciously maintain a culture that supports interdisciplinarity and collaboration
- Collectively evaluate the contribution of our research and stakeholder collaborations
- Share resources and foster collaborations in the Haub School and across UW
- Identify promising collaborations that could develop into interdisciplinary arenas
- Convene, lead, and facilitate new networks of researchers and practitioners
- Host activities, workshops, and retreats with diverse publics, communities, and stakeholder partners on natural resource and environmental issues

### 3 Collectively define and refine research priorities and opportunities

- Explore and consider research needs of Wyoming's resources and people
- Build capacity for interdisciplinary and applied work by identifying scholarly needs and gaps
- Conduct pilot projects to test opportunities, inspire collaboration, and refine questions
- Focus research toward solution-oriented, real world applications
- Encourage and reward creative activities across position descriptions
- Define scholarship as inclusive of peer reviewed research, scholarship, and creative activities

### 4 Define and parametrize our peer reviewed research, scholarship, and creative activities

- Address community needs in scholarship and applied projects and publish in journals
- Develop policies that assess and reward impact, not just traditional evaluation metrics
- Develop incentive structures that stimulate interdisciplinary work
- Evaluate impact with "world of practice" outside members on tenure and promotion (T&P) and graduate committees
- Broaden faculty job descriptions to incentivize interdisciplinary and impact-driven research
- Develop a research, scholarship, and creative-activity model for what the Haub School wants to be

### 5 Build an innovative research outreach and communication initiative

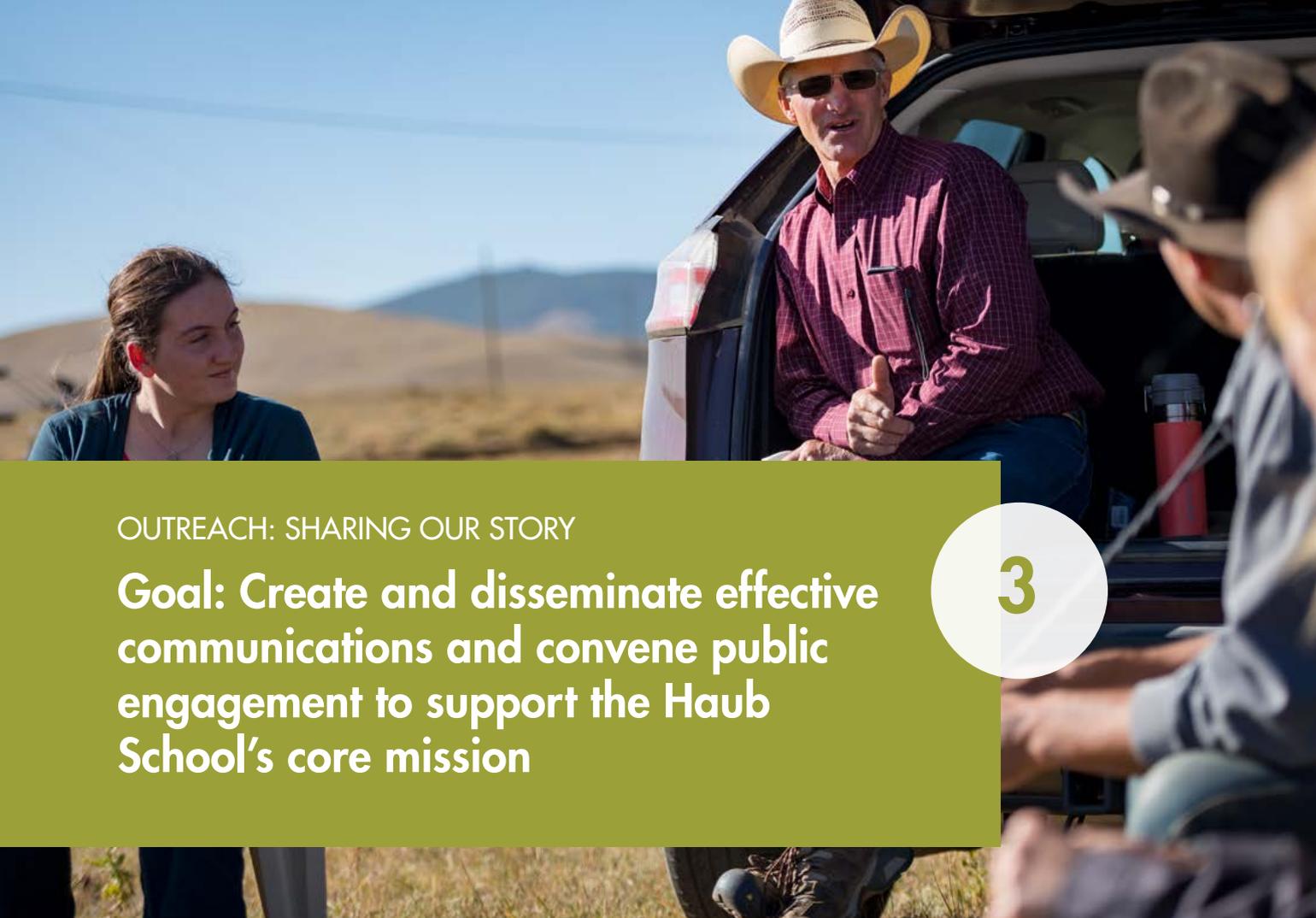
- Focus attention first on Wyoming and then on other audiences
- Establish/expand relationships with existing outreach units at UW
- Implement storytelling of high-impact research, scholarship, and creative activities
- Pursue the outreach initiative at regional, national, and international levels

### 6 Grow interdisciplinary scholarship within the Haub School and campus faculty

- Define "interdisciplinarity" and "collaborative work" and memorialize in policy
- Bridge collaborations into interdisciplinary projects
- Build the interdisciplinary graduate student team concept into a reality
- Identify and implement T&P policies that stimulate interdisciplinary work
- Establish a committee to clarify interdisciplinary evaluation for T&P
- Add a specific interdisciplinary category to T&P policies
- Include interdisciplinary evaluation in annual reviews and job reviews for all faculty
- Stimulate interdisciplinarity by providing interaction opportunities
- Implement internal and external support for early career and non-tenure faculty
- Co-locate faculty in the same facility to stimulate interaction

### 7 Develop and apply impact metrics to assess research quality and relevance

- Develop research impact metrics and apply to T&P criteria
- Assess impact on affected "discourse communities"



## OUTREACH: SHARING OUR STORY

**Goal: Create and disseminate effective communications and convene public engagement to support the Haub School's core mission**

3

## OBJECTIVES

1. **Develop a communications plan that applies outreach strategies to the entire Haub School**
2. **Share with our audiences compelling visual and narrative stories about our work**
3. **Increase effectiveness of communication and outreach to students**
4. **Build a strong identity, purpose, and clear place in the national market for our programs**
5. **Evaluate, explore, and expand our capacity and impact in science communications**
6. **Update and transition our web presence**
7. **Convene and inform targeted public engagement around natural resources challenges**

## OBJECTIVES WITH EXECUTION STRATEGIES

- 1 **Develop a communications plan that applies outreach strategies to the entire Haub School**
  - Establish/expand relationships with existing outreach units at UW
  - Identify communications objectives and effective mechanisms to achieve them
  - Develop reciprocal as well as one-way communication strategies
  - Ensure capacity and resources to execute communications objectives
  - Design assessments of communication impacts
- 2 **Share with our audiences compelling visual and narrative stories about our work**
  - Tell the Haub School stories digitally as broadly and effectively as possible
  - Shift emphasis away from print publications toward an updated web presence
  - Revise representation of Haub School structure in our communications
  - Help faculty develop strong web presence, identify targeted key messages
- 3 **Increase effectiveness of communication and outreach to students**
  - Dedicate resources to a comprehensive student enrollment effort
  - Expand program recognition to incoming students
- 4 **Build a strong identity, purpose, and clear place in the national market for our programs**
  - Increase engagement with high schools and community colleges
  - Market programs and expand relationships to relevant academic programs
  - Evaluate staff capacity needed to increased enrollment and student diversity
  - Use stories of students, researchers, alumni, and partners as a central theme
  - Enlist and engage students in the outreach process
- 5 **Evaluate, explore, and expand our capacity and impact in science communications**
  - Coordinate and streamline science communications to communities
  - Build capacity for science storytelling among our team, students, and stakeholders
  - Evaluate and explore new opportunities, partnerships, media, and venues
  - Expand science communication to represent the Haub School as a whole

6

### Update and transition our web presence

- Develop and enhance the research section of our website
- Develop a website section dedicated to graduate students and their research projects
- Support faculty to build a robust web presence linked to the Haub School website
- Connect our social media accounts, including those of faculty

7

### Convene and inform targeted public engagement around natural resources challenges

- Build greater effectiveness of public and partner engagement programs and events
- Evaluate impact of *Western Confluence*, consider strategies for even greater impact



4

CENTERS AND INSTITUTES: EXPANDING OUR IMPACT

**Goal: Extend and expand our reach across the campus, state, and nation**

## CENTERS, INSTITUTES, PROGRAMS, AND INITIATIVES

1. Ruckelshaus Institute
2. Collaboration Program in Natural Resources (CPNR)
3. MacMillan Private Lands Stewardship Program
4. Wyoming Conservation Corps
5. Wyoming Outdoor Recreation, Tourism, and Hospitality (WORTH) Initiative
6. Biodiversity Institute
7. Center for Climate, Water, and People

## 1 RUCKELSHAUS INSTITUTE (RI)

**Mission:** The RI advances the understanding and resolution of complex environmental and natural resources challenges in the Mountain West. We support stakeholder-driven solutions to environmental challenges by conducting and communicating relevant research and promoting collaborative decision making.

### OBJECTIVES

1. Reassess RI legacy and profile and its role within the Haub School
2. Evaluate impact of public engagement and convening programs
3. Clearly define how existing programs, centers, and institutes relate to RI
4. Use real resources and affiliation sharing to (re)build RI partnerships within UW

## 2 COLLABORATION PROGRAM IN NATURAL RESOURCES (CPNR)

**Mission:** The CPNR in the Ruckelshaus Institute works with mid- and upper-career natural resource professionals to help them maximize their impact in complex and often contentious collaborative settings.

### OBJECTIVES

1. Maintain CPNR excellence, service to the state, and central role in RI
2. Strategize succession planning with growth and changes in personnel
3. More deeply involve students in collaborative practice
4. Develop a financial plan to increase operating financial security

## 3 MACMILLAN PRIVATE LANDS STEWARDSHIP

**Mission:** The MacMillan Private Lands Stewardship Program in the Ruckelshaus Institute will address the needs of private landowners by drawing on expertise and interdisciplinary collaborations across natural resource management, rangeland ecology, business and finance, law, decision-making, collaborative processes, and other fields.

### OBJECTIVES

1. Be the leading private lands stewardship research and outreach program in the West
2. Support the development and evaluation of new tools to sustain private working lands

3. Create impactful communication products to address private land conservation challenges

## 4 WYOMING CONSERVATION CORPS (WCC)

**Mission:** Promote individual development, stewardship, and education through localized national service. WCC continues this legacy by carrying out the highest caliber of service for Wyoming's public lands through AmeriCorps.

### OBJECTIVES

1. Increase diversity, equality, and inclusion presence in crews and leadership
2. Acquire equipment and vehicle storage facility, workshop with office space
3. Complete public land agency master agreements
4. Complete The Corps Network accreditation
5. Evaluate increasing crew season beyond summer
6. Develop a long-term staffing plan, focused on increasing diversity, salaries, and retention
7. Develop a financial plan to increase financial security

## 5 WYOMING OUTDOOR RECREATION, TOURISM, AND HOSPITALITY (WORTH) INITIATIVE

**Mission:** The mission of the WORTH Initiative is to support, expand, and diversify Wyoming's economy through outdoor recreation, tourism, and hospitality industries.

### OBJECTIVES

1. Support tourism, recreation, and hospitality businesses to start up, expand, and flourish
2. Educate and develop a well-trained tourism, recreation, and hospitality workforce
3. Stand up industry relevant educational products, training, certifications, and services



4. Develop and deploy applied research products and services
5. Develop and implement a long-term, diversified funding strategy

6

## BIODIVERSITY INSTITUTE (BI)

**Mission:** Foster the understanding, appreciation, and conservation of biological diversity through innovative research, education, and outreach and by engaging a broad audience in the scientific process.

### OBJECTIVES

1. Bring BI into programmatic and structural alignment with the Haub School
2. Create a plan to have an academic, revenue-generating component focused on biodiversity

7

## CENTER FOR CLIMATE, WATER, AND PEOPLE

**Mission:** We envision a West where all residents thrive amid a changing climate. Our mission is to foster interdisciplinary research, education, and climate service offerings related to the challenges and opportunities posed by shifts in climate and water availability.

### OBJECTIVES

1. Develop and execute a longer term sustainable funding model
2. Build a collaborative research program to address community research questions
3. Create knowledge for decision-making using data, modeling, and reciprocal learning
4. Build capacity across age groups to understand and respond to change via education
5. Build community capacity for climate change assessment, planning, and response



5

STAFFING AND FACILITIES:  
SECURING PERSONNEL AND SPACES

**Goal: Attract and support people and acquire spaces that will advance excellent programs**

## OBJECTIVES

### FACILITIES

1. Develop a space plan to acquire centralized facilities to accommodate multi-year growth

### PERSONNEL

1. Evaluate personnel structure and job descriptions and link to achieving our strategic goals
2. Inventory, assess, and align teaching needs with faculty expertise, capacity, and equality
3. Use these evaluations to develop and implement a prioritized personnel hiring plan

## FACILITIES OBJECTIVE WITH EXECUTION STRATEGIES

- 1 Develop a space plan to acquire centralized facilities to accommodate multi-year growth**
  - Evaluate adequacy and effect of lack of centralization of current facilities
  - Evaluate and prioritize the full spectrum of space needs
  - Evaluate facility needs and proximity to the Haub School for centers and institutes
  - Cooperate with central administration on a facility base for all of the Haub School
  - Participate in planning and development of living and learning center on campus
  - Include creative approach to vehicle and fleet storage needs in the facilities plan

## PERSONNEL OBJECTIVES WITH EXECUTION STRATEGIES

- 1 Evaluate personnel structure and job descriptions, linked to achieving our strategic goals**
  - Link personnel structure and job descriptions to achievement of specific strategic goals
  - Implement processes and policies that will build personnel steadiness and stability
  - Develop and support work life balance policies and practices
- 2 Inventory, assess, and align teaching needs with faculty expertise, capacity, and equity**
  - Develop creative funding strategies to support teaching needs
  - Increase stability of instructional staffing and course alignment/offerings
  - Create equitable alignment of teaching assignments and compensation
  - Create conditions for more innovative interdisciplinary work
  - Evaluate reliance on adjunct and part-time faculty for future teaching
  - Ensure that all faculty teach and limit tenured/non-tenured inequity
- 3 Use these evaluations to develop and implement a prioritized personnel hiring plan**
  - Develop a prioritized list of hires based on the gap analysis
  - Prioritize diversity opportunities and make targeted hires of color/other groups
  - Develop creative funding strategies to support hiring recommendations
  - Analyze the need for positions in student services, outreach, and recruitment
  - Consider in analyses opportunities for shared positions with other campus partners
  - Recognize and prioritize the revenue generating potential of certain positions



## 6

### FINANCES: FUNDING OUR FUTURE

**Goal: Expand, secure, and diversify our financial future**

## OBJECTIVES

- 1. Build a plan that projects revenue needs, diversifies revenue sources, and expands fundraising**
- 2. Increase financial security, self determination, empowerment, and flexibility**

## OBJECTIVES WITH EXECUTION STRATEGIES

- 1 Build a plan that projects revenue needs, diversifies revenue sources, and expands fundraising**
  - Develop five-year revenue and expense projections for personnel, programs, operations
  - Develop revenue goals for fundraising, grants, tuition, UW budget, and earned revenue
  - Dedicate personnel and leadership time to advance fundraising and achieve revenue goals
- 2 Increase financial security, self determination, empowerment, and flexibility**
  - Evaluate opportunities for new or underutilized revenue sources
  - Delegate sufficient personnel capacity to execute strategies of financial plan



## Articulation with UW Strategic Plan

Many of the Haub School strategic plan goals and objectives support and fulfill goals outlined in the University of Wyoming's 2023 strategic plan.



## ALIGNING WITH UW'S VALUES

UW  
Access to an affordable, high-quality education.

  
We strive to be the leading land grant university in place-based teaching, learning, and collaborative decision making.

UW  
A welcoming and supportive learning community fostered by integrity, inclusivity, freedom of expression, and respect.

  
Haub School culture is centered on a strong and inclusive community.

UW  
Wyoming's wild and working lands as an asset to be utilized, understood, stewarded, and treasured.

  
We create new understanding with partners to solve complex natural resource challenges.

UW  
Our role as a catalyst for innovation and economic vitality.

  
The Haub School seeks to extend and expand our reach across Wyoming, the West, and the World.

UW  
Real-world education where students learn by doing. Unlock the extraordinary in every person.

  
We engage students in innovative, place and experience-based education.

UW  
The growth, health, and leadership capacity of all members of the university community.

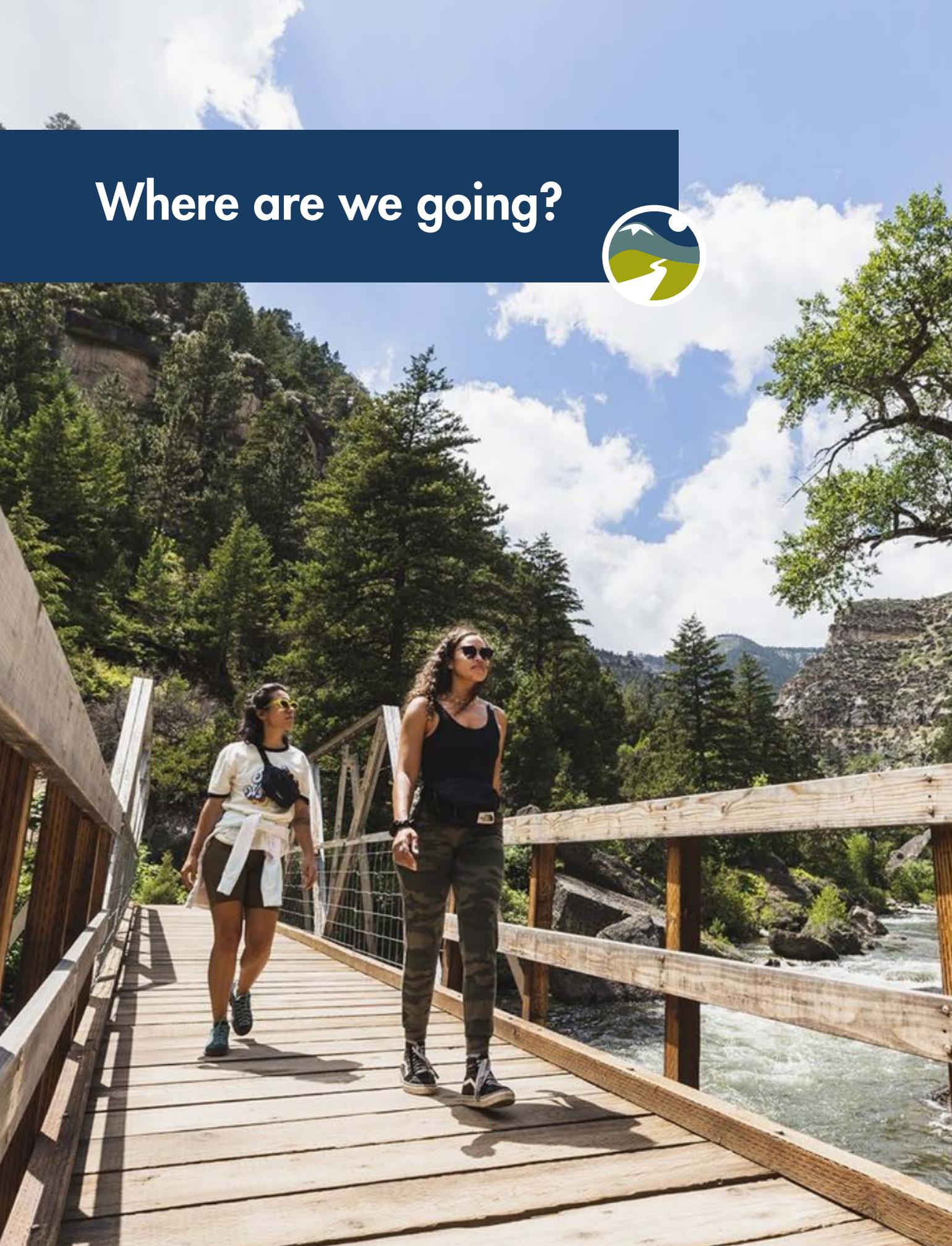
  
We strive to train, inspire, educate, and ensure the success of future leaders.

UW  
Our partnership and engagement with Wyoming communities in the creation and exchange of knowledge and resources.

  
We collaboratively engage partners to advance the understanding and resolution of natural resource challenges.



# Where are we going?



## ASPIRATIONS

Wyoming and the world are rapidly changing. In order to continue to meet these changing needs, we cannot rest on our past success. We must continue to strive for excellence. Over the next five years, we pledge to work diligently to improve our service to the state and people of Wyoming, our students, the University of Wyoming, the region and beyond.

We aim to evaluate and improve our curricula, develop new digital and experience-based learning models, and evolve our instruction to even higher standards of excellence that will prepare our students for future careers.

To provide Wyoming with information and solutions to natural resource challenges, we intend to increase the impact of our research on the people, economy, policies, and wild and working lands of Wyoming, the region, and beyond. It is not enough to just conduct the research, it is imperative that we skillfully communicate our findings to our students, partners, stakeholders, and agencies by providing them with practical and applicable information, training, and direct support to address these natural resource challenges.

We intend to expand and extend our educational, research, economic, and outreach impact through our seven centers, institutes, and initiatives across a diverse set of disciplines, economic sectors, and arenas.

Increased financial resources will be required to better serve the expanding needs of our students, the state of Wyoming, and our stakeholders. We will need to make significant financial investments to replace our current decentralized facilities with centralized ones, expand our personnel, and support our many programs. Our leaders will work to increase our financial capacity by expanding fundraising efforts and diversifying revenue sources.

We have come a long way in the last three decades. The Haub School has been an agent of change and will strive to be an ever greater agent of change in the future.

2024  
Plans to achieve objectives completed

2025  
Major curricula improvements near completion

2026  
Significant increase in interdisciplinary research

2027  
Enrollment at all time high

2028  
Central facility home acquired



## HAUB SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES

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