Impact 2030
A campus-wide strategic vision
Acknowledgment

Thank you to those who have gotten us here and thank you in advance for all the great work to come.
Vision

To improve the lives of all Utahns and to advance a new national higher education model for delivering societal impact.
Guiding statement

The University of Utah drives unsurpassed societal impact by preparing students from diverse backgrounds to be leaders and global citizens who strengthen our society and democracy; generating and sharing new knowledge, discoveries, and innovations that supercharge our economy and improve lives locally, nationally, and globally; and engaging local, national, and global communities to promote education, health, and quality of life.
Driving forces

Restoring national confidence in higher education

Addressing Utah’s evolving needs
Gallup - Confidence in Institutions, 2015 - 2023

Gallup: Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some or very little?

Displaying % of Americans selecting 'A great deal' or 'Quite a lot'

- Small business
- The military
- The police
- Higher education
- The medical system
- The church or organized religion
- The Supreme Court
- Banks
- The public schools
- The presidency
- Organized labor
- Newspapers
- The criminal justice system
- Television news
- Big business
- Congress
Gallup: Confidence in Higher Ed, 2015 to 2023

Gallup: Displaying % of Americans who have 'A great deal' or 'Quite a lot' of confidence in each institution. Change from 2015 to 2023

Democrats: 2015 - 68%, 2023 - 59%
Independents: 2015 - 32%, 2023 - 48%
Republicans: 2015 - 19%, 2023 - 56%

No college degree: 2015 - 54%, 2023 - 29%
College degree only: 2015 - 57%, 2023 - 47%
Postgraduate degree: 2015 - 67%, 2023 - 50%

THE UNIVERSITY OF UTAH
A changing state

OLD UTAH

Small State

Internal Growth (births)
34% of growth from migration (2000-2020)

Less Multicultural
9.5% minority (1990)

Younger
9.1% age 65+ (2010)

Strong Economy
Utah job growth strong, but ebbs and flows

Source: Kem C. Gardner Policy Institute

NEW UTAH

More Populous, Mid-Sized State
Population rank 30th (2020)

External Growth (migration, lower birth rate)
61% of growth from migration (2021 and 2022)

Multicultural
23.3% minority (2022) (30+% in 2040)

Older
20.0% age 65+ (2050)

Elite Economy
Utah job growth consistently best in nation and top COVID outcomes

Source: Kem C. Gardner Policy Institute
GROW
Our student body to create more access while providing employers with a talented workforce.

ADAPT
Our teaching to ensure successful educational outcomes and effective learning for all students.

EXPAND
U of U Health systems and adapt to the complex needs of aging residents.

LEVERAGE
Our research capacities to address economic and societal challenges.

INNOVATE
Solutions and create models to transfer discoveries to the marketplace and the world.
2030 goals

40k students

80% graduation rate

$1B research funding

90% job placement at graduation

Become a top-10 public university with unsurpassed societal impact

Impact lives of all 3.5 million Utahns
Strategic imperatives

• Provide an unrivaled college experience with living-learning environments and opportunities for students to be inspired, research, and serve
• Expand the physical footprint of our campus to provide access to the highest quality patient care, educate a larger student body, and empower faculty to drive innovation
• Prioritize operational excellence to maximize resources and ensure responsible growth
• Support researchers and entrepreneurs to seek answers to pressing societal issues
• Customize the student experience by addressing issues such as student retention, time to graduation, curriculum gaps, and targeted faculty development
• Generate entrepreneurial revenue through innovation and commercialization
Planning process & objectives

Involve the entire U community through collaborative forums (such as town hall sessions, surveys, and focus groups) to invite insights and ideas.

Explore themes that will influence our success and identify how to address strategic imperatives identified through research, community engagement, and other planning activities.

Develop an implementation plan that identifies resources critical to success and mechanisms to gauge our progress toward achieving our vision over time.
Institutional planning
Activities & timeline draft

### Stage 1: Diagnostic
- Operational excellence effort
- Academic/ALT unit plan review
- Official planning launch
- SWOT survey and survey analysis
- Competitor/PEST analysis
- Town halls
- Diagnostic insights report

### Stage 2: Ideation
- Ideation workshops
- Idea synthesis workshop
- Draft preliminary plan
- Preliminary plan review

### Stage 3: Choices and Resourcing
- Refine priorities/goals
- Support academic/unit plans
- Identify resource needs
- Develop plan timelines
- Review and finalize plan
## Operational Excellence

<table>
<thead>
<tr>
<th>Areas of value creation</th>
<th>Description &amp; rationale</th>
<th>Sub-areas of focus</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic enterprise</td>
<td>Exploring growth opportunities to further enhance mission &amp; vision</td>
<td>Enrollment, Retention, Online programming, Research and research commercialization</td>
<td>Improvement in student success &amp; persistence</td>
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<tr>
<td>Operations</td>
<td>Determining opportunities to achieve excellence through improved effectiveness &amp; position for the future</td>
<td>Procurement, Real estate and capital productivity, Auxiliaries, Advancement, Administrative operations</td>
<td>Streamlined procurement processes to improve experience &amp; achieve cost savings</td>
</tr>
<tr>
<td>Enablers</td>
<td>Preparing the University of Utah for success in achieving opportunities identified</td>
<td>Change management, Capability building</td>
<td>Ensure capabilities are properly positioned to achieve goals</td>
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To date, the U has identified opportunities that could deliver potential annual net operating impact of **>$100M**
Procurement deep dive: Opportunities

Some potential opportunities could include:

1. Continuing to refine procurement processes to improve purchasing practices

2. Enhancing existing policies and procedures

3. Continuing efforts to improve service levels and delivery
Impact 2030 leadership

Executive leadership

- Mitzi M. Montoya, Provost and Sr. Vice President for Academic Affairs
- Michael L. Good, CEO of U of U Health and the Sr. Vice President of Health Sciences

Steering committee

- Cathy Anderson, Chief Financial Officer
- Keith Diaz Moore, Associate Provost, Institutional Design & Strategy
- Wendy Hobson-Rohrer, Sr. Vice President for Health Sciences Education Unit
- Jeff Labrum, Chief Operating Officer
- Grant Lasson, Associate VP for Strategy & Chief Strategy Officer for U of U Health

Senior leadership team

- Joe Borgenicht, Sr. Director of Strategic Communications, U of U Health
- Darryl Butt, Dean of the Graduate School
- Anna Carpenter, Special Advisor to the President & Professor of Law
- Jerome Davies, Chief Philanthropy Officer
- Natalie Gochnour, Sr. Advisor to the President & Director of the Kem C. Gardner Policy Institute
- Laura Marks, Chief of Staff to the Sr. Vice President
- Christopher Nelson, Chief University Relations Officer & Secretary to the University
- Andrea Thomas, Chief Experience Officer
Online Listening Sessions

Faculty and staff

April 10 | 2-4 p.m.
Student enrollment and success

April 16 | 1:30-3 p.m.
Faculty and staff retention, recruitment and well-being

April 19 | 1-3 p.m.
Community engagement, communications and marketing

April 23 | 1-2 p.m.
Advancing research

Students

Thursday, April 11 | 2:30-4 p.m.

Alumni

Wednesday, April 17 | 12-1:30 p.m.

Register at strategy.utah.edu
Questions & Feedback