Impact 2030

A campus-wide strategic vision

MarComm, July 29, 2024
Institutional planning

Impact 2030 Strategic Plan → U of U Health Strategic Planning → Operational Excellence → Physical Campus Planning → Advancement Planning

College Planning → Department Planning

Comprehensive & Coordinated
Vision

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

- **Diagnostics Jan - June**
  - Data collection
  - Listening tour
  - Survey
  - Interviews

- **Ideation April - Oct**
  - Workshops
  - Synthesis

- **Plan development Oct - Dec**
  - Refine priorities, goals, objectives
  - Identify resource needs
  - Develop execution timeline
Enhancing the University of Utah's Vision to Inspire, Innovate and Serve
Purpose of this effort

The Operational Excellence effort is a critical component of Impact 2030 that aims to improve how we work and mobilize resources to invest in the U's vision to improve the lives of all Utahns and to advance a new national higher education model for delivering societal impact.

Intended outcomes

Create integrated view of current state, future trajectory and high-impact opportunities to pursue.

Set of implementation plans with data-backed rationale to help advance the U’s goals – with a process that will support continued integration of ideas over time.

Recognition of change required to deliver for the future.
Aspirational assessment
What **could** we do?

Operational Excellence Planning
What **will** we do?
In the first phase, a high-level, aspirational assessment was completed to identify opportunities for mission and financial impact.

<table>
<thead>
<tr>
<th>Opportunity areas analyzed</th>
<th>The U has focused on opportunities that could deliver:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic enterprise</strong></td>
<td>1. Improved student and research outcomes</td>
</tr>
<tr>
<td>Undergrad &amp; grad enrollment (incl. marketing), Online</td>
<td>2. A better student, faculty, and staff experience</td>
</tr>
<tr>
<td>Student Success (i.e., Retention)</td>
<td>3. Potential annual net financial impact</td>
</tr>
<tr>
<td>Research and commercialization</td>
<td></td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td></td>
</tr>
<tr>
<td>Capital productivity, facilities, &amp; real estate</td>
<td></td>
</tr>
<tr>
<td>Auxiliaries</td>
<td></td>
</tr>
<tr>
<td>Advancement</td>
<td></td>
</tr>
<tr>
<td><strong>Enablers</strong></td>
<td></td>
</tr>
<tr>
<td>Administrative operating model service delivery</td>
<td></td>
</tr>
<tr>
<td>Change management &amp; capability building</td>
<td></td>
</tr>
</tbody>
</table>
Workstream ideas were brought forward from individuals across the U and developed into tangible projects by faculty and staff

900+ ideas generated across 10 U-led and facilitated working sessions

200+ attendees from all corners of the U, demonstrating excitement for this work and demand for an avenue to support ideas for change

80+ projects approved by Senior Leadership created by ~85 project owners and 20+ workstream leaders from across the U
Foundational building blocks for success of Operational Excellence

<table>
<thead>
<tr>
<th>Performance Infrastructure</th>
<th>Mindset &amp; Behavior Change</th>
<th>Capability Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using a rigorous cadence to ensure superior execution and value delivery to the U’s mission</td>
<td>Taking tactical action to support the mindsets and behaviors necessary to reach and sustain full potential</td>
<td>Building the hard &amp; soft capabilities required for the U to reach and sustain full potential</td>
</tr>
</tbody>
</table>

**Expertise**

Bringing world-class expertise to the issues that stand in the way of performance
Operational Excellence Planning introduced a standard process for project development for current (and future) projects.

**Idea**
- Initial projects ideas generated from the assessment along with additions from working (ideation) sessions.

**Owner**
- Actionable projects created with project owner, description / purpose of the project, and high-level impact estimate.

**Impact**
- Impact validated (assumptions, calculations, risks, investments, ROI, etc.) through business case development.

**Plan**
- Implementation plan developed (including milestones, KPIs, impact measures).
  - Senior Leadership approval required to implement projects.

**Execution**
- All necessary activities complete to create and sustain value.

---

**Operational Excellence Planning**

**Implementation**
Lessons learned

Building and maintaining momentum is not just important, it distinguishes effort from the routine.

Building trusting relationships is key to short-term success and long-term sustainability.

The door to change begins to open when sponsors and project owners think about future projects.
Thank you