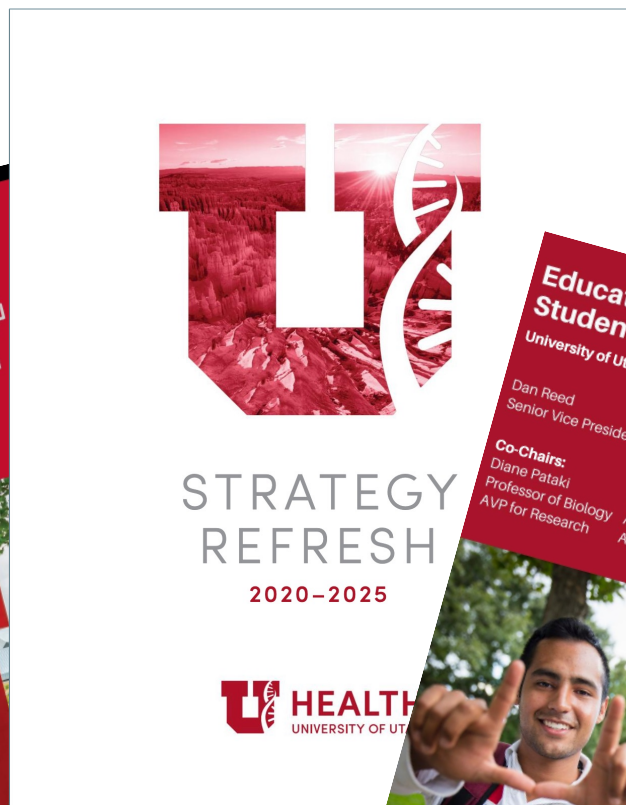


Impact 2030

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



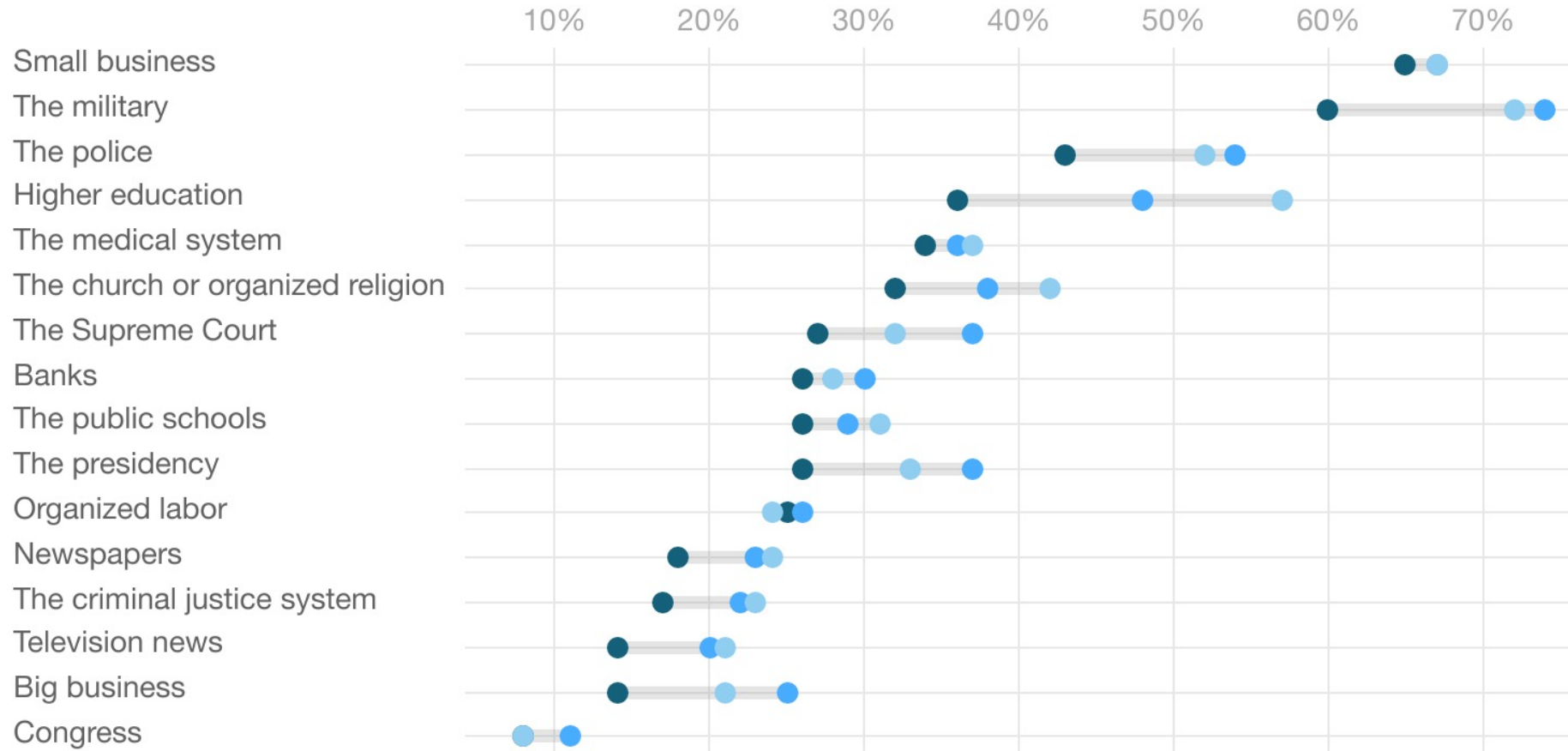
Addressing Utah's
evolving needs

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?

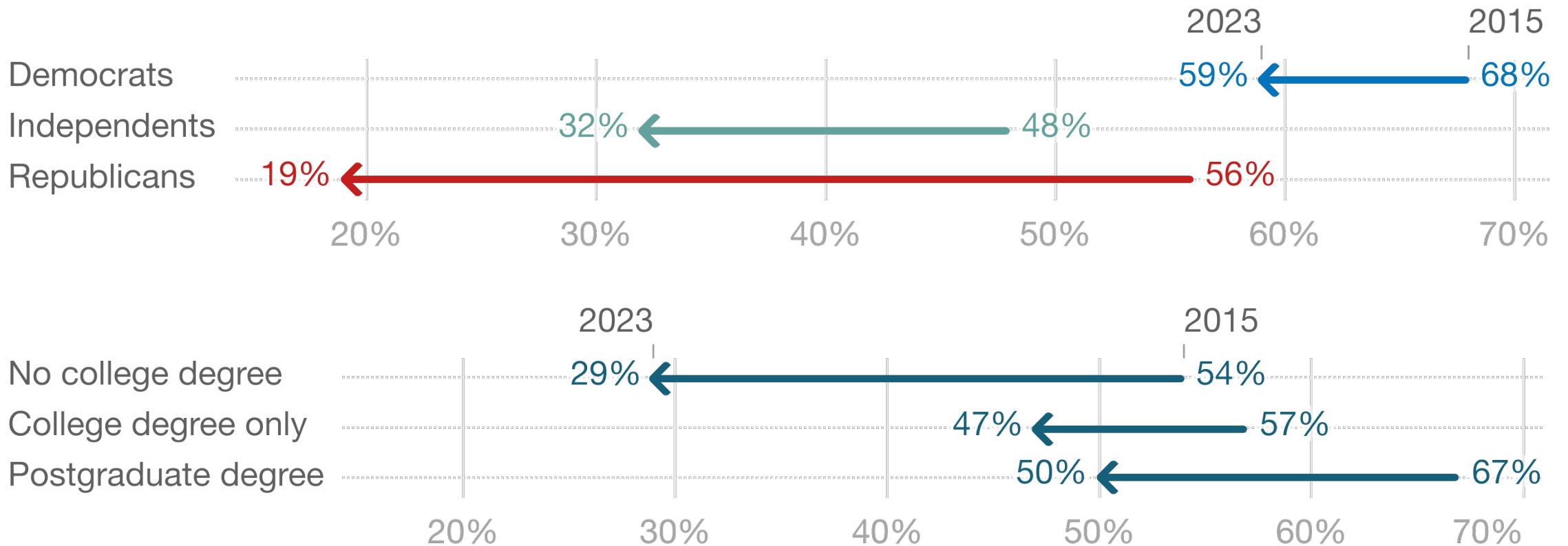
Displaying % of Americans selecting 'A great deal' or 'Quite a lot'

● 2023
 ● 2018
 ● 2015



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*



A changing state

OLD UTAH

Small State

Population rank **34th** (1990, 2000, 2010)

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**

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

Leading through change



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

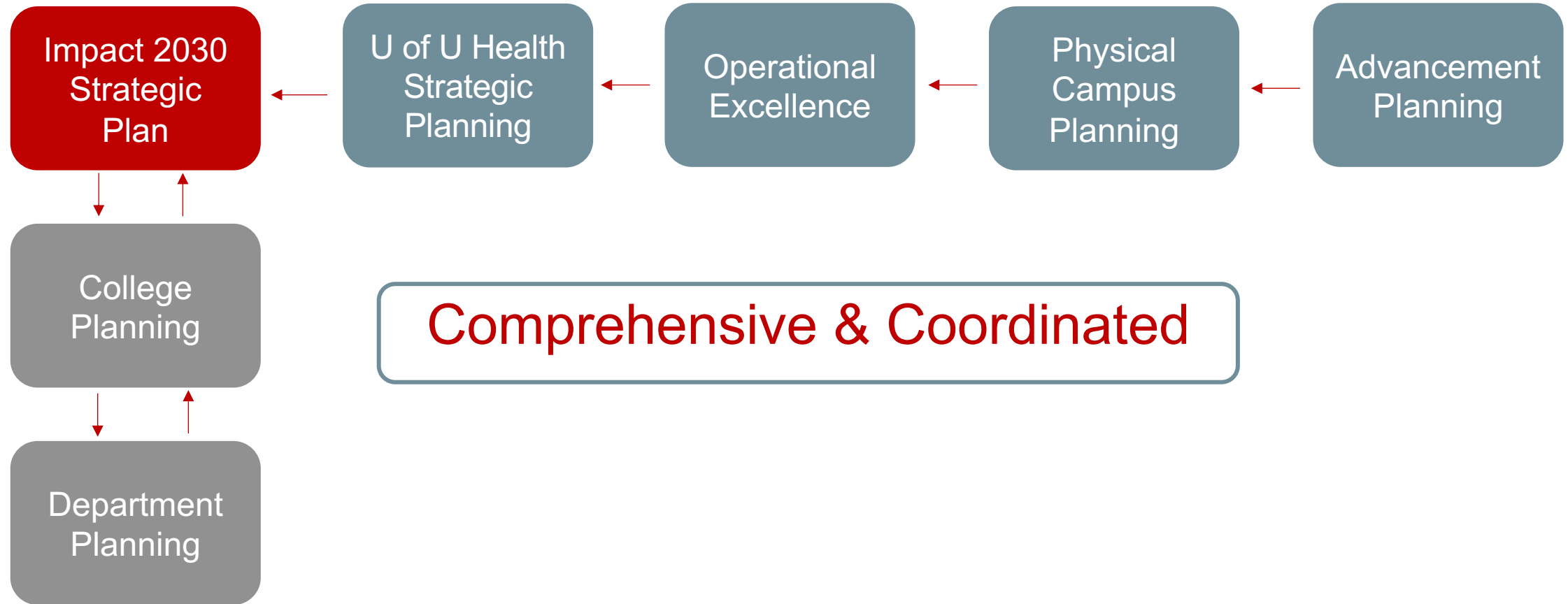
Planning process & objectives

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

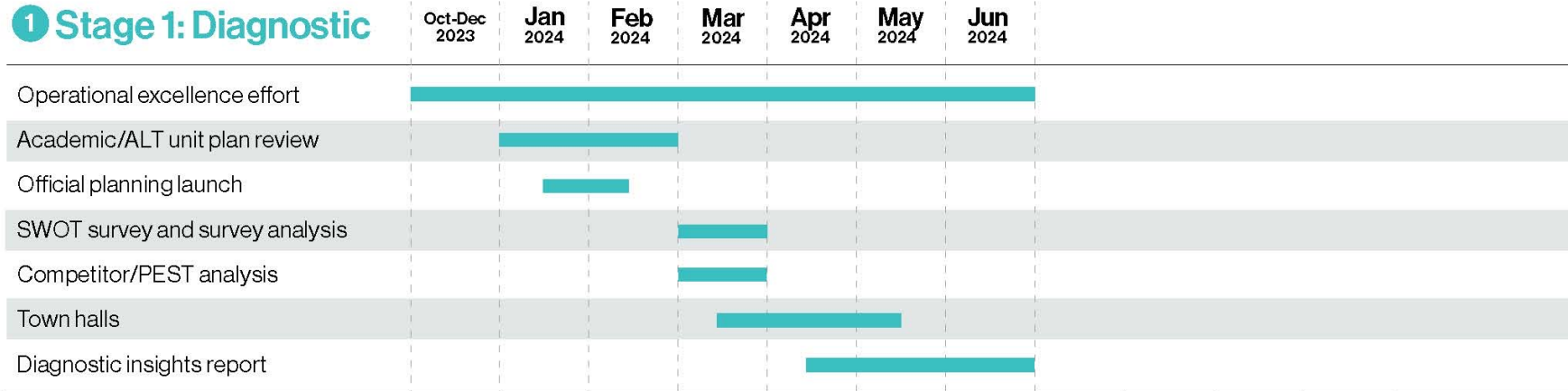
Develop an implementation plan that identifies resources critical to success and mechanisms to gauge our progress toward achieving our vision over time

Institutional planning



Activities & timeline draft

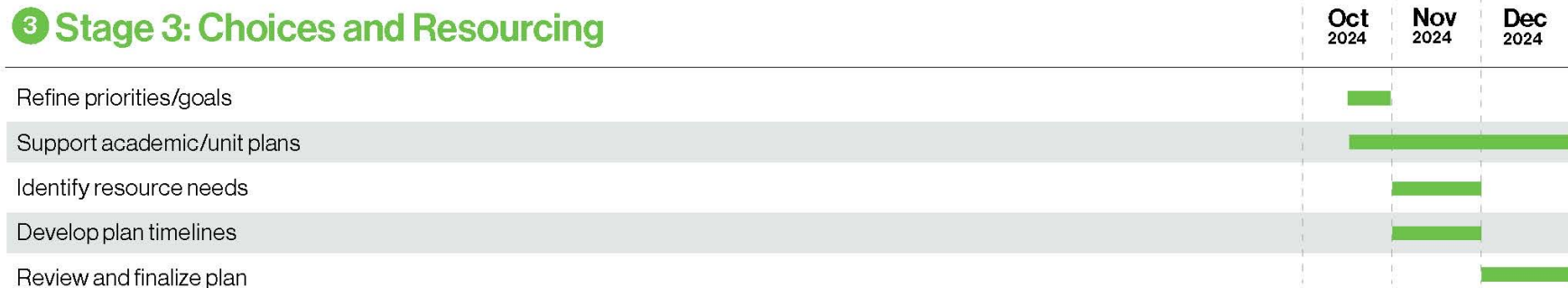
1 Stage 1: Diagnostic



2 Stage 2: Ideation



3 Stage 3: Choices and Resourcing



Operational Excellence

Areas of value creation	Description & rationale	Sub-areas of focus	Example
Academic enterprise	Exploring growth opportunities to further enhance mission & vision	<ul style="list-style-type: none"> Enrollment Retention Online programming Research and research commercialization 	Improvement in student success & persistence
Operations	Determining opportunities to achieve excellence through improved effectiveness & position for the future	<ul style="list-style-type: none"> Procurement Real estate and capital productivity Auxiliaries Advancement Administrative operations 	Streamlined procurement processes to improve experience & achieve cost savings
Enablers	Preparing the University of Utah for success in achieving opportunities identified	<ul style="list-style-type: none"> Change management Capability building 	Ensure capabilities are properly positioned to achieve goals



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