UVU uses a four-year, rolling strategic planning process to communicate vision, set priorities, and focus efforts on fulfilling their own missions and that of the university. Units’ missions and objectives describe what the unit will accomplish. Assessment allows units to identify needs for strategic action, while strategies define what steps units will take in response to assessment findings.

All units are encouraged to develop a strategic plan both to guide operations and to facilitate the PBA process; strategic plans are the primary means of supporting budget requests. Strategic plans are required for schools and colleges and for all units led by executives. Other units or major initiatives may be required to develop a strategic plan at the discretion of the respective supervisor.

For 2016-17, units should review, revise, and extend their four-year strategic plan by October 3, 2016. Plans for that year cannot be completed, updated, or revised after that date. President’s Cabinet will place funding priority on PBA requests aligned with strategic plan objectives and strategies.

MISSION

Strategic planning begins with the mission statement, a concise statement of purpose for the unit. It explains in just a few sentences what a unit seeks to accomplish (whether aspirational or practical), why it exists, how it contributes to the university and parent unit missions, and the ultimate result that is expected. The mission is in part inherent in the unit itself but must also reflect the unit’s relationships to the missions of its parent units and the university. They should be developed in conversation with related units and reflect consensus among the unit, its parent units, and its reporting units. Mission statements are fairly stable over time but should be revisited periodically.

OBJECTIVES

Objectives delineate and operationalize the unit mission, manifesting those essential elements of and collectively encompassing the unit’s mission, toward which strategic planning is directed. Like UVU’s core theme objectives, unit objectives are long term and ongoing, rarely changing in the absence of a change in mission. All academic departments have an inherent objective of meeting program learning outcomes for all programs offered by the department, which should be included as an objective.

Objectives link to the institutional objectives. Each objective must identify a primary UVU objective that it supports; units may identify one additional supported UVU objective. When necessary objectives may be linked to other objectives within a unit’s strategic plan to create a hierarchical organization.

ASSESSMENT

Self-evaluations, SWOT analyses, academic assessment, and program review allow units to evaluate the extent to which they are fulfilling their missions and understand the internal and external conditions that influence mission fulfillment from the immediate past through the foreseeable future. The assessment establishes the needs for and constraints on specific strategies for achieving objectives, as well as identifying objectives for which further efforts are not necessary.

Self-Evaluation

Units should identify indicators for each of the objectives that serve as the focus of strategy. Indicators describe a single method of evaluating achievement; measures operationalize that method in a concrete type of data. It is possible to have
multiple indicators for an objective, but recommended that units use as few as necessary to effectively determine whether the objective is being met. Units should use the indicators and measures collectively to determine whether it is meeting its individual objectives and fulfilling its mission as a whole.

**SWOT Analysis of Operating Environment**
Analysis of the internal strengths and weaknesses of the unit and of external opportunities and threats (such as political or legal factors, social and economic conditions, and technological change) focuses on the effect these conditions have on mission and charge fulfillment. These explain assessment results, identify changing circumstances to which the strategic plan must respond, and suggest potential strategies for meeting objectives given the current operating environment.

**Academic Assessment and Program Review**
Similar to the self-evaluation, academic departments should use the results of course and program learning outcomes assessments and academic program review to evaluate whether they are fulfilling their academic missions.

**STRATEGIES**

Units pursue objectives by identifying one or more strategies. Strategies are multi-year, coordinated courses of action that will lead the unit to achieve an objective in the existing or anticipated operating environment. They are not always about doing more; strategies may include reducing or eliminating programs or services. Strategies would not normally include routine activities themselves, but would address the means of achieving desired transformations in those activities. Strategies are formally linked to a specific unit objective, and may be linked to parent unit or institutional objectives as well.

**Rationales**
Strategies should be chosen based on needs identified in the assessment. Each strategy should be accompanied by a rationale describing the need that the strategy addresses as identified in the assessment and the reasoning for pursuing this strategy to meet the need. The rationale should make specific reference to an assessment finding regarding the objective supported.

**Timeframe and Progress**
Strategies are expected to be completed within no more than a four-year time frame, though they will not necessarily be implemented immediately (especially where implementation depends on allocation of resources from parent units or the institution). They should be reviewed annually, evaluating progress made and continued relevance given changes in the operating environment.

**Action Steps**
While strategies will usually require multiple steps or actions, unit strategic plans are oriented toward a strategic rather than tactical view and should thus articulate only the strategy itself and not the detailed means of executing it. Unit leaders should maintain more detailed action steps or work plans outside of the strategic plan itself to ensure proper implementation of strategies. Implementation of strategies across reporting units is the responsibility of the parent unit, and should not appear in the reporting units’ plans.

**INSIGHT 2.0**

Strategic plans are managed in the Insight 2.0 system. Faculty and staff who contribute to managing their units’ strategic plans should request a user account via the link below and identify the plan in which they participate. All planning activity takes place through Insight 2.0’s user-friendly web portal. Unit leaders will have access to plans for all subordinate units.

Access links and instructions for using this system are available at [http://www.uvu.edu/insteffect/insight.html](http://www.uvu.edu/insteffect/insight.html). Institutional Effectiveness and Planning will conduct workshops on the system and substance of planning at UVU beginning in August.
## PLANNING EXAMPLES

<table>
<thead>
<tr>
<th>Mission</th>
<th>Objective</th>
<th>Assessment</th>
<th>Strategy</th>
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<tbody>
<tr>
<td>Academic Affairs</td>
<td>Academic Affairs develops and sustains high quality academic programs at the certificate, associates, bachelors, and graduate level.</td>
<td>Provides courses and course content that reflect a commitment to diversity and inclusion. [Indicators: number of courses with course outcomes related to inclusion]</td>
<td>Improve opportunities, in the next three years, for faculty members to transform existing courses and create new courses that achieve inclusion learning goals.</td>
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<td>Offers an array of courses, programs and delivery methods designed to reflect students’ goals. [Indicators: course demand by time, day, semester; student satisfaction with delivery method options; etc.]</td>
<td>Improve student satisfaction with delivery options to 90% in four years through expansion of the use of technology in delivering instruction to optimize student access.</td>
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<td>A review found an insufficient number of courses with inclusion outcomes. Future trends indicate an increase in demographic diversity in the region.</td>
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<td>Compliance Services</td>
<td>Compliance Assistance is a central office intended to foster and support the University's commitment to comply with all applicable laws and regulations, to assist in detecting and correcting compliance violations promptly and to aid in eliminating misconduct and other wrongdoing, whether intentional or unintentional.</td>
<td>Ensures full compliance with all state and federal regulations. [Indicators: internal reviews]</td>
<td>Correct weaknesses in ethics compliance by 2017 through building internal support at all levels and incorporating the OIG’s eight elements of a comprehensive compliance program.</td>
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<td>Internal review indicates less than satisfactory level of compliance with ethics regulations. Future risk for UVU.</td>
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<tr>
<td>Finance &amp; Business Services</td>
<td>Finance &amp; Business Services will safeguard the assets and resources of the University. We will provide accurate, timely, and relevant financial data and services to assist the campus community and other stakeholders in achieving institutional goals. Our commitment is to provide these services in a professional, innovative, collaborative, and service-oriented environment.</td>
<td>Optimizes revenue from campus services while keeping prices affordable. [Indicators: revenues, student surveys]</td>
<td>Market and re-image food service venues over the next two years.</td>
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<td>Sales revenues are less than projected. Surveys of students indicate lack of awareness of options. Student growth is expected to rise.</td>
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<tr>
<td>Institutional Effectiveness &amp; Planning</td>
<td>IE&amp;P facilitates a climate of improvement, innovation, and sustainability through ongoing, integrated, institution-wide planning and evaluation processes that supports Utah Valley University's mission fulfillment.</td>
<td>Foster a culture of innovation, improvement, and sustainability through effective support of planning and assessment efforts at all levels of the institution. [Indicators: PBA evaluation rubric, % of completed plans by units, etc.]</td>
<td>Transform PBA to be more strategic in nature by tying assessment rationale to strategies and resource priorities.</td>
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<td>PBA presentations lacked reference to strategic plans and/or assessment, per the rubric evaluation. Planning and assessment will be a major focus of the NWCCU accreditation visit in 2017.</td>
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