

THE UNIVERSITY OF ARIZONA'S  
**NEW STRATEGIC PLAN**

THE PROCESS

**NOVEMBER 10, 2017**



THE UNIVERSITY  
OF ARIZONA



## BACKGROUND

The University of Arizona presented the strategic plan *Never Settle* to the Arizona Board of Regents in 2013. The strategy was organized into four pillars — Engaging, Innovating, Partnering and Synergy — under which the university’s core responsibilities for service to students, faculty and the state were outlined. Following this plan, the university became financially sound and positioned itself to aggressively focus on its refined priorities. Today, the UA is strong, ready to take on the challenges of the future and ready to begin the next strategic planning process under new leadership.

The UA’s 22nd President, Robert C. Robbins, M.D., took office on June 1, 2017. Dr. Robbins has committed the University to a new broad and inclusive planning process, has initiated the development of a comprehensive and measurable plan, and will present that new strategic plan to the Arizona Board of Regents (Regents) at the UA’s November 2018 Operating and Financial Review (OFR).

The November 2017 Operational and Financial Review marks the beginning of the UA’s strategic planning process.

# OPPORTUNITY

The world is changing at an unprecedented pace. The World Economic Forum calls it the Fourth Industrial Revolution. Klaus Schwab's book, *The Fourth Industrial Revolution*, documents the transitions from the first revolution (mechanic, steam-power driven), to the second revolution (electric-power driven), to the third revolution (digital, information-technology driven). It also contends that the fourth revolution is the convergence of the physical, digital, and biological worlds, and it's already begun. Industry and thought leaders agree that it will be more disruptive than previous revolutions, with exponential growth and a blurring of natural and artificial lines. With automation, potential job loss and the invention of jobs we have not yet imagined, students must graduate ready for the 10-12 jobs they'll have over their lifetimes; able to adapt, execute design thinking and collaborate across disciplines and cultures.

The University of Arizona is uniquely positioned to prepare and lead Arizona through the Fourth Industrial Revolution. The UA's Colleges of Medicine, Agriculture and Pharmacy are unique to the state, and the UA's programs in physical, biological and optical sciences are nationally recognized. These programs, when combined with strengths in the humanities and social sciences, will help us take on moral and ethical issues that we've never had to face.

The University of Arizona has already been an innovator in this type of convergence. The University's BIO5 Institute brings faculty together from five disciplines – Agriculture, Engineering, Medicine, Pharmacy and Science – to work on the types of problems that the Fourth Industrial Revolution presents us across the global economy, society and the individual.



# STRATEGIC PLANNING DELIVERABLES



- 1. Core values, place-differentiated strategy**
- 2. Strategic goals with metrics**
- 3. Project and organizational change plans required to meet the goals**
- 4. Underlying pro forma operating and financial metrics**

The strategic plan will be a collaborative effort across the university, driven by our core values, by our unique location in Arizona, by our strengths, and by opportunities for differentiation from other institutions in the Southwest. It will include measurable goals and plans for the projects, infrastructure, culture, operations and changes required to meet those goals. It will be supported by an underlying set of operating and financial metrics. Projects and metrics will be reviewed and updated on a regular basis.



# ENGAGEMENT

## 1. Regents, students, faculty, staff, parents, alumni, employers, and community members

## 2. Individual discussions, focus groups, open forums, surveys, and other mediums

The planning process will directly engage key stakeholders and will offer opportunities for indirect engagement as well. The process will start with the Regents during the November 2017 OFR, where the university will present the global landscape and opportunities the university is uniquely positioned to deliver on.

Over the next four to five months following the OFR, the discussion will include faculty, students, administrative leadership, parents, alumni, employers and community members. Some stakeholders will be engaged directly in individual discussions or focus groups. Other stakeholders will be engaged through surveys, open forums and other mediums. These groups will generate a significant amount of dynamic, unconventional, and sometimes conflicting, ideas.

Over spring and summer 2018, all ideas, notes, and feedback will be fused and “mashed up” with traditionally structured institutional data, by the strategic planning team, who will combine the best, the most strategic, and the most opportunistic ideas into specific goals and metrics for the UA to pursue. This leadership team will identify the projects and institutional changes required to fulfill those goals. A support team will build project plans, change plans, and a set of operating and financial metrics to support the process. These details will be reviewed and revised by the committee and presented to the Regents for their consideration in November 2018.



# FOCUS

1. Rankings – How the world sees us
2. Research – ACC research areas, current UA strengths, and market opportunities
3. Philanthropy – The UA’s next capital campaign
4. Brand – Telling the UA story through brand, marketing, and communications
5. Medicine and Agriculture – The UA’s differentiated missions
6. Sustainability – How does the UA sustain its operation in today’s climate



With a solid foundation and opportunities to lead in a new era and differentiate from our academic peers, everything is on the table. The best strategies and opportunities will emerge, will be detailed, and will be worked energetically. The process will consider several items in particular: rankings, research, philanthropy, brand, medicine and agriculture, and sustainability.

Many other areas may be reviewed and considered as well if they prove critical for fulfilling our goals. For example, we will likely consider our international strategy, our approach to campuses in Arizona and micro-campuses internationally, and our approach to educational and research partnerships broadly. We will evaluate local, regional and national demographic trends and

what other top institutions in the Southwest have planned. We will likely need to review internal organizational designs. Faculty successions and continuous advancement in pedagogy are on the table as are our curriculum and our approach to lifelong/continuous learning and credentialing. Opening and closing campuses and programs will almost surely arise for consideration as will our approach to financial aid. The process will be comprehensive from the outset. It will narrow over time as the best strategies and opportunities are identified and developed.

The strategic planning process will begin and end with the Regents.





# PROPOSED PROJECT TIMELINE

TIMEFRAME	ACTIVITY
<b>November 2017 – March 2018</b>	<ul style="list-style-type: none"> <li>• Open discussions with Regents</li> <li>• Engage consultant and build internal project team</li> <li>• Conduct environmental scan</li> <li>• Develop background data for the UA and peers</li> <li>• Engage stakeholder (hundreds, and perhaps thousands, engaged through different mediums)</li> </ul>
<b>April 2018</b>	<ul style="list-style-type: none"> <li>• Summarize / refine findings</li> <li>• Draft candidate goals and metrics</li> </ul>
<b>April 2018 – August 2018</b>	<ul style="list-style-type: none"> <li>• Finalize goals and metrics</li> <li>• Develop project and organizational change plans to meet goals</li> </ul>
<b>August 2018 – October 2018</b>	<ul style="list-style-type: none"> <li>• Develop supporting operating and financial pro forma statements</li> <li>• Prepare stakeholders for presentation of the plan to the Regents</li> </ul>
<b>November 2018</b>	<ul style="list-style-type: none"> <li>• Seek approval from Regents</li> <li>• Present to community</li> <li>• Begin to work the projects</li> </ul>

# FRAMEWORK FOR STRATEGIC PLANNING

Describe the enduring purpose of the institution	<b>Mission and Values</b>					
Make the aspirations specific and tangible in the planning horizon	<b>5- and 10-year Aspirations</b>					
Determine how to achieve aspirations & what success looks like	<b>Differentiated Strategy with Measurable Goals</b>					
Describe the work the institution will undertake to achieve its goals	<b>Portfolio of Strategic Goals with Metrics and Implementation Plans</b>					
Supporting, functional plans that enable the strategy	<b>Detailed Implementation Plan</b>	<b>Long-range Financial Plan</b>	<b>Capital and Facilities Plan</b>	<b>Talent and Organizational Health Plan</b>	<b>Campaign Plan</b>	<b>Communications Plan</b>

# HIGH-LEVEL WORKPLAN – KEY DELIVERABLES

	2017	2018			
	6 weeks, including 2-wk holiday (Dec 4 – Jan 26)	10 weeks (Jan 29 – April 6)	6 weeks (April 9 – May 18)	4 weeks (May 21 – June 15)	June+
<b>OBJECTIVES BY PHASE</b>	<b>PHASE 1:</b> Where we are and initial input on aspirations and differentiated strategy	<b>PHASE 2:</b> Finalize strategy and identify measurable goals	<b>PHASE 3:</b> Project syndication; project design and planning	<b>PHASE 4:</b> Final strategy document and next steps	Detailed planning and implementation prep
Current state fact base	<b>Overview of current state completed</b> (e.g., analysis of performance, benchmarking, interviews)	<b>Deep dives completed</b> – e.g., fact base on current state of strategy and potential projects and change plans			
5- & 10-year aspiration statements	Initial statements based on current state overview and stakeholder input	<b>Aspirations finalized with President Robbins</b>			
Differentiated Strategy	Strawman set of projects and goals to support the aspirations	<b>Strategy finalized</b> Measurable goals set, to be iterated once projects are finalized	<b>Projects and measurable goals finalized</b>		
Project and change plans	Long list of project and change plan ideas  Identified UA project leads	Prioritized set of ideas, each with supporting fact base, initial target, and outline of the design and concept to test in Phase 3	<b>Finalize the portfolio of strategic projects and targets</b> , after syndication  Refine design of the projects based on input	<b>Project designs complete</b>	<b>Integrated into a final document for review by President and Board</b>
High-level business case for projects			<b>Create first draft of business cases for projects</b> (e.g., impact timeline, funding/resource needs)	<b>High-level business cases complete</b>	
Implementation next steps			<b>Create high-level implementation next steps</b>	<b>High-level implementation next steps completed</b>  Outline of what is needed in terms of implementation infrastructure/operating model, change mgt. plan	

# KEY ROLES OVER THE COURSE OF THE EFFORT

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<b>OBJECTIVES BY PHASE</b>	<b>PHASE 1:</b> Where we are and initial input on aspirations and differentiated strategy	<b>PHASE 2:</b> Finalize strategy and identify measurable goals	<b>PHASE 3:</b> Project syndication; project design and planning	<b>PHASE 4:</b> Final strategy document and next steps	Detailed planning and implementation prep
Executive Committee	Every two weeks to guide and provide input on progress  <b>Decision:</b> Agreement with current state fact base	<b>Decisions:</b> Aspirations Differentiated Strategy <b>Review at midpoint:</b> Prioritized strategy to focus on flushing out	<b>Decision:</b> Finalize portfolio of Strategic projects and targets, and goals  <b>Review:</b> first draft of business cases, implementation next steps	<b>Review:</b> Completed document of differentiated strategy and goals, Portfolio of projects and change plans, including targets, plans, high-level business cases, and implementation next steps	
Strategy Steerco	Two 2-hour sessions: Provide initial and final guidance on current state, aspirations and potential projects	Two 2-hour sessions to provide input on final aspirations, strategy and prioritized projects	One 2-hour session to provide input on Pillar goals and portfolio of projects and targets before finalizing	One 2-hour session to review final strategy document	
Core project team	2-3x weekly check-ins/ working sessions: Focus in this phase will be data collection, analysis, interview set up	1x a week check-in/ reviews, plus project team working sessions - focus in this phase will be input, co-creation/ oversight of project design	Project lead and Comms team support project teams in setting up/overseeing overall process for syndication		
Project working teams	Project leads are identified at end of Phase based on potential strategy and projects	Project leads on-boarded and working teams identified  2-3x ~90 min working sessions, in addition to outside work to drive design and joining core project team check-ins	Close to full-time: Define and drive project-specific syndication plan e.g., identifies experts/ stake-holders, Prepare materials, presents; Make refinements; Create first draft of business case and implementation next steps	Likely 50% of time, but will vary depending on project: Complete project designs, business cases, and implementation next steps  Present for President's review	
UA stakeholders, SMEs, community	See following page				

# STAKEHOLDER ENGAGEMENT

TYPE	KEY OBJECTIVES FOR ENGAGEMENT	EXAMPLE UA GROUPS	WHEN	HOW
Alumni	<ul style="list-style-type: none"> <li>• <b>Phase 1, 2:</b> Obtain perspectives on value of UA degree, reflections on strengths and development areas during school and strength of alumni network</li> <li>• <b>Phase 3, 4:</b> Targeted engagement to test impact and excitement for projects</li> </ul>	<ul style="list-style-type: none"> <li>• UA Alumni Association</li> <li>• Select alumni/ alumni-donors/ boosters</li> </ul>	Dec/Jan, then as needed based on Strategies/ Projects	<ul style="list-style-type: none"> <li>• Survey</li> <li>• Select 1-1s/ Group</li> </ul>
Donors/ Foundations	<ul style="list-style-type: none"> <li>• <b>Phase 1:</b> Obtain perspectives on UA brand, assets, and what is most 'campaignable'/ marketable about UA</li> <li>• <b>Phase 2+:</b> Targeted engagement to test feasibility / excitement of big ideas that may require funding</li> </ul>	<ul style="list-style-type: none"> <li>• UA Foundation</li> <li>• Current large donors</li> <li>• Community foundations</li> <li>• Corporate or national/local foundations relevant to potential projects</li> </ul>	As needed	<p style="text-align: center;"><i>Engage as part of UA Steering Committee</i></p> <ul style="list-style-type: none"> <li>• Select 1-1s/ Group</li> </ul>
External Subject Matter Experts	<ul style="list-style-type: none"> <li>• <b>Phase 1:</b> Obtain perspectives on UA brand, assets, and what is most distinctive about UA</li> <li>• <b>Phase 2+:</b> Engagement with Project working teams to provide detailed input on plan</li> </ul>	<ul style="list-style-type: none"> <li>• External experts relevant to potential areas of distinctiveness for UA (e.g., to test public perception, shape design of project)</li> </ul>	As needed	<ul style="list-style-type: none"> <li>• 1-1s/Group</li> </ul>
Community	<ul style="list-style-type: none"> <li>• <b>Phase 1, 2:</b> Obtain perspectives on value of UA brand and graduates, strengths, and development areas</li> <li>• <b>Phase 3, 4:</b> Targeted engagement to test impact and excitement for projects</li> </ul>	<ul style="list-style-type: none"> <li>• Local business leaders/ employers</li> <li>• Local leaders/influencers</li> <li>• Parents/College guidance counselors</li> <li>• General public</li> </ul>	As needed	
Government	<i>To be determined</i>	<ul style="list-style-type: none"> <li>• Governor's Office</li> <li>• Legislators</li> </ul>		
Deans, Faculty, and Staff	<ul style="list-style-type: none"> <li>• <b>Phase 1:</b> broad, inclusive engagement to ensure transparency and buy-in on process</li> <li>• <b>Phase 2, 4:</b> Targeted engagement with the individuals who have expertise or will potentially own/support the differentiated strategies and projects that emerge</li> <li>• <b>Phase 3:</b> Follow-up with Deans and key faculty leads to ensure buy-in and ownership of final projects</li> </ul>	<ul style="list-style-type: none"> <li>• Deans across all schools</li> <li>• Faculty Senate</li> <li>• Key faculty, leaders of key institutes / centers / initiatives</li> <li>• Appointed Professionals Advisory Council</li> <li>• Classified Staff Council</li> <li>• Medical Center leadership</li> </ul>	Dec/Jan, then as needed based on Strategies/ Projects	<ul style="list-style-type: none"> <li>• Select 1-1s/ Group</li> <li>• Potential survey</li> </ul> <p style="text-align: center;"><i>Certain individuals may become part of the project working teams</i></p>
Students	<ul style="list-style-type: none"> <li>• <b>Phase 1, 2:</b> Obtain perspectives from students on specific areas of UA strengths and development areas to inform plan; test emerging insights</li> <li>• <b>Phase 3, 4:</b> Targeted engagement to test feasibility and impact of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Selection of students representative of UA</li> <li>• Associated Students of the University of Arizona</li> <li>• Graduate and Professional Student Council</li> <li>• Undergraduate Council</li> </ul>	Dec/Jan, then as needed based on Strategies/ Projects	<ul style="list-style-type: none"> <li>• Group sessions</li> <li>• Potential survey</li> </ul>