

BRIGHAM YOUNG UNIVERSITY

STRATEGIC PLAN

2012-17

Updated 2/15/17

“The mission of Brigham Young University—founded, supported, and guided by The Church of Jesus Christ of Latter-day Saints—is to assist individuals in their quest for perfection and eternal life. That assistance should provide a period of intensive learning in a stimulating setting where a commitment to excellence is expected and the full realization of human potential is pursued.”¹ According to “The Aims of a BYU Education,”² “A BYU education should be (1) spiritually strengthening, (2) intellectually enlarging, and (3) character building, leading to (4) lifelong learning and service.” The university is primarily an undergraduate institution, with “selected graduate programs of real consequence.”³

To help fulfill its mission and aims, the university has adopted the following strategic plan for 2012-17:

1. TEACHING AND LEARNING.

- Improve teaching and learning to be more spiritually strengthening, intellectually enlarging, character building, and leading to lifelong learning and service, through:
- a. Assessment of the achievement of learning outcomes and other indicators.
 - b. Creation of a new student evaluation process for more comprehensive and rigorous reviews of teaching.
 - c. Improving the peer evaluation of teaching.
 - d. Campus-wide availability of new digital learning tools in the BYU Learning Suite.
 - e. Effective use of technology in instruction.
 - f. An improved first-year experience through the new Freshman Mentoring program.
 - g. Recruiting and hiring faculty members with demonstrated potential for excellent teaching and with a strong commitment to the university mission, as the university returns to its full complement of faculty after a two-year hiring freeze.
 - h. Faculty development, including new faculty orientation, mentoring, professional development leaves, and the rank and status process.
 - i. The clarification of rank and status expectations by colleges, schools, and departments.
 - j. Annual faculty stewardship interviews.
 - k. Academic unit reviews.

¹ The Mission of Brigham Young University (http://aims.byu.edu/mission_statement).

² The Aims of a BYU Education (<http://aims.byu.edu/aims>).

³ The Mission of Brigham Young University (http://aims.byu.edu/mission_statement).

- l. Encouragement and support of efforts by colleges, schools, departments, the Faculty Center, and the Center for Teaching and Learning.
 - m. Fostering high quality graduate education through rigorous advanced coursework, opportunities for graduate students to teach when appropriate, and the significant engagement of graduate students in scholarship and creative work.
 - n. The involvement of undergraduates in scholarship and creative work through mentoring efforts, including Mentored Environment Grants and Mentoring Grants for Undergraduates.
2. SCHOLARSHIP AND CREATIVE WORK.
Strengthen scholarship and creative work to educate students, serve humanity, and extend the university's influence, through:
- a. Assessment of scholarship and creative work.
 - b. Recruiting and hiring faculty members with demonstrated potential for excellent scholarship or creative work and with a strong commitment to the university mission, as the university returns to its full complement of faculty after a two-year hiring freeze.
 - c. Faculty development, including new faculty orientation, mentoring, professional development leaves, and the rank and status process.
 - d. The clarification of rank and status expectations by colleges, schools, and departments.
 - e. Annual faculty stewardship interviews.
 - f. Academic unit reviews.
 - g. Encouragement and support of efforts by colleges, schools, departments, the Office of Research and Creative Activities, and the Faculty Center.
 - h. The significant engagement of graduate students in scholarship and creative work.
 - i. The involvement of undergraduates in scholarship and creative work through mentoring efforts, including Mentored Environment Grants and Mentoring Grants for Undergraduates.
3. LIBRARY AND INFORMATION RESOURCES.
Provide excellent library and information resources through:
- a. Partnering with faculty and entities across campus to build collections and provide services that enrich teaching, learning, scholarship, and creative work.
 - b. Enabling discovery of content and implementing information technology (IT) solutions to facilitate increased access to information.
4. INTERNATIONAL OPPORTUNITIES.
Offer safe, secure, and academically rigorous international opportunities to enrich students' education and increase their global awareness.
5. STUDENT LIFE.
Enhance Student Life through:
- a. Admitting students who are well prepared academically and spiritually.
 - b. Facilitating personal development, health, wellness, and social activities.
 - c. Fostering a climate of providing meaningful service.

- d. Offering Advisement and Counseling Services by qualified professionals.
 - e. Replacing outdated on-campus student housing.
 - f. Protecting campus safety.
6. SCHOLARSHIPS.
Increase funding for scholarships.
7. EXPLORING WAYS TO SERVE MORE STUDENTS.
Explore ways to serve more students with current resources, through study by the Academic Innovation Task Force and the Semester Online Experiment.
8. EDUCATIONAL SUPPORT SERVICES.
Improve educational support services through:
- a. Recruiting and hiring administrative and staff employees with demonstrated potential for excellent work and with a strong commitment to the university mission, as the university returns to its full complement of employees after a two-year hiring freeze.
 - b. Professional development programs.
 - c. Annual Performance and Development Plans.
 - d. Educational support unit reviews.
9. PHYSICAL FACILITIES.
Enhance the physical facilities, including:
- a. Constructing a new 265,000-square-foot Life Sciences building.
 - b. Constructing new on-campus student housing.
 - c. Constructing a 32,400-square-foot addition to the Monte L. Bean Museum.
 - d. Accomplishing the Campus Drive Redesign Project to help unify the campus, improve safety, create a more pedestrian-friendly environment, and increase green space.
 - e. Constructing a 5,000-square-foot Guest House to accommodate some speakers and other prominent visitors to campus.
 - f. Constructing a new Auxiliary Maintenance Building.
 - g. Constructing a new Laundry Building.
 - h. Constructing a 38,000-square-foot annex to the Marriott Center.
 - i. Raising funds to construct a new engineering building.
 - j. Working on the construction of a new 200,000-square-foot engineering building.
 - k. Constructing an efficient natural-gas-powered cogeneration facility for providing heating and cooling and generating electricity.
 - l. Constructing a 110,000-square-foot addition to the Caroline Hemenway Harman Continuing Education Building.
 - m. Constructing new swimming pools in the Stephen L Richards Building.
 - n. Completing the underground utilities project.
 - o. Installing additional air conditioning chillers.
 - p. Remodeling buildings as needed to maintain or improve functionality.
 - q. Updating the physical infrastructure.
10. SUSTAINABILITY.

Pursue opportunities for environmental sustainability that make a genuine difference and economic sense, including:

- a. Designing buildings to increase energy efficiency and reduce environmental impact.
- b. Energy conservation.
- c. Recycling.
- d. Student involvement.
- e. Transportation initiatives, including car sharing, bike sharing, and a pilot shuttle arrangement.
- f. Water conservation.
- g. Zero waste events.

11. INFORMATION TECHNOLOGY.

Provide information technology (IT) solutions that are useful, scalable, reliable, and secure, and improve the experience for all individuals who interact with them, by:

- a. Facilitating and encouraging a distributed community of campus developers to create innovative IT solutions through accessible, useful, and effectively governed IT services, applications, and infrastructure.
- b. Strengthening campus partnerships and collaboration to improve the development, operation, and support of IT solutions that enhance teaching and learning, streamline university processes, and facilitate communication and collaboration.
- c. Recruiting, hiring, developing, and retaining IT personnel who are committed to the university mission, technically competent, passionate about technology, and committed to delivering high quality results with exceptional customer service.
- d. Enhancing the university's Service-Oriented Architecture and Infrastructure (SOA and SOI) to provide authorized members of the campus community with standards-based access to institutional resources through the University API.

12. EXTENDING THE UNIVERSITY'S INFLUENCE.

Extend the university's influence through:

- a. The university's centers and institutions.
- b. Values-based continuing education and distance education programs.
- c. The university's communication channels, including the media and online communication, which provide information and key messages about the university.
- d. Developing BYU Broadcasting's programming and reach.
- e. Academically centered performances by the university's performing groups in high quality venues.
- f. Demonstrating excellence and character in athletics.

13. ALUMNI.

Strengthen and maintain relationships with alumni through communication, social media, services, alumni mentoring of students, events, and local chapters.

14. DEVELOPMENT.

Raise funds to support the university's goals.

15. STRATEGIC PLANNING AND RESOURCE ALLOCATION.

Use the annual Strategic Resource Planning Process to facilitate strategic planning across campus and to allocate resources to help achieve the university's goals.

We believe that these efforts will help Brigham Young University to progress in fulfilling its mission and aims.