

## Guiding Principles in Strategic Planning

The university's mission is achieved through the collective activities of the university's campuses and institutes, all of which have their own mission statements and strategic plans that align with the system-wide mission. The UT Integrated Strategic Plan is the unifying tool that optimizes the use of available resources and talent, thereby providing additional opportunities for all campuses and institutes to achieve greater success.

Important to the achievement of the UT Integrated Strategic Plan is an understanding of the university's mission by the stakeholders and their commitment to achieving the desired outcomes. Instilling this awareness becomes more challenging as the size of the organization grows. With this in mind, the development and implementation of the UT Integrated Strategic Plan is guided by six principles:

1. The strategic plan serves as a foundation for programmatic investments and resource allocations. The strategic plan is the roadmap for allocating resources, both financial and non-financial, to ensure we are focusing our efforts on activities that strategically enable the university to achieve its mission.
2. Broad involvement from stakeholders in the development and implementation process is encouraged. Accomplishing the strategic plan requires the understanding of and commitment to the achievement of the university's goals and objectives. Taking ownership of these responsibilities is aided through active participation in the development of each campus and institute's strategic plan by faculty, staff, students, and other constituency groups.
3. Performance metrics are strategic and measurable. Development of clear and targeted strategies is critical in guiding our success in achieving the university's mission. Establishing realistic goals based on institutional knowledge and utilizing external benchmarks, where applicable, provides the basis for assessing our effectiveness.
4. Strategic planning is a continual process. The environment is constantly changing and the university must always be cognizant of these internal and external influences to ensure our course stays focused on achieving the mission. Consequently, it is recognized strategic planning is an on-going process requiring a regular review and assessment of the university's goals and progress toward achieving these goals.
5. Faculty and staff performance reviews shall recognize contributions to achieve the university's goals. Successful strategic plans require stakeholders to be knowledgeable of and committed to the organization's mission and goals, to be involved in the plan's development, and to have an understanding of their responsibilities for achieving the desired outcomes. The university's employee performance review process will include an assessment of this understanding.
6. Routine communication with all stakeholders provides transparency. The university is accountable to its stakeholders and needs to ensure that all are knowledgeable of the university's mission, strategies for achieving the mission, and how successful the university is in implementing these strategies.

Incorporating these six basic principles in the strategic planning process ensures a strategic direction is MAINTAINED at all times, stakeholders have OWNERSHIP in the plan's success, and the university is held ACCOUNTABLE for achieving its mission through an annual ASSESSMENT process. Through continual communications, TRANSPARENCY in our operations is achieved.