

THE UNIVERSITY OF TOMORROW

LEAD ONWARD!



A Strategic Plan outline for the **UNIVERSITY OF TOMORROW** updated and approved for distribution by Board of Trustees December 18, 2025.

A MESSAGE FROM PRESIDENT LUNDEEN

For any institution to thrive, it must embrace change, anticipate challenges and seize new opportunities with clarity and purpose. Progress demands a bold vision, a commitment to growth and an unwavering pursuit of excellence.

At the **UNIVERSITY OF TOMORROW (UOT)**, we refuse to stand still. As we reflect on our achievements and the ever-evolving landscape of higher education, we recognize the need to sharpen our focus, maximize our impact and build upon our momentum. That's why we embarked on a refresh of our "**LEAD ONWARD!**" Strategic Plan—to position UOT for even greater success and ensure we continue to change lives for generations to come.

What you are about to read is the product of that effort—a vision for what UOT can and will be, built upon a foundation more than a century in the making. More than a road map, this renewed plan is a declaration of who we are and who we aim to be.

It reaffirms our commitment to the highest levels of academic excellence, research, innovation and student success as well as service to our state and beyond. It strengthens our resolve to push boundaries, unlock our general potential and lead with purpose.

What follows is a summary of our refined Pillars and Strategies that will guide us forward in the next phase—grounded in our values, shaped by our aspirations and driven by the shared determination of the UOT family. Our refreshed Strategic Plan unifies us as one university, bringing together our campuses in Broadmoor, Plains and Meadowbrook as well as UOT Online, to move forward as a collective force for progress.

Together we will shape a future for our university and our state that knows no bounds, championing opportunities, fueling discovery and changing lives like never before.

Thank you for being part of this journey. The future of UOT has never been brighter.

LEAD ONWARD!

Harold Lundeen

President

Mission – The **UNIVERSITY OF TOMORROW** enhances the lives of citizens not only in our state, but across the nation and around the world through our leadership in learning, discovery, engagement and economic development.

Vision – The **UNIVERSITY OF TOMORROW** will be a preeminent public research university and achieve academic prominence through innovative and interdisciplinary programs, empowering individuals to achieve their full potential.

OUR PURPOSE:



WE CHANGE LIVES!

OUR VALUES:

EXCELLENCE

OPPORTUNITY AND SUCCESS

BOLDNESS

FREEDOM OF EXPRESSION AND CIVILITY

CIVIC COMMITMENT



LEAD ONWARD!

PILLAR 1

LEAD AS A TOP-TIER PUBLIC RESEARCH UNIVERSITY

Strategy 1: Achieve the highest standards of academic and research excellence measured by American Association of Universities (AAU) peer benchmarks.*

Strategy 2: Be a leading public research university, combining outstanding quality with distinctive affordability.

Strategy 3: Open the doors of opportunity for all with the talent and drive to succeed.

Strategy 4: Transform our state's future.

*Throughout the Strategic Plan, when we reference “peer institutions,” “aspirational peers” or “AAU level benchmarks,” we refer consistently to a defined subset of public AAU and Southern Eastern Conference universities that have been identified as our peer group.

PILLAR 2

EMPOWER STUDENTS FOR A LIFE OF SUCCESS, MEANING AND IMPACT

Strategy 1: Inspire learners with a world-class academic experience inside and outside the classroom that drives personal and professional growth.

Strategy 2: Foster the social and emotional growth of students via signature experiences and a top-tier residential campus community.

Strategy 3: Foster a student-centered culture devoted to student academic success.

Strategy 4: Equip UOT students for career success.

Strategy 5: Expand the reach of UOT through online platforms, selective international programming and innovative educational pathways.

Strategy 6: Foster healthy living, fitness and well-being as integral components of a daily lifestyle.

PILLAR 3

ASCEND AS ONE UOT—UNIFIED BY OUR PURPOSE, VALUES AND STRATEGIC PLAN

Strategy 1: Across all campuses and all departments, live out our values while collectively pursuing our Strategic Plan.

Strategy 2: Promote and defend the ideals of bold inquiry and freedom of thought and expression.

LEAD ONWARD!

Strategy 3: Be a place of belonging for all.

Strategy 4: Foster an engaged and satisfied workforce.

Strategy 5: Achieve operational and financial excellence.

Strategy 6: Connect alumni to the university for life.

PILLAR 4

LIFT THE HEALTH OF OUR STATE

Strategy 1: Be a world-class academic health system through education, research and patient-centered care.

Strategy 2: Provide outstanding health care statewide, including providing care not available anywhere else in the state.

Strategy 3: Meet the state's health care workforce needs with the urgency it demands.

Strategy 4: Focus investments in strategic research areas to improve the state's health and that of the world.

Strategy 5: Translate research into practice to improve the quality of care and health outcomes.

PILLAR 5

SHAPE THE FUTURE THROUGH DISCOVERY, CREATIVITY AND INNOVATION

Strategy 1: Achieve AAU peer benchmarks in research and creative activity.

Strategy 2: Confront grand social and technological challenges.

Strategy 3: Expand our footprint to include international offerings in selected areas of study.

Strategy 4: Provide the world-class infrastructure necessary to compete at the level of top public universities.

Strategy 5: Empower researchers.

UNIVERSITY OF TOMORROW