Brigham Young University’s mission statement provides: “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,” “A BYU education should be (1) spiritually strengthening, (2) intellectually enlarging, and (3) character building, leading to (4) lifelong learning and service.”² 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 2019-24:

1. **UNIVERSITY MISSION.**
   Emphasize the university mission statement across campus.

2. **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. Emphasizing faith-based teaching and learning, including keeping the subject matter “bathed in the light and color of the restored gospel.”⁴
   b. Re-envisioning General Education, including improving foundational skills such as writing and quantitative reasoning.
   c. Continuing development of BYU Online to: help students develop lifelong learning skills; free up classroom space; provide more flexible scheduling; improve time to graduation; and support exploring ways to serve more students.
   d. Improving access to limited enrollment programs.
   e. Involving undergraduates in scholarship and creative work through mentoring and other inspiring learning opportunities.

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¹ The Mission of Brigham Young University (https://aims.byu.edu/mission-statement).
² The Aims of a BYU Education (https://aims.byu.edu/aims).
f. 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.
g. Using student employment to help achieve the university mission and aims.
h. Continuing to provide faculty and students with access to the best possible learning management systems for teaching and learning.
i. Effectively using technology in instruction.
j. Recruiting, hiring, and retaining faculty members, including individuals from diverse backgrounds, who have a strong commitment to the university mission and demonstrated potential for excellent teaching.
k. Supporting faculty development, including new faculty orientation, mentoring, professional development leaves, and the rank and status process.
l. Clarifying rank and status expectations by the university, colleges, schools, and departments, particularly including a focus on student-centered research and other forms of faculty mentoring.
m. Improving the peer evaluation of teaching.
n. Assessing the achievement of learning outcomes and other indicators.
o. Conducting annual faculty stewardship interviews.
p. Conducting academic unit reviews.
q. Supporting efforts by colleges, schools, departments, the Faculty Center, and the Center for Teaching and Learning.

3. SCHOLARSHIP AND CREATIVE WORK.
Strengthen scholarship and creative work to educate students, contribute to knowledge and creative expression, serve humanity, and extend the university’s influence, through:
a. Emphasizing student-centered research, encouraging faculty to find ways to include students in their research efforts.
b. Involving undergraduates in scholarship and creative work through mentoring and other inspiring learning opportunities.
c. Significantly engaging graduate students in scholarship and creative work.
d. Recruiting, hiring, and retaining faculty members, including individuals from diverse backgrounds, who have a strong commitment to the university mission and demonstrated potential for excellent scholarship or creative work.
e. Supporting faculty development, including new faculty orientation, mentoring, professional development leaves, and the rank and status process.
f. Clarifying rank and status expectations by the university, colleges, schools, and departments.
g. Assessing scholarship and creative work.
h. Conducting annual faculty stewardship interviews.
i. Conducting academic unit reviews.
j. Supporting efforts by colleges, schools, departments, the Office of Research and Creative Activities, and the Faculty Center.
4. **INSPIRING LEARNING INITIATIVE.**
Pursue the Inspiring Learning initiative, which emphasizes teaching consistent with the university mission and aims, mentoring, enhancing the quality and quantity of experiential learning activities, and increasing resources for inspiring learning.

5. **LIBRARY AND INFORMATION RESOURCES.**
Align strategy and resources (employees, services, and spaces) to provide the best possible learning outcomes for students by:
   a. Improving discoverability of and access to collection resources—especially those unique to BYU—in order to support scholarship and to maximize the university’s investment in acquiring and preserving this material.
   b. Providing welcoming physical and virtual spaces and services in equitable and inclusive ways that facilitate collaboration, experimentation, and creation.
   c. Fostering deep collaboration and broad engagement with the university community that produce new knowledge, facilitate learning, and, where possible, reduce students’ costs.
   d. Supporting employee development that will promote expertise, flexibility, and responsiveness to change in the higher education and information (i.e., scholarly communication) environments.
   e. Working to move toward a sustainable journal-funding model.
   f. Actively participating in local and global higher education library and institutional communities for mutual benefit and to enhance access to and preservation of knowledge.

6. **INTERNATIONAL OPPORTUNITIES.**
   a. Offer safe, secure, and academically rigorous inspiring learning in international settings to enrich students’ education and increase their global awareness.
   b. Help faculty to have safe and secure international opportunities to pursue consequential scholarship and creative work.

7. **STUDENT LIFE.**
Enhance Student Life through:
   a. Admitting students who are well prepared academically and spiritually.
   b. Admitting more first-generation students and students from diverse backgrounds.
   c. Increasing efforts to retain students and to help them succeed at the university, particularly those, such as first-generation students, who have fewer resources upon which to draw.
   d. Facilitating personal development, health, wellness, and social activities.
   e. Fostering a climate of providing meaningful service.
   f. Offering advisement and counseling services by qualified professionals.
   g. Providing direct lines of communication between the students and the university.
   h. Promoting campus safety, including continuing to improve Title IX efforts.
   i. Supporting the new Office of Student Success and Inclusion.

8. **EXPLORING WAYS TO SERVE MORE STUDENTS.**
Explore ways to serve more students.
9. **EDUCATIONAL SUPPORT SERVICES.**
   Improve educational support services through:
   a. Recruiting, hiring, and retaining administrative and staff employees, including individuals from diverse backgrounds, who have a strong commitment to the university mission and demonstrated potential for excellent work.
   b. Providing professional development programs.
   d. Conducting educational support unit reviews.

10. **PHYSICAL FACILITIES.**
    Enhance the university’s physical facilities, including:
    a. Exploring replacing the Franklin S. Harris Fine Arts Center.
    b. Constructing the West View Building to replace the Faculty Office Building.
    c. Constructing Heritage Housing Phase V (two apartment-style buildings).
    d. Improving LaVell Edwards Stadium.
    e. Remodeling buildings as needed to maintain or improve functionality.
    f. Updating the physical infrastructure.

11. **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. Engaging in energy conservation, water conservation, and recycling.
    c. Providing transportation programs and initiatives, including Utah Transit Authority bus passes, the student shuttle service, car sharing, ride sharing, bike sharing, and increased bicycle parking.

12. **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. 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 service to the campus community.
    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. 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.
    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’s Application Program Interface (API).
13. EXTENDING THE UNIVERSITY’S INFLUENCE.
   Extend the university’s influence through:
   a. Offering values-based continuing education and distance education programs.
   b. Using the university’s communication channels, including the media and online communication, which provide information and key messages about the university.
   c. Developing BYU Broadcasting’s programming and reach.
   d. Encouraging participation and leadership in academic and professional organizations.
   e. Providing domestic and international student performances in high-quality venues.
   f. Supporting the university’s centers and institutions.
   g. Demonstrating excellence and character in athletics.

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

15. DEVELOPMENT.
   Raise funds to support students, the Inspiring Learning initiative, and other university priorities.

16. 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.