



Utah School and Institutional Trust Lands Administration Strategic Plan



May 2023

Letter from the Executive Director

Trust Lands Community,

As the Executive Director of the School and Institutional Trust Lands Administration, I am excited to share with you an ambitious and forward-thinking strategic plan that will guide our agency's direction in the future. This plan results from thorough analysis, collaboration, and a shared commitment to the mission of our agency.

At Trust Lands Administration, our purpose is to maximize return for our beneficiaries – Utah's K-12 public schools and other important institutions, from the lands granted in trust at statehood. The funding we provide allows schools to meet the individual academic needs of their students, as determined by parents and educators closest to these needs. It also helps fund the missions of other important institutions in our state.

The foundation of our strategic plan rests on four pillars: managing our assets, investing in our team, stakeholder outreach efforts, and improvements to our business systems and technology.

We effectively manage our assets by preserving, protecting and enhancing the value of state trust lands for the good of our beneficiaries of today and our beneficiaries of the future. We will continue finding innovative ways to manage these lands to provide an ever-growing funding source for our beneficiaries.

To effectively manage these assets, we will rely on the knowledge and dedication of our team members. We will continue to develop our team so they have the tools to excel at their jobs and increase their professional development opportunities. We will foster a culture of collaboration and belonging.

We will forge new connections with stakeholders, including communities benefitting from economic development activities on trust lands. We will also increase our outreach to industries interested in doing business on trust lands.

Many of these efforts will require upgrades to existing technologies, allowing us to work more efficiently and better serve those with whom we do business.

I am excited about the possibilities that lie ahead and the positive impact we can achieve through

Vision, Mission, and Values

Trust Lands Administration Vision Statement

We see a bright future for Utah with the revenue generated for our beneficiaries through evolving and strategic land and resource management.

Trust Lands Administration Mission Statement

We enhance the value of trust lands and maximize a return for our beneficiaries – public schools and other important institutions, while facilitating economic development. We generate revenue through natural resource exploration and leasing, and energy, real estate, and surface resource development. We manage our trust lands according to constitutional mandate and our fiduciary duty. We support our beneficiaries and all of Utah through thoughtful stewardship of trust assets, both now and for the future.

Trust Lands Administration Core Values

Duty-Bound – As trustee, we manage trust lands in the most prudent and profitable manner possible, consistent with the best interests of our beneficiaries.

Forward-Thinking – We generate revenue from trust lands to benefit current and future beneficiaries, all through the lens of a perpetual trust.

Value-Driven – We provide lasting change in Utah by transforming trust lands assets into revenue for our beneficiaries and economic benefits to local communities.

Stewardship – We are committed stewards of Utah's trust lands. We responsibly manage the 3.3 million surface acres and 4.4 million mineral acres held in trust.

Professional Development – We provide team members with a supportive and personally engaging work environment that enables them to thrive through professional growth and development opportunities.



Implementation of the Plan

Simply having a plan does not ensure its implementation. Trust Lands Administration is committed to taking specific measures to implement this strategic plan and measure progress toward its realization. Specifically, Trust Lands Administration will:

- Implement the year-one priorities that outline key milestones, specific action steps, identify individuals responsible for completing action items, and timelines for the various tasks that will help drive success for each strategic initiative.
- Communicate the Strategic Plan to stakeholders and distribute a one-page condensed strategic plan to each team member.
- Utilize the Strategic Plan as the basis for annual planning and goal setting, as well as budgetary requests.
- Refer to the Strategic Plan in Board of Trustees' meetings, leveraging the plan as context for important conversations, including the setting of future goals for strategic imperatives and the development of new key initiatives.
- Annually establish and review outcome measures associated with strategic imperatives.
- Adjust as necessary to ensure close correlation between outcome measures and plan imperatives.



Goals

Through facilitated strategic planning sessions, Trust Lands Administration leadership arrived at the following high-level directives:

1. Asset Management

Continue to innovate and monetize assets through leases, sales and other methods, while preserving, protecting and enhancing the value of lands held in trust for current and future beneficiaries.

2. Invest in The Team

Develop the most qualified and cohesive team possible. Cultivate a culture of professionalism and efficiency by providing team members with educational opportunities and tools to thrive in their jobs. Ensure equity in professional development opportunities through structured coaching, continual feedback, and equitable investment in all team members.

3. Stakeholder Outreach

Forge new connections with stakeholders including our beneficiaries, government and industry partners, trust system team members, community councils, etc. Develop awareness throughout government and the public of the work we do. Educate community leaders about the economic benefits to their communities from development and other activities on trust lands in their jurisdictions and work with those leaders to identify new opportunities.

4. Business Systems and Technologies

Upgrade and integrate new business systems and technologies that allow us to work with greater efficiency to better serve stakeholders.

