**Synthesize**
- Learnings from annual assessment work
- Situational analyses
- Horizon topics/trends
- Key challenges and opportunities
- Needed improvements for next cycle

**Develop**
- College and unit strategic outlooks
- Academic Playbook
- Institution-level projects
- Sector-level projects
- Objectives and metrics
- DEI Plan (updated)

Annual institutional playbook published

**Allocate**
- General Fund budget
- Flagship Fund investments

**Define**
- Philanthropic priorities

**Execute**
- Institution-level projects
- Flagship Fund projects
- Sector and unit projects
- DEI Plan
- Operating reviews

**Evaluate**
- Institution-level project outcomes
- Academic portfolio review
- Flagship Fund outcomes
- Enterprise risks
- Student learning outcomes
- Student success outcomes
- Research outcomes
- Non-academic sector outcomes

**Assess**

**Plan**

**Budget**

**Implement**

**Strategic Operating Rhythm**

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*Note: The diagram illustrates the cyclical process of Assess, Plan, Budget, Implement, Evaluate, Synthesize, Develop, Allocate, Define, and Execute.*