



Strategic Planning

- Chart a course
- Articulate a competitive advantage
- Align efforts
- Influence resource allocation
- Document results

Cornell University: A Strategic Plan 2010-2015

- This strategic plan treats Cornell University as a single unit or entity.
- Developing a strategic plan with a focus on Cornell as a single entity is important. The challenges and opportunities of Cornell's changing environment suggest the need for enhanced institutional capacity to act as a unit, that is, to chart strategic directions and mobilize colleges and schools around those directions.
- A few examples: The renewal of Cornell's faculty is a major issue for the university in light of anticipated retirements over the next ten to fifteen years, and this requires an institution-wide response.
- The general strategy proposed here for achieving this aspiration is captured by two words: focus and connectivity. (1) Focus on strong or potentially strong academic programs that are strategically important to the university(2) Build greater connectivity among the diverse colleges, schools, and programs around these basic academic areas by developing new integrations, boundary-crossing structures, and productive synergies.



Strategic Plan 2013

Steering Committee
Task Forces

Mission: Purpose

Vision: Desired end-state at some point in the future

Core Values: Guide behavior

Value Proposition: What is promised to be delivered; why we matter to constituents and customers

Goals: What is to be accomplished in order to reach our vision

Strategic Priorities: Define direction to accomplish goals

Strategic Objectives: Guide fulfillment of Strategic Priorities; results can be measured

Tactics: Actions required to meet Strategic Objectives



Mission:

The University of Alabama in Huntsville is a research-intensive, internationally-recognized technological university serving Alabama and beyond. Our mission is to explore, discover, create, and communicate knowledge, while educating individuals in leadership, innovation, critical thinking, and civic responsibility and inspiring a passion for learning.



Vision:

The University of Alabama in Huntsville will be a preeminent, comprehensive, technological research-intensive university known for inspiring and instilling the spirit of discovery, the ability to solve complex problems, and a passion for improving the human condition—a university of choice where technology and human understanding converge.

| Core Values | Definition |
|-----------------------------|---|
| Integrity and Respect | We are guided by principles of ethics, treat others with deferential regard, and are civil in our interactions. |
| Diligence and Excellence | We work hard and are tireless in the pursuit of our goals and achieving outcomes of the highest quality. |
| Inclusiveness and Diversity | We honor the individual. We celebrate differences and use them to create unity. |



Value Proposition:

The University of Alabama in Huntsville offers an accessible, affordable, high quality education, relevant to an evolving technological, knowledge-driven world, in a research-intensive environment.



Goals:

- **Be nationally and internationally recognized as an institution to which government, industry, and academic leaders turn for opinions on societal issues, especially those involving technology**
- **Strengthen and maintain a financial, physical, and personnel infrastructure that supports continuous quality enhancement and the pursuit of excellence in research and education**
- **Ensure an environment where curiosity, discovery, innovation, and entrepreneurship are valued**

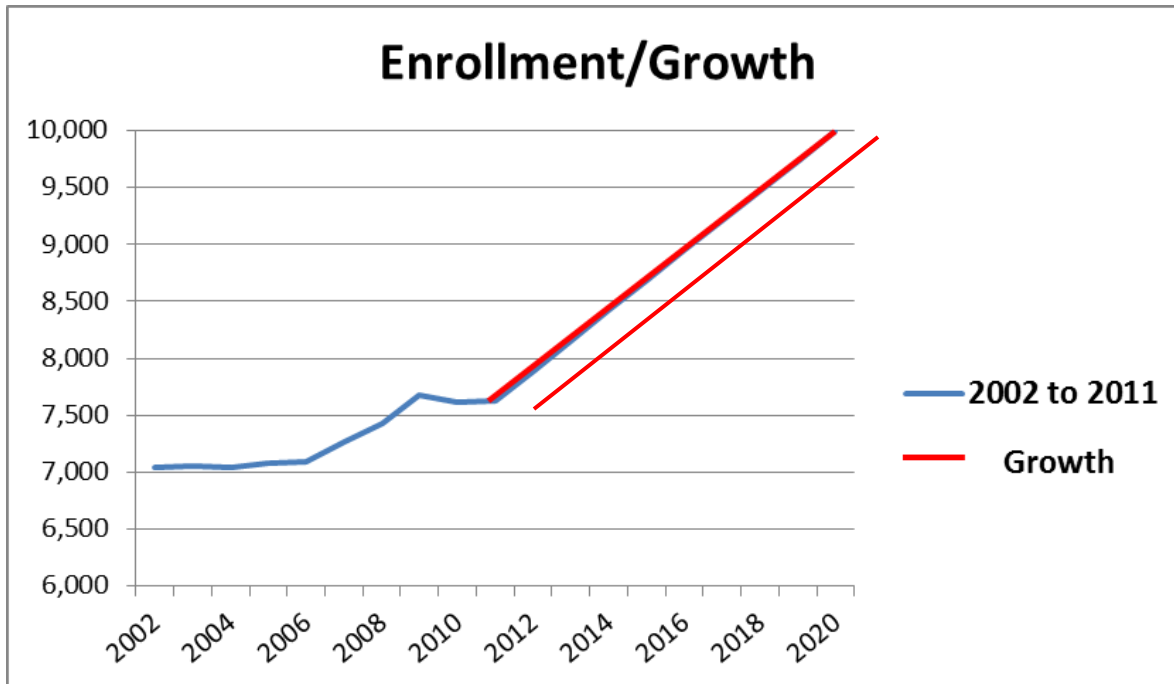
Goals:

- **Graduate students able to address problems through integration of knowledge across disciplines**
- **Foster an environment of community service and engagement and global experience and understanding**
- **Be unique in opportunities to explore and experience the relationships among technology, culture, and the arts**

- **Priority:** Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience

Objectives

- **Grow university enrollment to 10,000 headcount and a mix of 75% undergraduates and 25% graduate students by ~~2018~~ 2020, while increasing the percentage of full-time enrolled students.**



| Fall | Enrollment | Growth |
|------|------------|--------|
| 2001 | 6,754 | |
| 2002 | 7,045 | 4.3% |
| 2003 | 7,051 | 0.1% |
| 2004 | 7,036 | -0.2% |
| 2005 | 7,084 | 0.7% |
| 2006 | 7,091 | 0.1% |
| 2007 | 7,264 | 2.4% |
| 2008 | 7,431 | 2.3% |
| 2009 | 7,681 | 3.4% |
| 2010 | 7,614 | -0.9% |
| 2011 | 7,629 | 0.2% |

| | 2020 | | |
|------|------------|----------|---------|
| | Enrollment | % Growth | Nursing |
| 2012 | 7,629 | | 0.66% |
| 2013 | 7,925 | 3.9% | 0.65% |
| 2014 | 8,222 | 3.7% | 0.52% |
| 2015 | 8,518 | 3.6% | 0.51% |
| 2016 | 8,815 | 3.5% | 0.51% |
| 2017 | 9,111 | 3.4% | 0.51% |
| 2018 | 9,407 | 3.3% | 0.51% |
| 2019 | 9,704 | 3.2% | 0.50% |
| 2020 | 10,000 | 3.1% | |

- **By 2018, increase the demographic diversity of the student body by:**
 - **increasing the enrollment of non-resident domestic undergraduate students to 15% of undergraduates;**
 - **increasing the percentage of students from underrepresented groups by 3%;**
 - **establishing an enrollment of international students of 5% of the student body.**

| Year | 2007 | 2012 | 2020 | 12 to 20 Δ |
|------------------------------|--------------|--------------|---------------|-----------------------|
| Enrollment | 7,264 | 7,629 | 10,000 | 2,371 |
| % Grad | 20.8% | 22.2% | 25.0% | 806 |
| % UG | 79.2% | 77.8% | 75.0% | 1,565 |
| % Dom UG Out-of-State | 12.5% | 11.0% | 15.0% | 870 |
| % Int UG | 2.7% | 2.5% | 2.5% | 58 |
| % Int G | 3.6% | 2.5% | 2.5% | 62 |

- **Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018.**
- **Increase 6-year graduation and year to year retention rates by 4% annually through 2018.**
- **Raise the academic profile of new first-time-full-time freshmen from the 2011 high school base GPA of 3.60 and ACT of 25.**
- **Increase to 90% the proportion of direct placements into GER-level courses in English, Mathematics, and Science as appropriate for the designated major.**
- **Establish and maintain university infrastructure that utilizes educational and business best practices to improve student satisfaction by 3% each year using standardized satisfaction measures.**

- **Priority: Recruit, develop, and retain an outstanding and diverse faculty and staff**

Objectives

- **Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.**
- **Recruit a cadre of outstanding and diverse faculty and staff to reach critical mass in at least 50% of selected areas of research and education by 2018.**
- **Develop a start-up infrastructure plan for faculty hires by 2013.**
- **Implement faculty and staff development and retention incentives by 2013.**

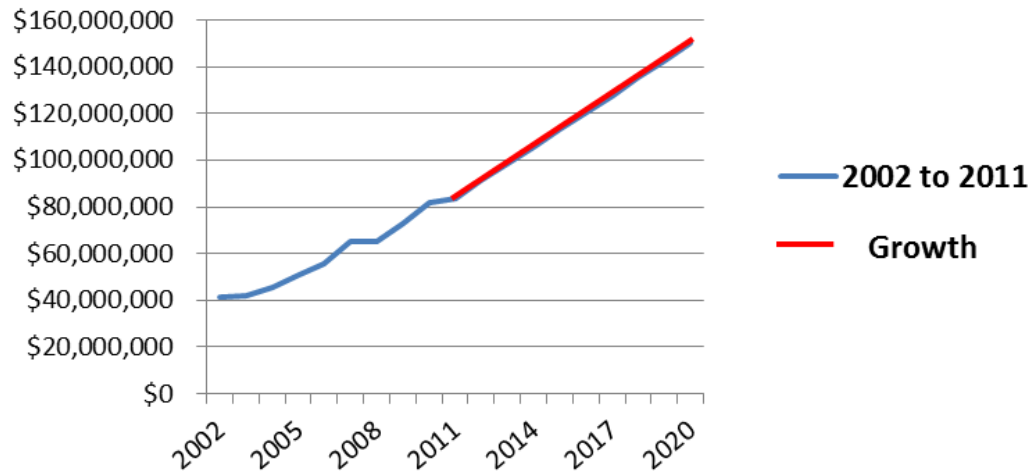
- **Priority: Broaden and expand the research portfolio**

Objectives

- **By 2018, increase total expenditures by one-third.**
- **By 2018, increase by 50% the proportion of total expenditures from sources other than DoD and NASA.**
- **By 2018, increase the percent of expenditures from large, multi-year grants and contracts.**
- **By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes.**

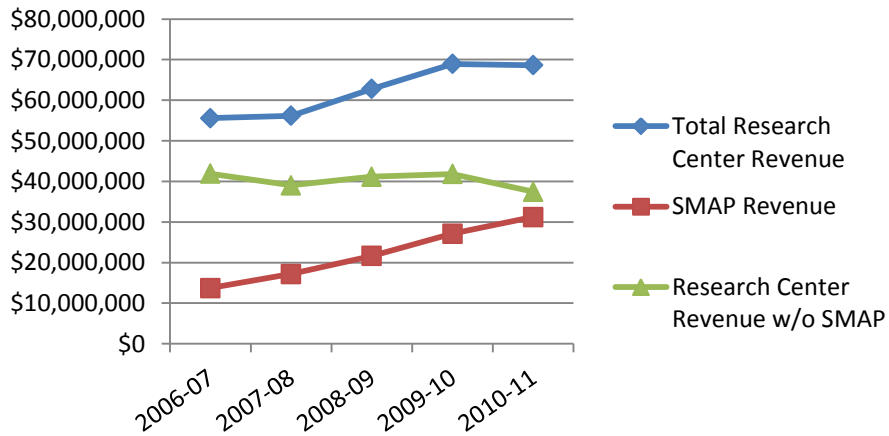
| | Current Distribution | Current Distribution | 2018 | 2018 |
|--------------|---------------------------------|---------------------------------|-------------|-------------|
| DoD | 48 | 53% | 61.1 | 50% |
| NASA | 20 | 22% | 25.4 | 21% |
| Other | 23 | 25% | 34.5 | 29% |
| UAH | 9 | | 9 | |
| Total | 100 | 100% | 130 | 100% |

Research Expenditures/Growth

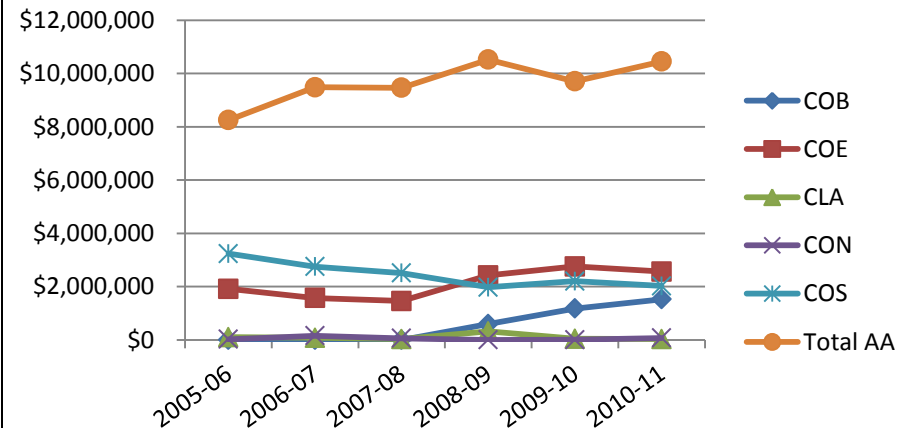


| | |
|------|---------------|
| 2011 | \$83,769,182 |
| 2012 | \$91,128,161 |
| 2013 | \$98,487,140 |
| 2014 | \$105,846,119 |
| 2015 | \$113,205,098 |
| 2016 | \$120,564,077 |
| 2017 | \$127,923,056 |
| 2018 | \$135,282,035 |
| 2019 | \$142,641,014 |
| 2020 | \$149,999,993 |

Research Center Revenue



Academic Affairs C&G Revenue



- **Priority**: Be a recognized leader in education and research in:
 - **Space, Earth, and Atmospheric Science**
 - **Complex Systems Analysis and Science and Engineering**
 - **Others?**
 - **Nursing**
 - **Management/Entrepreneurship**
 - **Integration of Science and the Arts**
 - **Computational Science and Engineering**
 - **Data Management and Informatics/Cybersecurity**
 - **STEM education**

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**
- **Committee Approach for Selected Areas**
 - **Leadership Criteria**
 - National and International Ranking
 - Data on Research Expenditures and Foundation Money
 - Discoveries and Achievements
 - Quality (Incoming and Outgoing students & Faculty)
 - Published and Cited Works (including Theses and Dissertations)

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**
- **Impact Factors**
 - # of Students, Faculty, Centers Involved
 - Potential for Growth & Alignment with National Needs
 - Differentiating Advantages (Unique to UAHuntsville)
 - Enhancing Entrepreneurship and Regional Workforce
 - Probability of Success

| | Leadership Criteria | | | | | Impact Factor & Potential | | | | | Score |
|--|---|-------|-------|-------|-------|---------------------------|--|-------|-------|-------|-------|
| | LC #1 | LC #2 | LC #3 | LC #4 | LC #5 | IF #1 | IF #2 | IF #3 | IF #4 | IF #5 | |
| Score from 1 to | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | |
| Recognized Existing Leadership | | | | | | | | | | | |
| Climate Analysis and Modeling (Atmospheric Science plus related areas) | 8 | 9 | 8 | 9 | 9 | 7 | 9 | 8 | 7 | 9 | 84 |
| Solar Terrestrial Processes (Heliosphere, etc) | | | | | | | | | | | - |
| Nursing Education | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| Leadership without Recognition | | | | | | | | | | | |
| Aeronautic and Space Related Complex Systems | | | | | | | | | | | - |
| Computational Science and Engineering | | | | | | | | | | | - |
| Entrepreneurship | | | | | | | | | | | - |
| Undergraduate Education in Science And Liberal Arts | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| Where UAH should be Leaders | | | | | | | | | | | |
| Data Management and Informatics (Security, data mining, etc.) | | | | | | | | | | | - |
| Management and Integration of Emerging Technologies in Health Systems (patient care, etc.) | | | | | | | | | | | - |
| Innovative Interdisciplinary Efforts to Integrate STEM with other Disciplines (Education, policy, arts, social impact of technologies, etc.) | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| | | | | | | | | | | | - |
| 10 LC #1 | National and International Ranking | | | | | 10 IF #1 | # of Students, Faculty , Centers Involved | | | | |
| 10 LC #2 | Data on Research Expenditures and Foundation Money | | | | | 10 IF #2 | Potential for Growth & Alignment with National Needs | | | | |
| 10 LC #3 | Discoveries and Achievements | | | | | 10 IF #3 | Differentiating Advantages (Unique to UAHuntsville) | | | | |
| 10 LC #4 | Quality (Incoming and Outgoing students & Faculty) | | | | | 10 IF #4 | Enhancing Entrepreneurship and Regional Workforce | | | | |
| 10 LC #5 | Published and Cited Works(including Theses and Dissertati | | | | | 10 IF #5 | Probability of Success | | | | |
| 50 | | | | | | 50 | | | | | |

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**

Strategic Objectives: (-1 version, no evaluation or full committee discussion has been conducted)

1. Continue to be nationally ranked in Atmospheric Science
2. Develop national rankings and international recognition in XX, YY, and ZZ.
3. Develop strategy and gain national recognition for innovative programs to advance multidisciplinary efforts in AA and BB.
4. Become a nationally recognized leader in advancing STEM education across all level of education.

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**

Areas That UAH Are Leaders:

Climate Analysis and Modeling (Atmospheric Science and Related Areas)

Solar Terrestrial Processes (Heliosphere, etc.)

Nursing Education

Areas that UAH Could Be Leaders with small investment (Leader but not recognized):

Aeronautic and Space related Complex Systems

Computational Science and Engineering

Entrepreneurship

Undergraduate Education in Science and Liberal Arts

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**

Areas that UAH Should Be Leaders:

Data Management and Informatics (Security, data mining, etc.)

Management and Integration of Emerging Technologies in Health Systems (patient care, etc.)

Innovative Interdisciplinary Efforts to Integrate STEM with other Disciplines (Education, policy, arts, social impact of technologies, etc.)

Known

Atmospheric Science
Solar Terrestrial Processes
Remote Sensing Archeology
Nursing Education
Aerospace Engineering
Propulsion
Astrophysics

Could be Known

Aeronautics and Space Related Complex Systems
Computational Science and Engineering
Entrepreneurship
UG Education in Science and Liberal Arts
Propulsion
Rotocraft Engineering
Supply Chain Management

Could be Known

Sports Physiology
Piano Performance
STEM Education
Materials Science
Nursing Technology
Biotechnology
MBA
Industrial Engineering
Engineering Education
Urban Infrastructure

Should be Known

Computational Science and Engineering
Data Management and Informatics/Cyberspace
Management and Integration of Technologies in Health Systems
Interdisciplinary STEM Integration
Information Security
Optics
Entrepreneurship
Nursing Informatics and Biogenetics
Communication Science
International Affairs/Business

- **Priority: Be a recognized leader in education and research in:.....**

Objectives

- **Develop a national ranking in areas in which UAH is a recognized leader.**
- **Gain national recognition for innovative programs to advance multidisciplinary efforts.**



- **Priority**: Engage more fully our stakeholders: alumni, the community, elected officials, and global partners

Objectives

- **By the end of 2013, improve two-way communications and collaborative decision making with internal and external stakeholders.**
- **By the end of 2013, redesign the roles, structures and processes for creating advisory boards and committees and for both managing and communicating their work.**



- **Priority**: Engage more fully our stakeholders: alumni, the community, elected officials, and global partners

Objectives

- Beginning in 2012 and increasing each year, develop a portfolio of high profile programs, events, and activities that leverage our expertise in key spheres of knowledge for the benefit of the community.
- By 2018, increase average annual gift contributions by 50%, from the 20-year average of \$5.4 million to \$8.1 million.
- By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.



Tactics: Actions required to meet Strategic Objectives

Objective (Examples)

- **Grow university enrollment to 10,000 headcount and a mix of 75% undergraduates and 25% graduate students by 2020, while increasing the percentage of full-time enrolled students.**
 - **Tactic: Implement Customer Relationship Management (CRM) software**
 - **Tactic: Redeploy scholarship resources to maximize return on investment**
 - **Tactic: Place out-of-state recruiters in relatively close population centers**
 - **Tactic: Redesign web site**
 - **Tactic: Track web statistics**