

## **MEMORANDUM**

**TO:** UAHuntsville Faculty, Staff and Students

**FROM:** Robert A. Altenkirch, President

**DATE:** February 29, 2012

**SUBJECT:** Strategic Planning

UAHuntsville has in the past embarked on a strategic planning effort, and various individual unit plans exist as well. It is important periodically to review plans, update them, and develop a cohesive plan, which is simple, yet elegant, supported by complementary unit plans, that i) charts a direction, ii) allows efforts to be aligned around common objectives, iii) influences resource allocation decisions as appropriate, and iv) allows a competitive advantage to be articulated clearly. Toward that end, we began in January a comprehensive strategic planning process consisting of developing the following elements:

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

The Planning process consists of a Planning Steering Committee, of approximately some thirty members, to draft plan elements through Strategic Objectives. At that point, a number of focused Task Forces, each consisting of approximately ten or twelve members, will be established around Strategic Objectives. The Task Forces will be charged with reviewing the draft work of the Planning Steering Committee, drafting Tactics, which when executed would result in Strategic Objectives being met, and making recommendations back to the Planning Steering Committee. A number of iterations might occur between the Planning Steering Committee and the Task Forces until sufficient consensus occurs to allow movement toward implementation to begin.

Progress in meeting established targets of the Strategic Objectives will be assessed periodically to determine progress. This assessment will be integrated into a Balanced Score Card approach that allows an assessment of whether Goals are being met and whether the Strategic Priorities need adjustment.

You can follow the evolution of the Strategic Plan at:

<http://www.uah.edu/president/strategic-planning>

The membership of the Planning Steering Committee is located at the above web site as well.

Thanks,

Bob