Strategic Plan
2013

<u>Mission</u>: Purpose

<u>Vision</u>: Desired end-state at some point in the future

<u>Core Values</u>: Guide behavior

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

<u>Goals</u>: What is to be accomplished in order to reach our vision

<u>Strategic Priorities</u>: Define direction to accomplish goals

<u>Strategic Objectives</u>: Guide fulfillment of Strategic Priorities; results can be measured

<u>Tactics</u>: Actions required to meet Strategic Objectives

Steering Committee

Task Forces

Mission:

Draft: **The University of Alabama in Huntsville is a research-intensive, globally-recognized technological university serving Alabama and beyond. Our mission is to explore and discover, to create and communicate knowledge, and to provide a relevant education for leaders, innovators, and engaged citizens of the future possessing critical thinking skills and a passion for learning.**

Revised Draft: **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, as well as to educate individuals in leadership, innovation, critical thinking, and civic responsibility inspiring a passion for learning.**

Mission:

Final Draft: **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, [as well as] <u>and</u> to educate individuals in leadership, innovation, critical thinking, and civic responsibility <u>while</u> inspiring a passion for learning.**

Vision:

Draft: **The University of Alabama in Huntsville will be a preeminent, globally well-regarded technological research university known for integrating science and engineering with the arts, business, and the health care professions, a university of choice that inspires and instills the spirit of discovery, the ability to solve complex problems, and a passion for improving the quality of life for all people.**

Revised Draft: **The University of Alabama in Huntsville will be a prominent (?), comprehensive, technological research 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 for individuals interested in working at the convergence of technology and human understanding.**

Vision:

Final Draft: The University of Alabama in Huntsville will be a [prominent (?)] <u>preeminent</u>, comprehensive, technological research-<u>intensive</u> 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 [for individuals interested in working at the convergence of] <u>where</u> technology and human understanding (or <u>the arts</u>?) <u>converge.</u>

<div align="center">- OR -</div>

Final Draft: The University of Alabama in Huntsville will be a [prominent (?)] <u>preeminent</u>, comprehensive, technological research-<u>intensive</u> university known for inspiring and instilling the spirit of discovery, <u>integrating science and engineering with the arts, business, and the health care professions,</u> the ability to solve complex problems, and a passion for improving the human condition-a university of choice [for individuals interested in working at the convergence of] <u>where</u> technology and human understanding (or <u>the arts</u>?) <u>converge.</u>

UAH Carnegie Foundation Graduate Classification

Doc/STEM: Doctoral, STEM dominant

These institutions awarded research doctorate degrees in a range of fields, and the largest number of research doctorates were in the STEM* fields. They may also offer professional education at the doctoral level or in fields such as law or medicine.

Comprehensive

CompDoc/NMedVet: Comprehensive doctoral (no medical/veterinary)

These institutions awarded research doctorate degrees in the humanities, social sciences, and STEM* fields. They also offer professional education in fields such as business, education, engineering, law, public policy, social work, or health professions other than medicine, dentistry, or veterinary medicine.

Core Values Draft

Integrity and Respect	We are honest and adhere to ethical principles in our work, and we treat others with genuine regard and civility.
Diligence and Excellence	Our efforts are earnest, and we strive to reach our full potential in everything we do.
Inclusiveness and Diversity	We embrace differences to create unity and enhance outcomes.

Core Values Revised Draft

Integrity and Respect	We are guided by principles of ethics and civility in all that we do and say.
Diligence and Excellence	We work hard and respect the hard work of others. We are tireless in the pursuit of our goals.
Inclusiveness and Diversity	We honor the individual. We celebrate difference.

Core Values Final Draft

Integrity and Respect	We are guided by principles of ethics [and], <u>treat others with deferential regard,</u> and are [civility in all that we do and say] <u>civil in our interactions</u>.
Diligence and Excellence	We work hard [and respect the hard work of others]. We are tireless in the pursuit of our goals <u>and results of highest quality</u>.
Inclusiveness and Diversity	We honor the individual. We celebrate difference. OR We learn from our differences, celebrate them, and use them to create unity.

Value Proposition

Draft: **The University of Alabama in Huntsville offers an accessible, affordable, quality education, with hands-on experiences, relevant in today's technological, knowledge-based world, in a research-intensive environment.**

Revised Draft: **The University of Alabama in Huntsville offers an accessible, affordable, high quality education, with hands-on experiences, relevant in today's technological, knowledge-based world, in a research-intensive environment.**

Final Draft: **The University of Alabama in Huntsville offers an accessible, affordable, high quality education, [with hands-on experiences,] relevant [in] to today's technological, knowledge-[based] driven world, in a research-intensive environment.**

Goals (suggested)

- **Sustain a strong financial position while maintaining high quality academic and research programs (state funding/enrollment/ retention/research funding/development)**

- **Enhance the quality of campus life and the learning experience (unique and desirable experience that will improve alumni satisfaction)**

- **Broaden our reach and impact (research/ enrollment/service))**

- **More fully engage constituents (marketing/alumni/community)**

Goals (suggested)

- **Foster interdisciplinary research and teaching**
- **Enhance the infrastructure supporting teaching and research (improve infrastructure for research conducted in academic units)**
- **Build academic programs preparing graduates for the future**
- **Provide an education that develops a desire for lifelong learning**
- **Enhance global awareness in students**
- **Create a convergence of disciplines in both research and teaching**
- **Strengthen the research, scholarship, and intellectual property portfolio**

Goals (proposed)

1. Educate students to be productive citizens in a global environment
2. Provide a broad educational environment where disciplines intersect
3. Create a culture of engaging students, alumni, and the community in which we live
4. Strengthen and maintain a technologically focused research and scholarship effort with a broad base of support
5. Maintain an infrastructure, financial, physical, and personnel, that supports quality enhancement and the pursuit of excellence

Add

- Broaden our reach and impact in research and knowledge transfer

Strategic Priorities (examples)

- **Recruit, retain, <u>graduate</u>, and ensure the success of highly qualified students of diverse backgrounds (Goals #1, #2, #3, and #5)**
- **Build a comprehensive University Advancement effort (Goals #3 and #5)**
- **Target a number research areas for growth (Goals #4 and #5)**
- **Strengthen ties between Research Centers and Academic Units (Goals #2, #4, and #5)**
- **Others?**

Strategic Priorities (Others)

- **Enhance our capacity and productivity in research, creative activity, and scholarship**

- **Enhance opportunities in global interaction [for students]**