



MEMORANDUM

TO: Potential Steering Committee Member

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

DATE: January 6, 2012

RE: Strategic Planning Steering Committee

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, let me suggest that we begin a comprehensive strategic planning process consisting of developing the following elements, which are mapped to a timeline in the graphical depiction attached:

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

Some of the above previously developed in one form or another will undoubtedly be useful in informing the planning effort suggested here.

The process envisioned is for a broad-based 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, would be established around Strategic Objectives. The Task Forces would 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.

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

In order to initiate the above planning process, I would appreciate it if you would serve on the Planning Steering Committee. The Committee would meet approximately every week or two, and it is anticipated that the bulk of the first phase of the Committee work, culminating in a draft through a set of Strategic Objectives, would be completed by the end of this spring semester and ready for review by the Task Forces.

Please let me know if you are able to serve. Thanks in advance for your consideration.

