

UAH Strategic Planning for 2028  
Division/Unit Strategic Plan Template

1/6/2020

Strategic planning for 2028 will start at the college and division/unit levels (hereafter, “unit”) with each college and unit developing a strategic plan. Next, the Strategic Planning Committee will develop the UAH Strategic Plan 2028 by reviewing these strategic plans and incorporating as appropriate the ideas included in the objectives and actions into the UAH Strategic Plan 2028. Finally, the University Strategic Planning Committee will develop metrics for each of the goals as Key Performance Indicators.

All strategic plans – the colleges’, units’ and University’s – will include all Outcomes-based Funding parameters that are known at the time of their development. The UAH Strategic Plan will also incorporate any additional Outcomes-based Funding parameters as they are developed and implemented by the State of Alabama.

Below are definitions, instructions, and a template for your unit’s strategic plan. The topics of Goals 1, 2 and 3 and the required objectives are set, although your unit may change the wording of these goals and objectives as long as the meaning and intent remain the same as those written herein.

The schedule for the strategic planning process is for the units and colleges to complete and submit their strategic planning documents by May 15, 2020. The submitted strategic plans will then be distributed to the University Strategic Planning Committee. The Strategic Planning Committee will start its work in June.

**Timeline**

- January 6, 2020: Initiate strategic planning process.
- May 15, 2020: All strategic plans are due to the Office of Academic Affairs.
- May 16 to June 1, 2020: Strategic planning materials from the units and colleges are distributed to the University Strategic Planning Committee.
- June 2020: University Strategic Planning Committee begins its deliberations.
- September 2020: University Strategic Planning Committee completes a draft of the UAH Strategic Plan 2028 for distribution back to the colleges and units.
- October 2020: UAH Strategic Plan 2028 is sent to the colleges and units for review.
- November 2020: Colleges and units submit comments to the University Strategic Planning Committee regarding the UAH Strategic Plan 2028.
- January 2021: The UAH Strategic Plan 2028 is complete and submitted to University of Alabama System Office for approval at the Board of Trustees April meeting.

- January 2021: Colleges and units finalize their strategic plans in concert with the UAH Strategic Plan 2028.
- March 2021: Colleges and units submit their strategic plans to the Office of Academic Affairs for final review by the University’s Strategic Planning Committee and posting on the University’s website.
- April 2021: Present Mission of UAH Strategic Plan 2028 to the Board of Trustees.
- April 2023, 2025, 2027: University Strategic Planning Committee reviews, updates, and monitors the progress on key performance indicators of the UAH Strategic Plan 2028.

**Definitions**

- Mission: The purpose of the University, College or Unit.
- Vision: The desired end-state at some point in the future, for this plan, 2028.
- Core Values: Ideals or standards that guide the University’s, College’s, or Unit’s behavior.
- Value Proposition: The thing or things that the University, College, or Unit promises to deliver. The proposition should explain why we matter to constituents and customers.
- Goals: Those steps that must be accomplished in order to reach our vision and mission.
- Objectives: Measurable targets necessary for the fulfillment of Goals.
- Actions: Practices required to meet objectives; actions are doable and measurable.

**Guiding Vision, Mission, Core Values, and Value Proposition Statements for Strategic Plan**

*Instructions: Please note that the statements below are modified slightly from the current strategic plan. The University Strategic Planning Committee will develop the University’s vision, mission, core values, and value proposition for Strategic Plan 2028 after the colleges and units have developed and submitted their draft strategic plans. It is anticipated that the vision, mission, core values, and value proposition for the UAH Strategic Plan 2028 will be similar to the current ones. Please use the current vision, mission, core values, and value proposition as listed below as starting points for your unit’s vision, mission, core values, and value proposition for your unit’s Strategic Plan 2028.*

**Vision:**

The University of Alabama in Huntsville will be a leading, 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.

**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.

**Core Values:**

<b>Core Values</b>	<b>Definition</b>
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.

**Unit Strategic Plan 2028**

*Instructions: The format for the Unit Strategic Plans 2028 is given below. Please follow this format so that the University Strategic Planning Committee can readily review and incorporate the ideas of the units into the UAH Strategic Plan 2028. As stated above, please use the slightly modified current vision, mission, core values, and value proposition as starting points for your unit’s vision, mission, core values, and value proposition in in your unit’s Strategic Plan 2028.*

*The goals for the UAH Strategic Plan 2028 are given below. Each unit may change the wording of the goals; however, the general topic and intent of the goal must remain the same as stated below. Some units may find that they have limited objectives and actions under one or more of the goals. Please only include objectives under goals where it is appropriate for your unit.*

*The goals for each unit’s Strategic Plan 2028 are*

- *Goal 1: Excellence in Education: Student-centered education focused on student success*
- *Goal 2. Leadership in Research, Scholarship, and Creative Achievement*
- *Goal 3: Community Engagement and Outreach*
- *Goal 4. Unit Goal—Each Unit may select its own goal that is appropriate to the mission and vision of the unit.*

*Goals 1, 2, and 3 have required objective topics, which are based on anticipated requirements of Outcomes-based Funding required by the State of Alabama. The required objective topics are listed below under the goals and are shaded in gray. The language of the required objectives is general guidance that describes the topic. Each unit may select wording for required objective topics that is most appropriate for its mission. In addition, each unit should prepare up to three action items for the required objective topic.*

*In addition to the required objective topics, for each goal each unit may have up to three objectives with up to three actions for each objective. If a unit exceeds the prescribed number of objectives and actions, then the University Strategic Planning Committee will consider only the first three unit objectives for a given goal and the first three accompanying actions.*

*Please remember that objectives guide the fulfillment of Goals and the results need to be measurable. Moreover, actions are required to be doable, measurable, and meet the objective.*

*Please note that proposed University's Goal 4 is "Enhance Institutional Effectiveness" with one required objective "4.1 Meet or exceed outcomes-based funding metrics to ensure UAH receives highest possible level of state funding."*

## **Template for Unit Strategic Plan**

Vision

Mission

Core Values

Value Proposition

Goal 1. Excellence in Education: Student-centered teaching and learning focused on student success

Required Objectives for Goal 1: incorporate outcomes-based funding student metrics:

1.1 Recruit and enroll a diverse student body and ensure degree progression and degree completion of undergraduate and graduate students.

Actions for Objective 1.1. (Up to three actions should follow this objective.)

Unit Objectives for Goal 1. (Provide up to three unit objectives; up to three actions may follow each objective.)

Goal 2. Leadership in Research, Scholarship, and Creative Achievement

Required Objectives for Goal 2: incorporate outcomes – based funding research metrics:

2.1 Increase and drive research, scholarship, and creative achievement across the institution.

Actions for Objective 2.1. (Up to three actions should follow this objective.)

Unit Objectives for Goal 2. (Provide up to three unit objectives for this goal; up to three actions may follow each objective)

Goal 3. Community Engagement and Outreach

Required Objective for Goal 3: incorporates outcomes-based funding

- 3.1 Engage with the community and encourage those who are underrepresented including minority, adult, rural, students with disabilities, veterans, first generation, economically disadvantaged students and other groups underrepresented at UAH to attend UAH

Actions for Objective 3.1 (Up to three actions should follow this objective.)

Unit Objectives for Goal 3. (Provide up to three unit objectives for this goal; up to three actions may follow each objective.)

Goal 4. Unit Goal (Please limit this goal to having three objectives and three actions for each objective.)

Institutional Effectiveness: Units provide up to three recommendations on the University Strategic Goal regarding institutional effectiveness.