The University of Alabama

Strategic Plan
2004 - 2014
Mission and Vision

MISSION: To advance the intellectual and social condition of the people of the State through quality programs of teaching, research, and service.

VISION: The University of Alabama will be The University of choice for the best and brightest students in Alabama and a University of choice for all other students who seek exceptional educational opportunities. The University of Alabama will be a student-centered research university and an academic community united in its commitment to enhancing the quality of life for all Alabamians.
Context for this Strategic Plan

This is the third major strategic planning cycle for The University of Alabama, following on strategic plans that were developed and implemented over the previous 20 years. This plan is based on an assessment of the current status of conditions in Alabama that suggest that the state has limited new resources in which to invest in higher education; the number of graduating seniors from Alabama high schools will remain relatively constant, and the number of high school graduates in surrounding states will be increasing.
Additional revenues to enhance the University’s ability to accomplish its mission will come through growth in enrollment of students to over 28,000 over the next ten years, competitive tuition and fee increases, growth of research funding, effective management of the University’s debt, and effective fund raising. Enrollment growth will be possible by attracting additional students from surrounding states who seek a high quality education, and through the growth of high quality distance education courses that attract serious students from around the world.
Our Stakeholders

The University of Alabama recognizes that it serves the interests of a complex base of stakeholders. The traditional 18 to 24 year old students who are seeking the experience of learning at a major university, and their parents, are major stakeholders, along with graduate students who will conduct scholarly work and research on the campus. Non-traditional students are important stakeholders, along with young people and adults who participate through the University’s distance education programs.
The University plays a vital role in meeting the needs of businesses, industry, health care, educational, communication, governmental, and legal institutions in the region through research, consultation, professional development and the preparation of graduates to provide service and leadership in these areas. The University’s alumni and supporters across the state are vital stakeholders. Likewise, the government agencies, foundations, and corporations that support the university’s educational, research, and scholarly activities are also important stakeholders. The faculty, staff, and retirees of the University each constitute another vital group of stakeholders, as well as the Tuscaloosa community that benefits economically and socially from the presence of a research university.
Strategic Goals

1. Advance the university’s academic, research, scholarship, and service priorities, consistent with a top tier university, and continue to promote growth and national prominence in these areas.

2. Retain and recruit outstanding faculty and staff to support the teaching, research, and service mission of the University.

3. Enhance the University’s learning environment to attract and retain excellent students.

4. Develop a University-wide emphasis on leadership as a primary role of the flagship university of the State of Alabama.
1. Advance the University’s academic, research, scholarship, and service priorities, consistent with a top tier university, and continue to promote growth and national prominence in these areas.

- Promote and enhance areas of academic, scholarship, and research excellence.
- Increase the recognition of the University’s service priorities that enhance the quality of life for all Alabamians.
- Improve communication and increase collaboration among academic and administrative units.
- Align resources to most effectively support academic, scholarship, and research excellence priorities.
- Effectively use course offerings and class size to support priorities.
- Streamline administrative functions and improve their effectiveness.
- Sharpen assessment activities of all campus functions and link those to an enhanced planning process.
- Develop the research infrastructure and enhance the library resources necessary to be competitive for grants and contracts.
- Provide infrastructure and promote the utilization of intellectual property generated at the University.
2. Retain and recruit outstanding faculty and staff to support the teaching, research, and service mission of the University.

- Provide competitive salaries and benefits for faculty and staff.
- Ensure performance-based merit salary increases.
- Create new types of faculty and staff positions that reflect the changing role of technical, research, creative, and clinical activities.
- Increase the number of graduate research and teaching assistants and provide them with competitive salaries and benefits.
- Improve communication among all constituent groups in campus decision-making processes.
- Enhance relationships among community and University of Alabama leaders to promote excellent quality of life for faculty, staff, and students.
- Expand the University’s emphasis on global and cultural studies.
- Promote collaborative research approaches to address large scale problems of regional and national interest.
3. Enhance the university’s learning environment to attract and retain excellent students.

- Develop Honors College to attract and retain outstanding students.
- Expand the development of living/learning communities.
- Encourage and reward creative strategies for engaging students in learning and lifelong learning.
- Increase involvement of undergraduate students in research and scholarly activities.
- Continue progress in achieving diversity among faculty, staff, students and administration.
- Develop a pedestrian core area with supporting transportation system.
- Maintain and revitalize many of the campus’ architecturally significant buildings.
- Equip classrooms, libraries, and laboratories for state-of-the-art learning.
- Ensure user-friendly support services for students, faculty, and staff.
- Continue to modernize information technology resources.
- Increase attention to, and rewards for, excellence in teaching.
- Increase the level of academic scholarship support.
- Ensure the campus environment is safe for all members of the campus community.
- Provide career preparation and employment services that lead graduates to satisfying and productive careers and professions.
4. Develop a University-wide emphasis on leadership as a primary role of the flagship university of the State of Alabama.

- Provide leadership in addressing economic, social, and cultural issues in Alabama through research and outreach activities.
- Promote collaboration with business, non-profit, and governmental agencies to advance the economic, social, and cultural condition of Alabama.
- Produce scholars who will become academic and civic leaders in their disciplines.
- Produce graduates who will serve as effective leaders in Alabama’s government, businesses, educational systems, health care, the arts, and other professions, and who will be leaders in their communities.
- Develop and reward leadership skills among students, faculty, and staff.
- Promote leadership development among Alabama’s community leaders, businesses, educational systems, healthcare systems, government agencies, arts organizations, and other vital areas of the state.
- Support our alumni in serving as leaders in their professions and communities.
- Emphasize the creation of leaders as a core component of an education at Alabama’s flagship university.
Performance Measures

- Average ACT for first time freshmen
- Average High School G.P.A. for Entering freshmen
- Transfer Students from other in-state institutions
- Total undergraduate enrollment
- Retention rate (First-time, fulltime freshmen returning in the fall)
- % African-American Students
- Six year graduation rate
- Total undergraduate degrees awarded
- Credit hour production
- Passage rates on selected licensure exams
- Number and percent out-of-state entering freshmen.
- Number and percent of non-resident alien entering freshmen
- Number and percent of residential students
- Number of Nationally Recognized Scholarships
- Number of National Merit/Achievement/Hispanic Scholars
Additional performance measures:

- Honors College enrollment
- Number of students registered in on-line courses
- Percent of entering freshmen in top % of high school class
- Total graduate school enrollment
- Percent of graduate students who are African-American
- Research funding
- National rankings
- Faculty and staff salaries
- Faculty and staff retention rate
- Graduate assistant funding
- Number of secondary school students participating in UA leadership programs
- Student outcomes on NSSE survey
- Total number of participants in UA leadership development programs.