

**The University of
Alabama System
Strategic Planning
Initiatives**

The University of Alabama System Strategic Planning Initiatives

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The University Of Alabama System

The University of Alabama ● The University of Alabama at Birmingham ● The University of Alabama in Huntsville

Charles Ray Nash
Vice Chancellor for Academic Affairs

MEMORANDUM

TO: Dr. Nancy S. Barrett, Provost, The University of Alabama
Dr. Arol R. Augsburger, Interim Provost, The University of Alabama at Birmingham
Dr. Lewis R. Radonovich, Provost, The University of Alabama in Huntsville

FROM: Charles R. Nash *Charles R. Nash*

DATE: January 4, 2001

Please find attached a packet of items that has been developed as a part of our system-wide Strategic Initiatives Planning process. Our process for developing these initiatives has been quite involved and has had input from a large number of faculty and administrative personnel during the past year and a half. Each recommended initiative has been reviewed several times by the Core Working Group and the Task Forces.

On November 17, 2000, the Board of Trustees approved the recommendations of the Task Forces and Core Working Group to implement the initiatives. A copy of the resolution is in the packet. The next step now is to ask our provosts to share the reports containing the initiatives with other administrative staff and faculty members on each campus. That process will take three to four weeks and will provide opportunities for wider discussions of the initiatives to ensure 1) that the goals and expected outcomes are reasonably clear, 2) that the initiatives are assigned to the appropriate individuals or groups, 3) that the measures of success are reasonable, and 4) that the timelines for measuring progress towards the goals and expected outcomes are appropriate.

Each provost is asked to provide feedback to the Vice Chancellor for Academic Affairs on the items listed in the paragraph above by Wednesday, January 31, 2001. Following that submission, the System Academic Council will make another review of the initiatives before the Chancellor submits them to the presidents and System Office staff members for implementation.

Thank you and all UA System team members who have already participated in the development of these initiatives and to those who will participate in their implementation in order to enhance effectiveness through collaboration within our System and with other educational entities in Alabama.

cc: Academic Affairs and Planning Committee (w/o attachments)
Chancellor Thomas C. Meredith (w/attachments)
Dr. Andrew A. Sorensen, President, The University of Alabama (w/attachments)
Dr. W. Ann Reynolds, President, The University of Alabama at Birmingham (w/attachments)
Dr. Frank Franz, President, The University of Alabama in Huntsville (w/attachments)



The University Of Alabama System

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Office of the Chancellor

MEMORANDUM

To: Elected Members of the Board of Trustees

From: Thomas C. Meredith

Date: November 13, 2000

Subject: Strategic Initiatives

One of the charges you gave me in February 1997 was to find more ways for our campuses to work together. We initiated a process to assist in that directive in Spring 1998.

Members of the Board at that time will recall that we launched a Strategic Initiatives Planning Process by hosting a meeting in Birmingham that involved Trustees, Presidents, Provosts, Vice Presidents, Deans, Faculty, and System Office Senior Staff. We utilized an outside consultant to help us think about the future and to lead us in an exercise to determine our strengths and weaknesses as a System. The general reaction to that day was very positive.

We followed that session with a series of meetings involving the Presidents, Provosts, Faculty Senate Presidents, and Senior Staff from the System Office. We engaged another consultant to assist us in developing strategic initiatives for The University of Alabama System whereby our three universities could work together not only to enhance our institutions, but our State as well. This group decided that our collaborative efforts could be broken down into three task forces: Strategic Collaboration-Academic, Strategic Collaboration-Administrative, and Improving the Overall State of Teaching and Learning in Alabama P-16 (pre-school through graduate education).

Task forces comprised of individuals from the three campuses then began to explore each of these areas in tandem with a list of possible areas of collaboration.

Each task force was asked to answer five key questions related to each initiative:
1) Expected outcomes; 2) Enabling conditions; 3) Who would implement the initiative; 4) How would success be measured; and 5) When the initiative would be completed.

Memo to Board of Trustees
November 13, 2000
Page Two

When the task forces completed their work, Dr. Charles Nash and Dr. Chuck Anderson from our staff conducted an extensive review of their work and brought me a final draft for review. After additional work was completed utilizing the expertise of the leadership of the various task forces, two meetings were held with the Presidents, Provosts, Faculty Senate Presidents, and task force leaders to determine if additional changes were necessary before bringing the product to the Board.

Enclosed is the outcome of the steps outlined above. Although there are still refinements to be made, I am hopeful you will be pleased with the direction we are recommending. I believe it is important to have Board endorsement before we proceed to implementation.

Dr. Nash and Dr. Anderson will provide a brief overview at the Academic Affairs and Planning Committee meeting on Friday morning.

Although I will make this comment at the Committee meeting and the Board meeting, I want you to know how encouraged I am with the cooperative spirit demonstrated among our three universities on these important topics. We truly have three outstanding universities filled with outstanding professionals, and we are blessed with excellent leadership from the top throughout the campuses.

Please call if you have questions or comments before Friday.

vw

Enclosure

xc: UAS Campus Presidents
UAS Campus Provosts
UAS Senior Staff
UAS Faculty Senate Presidents
Dr. John Dolly
Dr. Joan Lorden
Dr. Sara Graves

The University of Alabama System
Strategic Initiatives Planning Process

Resolution

Whereas, The University of Alabama System embarked upon a Strategic Initiatives Planning Process; and

WHEREAS, several current members of the Board of Trustees joined Presidents, Provosts, Vice Presidents, Deans and Faculty from UA, UAB and UAH and the System Office Senior Staff for a kick-off of the System-wide strategic planning activity in a meeting at the Medical Forum in Birmingham; and

Whereas, from the outset the purpose of the Process has been to find additional opportunities for collaboration among the institutions in The University of Alabama System, thereby better utilizing the strengths of each campus and identifying strategies to enhance efficiency, effectiveness and cooperation throughout the UA System; and

WHEREAS, an additional purpose was to identify pre-school through graduate educational needs in the State of Alabama and to develop plans to address those needs appropriate for institutions of higher education; and,

WHEREAS, following the initial session in early 1998, a series of meetings was held involving the Presidents, Provosts, Faculty Senate Presidents and System Office Senior Staff and this group determined that the collaborative efforts could be grouped into three key areas of strategic collaboration involving academics, administration and improving P-16 education in the State of Alabama; and

WHEREAS, subsequently, Task Forces were appointed comprised of individuals from the UAS campuses who began exploring the three targeted areas listed above and establishing goals, implementation plans, measures of success and a timeline for each; and

WHEREAS, a set of recommendations from the Task Forces has been reviewed by campus leadership and submitted to the Chancellor for implementation through institutional collaboration; and

WHEREAS, the Chancellor desires that the Board of Trustees be informed of the recommendations and give its support of them;

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of The University of Alabama System endorses the recommendations of the Strategic Initiatives Planning Process and encourages the Chancellor and other members of the administration and faculty to implement the recommendations to the extent possible in order to achieve the goals identified within each recommendation;

BE IT FURTHER RESOLVED that the Board desires to be kept informed, on a periodic basis, of progress towards achieving the goals in the Strategic Initiatives recommendations;

BE IT FURTHER RESOLVED that the Board of Trustees of The University of Alabama System expresses its sincere appreciation to all individuals who have participated in the Strategic Initiatives Planning Process.

Approved by The Board of Trustees
of The University of Alabama
November 17, 2000

UAS Strategic Initiatives Core Working Group

Dr. Charles Anderson

Vice Chancellor for Information Technology and Outreach
The University of Alabama System

Dr. Arol R. Augsburger

Interim Provost
The University of Alabama at Birmingham

Dr. Nancy S. Barrett

Provost
The University of Alabama

Dr. Harry S. Delugach

Associate Professor of Computer Science
The University of Alabama in Huntsville

Dr. John P. Dolly

Dean, College of Education
The University of Alabama

Dr. Gordon Emslie

Dean, School of Graduate Studies and Professor of Computer Science
The University of Alabama in Huntsville

Dr. Frank A. Franz

President
The University of Alabama in Huntsville

Ms. Margaret P. Garner

Assistant Professor, Director of Nutrition Education and Services, Family Medicine
Capstone Medical Center
The University of Alabama

Dr. Clair W. Goldsmith

Vice President for Information Technology
The University of Alabama at Birmingham

Dr. Sara J. Graves

Director of Information Technology/Systems Laboratory/Professor of Computer Science
The University of Alabama in Huntsville

Dr. Stephen L. Hajduk

Professor in Biochemistry
The University of Alabama at Birmingham

Dr. Priscilla A. Hancock

Associate Vice President for Information Technology
The University of Alabama

Mr. John Hicks

Secretary to The Board of Trustees
The University of Alabama System

Dr. Thomas Jannett

Professor, Electrical & Computer Engineering
The University of Alabama at Birmingham

Dr. Fran Johnson

Associate Provost for Undergraduate Studies
The University of Alabama in Huntsville

Dr. Joan F. Lorden

Associate Provost for Research and Dean of the Graduate School
The University of Alabama at Birmingham

Dr. Thomas C. Meredith

Chancellor
The University of Alabama System

Dr. Charles R. Nash

Vice Chancellor of Academic Affairs
The University of Alabama System

Dr. Lewis J. Radonovich

Provost
The University of Alabama in Huntsville

Ms. Kellee Reinhart

Director, System Relations
The University of Alabama System

Dr. W. Ann Reynolds

President
The University of Alabama at Birmingham

Dr. Ronald W. Rogers

Assistant Vice President for Academic Affairs and Dean of the Graduate School
The University of Alabama

Dr. Andrew A. Sorensen

President
The University of Alabama

UAS Strategic Initiatives Task Forces Members

UAS Strategic Initiatives Task Force One	UAS Strategic Initiatives Task Force Two	UAS Strategic Initiatives Task Force Three
<p>Dr. James Princeton “Ike” Adams Executive Assistant to the Provost and Professor, School of Social Work The University of Alabama</p>	<p>Dr. James Princeton “Ike” Adams Executive Assistant to the Provost and Professor, School of Social Work The University of Alabama</p>	<p>Dr. Hugh Comfort Director, Institute of Science Education and Professor of Physics The University of Alabama in Huntsville</p>
<p>Dr. Mark V. Bower Assistant Dean of Engineering and Associate Professor, Mechanical Engineering The University of Alabama in Huntsville</p>	<p>Dr. David A. Corliss Associate Professor of Optometry The University of Alabama at Birmingham</p>	<p>Dr. John P. Dolly (Chair) Dean, College of Education The University of Alabama</p>
<p>Dr. Marsha Dowell Associate Dean, College of Nursing The University of Alabama in Huntsville</p>	<p>Dr. Harry S. Delugach Associate Professor of Computer Science The University of Alabama in Huntsville</p>	<p>Dr. Sandra Enger The Institute for Science Education The University of Alabama in Huntsville</p>
<p>Dr. W. Jack Duncan School of Business The University of Alabama at Birmingham</p>	<p>Ms. Reba J. Essary Associate Vice President for Finance The University of Alabama</p>	<p>Dr. Michael J. Froning (Co-Chair) Interim Dean, School of Education The University of Alabama at Birmingham</p>
<p>Dr. Gordon Emslie (Co-Chair) Dean, School of Graduate Studies and Professor of Computer Science The University of Alabama in Huntsville</p>	<p>Dr. Clair W. Goldsmith (Co-Chair) Vice President for Information Technology</p>	<p>Dr. Stephen L. Hajduk Professor in Biochemistry The University of Alabama at Birmingham</p>
<p>Ms. Margaret P. Garner Assistant Professor, Director of Nutrition Education and Services, Family Medicine Capstone Medical Center The University of Alabama</p>	<p>Dr. Sara J. Graves (Chair) Director of Information Technology/Systems Laboratory/Professor of Computer Science The University of Alabama in Huntsville</p>	<p>Dr. Allison B. Harris Director of Admissions and Financial Aid The University of Alabama</p>
<p>Dr. Sue W. Kirkpatrick Dean of Liberal Arts The University of Alabama in Huntsville</p>	<p>Dr. Don E. Halverstadt Assistant Vice President for Information Systems The University of Alabama in Huntsville</p>	<p>Dr. Fran Johnson (Co-Chair) Associate Provost for Undergraduate Studies The University of Alabama in Huntsville</p>
<p>Dr. Hank A. Lazer Assistant Vice President for Undergraduate Programs and Services The University of Alabama</p>	<p>Dr. Priscilla A. Hancock (Co-Chair) Associate Vice President for Information Technology The University of Alabama</p>	<p>Dr. John C. Mayer Associate Professor of Mathematics The University of Alabama at Birmingham</p>
<p>Dr. Joan F. Lorden (Chair) Associate Provost for Research and Dean of the Graduate School The University of Alabama at Birmingham</p>	<p>Mr. Chih Y. Loo Director, Budgets and Management Information, Finance, and Budgets The University of Alabama in Huntsville</p>	<p>Dr. Doug Rigney Academic Associate Professor, Materials and Mechanical Engineering The University of Alabama at Birmingham</p>

<p>Dr. Michael J. Neilson Associate Provost for Undergraduate Programs The University of Alabama at Birmingham</p>	<p>Ms. Sheila M. Sanders Director, Telecommunication Services The University of Alabama at Birmingham</p>	<p>Dr. Kathy Shaver Executive Director of the Alabama Consortium for Educational Renewal The University of Alabama</p>
<p>Dr. T. Scott Plutchak Director, Lister Hill Library of the Health Sciences The University of Alabama at Birmingham</p>	<p>Dr. Jerry W. Stephens Librarian and Director, Mervyn H. Sterne Library The University of Alabama at Birmingham</p>	<p>Dr. John C. Snider Dean, College of Continuing Studies The University of Alabama</p>
<p>Dr. Ronald W. Rogers (Co-Chair) Assistant Vice President for Academic Affairs and Dean of the Graduate School The University of Alabama</p>	<p>Dr. Carroll M. Tingle Director, Distance Education, College of Continuing Studies The University of Alabama</p>	<p>Dr. Mary Spor Department of Education The University of Alabama in Huntsville</p>

D R A F T

The University of Alabama System
Strategic Planning Initiatives Task Force #1
“Strategic Collaboration in Academic Programs Among UA System Institutions”
 (Revised January 3, 2001)

Recommended Strategic Initiative Number 1	Evaluate all new academic degree programs for collaboration
I. Expected Outcome(s)	a-Each new undergraduate and graduate program will be reviewed by each University in the System to determine whether collaboration would be mutually beneficial and feasible b-Collaboration is recommended in cases where joint, cooperative or shared academic programs are beneficial to each of the participating institutions and to the State of Alabama
II. Enabling Condition(s)	a-Disclose plans for new programs early in the program planning process by distributing campus planning documents to the provosts and relevant deans and department chairs
III. To be Implemented by	a-(Department heads) and program faculty will be responsible for developing the details of the collaboration
IV. Measures of Success: Accountability	a-Description of planned collaboration in NISPs or evidence that programs have been reviewed by campuses, but decided not to participate b-Incorporate results of evaluation into proposal submitted to the Board of Trustees
V. Time Line	a-Process to begin in 2001

() in each item III designates individual or group primarily responsible for the activity.

Recommended Strategic Initiative Number 2	Encourage intra-campus and intercampus faculty participation in dissertation committees and similar activities
I. Expected Outcome(s)	a-Increased opportunities for faculty to participate in disciplinary activities system-wide b-Increased breadth of expertise of thesis and dissertation committees
II. Enabling Condition(s)	a-Appoint faculty from other campuses to graduate faculty or honor appointments at other campuses b-Identify and publicize opportunities for participation on dissertation committees c-Provide lists of interested faculty and their research focus
III. To be Implemented by	a-Graduate deans and (program directors)
IV. Measures of success: Accountability	a-Notification of graduate program directors of the opportunity to participate in thesis and dissertation committees on other UAS campuses b-Posting of graduate faculty and their areas of interest on university websites c-Increased numbers of faculty from different campuses appointed to thesis and dissertation committees. d-Annual report of intra-and inter-campus interdisciplinary participation by graduate deans
V. Timeline	a-Notification of graduate program directors: January 2001 b-Posting of graduate faculty interest and expertise: June 2001 c-Increased participation: evident by June 2002

Recommended Strategic Initiative Number 3	Determine which campus-unique programs could be delivered to other UAS campuses.
I. Expected Outcome(s)	a-Increased access to campus unique programs
II. Enabling Condition(s)	a-Catalog deliverable unique programs b-Provide academically appropriate, convenient, and cost-effective mechanisms for program delivery c-Identify student interest on other campuses
III. To be Implemented by	a-Initiated by the program faculty with the support, cooperation, and coordination of the Provosts and relevant deans and (department chairs)
IV. Measures of success: Accountability	a-Identification of appropriate programs at each campus b-Determination of appropriate methods of program delivery c-Circulation of lists of suitable programs to other campuses for review d-Assessed need for distance delivery of programs e-Updated inventory of distance learning courses and programs reported on UAS web site
V. Timeline	a-Review of programs and assessment of suitable delivery methods on each campus: Beginning January 2001 b-Distribution of lists: Upon completion of reviews of programs

Recommended Strategic Initiative Number 4	Explore and define opportunities for collaboration in research as well as in cooperative and shared academic programs
I. Expected Outcome(s)	a-Opportunities for collaboration in current programs b-Collaboration is recommended when beneficial to each of the participating institutions
II. Enabling Condition(s)	a-Hold topical workshops sponsored by UAS with nominations of topics by faculty, department chairs, and deans
III. To be Implemented by	a-Initiated by the program faculty with support, cooperation, and collaboration of the Provosts and relevant deans and (department chairs)
IV. Measures of success: Accountability	a-Development and distribution of a request for workshop proposals b-Produce an annual report of activities
V. Timeline	a-Call for proposals b-Review and scheduling of workshops c-Completion of workshops and reports d-Assessment of program success

Recommended Strategic Initiative Number 5	Develop initiatives for distributed learning
I. Expected Outcome(s)	a-Increased availability of courses through distributed learning methodologies b-Development of catalog and benchmarks for technology delivered courses
II. Enabling Condition(s)	a-Hold system-wide conferences for faculty and administrators to discuss technical and policy issues and to share experience and knowledge b-Facilitate and streamline the process for submitting courses to SREB c-Improve marketing of distance learning courses
III. To be Implemented by	a-Program committee of (faculty), technical representatives, administrators, and SREB representatives from each campus, with System Office providing logistical support
IV. Measures of Success: Accountability	a-Establishment of a system-wide conference schedule and conference agendas b-Development of a proposal for streamlining SREB course submission by SREB representatives c-Increased UAS listings on the SREB electronic campus d-Increased enrollment in distance education courses and programs
V. Timeline	a-Development of conference schedule and agenda b-Development of proposal to streamline submission c-Increased listing on the SREB electronic campus d-Increased enrollment in distance education e-Annual report of distributed learning programs and activities done collaboratively

Recommended Strategic Initiative Number 6	Overcome any articulation (transfer and transfer of credit) problems that might interfere with student success
I. Expected Outcome(s)	a-Ability of students to take courses at other System institutions b-Encrypted electronic transfer of transcripts
II. Enabling Condition(s)	a-Provide to the extent appropriate and feasible, compatible academic calendars and web-based class schedules b-Ensure that encryption scheme is compatible with technology on campuses
III. To be Implemented by	a-(Provosts) and registrars
IV. Measures of success: Accountability	a-Accessible class schedules system-wide b-Improved satisfaction of students taking courses on another campus c-Reduction in request for paper transcripts c-Reduction in processing time for requests to transfer to or enroll at other campuses
V. Timeline	a-Annual review of experiences during previous year

Recommended Strategic Initiative Number 7	Explore collaboration opportunities in continuing education offerings of executive education programs
I. Expected Outcome(s)	a-Encourage Executive Education programs that would be developed cooperatively by UA System institutions and directed towards individuals in various fields
II. Enabling Condition(s)	a-Establish a working group of experienced faculty and/or Continuing Education officers from each institution to conduct needs assessments and to design the programs to be offered
III. To be Implemented by	a-A committee of (deans) and relevant faculty representing participating institutions
IV. Measures of success: Accountability	a-Identification of suitable programs b-Development and implementation of programs, marketing strategies, and business plans c-Increased enrollment in executive education programs
V. Timeline	d-Annual report of programs offered

D R A F T

The University of Alabama System
Strategic Planning Initiatives Task Forces #2
“Strategic Collaboration in Administrative Operations Among UA System Institutions”
 (Revised January 3, 2001)

Recommended Strategic Initiative Number <u> 1 </u> :	<p style="text-align: center;">Sustain, enhance, and expand high performance networking for The University of Alabama System, all higher education and eventually all education in the state of Alabama, for the purpose of developing a strategic resource to deliver instruction, conduct research, and provide public service throughout the state.</p> <p style="text-align: center;">The core broadband circuits interconnecting the three UA System institutions (Gulf Central Gigapop - GCG) and the existing Alabama Research and Education Network provide an excellent nucleus for a statewide network for all of education. This initiative envisions building on the excellent work and considerable success of the Gulf Central Gigapop working group and scaling the core network into a statewide network. The Gulf Central Gigapop is an exemplary cooperative effort of the three University of Alabama System campuses and the Alabama Research and Education Network.</p>
I. Expected Outcome(s):	a-Sustained broadband connectivity among UAS campuses with the capacity and quality of service required to support the institutions’ needs; b-Expansion of broadband connectivity to all Alabama research universities; c-Further expansion to all higher education; d-Eventual expansion to all other education in the state of Alabama; e-Development of campus Internet2 applications working groups to promote development of Internet2 applications, publicize the availability of resources and grant opportunities and facilitate technical and application assistance.
II. Enabling Condition(s):	a-Continued support by the UA System and other institutions for high performance networking; b-Additional funding from the State of Alabama to aggregate and expand existing network infrastructures into a robust state-wide broadband network providing high speed connectivity for all of education or a combined infrastructure for education and state government; and c-Continuation of the network operations center services provided by ASA/AREN for the UA System (GCG) backbone, and their baseline network services to education. Additional grant funding to expand the high performance backbone to other Alabama research universities;
III. To Be Implemented By:	a-UA System Vice Chancellor for Information Technology and Outreach and the Gulf Central Gigapop working group as expanded to include broader representation of Alabama higher education working with the new State of Alabama Office of Information Technology and the Alabama Research and Education Network. b-Appropriate campus academic officers and faculty
IV. Measures of Success	a-Continuation of broadband connectivity for UA System b-Number of research institutions connected to the broadband backbone c-Securing Federal funding to support Internet2 applications d-Significant increase in UA System Internet2 applications/use
V. Timeline	Continuous with annual review of progress being made toward the development of a sustained statewide high performance network

<p>Recommended Strategic Initiative Number <u>2</u> :</p>	<p>Initiate a comprehensive tri-campus Information Technology Collaboration effort to:</p> <ul style="list-style-type: none"> 1-permit increased sharing of resources 2-foster collaboration among faculty, students, and staff 3-develop the technological infrastructure necessary to compete in the developing higher education marketplace
<p>VI. Expected Outcome(s):</p>	<p>This broadly defined collaboration will address on a continuing basis opportunities for coordination of Information Technology initiatives among the three University of Alabama System campuses, and where possible and practical with other institutions of higher education in the state and region as well as K-12. This initiative will build on the considerable success of the System purchasing task force and other ongoing information technology cooperative activities. Specific outcomes of the collaboration are expected to include:</p> <ul style="list-style-type: none"> a-Development of a framework for Information Technology planning at the System and campus levels; b-Develop System-wide Information Technology policies that are compatible with and complementary to individual campus policies (e.g. appropriate use, e-mail, etc); c-Leverage the combined buying power of the campuses through System-wide and/or statewide purchasing contracts for PCs, networking hardware and services, software (e.g. Microsoft), and other major acquisitions where two or more campuses can realize savings or improved services; d-Centralize license and contract review for combined purchasing initiatives; e-Increase awareness of and access to specialized information resources through a shared resource model; f-Jointly test and evaluate new technologies with consideration of their potential for integration into Systemwide and statewide efforts; g-Improve availability of timely information on legislative and state government matters, and coordinate representation and influence on those matters; h-Identify best practices that can be adapted for educational environments; i-Develop a continuous information exchange among the campus IT organizations to monitor opportunities for cooperation on specific IT projects (e.g. security); j-Actively participate in the formation of a formal Alabama Videoconferencing Network to further utilize the considerable videoconferencing resources in the state; and, k-Coordinate data warehouses to maximize the availability of information needed by the Board of Trustees

VII. Enabling Condition(s):	<p>a-Continuation of the Information Technology Council comprising the principal campus IT officers and the Vice Chancellor for Information Technology as a standing collaborative work group for the purpose of guiding this broad initiative and to serve as an ongoing information exchange;</p> <p>b-Ad hoc or standing task force groups as appropriate for the purpose of implementing specific components of this initiative; and</p> <p>c-Utilization and involvement of existing System groups including the executive officers, purchasing task force, etc.</p>
VIII. To Be Implemented By:	<p>a-Vice Chancellor for Information Technology and Outreach</p> <p>b-Information Technology Council</p> <p>c-Purchasing Task Force</p> <p>d-Appropriate campus officers</p> <p>e-State IT leadership</p>
IX. Measures of Success	<p>a-Award a statewide contract to multiple vendors for PC purchase throughout the System and higher education to include K-12 if feasible, resulting in significant additional savings;</p> <p>b-Award a statewide contract for the purchase of networking hardware and services for use by all higher education resulting in significant additional savings;</p> <p>c-Negotiate a System-wide license with Microsoft;</p> <p>d-Begin a tri-campus Public Key Infrastructure initiative to address the growing concern about security of system IT resources;</p>

Recommended Strategic Initiative Number <u> 3 </u> :	Develop a strategy to ensure that The University of Alabama System is competitive and current in its student, faculty, and staff access to information technology.
X. Expected Outcome(s):	<p>Identify and evaluate the information resources needed and used by all members of the UA System community, and establish a core set of guidelines recognizing the unique role and nature of the campuses.</p> <p>A core set of four guidelines has been identified by the Information Technology Council for all three campuses. Additional of other guidelines will be an individual campus option.</p> <p>a-Percentage of courses using IT to enhance the learning experience. A survey will be conducted in the Spring, 2001 term to identify the base level use of key IT resources in instruction. Goals will then be established for selected indicators in subsequent years.</p> <p>b-Availability of computing resources to students:</p> <ol style="list-style-type: none"> (1) Achieve a desired ratio of general access computers to FTE or headcount based on peer institutions, and maintain currency of these resources; (2) Provide high speed network access in all residence halls and student laboratories; and (3) Provide assistance for and support for students to develop and use computer competencies. <p>c-Availability of computing resources for faculty and staff including:</p> <ol style="list-style-type: none"> (1) A high speed network connection; (2) A current computer (capability to be defined on a college/department level) with an established replacement cycle; (4) Provide assistance and support for faculty use of Information Technology in instruction and research; <p>d-Availability of Web based processes to faculty, staff, and students to include:</p> <ol style="list-style-type: none"> (1) Application for admission; (2) Application for financial aid; (3) Registration; (4) Drop-add; (5) Checking grades; (6) Paying bills; (7) Degree audit; (8) Updating addresses and personal information; (9) Changing benefit plans; and (10) Purchasing and other business processes.
XI. Enabling Condition(s):	<p>a-Develop reasonable definitions of life cycles for IT resources at the campus and departmental levels;</p> <p>b-Support and funding for key technology capabilities;</p> <p>c-Active involvement of faculty, administrators, staff and students to develop a consensus on IT needs;</p>
To Be Implemented By:	Appropriate administrators at the campus level
XII. Measures of Success	<p>a-Completion of an evaluation and identification of appropriate technology resources and capabilities;</p> <p>b-Achievement of critical capabilities identified in the evaluation</p>
XIII. Timeline	<p>a-Initial evaluation and identification by July 1, 2001</p> <p>b-Annual review of progress toward development of critical capabilities</p>

DRAFT

The University of Alabama System
Strategic Planning Initiatives Task Force # 3
“Improving the Overall State of Teaching and Learning in Alabama – P-16”
(Revised January 3, 2001)

Recommended Strategic Initiative Number 1	<ul style="list-style-type: none">• Develop a central system to coordinate and provide information about what is happening at the 3 campuses so we have an accurate up-to-date list of activities and service ventures involving P-16 education
I. Expected Outcome	a-Provide information for public relations use b-Provide data on the contributions all 3 campuses make to Alabama and P-16 education
II. Enabling Condition	a-Institutions collect and maintain current information collaboration and services to P-12 b-Some office needs to collect and organize the information
III. To Be Implemented By	a-Initiated by the System Academic Affairs Office
IV. Measures of Success: Accountability	a-Targeted and frequent press releases b-More information to support our political agenda
V. Timeline	a-Should be an ongoing semi-annual report once a process is in place

() in each item III designates individual or group primarily responsible for the activity.

Recommended Strategic Initiative Number 2	<ul style="list-style-type: none"> • Serve as a coordinating resource to help identify for P-12 education potential sources of funding from foundations and other business-related enterprises interested in supporting the public schools
I. Expected Outcome	a-More funding opportunities for P-12 schools. Closer collaboration across P-16 in seeking external funds
II. Enabling Condition	<p>a-Institutions centralize information on foundations and businesses interested in supporting P-12 education and collaboration across P-12 and higher education</p> <p>b-Identify contacts at the State Department of Education and each school district interested in funding opportunities</p>
III. To Be Implemented By	a-Development and research offices on each campus
IV. Measures of Success: Accountability	a-More joint projects across P-16 and increased funding to support P-16 initiatives
V. Timeline	a-Discuss process and try to identify contact people during 2000-2001 school year

Recommended Strategic Initiative Number 3	Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data: <ul style="list-style-type: none"> • Continue reward structures that recognize and encourage greater faculty involvement with P-12 enhancement initiatives
I. Expected Outcome	a-Increased awareness among university faculty about P-12 issues b-More faculty from across the university involved in the elementary and secondary schools
II. Enabling Condition	a-Include and count activities with schools as part of faculty workload b-Reward involvement with merit pay, when appropriate c-Make clear statements about how administrators view university collaboration with P-12 as important
III. To Be Implemented By	a-Chancellor and presidents
IV. Measures of Success: Accountability	a-Faculty who are involved with P-12 schools receive public recognition and are rewarded b-Policies rewritten to support this involvement
V. Timeline	a-Ongoing process

Recommended Strategic Initiative Number 4	Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data: <ul style="list-style-type: none"> Identify and implement models that have viability to increase university and P-12 partnerships with a focus on State priorities (at the current time, reading, science, mathematics, and technology).
I. Expected Outcome	a-Formal partnerships established with P-12 schools b-More faculty involvement with Statewide initiatives
II. Enabling Conditions	a-Support for partnerships, both financial and moral b-Seek funding to support faculty participation during the summer months with Statewide initiatives
III. To Be Implemented By	a-(Provosts) and other academic officers at campuses
IV. Measures of Success: Accountability	a-Establishment of formal partnerships b-State, regional, and national recognition of partnership activities
V. Timeline	a-One to three years to set agenda and establish partnerships and priorities

<p>Recommended Strategic Initiative Number 5</p>	<p>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data:</p> <ul style="list-style-type: none"> • Continue professional development opportunities for university faculty to help them understand how their research and work within the university setting can benefit and assist P-12 education
<p>I. Expected Outcomes</p>	<p>a-More collaboration b-Better understanding of each other’s roles and how we impact P-12 faculty, administrators, and programs c-Use of high school feed-back reports and discussions between university and high school faculty and administrators to enhance student success in college</p>
<p>II. Enabling Conditions</p>	<p>a-Professional development activities need to be provided b-Faculty must be encouraged to participate</p>
<p>III. To Be Implemented By</p>	<p>a-(Provosts), academic deans</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-How many faculty attend and then pursue research activities with P-12 schools</p>
<p>V. Timeline</p>	<p>a-Ongoing with annual reports</p>

Recommended Strategic Initiative Number 6	<p>Expand and Enhance Partnerships and Clarify and Enhance Working Relationships with Two-year Community, Junior, and Technical Colleges. Develop Improved Ways of Measuring the Effectiveness of Two- and Four-year Colleges:</p> <ul style="list-style-type: none"> • Enhance direct feedback to community colleges concerning the performance of their students • Share more information concerning syllabi and course expectations at our 3 campuses with those community colleges providing the greatest proportion of our transfer students
I. Expected Outcomes	<p>a-More realistic expectations of professional requirements at the 3 campuses b-Better information on what is working effectively for transfer students and areas we need to modify or improve c- More consistent objectives and requirements for similar courses taught at all campuses d-Better prepared transfer students</p>
II. Enabling Condition	<p>a-Better data collection on each campus to allow for the easy identification of transfer students and their performance characteristics</p>
III. To Be Implemented By	<p>a-Registrars and (campus arts and sciences colleges)</p>
IV. Measures of Success: Accountability	<p>a-Accuracy of the feedback and its usefulness to community colleges b-Better cooperation and improved relationships across campuses c-Better success rates among transfer students</p>
V. Timeline	<p>a-As soon as protocols can be established to identify students and data sets b-Ongoing</p>

Recommended Strategic Initiative Number 7	Assist in Providing Distance Education Opportunities to K-12 Institutions: <ul style="list-style-type: none"> • Identify and publicize all current, available distance education opportunities for students, both P-12 and higher education
I. Expected Outcomes	a-Show public and legislature the scope of our offerings and opportunities we provide people in Alabama b-Better inform P-12 educators and students about what is available from UA System campuses
II. Enabling Conditions	a-Better collection of data on all offerings b-Ability to disseminate information accurately and quickly to P-12 educators
III. To Be Implemented By	a-Continuing education heads on the 3 campuses
IV. Measures of Success: Accountability	a-Increased recognition for our outreach efforts b-Increased enrollment in distance education courses and programs
V. Timeline	a-Ongoing with annual feedback and evaluation

Recommended Strategic Initiative Number 8	Assist in Providing Distance Education Opportunities to K-12 Institutions: <ul style="list-style-type: none"> Decide how big a role the University System campuses wish to play in the offering of courses for dual enrollment and dual credit to high school students in the State
I. Expected Outcomes	a-Provide opportunities to poor and rural schools b-Enable each campus to dual enroll outstanding high school students who can be recruited to our campuses
II. Enabling Condition	a-Each campus must determine what it can offer for dual enrollment and who will provide the courses
III. To Be Implemented By	a-(Provosts) and continuing education programs on each campus
IV. Measures of Success: Accountability	a-Enrollments in courses offered b-Recruitment of more and better graduating Alabama high school students
V. Timeline	a-Once established, ongoing

Recommended Strategic Initiative Number 9	<p>Assist in Providing Distance Education Opportunities to K-12 Institutions:</p> <ul style="list-style-type: none"> Encourage more faculty to develop courses and programs that take advantage of technology enhanced instruction via IITS, web courses, particularly courses that may be of interest to educators and community college faculty throughout the State
I. Expected Outcomes	<p>a-More graduate students enrolled in our courses and programs b-Closer links to Alabama communities where courses are offered</p>
II. Enabling Condition	<p>a-Incentives to develop IITS courses b-More sites to broadcast courses on each campus</p>
III. To Be Implemented By	<p>a-Academic affairs office on each campus</p>
IV. Measures of Success: Accountability	<p>a-Increase in the number of courses offered and student enrollment</p>
V. Timeline	<p>a-Ongoing process</p>

Recommended Strategic Initiative Number 10	Ensure the Delivery of Effective Teacher and Administrator Preparation Programs: <ul style="list-style-type: none"> • Maintain and continue to support high admission standards for all teacher and administrator preparation programs
I. Expected Outcomes	a-Recognition of our programs as the best in the State. Better students enrolled in our programs b-Improved academic reputation of all our campuses
II. Enabling Condition:	a-System and campus support for raising admission standards b-Resisting political pressure to lower standards because of projected shortages
III. To Be Implemented By	a-(System Office of Academic Affairs) and academic affairs offices on each campus with policies carried out in each education program
IV. Measures of Success: Accountability	a-State, regional, and national recognition of our programs b-Better, more qualified students in our education programs
V. Timeline	a-Ongoing

Recommended Strategic Initiative Number 11	Ensure the Delivery of Effective Teacher and Administrator Preparation Programs: <ul style="list-style-type: none"> • Provide in-service opportunities for administrators, addressing performance accountability and financial accountability standards • Provide linkages to university faculty in the areas of business and law
I. Expected Outcome	a-Closer relationships with P-12 administrators and the State Department of Education b-Better communication and connections across public school administrators and faculty c-Technical assistance made available to P-12 educators and administrators
II. Enabling Conditions	a-Identify needs of school administrators b-Support business and education faculty in the development of workshops for P-12 administrator c-Provide a process to link business and law faculty to the schools
III. To Be Implemented By	a-Interested business, education, and law faculty b-Needs assessments coordinated by the in-service centers
IV. Measures of Success: Accountability	a-Feedback from administrators attending the sessions b-More connections to schools and a reduction in legal problems and financial problems in P-12 schools/districts
V. Timeline	On-going needs assessment conducted beginning 2000-2001 academic year

RESPONSIBILITY AND TIMELINE MATRIX (SUMMARY)

UA System Strategic Initiative	Responsible	Time-line
Academic Collaboration:		
1. Evaluate all new academic degree program proposals for inter-institutional collaboration	Department Heads	Beginning 2001
2. Encourage intra- and inter-campus faculty participation in dissertation committees and similar activities	Graduate program directors	Beginning 2001 and ongoing
3. Determine which campus-unique programs could and should be delivered to another UAS campus	Department Heads	Beginning January 2001
4. Explore and define opportunities for collaboration in research, cooperative, and shared programs	Department Heads	Ongoing
5. Develop initiatives for distributed learning offered via technology	Provosts and Distance Education heads	Annual report of progress
6. Overcome any articulation problems that might interfere with student success	Provosts	Annual review of experiences
7. Explore opportunities for inter-campus cooperation in the delivery of continuing education offerings, especially in executive education	Deans	2001 and annual reports
Administrative Collaboration:		
1. Sustain, enhance, and expand high performance networking for the UAS, all higher education, and eventually all education in AL, for the purpose of developing a strategic resource to deliver instruction, conduct research, and provide public service throughout the state	Vice Chancellor for Information Technology and GCG Working Group	Continuous with annual reports in June
2. Initiate a comprehensive tri-campus Information Technology Collaboration to permit increased sharing of resources, foster collaboration, and develop competitive information technology infrastructures	Vice Chancellor for Information Technology	Continuous with annual reviews
3. Develop a strategy to ensure that the UAS is competitive and current in its student, faculty, and staff access to information technology	Appropriate administrators at the campus level	July 2001 and annual review of progress

Improving the Overall State of Teaching and Learning in Alabama – P-16:		
1. Develop and maintain an up-to-date record of activities and services involving our campuses, P-12, and/or two-year colleges	Vice Chancellor for Academic Affairs	Ongoing with semi-annual reports
2. Coordinate information on potential foundation and business sources for funding P-12 programs	Development officers on campuses	Beginning 2001
3. Expand and enhance partnerships with P-12 rural and urban schools by continuing to recognize and encourage greater university faculty and staff participation	Chancellor and presidents	Ongoing
4. With P-12, focus on state priorities, such as reading, mathematics, science, and technology	Provosts	Within three years
5. Continue professional development opportunities for university faculty to enable their research & service activities to benefit P-12	Provosts	Ongoing with annual reports of progress
6a. Provide “feedback” information to community colleges on the performance of their transfer students	Registrars	Ongoing annually
6. Share syllabi and course expectations with CC faculty and administrators	Colleges of Arts and Sciences	Ongoing with reports of experiences
7. Identify and publicize existing distance education opportunities for P-12 and university students	Continuing education heads	Ongoing with annual evaluation
8. Evaluate our role in providing dual credit courses for high school students	Provosts	Once established, ongoing
9. Encourage faculty to develop more technology enhanced courses via the Web, IITS, etc.	Academic administrators	Ongoing
10. Maintain and continue to support high admission standards for teacher and administrator programs	Deans of Education with support from provosts and VCAA	Ongoing
11. Provide in-service programs for P-12 administrators to develop skills related to academic performance and financial accountability and provide linkages to university faculty in the areas of business administration and law	Colleges of Education, Law, and Business	Ongoing

NOTE: Standard reporting date of June 1st of each year . . . progress reports to Board of Trustees at its Annual Meeting in September of each year.

**BOARD OF TRUSTEES SLIDE PRESENTATION
NOVEMBER 17, 2000**

The University of Alabama System

Strategic Planning Initiatives:

- Academic Collaboration
- Administrative Collaboration
- Improving the Overall State of Teaching and Learning in Alabama, P-16

Strategic Initiatives

■ Academic Collaboration

- 1) Evaluate all new academic degree program proposals for inter-institutional collaboration
- 2) Encourage intra- and inter-campus faculty participation in dissertation committees and similar activities
- 3) Determine which campus-unique programs could and should be delivered to another UAS campus

Strategic Initiatives

■ Academic Collaboration

- 4) Explore and define opportunities for collaboration in research, cooperative, and shared programs
- 5) Develop initiatives for distributed learning offered via technology
- 6) Overcome any articulation problems that might interfere with student success

Strategic Initiatives

■ Academic Collaboration

- 7) Explore opportunities for inter-campus cooperation in the delivery of continuing education offerings, especially in executive education

Strategic Initiatives

■ Administrative Collaboration

- 1) Sustain, enhance and expand high performance networking for The University of Alabama System, all higher education and eventually all education in the state of Alabama, for the purpose of developing a strategic resource to deliver instruction, conduct research, and provide public service throughout the state

Strategic Initiatives

■ Administrative Collaboration

- 2) Initiate a comprehensive tri-campus Information Technology Collaboration to:
 - permit increased sharing of resources;
 - foster collaboration; and,
 - develop competitive information technology infrastructures

Strategic Initiatives

- **Administrative Collaboration**
 - 3) Develop a strategy to ensure that The UA System is competitive and current in its student, faculty, and staff access to information technology

Strategic Initiatives

- **Improving the Overall State of Teaching and Learning in Alabama, P-16**
 - 1) Develop and maintain an up-to-date record of activities and services involving our campuses, P-12, and/or two-year colleges
 - 2) Coordinate information on potential foundation and business sources for funding P-12 programs

Strategic Initiatives

- **Improving the Overall State of Teaching and Learning in Alabama, P-16**
 - 3) Expand and enhance partnerships with P-12 rural and urban schools by continuing to recognize and encourage greater university faculty participation
 - 4) With P-12, focus on state priorities, such as reading, mathematics, science, & technology

Strategic Initiatives

- **Improving the Overall State of Teaching and Learning in Alabama, P-16**
 - 5) Continue professional development opportunities for university faculty to enable their research & service activities to benefit P-12
 - 6) Provide "feedback" information to community colleges on the performance of their transfer students
 - 7) Share syllabi and course expectations with CC faculty and administrators

Strategic Initiatives

- **Improving the Overall State of Teaching and Learning in Alabama, P-16**
 - 7) Identify & publicize existing distance education opportunities for P-12 and university students
 - 8) Evaluate our role in providing dual credit courses for high school students
 - 9) Encourage faculty to develop more technology enhanced courses via the web, IITS, etc.

Strategic Initiatives

- **Improving the Overall State of Teaching and Learning in Alabama, P-16**
 - 10) Maintain high admission standards for teacher & administrator preparation programs
 - 11) Provide in-service programs for P-12 administrators to develop skills related to academic performance and financial accountability