

**STRATEGIC PLANNING INITIATIVES**

**Final Draft to the Faculty Senate**

**The University of Alabama Ad Hoc Committee**

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## **Preface**

### **Strategic Planning Initiatives**

A mission of the University of Alabama System Office is to encourage activities among the System universities that will result in improved educational programs and improved resources to support those programs among the universities. Further, it is a mission of the System Office to facilitate these activities whenever possible. The strategic initiatives described in this document represent an effort on the part of the System Office to fulfill its mission. Therefore, an overriding goal of these initiatives is to assist the universities in cooperative activities that the universities find mutually beneficial.

We recognize that cooperative activities are most likely to succeed when they originate within the faculty and programs of the universities. Rather than imposing such activities, it is our desire to facilitate those activities by increasing the flow of information among the universities and by identifying and reducing barriers to those activities.

A goal of these initiatives is to increase cooperation among the universities when this cooperation will result in better opportunities for students and reduced costs of providing educational opportunities. We recognize that the universities continue to face financial resource constraints. It is not our intent that the initiatives should increase the financial burdens imposed on the universities. Consequently, any implementation of the initiatives is contingent on the implementation resulting in cost savings or not imposing increased costs that will jeopardize current programs and activities of the universities or diminish the quality of those programs and activities.

We also recognize that each university has a distinct mission. It is not our objective to modify or interfere with the accomplishment of that mission. Accordingly, the initiatives must be interpreted in light of each university's mission and should be implemented in ways consistent with that mission.

Finally, we recognize that academic programs are developed and implemented by faculty in those programs who are in the best positions to assess program needs and quality. We respect the rights of faculty to make these decisions. It is the intent of some of these initiatives to encourage and facilitate interaction among faculty at the three universities. It is not the intent of these initiatives to mandate such interaction when the faculty determines that such interaction is not beneficial for their students or will have a negative effect on program quality. We specifically recognize the rights of faculty to make these decisions.

**The University of Alabama System**  
**Strategic Planning Initiatives Task Force #1**  
**“Strategic Collaboration in Academic Programs among UA System Institutions”**  
(Revised December 5, 2001)

<b>Recommended Strategic Initiative Number 1</b>	<b>Evaluate all proposed new academic degree programs for collaboration</b>
<b>I. Expected Outcome(s)</b>	<p>a-Each new undergraduate and graduate program proposal will be provided to each University in the System to determine whether collaboration would be mutually beneficial and feasible.</p> <p>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</p> <p>c-Nothing in this initiative is intended to suggest that collaboration is required for programs when the campus of origin believes collaboration will have a negative effect on the quality or success of the proposed program.</p>
<b>II. Enabling Condition(s)</b>	<p>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</p> <p>b-The response time from other campuses should not exceed 30 working days from the date the proposal is submitted.</p> <p>c-The System Office should assist programs that wish to collaborate by reducing the amount of work and time to gain approval.</p>
<b>III. To be Implemented by</b>	Department heads and program faculty on the campus of origin will be responsible for developing the details of the collaboration
<b>IV. Measures of Success: Accountability</b>	<p>a-Successful start up of a new program.</p> <p>b-Incorporate results of evaluation into proposal submitted to the Board of Trustees</p>
<b>V. Time Line</b>	TBA

<b>Recommended Strategic Initiative Number 2</b>	<b>Encourage intercampus faculty participation in dissertation committees and similar activities when it is in the best interest of the students and departments can afford to spare the faculty time.</b>
<b>I. Expected Outcome(s)</b>	a-Increased opportunities for faculty to participate in disciplinary activities system-wide b-Increased breadth of expertise of thesis and dissertation committees
<b>II. Enabling Condition(s)</b>	a-Utilize existing procedures for campus based graduate faculty appointments. b-Provide lists of interested faculty and their research focus
<b>III. To be Implemented by</b>	Graduate deans and program directors
<b>IV. Measures of success: Accountability</b>	a-Posting of graduate faculty and their areas of interest on university websites b-Annual report of inter-campus interdisciplinary participation by graduate deans
<b>V. Timeline</b>	TBA

<b>Recommended Strategic Initiative Number 3</b>	<b>Determine which campus -unique degree programs could be offered to other UAS campuses.</b>
<b>I. Expected Outcome(s)</b>	Reviews of existing programs initiated by program faculty to determine the feasibility of offering a quality degree program to another campus.
<b>II. Enabling Condition(s)</b>	In the regular cycle of program reviews, each program will evaluate the feasibility of offering that program to other campuses.
<b>III. To be Implemented by</b>	Program faculty with assistance of Provosts and Deans
<b>IV. Measures of success: Accountability</b>	Completed reviews of existing programs
<b>V. Timeline</b>	Distribution of lists: Upon completion of reviews of programs

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

<b>Recommended Strategic Initiative Number 5</b>	<b>Campuses should develop initiatives for distributed learning that are appropriate and consistent with their missions.</b>
<b>I. Expected Outcome(s)</b>	a-Increased availability of courses through distributed learning methodologies b-Development of catalog and benchmarks for technology delivered courses
<b>II. Enabling Condition(s)</b>	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 Southern Regional Educational Board (SREB) c-Improve marketing of distance learning courses
<b>III. To be Implemented by</b>	Program committee of faculty, technical representatives, administrators, and SREB representatives from each campus, with System Office providing logistical support
<b>IV. Measures of Success: Accountability</b>	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
<b>V. Timeline</b>	TBA

<b>Recommended Strategic Initiative Number 6</b>	<b>Improve administrative processes (transfer, transfer of credit) to facilitate student success</b>
<b>I. Expected Outcome(s)</b>	a-Increased efficiency in processing of applications for admission of students and transfer of credit b-Encrypted electronic transfer of transcripts
<b>II. Enabling Condition(s)</b>	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
<b>III. To be Implemented by</b>	Provosts and registrars
<b>IV. Measures of success: Accountability</b>	a-Accessible class schedules system-wide b-Reduction in request for paper transcripts c-Increased efficiency in processing time for requests to transfer to or enroll at other campuses
<b>V. Timeline</b>	Annual review of process



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

The University of Alabama System  
**Strategic Planning Initiatives Task Forces #2**  
**“Strategic Collaboration in Administrative Operations Among UA System Institutions”**  
(Revised December 5, 2001)

<b>Recommended Strategic Initiative Number 1:</b>	<p><b>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.</b></p> <p><b>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.</b></p>
<b>I. Expected Outcome(s):</b>	<ul style="list-style-type: none"> <li>a-Sustained broadband connectivity among UAS campuses with the capacity and quality of service required to support the institutions’ needs;</li> <li>b-Expansion of broadband connectivity to all Alabama research universities;</li> <li>c-Further expansion to all higher education;</li> <li>d-Eventual expansion to all other education in the state of Alabama;</li> <li>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.</li> </ul>
<b>II. Enabling Condition(s):</b>	<ul style="list-style-type: none"> <li>a-Continued support by the UA System and other institutions for high performance networking;</li> <li>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</li> <li>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;</li> </ul>
<b>III. To Be Implemented By:</b>	<ul style="list-style-type: none"> <li>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.</li> <li>b-Appropriate campus academic officers and faculty</li> </ul>
<b>IV. Measures of Success</b>	<ul style="list-style-type: none"> <li>a-Continuation of broadband connectivity for UA System</li> <li>b-Number of research institutions connected to the broadband backbone</li> <li>c-Securing Federal funding to support Internet2 applications</li> <li>d-Significant increase in UA System Internet2 applications/use</li> </ul>
<b>V. Timeline</b>	<p>Continuous with annual review of progress being made toward the development of a sustained statewide high performance network</p>

<p><b>Recommended Strategic Initiative Number 2:</b></p>	<p><b>Initiate a comprehensive tri-campus Information Technology Collaboration effort to:</b>  <b>1-permit increased sharing of resources</b>  <b>2-foster collaboration among faculty, students, and staff</b>  <b>3-develop the technological infrastructure necessary to compete in the developing higher education marketplace</b></p>
<p><b>VI. Expected Outcome(s):</b></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"> <li>a-Development of a framework for Information Technology planning at the System and campus levels;</li> <li>b-Develop System-wide Information Technology policies that are compatible with and complementary to individual campus policies (e.g. appropriate use, e-mail, etc);</li> <li>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;</li> <li>d-Centralize license and contract review for combined purchasing initiatives;</li> <li>e-Increase awareness of and access to specialized information resources through a shared resource model;</li> <li>f-Jointly test and evaluate new technologies with consideration of their potential for integration into Systemwide and statewide efforts;</li> <li>g-Improve availability of timely information on legislative and state government matters, and coordinate representation and influence on those matters;</li> <li>h-Identify best practices that can be adapted for educational environments;</li> <li>i-Develop a continuous information exchange among the campus IT organizations to monitor opportunities for cooperation on specific IT projects (e.g. security);</li> <li>j-Actively participate in the formation of a formal Alabama Videoconferencing Network to further utilize the considerable videoconferencing resources in the state; and,</li> <li>k-Coordinate data warehouses to maximize the availability of information needed by the Board of Trustees</li> </ul>

<b>VII. Enabling Condition(s):</b>	<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>
<b>VIII. To Be Implemented By:</b>	<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>
<b>IX. Measures of Success</b>	<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>

<b>Recommended Strategic Initiative Number 3:</b>	<b>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.</b>
<b>X. Expected Outcome(s):</b>	<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><b>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.</b></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"> <li>(1) Achieve a desired ratio of general access computers to FTE or headcount based on peer institutions, and maintain currency of these resources;</li> <li>(2) Provide high speed network access in all residence halls and student laboratories; and</li> <li>(3) Provide assistance for and support for students to develop and use computer competencies.</li> </ol> <p>c-Availability of computing resources for faculty and staff including:</p> <ol style="list-style-type: none"> <li>(1) A high speed network connection;</li> <li>(2) A current computer (capability to be defined on a college/department level) with an established replacement cycle;</li> <li>(4) Provide assistance and support for faculty use of Information Technology in instruction and research;</li> </ol> <p>d-Availability of Web based processes to faculty, staff, and students to include:</p> <ol style="list-style-type: none"> <li>(1) Application for admission;</li> <li>(2) Application for financial aid;</li> <li>(3) Registration;</li> <li>(4) Drop-add;</li> <li>(5) Checking grades;</li> <li>(6) Paying bills;</li> <li>(7) Degree audit;</li> <li>(8) Updating addresses and personal information;</li> <li>(9) Changing benefit plans; and</li> <li>(10) Purchasing and other business processes.</li> </ol>
<b>XI. Enabling Condition(s):</b>	<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>
<b>X. To Be Implemented By:</b>	Appropriate administrators at the campus level
<b>XII. Measures of Success</b>	<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>
<b>XIII. Timeline</b>	<p>a-Initial evaluation and identification by July 1, 2001</p> <p>b-Annual review of progress toward development of critical capabilities</p>

The University of Alabama System  
**Strategic Planning Initiatives Task Force # 3**  
 “Improving the Overall State of Teaching and Learning in Alabama – P-16”  
 (Revised December 5, 2001)

<b>Recommended Strategic Initiative Number 1</b>	<ul style="list-style-type: none"> <li>• <b>Provide information on activities and service ventures involving P-16 education</b></li> </ul>
<b>I. Expected Outcome</b>	<ul style="list-style-type: none"> <li>a-Provide information for public relations use</li> <li>b-Provide data on the contributions campuses make to Alabama and P-16 education</li> </ul>
<b>II. Enabling Condition</b>	Institutions provide information about collaboration and services to P-12 (Institutions already doing this)
<b>III. To Be Implemented By</b>	The System Academic Affairs Office
<b>IV. Measures of Success: Accountability</b>	<ul style="list-style-type: none"> <li>a-Targeted and frequent press releases</li> <li>b-More information to support our political agenda</li> </ul>
<b>V. Timeline</b>	Ongoing

<b>Recommended Strategic Initiative Number 2</b>	<ul style="list-style-type: none"> <li>• <b>Provide information when available to P-12 education about potential sources of funding from government agencies, foundations, and business-related enterprises interested in supporting the public schools and higher education</b></li> </ul>
<b>I. Expected Outcome</b>	More funding opportunities for P-12 schools. Collaboration across P-16 in seeking external funds for mutual benefits
<b>II. Enabling Condition</b>	a-Organize and disseminate information on government agencies, foundations, and businesses interested in supporting P-12 education and collaboration across P-12 and higher education b-Provide information or access to a web site to the State Department of Education and each school district
<b>III. To Be Implemented By</b>	a-Development and research offices on each campus b-System Office
<b>IV. Measures of Success: Accountability</b>	More joint projects across P-16 and increased funding to support P-16 initiatives from more government and non-government sources
<b>V. Timeline</b>	Ongoing activity

<b>Recommended Strategic Initiative Number 3</b>	<ul style="list-style-type: none"> <li>• <b>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives</b></li> </ul>
<b>I. Expected Outcome</b>	<p>a-Increased awareness among university faculty about P-12 issues</p> <p>b-More faculty from across the university involved in the elementary and secondary schools where mutually beneficial</p>
<b>II. Enabling Condition</b>	<p>a-Funding to support release time for faculty to work with public schools</p> <p>b-Include activities with schools as part of faculty workload, where appropriate</p> <p>c-Make clear statements about how administrators view university collaboration with P-12 as important</p>
<b>III. To Be Implemented By</b>	Chancellor and presidents
<b>IV. Measures of Success: Accountability</b>	<p>a-Faculty who are involved with P-12 schools receive public recognition and are rewarded</p> <p>b-Increased levels of quality research and service conducted out in school settings</p>
<b>V. Timeline</b>	Ongoing process



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

<b>Recommended Strategic Initiative Number 5</b>	<b>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners.</b> <ul style="list-style-type: none"> <li>• <b>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</b></li> </ul>
<b>I. Expected Outcomes</b>	a-More collaboration b-Better understanding of each other’s roles and how we impact P-12 faculty, administrators, and programs
<b>II. Enabling Conditions</b>	a-Professional development activities need to be provided b-Faculty must be encouraged to participate c-External funding
<b>III. To Be Implemented By</b>	Provosts, academic deans
<b>IV. Measures of Success: Accountability</b>	How many faculty attend and then pursue research activities with P-12 schools
<b>V. Timeline</b>	Ongoing

<b>Recommended Strategic Initiative Number 6</b>	<b>Enhance Working Relationships with Two-year Community, Junior, and Technical Colleges.</b> <ul style="list-style-type: none"> <li>• <b>Provide direct feedback to community colleges concerning the performance of their students</b></li> <li>• <b>Share course and program expectations with community colleges</b></li> </ul>
<b>I. Expected Outcomes</b>	a-Better information on performance expectations for transfer students b-Better prepared transfer students
<b>II. Enabling Condition</b>	a-Better data collection on each campus to allow for the easy identification of transfer students and their performance characteristics b-More information on web sites about program and course expectations on campuses
<b>III. To Be Implemented By</b>	Registrars and program faculty
<b>IV. Measures of Success: Accountability</b>	a-Accuracy of the information b-Better cooperation across campuses c-Better success rates among transfer students
<b>V. Timeline</b>	Ongoing

<b>Recommended Strategic Initiative Number 7</b>	<b>Assist in Providing Distance Education Opportunities to P-12 Institutions:</b> <ul style="list-style-type: none"> <li>• <b>Identify and publicize all current, available distance education opportunities for students and educators</b></li> </ul>
<b>I. Expected Outcomes</b>	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
<b>II. Enabling Conditions</b>	a-Better collection of data on all offerings b-Ability to disseminate information accurately and quickly to P-12 educators
<b>III. To Be Implemented By</b>	Continuing education on the 3 campuses
<b>IV. Measures of Success: Accountability</b>	a-Increased recognition for our outreach efforts b-Increased enrollment in distance education courses and programs
<b>V. Timeline</b>	Ongoing

<b>Recommended Strategic Initiative Number 8</b>	<b>Assist in Providing Distance Education Opportunities to P-12 Institutions:</b> <ul style="list-style-type: none"> <li>• <b>Decide the role the University System campuses wish to play in the offering of distance education courses for dual enrollment and dual credit to AP high school students in the State</b></li> </ul>
<b>I. Expected Outcomes</b>	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
<b>II. Enabling Condition</b>	Each campus must determine: a-if it is academically appropriate and part of our mission to offer dual enrollment in distance education courses b-what it can offer and who will provide the courses
<b>III. To Be Implemented By</b>	Provosts and academic deans on each campus
<b>IV. Measures of Success: Accountability</b>	Recruitment of more Alabama high school students who can do college level work
<b>V. Timeline</b>	Once established, ongoing

<b>Recommended Strategic Initiative Number 9</b>	<b>Assist in Providing Distance Education Opportunities to P-12 faculty and administrators:</b> <ul style="list-style-type: none"> <li>• <b>Encourage more faculty to develop courses and programs that take advantage of technology enhanced instruction</b></li> </ul>
<b>I. Expected Outcomes</b>	a-More graduate students enrolled in our courses and programs b-Closer links to Alabama communities where courses are offered
<b>II. Enabling Condition</b>	a-Incentives to develop technologically based courses b-Technical support for faculty who need assistance developing courses
<b>III. To Be Implemented By</b>	Academic affairs office on each campus
<b>IV. Measures of Success: Accountability</b>	Increase in the number of technology based courses offered and student enrollment
<b>V. Timeline</b>	Ongoing process

<b>Recommended Strategic Initiative Number 10</b>	<b>Ensure the Delivery of Effective Teacher and Administrator Preparation Programs:</b> <ul style="list-style-type: none"> <li>• <b>Maintain and continue to support high admission standards for all teacher and administrator preparation programs</b></li> </ul>
<b>I. Expected Outcomes</b>	a-Better students enrolled in our programs b-Improved academic reputation of all our programs for educators
<b>II. Enabling Condition:</b>	a-System and campus support for raising admission standards b-Resisting political pressure to lower standards because of projected shortages of teachers and administrators c-Support for faculty to strengthen the curriculum
<b>III. To Be Implemented By</b>	Academic affairs offices on each campus with policies carried out in each education program
<b>IV. Measures of Success: Accountability</b>	a-State, regional, and national recognition of our programs b-Better, more qualified students in our teacher and administrator preparation programs c-Higher levels of success among teachers and administrators who graduate from our programs.
<b>V. Timeline</b>	Ongoing

<b>Recommended Strategic Initiative Number 11</b>	<b>Ensure the Delivery of Effective Teacher and Administrator Preparation Programs:</b> <ul style="list-style-type: none"> <li>• <b>Provide in-service opportunities for teachers and administrators</b></li> <li>• <b>Provide linkages to university faculty in the areas of education, business and law</b></li> </ul>
<b>I. Expected Outcome</b>	a-Closer relationships with P-12 administrators and the State Department of Education b-Better communication and connections with public school administrators and faculty c-Requested technical assistance made available to P-12 educators and administrators
<b>II. Enabling Conditions</b>	a-Identify needs of school administrators b-Support business, law and education faculty in the development of workshops for P-12 teachers and administrators c-Provide a process to link faculty to the schools d-Funding and release time for participating faculty
<b>III. To Be Implemented By</b>	a-Interested faculty and programs b-Alabama Regional Inservice Centers
<b>IV. Measures of Success: Accountability</b>	a-Positive feedback from teachers and administrators attending sessions offered b-Assessments of teachers and administrators on knowledge learned with follow-up evaluations of their performance
<b>V. Timeline</b>	On-going