

<b>Priority Tactical Plan Update: August 2015</b>				
<b>Priority</b>	<b>Objective</b>	<b>Tactics</b>	<b>Responsibility</b>	<b>Complete: ✓ In Progress: → Blank: Not pursued yet</b>
<b>Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience</b>	<b>Grow university enrollment to 10,000 headcount and a mix of 75% undergraduates and 25% graduate students by 2020, while increasing the percentage of full-time enrolled students.</b>	Develop PK-12 Pipeline Center to implement programming initiatives to provide academic enrichment opportunities for the region and recruitment opportunities for the University. (#4)	Provost	→
		Create campus enrollment management and retention committees to research, develop and implement 3-year, 5-year and 10-year plans. (#12)	President	
		Engage a marketing firm to assist in developing and communicating a brand identity segmented to targeted populations, including potential graduate students. (#1,3,11)	VP Advancement	✓
		Redesign university website, including a mobile site, and propagate the university template throughout subpages. (#2)	VP Advancement	✓
		Create a more welcoming and informative campus environment for visitors, including updated Admissions Office facilities and beautification of campus grounds. (#5)	VP Finance & Administration	✓
		Develop programs/activities with the US Space & Rocket Center that enhance student recruiting	Assoc VP for Enrollment Services/ Provost/Recruiters	✓
		Develop new and innovative partnerships with community colleges. (#6)	Provost	→
		Diversify and broaden academic opportunities available for both graduate and undergraduate students. (#7) (including evening classes and programs for part-time students)	Provost/Deans	→
		Increase participation and visibility of faculty, executive administration, alumni and current students in student recruitment. (#9)	Assoc VP Enrollment Services	✓
		Develop international partnerships and leverage for recruiting purposes. (#13)	Director of International Engagement	✓
		Develop ways to increase and/or leverage financial assistance through scholarships, loans, grants, employment opportunities and incentives. (#8)	Assoc VP Enrollment Services	→
		Leverage the resources available to us throughout the city of Huntsville to enhance further the student experience as well as be a resource to our local community. (#10)	Provost/Deans/Dean of Students	→
		Develop prospective student immersion experiences. (#14)	Dean of Students	
		<b>Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience</b>	<b>Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018.</b>	Enable a campus culture that supports a more "traditional" student experience while also honoring the diversity of our student population. (#1)

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		Coordinate marketing for all campus events centrally by fall 2014, including installation of a marquee to coincide with the opening of Charger Union in 2013-14. (#4)	VP Advancement/VP Finance & Administration	✓
		Implement a late night and weekend Programming model by spring of 2014. (#2)	Dean of Students	✓
		Develop campus-wide "Distinguished Speakers Series" by fall 2014. (#3)	Provost	✓
		Enhance "student- focused" community business infrastructure by fall 2016 which might include retail partnerships to increase opportunities for students to have access to retail services within walking distance to campus. (#5)	Dean of Students	
		By fall 2014, plan, develop and implement a Center for Faculty Excellence. (#6)	Provost	→
<b>Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience</b>	<b>Increase 6-year graduation and year to year retention rates by 4% annually through 2018.</b>	Develop discrete and continuous cooperative education programs as formal five year programs.	Director of Student Success Center/Deans	
	<b>Raise the academic profile of new first-time-full-time freshmen from the 2011 high school base GPA of 3.60 and ACT of 25.</b>	Revise General Education Requirements.	Provost/Deans	✓
	<b>Increase to 90% the proportion of direct placements into GER-level courses in English, Mathematics, and Science as appropriate for the designated major.</b>	Develop new programs that will attract a new student population.	Deans	✓
		Conduct entering and exiting student surveys determining why students choose UAH and why they leave.	Institutional Research	✓
		Establish an exit survey deposit refunded upon a student completing the exit survey.	Institutional Research	✓
		Investigate block rate tuition for full-time students to encourage on-time degree completion.	Provost/VP for Finance & Administration	✓
		Develop and conduct student satisfaction surveys annually.	Institutional Research	
		Develop closer relationships with the regional feeder high schools.	President/Provost/ Assoc VP for Enrollment Services	✓
		Develop courses, that may be part of the General Education Requirements, that demonstrate what is special about UAH.	Deans	✓

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		Develop student cohorts that propagate through from freshman to senior year.	Provost/Deans/Dean of Students	✓
		Deploy appropriate and new learning technologies.	Provost/Deans	→
		Develop and deploy faculty course-based texts and increase the use of eBooks.	Provost/Deans	
		Develop and deploy flexible course formats.	Provost/Deans	→
		Develop a coordinated advising strategy with a "one stop" approach using a case-based approach and early alert system.	Director of Student Success Center/Deans	→
		Analyze grade variations among sections and address issues that arise.	Provost/Deans	→
		Develop a summer enrichment program, perhaps on line, for students prior to entering UAH to provide a "head start."	Provost/Deans	✓
		Develop signature campus program/initiative that ensures every graduate has participated in an academic or co-curricular experience that expands learning and knowledge application beyond the traditional classroom setting.	Dean of Students/Deans	
<b>Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience</b>	<b>By 2018, increase the demographic diversity of the student body by: increasing the enrollment of non-resident domestic undergraduate students to 15% of undergraduates; increasing the percentage of students from underrepresented groups by 3%; establishing an enrollment of international students of 5% of the student body</b>	Expand the existing Alliance for Minority Participation program.	VP for Diversity/Deans	✓
		Increase underrepresented groups and non-resident domestic students by targeted recruiting.	Assoc VP for Enrollment Services/VP for Diversity	
		Develop a tuition incentive program for non-resident domestic students.	Provost/Assoc VP for Enrollment Services	✓

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<b>Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience</b>	<b>Establish and maintain university infrastructure that utilizes educational and business best practices to improve student satisfaction by 3% each year using standardized satisfaction measures.</b>	Develop and conduct student satisfaction surveys annually. (same as from Task Force #3)	Institutional Research/Dean of Students	
		Examine correlation between student satisfaction survey results and retention and make adjustments as indicated to improve retention.	Institutional Research/Dean of Students/Deans	→
<b>Recruit, develop, and retain an outstanding and diverse faculty and staff</b>	<b>Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.</b>	Develop and implement a one-time retirement incentive program.	President/Provost/ VP for Finance & Administration	✓
		Work legislatively for a waiver to increase the \$22,000 salary limit for retirees if salary is generated from federal research dollars.	President/ Government Relations	→
<b>Recruit, develop, and retain an outstanding and diverse faculty and staff</b>	<b>Recruit a cadre of outstanding and diverse faculty and staff to reach critical mass in at least 50% of selected areas of research and education by 2018.</b>	Develop strong nationally-based searches to enhance the diversity of the candidate pools for both faculty and professional staff: streamline the hiring process; establish competitive start-up support, teaching loads, salaries; encourage diverse candidate pools.	VP for Diversity/Provost/ HR/Deans	→
	<b>Develop a start-up infrastructure plan for faculty hires by 2013.</b>	Develop a fund to generate start-up funds, bridge funding for curriculum delivery, shared equipment acquisitions, and "target of opportunity" hires: hold 10% of faculty salary funds open at any one time; re-examine F&A allocations between centers and academic units enabling competitive start-up packages and clarifying intention of use of funds.	President/Provost/ VP for Finance & Administration	→
<b>Recruit, develop, and retain an outstanding and diverse faculty and staff</b>	<b>Implement faculty and staff development and retention incentives by 2013.</b>	Establish bridge funding in the temporary absence of soft money funding for research staff.	VP for Research	
		Reinstate and increase staff awards, an annual service recognition luncheon, and begin a Staff Appreciation Day.	HR/VP for Finance & Administration	✓
		Develop a promotion track for lecturers.	Provost	✓
		Include part-time faculty in teaching related development and training programs.	Provost/Deans/HR	
		Expand benefits for domestic partners of faculty and staff.	HR/VP for Finance & Administration	✓
		Re-implement annual college faculty awards in teaching, research and service (to be added).	Provost/Deans	✓
<b>Broaden and expand the research portfolio</b>	<b>By 2018, increase total expenditures by one-third.</b>	Establish research-success criteria for new-hires that are comparable with those of peer research-intensive universities.	VP for Research/ Provost/Deans	✓

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	<b>By 2018, increase by 50% the proportion of total expenditures from sources other than DoD and NASA.</b>	Streamline the time-consuming process of proposal preparation and submission, perhaps using a third-party professional service or a UAH Proposal Development Office.	VP for Research/ Provost/Deans	✓
	<b>By 2018, increase the percent of expenditures from large, multi-year grants and contracts.</b>	Establish a means by which investigators (principally research staff) can be funded to prepare proposals.	VP for Research/ Provost/Deans	
	<b>By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes.</b>	Modify the ICR distribution so as to encourage, at all levels, submission of inter-unit proposals.	VP for Research/ Provost/VP for Finance & Administration	→
		Hire short-term capture managers to coordinate the proposal process for large, long-term, and/or multi-institutional opportunities. This may be accomplished through a UAH Proposal Development Office.	VP for Research/ Provost/Deans	
<b>Be a recognized leader in selected areas of education and research: Aerospace and Systems Engineering; Biotechnology; Cybersecurity and Big Data; Earth, Atmospheric, and Space Science; and Gaming and Entertainment Arts</b>	<b>Develop a national ranking in areas in which UAH is a recognized leader</b>		Provost/VPR/Deans	→
<b>Be a recognized leader in selected areas of education and research: Aerospace and Systems Engineering; Biotechnology; Cybersecurity and Big Data; Earth, Atmospheric, and Space Science; and Gaming and Entertainment Arts</b>	<b>Gain national recognition for innovative programs to advance multidisciplinary efforts</b>		Provost/Deans	→
<b>Engage more fully our stakeholders: alumni, the community, elected officials, and global partners</b>	<b>By the end of 2013, improve two-way communications and collaborative decision making with internal and external stakeholders.</b>	By the end of 2013, design and implement a comprehensive set of channels (e.g., publications, social media) for effectively and regularly communicating accomplishments, organizational changes, outcomes, and news to internal and external stakeholders.	VP Advancement/Deans	→

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	By the end of 2013, redesign the roles, structures and processes for creating advisory boards and committees and for both managing and communicating their work.	Reinstitute Service Awards Luncheon.	HR/Special Events	✓
		Establish automated activities reporting system for faculty.	Provost/Deans	→
		Install electronic signage around the exterior of campus to advertise campus events.	VP Advancement/VP Finance & Administration	→
Engage more fully our stakeholders: alumni, the community, elected officials, and global partners	Beginning in 2012 and increasing each year, develop a portfolio of high profile programs, events, and activities that leverage our expertise in key spheres of knowledge for the benefit of the community.	Develop an annual evaluation process to determine which events best served our strategic goals. Such a process should take into consideration the number and importance of stakeholders involved, follow up benefits from the event, etc. This will not only help determine whether this approach is working, but also provide guidance for the Events Office in selecting strategically valuable events.	VP Advancement	
Engage more fully our stakeholders: alumni, the community, elected officials, and global partners	By 2018, increase average annual gift contributions by 50%, from the 20-year average of \$4.0 million per year to \$6.0 million per year.	Build development staff: Fill vacant Assistant Vice President of Development, Development Officer.	VP Advancement	→
	By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.	Determine need & timing – additional front and back office staff.	VP Advancement	
		Development and Communications staff work with other University staff to create compelling “case” for support.	VP Advancement	→
		Assess status of current and lapsed donors for interest and consistency of giving.	VP Advancement	→
		Conduct selected electronic screenings of prospects.	VP Advancement	→
		Development staff to qualify prospective donors.	VP Advancement	→
		Define fund raising roles (direct and support) of key volunteer leaders, internal leaders, and Advancement staff.	VP Advancement	✓
		Develop Comprehensive campaign for Nursing and University-wide.	VP Advancement	→
		Establish and coordinate methods of giving.	VP Advancement	→