Priority: Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience

Objectives for Task Force #1 (Coordinator: Ingrid Hayes)

- Grow university enrollment to 10,000 headcount and a mix of 75% undergraduates and 25% graduate students by 2018, while increasing the percentage of full-time enrolled students.

Possible Tactics

✓ Develop PK-12 Pipeline Center to implement programming initiatives to provide academic enrichment opportunities for the region and recruitment opportunities for the University.
✓ Create campus enrollment management and retention committees to research, develop and implement 3-year, 5-year and 10-year plans.

Objectives for Task Force #2 (Coordinator: Ingrid Hayes)

- Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018.

Objectives for Task Force #3 (Coordinator: Ingrid Hayes)

- Increase 6-year graduation and year to year retention rates by 4% annually through 2018.

Possible Tactics

✓ 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.

- 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.
- Increase to 90% the proportion of direct placements into GER-level courses in English, Mathematics, and Science as appropriate for the designated major.
Objectives for Task Force #4 (Coordinator: Ingrid Hayes)

- 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.

Objectives for Task Force #5 (Coordinator: Ingrid Hayes)

- Establish and maintain university infrastructure that utilizes educational and business best practices to improve student satisfaction by 3% each year using standardized satisfaction measures.

Priority: Recruit, develop, and retain an outstanding and diverse faculty and staff

Objectives for Task Force #6 (Coordinator: Shankar Mahalingam)

- Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.

  Possible Tactics

  ✓ Develop and implement a one-time retirement incentive program.

Objectives for Task Force #7 (Coordinator: Shankar Mahalingam)

- 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.

  Possible Tactics

  ✓ Develop strong nationally-based searches to enhance the diversity of the candidate pools for both faculty and professional staff.
  ✓ Hold 15% of campus-wide positions open at any time to generate start-up funds, bridge funding for curriculum delivery, shared equipment acquisitions, and “target of opportunity” hires.
  ✓ Hire outstanding junior faculty to complement existing senior, well-established faculty in targeted areas. Hire outstanding mid-level or senior faculty in targeted areas in which UAH aspires to be nationally recognized and commit faculty positions for concomitant or future complementary junior hires.

- Develop a start-up infrastructure plan for faculty hires by 2013.
Objectives for Task Force #8 (Coordinator: Shankar Mahalingam)

- Implement faculty and staff development and retention incentives by 2013.

Possible Tactics

- Develop a promotion track for non-tenure earning faculty.
- Enable professional development of staff, address lateral movement issues, and develop annual staff award and recognition events.

Priority: Broaden and expand the research portfolio

Objectives for Task Force #9 (Coordinator: Sara Graves)

- By 2018, increase total expenditures by one-third.
- By 2018, increase by 50% the proportion of total expenditures from sources other than DoD and NASA.
- By 2018, increase the percent of expenditures from large, multi-year grants and contracts.
- By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes.

Priority: Be a recognized leader in education and research in (Possible areas listed):

- Space, Earth, and Atmospheric Science
- Complex Systems Analysis and Science and Engineering
- Others?
  - Nursing
  - Management/Entrepreneurship
  - Integration of Science and the Arts
  - Computational Science and Engineering
  - Data Management and Informatics/Cybersecurity
  - STEM education

Objectives for Task Force #10-1 (Coordinator: Bob Lindquist)

- Develop a national ranking in areas in which UAH is a recognized leader

Objectives for Task Force #10-2 (Coordinator: Bob Lindquist)

- Gain national recognition for innovative programs to advance multidisciplinary efforts
**Priority:** Engage more fully our stakeholders: alumni, the community, elected officials, and global partners

**Objectives for Task Force #11 (Coordinator: Caron St. John)**

- By the end of 2013, improve two-way communications and collaborative decision making with internal and external stakeholders.

  **Possible Tactics**

  ✓ 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.

- 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.

**Objectives for Task Force #12 (Coordinator: Caron St. John)**

- 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.

**Objectives for Task Force#13 (Coordinator: Caron St. John)**

- By 2018, increase average annual gift contributions by 50%, from the 20-year average of $5.4 million to $8.1 million.

- By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.