



## **Strategic Priorities:**

- **Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience**
- **Recruit, develop, and retain an outstanding and diverse faculty and staff**
- **Broaden and expand the research portfolio**
- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**
- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**



## **Strategic Priority:**

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

## **Strategic Objectives:**

- Grow university enrollment to 10,000 headcount by 2018, while increasing the percentage of full-time enrolled students.

## **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.



## **Strategic Priority:**

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

## **Strategic Objectives:**

- Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018
- Increase 6-year graduation rate and year to year retention rates by 4% annually through 2018.

## **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.

## Strategic Priority:

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

## Strategic Objectives:

- ~~Increase the percentage of enrolled students demonstrating preparation for collegiate courses through quality admission indicators, such as average standardized scores and grade point average (**What are the score and GPA targets?**)~~
- ~~Increase the demographic diversity of the student body (**What is the target?**)~~
- ~~Strengthen the infrastructure that improves student satisfaction through operational excellence to create enduring institutional engagement (**What is going to be measured here?**)~~

## **Strategic Priority:**

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

## **Strategic Objectives:**

- 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.
- By 2018, increase the demographic diversity of the student body in focused areas;
  - 25% increase in non-resident domestic students
  - 20% increase in undergraduate enrollment of international students
  - 30% increase in graduate enrollment of international students
  - 3% increase in total enrollment of underrepresented groups



## **Strategic Priority:**

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

## **Strategic Objectives:**

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

## Strategic Priority:

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## Strategic Objectives

- ~~**Salary and workload.** Establish and maintain competitive compensation offers (including both salaries and start-up costs) to attract and maintain diverse and excellent faculty and staff in all fields. Strengthen our infrastructure of human resources (particularly in critical areas) to insure that each and every faculty and staff member can excel in their particular job/function. Target date: 2015~~
- ~~**Internal funding.** Increase sources of additional *internal* funding that would appeal to candidates and faculty by 50% by a target date of 2018. Examples: internal grants and incentives for faculty to develop research, travel funds. These funds would ideally lead to external sources funding opportunities consistent with each college's mission.~~

## Strategic Priority:

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## Strategic Objectives

- ~~**Mentoring.** For junior faculty, develop University-wide, but college-specific mentoring programs. For administrative staff, identify high achieving, highly motivated individuals with talent and potential, and then nurture their talent and potential through a professional development program that involves rewards, education, professional association involvement, personal mentoring, etc. Target date: 2013.~~
- ~~**Outstanding and diverse faculty.** (A) Identify areas for targeted hires of senior or mid-career faculty with established reputations, assure adequate funding for these positions, and recruit to fill these positions. Target date: 2018. (B) Encourage all departments to be aggressive about diversity in hiring. Target date: Fall 2012.~~



## Strategic Priority:

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## Strategic Objectives

- ~~**Culture.** Build upon college-specific cultures to develop a sense of community and camaraderie among faculty and staff at UAH. This will help retain existing faculty and staff as well as be an attractive element in recruiting new hires.~~

## **Strategic Priority:**

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## **Strategic Objectives**

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

## **Tactics**

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

## **Strategic Priority:**

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## **Strategic Objectives**

- 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.

## **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.

## **Strategic Priority:**

- **Recruit, develop, and retain an outstanding and diverse faculty and staff**

## **Strategic Objectives**

- Develop a start-up infrastructure plan for faculty hires by 2013.
- Implement faculty and staff development and retention incentives by 2013.

## **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.

## **Strategic Priority:**

- **Broaden and expand the research portfolio**

## **Strategic Objectives:**

- By 2018, increase total expenditures by \$30 million.
- By 2018, increase by 50% the proportion of total expenditures from sources other than DOD and NASA (e.g., NSF, NIH, Foundations)
- 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.

**Known**

Atmospheric Science  
Solar Terrestrial Processes  
Remote Sensing Archeology  
Nursing Education  
Aerospace Engineering  
Propulsion  
Astrophysics


**Should be Known**

Computational Science and Engineering  
Data Management and Informatics/Cyberspace  
Management and Integration of Technologies in Health Systems  
Interdisciplinary STEM Integration  
Information Security  
Optics  
Entrepreneurship  
Nursing Informatics and Biogenetics  
Communication Science  
International Affairs/Business

**Could be Known**

Aeronautics and Space Related Complex Systems  
Computational Science and Engineering  
Entrepreneurship  
UG Education in Science and Liberal Arts  
Propulsion  
Rotocraft Engineering  
Supply Chain Management  
Sports Physiology  
Piano Performance  
STEM Education  
Materials Science  
Nursing Technology  
Biotechnology  
MBA  
Industrial Engineering  
Engineering Education  
Urban Infrastructure

## Strategic

- Be a  in education and research in:
  - **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**



## **Strategic Priority:**

- **Be a recognized leader in education and research**

## **Strategic Objectives**

- Develop a national ranking in areas in which UAH is a recognized leader
- Gain national recognition for innovative programs to advance multidisciplinary efforts



## **Strategic Priority:**

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

## **Strategic Objectives:**

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

## **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.

## **Strategic Priority:**

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

## **Strategic Objectives:**

- By the end of 2013, redesign the roles, structures and processes for creating advisory boards and committees (ad hoc, steering, standing) and for both managing and communicating their work
- 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.



## **Strategic Priority:**

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

## **Strategic Objectives:**

- By 2018, increase average annual gift contributions to the University by 50%, from the 20-year average of \$5.4 million to \$8 million.
- By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.

Strategic Priorities					
Strategic Priority	Student Recruiting	Faculty/Staff Recruiting	Broaden & Expand Research Portfolio	Research & Education Leadership in Select Areas	Engagement
<b>Strategic Objectives Subcommittees (Coordinators in Bold)</b>					
Task Forces	1, 2, 3, 4, 5	6, 7, 8	9	10	11, 12, 13
	Dasher	Berkowitz	Christy	Berkowitz	Brophy
	Gaede	Burnett	Fix	Burnett	Dasher
	<b>Hayes</b>	Fix	<b>Graves</b>	Christy	Gaede
	Hyatt	Hawk	Horack	Garner	Garner
	Lindquist	Horack	Hawk	Graves	Hayes
	Monger	Hoy	Mahalingam	<b>Lindquist</b>	Hyatt
	Moriarity	Karbhari	Moriarity	Hoy	Monger
	Osby	<b>Mahalingam</b>	Raines	Karbhari	Osby
	Patel	Newman	Scholz	Newman	Patel
	Pinner	Smith	St. John	Raines	Pinner
	Reavis	Tuder	Tuder	Scholz	Reavis
	Smith	Wilkerson	Warboys	Wilkerson	<b>St. John</b>
	Warboys				