Expanding Horizons
A Strategic Plan: 2013-2020

Mission:
The University of Alabama in Huntsville is a research-intensive, internationally-recognized technological university serving Alabama and beyond. Our mission is to explore, discover, create, and communicate knowledge, while educating individuals in leadership, innovation, critical thinking, and civic responsibility and inspiring a passion for learning.

Vision:
The University of Alabama in Huntsville will be a preeminent, comprehensive, technological research-intensive university known for inspiring and instilling the spirit of discovery, the ability to solve complex problems, and a passion for improving the human condition—a university of choice where technology and human understanding converge.

Core Values:

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<tr>
<th>Core Values</th>
<th>Definition</th>
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<tr>
<td>Integrity and Respect</td>
<td>We are guided by principles of ethics, treat others with deferential regard, and are civil in our interactions.</td>
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<td>Diligence and Excellence</td>
<td>We work hard and are tireless in the pursuit of our goals and achieving outcomes of the highest quality.</td>
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<td>Inclusiveness and Diversity</td>
<td>We honor the individual. We celebrate differences and use them to create unity.</td>
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Value Proposition:
The University of Alabama in Huntsville offers an accessible, affordable, high quality education, relevant to an evolving technological, knowledge-driven world, in a research-intensive environment.

Goals:

- Be nationally and internationally recognized as an institution to which government, industry, and academic leaders turn for opinions on societal issues, especially those involving technology
- Strengthen and maintain a financial, physical, and personnel infrastructure that supports continuous quality enhancement and the pursuit of excellence in research and education
- Ensure an environment where curiosity, discovery, innovation, and entrepreneurship are valued
- Graduate students able to address problems through integration of knowledge across disciplines
- Foster an environment of community service and engagement and global experience and understanding
- Be unique in opportunities to explore and experience the relationships among technology, culture, and the arts

Strategic Priorities/Objectives

- **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**

- 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.
- 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.
- 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 and year to year retention rates by 4% annually through 2018.
- 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.
- 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**

- Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.
• 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.
• Develop a start-up infrastructure plan for faculty hires by 2013.
• Implement faculty and staff development and retention incentives by 2013.

• **Priority:** Broaden and expand the research portfolio

**Objectives**

• 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 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

**Objectives**

• Develop a national ranking in areas in which UAH is a recognized leader.
• 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**

• By the end of 2013, improve two-way communications and collaborative decision making with 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.
• 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.
• 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.
• By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.