• **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**

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

#4 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
Fall Enrollment Growth

<table>
<thead>
<tr>
<th>Year</th>
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<th>Growth</th>
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<td>2001</td>
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<td>2.4%</td>
</tr>
<tr>
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</tr>
<tr>
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<td>2010</td>
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<tr>
<td>2011</td>
<td>7,629</td>
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<tr>
<td>Year</td>
<td>Enrollment</td>
<td>% Growth</td>
</tr>
<tr>
<td>------</td>
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</tr>
<tr>
<td>2012</td>
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<td>9,704</td>
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<td>2020</td>
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<td>% In-State</td>
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<tr>
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<tr>
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#1 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
#4 By 2018, increase the demographic diversity of the student body in focused areas by:

- 25% increase in non-resident domestic students
- 20% increase in undergraduate enrollment of international students
- 30% increase in graduate enrollment of international students
- Increasing the enrollment of non-resident domestic undergraduate students to 15% of undergraduates
- A 3% increase in total enrollment of underrepresented groups
- Establishing an enrollment of international students of 5% of the student body
Priority: Recruit, develop, and retain an outstanding and diverse faculty and staff

Objectives

#6 Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.
#7 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.
#7 Develop a start-up infrastructure plan for faculty hires by 2013.
#8 Implement faculty and staff development and retention incentives by 2013.
• **Priority**: Broaden and expand the research portfolio

**Objectives**

#9 By 2018, increase total expenditures by $30 million one-third.
#9 By 2018, increase by 50% the proportion of total expenditures from sources other than DoD and NASA.
#9 By 2018, increase the percent of expenditures from large, multi-year grants and contracts.
#9 By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes.
<table>
<thead>
<tr>
<th>% or Millions</th>
<th>Current Objectives</th>
<th>Current Objective</th>
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<td>Year</td>
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<td>2020</td>
<td>$149,999,993</td>
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• **Priority**: Be a recognized leader 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
Objectives

#10 Develop a national ranking in areas in which UAH is a recognized leader
#10 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**

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

#11 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.
#12 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.

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

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

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Student Recruiting</th>
<th>Faculty/Staff Recruiting</th>
<th>Broaden &amp; Expand Research Portfolio</th>
<th>Research &amp; Education Leadership in Select Areas</th>
<th>Engagement</th>
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## Strategic Objectives Subcommittees (Coordinators in Bold)

<table>
<thead>
<tr>
<th>Task Forces</th>
<th>1, 2, 3, 4, 5</th>
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<tr>
<td>Barinowski, Sandra</td>
<td>Director of Admissions</td>
<td><a href="mailto:sandra.barinowski@uah.edu">sandra.barinowski@uah.edu</a></td>
<td>Blount, Rebecca</td>
<td>Senior Academic Success Coordinator</td>
<td><a href="mailto:blount.rebecca@uah.edu">blount.rebecca@uah.edu</a></td>
</tr>
<tr>
<td>Cling, Andy</td>
<td>Associate Dean/Professor, Philosophy</td>
<td><a href="mailto:david.cling@uah.edu">david.cling@uah.edu</a></td>
<td>Butler, Caroline</td>
<td>SGA President</td>
<td><a href="mailto:caroline.butler@uah.edu">caroline.butler@uah.edu</a></td>
</tr>
<tr>
<td>English, Jennifer</td>
<td>Associate Dean, Engineering</td>
<td><a href="mailto:david.english@uah.edu">david.english@uah.edu</a></td>
<td>Castleberry, Demetrius</td>
<td>Admissions Counselor</td>
<td><a href="mailto:demetrius.castleberry@uah.edu">demetrius.castleberry@uah.edu</a></td>
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<tr>
<td>Gramm, Cynthia</td>
<td>Professor/Department Chair, Management</td>
<td><a href="mailto:cynthia.gramm@uah.edu">cynthia.gramm@uah.edu</a></td>
<td>Cook, Dave</td>
<td>Student Research Program Coordinator</td>
<td><a href="mailto:dave.cook@uah.edu">dave.cook@uah.edu</a></td>
</tr>
<tr>
<td>Hoy, Halley</td>
<td>Interim Assoc Dean, Nursing</td>
<td><a href="mailto:halley.hoy@uah.edu">halley.hoy@uah.edu</a></td>
<td>Dasher, Glenn</td>
<td>Dean, College of Liberal Arts</td>
<td><a href="mailto:glenn.dasher@uah.edu">glenn.dasher@uah.edu</a></td>
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<tr>
<td>McCoy, Chris</td>
<td>Regional Admissions Counselor</td>
<td><a href="mailto:chris.mccoy@uah.edu">chris.mccoy@uah.edu</a></td>
<td>Davis, Alexander</td>
<td>SGA Student, Fraternity member, IFC Secretary</td>
<td><a href="mailto:alexander.davis@uah.edu">alexander.davis@uah.edu</a></td>
</tr>
<tr>
<td>Miller, Rich</td>
<td>Associate Professor, Physics</td>
<td><a href="mailto:rich.miller@uah.edu">rich.miller@uah.edu</a></td>
<td>Deutschendorf, Britney</td>
<td>Assoc Director of Admissions</td>
<td><a href="mailto:britney.deutschendorf@uah.edu">britney.deutschendorf@uah.edu</a></td>
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<tr>
<td>Moody, Joy</td>
<td>Senior Scholarship Coordinator</td>
<td><a href="mailto:joy.moody@uah.edu">joy.moody@uah.edu</a></td>
<td>Gaede, Rhonda</td>
<td>Int Dean, Grad Studies/Assoc Prof Elect &amp; Comp Eng</td>
<td><a href="mailto:rhonda.gaede@uah.edu">rhonda.gaede@uah.edu</a></td>
</tr>
<tr>
<td>Nepal, Dipen</td>
<td>SGA student senior senator</td>
<td><a href="mailto:dipen.nepal@uah.edu">dipen.nepal@uah.edu</a></td>
<td>Goode, Nikki</td>
<td>Director of Student Activities</td>
<td><a href="mailto:nikki.goode@uah.edu">nikki.goode@uah.edu</a></td>
</tr>
<tr>
<td>O’Brien, Susan</td>
<td>Acting Director &amp; Principal Research Scientist, RSCSE</td>
<td><a href="mailto:susan.obrien@uah.edu">susan.obrien@uah.edu</a></td>
<td>Harwell, David</td>
<td>Asst. Professor, Communication Arts</td>
<td><a href="mailto:david.harwell@uah.edu">david.harwell@uah.edu</a></td>
</tr>
<tr>
<td>Pettitt, Jennifer</td>
<td>Director, Graduate Programs</td>
<td><a href="mailto:jennifer.pettitt@uah.edu">jennifer.pettitt@uah.edu</a></td>
<td>Henry, Michael</td>
<td>Student</td>
<td><a href="mailto:michael.henry@uah.edu">michael.henry@uah.edu</a></td>
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<tr>
<td>Price, Jodi</td>
<td>Assistant Professor, Psychology</td>
<td><a href="mailto:jodi.price@uah.edu">jodi.price@uah.edu</a></td>
<td>Hyatt, Regina</td>
<td>Dean of Students/Assoc Prof Student Affairs</td>
<td><a href="mailto:regina.hyatt@uah.edu">regina.hyatt@uah.edu</a></td>
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<td>Reed, Taylor</td>
<td>SGA Student/College of Engineering</td>
<td><a href="mailto:taylor.reed@uah.edu">taylor.reed@uah.edu</a></td>
<td>Marshall, Diana</td>
<td>Police Captain, Public Safety</td>
<td><a href="mailto:diana.marshall@uah.edu">diana.marshall@uah.edu</a></td>
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<td>Royce, Scott</td>
<td>Asst. Director, University Housing</td>
<td><a href="mailto:scott.royce@uah.edu">scott.royce@uah.edu</a></td>
<td>Messimer, Sherri</td>
<td>Assoc Professor/Ind &amp; Sys Engineering</td>
<td><a href="mailto:sherri.messimer@uah.edu">sherri.messimer@uah.edu</a></td>
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<tr>
<td>Sanders, Carolyn</td>
<td>Director of FYE Program &amp; Music Faculty</td>
<td><a href="mailto:carolyn.sanders@uah.edu">carolyn.sanders@uah.edu</a></td>
<td>Mossholder, Erica</td>
<td>Executive Secretary, Liberal Arts</td>
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<td>Schaum, Kasey</td>
<td>Asst Director for Student Life</td>
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<td>Neuschatz, Jeffrey</td>
<td>Chairman, Dept. of Psychology</td>
<td><a href="mailto:jeffrey.neuschatz@uah.edu">jeffrey.neuschatz@uah.edu</a></td>
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<td>Smellgrove, Michael</td>
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<td>Russell, Liz</td>
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<td>Toutanj, Houssam</td>
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<td><a href="mailto:houssam.toutanj@uah.edu">houssam.toutanj@uah.edu</a></td>
<td>Sanders, Carolyn</td>
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<tr>
<td>Waddell, Emanuel</td>
<td>Associate Professor, Chemistry</td>
<td><a href="mailto:emanuel.waddell@uah.edu">emanuel.waddell@uah.edu</a></td>
<td>Stuedeman, Les</td>
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<tr>
<td>Waller, Janet</td>
<td>Registrar</td>
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<td>Superczynski, Jaime</td>
<td>Dir of Fraternity &amp; Sorority Row</td>
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<tr>
<td>Williams, Sabrina</td>
<td>Dir. International Student Recruiting &amp; Processing</td>
<td><a href="mailto:sabrina.williams@uah.edu">sabrina.williams@uah.edu</a></td>
<td>New Admissions Counselor</td>
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</table>

7/18/2012
• “Finalize” Plan through Objectives (specific and general)
• Meet with Subcommittee Coordinators to cull out duplicate Task Force members (Jul)
• Ask Task Force members to serve (Jul)
• Meet with Task Force members and explain charge of reviewing the Plan and suggesting Tactics (Aug)
• Steering Committee develops Balanced Scorecard (Aug)
• Steering Committee reviews Task Force feedback (Aug/Sep)
• Develop Strategic Plan “publication” (Aug/Sep)