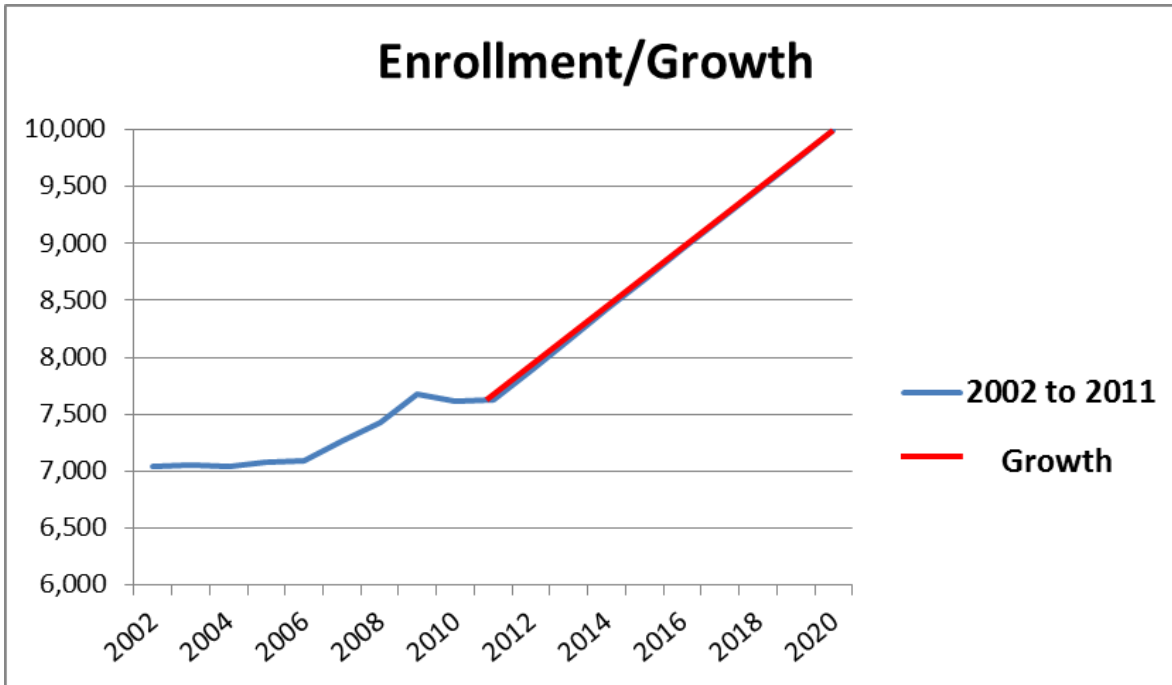




- **Priority: Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience**

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
2001	6,754	
2002	7,045	4.3%
2003	7,051	0.1%
2004	7,036	-0.2%
2005	7,084	0.7%
2006	7,091	0.1%
2007	7,264	2.4%
2008	7,431	2.3%
2009	7,681	3.4%
2010	7,614	-0.9%
2011	7,629	0.2%



Enrollment Growth				
	2018		2020	
	Enrollment	% Growth	Enrollment	% Growth
2012	7,629		7,629	
2013	8,024	5.2%	7,925	3.9%
2014	8,419	4.9%	8,222	3.7%
2015	8,815	4.7%	8,518	3.6%
2016	9,210	4.5%	8,815	3.5%
2017	9,605	4.3%	9,111	3.4%
2018	10,000	4.1%	9,407	3.3%
2019			9,704	3.2%
2020			10,000	3.1%

Indicator	2007	2012	2018	Δ
Enrollment	7,264	7,629	10,000	2,371
% In-State	81.2%	83.4%	84.2%	2,057
% Grad	20.8%	22.2%		
% Int UG	2.7%	2.5%	2.3%	39
% Int G	3.6%	2.5%	2.4%	49
Enrollment	7,264	7,629	10,000	2,371
% Grad	20.8%	22.2%	25.0%	806
% UG	79.2%	77.8%	75.0%	1,565
% Dom UG Out-of-State	12.5%	11.0%	15.0%	870
% Int UG	2.7%	2.5%	2.5%	58
% Int G	3.6%	2.5%	2.5%	62



#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.**

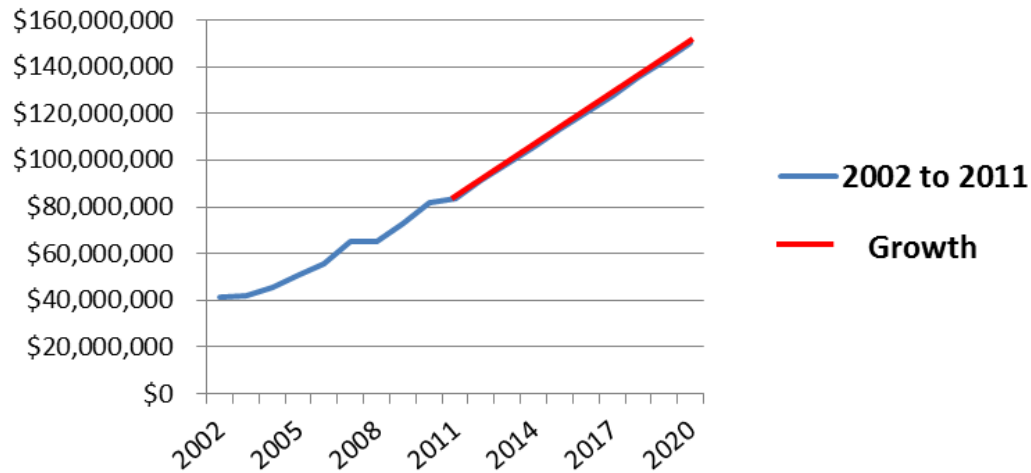
- **Priority**: Broaden and expand the research portfolio

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.

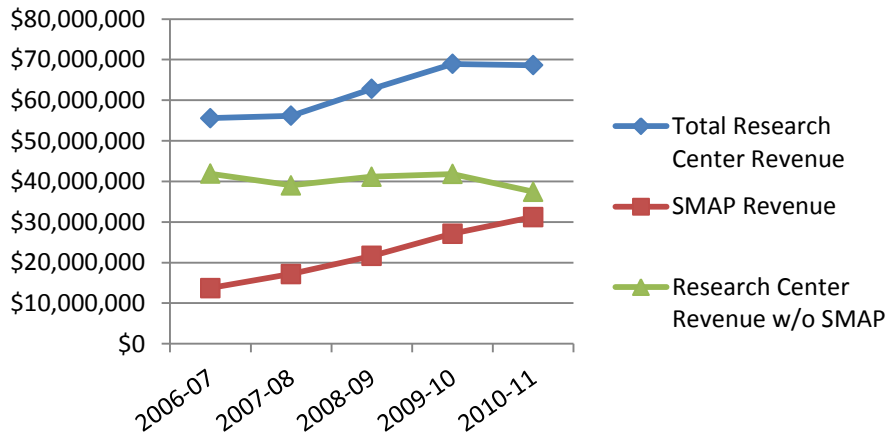
	% or Millions			
	Current Objectives	Current Objective	2018	2018
DoD	48	53%	61.1	50%
NASA	20	22%	25.4	21%
Other	23	25%	34.5	29%
UAH	9		9	
Total	100	100%	130	100%

Research Expenditures/Growth

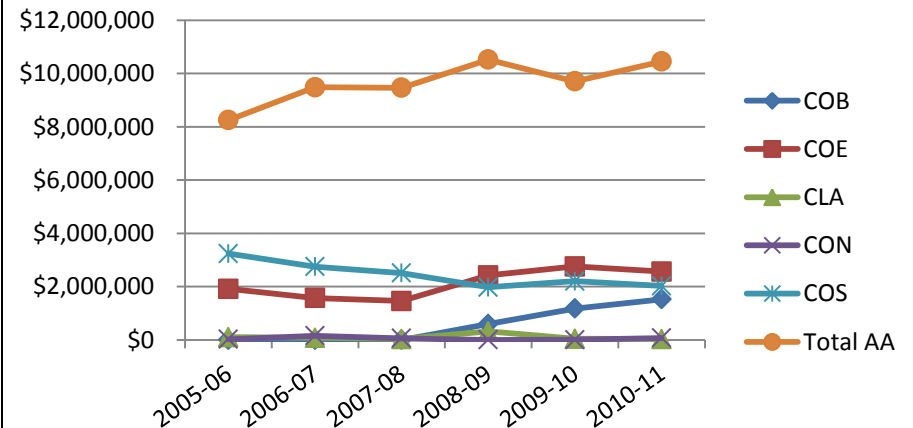


2011	\$83,769,182
2012	\$91,128,161
2013	\$98,487,140
2014	\$105,846,119
2015	\$113,205,098
2016	\$120,564,077
2017	\$127,923,056
2018	\$135,282,035
2019	\$142,641,014
2020	\$149,999,993

Research Center Revenue



Academic Affairs C&G Revenue



- **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					
Strategic Priority	Student Recruiting	Faculty/Staff Recruiting	Broaden & Expand Research Portfolio	Research & Education Leadership in Select Areas	Engagement
Strategic Objectives Subcommittees (Coordinators in Bold)					
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
	Hayes	Fix	Graves	Christy	Gaede
	Hyatt	Hawk	Horack	Garner	Garner
	Lindquist	Horack	Hawk	Gholston	Hayes
	Monger	Hoy	Mahalingam	Graves	Hyatt
	Moriarity	Karbhari	Moriarity	Hoy	Monger
	Osby	Mahalingam	Raines	Karbhari	Osby
	Patel	Newman	Scholz	Lindquist	Patel
	Pinner	Smith	St. John	Newman	Pinner
	Reavis	Tuder	Tuder	Raines	Reavis
	Smith	Wilkerson	Warboys	Scholz	St. John
	Warboys			Wilkerson	
	Butler				

Task Force #1			Task Force #2			Task Force #3		
Name	Position	e-mail	Name	Position	e-mail	Name	Position	e-mail
Barinowski, Sandra	Director of Admissions	sandra.patterson@uah.edu	Blount, Rebecca	Senior Academic Success Coordinator	Rebecca.Blount@uah.edu	Aguilera, Zeke	Assistant Registrar	aguilee@uah.edu
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Williams, Sabrina	Dir. International Student Recruiting & Processing	swillamss@uah.edu				Woltjen, Julie	Dir of Athletics Compliance	julie.woltjen@uah.edu
	New Admissions Counselor							

- **“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)**