



## Strategic Plan

2013

### 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:

Core Values	Definition
Integrity and Respect	We are guided by principles of ethics, treat others with deferential regard, and are civil in our interactions.
Diligence and Excellence	We work hard and are tireless in the pursuit of our goals and achieving outcomes of the highest quality.
Inclusiveness and Diversity	We honor the individual. We celebrate differences and use them to create unity.

### 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.**

**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 \$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.**