



## Strategic Plan

2013

**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 for Task Force #1 (Coordinator: Ingrid Hayes)**

- 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.

#### Possible 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.

### **Objectives for Task Force #2 (Coordinator: Ingrid Hayes)**

- Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018.

### **Objectives for Task Force #3 (Coordinator: Ingrid Hayes)**

- Increase 6-year graduation and year to year retention rates by 4% annually through 2018.

#### Possible 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.
- 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.



**Objectives for Task Force #4 (Coordinator: Ingrid Hayes)**

- 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.

**Objectives for Task Force #5 (Coordinator: Ingrid Hayes)**

- 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 for Task Force #6 (Coordinator: Shankar Mahalingam)**

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

Possible Tactics

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

**Objectives for Task Force #7 (Coordinator: Shankar Mahalingam)**

- 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.

Possible 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.
- Develop a start-up infrastructure plan for faculty hires by 2013.



**Objectives for Task Force #8 (Coordinator: Shankar Mahalingam)**

- Implement faculty and staff development and retention incentives by 2013.

Possible 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.

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

**Objectives for Task Force #9 (Coordinator: Sara Graves)**

- 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 education and research in (Possible areas listed):**

- **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 for Task Force #10-1 (Coordinator: Bob Lindquist)**

- Develop a national ranking in areas in which UAH is a recognized leader

**Objectives for Task Force #10-2 (Coordinator: Bob Lindquist)**

- 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 for Task Force #11 (Coordinator: Caron St. John)**

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

Possible 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.
- 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.

**Objectives for Task Force #12 (Coordinator: Caron St. John)**

- 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.

**Objectives for Task Force#13 (Coordinator: Caron St. John)**

- 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.