UAHuntsville
THE UNIVERSITY OF ALABAMA IN HUNTSVILLE

Strategic Plan
2013

Steering Committee ← → Task Forces

Mission: Purpose

Vision: Desired end-state at some point in the future

Core Values: Guide behavior

Value Proposition: What is promised to be delivered; why we matter to constituents and customers

Goals: What is to be accomplished in order to reach our vision

Strategic Priorities: Define direction to accomplish goals

Strategic Objectives: Guide fulfillment of Strategic Priorities; results can be measured

Tactics: Actions required to meet Strategic Objectives

Strategic Priorities:

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

- **Recruit and retain an outstanding and diverse faculty and staff**

- **Broaden and expand the research portfolio**

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

Strategic Priority:

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

Strategic Objectives:

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

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.

Strategic Priority:

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

Strategic Objectives:

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

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.

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Strategic Priority:

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

Strategic Objectives:

- Increase the percentage of enrolled students demonstrating preparation for collegiate courses through quality admission indicators, such as average standardized scores and grade point average (**What are the score and GPA targets?)**
- Increase the demographic diversity of the student body (**What is the target?**)
- Strengthen the infrastructure that improves student satisfaction through operational excellence to create enduring institutional engagement (**What is going to be measured here?**)

Strategic Priority:

- **Recruit and retain an outstanding and diverse faculty and staff**

Strategic Objectives

- **Salary and workload.** Establish and maintain competitive compensation offers (including both salaries and start-up costs) to attract and maintain diverse and excellent faculty and staff in all fields. Strengthen our infrastructure of human resources (particularly in critical areas) to insure that each and every faculty and staff member can excel in their particular job/function. Target date: 2015

- **Internal funding.** Increase sources of additional *internal* funding that would appeal to candidates and faculty by 50% by a target date of 2018. Examples: internal grants and incentives for faculty to develop research, travel funds. These funds would ideally lead to external sources funding opportunities consistent with each college's mission.

Strategic Priority:

- **Recruit and retain an outstanding and diverse faculty and staff**

Strategic Objectives

- **Mentoring.** For junior faculty, develop University-wide, but college-specific mentoring programs. For administrative staff, identify high achieving, highly motivated individuals with talent and potential, and then nurture their talent and potential through a professional development program that involves rewards, education, professional association involvement, personal mentoring, etc. Target date: 2013.

- **Outstanding and diverse faculty.** (A) Identify areas for targeted hires of senior or mid-career faculty with established reputations, assure adequate funding for these positions, and recruit to fill these positions. Target date: 2018. (B) Encourage all departments to be aggressive about diversity in hiring. Target date: Fall 2012.

Strategic Priority:

- **Recruit and retain an outstanding and diverse faculty and staff**

Strategic Objectives

- **Culture.** Build upon college-specific cultures to develop a sense of community and camaraderie among faculty and staff at UAH. This will help retain existing faculty and staff as well as be an attractive element in recruiting new hires.
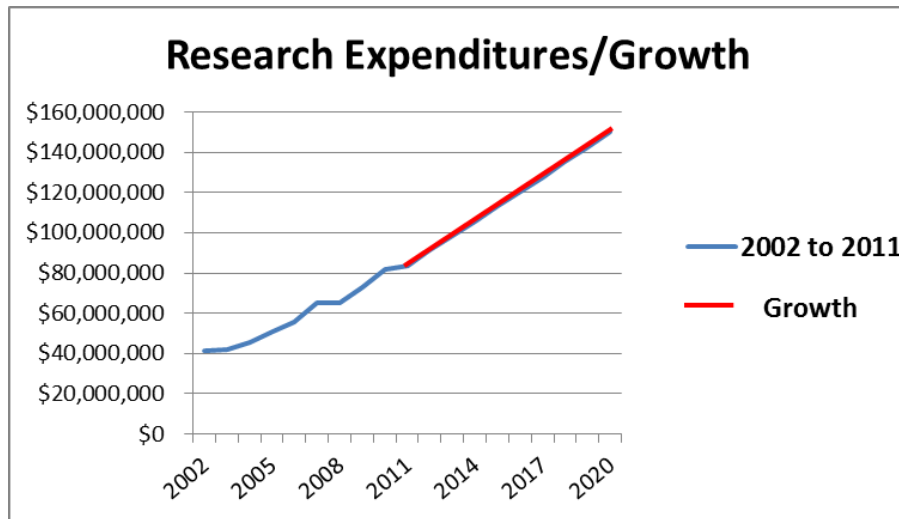
Strategic Priority:

- **Broaden and expand the research portfolio**

- **<u>Our starting point</u>**

- Double research awards from Federal agencies other than DOD and NASA by 2018

- Increase by 50% research awards from DOD and NASA by 2018

- Increase by 100% research awards from foundations or other non-governmental organizations

Strategic Objectives:

- **Our interpretation**
- <u>Increase the *Size* of the Research Enterprise:</u> By 2018, increase total expenditures by $30 million.

Research Expenditures/Growth

Year	Expenditure
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

Strategic Priority:

- **Broaden and expand the research portfolio**

Strategic Objectives:

- **Our interpretation**

- Increase the *Size* of the Research Enterprise: By 2018, increase total expenditures by $30 million.

- Diversify the *Sources* of Research Funding: By 2018, increase by 50% the proportion of total expenditures from sources other than DOD and NASA (e.g., NSF, NIH, Foundations)

- Enhance the *Scale* of Research Funding: By 2018, increase the percent of expenditures from large, multi-year grants and contracts.

Strategic Priority:

- **Broaden and expand the research portfolio**

Strategic Objectives:

- **Our interpretation**

- Increase the *Prestige* (Quality, Relevance) of Research Conducted on the UAH Campus : By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes (e.g., NSF-funded Centers, IGERTs, National Academy hires, elite publications, internationally recognized faculty awards).

Strategic Priority:

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

Assumptions:
- Our stakeholders are both *internal* (students, faculty and staff) and *external* (alumni, Huntsville community, the Alabama system, state government, corporate partners, and state citizenry).
- Our purpose in increasing "engagement" is to improve communications, build trust, and enhance the reputation and resources of the university.
- Improved communications can lead to improved relationships. Improved relationships lead to trust.
- Enhanced "value" in the eyes of stakeholders will increase reputation and resources.

Strategic Priority:

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

Strategic Objectives:

- By the end of 2012(3)?, improve two-way communications and collaborative decision making with internal and external stakeholders.
- By the end of 2012(3?), 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. (**Tactic for the above?**)
- By the end of 2012(3?), redesign the roles, structures and processes for creating advisory boards and committees (ad hoc, steering, standing) and for both managing and communicating their work

Strategic Priority:

- **Engage more fully our stakeholders: alumni, the community, elected officials, and global partners**

Strategic Objectives:

- 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.

- Within 5 years (by 2017 or 2018), increase average annual gift contributions to the University by 50%, from the 20-year average of $5.4 million to $8 million.

- By 2018, double the amount of endowed dollars available for undergraduate scholarships and graduate assistantships, with emphasis on unrestricted funding.

Strategic Priority:

- **Focus efforts on selected areas of research and education for which UAH can be the recognized leader**

- **REVISED: Be a recognized leader in education and research in …………**

- Committee Approach for Selected Areas
  - Leadership Criteria
    - National and International Ranking
    - Data on Research Expenditures and Foundation Money
    - Discoveries and Achievements
    - Quality (Incoming and Outgoing students & Faculty)
    - Published and Cited Works (including Theses and Dissertations)

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Strategic Priority:

- Impact Factors

  - # of Students, Faculty, Centers Involved
  - Potential for Growth & Alignment with National Needs
  - Differentiating Advantages (Unique to UAHuntsville)
  - Enhancing Entrepreneurship and Regional Workforce
  - Probability of Success

	Leadership Criteria						Impact Factor & Potential					Score
	LC #1	LC #2	LC #3	LC #4	LC #5		IF #1	IF #2	IF #3	IF #4	IF #5	
Score from 1 to	10	10	10	10	10		10	10	10	10	10	
Recognized Existing Leadership												
Climate Analysis and Modeling (Atmospheric Science plus related areas)	8	9	8	9	9		7	9	8	7	9	84
Solar Terrestrial Processes (Heliosphere, etc)												-
Nursing Education												-
												-
												-
Leadership without Recognition												
Aeronautic and Space Related Complex Systems												-
Computational Science and Engineering												-
Entrenpreneurship												-
Undergraduate Education in Science And Liberal Arts												-
												-
												-
Where UAH should be Leaders												
Data Management and Informatics (Security, data mining, etc.)												-
Management and Integration of Emerging Technologies in Health Systems (patient care, etc.)												-
Innovative Interdisciplinary Efforts to Integrate STEM with other Disciplines (Education, policy, arts, social impact of technologies, etc.)												-
												-
												-

10	LC # 1	National and International Ranking	10	IF # 1	# of Students, Faculty , Centers Involved
10	LC #2	Data on Research Expenditures and Foundation Money	10	IF #2	Potential for Growth & Alignment with National Needs
10	LC #3	Discoveries and Achievements	10	IF #3	Differentiating Advantages (Unique to UAHuntsville)
10	LC #4	Quality (Incoming and Outgoing students & Faculty)	10	IF #4	Enhancing Entrepreneurship and Regional Workforce
10	LC #5	Published and Cited Works(including Theses and Dissertatic	10	IF #5	Probability of Success
50			50		

Strategic Priority:

- **Be a recognized leader in education and research in ………….**

Strategic Objectives: (-1 version, no evaluation or full committee discussion has been conducted)

1. Continue to be nationally ranked in Atmospheric Science
2. Develop national rankings and international recognition in XX, YY, and ZZ.
3. Develop strategy and gain national recognition for innovative programs to advance multidisciplinary efforts in AA and BB.
4. Become a nationally recognized leader in advancing STEM education across all level of education.

Strategic Priority:

- **Be a recognized leader in education and research in …………..**

Areas That UAH Are Leaders:

    Climate Analysis and Modeling (Atmospheric Science and Related Areas)

    Solar Terrestrial Processes (Heliosphere, etc.)

    Nursing Education

Areas that UAH Could Be Leaders with small investment (Leader but not recognized):

    Aeronautic and Space related Complex Systems

    Computational Science and Engineering

    Entrepreneurship

    Undergraduate Education in Science and Liberal Arts

Strategic Priority:

- **Be a recognized leader in education and research in …………..**

Areas that UAH Should Be Leaders:

    Data Management and Informatics (Security, data mining, etc.)

    Management and Integration of Emerging Technologies in Health Systems (patient care, etc.)

    Innovative Interdisciplinary Efforts to Integrate STEM with other Disciplines (Education, policy, arts, social impact of technologies, etc.)

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Known

Atmospheric Science

Solar Terrestrial Processes

Remote Sensing Archeology

Nursing Education

Aerospace Engineering

Propulsion

Astrophysics

Should be Known

Computational Science and Engineering

Data Management and Informatics/Cyberspace

Management and Integration of Technologies in Health Systems

Interdisciplinary STEM Integration

Information Security

Optics

Entrepreneurship

Nursing Informatics and Biogenetics

Communication Science

International Affairs/Business

Could be Known

Aeronautics and Space Related Complex Systems

Computational Science and Engineering

Entrepreneurship

UG Education in Science and Liberal Arts

Propulsion

Rotocraft Engineering

Supply Chain Management

Sports Physiology

Piano Performance

STEM Education

Materials Science

Nursing Technology

Biotechnology

MBA

Industrial Engineering

Engineering Education

Urban Infrastructure

Strategic Priority:

- **Be a recognized leader in …………**

  - **Space, Earth and Atmospheric Science(s) (Systems)**

    - **ESSC, CSPAR, Atmospheric Science, Remote Sensing, etc.**

  - **Complex Systems Analysis and Engineering (Aeronautics/Space Related)**

    - **Systems Engineering; 5 of 13 Research Centers have "Systems" in name; 9 of 13 work on systems**

  - **MISSING: Nursing, Management/Entrepreneurship, Integration of Science and the Arts, Computational Science and Engineering, Data Management and Informatics/Cybersecurity**

To Do:

- **Recruit and retain an outstanding and diverse faculty and staff**

  - **Refine Objectives**

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

  - Increase the percentage of enrolled students demonstrating preparation for collegiate courses through quality admission indicators, such as average standardized scores and grade point average (**What are the score and GPA targets?)**

  - Increase the demographic diversity of the student body (**What is the target?**)

  - Strengthen the infrastructure that improves student satisfaction through operational excellence to create enduring institutional engagement (**What is going to be measured here?**)

- **Set up Task Forces to refine Priorities/Objectives, draft Tactics**