

Priority Tactical Plan				
Priority	Objective	Tactics	Responsibility	Note
Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience	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.	Develop PK-12 Pipeline Center to implement programming initiatives to provide academic enrichment opportunities for the region and recruitment opportunities for the University. (#4)	Provost	
		Create campus enrollment management and retention committees to research, develop and implement 3-year, 5-year and 10-year plans. (#12)	President	
		Engage a marketing firm to assist in developing and communicating a brand identity segmented to targeted populations, including potential graduate students. (#1,3,11)	VP Advancement	
		Redesign university website, including a mobile site, and propagate the university template throughout subpages. (#2)	VP Advancement	
		Create a more welcoming and informative campus environment for visitors, including updated Admissions Office facilities and beautification of campus grounds. (#5)	VP Finance & Administration	
		Develop programs/activities with the US Space & Rocket Center that enhance student recruiting	Assoc VP for Enrollment Services/Provost/Recruiters	
		Develop new and innovative partnerships with community colleges. (#6)	Provost	
		Diversify and broaden academic opportunities available for both graduate and undergraduate students. (#7) (including evening classes and programs for part-time students)	Provost/Deans	
		Increase participation and visibility of faculty, executive administration, alumni and current students in student recruitment. (#9)	Assoc VP Enrollment Services	
		Develop international partnerships and leverage for recruiting purposes. (#13)	Director of International Engagement	
Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience	Increase awareness and opportunities for a robust campus life experience through expansion of programs, activities and student organizations by 5% annually through 2018.	Enable a campus culture that supports a more “traditional” student experience while also honoring the diversity of our student population. (#1)	VP for Diversity/Dean of Students	
		Coordinate marketing for all campus events centrally by fall 2014, including installation of a marquee to coincide with the opening of Charger Union in 2013-14. (#4)	VP Advancement/VP Finance & Administration	

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Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience	Increase 6-year graduation and year to year retention rates by 4% annually through 2018.	Develop discrete and continuous cooperative education programs as formal five year programs.	Director of Student Success Center/Deans	
	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.	Revise General Education Requirements.	Provost/Deans	
	Increase to 90% the proportion of direct placements into GER-level courses in English, Mathematics, and Science as appropriate for the designated major.	Develop new programs that will attract a new student population.	Deans	
		Conduct entering and exiting student surveys determining why students choose UAH and why they leave.	Institutional Research	
		Establish an exit survey deposit refunded upon a student completing the exit survey.	Institutional Research	
		Investigate block rate tuition for full-time students to encourage on-time degree completion.	Provost/VP for Finance & Administration	
		Develop and conduct student satisfaction surveys annually.	Institutional Research	
		Develop closer relationships with the regional feeder high schools.	President/Provost/ Assoc VP for Enrollment Services	

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		Increase underrepresented groups and non-resident domestic students by targeted recruiting.	Assoc VP for Enrollment Services/VP for Diversity	
		Develop a tuition incentive program for non-resident domestic students.	Provost/Assoc VP for Enrollment Services	
Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience	Establish and maintain university infrastructure that utilizes educational and business best practices to improve student satisfaction by 3% each year using standardized satisfaction measures.	Develop and conduct student satisfaction surveys annually. (same as from Task Force #3)	Institutional Research/Dean of Students	
		Examine correlation between student satisfaction survey results and retention and make adjustments as indicated to improve retention.	Institutional Research/Dean of Students/Deans	
Recruit, develop, and retain an outstanding and diverse faculty and staff	Create a pool of 15-20% of the tenure-track faculty positions of new and replacement faculty positions by 2013.	Develop and implement a one-time retirement incentive program.	President/Provost/ VP for Finance & Administration	
		Work legislatively for a waiver to increase the \$22,000 salary limit for retirees if salary is generated from federal research dollars.	President/ Government Relations	

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Recruit, develop, and retain an outstanding and diverse faculty and staff	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 strong nationally-based searches to enhance the diversity of the candidate pools for both faculty and professional staff: streamline the hiring process; establish competitive start-up support, teaching loads, salaries; encourage diverse candidate pools.	VP for Diversity/Provost/HR/Deans	
	Develop a start-up infrastructure plan for faculty hires by 2013.	Develop a fund to generate start-up funds, bridge funding for curriculum delivery, shared equipment acquisitions, and “target of opportunity” hires: hold 10% of faculty salary funds open at any one time; re-examine F&A allocations between centers and academic units enabling competitive start-up packages and clarifying intention of use of funds.	President/Provost/ VP for Finance & Administration	
Recruit, develop, and retain an outstanding and diverse faculty and staff	Implement faculty and staff development and retention incentives by 2013.	Establish bridge funding in the temporary absence of soft money funding for research staff.	VP for Research	
		Reinstate and increase staff awards, an annual service recognition luncheon, and begin a Staff Appreciation Day.	HR/VP for Finance & Administration	
		Develop a promotion track for lecturers.	Provost	
		Include part-time faculty in teaching related development and training programs.	Provost/Deans/HR	
		Expand benefits for domestic partners of faculty and staff.	HR/VP for Finance & Administration	
		Re-implement annual college faculty awards in teaching, research and service (to be added).	Provost/Deans	
Broaden and expand the research portfolio	By 2018, increase total expenditures by one-third.	Establish research-success criteria for new-hires that are comparable with those of peer research-intensive universities.	VP for Research/Provost/Deans	
	By 2018, increase by 50% the proportion of total expenditures from sources other than DoD and NASA.	Streamline the time-consuming process of proposal preparation and submission, perhaps using a third-party professional service or a UAH Proposal Development Office.	VP for Research/Provost/Deans	
	By 2018, increase the percent of expenditures from large, multi-year grants and contracts.	Establish a means by which investigators (principally research staff) can be funded to prepare proposals.	VP for Research/Provost/Deans	

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	By 2018, increase the number of nationally and internationally prestigious awards, recognitions and outcomes.	Modify the ICR distribution so as to encourage, at all levels, submission of inter-unit proposals	VP for Research/ Provost/VP for Finance & Administration	
		Hire short-term capture managers to coordinate the proposal process for large, long-term, and/or multi-institutional opportunities. This may be accomplished through a UAH Proposal Development Office.	VP for Research/ Provost/Deans	
Be a recognized leader in education and research in:	Develop a national ranking in areas in which UAH is a recognized leader		Provost/VPR/Deans	
Be a recognized leader in education and research in:	Gain national recognition for innovative programs to advance multidisciplinary efforts		Provost/Deans	
Engage more fully our stakeholders: alumni, the community, elected officials, and global partners	By the end of 2013, improve two-way communications and collaborative decision making with internal and external stakeholders.	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.	VP Advancement/Deans	
	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.	Reinstitute Service Awards Luncheon	HR/Special Events	
		Establish automated activities reporting system for faculty	Provost/Deans	
		Install Electronic Signage around the exterior of campus to advertise campus events.	VP Advancement/VP Finance & Administration	

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Engage more fully our stakeholders: alumni, the community, elected officials, and global partners	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.	Develop an annual evaluation process to determine which events best served our strategic goals. Such a process should take into consideration the number and importance of stakeholders involved, follow up benefits from the event, etc. This will not only help determine whether this approach is working, but also provide guidance for the Events Office in selecting strategically valuable events.	VP Advancement	
Engage more fully our stakeholders: alumni, the community, elected officials, and global partners	By 2018, increase average annual gift contributions by 50%, from the 20-year average of \$5.4 million to \$8.1 million.	Build development staff: Fill vacant Assistant Vice President of Development, Development Officer	VP Advancement	
	By 2018, double the amount of private funds available for undergraduate scholarships and graduate fellowships, with emphasis on unrestricted funding.	Determine need & timing – additional front and back office staff	VP Advancement	
		Development and Communications staff work with other University staff to create compelling “case” for support	VP Advancement	
		Assess status of current and lapsed donors for interest and consistency of giving	VP Advancement	
		Conduct selected electronic screenings of prospects	VP Advancement	
		Development staff to qualify prospective donors	VP Advancement	
		Define fund raising roles (direct and support) of key volunteer leaders, internal leaders, and Advancement staff	VP Advancement	
		Develop Comprehensive campaign for Nursing and University-wide	VP Advancement	
		Establish and coordinate methods of giving	VP Advancement	