

Task Forces' Tactics Compilation					
Priority	Objective	Tactics	Priority	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	
		Develop ways to increase and/or leverage financial assistance through scholarships, loans, grants, employment opportunities and incentives. (#8)		Assoc VP Enrollment Services	
		Leverage the resources available to us throughout the city of Huntsville to enhance further the student experience as well as be a resource to our local community. (#10)		Provost/Deans/Dean of Students	
		Develop prospective student immersion experiences. (#14)		Dean of Students	

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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 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	
		Implement a late night and weekend Programming model by spring of 2014. (#2)		Dean of Students	
		Develop campus-wide “Distinguished Speakers Series” by fall 2014. (#3)		Provost	
		Enhance “student- focused” community business infrastructure by fall 2016 which might include retail partnerships to increase opportunities for students to have access to retail services within walking distance to campus. (#5)		Dean of Students	
		By fall 2014, plan, develop and implement a Center for Faculty Excellence. (#6)		Provost	
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	

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	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	
		Develop courses, that may be part of the General Education Requirements, that demonstrate what is special about UAH.		Deans	
		Develop student cohorts that propagate through from freshman to senior year.		Provost/Deans/Dean of Students	
		Deploy appropriate and new learning technologies.		Provost/Deans	
		Develop and deploy faculty course-based texts and increase the use of eBooks.		Provost/Deans	
		Develop and deploy flexible course formats.		Provost/Deans	
		Develop a coordinated advising strategy with a "one stop" approach using a case-based approach and early alert system.		Director of Student Success Center/Deans	
		Analyze grade variations among sections and address issues that arise.		Provost/Deans	

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		Develop a summer enrichment program, perhaps on line, for students prior to entering UAH to provide a "head start."		Provost/Deans	
		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.		Dean of Students/Deans	
Recruit and retain an outstanding and diverse student body of broad interests and of sufficient size to ensure a rewarding campus life experience	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.	Expand the existing Alliance for Minority Participation program.	✓	VP for Diversity/Deans	
		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	
		Renew participation in the placement of U.S. government-sponsored international students at UAH.		Provost/Dir of International Engagement	
		Develop additional international institutional partnerships.		Provost/Deans	
		Increase recruitment initiatives to identify underrepresented student groups and develop cohesive support systems for this student population.		Assoc VP for Enrollment Services/Dean of Students/VP for Diversity	

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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	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	
		Provide a one-time "Package" for those taking a retirement incentive that would keep them connected to UAH in ways that are beneficial both to UAH and them.		Deans	
		Request new faculty lines or startup funds in the State budget.		Government Relations	
		Set Guidelines for not overspending on new administrative positions.		VP for Finance & Administration	
		Use Eminent Scholar Funds to augment senior faculty lines (of named scholars).		Provost	
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	

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	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	
		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.		Provost/Deans	
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	
		Develop comprehensive staff development and training program providing for professional and personal growth.		HR	
		Broaden tuition assistance to apply to Continuing Education courses.		VP for Finance & Administration/HR	
		Provide staff Health Flex Time.		HR	
		Develop a promotion track for non-tenure earning faculty and non-research staff.		Provost/VIP for Research/HR	
		Enhance family and child care services increasing the discount for campus child-care.		VP for Finance & Administration/HR	
		Use regional salary data to determine competitiveness of staff compensation.		VP for Finance & Administration/HR	
		Increase conference travel funding to present research results and funding to support faculty research.		Provost	

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		Strengthen college and department-specific mentoring programs for junior faculty.		Deans	
		Implement a fee-waiver for parking permits for part-time faculty.		VP for Finance & Administration/ Provost	
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	
	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	
		Formalize a networking strategy plan for each investigator to connect with individuals who represent potential funding sources, and then provide support for the P.I. to maintain these contacts (e.g. travel funds for P.I. with VPR involvement in discussions as needed).		VP for Research/ Provost/Deans	
		Establish and enforce department-specific requirements for research success including metrics on proposal submissions, publications, GRAs, funding, etc., as part of the performance review of all P.I.-level faculty.		VP for Research/ Provost/Deans	
		Establish requirements for Sabbatical Leaves that include proposal submissions and/or accomplishments that demonstrate research success appropriate for the department.		VP for Research/ Provost/Deans	
		Establish clear guidelines regarding funded research performed by a UAH employee and/or his/her company outside of OSP.		VP for Research/ Provost/Deans	

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		Create competitive advantage in proposals by supporting cost-share enhancements (e.g. GRA stipends.)		VP for Research/ Provost/Deans	
		Provide travel expenses for investigators to meet program managers especially for early career researchers.		VP for Research/ Provost/Deans	
		Actively promote UAH researchers for membership on national agency Advisory Panels which set research agendas for the agencies		VP for Research/ Provost/Deans	
		Continually evaluate successful internal funding opportunities whose goal is to enhance external funding (URII and JFRD) and look for ways to improve them.		VP for Research/ Provost/Deans	
		Where the opportunities exist in centers and departments, pair new hires with established P.I.s for mentoring through the process that leads to a successful proposal.		VP for Research/ Provost/Deans	
		Continue to sponsor on-campus Research Expos which bring sponsors and investigators together for networking in targeted research areas.		VP for Research/ Provost/Deans	
		Develop an affiliate program of external universities and industries which will include a members-only, non-public, searchable website which hosts research capabilities and interests of UAH staff and those of the external members (i.e. a 24/7/365 virtual Research Expo.)		VP for Research/ Provost/Deans	
		Establish, by department and center, a regular survey of regional, national and international public achievement awards for the purpose of continuously submitting nominations of qualified UAHuntsville researchers.		VP for Research/ Provost/Deans	
		Establish a reward system that provides bonuses for Principal Investigators (from appropriate resources) to recognize successful achievements in generating research revenue and for other aspects of research-success.		VP for Research/ Provost/VP for Finance & Administration	
		Continue the incentive program for faculty buy-out, and add clinical-track faculty to the program.		VP for Research/ Provost/VP for Finance & Administration	
		Restructure the staff salary system to create the opportunity for highly successful research staff to earn tenure on a portion of their salary.		VP for Research/ Provost/Deans	

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		Establish a broader reward-recognition process which expands on the current College and University awards for research in order to offer-reward recognition at early stages and regular increments.		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	
		Encourage administrators (President, Provost, Vice Presidents, and Deans) to have periodic lunches with members of various internal stakeholder groups (i.e., students, faculty, and staff) to solicit input and talk about what's happening on campus.		President/Provost/ VPs/Deans	
		Encourage administrators to be seen outside their offices talking to constituents (informal meetings rather than formal Q&A sessions).		President/Provost/ VPs/Deans	

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		Establish small focused meetings that bring together people from across campus for training (i.e., the HR training sessions for managers last year were great).		President/Provost/ VPs/Deans	
		Work on creating a partnership mindset with our contracted vendors at all levels of administration versus viewing them as just a commission provider and financial marketing support mechanism.		President/Provost/ VPs/Deans	
		Change alumni publication to reflect interests of the alumni (i.e., how campus has changed since they left, news about other alumni that were their contemporaries, etc.)		VP Advancement/ Director of Alumni Relations	
		Create and promote events that integrate Alumni with the campus community - 1 or 2 each semester that are focused around athletics or large tradition events (homecoming, tailgating before games, alumni tents that with alcohol in a fenced-off area).		VP Advancement/ Director of Alumni Relations	
		Send e-vites, customized videos, etc. to alumni to keep them connected with university events.		VP Advancement/ Director of Alumni Relations	
		Develop alumni list specific for each College so the Colleges can develop College-specific information to alumni.		VP Advancement/ Director of Alumni Relations	
		Launch Unified Days of Service that incorporate campus in large force - build off of Helping Hands and/or The Big Event (Must be able to identify as UAHuntsville, i.e.: blue shirts).		HR	
		Invest in Signage/Billboards advertising University up/down I-565; 72; I-65		VP Advancement/VP Finance & Administration	
		Put signage on fences around construction sites that show/tell what is being built to publicize to the campus and the community.		VP Advancement/VP Finance & Administration	
		Encourage each college to identify advisory boards that are small, short-term in duration, and targeted in focus (i.e., strategic planning, research directions, feedback on curriculum/program development, how to engage the community, etc.).		VP Advancement/ Provost/Deans	

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		Utilize focus groups to engage the community and external stakeholders (i.e., industry, government organizations, parents, potential students, etc.) about role of the university, value of the university, upcoming plans, etc.		VP Advancement	
		Utilize focus groups with faculty, staff, alumni, potential students to gather information on issues/concerns (i.e., housing issues). Make sure they are representative of groups across the campus.		VP Advancement/HR	
		Implement exit interviews for faculty and staff departing the university to determine issues provoking them to leave, and share those outside of HR.		HR	
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	
		Expand the role of the University Events Office to include more strategic coordination between events planned/offered/executed by various units on campus.		VP Advancement	
		Establish an events incentive fund to support events that are aligned with specific strategic institutional objectives and goals.		VP Advancement	
		Implement a three-tiered event planning/sponsorship framework that encourages units to host events and provides some sponsorship and/or coordination assistance to those that are aligned with strategic objectives.		VP Advancement	
		Develop a longer term plan for new facilities to host large events on campus.		VP Advancement	
		Develop an annual large-scale "signature" event (e.g., based around the interdisciplinary themes of science, technology and society) that will put UAHuntsville on the intellectual map of the region, country and the world.		VP Advancement	
		Secure funding of approximately \$100,000 per year to support this high profile "Tier 1" annual event. Consider co-sponsors as long as it does not diminish UAHuntsville's visibility during the event.		VP Advancement	

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		Position and market the signature event to draw national and international attendees.		VP Advancement	
		Develop 4 or 5 "high profile" Tier 2 events each year, sponsored by the university.		VP Advancement	
		Develop 5 or 6 moderate profile, Tier 2 unit-sponsored events (colleges, departments, centers, or other entities). These may also draw internationally but are expected to have a smaller audience.		VP Advancement	
		Encourage hundreds of smaller scale or smaller time frame events. These would require coordination (or simple notification?) to the University Events Office.		VP Advancement	
		Use incentive funds, as available and appropriate, to support 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	