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STRATEGIC PLAN





*Dr. Charles L. Karr and his wife Jodie*

## INTRODUCTION FROM THE PRESIDENT

Since its inception, The University of Alabama in Huntsville (UAH) has been a beacon for students near and far to learn from some of the brightest minds in far-reaching fields of study. UAH is a sprawling comprehensive research institution that is uniquely located in the South's technology hub. With our relationship to Redstone Arsenal, NASA, and the second largest research park in the United States – Cummings Research Park, we know it is crucial to prepare a roadmap that redefines our university and trains our future leaders for tomorrow's challenges. Our 12-year strategic plan embraces the growth of our city, draws together the deep connection between government, industry, and academia, and propels UAH to be the university that the Huntsville community expects and demands.

In UAH 2035, our plan is to build on our historic strengths while establishing objectives that will guide our future. We want to be known as a nationally recognized leader in education, research, engagement, and our campus environment. UAH is committed to delivering a high-quality education that focuses on a student-centered experience. Our research programs are rated among the top in the nation and we must continue to improve those standings. Universities are essential to a city's growth. As the Huntsville region continues to thrive, UAH wants to ensure that it is a focal point for education, accessibility, inclusivity, and innovation for all.

This plan offers strategic guidance received from the faculty, staff, students, and members of the community as they collaborated to enhance the UAH of the future. I am grateful for their voices as we cultivate a stronger UAH. We are not just an institution of higher learning, but a partner to the city, its business and industry, and its citizens. We plan to play a vital role in the growth of Huntsville and the state of Alabama for years to come. Join us as we reach higher.



**Charles L. Karr**

President



# VISION, MISSION, AND CORE VALUES

The University of Alabama in Huntsville is an innovative, comprehensive, STEM-focused research university. We prioritize the success of our students by providing opportunities to engage with our faculty and the campus community, and preparing them for successful careers and lives. We continue to expand our highly regarded research and creative activities and their impact. We deepen our connections to our local communities, such as Redstone Arsenal and Cummings Research Park, as well as our state, our nation and our international partners. Above all, we strive to excel across all of our colleges and disciplines, to educate a diverse workforce prepared to meet tomorrow's challenges, and to inspire students to be lifelong learners. UAH 2035 is a 12-year strategic plan grounded in UAH's historic strengths while focused solidly on the future and our role in surmounting the challenges facing the greater Huntsville area, our state and beyond.

## VISION

The University of Alabama in Huntsville will be recognized as an innovative institution that excels in research and creative activity and student-centered education. UAH graduates will lead in their fields and shape a broad and well-rounded modern society for the greater good.

## MISSION

The University of Alabama in Huntsville is an internationally recognized, comprehensive research-intensive university that produces important discoveries, provides an outstanding education, and serves the workforce needs of Redstone Arsenal, the greater Huntsville area, the state and beyond. Our mission is to explore, discover, create and transfer knowledge, and to educate students from all backgrounds in leadership, innovation, honor and respect for all, critical thinking and civic responsibility, while inspiring a passion for learning.

## CORE VALUES

- **Pursuit of Excellence:** Supporting the mission and vision of the university by consistently delivering high-quality teaching, research and creative works, scholarship and service.
- **Integrity & Respect:** Behaving honestly, fairly and ethically to foster a culture of trust, civility, openness and professionalism in all interactions, activities and decision-making.
- **Openness & Collaboration:** Cultivating a welcoming and supportive learning, living and working community to celebrate the accomplishments of all groups and individuals.
- **Continual Improvement:** Promoting creative solutions that overcome obstacles to student, faculty, staff and institutional success, with consistent assessment of achievement.



# GOALS, PERFORMANCE POINTS, AND STRATEGIC PRIORITIES

## GOALS

- **Build on our foundation of successes** in undergraduate and graduate education, research and creative activity, and workforce development.
- **Focus on improving** processes, policies and infrastructure to increase student, faculty and staff success, research and creative productivity and national recognition.
- **Accelerate growth, achievement and innovation** in undergraduate programs, graduate education, professional development, research and creative works, diversity and inclusion, and the quality of the workplace for faculty and staff.

## PERFORMANCE POINTS

- **Increasing strategic revenue growth:** Achieve enrollment and advancement goals, and meet state and federal legislative priorities while enhancing entrepreneurial activities, operational efficiencies and revenue allocation to support the university's vision.
- **Building infrastructure:** Continue to build new state-of-the-art facilities and information technology infrastructure, renovate existing structures and systems, and create multi-function spaces that improve and support education, research, student life and faculty/staff work environment.
- **Encouraging empowerment:** Establish an institutional culture that provides the faculty, staff and students with the tools, resources and authority to make wise decisions within the scope of their roles and responsibilities.
- **Managing accountability:** Prudently manage resources, clearly identify ownership of key initiatives and provide transparency with regular reporting to university leaders, the Board of Trustees, the Faculty Senate, the Staff Senate, the student government associations, university committees and the campus community.

## STRATEGIC PRIORITIES

The University of Alabama in Huntsville will be nationally recognized as a leader in:

- **Education:** The university will excel in education, focusing on a student-centered experience that affords broad learning and specific career training, encouraging local and global community engagement, and creating today's intellectual labor force and tomorrow's leaders.
- **Research:** The university will be a leader in research, scholarship and creative achievement, and the university's research expenditures, faculty research productivity and graduate programs will be consistently categorized among the nation's best public universities.
- **Engagement:** The university will actively pursue, promote and facilitate engagement with university stakeholders to ensure our common success and to be the focal point of innovation for education, workforce development and economic development.
- **Environment:** The university will establish a welcoming, accessible and supportive learning environment in which all members of the campus community feel a sense of safety, trust and belonging.



# THEMATIC AREAS FOR GUIDING PROGRESS



# 1

## STUDENT SUCCESS

We will transform undergraduate and graduate student learning and academic support with a firm commitment to student success and career development in order to produce knowledgeable, skilled and engaged graduates prepared for an ever-changing world.

**Strategy 1:** Embrace recruitment and support practices that meet the needs of diverse student populations, including practices related to their enrollment, transition to UAH, progress toward their degrees, and post-graduation outcomes.

**Strategy 2:** Enhance and promote student engagement in academic, support, career services and campus life activities.

**Strategy 3:** Identify and prioritize specific areas for investment in human capital and campus facilities to create a vibrant campus and culture.

**Strategy 4:** Empower and support the university's faculty and staff to identify and implement innovative ways to respond to evolving student needs.

# 2

## RESEARCH, SCHOLARSHIP AND CREATIVE WORK

We will induce transformative progress by providing research capabilities, scholarly resources and creative production that enable our local and federal partners to fulfill their missions, and that enhance local and national culture, thereby amplifying UAH's reputation.

**Strategy 1:** Produce internationally competitive research, scholarship and creative works that advance UAH's reputation as an R1 university.

**Strategy 2:** Produce a sought-after and diverse workforce with advanced skills meeting the research, development and creative needs of the local community and businesses, key industries, and federal partners.

**Strategy 3:** Broaden and deepen the university's capabilities to contribute to solving societal, cultural, economic and technological challenges in Alabama and beyond.

# 3

## PHILANTHROPIC GIVING

We will increase philanthropic giving to support the university's needs and priorities by implementing strategic advancement initiatives designed to establish a strong and sustainable development operation.

**Strategy 1:** Build an infrastructure that supports a vigorous advancement operation.

**Strategy 2:** Cultivate new relationships with alumni, friends, corporate entities and foundation partners to expand the pool of philanthropic support through effective engagement and education.

**Strategy 3:** Engender a culture of philanthropy through strong partnerships, focused outreach and consistent engagement both on campus and throughout the community.

# 4

## COMMUNITY ENGAGEMENT

We will nurture partnerships between the university and the North Alabama community to advance the economic development engine to meet the growing regional and national needs.

**Strategy 1:** Foster a physically and socially welcoming environment that encourages the broader community to come to campus.

**Strategy 2:** Expand partnerships with the community in education, research and service.

**Strategy 3:** Utilize public/private partnerships where appropriate to accelerate development of resources for the betterment of the university and the region.



## INSTITUTIONAL EFFECTIVENESS

We will empower a highly professional work culture that continually improves institutional effectiveness and is characterized by effective and efficient operations that allow the campus community to be responsive, nimble and flexible.

**Strategy 1:** Develop strategic and supportive resources that enable continuous improvement in hiring, retaining and developing excellent employees.

**Strategy 2:** Invest in and improve information technology resources to better serve faculty, staff and students' technology-related needs.

**Strategy 3:** Leverage the campus master plan to optimize space utilization, address deferred maintenance, make facility improvements and target capital investments.

**Strategy 4:** Invest in the physical and mental health of all university students, staff and faculty by being intentional and varied in the services we provide, ensuring they focus on safety and well-being.

This strategic plan will further create and implement an assessment process to ensure benchmarks and outcomes are met according to the strategic goals and priorities.



[uah.edu/strategicplan](http://uah.edu/strategicplan)

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