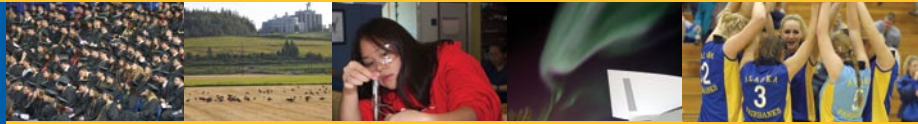


# Strategic Plan 2010



*America's Arctic University*





## Message from the Chancellor

Dear students, faculty, staff, alumni and friends of the University of Alaska Fairbanks:

The UAF Strategic Plan 2010 is a result of substantial input over many months of intensive work from campus constituencies as well as community stakeholders. That input has resulted in a plan that charts the course for UAF's future.

It is important to understand that the strategic plan is, by necessity, fairly general. The six strategic pathways guide

the university toward its vision: teaching and learning for student success, research and scholarship, enrollment and retention, community engagement and economic development, advancement and philanthropy, and faculty and staff development. The strategic pathways and their goals are presented as broad-based concepts that will guide our actions during the coming five years. The actual implementation of the plan will be addressed in the annual compact plans developed by individual colleges, schools, institutes and administrative units.

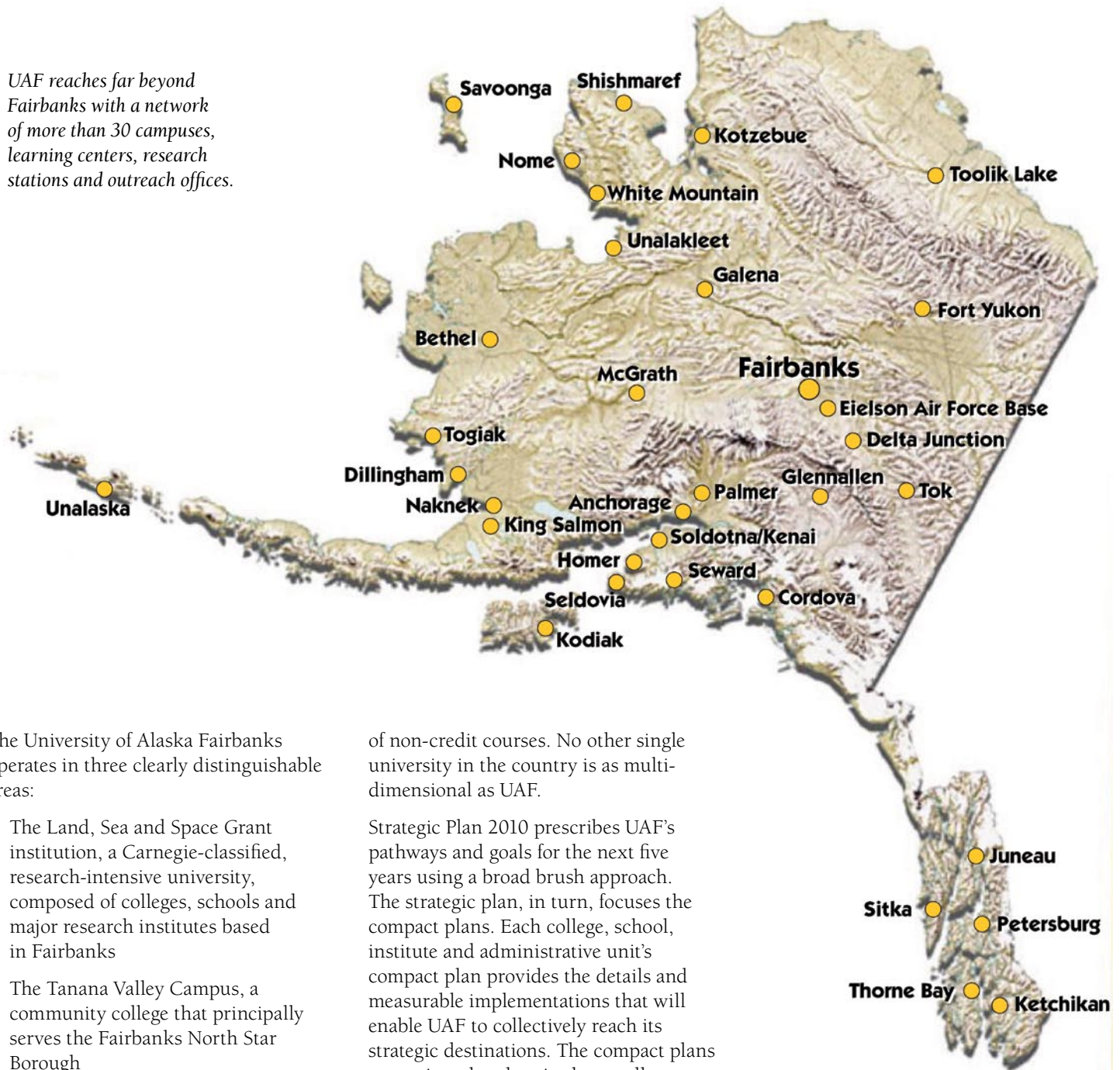
We are clearly different in substantive ways from any other university in our state and nation. The underlying theme of UAF 2010 focuses on our sweeping responsibilities of serving as the state's Land, Sea and Space Grant institution and as America's Arctic University. Our teaching, research and service excellence will help ensure the future health and prosperity of the state of Alaska. Thank you for participating in our journey toward 2010.

Sincerely,

Steve Jones

Chancellor

UAF reaches far beyond Fairbanks with a network of more than 30 campuses, learning centers, research stations and outreach offices.



The University of Alaska Fairbanks operates in three clearly distinguishable areas:

- The Land, Sea and Space Grant institution, a Carnegie-classified, research-intensive university, composed of colleges, schools and major research institutes based in Fairbanks
- The Tanana Valley Campus, a community college that principally serves the Fairbanks North Star Borough
- Five community campuses located throughout the state, which focus on serving the lifelong educational needs of rural Alaskans

These three areas are in some ways independent, in other ways interdependent, and in many ways fully integrated. UAF offers certificates and associate, baccalaureate, master's and doctoral degrees, as well as a wide range

of non-credit courses. No other single university in the country is as multi-dimensional as UAF.

Strategic Plan 2010 prescribes UAF's pathways and goals for the next five years using a broad brush approach. The strategic plan, in turn, focuses the compact plans. Each college, school, institute and administrative unit's compact plan provides the details and measurable implementations that will enable UAF to collectively reach its strategic destinations. The compact plans are reviewed and revised annually.

## MISSION STATEMENT

The University of Alaska Fairbanks, the nation's northernmost Land, Sea and Space Grant university and international research center, advances and disseminates knowledge through teaching, research and public service with an emphasis on Alaska, the circumpolar North and their diverse peoples. UAF—America's Arctic University—promotes academic excellence, student success and lifelong learning.

*Pending approval by the UA Board of Regents*

# Vision Statement



## The University of Alaska Fairbanks will:

- Be the university of choice for Alaska Scholars
- Offer distinctive opportunities in undergraduate and graduate education that take advantage of our location in the Far North
- Provide excellent educational services at the point of need for Alaska Native and rural populations
- Spearhead integrated research, emphasizing our complex high latitude physical, biological and social systems
- Link research discoveries with teaching, service and community engagement
- Create innovative collaborations with communities, businesses and governments that meet state, national and global needs
- Demonstrate ways in which gender, racial and cultural diversity strengthen the university and society

## Core Values

As the nation's arctic university, UAF is defined by its location in the circumpolar North, Alaska's diverse cultures, rich history, unique geography and environment. The students, faculty, staff and alumni, in honoring the public trust, commit themselves to the pursuit of excellence and work of the highest possible quality. We hold the following values to be the cornerstone of our identity as an academic community:

- Student success
- Vitality and creativity of new discoveries and scholarship

- Access to comprehensive higher education and lifelong learning
- Sharing assets and resources with Alaska communities through active engagement
- Independence of thought and action in the pursuit of knowledge
- Diversity of our students and employees
- Accountable for and efficient use of university resources
- Promoting sustainable living in the North



# Strategic Pathways & Goals

The University of Alaska Fairbanks has identified six strategic pathways to guide the university toward its vision: teaching and learning for student success, research and scholarship, enrollment and retention, community engagement and economic development, advancement and philanthropy, and faculty and staff development. Each pathway is augmented by specific goals.

## I. Teaching and Learning for Student Success

Student success in higher education depends on both the quality of teaching in the classroom and the commitment of the student to the learning process. The university strives to provide excellence in teaching in the classroom through hiring quality faculty. In addition, faculty will be expected to provide in-classroom and out-of-classroom experiences, which will enhance the student learning experience.

### Goals

- Enforce faculty qualification standards for each college and school
- Refine measurable learning standards and competencies for all degree and certificate programs
- Increase student participation in and opportunities for experiential learning
- Improve student success in distance education courses
- Enhance technology, support services and facilities for instruction and learning
- Construct an additional, major teaching and research facility



UAF Institute of Arctic Biology Director Brian Barnes leads a group of visitors up the boardwalk planks during a tour of the Toolik Field Station, a long term ecological research site operated by IAB about 150 miles south of the arctic coast in the foothills of the Brooks Range.

## II. Research and Scholarship

As a research-intensive university, UAF seeks to maintain international prominence in research and scholarship with emphasis on the circumpolar North. The schools, colleges and research institutes headquartered on the Fairbanks campus focus on baccalaureate and graduate programs, basic and applied research, and research outreach. These programs derive much of their strength from the extensive research and scholarship conducted by the faculty.

### Goals

- Increase research programs that address the Arctic and its indigenous people
- Focus on participation and outcomes associated with the International Polar Year
- Expand and improve both applied and collaborative research ventures
- Increase the proportion of students and faculty engaged in research and scholarly activities
- Document and disseminate indigenous knowledge
- Increase, promote and monitor undergraduate research opportunities, activities and accomplishments
- Provide competitive stipends for graduate assistantships and increase the number of graduate assistantships and postdoctoral fellowships
- Increase revitalized research space in existing facilities on West Ridge



Professor Jacob Joseph lectures to a group of students in a Bunnell Building classroom.



Jaclyn Reamey from Dillingham takes a measurement during science lab while attending the orientation session of the Hutlee/Umyuarchdelee Project.

Photo © Patrick J. Endres, Alaskaphotographics.com

# Strategic Pathways & Goals



Members of UAF's graduating class of 2004 listen to the keynote address at the commencement ceremony in the Carlson Center.



Students make their way past the Gruening Building on a January evening on the Fairbanks campus.

## III. Enrollment and Retention

Enrollment and retention practices are directly related to our students' academic and out-of-classroom successes. The university will focus on recruiting students committed to achieving academic success and providing the support students need to move toward completing their academic goals in a timely manner.

### Goals

- Increase the university-wide freshman baccalaureate-seeking retention rate to at least 75 percent
- Increase the university-wide full-time baccalaureate six-year graduation rate by at least 40 percent
- Increase enrollment with an emphasis in selected areas such as programs of distinction and high demand job areas
- Identify and implement new methods of measuring student success
- Raise baccalaureate admissions standards by fall 2008
- Enroll the majority of UA Scholars choosing the UA system
- Assess the impact of the out-of-classroom experience on student success
- Expand the Wood Center student union facilities
- Increase Alaska Native enrollment in graduate programs by 50 percent

## IV. Community Engagement and Economic Development

To fully realize its mission, it is critical that the university strengthen its community engagement practices. This must be accomplished through comprehensive outreach efforts that encourage public participation, community partnerships and new ways of responding to the needs of a changing society.

### Goals

- Implement a more comprehensive approach to community engagement
- Focus appropriate UAF resources on economic development activities in Alaska
- Generate innovative and useful applications of research that benefit the state of Alaska
- Grow strategic partnerships with public and private stakeholders, and increase collaborations with public and private employers in workforce preparation and development programs that are responsive to Alaska's specific needs



Officials gather for the ground-breaking ceremony of the Cold Climate Housing Research Center's Building and Infrastructure Research and Testing Facility in July 2005.

# Strategic Pathways & Goals

## V. Advancement and Philanthropy

It is imperative for the university to gain and expand the public's excitement about, confidence in and support of the university. A strong philanthropic effort will provide the university with a margin of excellence through additional funds from private and corporate giving.

### Goals

- Increase public and private support for UAF through sustained advancement activities
- Strengthen UAF marketing and communication efforts
- Increase alumni support and involvement
- Seek private and corporate support of student scholarships and fellowships
- Increase awareness of the university's contributions to the state
- Educate key stakeholders about our critical need for new, expanded and well-maintained facilities for research and teaching

## VI. Faculty and Staff Development

The university is dedicated to recruiting, developing, retaining and recognition of a diverse faculty and staff who will carry out our mission of excellence in teaching, research and service.

### Goals

- Increase the representation and retention of women and minorities in staff and faculty positions
- Increase recognition of staff and faculty excellence
- Increase staff development activities
- Increase assistance to new faculty in areas such as establishing research programs and pedagogy
- Improve measures for evaluating faculty and staff performance



The northern lights glow in the sky above the University of Alaska Museum of the North.



An aerial view shows Constitution Park near the core of the Fairbanks campus.



Team spirit and camaraderie are apparent as players celebrate in the huddle before a match against Humboldt State at the Patty Center.

UAF photo by Chris LeDoux

# Facts & Figures

## Student profile—fall 2005

- Total enrollment .....9,380
- Female..... 59%
- Male .....41%
- Alaska Native/American Indian..... 21%
- Undergraduate/other .....88%
- Graduate ..... 12%

## Standout students

- 586 UA Scholars
- 250 Honors Program students

## Advanced education

- UAF offers 163 degrees and 24 certificates in 113 disciplines
- UAF awarded 987 certificates and degrees to 951 students in spring 2005:
  - 726 certificates, associate or baccalaureate degrees
  - 261 master's and doctoral degrees

## Estimated 2006–2007 UAF annual costs\*

	Alaska resident	Non-resident
Freshmen and sophomores Tuition, fees, room & board	\$10,300	\$18,670
Juniors and seniors Tuition, fees, room & board	\$10,750	\$19,120
Graduate students Tuition, fees, room & board	\$11,524	\$16,546

\*Assumes full credit load, double room occupancy and 19 meals/week on campus



UAF offers hands-on training and small class sizes, with an average student-teacher ratio of 16 to 1.

The University of Alaska Fairbanks is accredited by the Northwest Commission on Colleges and Universities. UAF is an affirmative action/equal opportunity employer and educational institution. All UAF photos by Todd Paris unless otherwise noted. 04/06



### UNIVERSITY OF ALASKA FAIRBANKS

Office of the Chancellor  
P.O. Box 757500  
Fairbanks, Alaska 99775-7500

Address Service Requested

If your name or address is incorrect, you are receiving duplicate mailings or if you would prefer to receive communications from UAF via e-mail, please contact us at (907) 474-7581 or e-mail [uafaddress@uaf.edu](mailto:uafaddress@uaf.edu).