UAF College of Rural and Community Development Strategic Plan

<table>
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<th>Core Purpose</th>
<th>Core Values</th>
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| *Education for Sustainable, Healthy, Culturally-Enriched Communities* | • Student-Centered :: Place-Based  
• Cultural Responsibility :: Culturally Relevant  
• Living our Indigenous Cultures & Languages  
• Career Pathways :: Technical Education  
• Partnerships |

**Our Long-Term Goal (2017)**
CRCD is a structurally sound, excellently funded, recognized leader in academic/vocational/career/community education.  

**Vivid Description for the long-term goal:**
• As a catalyst for positive impact, CRCD is a learning organization for its many and varied students, faculty and communities, building a structurally sound college through meaningful and beneficial collaborations built upon local values.  
• Excellently funded, is generating income large enough and diverse enough to meet the growing and changing needs of CRCD.  
• Being recognized as a leader is in large part a function of sharing our success in creating outcomes-based programs and applied research aimed at building strong individuals and sustainable communities – promoting the accomplishments of CRCD programs and campuses that are essential to the overall stability, well being and success of UAF.

**Our Strategic Pathways**

**Strategic Pathway #1: Teaching and Learning for Student Success**
• Strengthen mechanisms giving students ownership of academic plans  
• Increase attention to pedagogy – in other words, all CRCD faculty have what they need to be their most effective  
• Fully support CRCD efforts to significantly increase the presence of Alaska Native PhD faculty in all its disciplines  
• Through innovation CRCD is the acknowledged leader in online and continuing education for the University of Alaska

**Strategic Pathway #2: Research and Scholarship**
• Increase relevant research and scholarship supporting sustainable, healthy, culturally enriched communities  
• Develop and implement a plan to change awareness of and perception about CRCD’s applied research/scholarship

**Strategic Pathway #3: Enrollment and Retention**
• All CRCD colleges and campuses have in place comprehensive, core value-based Enrollment Management Plans  
• Develop an Outcomes-Based Program Logic Model assessment process describing the impact of a CRCD education

**Strategic Pathway #4: Sustainable Community Engagement and Workforce Development**
• Actively support community-based research built upon meaningful engagement of rural sites with the UAF campus  
• By working closely with its many stakeholders, solidifying CRCD’s economic impact focuses on workforce development

**Strategic Pathway #5: Advancement and Philanthropy**
• A comprehensive CRCD Marketing and Outreach Plan clearly articulate the Social Return on Investment in CRCD  
• Fully investigate adding private foundation funding and charitable giving as viable, sustainable income options

**Strategic Pathway #6: Faculty and Staff Development**
• Provide not only the opportunities but the tools necessary for faculty and staff to be outstanding  
• The internal culture of CRCD shifts, to fully include staff in development activities  
• Develop and implement a Leadership Succession Plan for Executive Leadership of CRCD  
• Improve by 50% over the current percentage of indigenous faculty members within CRCD

**Strategic Pathway #7: Sustainable Infrastructure – IT, Facilities, Finances**
• Develop and implement a Business Plan for Sustainability that identifies new and expanded revenue for CRCD  
• Foster, develop and maintain strategic alliances within the UAF System  
• Develop a comprehensive Information Technology Plan for all of CRCD