

UNIVERSITY OF ALASKA FAIRBANKS

STRATEGIC PLAN 2010

Draft -11-05-05

The following is a *draft* of the UAF Strategic Plan 2010. The UAF Strategic Planning Committee developed this plan during the past 10 months. The committee has sought and received input from numerous individuals and groups throughout the state of Alaska. The plan is designed to address critical issues the university will face over the next five years. Various university constituencies will review this draft during November 2005; the feedback will be used to finalize the plan.

The strategic themes and goals do not address implementation. The implementation plans will be part of the annual compact plans between each college, school, institute and administrative division. The compact plans will be developed as agreements between the various units and the university during spring 2006.

DRAFT 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 promotes academic excellence, student success and lifelong learning through a broad array of outreach, engagement, workforce development and certificate through doctoral programs.

VISION STATEMENT

The University of Alaska Fairbanks will be recognized as a world leader in:

- offering unique opportunities in undergraduate and graduate education
- providing educational services to Alaska Native and rural populations
- researching high latitudes and linking discovery with teaching and service
- demonstrating ways in which gender, racial and cultural diversity strengthens the university and society
- creating collaborations with communities, businesses and governments that meet workforce development and other state, national and global needs

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, hold the following values to be the cornerstone of our identity as an academic community:

Access to comprehensive higher education and lifelong learning for all

Student success in academic, social and professional pursuits

Active engagement with Alaska communities in creative endeavors

Independence of thought and action in the pursuit of knowledge

Innovation in quality teaching, scholarly activities and public service

Stewardship of our human, fiscal, social and environmental resources

STRATEGIC THEMES AND STRATEGIC GOALS

The University of Alaska Fairbanks has six strategic themes, which guide the university toward its vision: teaching and learning, research/scholarly activity, student success, community engagement and development, facilities and infrastructure, and faculty and staff development. Each theme is made up of several strategic goals. The various divisions throughout the university system are charged with the job of developing strategies within their various compact plans to achieve the goals by the year 2010.

I. Teaching and Learning:

Teaching and learning reflect engaged interaction consisting of both process and outcome between two or more parties. In institutions of higher education, that interaction should result in a citizenry capable of analysis, critical thinking and problem solving.

Strategic Goals:

- Identify and implement measurable learning standards and competencies for all degree and certificate programs.
- Increase student participation in and opportunities for engaged/experiential learning.
- Clearly articulate and apply professional qualifications for faculty.
- Establish teaching accountability standards within each college and school.

II. Research and Scholarly Activities:

The university promotes research and scholarly activities leading to an understanding of the issues related to northern regions. This includes a broad range of categories: physical (e.g. climate change), biological (i.e. life-related)

and social/cultural (human-related) or in creative interdisciplinary combinations.

Strategic Goals:

- Focus the scholarly and creative activities of the university on understanding change in the North.
- Strive for intellectual leadership in arctic and subarctic issues and problems.
- Become the premier international leader in arctic research.
- Increase funding for research programs affecting the health and welfare of Alaska Native peoples.
- Hire a Nobel Prize-winner, or similarly distinguished scholar.
- Designate and fund three programs of distinction that provide both graduate and undergraduate research activities.

III. Student Success:

Student success encompasses actions designed to enhance our students' academic and out-of-classroom experiences while attending UAF and prepares them to be engaged and contributing citizens who are equipped to accomplish their lifelong academic, professional and personal goals.

Strategic Goals:

- Increase the full-time baccalaureate six-year graduation rate (to at least 35 percent).
- Improve UAF's freshman retention rate (to 75 percent by 2010).
- Advocate for funding of the 2005 Campus Life Master Plan (by 2008).
- Expand recruitment and academic advising resources in each college and school (by fall 2010).
- Become nationally recognized for the UAF student leadership program.
- Make a decision regarding selective enrollment (by 2007).
- Develop measures for student success at all academic levels.

IV. Community Engagement and Advancement:

To be responsive to the diverse communities we serve, it is essential to revitalize and increase public support for the institution through meaningful, sustained advancement and engagement activities.

Strategic Goals:

- Develop and implement a university-wide community engagement plan.
- Develop and implement a university-wide marketing plan.
- Strengthen the links between university research and the economic, social, and cultural needs of Alaska.
- Expand substantive community involvement in UAF-wide programs, with special emphasis on those accessing UAF services in distance, rural and Native communities.
- Increase alumni support and involvement.

- Implement a university capital campaign (by 2007).
- Focus appropriate UAF resources on economic development activities in Alaska.

V. Building Better Campuses - Facilities and Infrastructure:

Like many universities in the country, UAF is experiencing growth in both programs and research, but does not have adequate facilities and appropriate infrastructure to support this growth.

Strategic Goals:

- Complete the Wood Center expansion phase of the Campus Life Master Plan (by 2010).
- Continue to implement the UAF Campus Master Plan and complete an update of the plan (in 2007).
- Improve space for teaching, research, community engagement and other scholarly endeavors through space analysis and programming, suitable technology and renovation and/or construction of teaching space.
- Renovate or construct facilities on campus that meet or exceed UAF sustainability standards.
- Ensure a reliable and robust campus infrastructure, including utilities, Information Technology, and roadways.
- Obtain adequate maintenance and operations funding for all new and existing facilities and infrastructure.

VI. Faculty and Staff Development:

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

Strategic Goals:

- Increase the representation of women and minorities in staff and faculty positions where under-represented.
- Increase participation by all regular and adjunct faculty in faculty development.
- Develop an integrated and coordinated staff development program.
- Increase retention of faculty and staff, particularly those in under-represented groups.
- Establish criteria and additional mechanisms for incentives and recognition of excellence for both staff and faculty.