

**UNIVERSITY OF ALASKA FAIRBANKS**  
**STRATEGIC PLAN 2010**  
*DRAFT 12-21-05*

Message from the Chancellor

Dear Students, Faculty, Staff, Alumni, and Friends of the University of Alaska Fairbanks:

Following many months of intensive work, the final draft of the UAF Strategic Plan 2010 is now complete. The plan is the result of substantial input from campus constituencies and community stakeholders. That input has resulted in a plan that describes where we are going over the next five years to best meet the mission of our university.

It is important to understand that the Strategic Plan is, of necessity, fairly general. The strategic themes and 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. These plans will be finalized in spring of 2006.

The underlying theme of this plan focuses on the sweeping responsibilities of our university serving as the state's land, sea and space grant institution. From providing excellence in teaching, research and service in its broadest context to contributing specifically to the health and prosperity of the state of Alaska, we take our task seriously. As we move forward to the year 2010, we encourage all of you to participate with us in the pursuit of becoming a fully engaged university.

Sincerely,  
Steve Jones, Chancellor

# UNIVERSITY OF ALASKA FAIRBANKS 2010 STRATEGIC PLAN

## **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 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 latitude environments and linking those discoveries with teaching, service and engagement
- demonstrating ways in which gender, racial and cultural diversity strengthen 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's communities*

*Independence of thought and action in the pursuit of knowledge*

*Innovation to achieve excellence in teaching, scholarly activities and public service*

*Stewardship of our human, fiscal and environmental resources*

## **STRATEGIC THEMES AND GOALS**

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

### **I. Teaching and Learning:**

*Effective teaching and learning require active collaboration of instructors and students, as well as opportunities to apply and expand learning outside the classroom. Graduates of higher education should have the skills to analyze information, think critically, and solve problems.*

#### **Goals:**

- Refine assessment of student attainment of measurable learning standards and competencies for all degree and certificate programs;
- Increase student participation in and opportunities for experiential learning;
- Define the “scholarship of engagement” as it relates to teaching, research and service;
- Recruit, hire, and retain highly qualified faculty who remain demonstrably current in their fields;
- Establish teaching accountability standards within each college and school;
- Increase funding for instructional support;
- Educate students for jobs in Alaska's high growth, high demand occupations;
- Be a global leader in distance education; and
- Provide appropriate technology and support services to prepare students for both study and work.

## **II. Research and Scholarly Activities:**

*As a research-intensive university, UAF seeks to maintain international prominence in research and scholarship, with emphasis on the circumpolar North.*

### **Goals:**

- Encourage research and scholarly activities of all types across the disciplines;
- Strive for intellectual leadership in arctic and subarctic issues and problems;
- Expand and improve both applied and collaborative research ventures;
- Become the institution of choice for graduate students, especially PhD. candidates, seeking knowledge and research opportunities related to the circumpolar North;
- Enhance funding for research programs that address contemporary issues facing Alaska Native peoples, as well as document and disseminate indigenous knowledge that enhances their health and well-being;
- Continue to develop programs of distinction that provide both graduate and undergraduate research activities;
- Establish research standards and accountability within each unit;
- Strengthen the links between university research and the economic, social, and cultural needs of Alaska; and
- Increase, promote and monitor undergraduate research opportunities and accomplishments.

## **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.*

### **Goals:**

- Further identify factors impacting student success as applied to the traditional, degree-seeking student cohort, in order to implement changes for improvement resulting in, but not limited to:
  - an increase in the overall freshman retention rate to 75 percent by 2010;
  - an increase in the overall full-time baccalaureate six-year graduation rate to at least 35 percent;
- Identify and define other student success measures for both traditional and non-traditional students in order to more accurately reflect the unique factors that determine the many types of student success at UAF;
- Raise baccalaureate admissions standards by fall 2007;

- Expand recruitment and academic advising resources in each college, school and community campus by fall 2010;
- Enhance the Honors Program to further distinguish the academic experience for qualified students;
- Improve methods for assessing students' out-of-classroom experience;
- Establish a comprehensive student wellness program;
- Secure funding for the 2005 Campus Life Master Plan by 2008;
- Become nationally recognized for the UAF student leadership program; and
- Sustain the required Alaska Native student enrollment to maintain the Alaska Native Serving Institutions status as defined by the U.S. Department of Education.

#### **IV. Community Engagement and Advancement:**

*In order to fully realize its mission, it is critical that the university maintain strong engagement practices. This must be accomplished through comprehensive outreach efforts that encourage public participation, community partnerships and philanthropy.*

##### **Goals:**

- Revitalize and increase public and private support for the institution through meaningful, sustained advancement and engagement activities;
- Strengthen UAF marketing efforts to prospective students and constituents;
- Expand community involvement in UAF programs throughout the state;
- Increase alumni support and involvement; and
- 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.*

### **Goals:**

- Ensure that the Long Range Capital Improvement Plan supports the UAF Strategic Plan;
- Continue to implement the UAF Campus Master Plan and complete an update of the plan in 2007;
- Improve space for teaching, research, and community engagement through space analysis and programming, suitable technology and renovation of existing and/or construction of additional space;
- Ensure reliable and robust facilities and infrastructure that demonstrate state of the art technologies appropriate for northern climates;
- Obtain adequate maintenance and operations funding for all new and existing facilities and infrastructure at all locations; and
- Increase awareness and understanding 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 recruitment, development, retention and recognition of a diverse faculty and staff that will carry out our mission of excellence in teaching, research and service.*

### **Goals:**

- Increase the representation of women and minorities in staff and faculty positions where under-represented;
- Increase participation by 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, to include work across disciplines and programs; and
- Provide adequate support for faculty and staff development activities specifically related to computer technology.