

UNIVERSITY OF ALASKA FAIRBANKS

College of Business and Security Management



CBSM students with 2024 Business Leader of the Year, Tracy Vanairsdale, Principal at Bettisworth North

2026-2031 Strategic Plan

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College of Business and Security Management

Our Mission: We are a welcoming learning community where innovation in teaching, discovery, and service benefits our local communities, Alaska, the greater Arctic region, and associated global environments while preparing our students for professional success.

Our Strategies: The College of Business and Security Management emphasizes experiential and active learning, focusing on problem solving, effective communication, and ethics awareness, while providing students with a sound understanding of business concepts and global awareness. The College of Business and Security Management values applied, interdisciplinary, and pedagogic intellectual contributions and supports service to improve both student success and the long-term economic sustainable well-being of Alaska and the nation.

Our Vision: The College of Business and Security Management is recognized for high-quality programs, experiential learning opportunities for students, service to the community, and accomplished teaching and research faculty. The College of Business and Security Management produces impactful scholarships including ones that promote a sustainable and secured future for the residents of Alaska and the greater Arctic region.

Core Values and Guiding Principles

- **Community:** We are committed to positively impacting our community. Our stakeholders include but are not limited to students, staff, faculty, alumni, K-12 schools, the community, and businesses. We promote learning through teamwork, cooperation, shared purpose, commitment, and respectful and ethical behavior.
- **Continuous Improvement:** We continually strive to improve our college by monitoring our performance and societal impact. We support continued collegial discussion among faculty, staff, students, the community, administrators, business leaders, and all who share in our desire for success.
- **Excellence:** We are committed to excellence. This is achieved through intellectual rigor and continuous improvement and with the consistent promotion of the highest ethical standards.
- **Intellectual Contributions:** We are committed to providing opportunities for all types of intellectual contributions including collaborative applied projects with an Alaska and Arctic focus.
- **Student Learning Opportunities:** We strive to offer our students active, engaged, experiential learning opportunities.

CBSM Degrees: *Undergraduate:* Bachelors of Applied Management (BAM), Bachelors of Business Administration (BBA) in Accounting, Bachelors of Business Administration in Business Administration, Bachelors of Business Administration (BBA) in Economics, Bachelors of Security and Emergency Management (BSEM). *Graduate:* Masters of Business Administration (MBA), Masters of Healthcare Management and Leadership (MHML), Masters of Security and Disaster Management (MSDM).

AACSB Standing: The College of Business and Security Management is accredited through the Association to Advance Collegiate Schools of Business (AACSB) International. AACSB accreditation is the hallmark of excellence in business education, and has been earned by approximately six percent of the world's business schools. The College of Business and Security Management embraces the three pillars of AACSB accreditation: *Engagement, Innovation, and Impact*.

Strategic Plan Preparation: The Strategic Plan was developed by the College of Business and Security Management and its Strategic and Executive Management Committee after substantial input from faculty, staff, alumni, students, CBSM advisory boards, and business and community leaders.

Strategic Initiative 1: Prepare students for success in high demand jobs in the professional workforce.

Goal	Objective	Tactics	Measure of Success	Resources
1.1 Create awareness of professional needs and opportunities for practical experience and access to current business practice in the most important business fields.	Increase students' awareness of what their specific profession looks like in Alaska, the nation, and internationally, and how to be successful. Offer meaningful experiential and active learning both in the classroom and through external activities.	Ensure that CBSM staff & faculty numbers are adequate to support increased enrollment, competency gaps related to growing business fields, and continuation of the CBSM mission.	Add at least four additional full-time positions with one in HR, a second Accounting, a third in Economics, and another in Data Analytics or a related field by end of the cycle.	\$600,000 Annually
		Create a dedicated CBSM Career Assistance staff member position to organize internship/externship/job shadow program & boards, develop employer partnerships, manage placements, track outcomes, and refer students to faculty for career advising.	The career staff position is created and filled by Fall 2026.	\$95,000
		Encourage student participation in student organizations related to their profession (ASB, SHRM, AKEMA-IAEM, GAAP) and aim to bring in practitioners/alumni into their meetings and connect to national/state professional associations. Revitalize Student Advisory Council.	Track annual student membership in student organizations and establish a healthy annual participation rate, tracked by Faculty Advisor & Communications Director. Hold Student Advisory Council meetings twice per semester.	Existing Resources
		Revive the accounting student tax assistance program- ACCT students assist with tax returns through the	Recruit a minimum of 4 volunteers to serve at least 10 community members during tax season beginning 2026-2027 tax season.	Existing Resources

1.2 Foster and encourage student engagement through in-person and online opportunities to engage with peers, faculty, and staff.	Increase retention and graduation rates by building community	Launch 'Welcome to CBSM' orientation program for new and continuing students (in-person and distance) introducing community, resources, scholarships, student organizations and success strategies.	Host one back-to-school event/semester (ex. Welcome back s'mores party, welcome tables in Bunnell lobby, etc.) by Fall 2027.	Existing Resources
		Create more experiences (e.g. s'mores event, MBA mixer) to engage students. Expand events to other areas AY 2026-2027.	Launch MBA mixer in Anchorage for Spring 2027. Create a plan to host events in other population centers outside of Fairbanks; coordinate with UAF alumni association.	\$2,000 catering & supplies. \$4,500 travel for 3 staff/fac.
		Establish CBSM Student Ambassador program providing peer mentoring and campus connection support (add to current Peer to Peer Mentoring Program).	Goal of 12 peer-to-peer mentor relationships and attendance of ambassadors at a minimum of 2 events per semester. Qualitative feedback from students involved recommending the program average 4 out of 5.	Existing Resources
		Create Canvas page for each program ex. ACCT program with info like CPA exam, professional orgs, providing a centralized hub for all program-specific resources, events and community discussions.	Expand the number of degree programs with a public Canvas course with resources and community-building tools by Fall 2027.	Existing Resources
		Create and expand comfortable gathering spaces in Bunnell and in general develop a plan to make students feel welcomed by everyone (peers, staff, faculty).	Identify and expand gathering spaces by at least one room by end of cycle.	Space from UAF central and funding private.

		Dedicate kid-friendly space where students can occasionally bring in their kids so they can get some work done - parents responsible for the kids.	Identify and establish a kid-friendly space in Bunnell.	Space from UAF central and funding private.
1.3 Continue to improve distance delivered courses.	Ensure distance courses are engaging, reviewed (third-party and/or peer), and follow best practices.	Develop current staff/faculty person to support full-time and adjunct faculty. This individual will assist faculty with course design and improvement. (ex. Canvas training, onboarding for adjuncts)	Professional development of current staff/faculty, process outline, and measurements added during this cycle.	Course Buy-out & Additional Staff/ Faculty Support
		Create CBSM Online Learning Task Force discussing issues including AI, proctoring for online students and other online student impacts and improvement recommendations	Committee of a minimum of 3 faculty formed by January 2027 with meetings twice per semester. Summary of discussions shared with exec once per semester.	Existing Resources
		Incorporate best practice discussions regarding distance courses and Canvas (ex. Teaching Tips, Adjunct Training, etc.).	Create structured meetings twice per semester discussing online teaching best practices with all faculty invited.	Existing Resources
		Create a syllabi folder that can be shared with all full-time and adjunct faculty.	Syllabi folder created with access for all faculty by Fall 2026.	Existing Resources
1.4 Provide students with a learning environment that reflects current technology.	Students will have access to smart classrooms, hardware and software that are up-to-date and provide a stimulating learning environment.	Develop library of recorded micro-lectures (10-15 min) for ethical use of AI and AI citations.	Development of at least 3 microlectures to be shared across CBSM classes by January 2027.	Existing Resources
		Reestablish Bloomberg terminal for the Student Investment Fund (SIF).	A Bloomberg terminal is installed by Fall 2026.	\$31,980 with 100% of cost being paid for by a donor for 2 years.

1.5 Provide educational support with a focus on Alaska Native students and students in rural and geographically isolated communities with limited access.	Increase college exposure and support offered to the Alaska Native community as well as rural and geographically isolated students.	Increase partnerships with Alaska Native organizations and rural school districts (e.g., TCC, Doyon, Regional Corporations, AFN) and tribal governments to address educational needs in these specific communities.	Increase partnerships and/or pilot programs with at least one new organization supporting Alaska Native communities by Fall 2028.	Existing Resources
		Strengthen ties to RSS through periodic events.	Plan at least one event with RSS per year to support rural & Indigenous students starting in the 2027-2028 academic year.	Existing Resources
		Explore teaching or presenting in the Rural Alaska Honors Institute (RAHI).	Discuss teaching capacity internally and organize meetings with RAHI to explore business track in Summer 2028.	RAHI pays summer teaching salaries, Fundraising for Business Track
1.6 Increase educational focus on Alaska and the greater Arctic region.	Increased Integration of Alaska and Arctic into coursework and CBSM programs and provide research opportunities for students.	Explore curriculum opportunities to extend Alaska focus. (ex. BA F391, Tribal Emergency Management courses with Ilisagvik College)	Complete audit of current CBSM curriculum to identify Alaska & Arctic related coursework by May 2027. Discuss with Program Directors to address gaps and submit curriculum changes Fall 2027.	Existing Resources
		Recruit students from northern/arctic regions that are interested in doing arctic-focused education and research (North-to-North program & UArctic Initiatives)	Increase the number of students from other arctic countries to have a sustainable 5 students each year by the end of this cycle.	Existing Resources

		Explore research methods class for decision-making/ management research for LEAD/MSDM	Class developed by Fall 2028.	Existing Resources
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Strategic Initiative 2: Support applied, interdisciplinary and pedagogic intellectual contributions that bear impact in Alaska and beyond.

Goal	Objective	Tactics	Measure of Success	Resources
2.1 Contribute meaningfully to business and security practice in Alaska and the Arctic.	Encourage practical dissemination of intellectual contributions to benefit students and stakeholders in Alaska and the Arctic.	Have faculty register for the UAF experts guide (POC klsummerlin01@alaska.edu)	Confirm all faculty have registered on UAF experts guide by January 2027.	Existing Resources
		Launch quarterly 'CBSM Research Matters' newsletter highlighting faculty work and its real-world impact for Alaska	Implement quarterly CBSM research matters newsletter in AY 2026-2027 featuring at least 2 faculty projects per newsletter. Share on social media.	Existing Resources- Communications Specialist
		Creation of Research Webpage to showcase faculty contributions for a broad audience.	Create a website page and include a list of all CBSM faculty by Spring 2027 and their intellectual contributions.	Existing Resources
2.2 Generate collaborative interdisciplinary intellectual contributions that address societal challenges.	Incentivize collaborative research across disciplines and institutions; including students and practitioners.	Encourage faculty to engage in interdisciplinary scholarship through conference participation or pedagogic scholarship.	Ten intellectual contributions over a six-year period.	Conference funding (1 per year with paper acceptance)
		Support student-faculty research projects addressing societal challenges.	Student research participation: 2-3 student co-author peer-reviewed publications or conference presentations annually.	\$1,500 per year for chairs of PhD committees capped at 4 students & 4 years per student with bonus at graduation

2.3 Increase faculty intellectual contribution output	Increase support for faculty intellectual contributions	Revive Dean's Summer Stipend program for intellectual contribution support	CBSM provides funding for summer research	3 awards at \$7500 each
		Support faculty travel for conference presentations	Travel funding to include one conference a year with a paper/presentation accepted, international trips will be considered once every other year	Up to \$3,500 per conference, must apply to UNAC funding
		Provide financial contribution for journal publications	CBSM covers page charges and other publishing fees for journal article acceptance, will track # of publishing fees covered. Explore Open Access funding opportunities and collaborations	Page Charges & Publishing Fees cleared by the Dean
2.4 Establish a regionally recognized applied research center.	Revitalize the Northern Leadership Center.	Host NLC Research Symposium focusing on an interdisciplinary topic	Half-day conference takes place with poster sessions, panel discussion and keynote speaker.	(NLC Director - one month's salary for all 2.4) \$11,000
		Develop and publish teaching materials focused on core Northern Leadership themes and contexts	At least 3 case journal articles or the equivalent are published over the 6-year period.	Existing Resources
		Facilitate opportunities for applied research and consulting between faculty and industry	At least 3 consulting / community-based research projects initiatives with industry partners.	Existing Resources

Strategic Initiative 3: Promote community partnerships and economic opportunities.

Goal	Objective	Tactics	Measure of Success	Resources
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3.1 Promote visibility in the local community and opportunities for students, community, staff, and faculty to interact in professional social settings.	Increase CBSM visibility in the community through outreach efforts.	Encourage faculty membership on board of directors, technical advisors or advisory boards of corporate and non-profit organizations & engagement	The number of memberships for full-time faculty at any one time averages 0.25	Existing Resources
		Engage VA/Military community through advertising and; create targeted military/veteran outreach campaign including presence at local events at Fort Wainwright, Eielson, JBER, and Alaska National Guard and external military communities	Creation of targeted plan and attendance at least two military events per semester	\$500 for each event
		Establish partnership with Alaska Chamber of Commerce/Rotary Clubs for regular CBSM updates (luncheons, newsletter, discounted student tickets)	Attendance at a minimum of 1 Chamber/Rotary event per semester sharing CBSM updates and events. Aim to bring a minimum of 5 students to a Chamber/Rotary event each year.	\$200 for event tickets
		Coordinate an annual Business Day where business professionals and alumni come into the college to talk about their careers and major topics in the field, employment outlook, and advice for students	Establish a planning committee for Business Day with staff, faculty, alumni & student organizations. Complete the first Business Day no later than the academic year 2027-2028. By May 2029, reach a goal of at least 8 business professionals, 75 students and 10 faculty in attendance.	\$2500
3.2 Engage CBSM Alumni.	Regular communications with alumni and former students.	Identify tools and resources to better track alumni.	Create an alumni database including at least alumni from the last 5 years. Goal to have 70%+ of alumni with updated contact information by Year 3.	Career Staff Position (\$95,000)
		Encourage alumni to join CBSM Professional Mentoring Program	Aim to have 10 active mentor-mentee pairs by 2028-2029 with 4 out of 5 recommending the program to a friend	Existing Resources

3.3 Increase CBSM's role in addressing environmental sustainability.	Increase CBSM's promotion of sustainable practices.	Organize CBSM community service project once per year including students, alumni, and faculty that allows engagement	Complete 1 meaningful community service event a year and share across newsletters & social media.	Existing Resources
		Encourage collaboration with Climate Scholars program	Reach out to the Director of Honors College for collaboration with climate scholars. Implement pilot partnership by 2030.	Existing Resources

Strategic Initiative 4: Enhance the college's financial sustainability.

Goal	Objective	Tactics	Measure of Success	Resources
4.1 Increase college-wide involvement in private fund-raising.	Increase amount of foundation funds.	Coordinated effort to have our college named	College Named by 2030	Existing Resources
		Share end-of-year fundraising and development progress report with faculty & staff.	Development Report shared at Fall/Spring staff & faculty retreats and a deep-dive at one Exec meeting per year.	Existing Resources
		Have Development Officer & Communications Specialist attend exec Meetings- providing two presentations per semester on development initiatives and communication/publicity opportunities	Development Officer and/or Communications Specialist present twice per semester at Exec meetings.	Existing Resources
4.2 Continue to prioritize student support to all	Raise a significant amount of funds and	Maintain student awareness of CBSM scholarship & emergency fund opportunities for at-risk students.	Share information at student organization & involvement fair. Continue to provide	\$5,000 in emergency fund each year

students, need-based and other.	awareness to support student success.		emergency fund opportunities to students with need.	
		Partner with UAF Student Financial Services to identify CBSM students with high unmet need and target support accordingly.	Build consistent partnership with the Financial Aid office, pull lists every semester and discuss them in the Recruitment & Retention committee.	Existing Resources
4.3 Advocate for CBSM base funding funds.	Reinforce the need for Fund 1 general funds through advocacy.	Interface with UA President, UA Leadership, Board of Regents and Legislators to educate them about CBSM.	One meaningful interaction a semester	Existing Resources
		Invite Board of Regents members to CBSM events (BLOY, AIC, Student Organizations, etc.) to observe impact firsthand	2+ Board of Regent members attend CBSM events annually	Existing Resources
4.4 Increase the number of doctorate trained tenure-track faculty from existing instructors.	Increase the professional capacity of existing term faculty to contribute to CBSM.	Support CBSM term instructors to obtain terminal degrees	At least 2 additional instructors complete doctorates and transition to tenure-track by Year 6.	\$25,000 each for two instructors
4.5 Increase enrollment.	Increase CBSM's budget from increased tuition.	Launch targeted recruitment campaign for military/veterans leveraging Alaska's high military population and GI Bill benefits	Increase and/or maintain # of military-connected students (veterans, actively employed, military spouses) across all programs.	Portion of \$250,000 Anthology Contract
		Implement undergraduate recruitment ambassador program	Goal of 12 ambassadors (who also serve as mentors in our mentoring program) and attendance of ambassadors at a minimum of 1 event per semester.	Existing Resources

		Create 'Wildfire Operations Management' concentration within HSEM program capitalizing on growing need for wildfire professionals in Alaska/Western US	Launch Wildfire Operations concentration by Year 2 with twenty-plus students enrolled by Year 3	Existing Resources
		Review of all CBSM concentrations for interest and sustainability.	Complete audit of CBSM concentrations, identify # of students, # of classes and perform cost-benefit analysis. Review results within each program & bring recommendations for next steps to CBSM Curriculum Review Committee by December 2028.	Existing Resources