School of Management students and business leaders pose at the annual Spring Etiquette Seminar and Dinner sponsored by KPMG.

Strategic Plan
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I. Introduction

School of Management

Our Mission: We are a learning community where innovation in teaching, discovery and service prepares students for professional success that benefits our community, the state of Alaska and the nation.

Our Strategies: The School of Management emphasizes experiential and active learning focusing on clear communication, problem-solving and ethical awareness, while providing students with a sound understanding of business principles and techniques. The School of Management values practical and discipline-based intellectual contributions and provides services to improve both student success and the economic health of Alaska.

Our Vision: The School of Management will be recognized for high-quality educational programs, hands-on educational opportunities for students, service to the community and accomplished teaching and research faculty. The School of Management strives to be acknowledged as the premier business school in Alaska.

Core Values and Guiding Principles

• Community: We are committed to building a community of stakeholders — students, staff, faculty, alumni, community and businesses — that promotes learning through teamwork, cooperation, shared purpose, commitment and respectful and ethical behavior.

• Continuous Improvement: We continually strive to improve our School by monitoring our performance and supporting continued discussion among faculty, staff, students, the community, administrators, business leaders and all who share in our desire for success.

• Environment: We promote respect, value diversity, foster communication and openness, encourage personal and social responsibility and support creativity and innovation. We promote a collegial, supportive environment in which faculty, staff and students work together and develop to their fullest potential.

• Excellence: We are committed to excellence, intellectual rigor and the creation of value in the pursuit and sharing of knowledge.

• Research: We are committed to providing rich opportunities for basic and applied research and encouraging collaborative projects.

• Student Learning Opportunities: We strive to offer our students active and experiential learning opportunities.
University of Alaska Fairbanks (UAF) Mission:  The University of Alaska Fairbanks is a Land, Sea, and Space Grant university and an international center for research, education, and the arts, emphasizing the circumpolar North and its diverse peoples. UAF integrates teaching, research, and public service as it educates students for active citizenship and prepares them for lifelong learning and careers.

University of Alaska Fairbanks Core Themes:

**Educate:** Undergraduate and Graduate Students and Lifelong Learners

**Research:** To Create and Disseminate New Knowledge, Insight, Technology, Artistic and Scholarly Works

**Prepare:** Alaska’s Career, Technical, and Professional Workforce

**Connect:** Alaska Native, Rural, and Urban Communities by Sharing Knowledge and Ways of Knowing

**Engage:** Alaskans through Outreach for Continuing Education and Community and Economic Development

AACSB Standing:  The School of Management and our Accounting Program are simultaneously accredited through the Association to Advance Collegiate Schools of Business (AACSB) International. The highly sought-after joint accreditation has only been achieved by 182 universities worldwide; the School of Management is the only university in Alaska with this distinction.

Strategic Plan Preparation:  The Strategic Plan was developed by the School of Management Strategic and Executive Management Committee after substantial input from faculty, staff, alumni, SOM advisory boards and business and community leaders. The Strategic Plan is organized around four strategic goals and corresponding action items. *Associated UAF Core themes are identified after each action item.*
II. Strategic Priorities

Top Four Strategic Goals

(1) Strengthen Commitment to Student Success

The School of Management is committed to its undergraduate and graduate students and will provide them with a high-quality education covering a wide-range of important topics in accounting, business, economics, emergency management and related fields. SOM is dedicated to enhancing its use of experiential and active learning techniques as well as other learning opportunities, such as those offered by student organizations that are designed to increase hands-on experiences. SOM is also dedicated to the fundamental achievements listed under the Assurance of Learning goals and objectives and will continue to improve student enhancement of these skills across curricula.

Action Items

• Foster an atmosphere that emphasizes excellence in teaching. *(Educate, Prepare)*

• Recruit and retain high-quality faculty who are excellent teachers. *(Educate, Prepare)*

• Maintain a continued focus on experiential and active learning in the classroom with a goal that all students will graduate with significant experiential and active learning classroom experiences. *(Educate, Prepare)*

• Follow the Student Investment Fund (SIF) model in developing a Real Estate Investment Trust (REIT) fund to enhance BA 424 (Real Estate and Alternative Investments). *(Educate, Prepare)*

• Increase retention and graduation rates and improve time to graduation. *(Educate, Prepare)*
• Perform a comprehensive review of the **BBA core courses**. *(Educate, Prepare)*

• Continue to work with the College of Engineering and Mines (CEM) on a five-year **Engineering/MBA program**. *(Educate, Prepare)*

• Increase outreach into the **high schools** such as the Accounting Bridging Program, Student Leadership Institute and Alaska Business Week. *(Educate, Prepare, Engage)*

• Continue to increase the quality of our **distance delivered** programs and courses and to imbed new ways of course delivery. *(Educate, Prepare, Connect)*

• Continue to upgrade classrooms and computer labs with new and better **technology** and provide instructor training. *(Educate, Prepare, Connect)*

• Examine the potential to develop a **student mentoring program** and expand the use of **student tutors**. *(Educate, Prepare)*

• **Standardize** courses across instructors (example BA 325). *(Educate, Prepare)*

• Continue to improve the **Assurance of Learning** (AOL) process. *(Educate, Prepare)*

• **Use more case studies**, especially local case studies. *(Educate, Prepare, Connect, Engage)*

• Explore an **Emergency Management/Leadership** concentration at the MBA level and an Emergency Management minor at the undergraduate level. *(Educate, Prepare, Engage)*

• Explore an accounting emphasis in **controllership**. *(Educate, Prepare, Engage)*

• Move and integrate the **Reserve Officers’ Training Corps (ROTC) program** into the School of Management and address the needs of our military students and their spouses. *(Educate, Prepare, Engage)*
(2) Prepare Alaska’s Professional Workforce for High Demand Jobs

In addition to the classroom experience, the School of Management emphasizes workforce development by providing students with accompanying professional development and networking opportunities as well as internships. We strive to continue to improve upon these efforts so that our graduates are well prepared to find meaningful employment and succeed in their careers.

Action Items

- Develop and implement a stacked undergraduate/MBA course that emphasizes feasibility studies and business plans that will utilize the UAF Small Business Development Center (SBDC) functions and the Arctic Innovation Competition (AIC) to examine potential start-ups and to incubate or accelerate the early stages of promising Alaskan businesses. *(Educate, Prepare, Engage)*

- Increase emphasis on the Internship Program. *(Educate, Prepare, Engage)*

- Increase use of Externships – a program in which students shadow business leaders at their jobs for a brief period of time. *(Educate, Prepare, Engage)*

- Continue our focused efforts on having our Student Investment Fund students take internship positions with the Alaska Permanent Fund Corporation. *(Educate, Prepare, Engage)*

- Work with UAF Career Services by increasing interaction between potential employers and our School. *(Educate, Prepare, Engage)*

- Track and use alumni more effectively. *(Educate, Prepare, Engage)*
• Integrate **career and academic advising** very early in a student’s academic career. *(Educate, Prepare, Engage)*

• Ensure uniformity and **professionalism** in our students – for example, develop courses in business professionalism and character development. *(Educate, Prepare, Engage)*

• Within budget, develop more meaningful **student jobs** within SOM to give students another opportunity for work experience. *(Educate, Prepare)*

• Increase **networking opportunities** for students with business leaders, alumni, etc. *(Educate, Prepare, Connect, Engage)*
(3) Engage Alaskans and Promote Community and Economic Development

The University of Alaska Fairbanks and the School of Management have made a substantial commitment to give back to the community that generously supports them. Starting in the Alaska Interior, SOM is working to increase its visibility within the community by educating the next generation of business leaders and working with K-12 bridging programs. Additionally, SOM recognizes the importance of both leading and supporting economic development.

Action Items

- Expand the Arctic Innovation Competition (AIC) by increasing the range and scope of the competition and by working with entrants to create business opportunities. (Educate, Prepare, Engage)

- Celebrate the 25th year of the School of Management receiving AACSB Accreditation. (Engage)

- Work with UAF on their centennial celebration focusing on school naming opportunities. (Engage)

- Work with the Cooperative Extension Service (CES), the Office of Intellectual Property and Commercialization (OIPC), the Community and Technical College (CTC) and the Fairbanks community to create and manage a UAF Small Business Development Center (SBDC). (Prepare, Connect, Engage)

- Keep our commitment to the economic sustainability by partnering with industry on programs that will assist the community with economic development. (Connect, Engage)
• Continue to support opportunities for our student organizations to take part in community service. (Educate, Prepare, Connect, Engage)

• Increase our development efforts and enhance relationships with alumni and the business community. (Engage)

• Connect with the community through programs like VITA, SLI, Alaska Business Week, RAHI, ANSEP and ASRA. (Educate, Prepare, Connect, Engage)
(4) Support Research, Scholarly and Creative Activity

The School of Management will continue to create and disseminate new knowledge, insights and scholarly works by continuing the strong support of faculty and student research and scholarly activity.

![Image of Student Investment Fund students Kelly Mitchell, Kirsten Halpin, and Nick Brodie with the Bloomberg Terminals donated by McKinley Capital Management.](image)

**Action Items**

- Strengthen the relationship between **research and teaching** by exploring new ways of research-teaching integration. *(Research, Educate, Prepare, Connect, Engage)*

- Support of all SOM faculty and student **research**, including encouragement of research grants and Alaska-based research. *(Research, Educate, Prepare, Engage)*

- **Connecting/matching students** who want to do research with questions and ideas that have an Alaskan focus. *(Research, Educate, Prepare, Connect, Engage)*

- **Identify partners and organizations** that would utilize research conducted by SOM. *(Research, Educate, Prepare, Connect, Engage)*

- Create a **list of research projects** that faculty are working on that students could access. *(Research, Educate, Prepare, Engage)*

- Create **student problem solving** exercises based on current events. *(Research, Educate, Prepare, Engage)*

- Specifically bring more **accounting research into the classroom** to teach students what accounting really is. *(Research, Educate, Prepare, Engage)*

- Support the UAF office of Undergraduate Research and Scholarly Activity (**URSA**) by supporting undergraduate student involvement in research and scholarly activity. *(Research, Educate, Prepare)*