School of Management students and faculty pose at the annual Professional Development Day hosted by the student organization Great Alaskan Accounting People.

Strategic Plan
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Contact:
Mark Herrmann, Dean
mlherrmann@alaska.edu
(907) 474-7461
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 is 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 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 180 universities worldwide; the School of Management is the only university in Alaska with this distinction. AACSB Accreditation is the hallmark of excellence in business education, and has been earned by less than 5 percent of the world's business schools. The School of Management embraces the three pillars of AACSB accreditation: Engagement, Innovation, and Impact.

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.
II. Strategic Priorities

Top Four Strategic Goals

(1) Commit to Student Success and Prepare Alaska’s Professional Workforce for High-Demand Jobs

The School of Management is dedicated to its undergraduate and graduate students, and provides a high-quality education covering topics in accounting, business, economics, emergency management, and related fields. In addition to classroom experiences and student organizations, the School of Management emphasizes experiential learning by providing professional development, networking, and internship opportunities. 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.

Samantha Knutson in a Principles of Marketing class.

Action Items

- Foster an atmosphere that emphasizes excellence in teaching. *(Impact)*
- Maintain a continued focus on experiential and active learning, both in the classroom and through external activities, with the goal that all students will graduate with significant experiential and active learning experiences. *(Engagement and Impact)*
- Increase retention and graduation rates while maintaining current time to graduation. *(Impact)*
- Integrate the Reserve Officers’ Training Corps (ROTC) program into the School of Management and address the needs of our military students and their spouses. *(Engagement and Impact)*
- Perform a comprehensive review of all SOM courses and make continuous improvements through the Assurance of Learning (AOL) process. *(Innovation and Impact)*
• Seek **Quality Matters certification** for classes and online programs. *(Innovation and Impact)*

• Create a "best practices" for **distance education**. *(Innovation and Impact)*

• Upgrade classrooms and computer labs with new and better **technology**. *(Innovation and Impact)*

• Incorporate **real-world business strategies**, privacy and security concerns, ethical issues, data management, **data analytics**, technology-driven changes in the work environment, and **the complexities of decision making** into the BBA in response to AACSB standards and expressed industry needs. *(Innovation and Impact)*

• Require **Professional Development** courses for all BBA Accounting and Business Students. *(Engagement and Impact)*

• Grow the number of competitions and conference travel opportunities for SOM students and **privately fund all student travel**. *(Engagement and Impact)*

• Provide **career services** for potential employers and our School. *(Engagement and Impact)*

• Address the growing acceptance of **Real Estate Investment Trust (REIT)** funds by the professional investment community by including their trading as a part of the Student Investment Fund (SIF) diversified investment portfolio. *(Engagement, Innovation, and Impact)*

• **Track placement** and career advancement of alumni. *(Impact)*

• Utilize **student jobs** within SOM to give students an opportunity to gain work experience. *(Impact)*

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

• **Engage alumni** more effectively. *(Engagement)*

*Members of the 2017 Beta Gamma Sigma honor society*
(2) Address Financial Sustainability by Increasing Enrollment

The School of Management is facing a difficult budget climate with substantial pullbacks over the last several years. Notably, SOM has been the fastest growing school at UAF. It is imperative that the school continues to increase enrollments, in order to remain financially viable and be able to continue offering attractive degrees. In order to increase enrollments, SOM must be innovative and willing to take calculated risks.

Action Items

- Develop a **Bachelors of Sport and Recreation Business** (BSRB) program to propose before the UAF Faculty Senate and UA Board of Regents that will cover sports, recreation, and tourism management. (Engagement, Innovation, and Impact)

- Develop a **Bachelors of Applied Management** (BAM) program to propose before the UAF Faculty Senate and UA Board of Regents designed for students without a business background but with at least 30 credits in a trade. (Engagement, Innovation, and Impact)

- Seek continued expansion of articulations and memorandums of understanding with two-year colleges across the nation. (Engagement and Innovation)

- Investigate and draft a **STEM BBA** program to propose before the UAF Faculty Senate and the UA Board of Regents. (Innovation and Impact)

- Bolster the Cyber Security concentration by adding a well-qualified **Cyber Security faculty member** to the Homeland Security and Emergency Management program. (Impact)
• Collaborate with the College of Fisheries and Ocean Sciences to develop a STEM MBA program to propose before the UAF Faculty Senate and the UA Board of Regents that will replace the MBA Capital Markets option. (Engagement, Innovation, and Impact)

• Explore the desirability of offering associate degrees, undergraduate, post-baccalaureate, and graduate certificates. (Innovation and Impact)

• Organize a task force to re-examine increasing undergraduate international students, especially those from China, India, and South Korea. (Innovation)

• Propose, in cooperation with the UAF administration, that all undergraduate tuition be charged at the in-state rate. (Engagement and Innovation)

• Foster continued collaboration with the University of Alaska Anchorage College of Business and Public Policy (CBPP) to provide students with expanded program and class options at lower costs. (Engagement and Impact)

Students and business professionals participate in speed discussion rounds at the annual Spring Etiquette Dinner and Seminar sponsored by KPMG
(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 facilitating economic development.

![SOM students and staff pose with Northrim Bank executives at the 2017 Northrim Roast and Boast event.](image)

Action Items

- **Connect with the Native Alaskan community** through programs like the Native Alaskan Business Leaders (NABL) student organization, the Rural Alaskan Honors Institute (RAHI), and health research in the communities. *(Engagement and Impact)*

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

- Create opportunities for our student organizations to engage in community service. *(Engagement and Impact)*

- Contribute to the community through support for **economic sustainability** and active involvement on local business boards. *(Engagement and Impact)*

- Seek school **naming opportunities**. *(Engagement)*

- Bolster the **Office of Intellectual Property and Commercialization** (OIPC) through faculty collaborations. *(Engagement, Innovation, and Impact)*

- Increase our **development efforts** and enhance relationships with alumni and the business community. *(Engagement and Innovation)*
(4) Support Research, Scholarly, and Creative Activity

The School of Management continues to create and disseminate new knowledge, insights, and scholarly works through the support of faculty and student research and scholarly activity.

Action Items

- Strengthen the relationship between **scholarly activity and teaching** by exploring new ways of research-teaching integration. *(Innovation and Impact)*

- Support SOM faculty and student scholarly activity, including encouragement of **research grants and Alaska-based research**. *(Engagement and Impact)*

- Promote **undergraduate student involvement** in research and scholarly activity through cooperation with the UAF Office of Undergraduate Research and Scholarly Activity (URSA). *(Engagement and Impact)*

- Enhance research in the areas of **homeland security and emergency management, and sports, recreation, and tourism**, especially as they relate to Alaska. *(Engagement and Impact)*

- **Align intellectual contributions** and qualitative measures to mission statement. *(Impact)*

- Increase **disciplinary research** with the UAA CBPP, the Institute of Social and Economic Research (ISER), and the Business Enterprise Institute (BEI). *(Engagement and Impact)*

- Affiliate with the UAF Biomedical Learning and Student Training (BLaST) program, and other **interdisciplinary research and training** opportunities within the University of Alaska Fairbanks. *(Engagement, Innovation, and Impact)*