1 Modernize the student experience

Vision
Modernizing the student experience through the removal of barriers to student success, and focusing on establishing new intersectional hubs designed to streamline and reenergize students’ experiences while strengthening academic rigor and depth.

Aspirations
- A modern student experience actively hones cutting-edge interdisciplinary and integrative education programming for undergraduate and graduate students, and provides ample opportunities for experiential education and professional development tied to impactful civic engagement
- Provides students with robust residential programs that tie classroom learning to social experiences and community life on campus
- Strongly supports students with families
- Holistically supports students by nurturing and encouraging physical, mental, emotional and spiritual health
- Ambitiously expands access to undergraduate research opportunities

2 Solidify our global leadership in Alaska Native and Indigenous programs

Vision
Our goal is to build and enhance global leadership in Alaska Native and Indigenous programs, research and workforce development. Our vision is that we are a global leader throughout the circumpolar North, the Americas and the Pacific.

Aspirations
- State-of-the-art research, learning and cultural activities facilities in the form of the Troth Yeddha’ Indigenous Studies Center and Interpretative Park, as well as in our community campuses
- Alaska Native and Indigenous degree programs and pedagogy
- Successful recruitment, retention and degree completion of Alaska Native and Indigenous students
- Alaska Native and Indigenous research, knowledge production and publications
- Alaska Native and Indigenous leadership and workforce development
- Tribal and Alaska Native/Indigenous community partnerships, service and community education
Achieve Tier 1 research status

Vision

Achieving Tier 1 status will elevate UAF to a prestigious class of doctoral-granting U.S. universities with very high research activity as defined by the Carnegie Classification system. Attaining Tier 1 research status can provide global recognition for our high research productivity; enhance our competitiveness for funding resources; attract globally competitive faculty, staff and students to improve the quality and caliber of UAF research and education; increase student enrollment; and provide local economic benefits to the broader Fairbanks community. For these reasons achieving Tier 1 research status captures an important aspect of UAF’s long-term strategic research vision. UAF’s research vision extends beyond the metrics highlighted by the Carnegie Classification system. Specifically, research is critical for advancing UAF’s mission and core themes, including educating our students, preparing a skilled Alaska workforce, connecting with Alaska Native peoples and engaging with fellow Alaskans.

Aspirations

• A Tier 1 Research university that is globally recognized for very high research activity
  » Quadruple Ph.D.s in STEM, humanities, social sciences and other professional fields
  » Double non-STEM research expenditures
  » Double research staff (Ph.D.s with non-faculty positions)
  » Maintain strong STEM research expenditures
• A university that conducts high-quality and high-impact research that benefits Alaska, the nation and the world
• A leader in circumpolar North and Indigenous research
• An inclusive university where all employees and students feel valued and secure
• A place where collegiality and collaboration across all sectors drive research
• A place where research, education and service are fully integrated, and where all students and faculty have the opportunity to conduct research

Transform UAF’s IP development and commercialization enterprise

Vision

UAF will be a champion for innovation and a leadership voice for entrepreneurialism in Alaska as the U.S. Arctic’s innovative and entrepreneurial university. UAF will support the development of social, cultural and technological entrepreneurs in partnership with local communities, and will foster local and scalable innovative companies. UAF will foster and cultivate its individuals to demonstrate, validate and execute high-caliber value propositions from university resources and, in conjunction with local partnerships, leverage its position to provide entry points for all levels of entrepreneurship. UAF will maintain a strong online presence that highlight its innovation activities and entrepreneurship opportunities. This includes advocating an innovation and entrepreneurship curriculum for teaching educators, encouraging the development of research for commercialized as well as promoting ideation events, competitions, and opportunities.

UAF will maintain a mentorship program where innovative faculty work with junior faculty, postdocs and students on their entrepreneurial projects, and where they connect students to companies in Alaska and those wanting to come to Alaska. UAF will continue its current ambassador program to represent the full breadth of its teaching, research, service and engagement. UAF will develop transdisciplinary teams to build solutions to the challenges and needs of local communities and the state of Alaska as well as the Arctic and circumpolar North. UAF will implement effective processes to transfer developed IP from UAF to the community to develop new economic opportunities.
Aspirations

- Driver of Alaska’s innovation economy and a leadership voice for U.S. Arctic innovation and entrepreneurship
- Produce graduates with an entrepreneurial mindset and skilled in the processes of bringing research to commercialization and developing viable businesses
- Deliver economic, societal, cultural and educational impact to the people of Fairbanks, the state of Alaska, and the circumpolar North
- Develop and support an innovative culture of innovation and entrepreneurship on campus, and in the greater community through reciprocal partnerships
- Provide the resources to foster creative, social and technological entrepreneurship
- Build innovative communities to develop solutions to specific challenges and needs
- Create opportunities to grow today’s and tomorrow’s innovators and entrepreneurs

Embrace and grow a culture of respect, diversity, inclusion and caring

Vision

At UAF, we work every day to operationalize the equity and inclusion that we seek to advance in Alaska and beyond. Genuine equity requires continual transformation: a thorough and deep examination and shift when needed in organizational practices, norms, culture and composition.

At UAF, we deeply value a culture of respect, diversity, inclusion and caring. We are a positive, human-centric university focused on individual and community well-being. We celebrate the unique nature of our students and employees through strengths-based approaches.

Aspirations

- Respect should not only imply tolerance but acceptance. A culture of respect at UAF would include honoring and valuing the individuals in our community. Members of our community would hold one another in an unconditional positive regard, and appreciate one another for being unique individuals whose different experiences and perspectives contribute to a greater whole. As a result, UAF employees and students would all feel a sense of worth and value.
- A culture that embraces diversity at UAF would include individuals representing a wide array of backgrounds. At UAF the variety of community members would be respected and a source of pride. There would be representation that includes diversity within our leadership. With representation there would be increased opportunities for mentorship. By embracing diversity, the UA population would reflect the state demographics.
- An inclusive culture goes beyond embracing diversity to ensure all members of our community are welcomed and supported. In this environment all people can participate and succeed. A culture of inclusion at UAF would mean that our environment — from artwork on display to marketing materials — would reflect our diverse community. Students would feel supported from their first day and would be able to see themselves represented at all levels and in all positions at UAF, from the student body to faculty and administrative leadership.
- In a culture of caring, each person would show kindness and compassion as part of daily life. In a culture of caring we would demonstrate care toward others and ourselves, and we would recognize one another as a “whole person.” There would be a proactive and preventive focus on improving mental health and well-being.
Revitalize key academic programs

Vision

UAF will revitalize key academic programs to make them responsive to workforce development needs across the state of Alaska and to national and international economic climates. UAF will ensure that different modalities of course delivery address diverse student needs and communities, and will create the culture that all students, staff and faculty are ambassadors for UAF.

Aspirations

• A culture of integration and access exists, from occupational endorsements to Ph.D. programs
• UAF is known for its investment in and support of faculty and staff; there is a sense of community and high morale among those employed at UAF
• UAF students at all campuses have easy access to advising, support and research opportunities through faculty and staff
• The university provides robust outreach, engagement and promotion for all programs