This strategic plan seeks to set forth the goals and assumptions, strategic planning principles, and action strategies that will guide the University of Alaska between now and the “Golden Anniversary” of statehood in 2009. Just as the University of Alaska is a system, a whole made of many varied parts, this strategic plan is a synthesis of the myriad ongoing planning efforts of our system and its campuses. As such, it reflects the true value of any plan - what we learn about ourselves and our environment while we are planning.

Mark R. Hamilton
President
University of Alaska

Strategic Plan 2009
“Preparing for Alaska’s Future”

Strategic Planning Principles

Commitment
The university is committed to this systemwide strategic plan, responsive to the needs of the state and consistent with the university’s values of unity, accountability, leadership, excellence, accessibility, dedication, and stewardship.

Leadership
The president and the Board of Regents’ planning and development committee developed this plan. The process assured appropriate collection and consideration of input from key internal and external stakeholders.

Focus
The plan reflects the focus of each major campus such that there is clear and cost-effective mission differentiation and, within those missions, full opportunity for campus aspiration in the quality and quantity of its programs and services.

Scope
The plan emphasizes universal access to higher education, expanded professional and workforce development programs, a greater concentration of advanced training and research, and the important role of the university in providing lifelong learning through its outreach and extension functions.

Engagement
The plan underscores the importance of outreach and engagement, fostering a culture of connection and collaboration across campuses and with communities.

Conditions
The plan is informed by key internal and external conditions such as student demographics, admissions policies, operating efficiencies, campus plans, geographic location, faculty and staff recruitment and retention, facility condition, access to information technology, and funding opportunities and constraints.

Development
The plan reflects a distinct focus for each campus which will recognize opportunities for and guide the future development of both academic and non-academic programs, facilities and information technology infrastructure, student recruitment and retention plans, faculty and staff services, and research and outreach/extension initiatives.

Alaska provides a harsh test for a university system:

• Serves a land 1/5th the size of the continental United States;
• Operates 16 different campuses up to 1,300 miles apart, many of which are inaccessible by land, in order to deliver post-secondary education beyond the major cities;
• Offers academic programs from certificate through baccalaureate to PhD;
• Admits all Alaskans wherever they may live and wherever they may be in their academic preparation;
• Conducts research that solves problems of importance to the state, the nation, the north, and the world;
• Meets the educational, cultural, and economic needs of the diverse peoples of Alaska; and
• Demonstrates responsible stewardship of the treasures of the state with which we are entrusted.
## Vision

Our vision at the University of Alaska is to meet all of the exacting requirements and expectations of the people of the state of Alaska. Through our excellent faculty, staff, and students, we will produce the social, economic, scientific, civic, and cultural leadership of the state. We will be the source, the example, and often the forum for informed and rigorous debate. We will offer practical advice to policy makers. We will develop the state’s workforce. We will make the discoveries that solve problems and create opportunities. We will be fully accountable—regents, faculty, staff, students, and administration—to each other in the pursuit of shared governance, and, most important, to those we serve. We will not surrender excellence.

We will build by 2009 a university system, highly respected and strongly supported by the citizens of Alaska, and by scholars and policy makers the world over.

Our integrity is defined by our behavior that is consistent with our values.

## Values

- Unity in promoting communication and collaboration.
- Accountability to our students, faculty, staff, alumni, and the diverse peoples of Alaska.
- Leadership for Alaska’s people and institutions.
- Excellence in our programs and services.
- Accessibility to all Alaskans.
- Dedication to serving diverse community needs.
- Stewardship of our resources.

## Goals

### 1: Student Success

The University will provide the learning environments, support systems, academic programs, facilities, technology, and faculty to enable the life-long success of our students, with their diverse needs, interests, capabilities, and ambitions. We seek to increase the number and share of traditional and non-traditional student attending a University campus. We are particularly committed to the success of Alaska Native students.

**Objectives**
- Enhance efforts in student recruitment and retention.
- Continue placing students in good jobs.
- Build life-long relationships with alumni.

### 2: Educational Quality

The University will offer the highest quality in our educational offerings, from non-degree training programs to graduate degrees. Our campuses will provide the highest possible quality programs and services within their respective missions.

**Objectives**
- Ensure high quality teaching.
- Emphasize the community college mission.
- Improve collaboration among campuses.
- Ensure efficient allocation of programs.
- Develop new and relevant programs.
- Strengthen advising services for our diverse student community.

### 3: Research Excellence

The University will be a globally recognized leader in areas of research for which Alaska has special competitive capabilities in key areas of culture, economy, environment and health, using approaches that integrate the human dimension with natural sciences, and expand from basic processes to synthesis and policy advice.

**Objectives**
- Enhance competitive capacity.
- Increase opportunities for undergraduate and graduate student participation in research.
- Capture Alaska-specific opportunities for the State and the University.
- Account for the value and cost of research.
- Expand support for the transfer of University intellectual property to private economic development.
- Grow percentage of Alaska Native participation to a part with the population.

### 4: Faculty and Staff Strength

The University will recruit, develop, and retain a culturally diverse faculty and staff who bring excellence to our research, teaching, and public service and through innovative and mission-focused academic and staff human resources programs and services.

**Objectives**
- Invest in faculty and staff development.
- Reward faculty and staff for innovation, creativity, and excellence.
- Ensure alignment between institutional goals and workload, productivity, and selection.
- Ensure excellent administrative practices that are integrated with the university’s strategic priorities.

### 5: Responsiveness to State Needs

The University will continuously enhance its capacity to meet the changing needs of Alaska’s people and work through core programs as well as creative, entrepreneurial arrangements and partnerships to meet those needs. Among the changing conditions affecting the state’s needs are continued rapid population growth in Anchorage and surrounding communities, the need for economic diversification, particularly in rural Alaska, and uncertainty regarding the state’s ability to provide for its own economic future.

**Objectives**
- Assess and meet Alaska’s current and projected workforce needs.
- Focus on rural Alaska needs.
- Provide support for cultural needs.
- Increase public policy analysis.
- Build community engagement programs.
- Enhance responsiveness to workforce needs.

### 6: Technology and Facility Development

The University will provide students, faculty, and staff the facilities and technology they need to most effectively pursue their research, education, and public service goals.

**Objectives**
- Address process issues: facility planning and facility utilization.
- Explore privatization and partnering.
- Support distance education through additional technology and faculty development.
- Expand access through appropriate technologies to as many university programs and services as possible.

### 7: Diverse Sources of Revenue

Engaging major stakeholders to increase their investment in the University is a critical precondition for the achievement of the above six goals. These stakeholders include all citizens of Alaska, but especially alumni, state, federal, and local governments; businesses, including non-profit organizations; and private philanthropy.

**Objectives**
- Diversify funding sources to reduce reliance on the state’s general fund.
- Pursue land for long term endowment and growth.
- Encourage the commercial utility and application of University intellectual property.