Strategic Pathways

Update to the Board of Regents
November 10, 2016
Strategic Pathways Phase I

Phase 1 Review Areas

1. Engineering

2. Teacher Education

3. Management / Business
   
   Note: This plan does not include the Masters of Public Administration program that both UAA and UAS currently offer nor the proposed Masters of Public Policy. Those programs are being examined by a separate implementation team and will be reported on in June 2017.

4. Information Technology

5. Intercollegiate Athletics

6. Procurement

7. Research Administration
**Strategic Pathways**

**Engineering Draft Implementation Report**

**Administration direction presented to Board of Regents at September meeting:**
1. Collaborative model with current administrative structure; no structural change & no BOR action required
2. Require common course numbering/descriptions, a common curriculum committee, joint advisory board, and course sharing to gain economies of scale (e.g., increasing student:faculty ratio) for FY 2018
3. Report annually to UA VPAAR on progress
4. Revisit in 5 years

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Course Numbering &amp; Descriptions</td>
<td>Most core engineering courses in degree programs common to both campuses will be aligned with common course numbering and descriptions. Course alignment process will be finalized by the Fall 2017 semester.</td>
</tr>
<tr>
<td>Course Sharing</td>
<td>Single faculty member is utilized to teach students simultaneously on both campuses. Planning for 10 courses will be finalized in May 2017.</td>
</tr>
<tr>
<td>Common Curriculum Committee</td>
<td>The common curriculum committee will be formulated from a subset of the membership of each college curriculum committee, potentially just the two chairs of those committees. Implementation will be complete May 2017.</td>
</tr>
<tr>
<td>Joint Advisory Board</td>
<td>Establish a Joint Engineering Advisory Council (JEAC) with a specific charge and goals with a formal regular meeting schedule. The JEAC would consist of a subset of the existing UAF and UAA engineering advisory board membership. Plan to have the JEAC active by Fall 2017.</td>
</tr>
<tr>
<td>Research Collaboration</td>
<td>Establish a joint research council. Targets for research collaboration, goals and objectives for the research council and membership will be established by May 2017.</td>
</tr>
<tr>
<td>Collaboration in Faculty Hiring</td>
<td>Establish Dean’s Council to implement collaboration in faculty hires. Specific plans/protocols will be developed in conjunction with campus Provosts before the end of the AY2016-17 academic year. Annual reporting to VPAAR.</td>
</tr>
</tbody>
</table>
### Administration direction presented to Board of Regents at September meeting:

Task a team to build implementation plan for 1 dean over 1 school with administrative head at 1 university and specialties delivered through programs/faculty at 3 universities. Depending on best practice, develop plan to phase out BEd in favor of disciplinary degrees plus licensure and graduate programs. Seek BOR review and approval at November meeting.

<table>
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<tr>
<td>Options for location</td>
<td>Location of a single college administration will be affected by the path taken to arrive at the single administration. By combining the three schools under one administrative structure, the administrative structure at the lead campus would require consideration to appropriately address its larger role in the system.</td>
</tr>
<tr>
<td>Program distribution across the campuses</td>
<td>Some programs could be offered at all university locations while other more specialized programs, such as doctoral programs and the on-line MAT, may be offered at only one of the delivering campuses. An advisory board should be assembled to help guide its direction and to support the dean.</td>
</tr>
<tr>
<td>Structural consideration</td>
<td>UAA’s lead campus role in nursing education, with one dean and administration at UAA, and UAA faculty located on and delivering classes to students at several sites, has served as an effective model.</td>
</tr>
<tr>
<td>Criteria for recommended lead campus</td>
<td>Best practice of locating school of education at research university, strongest graduation rate, relationships with large number of rural districts, and chancellors’ commitment to collaboration.</td>
</tr>
</tbody>
</table>
| Elements to consider during transition | • University would need to address tenure transferability.  
• Program review process should assess needs system-wide  
• A discussion should commence with the accrediting agencies (e.g. Northwest Commission on Colleges and Universities, NCATE/CAEP) to determine how to transition the three separately accredited programs to one.  
• The transition of three administrations to one need not disrupt nor diminish the student experience, but hopefully enhance their experience through additional or specialized offerings as well as redesigned offerings. |
MOTION
“In support of meeting the University of Alaska’s goals for increasing the production of high quality teachers and education leaders for Alaska, the Board of Regents directs the president to take the necessary steps, including seeking approval from the Northwest Commission on Colleges and Universities (NWCCU), to establish a single College of Education (College) for the University of Alaska.

The College will be administered by the University of Alaska Fairbanks (UAF). College faculty will be located at the University of Alaska Anchorage (UAA), the University of Alaska Fairbanks, and the University of Alaska Southeast (UAS), reporting to UAF. The College will offer a full array of programs and services to education students systemwide and online through College faculty and staff located at the campuses.

Pursuant to this direction, the president will appoint a planning team chaired by the vice president for academic affairs and research and comprised of representatives selected from the following: education faculty from current education programs, the Faculty Alliance, the deans of education, the Alaska Department of Education and Early Development, the National Education Association-Alaska, and the Alaska Council of School Administrators.

The plan will include provisions to:

- support student continuation and completion of degree programs,
- advise on a process to select the permanent Dean of the College,
- ensure coordination with programmatic (NCATE/CAEP) and institutional accreditation bodies (NWCCU),
- articulate faculty and staff responsibilities and transitional employment terms including tenure, consistent with the terms of applicable policy, regulation, and collective bargaining agreements,
- increase student enrollment and completion rates,
- ensure strong relationships between the College and key local, regional, and state stakeholders,
- ensure effective and inclusive governance of the College,
- provide for appropriate allocation of financial and other resources,
- include a timeline for key implementation milestones, and
- address any other matters required for effective implementation of this direction.

The plan will specify all necessary amendments to Regents' Policy and University Regulation and take full effect not later than July 1, 2018, subject to NWCCU approval.

The president will update the Academic and Student Affairs Committee at its meeting in February 2017 on the progress of the planning team and to the Full Board at its meeting on March 2-3, 2017. This motion is effective November 10, 2016.”
Strategic Pathways

Management / Business Draft Implementation Report

Administration direction presented to Board of Regents at September meeting:
Task a team to build implementation plan for 2 deans over 2 schools (UAA and UAF) with programs delivered from faculty at 3 universities. UAA to offer broad array of F2F programs and report to VPAAR on changing from MPA to MPP in conjunction with ISER by June 2017. UAF to focus on current F2F and on-line MBA and BEM. UAS to eliminate “School”, fold programs into School of Arts and Sciences, and focus on on-line BBA and MPA. Implementation to be effective AY2018.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>UA Business Leadership Committee</td>
<td>A UA Business Leadership Committee will be formed from the three universities to oversee the implementation and then to meet regularly to maintain and improve access, efficiency and the quality of business education in Alaska. Complete and functioning by January 2017 with approval of VPAAR.</td>
</tr>
<tr>
<td>Common Course Numbering &amp; Descriptions</td>
<td>Course numbers and descriptions for business programs will be aligned where the courses are equivalent. Lower-division courses review completion date of Spring 2017. Upper division and graduate courses review completion date is by Fall 2017.</td>
</tr>
<tr>
<td>Transferability</td>
<td>All equivalent lower and upper undergraduate and graduate (MBA) courses will be transferable. Lower-division courses target completion date is Spring 2017. Upper division and graduate courses target completion date is Fall 2017.</td>
</tr>
<tr>
<td>Coordinated Student Activities</td>
<td>Increase the professional development opportunities for students outside of the classroom such as academic competitions, conferences, field trips and other opportunities as they arise.</td>
</tr>
<tr>
<td>Accountability</td>
<td>The schools will standardize and coordinate efforts regarding public disclosures, assurance of student learning reports, and impact plans and results.</td>
</tr>
</tbody>
</table>
1. UAA studying transition of MPA to MPP with report due June 2017

2. MOTION

“The Board of Regents directs the president to take the necessary steps to eliminate the School of Management at the University of Alaska Southeast and to move the programs of the school into the School of Arts and Sciences at the University of Alaska Southeast, subject to approval from the Northwest Commission on Colleges and Universities, as appropriate. This motion is effective November 10, 2016.”
Administration direction presented to the Board of Regents at September meeting:

1. Reduce embedded IT personnel in operating units (w/partial exception of those on restricted funds)
2. Establish IT governance council, chaired by UA CITO, w/ charter approved by UA President & mandate to prioritize services & reduce unrestricted cost 20% from FY17 to FY18
3. Implement lean process improvement and seek economies of scale, outsourcing, and cloud services
4. Review in 1 year

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reducing embedded IT personnel</td>
<td>Work with campus CIOs, Vice Chancellors and Provosts to analyze positions classified in an IT Job Family, identify actual work being done and then identify those positions appropriate for transition by February. A plan will be established regarding service in units losing embedded IT personnel.</td>
</tr>
<tr>
<td>Identify and Analyze Central v Decentral IT Spend</td>
<td>Institutional Research, Finance and CIOs examine data in detail and categorize IT spend by personnel v non-personnel, purchase area, academic v administrative, and so on.</td>
</tr>
<tr>
<td>Establish IT governance council, chaired by UA CITO</td>
<td>IT governance council charter to be approved and membership to be finalized. First IT Council meeting anticipated before November 15.</td>
</tr>
</tbody>
</table>
Strategic Pathways

Intercollegiate Athletics Draft Implementation Report

Administration direction presented to Board of Regents at September meeting:
1. Pursue options with NCAA: (1) waiver of ten team rule, or (2) consortium; BOR action would be required
2. Increase private funding support
3. If waiver or consortium unsuccessful, consider modifying existing programs to reduce cost and/or elimination of 1 or both programs

Board of Regents Action at September meeting:
“The Board of Regents directs management to develop options allowing the university to avoid elimination of athletic programs. This motion is effective September 15, 2016.”

<table>
<thead>
<tr>
<th>NCAA Waiver Impact</th>
<th>University of Alaska Anchorage</th>
<th>University of Alaska Fairbanks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approx. costs for sports in NCAA waiver application</td>
<td>Men’s and women’s skiing: $600,000; Men’s and women’s indoor track: $100,000-$125,000</td>
<td>Men’s and women’s skiing: $400,000</td>
</tr>
<tr>
<td>Coaches impacted</td>
<td>4 coaches</td>
<td>2 coaches</td>
</tr>
<tr>
<td>Student athletes impacted</td>
<td>77*</td>
<td>18*</td>
</tr>
<tr>
<td>FY18 anticipated Athletics’ budget reduction</td>
<td>$1,900,000 (pro rata share, based on enrollment)</td>
<td>$800,000 (pro rata share, based on enrollment)</td>
</tr>
<tr>
<td>Proposed team reductions in NCAA waiver request</td>
<td>Reduce from 13 to 9 Men’s and women’s skiing Men’s and women’s indoor track</td>
<td>Reduce from 10 to 8 Men’s and women’s skiing</td>
</tr>
</tbody>
</table>

*Some of these athletes participate in more than one sport, so not all will lose the opportunity to compete at UAA or UAF.*
Strategic Pathways Phase II

Intercollegiate Athletics Evaluation Criteria

**GNAC**
Sports required to maintain GNAC (Great Northwest Athletic Conference) affiliation.

**Intra-State Competition**
Alaska teams that compete against each other. Continues in-state rivalry. In addition intra-state competition is less expensive than traveling outside.

**Title IX**
Sports teams required to comply with Federal TIX Law.

**Cost (Athletic Dept. Rank order)**
Total cost of sport – from most expensive (1) to least expensive (10).

**NCAA 2 Team Sport Minimum**
Membership requirement in Division II: an Institution must have two team sports for each gender; institutions specify team sports.

**Re-instatement Potential (High/Medium/Low)**
Likelihood of re-starting a sport that is eliminated. Taking into account both costs and whether a sport could regain their current programmatic success.
## UA Athletics Selection / Evaluation

<table>
<thead>
<tr>
<th>Gender</th>
<th>Sport</th>
<th>GNAC</th>
<th>Intra-State Competition</th>
<th>Title IX</th>
<th>Cost (Athletic Dept. Rank order)</th>
<th>NCAA 2 Team Sport Minimum</th>
<th>Re-instatement Potential (High/Medium/Low)</th>
<th># Criteria Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>UAA</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men's</td>
<td>Basketball</td>
<td>X</td>
<td>X</td>
<td></td>
<td>2</td>
<td>X</td>
<td>Medium</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Ice Hockey</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>X</td>
<td>Low</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Cross Country Running</td>
<td>X</td>
<td></td>
<td></td>
<td>10</td>
<td></td>
<td>Medium</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Skiing</td>
<td>X</td>
<td></td>
<td></td>
<td>8</td>
<td></td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Indoor Track</td>
<td>X</td>
<td></td>
<td></td>
<td>6</td>
<td></td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Outdoor Track</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Medium</td>
<td>1</td>
</tr>
<tr>
<td>Women's</td>
<td>Basketball</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>3</td>
<td>X</td>
<td>Medium</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Volleyball</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>5</td>
<td>X</td>
<td>Medium</td>
<td>4</td>
</tr>
<tr>
<td></td>
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<td>X</td>
<td>X</td>
<td>X</td>
<td>9</td>
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<td>X</td>
<td>8</td>
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<td>2</td>
</tr>
<tr>
<td></td>
<td>Indoor Track</td>
<td>X</td>
<td>X</td>
<td></td>
<td>7</td>
<td></td>
<td>Medium</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Outdoor Track</td>
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<td></td>
<td></td>
<td></td>
<td>Medium</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Gymnastics</td>
<td>X</td>
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<td></td>
<td>4</td>
<td></td>
<td>Medium</td>
<td>1</td>
</tr>
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<tr>
<td>UAF</td>
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<td></td>
<td></td>
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<td>X</td>
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<td>X</td>
<td>Medium</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Volleyball</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>4</td>
<td>X</td>
<td>Medium</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Cross Country Running</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>10</td>
<td></td>
<td>Medium</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Skiing</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>8</td>
<td></td>
<td>Medium</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Swimming</td>
<td>X</td>
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<td>5</td>
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</tr>
<tr>
<td></td>
<td>Co-ed</td>
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Strategic Pathways
Intercollegiate Athletics Update

As directed by the Regents, we requested a waiver from the NCAA of its ten team rule.

On November 9, the NCAA responded, saying—in essence—that it does not provide permission in advance for a waiver to its rules. Rather, it provides permission after the fact, that is after the universities reduce the number of teams to below the ten team minimum.

In light of this new information from the NCAA, I recommend against pursuing the direction due to the high risk associated with not getting permission and potential sanctions to our programs as a result. As well, given the complexity and problems associated with the consortium option, I recommend against it as well.

It is also been made clear through this process that the Nordic ski community strongly supports the ski programs at UAA and UAF and that there may well be such a strong commitment that stepped up financial support from the community for these programs is possible.
Strategic Pathways
Procurement Draft Implementation Report

Administration direction presented to the Board of Regents at September meeting:
1. Centralized office at UAF, second office at UAA, policy at SW and CPO at UAF
2. Long term goal of 20% savings through bulk purchasing and other means
3. Implement lean process improvement and seek economies of scale
4. Revisit in 3 years

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Transfer of duties</td>
<td>Most duties of the SW Chief Procurement Officer (CPO) will be transferred to the UAF Procurement Director (PD). UAF PD would serve as system’s CPO. New division of duties to be memorialized in MOU.</td>
</tr>
<tr>
<td>Staffing</td>
<td>Procurement will retain current staff at each university. Matrix reporting structure will be implemented so that the CPO (UAF employee) has authority to direct workloads. Position descriptions should be updated to reflect shared reporting structure.</td>
</tr>
<tr>
<td>Analysis and implementation</td>
<td>Analyze current procurement volume by purchase type to determine whether workloads/specialties should/could be adjusted across the new integrated team. Also use analysis to determine which units have enough purchasing activity to warrant housing a Procurement Field Technician. Based on previous two steps, look at reducing contracting officers in FY18.</td>
</tr>
</tbody>
</table>
Phase 2 Review Areas

1. Community Campuses
2. E-Learning
3. Fisheries
4. Health
5. Human Resources
6. Institutional Research
7. Student Affairs
8. University Relations
## Strategic Pathways Phase II

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Charge and Scope</th>
<th>Long Term Goals</th>
</tr>
</thead>
</table>
| Community Campuses| **Charge:** Develop and review options for organizational restructuring to include but not limited to consolidation under a single administration and increased integration with regional universities that support increased enrollment and student attainment in high demand vocational fields, lower tuition rates, exclusive responsibility for developmental education, and other means as identified by the team.  
**Scope:** Administration of community campuses (incl. OEC, Certificate, Associates programs). | Meet 90% of projected labor market demand in CTE by 2025.  
Increase access to the university, decrease unnecessary duplication, and increase efficiency. |
| E-Learning        | **Charge:** Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support significant enrollment growth and student attainment through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team. | Increase access to the university, decrease unnecessary duplication, and increase efficiency. |
| Fisheries         | **Charge:** Develop and review options for organizational restructuring that strengthen fisheries programs at the undergraduate, associate and certificate levels.  
**Scope:** Undergraduate, associate and certificate fisheries programs. | Meet 90% of projected labor market demand by 2025. |
| Health            | **Charge:** Develop and review options for organizational restructuring that strengthen workforce development for nursing and allied health professions in high demand.  
**Scope:** Nursing and allied health. | Meet 90% of projected labor market demand by 2025. |
# Strategic Pathways Phase II

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Charge and Scope</th>
<th>Long Term Goals</th>
</tr>
</thead>
</table>
| Human Resources       | **Charge**: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team.  
  **Scope**: All of HR across the system.                                                                                                                  | Reduce operating costs.  
  Align with UA priorities.                                                                                                                                  |
| Institutional Research| **Charge**: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, data and process standardization, and other means TBD by the team.  
  **Scope**: All of IR across the system.                                                                                                                  | Reduce operating costs.  
  Align with UA priorities.                                                                                                                                  |
| Student Affairs       | **Charge**: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support significant enrollment growth and student attainment through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team.  
  **Scope**: All functions related to recruiting and retention, financial aid, and the registrar across the system.  | Reduce operating costs.  
  Align with UA priorities.                                                                                                                                  |
| University Relations  | **Charge**: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team.  
  **Scope**: Public affairs, marketing and communications across the system.                                                                                     | Reduce operating costs.  
  Align with UA priorities.                                                                                                                                  |
Strategic Pathways Phase II
Review Process / Timeline

Timeline
✓ Design process, solicit team members, and select teams (September)
✓ Meeting 1 (Oct 4/6)
   ✓ Review charge, scope and goals of the team
   ✓ Discuss interests, standards, benchmarks
   ✓ Generate options, outline pros/cons
   ✓ Update community
✓ Meeting 2 (Nov 7-postponed/8)
   ✓ Discuss pros/cons of options from Meeting 1
   ✓ Evaluate options in relation to interests and standards
   ✓ Identify most viable options for presentation to Summit Team
   ✓ Update community
❑ Teams present to UA President and Summit Team (December 9)
❑ UA President receives feedback (December 12- February 28 and ongoing)
❑ UA President will present recommendations to the Board of Regents (March 2)
❑ Board of Regents decisions (March, June)
Strategic Pathways Phase III

Proposed Focus Areas during Winter/Spring 2017

1. Social Sciences
2. Arts and Humanities
3. Physical Sciences
4. Mine Training
5. Finance
6. Risk Management
7. Land Management
8. Facilities

Working with VPAAR and Provosts to focus scope and charge

Working with VPUR and VCASs to focus scope and charge
Strategic Pathways Phase III
Review Process / Timeline

Timeline
- Design process, solicit team members, and select teams (September)
- Meeting 1 (Jan 30/31)
  - Review charge, scope and goals of the team
  - Discuss interests, standards, benchmarks
  - Generate options, outline pros/cons
  - Update community
- Meeting 2 (Feb 27/28)
  - Discuss pros/cons of options from Meeting 1
  - Evaluate options in relation to interests and standards
  - Identify most viable options for presentation to Summit Team
  - Update community
- Teams present to UA President and Summit Team (March 21)
- UA President receives feedback (March 21 – June 1 and ongoing)
- UA President will present recommendations to the Board of Regents (June 1,2)
- Board of Regents decisions (June, September)
Strategic Pathways

Discussion