



UNIVERSITY  
*of* ALASKA  

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*Many Traditions One Alaska*

## Strategic Pathways

Board of Regents  
November 9, 2017

# Strategic Pathways

How do we meet Alaska's needs for higher education with fewer resources from the state?

# Strategic Pathways

Rev: November 2017

**How do we optimize our statewide system to achieve our goals for higher education in Alaska?**

<b>OUR MISSION</b>		“The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.” (Regents' Policy 01.01.01)		
<b>OBJECTIVE</b>		Maximize value to Alaska through excellent, accessible, and cost effective higher education funded by diverse and growing revenue sources		
<b>CORE PRINCIPLES</b>		Focus, Access, Diversity, Excellence, Consistency, Fiscal Sustainability		
<b>STRATEGY</b>		Prepare, Restructure, Implement, Refine		
<b>WHO WE ARE</b>		<b>UA ANCHORAGE</b> Comprehensive metropolitan university in Alaska’s economic hub, with primary focus on workforce development through its several regional community campuses	<b>UA FAIRBANKS</b> Research university renowned for leadership in Arctic and the North, with additional focus on workforce development and community and rural education	<b>UA SOUTHEAST</b> Comprehensive regional university focused on interdisciplinary & marine-oriented programs, teacher education, e-Learning, and workforce development
<b>CAMPUS LEAD FOR THE STATE*</b>	<b>Research</b>	Social and economic sciences, health policy	Arctic science and policy, physical, biological, and social sciences, engineering and applied energy	Interdisciplinary / environmental
	<b>Teaching</b>	<ul style="list-style-type: none"> <li>• Health professions</li> <li>• Business and public policy</li> <li>• Economics</li> <li>• Logistics</li> <li>• Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Physical, natural, and related sciences</li> <li>• Arctic / Northern Studies</li> <li>• Rural development / tribal management</li> <li>• Doctoral education</li> <li>• Mine training</li> <li>• Fisheries and ocean sciences</li> </ul>	<ul style="list-style-type: none"> <li>• Marine-oriented programs (including joint programs with UAF)</li> <li>• Teacher education (administration)</li> <li>• Interdisciplinary degrees/ degree completion</li> <li>• Emphasis on regional workforce priorities, e.g., mine training.</li> </ul>
	<b>Outreach</b>	• Aligned with Research and Teaching Focus		
<b>COURSES / PROGRAMS AVAILABLE ACROSS THE UNIVERSITY SYSTEM</b>		<ul style="list-style-type: none"> <li>• Common General Education Requirements</li> <li>• Liberal Arts and Humanities</li> <li>• Social Sciences &amp; Natural Sciences</li> <li>• Nursing</li> <li>• Engineering</li> <li>• Distance Education / E-Learning</li> <li>• Career and Technical Education</li> </ul>	<ul style="list-style-type: none"> <li>• Alaska Native Studies</li> <li>• Teacher Education</li> <li>• Management</li> <li>• Mine training</li> <li>• Wide choice of non-major courses</li> <li>• Dual credit with K-12</li> <li>• Developmental Education</li> </ul>	

\* Research, teaching, and outreach at campuses other than the “lead” campus that are of high quality, cost effective, and core to mission, will continue to be provided. 3

# Strategic Pathways

Strategic Pathways is a transparent and inclusive process of discovery. How do we organize our university system in order to maximize the value we provide to our students and our state, while our revenues are under such severe pressure? 230 faculty, staff, students, and community leaders have come together from across Alaska to strengthen UA in terms of:

1. **Cost effectiveness** in all we do – important, but not the sole factor
2. **Quality** of the academic program or administrative service
3. **Access** to the benefits of the program/service to students, faculty, staff, and community
4. **Community impact** on the local, regional, statewide, and broader communities we serve
5. **Fiscal sustainability** over the long term

# Strategic Pathways

## **Phase 1**

Decisions have been made either by management or the Board of Regents in all seven areas reviewed. Implementation is in planning or under way in these areas:

Engineering, Teacher Education, Management, Information Technology, Athletics, Research Administration, Procurement

## **Phase 2**

Options were discussed with stakeholders and campus communities; recommendations were shared with the Board at the June meeting. Implementation is in planning or under way in all eight areas:

Community Campuses, E-Learning, Fisheries, Health, Human Resources, Student Services, Institutional Research, University Relations

## **Phase 3**

Options were shared with the Board of Regents for the seven areas in June. I shared my initial thoughts with the Board at the September meeting. Two rounds of forums were held at each campus to engage stakeholder and community feedback. I will share my recommendations at the November meeting for:

Arts and Humanities, Social and Natural Sciences, Mine Training, Finance, Land Management, Risk Management, Facilities

# Strategic Pathways Phase 3

Focus Area	Decision	Status
<b>Arts &amp; Humanities</b>	Charge Academic Council to convene faculty communities of practice to support collaboration and innovation in meeting UA goals, with emphasis areas including, but not limited to: course alignment, course sharing, curriculum development, student and faculty mobility, and faculty development in high impact practices and on-line course / program development and delivery. Charge Student Services Council to develop streamlined student gateway to courses and programs across the UA system.	Charge pending BOR input
<b>Social &amp; Natural Sciences</b>	Charge Academic Council to oversee faculty communities of practice to support collaboration and innovation in meeting UA goals, with emphasis areas including, but not limited to: course alignment, course sharing, curriculum development, student and faculty mobility, and faculty development in high impact practices and on-line course / program development and delivery.	Charge pending BOR input
<b>Mine Training</b>	Maintain current structure, with UAS providing current programs in support of regional industry and MAPTS continuing to serve the mining and oil and gas industries statewide through its programs in Delta Junction, Soldotna, and Anchorage. Include occupational endorsements, certificates and workforce credentials in reporting on degree attainment.	Charge pending BOR input
<b>Finance</b>	Charge Business Council with requirement to: simplify, standardize, and automate processes; review policies and regulations for simplification, elimination; and examine simplification of chart of accounts.	Charge pending BOR input
<b>Land Management</b>	Maintain current structure, continue to collaborate on educational property management, develop plan to maximize returns on investment properties, and add Facilities Management to portfolio of Land Management Director (Chief Facilities and Land Management Officer).	Charge pending BOR input
<b>Facilities</b>	Maintain current structure and charge Facilities Council with requirement to: simplify, standardize, and automate processes; review policies and regulations for simplification, elimination; review functions and services to ensure cost effectiveness. Add Facilities Management to portfolio of Land Management Director (Chief Facilities and Land Management Officer).	Charge pending BOR input
<b>Risk Management</b>	Charge Risk Management Council to simplify, standardize, and automate processes; identify gaps in RM staffing and propose remediation steps; support centralized functional area expertise and decentralized services; and extend “safety culture” across campuses through training and communication.	Charge pending BOR input

# Strategic Pathways Phases 1 and 2

Focus Area	Decision/Recommendation	Status
<b>Research Admin.</b>	Policy leadership at UAF, with service centers at UAA and UAS focused on grants and contracts management.	In planning
<b>Engineering</b>	Implement collaborative model within current administrative structure. Work toward common course numbering/descriptions, curriculum, advisory boards, and course sharing.	In implementation
<b>Teacher Education</b>	Assign administrative leadership to UAS, Alaska College of Education, 1 Dean w/ UA wide steering committee. Administrative reorganization at UAA and UAF; integrate into colleges.	In Implementation
<b>Management / Business</b>	Administration reorganization at UAS; integrate into College of Arts and Science. UAA has proposed a joint MPA/MPP program, in coordination with UAS' on-line MPA program.	In im[plementation
<b>Intercollegiate Athletics</b>	Expense reduction. Increase private funding support so on par with private (i.e, tuition) share of academic expense	In implementation
<b>Procurement</b>	Policy leadership at SW; CPO at UAF; service centers at UAA and UAS. Reduce cost over time through leveraged purchasing.	In implementation
<b>Information Technology</b>	Reduce embedded IT staff in units (except those on restricted funds) and make other changes to save 20%. Implement lean process improvement and seek economies of scale, outsourcing, and cloud services.	In implementation
<b>e-Learning</b>	Increase collaboration across campuses through e-Learning consortium. Explore outsourcing some programs.	In planning
<b>Fisheries</b>	Request BOR to approve a BS degree program in fisheries & ocean science jointly offered by UAF and UAS.	Done
<b>Community Campuses</b>	Increase collaboration between community campuses with main university campus and across community campuses. Increase cost effectiveness by expanding support for/access to e-Learning programs from main campuses. Explore potential partnerships with tribal and other community organizations.	In planning
<b>Health</b>	Strengthen intercampus collaboration with statewide planning leadership from UAA. Expand Nursing and other high demand health professions programs.	In implementation
<b>Human Resources</b>	Consolidate, standardize, and automate "back room" functions to free up resources for high value services to faculty and staff.	In implementation
<b>University Relations</b>	Assess communication needs across UA to reduce operational redundancies, pursue cost efficiency, and increase alignment. Form a representative PR Council at each university to enhance strategic alignment and resource utilization.	In implementation
<b>Student Services</b>	Student Services Council to propose what "back room" functions should be consolidated and standardized, simplified, and automated to free up resources to improve the student experience and recruitment, retention, and completion.	In implementation
<b>Institutional Research</b>	Creation of a <i>Collaborative Knowledge Network</i> will be pursued, led by IR Council. Priority should be on process improvement, standardization, and automation.	In implementation



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## Discussion