Greetings; as a follow up to the joint SAC Cabinet meeting on April 6th, my notes suggest that meeting participants have the option to return to me with observations and comments to questions set forth below.

1. Any suggested revisions, amendments, language changes and the like, to goals and objectives for the strategic plan. (Note: two secondary areas were mentioned at the meeting and are roughly summarized as; creative and artistic outreach/development/expression, and more of a focus on “research” as it relates to economic development and effective pedagogy/scholarship.) The idea that institutional values and outcomes (which are presently intertwined in the goals and objectives) might be better refined or separated, was also raised. Also discussed was the primacy of student success (and all that the term encompasses) as a fundamental thrust of the strategic plan.

2. Ideas for involving external UA constituencies in the validation and agreement on goals and objectives of the strategic plan. We discussed the notion of a statewide President’s Strategic Planning Committee appointed by the President. The consensus at the meeting appeared to be that folks were more comfortable utilizing existing MAU advisory committees, broadly defined. The decision to convene a larger statewide group during this process will be delayed pending further discussion on the planning process. We have already agreed that the plan will be widely discussed by internal constituencies throughout the system.

3. Ideas or observations concerning the role of the facilitator consultant, Dr. Terry MacTaggart. (Note: there is broad support to employ a consultant and, as mentioned, there is a meeting with Terry MacTaggart scheduled next Thursday to discuss his scope of work and his thoughts, based on his experience, on this project.

4. The Strategic Planning Process will be on the June agenda of the joint SAC Cabinet meeting. Please advise me what specific issues you wish discussed. SAC will also be meeting in May and the strategic plan will be on that agenda, although it is acknowledged that the Strategic Plan is a much broader project than any normally considered by SAC.

If there are major issues or points missed in this summary, please advise me of such.
Subject: Strategic Planning Efforts; Draft Materials for our meeting on April 6th; Discussion of next steps.

When we met in February we discussed the strategic planning process. A summary of that meeting was included in the February SAC Cabinet meeting notes (item #3). Here is a summary of progress towards developing the strategic plan to be considered by the SAC Cabinet on April 6th. At this time it is hoped we can discuss the goals and objectives set forth below, as well as discuss a committee of state and university leaders who will serve on a President’s Strategic Planning Group (PSPG), the latter will be appointed by the President and will validate the overall goals and objectives of the plan. A draft list of constituencies who might be represented on the PSPG, including several names, will be distributed at our meeting. At this juncture we might review the goals and objectives set forth below, the potential names of individuals who might serve on the PSPG, approximate time lines, and, time permitting, we might begin to think about the groups of faculty and other individuals/forums who might assist in the identification of measures of success or the metrics used to assess progress on this plan.

I would emphasize that we are in draft format, nothing is set in concrete at this time, this is a discussion item for our meeting.

Here are underlying assumptions for the strategic planning process;

1. Many constituencies will be involved in developing and writing a five year plan

2. The plan would provide the overarching framework for missions and long range plans at various MAU’s;

3. The purpose of the plan is captured in the following phrases; the plan will serve as a framework for decision –making in the UA and as a basis for accountability for internal and external constituencies throughout the state. Further, the plan and serves as a guide for administrative and academic project and programmatic implementation and more directly serves to interpret the University system to others in such a way that may permit them to; a) understand how the system functions and, b) results, hopefully, in their support of the goals and objectives identified. Finally, the plan underpins benchmarking and performance monitoring, and becomes a catalyst for change while elucidating future goals for all who may be involved with the University of Alaska.

4. Appropriate groups will be assembled to review the status and viability of five or six overall goals/objectives and the measures of progress appropriate to the plan.

5. A consultant will be employed (Dr. Terry MacTaggart) to assist the UA in the process of developing the strategic plan. A scope of work for the consultant is presently being developed;

6. The strategic planning process is envisioned as a process that will be inclusive, with regular communications to all participants. The process will include the following phases;

Phase I Identification of major themes and core subject areas followed by the identification of metrics or measures to assess performance and progress. We agreed to select midpoint
measures which may permit an assessment of progress towards implementation of the plan. It is also hoped that “boundaries” to identified themes and core subject areas, for example, existing MAU strategic plans, can be identified.

Phase II  Identification of the process to arrive at a plan. This includes the constituencies who will be involved, time frames, etc. It is hoped that a draft plan will be presented to the Regents in January 2012.

Phase III  Validation of the process and core themes selected. This will include lining out a sequence of events, identification of individuals and groups (internal and external) responsible for select areas of the plan, ensure alignment with existing committee structures, and the like.

Phase IV  Identification of how the plan will be used, ascertain what needs to be done, who will be responsible for progress on outcomes and measures of success.

7. The strategic plan is not meant to serve as a blueprint but as a guide for decision-making and to provide strategic direction for the system. The plan will be reviewed annually and the metrics utilized to assess progress toward goals and objectives will be published in an annual report.

Goals and Objectives

The Strategic Plan will span five years. The audience will consist of both internal and external constituencies throughout the state.

The five major goals and objectives for consideration are set forth below:

STUDENT SUCCESS: Secondary themes under this heading include; achieving national graduation rates for degree seeking students, increasing retention and graduating rates, improving developmental education, strengthening the recruitment of high achieving students, preparing students to work and live in Alaska, educating the next generation of Alaskan leaders, effective delivery of services, preparing students to be competitive in a globalized and world economy, and increasing educational quality in programs and in class.

GOOD STEWARDSHIP OF RESOURCES: Secondary themes under this heading include; diversifying revenue streams for UA, efficient delivery of services, strengthening the UA as a “learning organization” defined as an organization that is data driven, demonstrates evidenced based decision-making, and utilizes/appreciates existing governance structures, engages in wise asset management and investment, fiscal accountability, organizational accountability and incentives to support efficient administrative structures.

STANDARDS OF EXCELLENCE: Secondary themes under this heading include; research integrity, being the university of first choice for faculty, students and staff, educational quality, strengthening research partnerships with federal agencies, supporting MAU’S to achieve standards of excellence and good stewardship of resources, an entrepreneurial culture that rewards outstanding performance, the promotion and support of research that supports issues
most important to Alaska, the Arctic and the Pacific Rim, recruitment of a high achieving and intellectually engaged faculty.

COMMUNITY ENGAGEMENT: Secondary themes under this heading include; efficient delivery of services, an increase in public support for the university (alumni, private donors), local, regional, statewide, national and international outreach, strengthen public private partnerships and international engagement.

BEING A KNOWLEDGE LEADER FOR THE STATE: Secondary themes under this heading include; economic and workforce development, responsiveness to state needs (being a vehicle for growth), educational quality, technology transfer, support of entrepreneurial behavior that aligns with the missions of the MAU’s.