

Roadmap to Empower Alaska

The Board of Regents' *Roadmap to Empower Alaska* revises and augments the Goals and Measures to establish a robust plan for the University of Alaska System to advance Alaska's economy through education, workforce development, research, and strong partnerships across this great state.

Our Mission: The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.

Pillars

The three pillars represent the Board of Regents' long-term vision for the University of Alaska. They are framed by guiding principles and achieved through the implementation of priority strategies to meet Board-established system goals and through well-defined university/system office missions, roles, and goals.

- **Financially Responsible and Future-Focused:** Our universities and community campuses are efficient and responsive with diversified funding focused on growing enrollment and research to meet Alaska's workforce and economic needs.
- **State and Arctic Leadership:** Working together within the University of Alaska System, our universities and community campuses are innovative and essential to education, research, workforce, and economic development for local communities and the State of Alaska and lead the nation in advancing the US role in the changing Arctic.
- **Quality Education and Reputation:** The University of Alaska has a reputation for providing high-value, high-quality education, research, and service. Our universities and community campuses are known as innovative and responsive 'jewels' in the state, and in their regions and respective communities.

Goals

The goals adopted by the Board of Regents in February 2022 were developed in consultation with students, staff, faculty, and other university stakeholders, and represent specific aspirations for the University system as a whole. Based on input from the Board and other stakeholders, the goals have been revised to be more action-oriented, as shown below.

- Deliver academic excellence and success at all levels (faculty/curriculum-focused)
- Modernize Student Experience (Increase enrollment, retention, and graduation)
- Contribute to Alaska's skilled workforce and engaged citizenship
- Operate efficiently, effectively, and responsibly
- Grow our world-class research
- Provide a welcoming, diverse, equitable, and inclusive university for all students, faculty, and staff

University/System Office Roles

As a University System, UA is made up of a System Office and three separately accredited Universities. Each major unit has a role to play in achieving the overall system goals, and the roles give more clarity to how each unit fits into the bigger picture. While not exhaustive, these summarize what each unit needs to achieve in order for the entire system to meet the goals.

- **System Office** – Advancing Post-secondary Education by Driving Value to the Universities.
 - Effectively and efficiently manage corporate responsibilities
 - Strategically steward shared resources
 - Collective UA System Leadership and Representation
- **UAA** – Alaska's Comprehensive, Workforce-Emphasis, Health University: A University of Distinction, Transforming Lives and Communities.
 - Alaska's Health University: Expanding Health Workforce Training
 - Empowering Students and Student Success
 - UAA is Alaska's largest workforce education provider: Meeting state needs
- **UAF** – Alaska's Research and Arctic University: Creating Excellence Through Transformative Experiences.
 - Provide the modern residential student experience
 - Achieve R1 (Tier 1) research status to advance Alaska's economy
 - Be global leaders in Alaska Native and Indigenous studies
- **UAS** – Alaska's Experiential Learning University: Impacting the World by Offering an Unparalleled Education Immersed in the Natural and Cultural Richness of Southeast Alaska.
 - Improve Student Success and Enrollment
 - Lead in Maritime, Mariculture, and Marine Biology Training
 - Grow Alaska Native Languages, Art, Culture and Leadership

Guiding Principles

- Student-centric
- Innovative and transformative, consistent with and/or employs national best practices
- Rewards collaboration across universities
- Meaningful and rewarding place to work
- Data-informed and data-driven
- Leverages existing capacity and expertise to attract new revenues and support growth

Board of Regents' Priority Strategies

The Regents will identify five to six priority strategies that will contribute significantly to achieving the university and system goals, supporting and fulfilling the pillars. The Board will direct President Pitney to develop strategies and implementation plans for the priorities. The priorities will change periodically (not less than annually) as the Regents identify higher priorities or when priorities are accomplished. Progress on these will be monitored by the BOR at the quarterly meetings.

Proposed Board of Regents' Priority Strategies – FY24-FY26

The Regents have identified the following priority strategies for FY24-FY26 for President Pitney's attention and implementation. Progress on these will be monitored by the BOR at the quarterly meetings:

- Increasing Recruitment, Graduation, and Retention (includes Systemwide Enrollment Plan)
- Sustaining Facilities Maintenance and Modernization Plan
- Achieving Cost-Efficient Operations
- UAF reaching R1 research status in 2027
- Empower Alaska Branding
- Building Arctic Leaders

Timeline

- November 2023 – Regular Full Board Meeting; review draft Roadmap to Empower Alaska
- February 2024 – Approve motion adopting finalized Roadmap to Empower Alaska
- May 2024 – President reports on implementation plans for BOR priority strategies
- August 2024 – Reporting on key milestones and FY26 potential budget proposals

APPENDIX: Detailed Timeline

Priority Strategy	November 2023	February 2024	May 2024	August 2024
Improving Graduation and Retention (including systemwide enrollment plan)	Board updated on current graduation and retention efforts from the Student Success Convening. Update on UAA, UAF, and UAS enrollment for fall and look ahead for spring	Inventory and prioritization of existing efforts across the system and define objectives for a Systemwide plan 1. Develop programs to Improve retention and graduation rates 2. strategic plan for recruitment, retention, and graduation 3. Create certainty regarding student financial aid and reducing debt 4. Modernizing the student experience	Assess progress and identify additional efforts to pursue – President presents the Systemwide Enrollment Plan	Monitor, Potential Budget Proposals
Facilities Maintenance and Modernization Plan	Board approves Maintenance plan as part of FY25 budget	Update based on Governor and legislative input	BOR/FMLC approves FY25, FY26, FY27 priority projects and financing plan	Monitor progress
Achieving Cost-Efficient Operations	Financial update and audit report	Identify 6-8 priority efforts as key to achieving cost-efficient operations:	Report each priority effort (current priorities): 1. SIS Modernization 2. Continuous Focus on Business Process Improvement a. Banner SS 9 - HR and Fin Systems b. Review of existing procedures c. Identify other areas of focus and report on efforts made to mitigate cost increases and/or improve efficiencies 3. Intellectual Property Activity 4. Land/Real-estate Development Opportunities	Monitor, Potential Budget Proposals
UAF reaching R1 status by 2027	Board approves R1 Funding plan as part of FY25 budget	Update based on Governor and legislative input, Report progress on key milestones	Report progress on key milestones	Report progress on key milestones
Empower Alaska Branding		Provide timeline and key milestones – including survey plan	Report progress on key milestones	Monitor, Potential Budget Proposals
Building Arctic Leaders		Propose inclusion as priority strategy	Monitor progress	Monitor progress