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of ALASKA
Many Traditions One Alaska

Date: September 9, 2016
To: James R. Johnsen, President, University of Alaska
From: Tara Smith, Chair, UA Faculty Alliance
Re: Strategic Pathways Recommendations

Thank you for including a Faculty Alliance member on each of the Phase 1 Strategic Pathways review teams. We have discussed the experiences of all our participating members and would like to offer our feedback on Phase 1 process and give recommendations for future phases. We hope our contributions will help ensure the best results possible of this effort. We have three general areas of recommendations: Participants, Process, and Facilitation. We agree that the most important consideration for the success of future Strategic Pathways phases is the participants on the teams.

Participants

- Consider engaging outside faculty experts from peer institutions for membership on teams. Outside experts would bring valuable knowledge and experience as well as new eyes to our teams.
- Increase the number of faculty members on the Administrative Services teams. Changes to these services have significant impacts across the institutions and system and directly affect faculty work and working conditions. However, many discussions in these teams lacked a full examination of the academic implications of the proposed administrative service options.

The Faculty Alliance offers the following nominations for Phase 2 team membership. We would be happy to assist in nominating further faculty for all the Strategic Pathways teams.

Phase 2 Strategic Pathways Team	AY17 Faculty Alliance Member	Faculty At-large Nominees
Community Colleges	Tara Smith, UAA	Scott Downing, UAA Bill Urquhart, UAS Andy Anger, UAF
Health	Chris Fallen, UAF	Cecile Lardon, UAF Leslie Gordon, UAS Tim Hinterberger, UAA

Phase 2 Strategic Pathways Team	AY17 Faculty Alliance Member	Faculty At-large Nominees
Fisheries	Lisa Hoferkamp, UAS	Doug Causey, UAA Reid Brewer, UAS Shannon Atkinson, UAF
E-learning	Maren Haavig, UAS	Carrie King, UAA Richard Collins, UAF Alberta Jones, UAS
Human Resources	Sharon Chamard, UAA	Charla Brown, UAS Soren Orley, UAA Ken Abramowicz, UAF
Institutional Research	Orion Lawlor, UAF Megan Buzby, UAS	Diane Hirshberg, UAA
University Relations	Chris Fallen, UAF	Kathryn Ohle, UAA Robin Walz, UAS
Student Affairs	Dave Fitzgerald, UAA Debu Misra, UAF	Andrea Dewees, UAS

The summer contracts for the Phase 1 faculty team members were critical for full faculty participation. As AY17 workloads have already been filled and approved, we understand faculty willing to serve in Phases 2 and 3 will need to have overload assignments or other workload adjustments.

Process

- Allow team members to consult broadly with stakeholders outside of the team. This would uphold the integrity of a shared governance process and enhance the ability of teams to address stakeholder concerns more efficiently.
- Allow teams to rank options. Teams should be encouraged to give the full benefit of their analysis to the Summit Team.
- Provide time for structured inter-team crosstalk during face-to-face sessions. Teams could benefit from the lessons learned in other teams and increase the overall quality of outcomes.
- Craft team charges and goals that promote creative thinking rather than limiting team response. Some teams were stymied by charge or goal statements that were highly directive. Such quantitative goals were unattainable without the required quantitative data.

Facilitation

- Ensure that facilitators have deep and broad experience with higher education institutions. Some teams were hampered by the facilitator's limited knowledge of the topic area.
- Use survey results from Phase 1 to select Phase 2 facilitators. Quality of facilitation was uneven.
- Allow teams to adapt/modify consulting templates. Some teams were allowed to modify templates while others were unable to explore alternative approaches to the options.
- Omit the "stakeholder percentages activity" completed on the first day, but retain the enumeration of stakeholder groups. All groups reported the percentage activity as a purposeless use of our meeting time.

Thank you very much for your continued support of faculty contributions to the Strategic Pathways teams. We would be happy to discuss our feedback and recommendations with you at your convenience.