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.

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 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 & 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 Reputation**: Our universities and community campuses each carry a high-value and high-quality reputation and are respected as innovative and responsive ‘jewels’ in the state and their region and communities.

Guiding Principles

- Student-centric
- Consistent with and/or employs national best practices
- Innovative and transformative
- Leverages current assets and resources, recognizing existing capacity and expertise within the system, to attract new revenues and support growth
- Rewards collaboration across universities
- Data-informed and data-driven
System Goals

The goals adopted by the Board of Regents in February 2021 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. These are slightly revised from the draft presented to the Board in August 2023. 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.
  - 3 Goals
    - 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.
  - 3 Goals
    - Alaska’s Health University: Expanding Health Workforce Training
    - Empowering Students and Student Success
    - UAA is Alaska’s largest workforce education provider: Meeting state needs

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- **UAF** – Alaska’s Research and Arctic University: Creating Excellence Through Transformative Experiences.
  - 3 Goals
    - Provide the modern residential student experience
    - Achieve R1 (Tier 1) research status – top 4% of US universities
    - Be global leaders in Alaska Native and Indigenous studies

- **UAS** – Alaska’s Regional University: Impacting the World by Offering an Unparalleled Education Rooted in the Natural and Cultural Richness of Southeast Alaska
  - 3 Goals
    - Improve Student Success and Enrollment
    - Lead in Maritime, Mariculture, and Marine Biology Training
    - Grow Alaska Native Languages, Art, Culture and Leadership

**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.

**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
University of Alaska Board of Regents’
*Roadmap to Empower Alaska*

**Pillars**

- Financially Responsible and Future-Focused
- State & Arctic Leadership
- Quality Reputation

**System Goals**

- Deliver academic excellence and success at all levels.
- Modernize student experience.
- 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**

- **UAA**
  - Alaska's Comprehensive, Workforce-Emphasis, Health University: A University of Distinction, Transforming Lives and Communities

- **UAF**
  - Alaska's Research and Arctic University: Creating Excellence Through Transformative Experiences

- **UAS**
  - Alaska's Regional University: Impacting the World by Offering an Unparalleled Education Rooted in the Natural and Cultural Richness of Southeast Alaska

**System Office**

- Advancing higher education to drive value for the Universities.

**Guiding Principles**

- Student-centric
- Consistent with and/or employs national best practices.
- Innovative and transformative.
- Leverages current resources
- Rewards collaboration across universities
- Data-informed and data-driven