Core Principles

Focus
Meet the state's higher education needs, and reduce unnecessary redundancy, with each university focused on its unique strengths.

Access
Increase Alaskans' participation in higher education by maximizing use of innovations in e-Learning, supporting high demand programs, and ensuring affordability.

Scope
Offer a broad array of academic degree and certificate programs across the university system, though not all programs will necessarily be available at all locations.

Excellence
Commit to excellence in the classroom, in our labs, and in the communities we serve.

Consistency
Streamline and increase consistency in business practices, policies, processes, and systems that support expedited student progress.

Reallocations and Investments

Strategic Pathways envisions reallocating resources to programs that are tied to each university's unique, distinctive strengths. Some programs will receive additional investment to maximize quality and value. Funding for investment will come from administrative savings and adjustments to programs that are (1) **not core** to each university's strength in meeting state needs; (2) **challenged** by low enrollment, high cost or insufficient faculty resources; or (3) **redundant** with programs at our other universities.

Strategic Pathways Timeline

Implementation of program changes will occur in three phases, in conjunction with the fiscal year cycle. Each phase will involve a period of review inclusive of faculty, staff and students, Regents' approval as necessary, planning and implementation. Goals and measurements will be evaluated throughout the process. Some changes may be implemented in response to immediate budget pressures.

- Pre-phase: finalize framework, criteria, metrics
- Phase 1: 2016 – 2017
- Phase 2: 2017 – 2018
- Phase 3: 2018 – 2019

UNIVERSITY *of* ALASKA
Many Traditions One Alaska

Strategic Pathways

Guiding Vision:

- *Maximize value to Alaska through excellent, accessible, and cost effective higher education*

- *Assess our structure and programs to ensure we are building on our campuses' strengths to meet state needs*

- *Reallocate resources to a new structure while staying true to our core mission*

Strategic Pathways

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. (Regents' Policy 01.01.01)		
OBJECTIVE	Maximize value to Alaska through excellent, accessible, and cost effective higher education		
CORE PRINCIPLES	Focus, Access, Diversity, Excellence, Consistency		
STRATEGY	Prepare, Restructure, Implement, Refine		
WHO WE ARE	**UA ANCHORAGE** Metropolitan university	**UA FAIRBANKS** Research university	**UA SOUTHEAST** Liberal arts/science university

FOCUS The identification of lead universities in some academic, research, and administrative areas is under discussion, as are the roles and responsibilities of a lead university.		UA ANCHORAGE	UA FAIRBANKS	UA SOUTHEAST
	Research	Social and policy sciences	Science and engineering	Interdisciplinary environmental
	Teaching	• Health professions • Social and policy sciences • Management (focus consistent with primary mission) • Education • Engineering	• Physical, natural, and related sciences • Management (focus consistent with primary mission) • Education • Engineering • Rural development	• Marine biology/fisheries (undergraduate) • Management (focus consistent with primary mission) • Education • Marine trades • Mining training • Interdisciplinary degrees/ degree completion
	Outreach	Aligned with Research and Teaching Focus		

COURSES AVAILABLE ACROSS THE UNIVERSITY SYSTEM	• Common General Education Requirements • Liberal arts and humanities • Distance education • Career and technical education	• Alaska Native studies • Wide choice of non-major courses • Dual credit with K-12 • Developmental education

Lead University Options

Options could vary on a program by program basis based on such factors as mission centrality, cost effectiveness, quality, and access. Distance learning can play a role in all options as will the development of a common catalog.

For Example:

- *Similar program at multiple locations, tied to unique campus mission and region*
- *Similar program at multiple locations, only one offers graduate level degrees*
- *Similar courses offered at multiple locations , only one offers Bachelors or higher level degrees*
- *Sole provider program, degrees are offered at multiple locations by one institution*