Strategic Pathways

*How do we optimize our statewide system
to achieve our goals for higher education in Alaska?*

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How do we optimize our statewide system to achieve our goals?

	Management	Engineering	Teacher Education
Charge	Identify and assess pros and cons of most viable options to achieve goals including a single school, 2 schools, or 3.	Identify and assess pros and cons of most viable options to achieve goals including a single school or 2 schools.	Identify and assess pros and cons of most viable options to achieve goals including a single school, 2 schools, or 3.
General Goals	• Increase enrollment • Reduce administrative cost • Increase private giving potential • Improve student transfer procedures • Clarify roles and responsibilities for who offers what degrees ,on-site courses and e-Learning • If consolidation, clarify faculty tenure • Understand effects of specialized accreditations • Streamlined processes for assessing and granting credit for prior learning • Ensure critical mass of faculty in every program (4 FTE min) • Ensure average minimum faculty:student ratio of 1:20		
Specific Goals	• Increase course availability across campuses • Assess potential coop model	• Implement common courses • Increase cross campus course availability and delivery	• By 2020, 60% new teachers from UA, 90% by 2025. • Develop options for expedited, alternative accreditation • Explore ANSEP model for teachers • Consider tuition waivers and other recruitment ideas

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	Athletics	IT	Research Admin	Procurement
Charge	Review options for reducing cost, including waiver or change of NCAA 10 team rule and UAF/UAA consortium model.	Review options that result in standardized ERP & other applications across UA, outsourcing, and transition to the cloud.	• Review options for reducing cost & increasing performance via consolidation at one campus. • Ensure cross campus coordination of research strategies and initiatives, especially as they involve state and federal agencies, major NGOs, and corporations operating across the state.	Review options for reducing cost and increasing purchasing leverage via consolidation at one campus.
Specific Goals	• By 2020, cut '16 GF by 50%; by 2025, no GF. • Increase private support	• Reduce operating costs by minimum of 20% • Implement continuous process improvement in order to reduce costs on ongoing basis		

Strategic Pathways

Phase 1 Review Process / Timeline

Who will lead the process?
The UA President and his staff with support from Professional Growth Systems (PGS)

What is the timeline?
- ✓ Design process, solicit team members, and select teams (May)
- ✓ Prepare preliminary data (June)
- ❑ Meeting 1 (June 20/21)
    - ❑ Review preliminary data
    - ❑ Discuss interests, standards, benchmarks
    - ❑ Identify additional data needs
    - ❑ Update community
- ❑ Meeting 2 (July 25/26)
    - ❑ Generate options
    - ❑ Evaluate options in relation to interests and standards
    - ❑ Identify two to three most viable options for presentation
    - ❑ Update community
- ❑ Teams present to UA President and Summit Team (August 17)
- ❑ UA President consults with governance groups (August 22 - September 9 and ongoing)
- ❑ UA President will present recommendations to the Board of Regents (September 15-16)
- ❑ Board of Regents decisions (September, November)

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What's Next?

Strategic Pathways reviews will be conducted in three phases, with Phase 1 beginning this summer. Faculty, staff, students, alumni, and community members will have extensive opportunity to participate in the process and the university community will be informed of progress on a regular basis. Phases 2 and 3 will follow this coming year. Areas noted for Phases 2 and 3 are tentative, still under consideration.

	Phase 1 Summer 2016	Phase 2 Fall 2016	Phase 3 Winter/Spring 2017
Academic Programs	• Engineering • Management, Business, Public Administration • Teacher Education	• Community Colleges • Cooperative Extension • Health • Fisheries	• Social Sciences • Arts and Humanities • Physical Sciences • Mining
Administrative Services	• Procurement • Athletics • Research Administration • Information Technology	• Human Resources • Institutional Research • University Relations • Student Affairs	• Finance • Risk Management • Land Management • Facilities
Other Studies and Processes	• Accreditation • Marketing • Enrollment • Public Awareness Campaign • Capital Campaign • FY 2018 Budget		

UNIVERSITY of ALASKA
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Strategic Pathways

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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 funded by diverse and growing revenue sources		
CORE PRINCIPLES	Focus, Access, Diversity, Excellence, Consistency, Fiscal Sustainability		
STRATEGY	Prepare, Restructure, Implement, Refine		
WHO WE ARE	**UA ANCHORAGE** Comprehensive metropolitan university in Alaska's economic hub	**UA FAIRBANKS** Research university renowned for leadership in Arctic and the North	**UA SOUTHEAST** Comprehensive university focused on e-Learning & interdisciplinary studies
CAMPUS LEAD FOR THE STATE** — *Research*	Social and economic sciences, health	Arctic, physical, and natural science; engineering, applied energy	Interdisciplinary / environmental
CAMPUS LEAD FOR THE STATE** — *Teaching*	• Health professions • Social and economic sciences • Business and public policy* • Teacher education* • Engineering* • Logistics • Project Management	• Physical, natural, and related sciences • Arctic / Northern Studies • Management* • Teacher education* • Engineering* • Rural development / tribal mgmt • Doctoral education	• Marine Biology/fisheries (undergraduate) • Management* • Teacher education* • Marine trades • Mine training • Interdisciplinary degrees/ degree completion
CAMPUS LEAD FOR THE STATE** — *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	

* Subject to review, Summer 2016
** To the extent areas of research, teaching, and outreach at campuses other than the "lead" campus
may be high quality, cost effective, and core to mission, they may continue to be supported.

Strategic Pathways

Potential Goals and Measures

Goals	Measures
Wider access to higher education for all Alaskans	• Increase Alaskans going directly from high school to postsecondary from 47% to 63% (1.3X increase) • Increase participation rates of Pell Grant eligible students
UA research focused on issues of high state need	• Continue to rank #1 globally in Arctic research and expand in biomedical and social/economic • Increase engagement with state agencies and communities on Alaskan problems
Alaskans prepared for Alaska's jobs	• Increase Alaskans hired into teacher vacancies from 30% to 90% (3X increase) • Increase graduates in STEM fields from 38/1,000 to 59/1,000 (1.5X increase) • Increase graduates in health occupations from 36/1,000 to 45/1,000 (1.25X increase)
A more diversified knowledge economy in Alaska	• Increase "New Economy" score from 56 to 64 by focusing on inventor patents, health IT, export business development, and industry investment in UA research and development • Increase corporate use of Alaska higher education income tax credit program
A strong education pipeline, from K-12 to the workforce	• Increase from 37% to 65% Alaskans with post-secondary education leading to a degree or certificate (1.75X increase) • Increase the number of K-12 students participating in concurrent enrollment programs at UA
Sustainable revenues	• Increase revenues in order to fund investments in areas of strategic importance and opportunity • Diversify revenue sources so we are less reliant on the State

Strategic Pathways

Core Principles

Focus
We will reduce unnecessary redundancy to more cost effectively meet the state's higher education needs by focusing each university on its unique strengths.

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

Scope
We will offer a wide diversity of academic degree and certificate programs across the university system, though not all programs will necessarily be available at all locations.

Excellence
We commit to excellence in everything we do, in the classroom, in our labs, and in the communities we serve.

Consistency
We will streamline and increase consistency in business practices, policies, processes, and systems that support expedited student progress through our programs.

Fiscal Sustainability
We seek to be more entrepreneurial in our strategies to grow and diversify our revenues.

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Board of Regents

Strategic Priorities

Strategic Investments*	In Year $M	Ongoing $M	Campus(es)	Notes
Facilities	$13.5	$13.0		
Deferred Maintenance	10.5	10.0	UAA, UAF, UAS	Total of $46 m in FY17
Engineering Building	3.0	3.0	UAF	Annual debt service and operating cost
Campus Strategic Priorities	$3.0	$2.0		
High Priority Academic Programs	3.0	2.0	UAA, UAF, UAS	Mitigate effects of budget reductions
Student Success	$2.0	$2.0		
Recruitment and Retention	1.0	1.0	UAA, UAF, UAS	Supplement campus efforts
Degree Completion	1.0	1.0	UAA, UAF, UAS	Marketing, eLearning course dev
Research	$2.0	$3.0		
Grow Competitive Capacity	1.0	2.0	UAA, UAF, UAS	(5 president professors & 8 postdocs)
Institute of Social and Economic Reacher (ISER)	0.5	0.5	UAA	Increase capacity on Alaskan issues
Alaska Center for Energy and Power (ACEP)	0.5	0.5	UAF	Increase capacity on Alaskan issues
K-12 Partnership	$2.0	$2.0		
Alaska Native Science & Engineering Program (ANSEP)	1.0	1.0	UAA, UAF, UAS	Offset cut to DEED budget
K-12 Outreach: Mentoring	1.0	1.0	UAF	Offset cut to DEED budget
Workforce Development	$1.5	$2.0		
Teacher Education (Rural, specialties)	0.75	1.0	UAA, UAF, UAS	Incentives, scholarships
Health Professions (Rural, specialties)	0.75	1.0	UAA, UAF, UAS	Incentives, scholarships
Compliance	$1.0	$1.0		
Title IX Staff & Programs	1.0	1.0	UAA, UAF, UAS	Positions and services
Development	$1.0	$1.0		
Capital Campaign/Fundraising	1.0	1.0	SW, UAA, UAF, UAS	Support private fundraising
Total Strategic Investment	**$26.0**	**$26.0**		

*Specific allocation to be determined in consultation with campus leaders. Update will be provided to Board of Regents at September meeting.

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Lead University Options / Examples

These and other options are available 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.

Concept	Similar program at multiple locations, but each program's focus tied to unique campus mission and region	Similar program at multiple locations but only one location offers graduate level degrees in program	Similar courses offered at multiple locations but only one location offers Bachelors or higher level degrees in program	Sole provider model: Degrees are offered at multiple locations but by one Institution
Benefits	Needed to meet demand	Reduces unnecessary duplication	Reduces unnecessary duplication	Consistency in program delivered
Challenges	Coordination Essential	May require place-committed students to take some classes by distance	May require place-committed students to take some classes by distance	Difficult for large programs