

# LEADING UAF'S NEXT CHAPTER

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- **Purpose. Place. Impact.**
- **Houssam A. Toutanji, Ph.D., P.E.**

# OPENING PERSPECTIVE

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- UAF is central to Alaska's future
- Serves urban, rural, and remote communities
- Access, opportunity, and connection

# WHO I AM

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- Dean, CSUN Engineering & Computer Science
- Former Dean, Western Michigan University
- 30+ years: faculty, researcher, leader
- Focused on students, partnerships, and impact

# LEADERSHIP & IMPACT

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- \$60M innovation center (Apple, Autodesk, State)
- \$20M naming gift (largest in CSUN history)
- Led complex colleges (5,000+ students)
- Expanded programs and student success initiatives

# RESEARCH & PARTNERSHIPS

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- \$10M+ research funding (NSF, NASA, DoD)
- NSF CAREER Award
- 80+ publications, global collaborations
- Strong industry & government partnerships

# LEADERSHIP APPROACH

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- People-centered and transparent
- Shared governance
- Strategic and data-informed
- Decisive leadership

# WHY UAF

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- America's Arctic University
- Serves Alaska Native and rural communities
- Statewide and global impact

# WHY NOW

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- 2027 Strategic Plan momentum
- Enrollment and retention challenges
- Path to R I research status

# VISION FOR UAF

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- Student-centered
- Research-driven
- Community-anchored

# STUDENT SUCCESS & ACCESS

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- Improve retention and graduation
- Expand rural and Indigenous access
- Strengthen advising and support

# RESEARCH & RI AMBITION

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- Grow research funding
- Expand doctoral programs
- Lead in Arctic research

# WORKFORCE & COMMUNITY IMPACT

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- Align programs with workforce needs
- Industry & tribal partnerships
- Career pathways

# CULTURE & BELONGING

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- Support faculty & staff
- Inclusive environment
- Campus pride

# FINANCIAL SUSTAINABILITY

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- Transparent budgeting
- Diversify revenue
- Address infrastructure needs

# FIRST 12–24 MONTHS

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- Listening tour across campuses
- Align leadership and priorities
- Focus on enrollment and retention
- Advance strategic plan
- Strengthen partnerships and trust

# CLOSING

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- UAF's future is about impact and service
- Opportunity to strengthen Alaska's university
- Thank you

# Q&A

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- I welcome your questions