GOAL 4

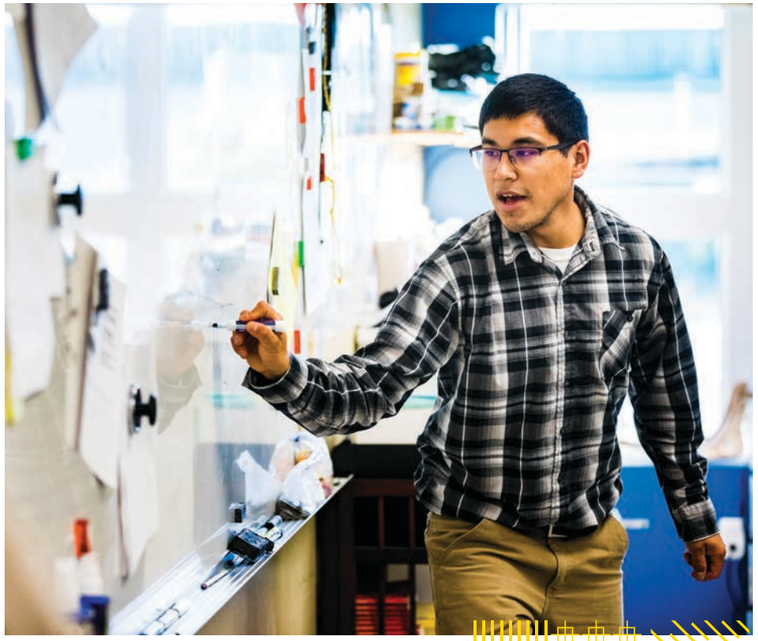
Transform UAF's intellectual property development and commercialization

- Drive Alaska's innovation economy and a leadership voice for U.S. Arctic innovation and entrepreneurship
- Produce graduates with an entrepreneurial mindset and skilled in the processes of bringing research to commercialization and developing viable businesses
- Deliver economic, societal, cultural and educational impact to the people of Fairbanks, the state of Alaska, and the circumpolar North
- Develop and support an innovative culture of innovation and entrepreneurship on campus, and in the greater community through reciprocal partnerships
- Provide the resources to foster creative, social and technological entrepreneurship
- Build innovative communities to develop solutions to specific challenges and needs
- Create opportunities to grow today's and tomorrow's innovators and entrepreneurs

GOAL 5

Embrace and grow a culture of respect, diversity, inclusion and caring

- Promote respect by honoring and valuing the individuals in our community, holding one another in unconditional positive regard, and appreciating one another for being unique individuals whose different experiences and perspectives contribute to a greater whole
- Embrace diversity by including individuals representing a wide array of backgrounds so the UAF population reflects the state's demographics; respecting and taking pride in the variety; including diversity within leadership; and providing increased opportunities for mentorship
- Ensure inclusion by going beyond embracing diversity to guarantee all members of our community are welcomed and supported; making sure our environment — from artwork on display to marketing materials — reflects our diverse community; and letting students see themselves represented at all levels at UAF, from the student body to faculty and administrative leadership
- Create a caring culture by showing kindness and compassion in daily life, demonstrating care toward others and ourselves and proactively focusing on improving mental health and well-being



GOAL 6

Revitalize key academic programs

- Establish a culture of integration and access, from occupational endorsements to Ph.D. programs
- Make UAF known for its investment in and support of faculty and staff; and for the sense of community and high morale among those employed at UAF
- Ensure that UAF students at all campuses have easy access to advising, support and research opportunities through faculty and staff
- Provide robust outreach, engagement and promotion for all programs

UNIVERSITY OF ALASKA FAIRBANKS

Learn more at **www.uaf.edu/strategic/**.

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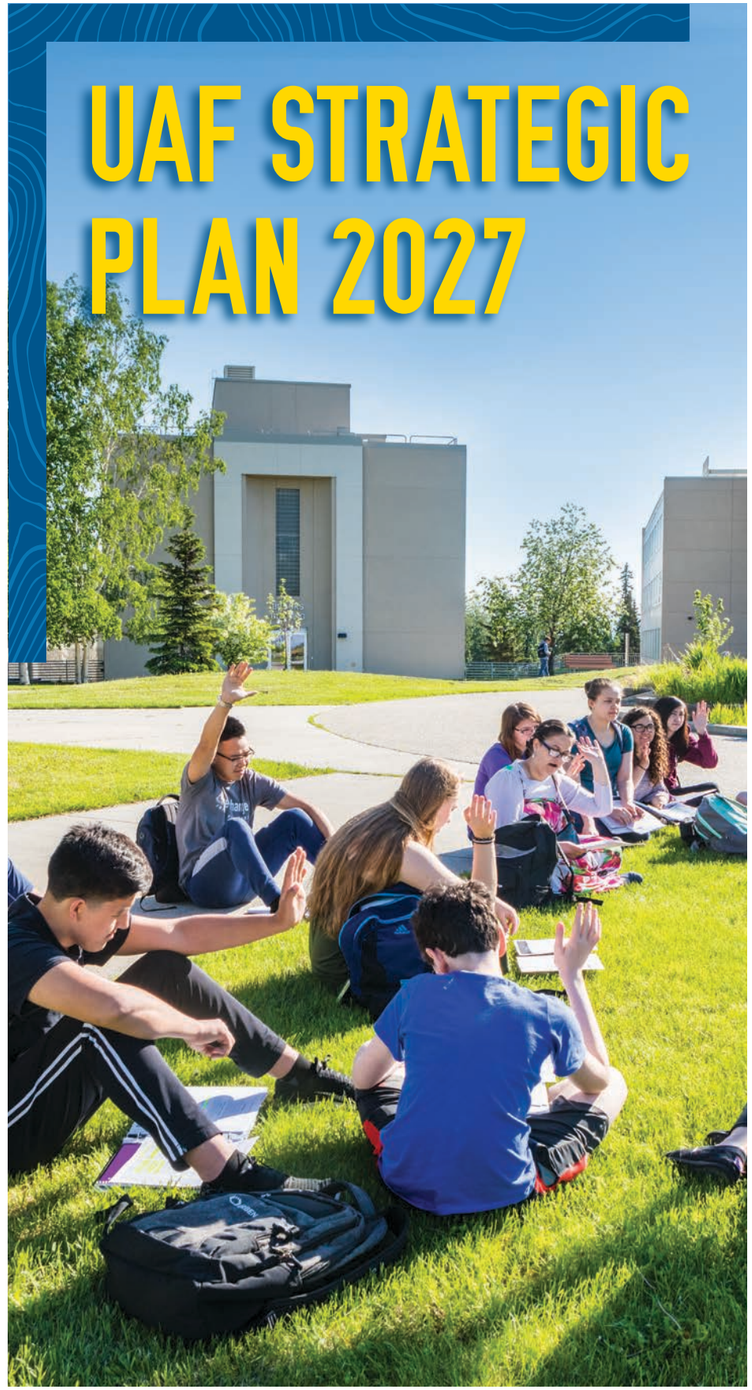
UAF STRATEGIC PLAN 2027



UNIVERSITY OF ALASKA FAIRBANKS

The **UNIVERSITY OF ALASKA FAIRBANKS** is a world-class public institution of higher education founded in 1917 that leads the nation in Arctic research. UAF offers an educational experience that is not only academically exceptional but inclusive, caring, diverse and one of a kind.

Through our strategic plan, UAF has defined six visionary and aspirational goals that reflect our mission, core themes and key messaging. Each goal is equally important in supporting the success of the university.

Starting in 2018, a broad cross-section of people across our campuses met to define the visions and aspirations represented by each goal.

GOAL 1

Modernize the student experience

- Actively hone cutting-edge interdisciplinary and integrative education programming for undergraduate and graduate students, and provide ample opportunities for experiential education and professional development tied to impactful civic engagement
- Provide students with robust residential programs that tie classroom learning to social experiences and community life on campus
- Strongly support students with families
- Holistically support students by nurturing and encouraging physical, mental, emotional and spiritual health
- Ambitiously expand access to undergraduate research opportunities

GOAL 2

Strengthen our position as global leaders in Alaska Native and Indigenous programs

- Create state-of-the-art research, learning and cultural activities facilities in the form of the Troth Yeddha' Indigenous Studies Center and Interpretative Park, as well as in our community campuses
- Expand Alaska Native and Indigenous degree programs and pedagogy
- Successfully recruit, retain and grant degrees to Alaska Native and Indigenous students
- Develop Alaska Native and Indigenous research, knowledge production and publications
- Enhance Alaska Native and Indigenous leadership and workforce development
- Foster tribal and Alaska Native/Indigenous community partnerships, service and community education

GOAL 3

Achieve Tier 1 research status

- Create a tier 1 research university that is globally recognized for very high research activity
- Quadruple Ph.D.s in STEM, humanities, social sciences and other professional fields
- Double non-STEM research expenditures
- Double research staff (Ph.D.s with non-faculty positions)
- Maintain strong STEM research expenditures
- Sustain a university that conducts high-quality and high-impact research that benefits Alaska, the nation and the world, and that leads in circumpolar North and Indigenous research
- Ensure an inclusive university where all employees and students feel valued and secure; where collegiality and collaboration across all sectors drive research; where research, education and service are fully integrated; and where all students and faculty have the opportunity to conduct research