June 2017
UA Leadership Summit
Recap
What We Did

• Engaged 120 leaders from across the system administration, faculty, and staff, and advancement professionals
• Considered/reframed current situation as an adaptive challenge (Heifetz)
• Understood, amplified, amended emerging Strategic Priorities
• Reviewed/clarified emerging recommendations to operationalize the Strategic Priorities (see handout)
Summit Outcomes Achieved

• Amplified plans through input from integrated systemwide teams
• Broadened awareness and ownership of strategic priorities
• Identified resource requirements in the context of goals and plans
• Identified existing/strong programs that create leverage for pursuing priorities
• Suggested 2025 goals and milestones to provide framework for further action planning
Key Questions for Consideration

What process will best expand/clarify/prioritize the planning elements? Include goals, milestones, new actions, resource requirements in your response.

How will we incorporate these elements into integrated systemwide university planning?
Purpose:
- Invest in, develop and celebrate our deep pool of leaders
- Equip leaders to recognize and navigate adaptive challenges (versus technical challenges)
- Foster understanding and acceptance of a primary adaptive challenge for UA: Securing new operating resources (human and financial) requires broad ownership of bold ideas and action plans...within the university community AND across the state
- Amplify current thinking about UA systemwide priorities to align our common efforts and potential without abandoning what is unique about each campus.

Participants:
- 120 leaders from across the system administration, faculty, and staff, and advancement professionals

Agenda:
- Day 1 (morning) – perspectives on adaptive leadership with Ron Heifetz
- Day 1 (afternoon) – how the strategic priorities evolved; framing the coming work
- Day 2 (morning) – four concurrent teams amplify the plan for assigned priority
- Day 2 (afternoon) – review and clarification of emerging recommendations

Outcomes Achieved:
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Next Steps:
- Inform key internal stakeholders and seek input
- Amplify/clarify/prioritize the planning elements (goals, milestones, new actions, resource requirements)
- Review all current university/program site plans and campaigns for optimal integration and/or coordination with these Strategic Priorities
- Incorporate these inputs into integrated systemwide university planning
- Review/align/integrate these Strategic Priorities with other existing/planned Alaska initiatives
- Develop the draft initiative case around these goals and test for marketplace resonance
# Emerging Recommendations to Pursue UA Priorities

(as of June 29, 2017)

| Suggested Goals by 2025 | UA Priority 1:  
Expand a Culture of Education with Focus on Broad Access, Student Success and Educational Equity (in a transformational way) |
|------------------------|----------------------------------------------------------------------------------------------------|
| • Strengthen integration across Alaska’s P-20 education system  
• Implement a grassroots campaign to increase the understanding of the value of education in Alaska: economic, social prosperity and resilience  
• Strengthen internal communication about our role – we are all educators!  
• Focus on community partnerships and engagement to strengthen education in Alaska |

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<th>Key Milestones to 2025</th>
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| • Joint taskforce to examine dual credit  
• Joint taskforce to examine Alaska Native Language Immersion Schools  
• Develop SW Educational scope/sequence with focus on math, writing and reading  
• Better market menu of program opportunities  
• Develop metrics |

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<th>Current Program Alignment</th>
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| • Student Support Services: ANSEP, Trio, summer camps, RAHI, dual enrollment, Della Keats, K-12 Outreach, etc.  
• Middle College Support  
• Star of the Northwest  
• Finish College Alaska  
• Athletic Academic Support Framework  
• Rural Human Services  
• Center for Community Engagement & Learning |

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<th>New Initiatives and Key Actions to Achieve the Milestones</th>
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| • SW Sequence/Scope with P-20  
• Develop annual P-20 student success evaluation process  
• Education Advisory Board student success collaborative  
• Establish and market micro-credentials  
• Intrusive advising  
• Establish task forces to achieve milestones  
• Develop experts database/subject area expertise  
• Public forums around relevant and important issues |

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<th>Resource Requirements &amp; Opportunities</th>
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| • Reallocate resources to fund initiatives  
• Philanthropy  
• Dept. of Labor to fund retraining programs  
• Develop entrepreneurship opportunities  
• Federal funding streams  
• Partnerships (grants, etc.) |
| Suggested Goals by 2025 | • Increase UA’s contribution to the Alaska labor market in designated sectors (by 20% or as otherwise appropriate)  
• Document “non-credit” and equally value it as public/customer does  
• Academic & Career advising combined as a service to students  
• Collaborative Knowledge Network (IR/Data)  
• Develop curriculum to further expand “laddering” and “branching” opportunities  
• Make “soft” skills a priority as well as technical skills  
• Personally reach out to every Alaska junior high student each year  
• Think/expand recruitment outside of AK  
• Redefine or expand on the term “credential” |
| Key Milestones to 2025 | • Audience is defined  
• Acquire baseline data needed to measure progress toward goals  
• Define “High Demand” jobs and coordinate advisory groups  
• Ladders/branches in curriculum mapped to employment opportunities as well as individual credentials- show advancement pathways.  
• Great prestige- regard by graduates/community  
• Retention % increase  
• Increase credentials earned in high demand job areas. |
| Current Program Alignment | • Transition support from high school  
• Foundation/Advancement conversations with investors/alumni/donors  
• Unbundled education services laddering/branching  
• Employer/advisory councils  
• Alumni mentoring platform  
• Engage other organizations with “like” goals to partner and share vision for creating a vibrant Alaska  
• Partner with civic groups, unions, and outside schools  
• Tech Prep, Middle College, dual enrollment  
• Workforce development plans (maritime mining training)  
• Retention & Completion Initiatives at all 3 universities. More AK HS grads complete outside then here. Connect to job opportunities. |
| New Initiatives and Key Actions to Achieve the Milestones | • Track and measure non-credit that apply to workforce development  
• Expand formal career or internship relationship with explorers (job hunting preference if UA grad with signing bonus)  
• UA Career Centers that collect info on small businesses and entrepreneurs  
• Increase knowledge or rural community needs  
• Support for HS career pathway to teaching  
• Eliminate program waitlists for students in high demand job areas  
• Encourage civic groups scholarships to prioritize UA  
• Alumni ambassadors in schools  
• Recreate career services/integrate with alumni organizations  
• Expand employer engagement and career services to non-technical programs-Liberal Arts & Sciences |
| Resource Requirements & Opportunities | • Data related to self-employment  
• Statewide Work Force Development Group that is part of Summit Team  
• $2,000,000 |
| Suggested Goals by 2025 | • Lead in research to support economic development and diversification  
| | • Sustain position as the premier Arctic research university  
| | • **Leverage our unique location and cultures**  
| | • **Be the preferred partner for Arctic collaboration (leverage resources)**  
| | • Focus on actionable research  
| | • **Arctic well-being**  
| | • **Disciplinary sciences**  
| | • **Global linkages**  
| | • **Indigenous linkages**  
| | • Provide student research opportunities at all levels |
| Key Milestones to 2025 | • Increased Partnerships  
| | • **Public private partnerships (P3)**  
| | • **State and Federal partnerships**  
| | • **Alaska Native partnerships**  
| | • **International partnerships**  
| | • Establish research park  
| | • Increased private donor engagement in research  
| | • Establish endowed chairs in specific targeted disciplines  
| | • Establish funded program for post-doctoral program  
| | • Diversify funding  
| | • Integrated communication/development plan for research |
| Current Program Alignment | • Build on current research strengths  
| | • System collaboration  
| | • **Research Council**  
| | • **Joint appointed faculty**  
| | • **Many others too numerous to mention** |
| New Initiatives and Key Actions to Achieve the Milestones | • Revitalize Research Council  
| | • Grow research expertise in northern security, health, adaptation  
| | • Communication/success feedback loop  
| | • **Integrated journal**  
| | • Research park  
| | • Development structure  
| | • **Centralized coordinated effort in a decentralized structure**  
| | • Increase system collaboration  
| | • Process optimization/improvement |
| Resource Requirements & Opportunities | • Endowed chairs/fellowships/post-doctoral programs  
| | • Base funding to build capacity for research  
| | • Baseline funding & support services for assessment/reports |
| Suggested Goals by 2025 | • Deepen relationships with people via industry (small and large) and provide space, coaching, analysis and cross-disciplinary interactions.  
• Identify and strengthen existing major industry sectors with potential for integration across the University of Alaska system.  
• Advance emerging industries (small and large) of opportunity.  
• Connecting internal (students, faculty, staff) with external stakeholder to partner and further innovation, and our entrepreneurial ecosystem. |
|------------------------|----------------------------------------------------------------------------------------------------------|
| Key Milestones to 2025  | • Deepen relationships with industry  
  - Identify relationships /develop inventory  
  - Increase statewide awareness through marketing and public relations  
• Identify and strengthen existing major industry sectors with potential for integration with the University of Alaska  
  - Establish interdisciplinary task force  
  - Institutional self-study by June 2018 that establishes metrics, benchmarks and measurement of success  
  - Increase relationship, i.e. internships, consulting, philanthropic partnerships  
• Advance emerging industries (small and large) of opportunity  
  - Identify 3 new emerging industries that we can contribute (example of activity for task force)  
• Connect external and internal partners to further innovation, intellectual property and commercialization.  
  - Create Innovation and Entrepreneurship Institute (interdisciplinary) |
| Current Program Alignment | • Arctic Innovation Competition  
• UA/ APU Business Plan Competition  
• UAF Office of Intellectual Property and Commercialization  
• UAA Tech Transfer Office  
• Scholarship/Internship Programs and Partnerships  
• Business Enterprise Institute  
• While there are several programs and initiatives in alignment, an exhaustive inventory is needed. |
| New Initiatives and Key Actions to Achieve the Milestones | • Cultural shift to a trust environment  
• Create a culture of leadership  
• Responsibility of leadership of University to build permission and encouragement to collaborate systemwide.  
• Locate existing services together to increase synergy |
| Resource Requirements & Opportunities | • Money  
• Commitment |