

# UNIVERSITY OF ALASKA FAIRBANKS

## College of Business and Security Management



*CBSM students with CEO and President Joe Usibelli Jr. at the Usibelli Coal Mine in Healy Alaska*

## 2022-2026 Strategic Plan

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## College of Business and Security Management

**Our Mission:** We are a diverse and inclusive learning community where innovation in teaching, discovery, and service benefits our local communities, Alaska, the greater Arctic region and associated global environments while preparing our students for professional success.

**Our Strategies:** The College of Business and Security Management emphasizes experiential and active learning focusing on problem solving, effective communication, and ethics awareness, while providing students with a sound understanding of business concepts and global awareness. The College of Business and Security Management values applied, interdisciplinary and pedagogic intellectual contributions and supports service to improve both student success and the long-term economic sustainable well-being of Alaska and the nation.

**Our Vision:** The College of Business and Security Management is recognized for high-quality programs, experiential learning opportunities for students, service to the community, and accomplished teaching and research faculty. The College of Business and Security Management produces impactful scholarships including ones that promote a sustainable and secured future for the residents of Alaska and the greater Arctic region.

### Core Values and Guiding Principles

- **Community:** We are committed to positively impacting our community. Our stakeholders include but are not limited to students, staff, faculty, alumni, K-12 schools, the community, and businesses. We promote learning through teamwork, cooperation, shared purpose, commitment, and respectful and ethical behavior.
- **Continuous Improvement:** We continually strive to improve our college by monitoring our performance and societal impact. We support continued collegial discussion among faculty, staff, students, the community, administrators, business leaders, and all who share in our desire for success.
- **Environment:** We promote respect and global awareness, value diversity and inclusion, foster communication and openness, encourage personal and proactive social responsibility, and support creativity and innovation. We promote a collaborative, supportive environment in which faculty, staff, and students work together and to develop their full potential.
- **Excellence:** We are committed to excellence. This is achieved through intellectual rigor and continuous improvement and with the consistent promotion of the highest ethical standards.
- **Intellectual Contributions:** We are committed to providing opportunities for all types of intellectual contributions including collaborative applied projects with an Alaska and Arctic focus.
- **Student Learning Opportunities:** We strive to offer our students active, engaged, experiential learning opportunities.

**CBSM Degrees:** *Undergraduate:* Bachelors of Applied Management (BAM), Bachelors of Business Administration (BBA) in Accounting, Bachelors of Business Administration in Business Administration, Bachelors of Security and Emergency Management (BSEM). *Graduate:* Masters of Business Administration (MBA), Masters of Security and Disaster Management (MSDM).

**University of Alaska Fairbanks (UAF) Mission:** The University of Alaska Fairbanks is a Land, Sea, and Space Grant university and an international center for research, education, and the arts, emphasizing the circumpolar North and its diverse peoples. UAF integrates teaching, research, and public service as it educates students for active citizenship and prepares them for lifelong learning and careers.

**University of Alaska Fairbanks Core Themes:**

**Educate:** Undergraduate and Graduate Students and Lifelong Learners

**Research:** To Create and Disseminate New Knowledge, Insight, Technology, Artistic and Scholarly Works

**Prepare:** Alaska's Career, Technical, and Professional Workforce

**Connect:** Alaska Native, Rural, and Urban Communities by Sharing Knowledge and Ways of Knowing

**Engage:** Alaskans through Outreach for Continuing Education and Community and Economic Development

**AACSB Standing:** The College of Business and Security Management is accredited through the Association to Advance Collegiate Schools of Business (AACSB) International. AACSB accreditation is the hallmark of excellence in business education, and has been earned by approximately six percent of the world's business schools. The College of Business and Security Management embraces the three pillars of AACSB accreditation: *Engagement, Innovation, and Impact.*

**Strategic Plan Preparation:** The Strategic Plan was developed by the College of Business and Security Management and its Strategic and Executive Management Committee after substantial input from faculty, staff, alumni, students, CBSM advisory boards, and business and community leaders.

**Strategic Initiative 1: Prepare students for success in high demand jobs in the professional workforce.**

Goal	Objective	Tactics	Measure of Success	Resources
<p>1.1 Create awareness of professional needs.</p>	<p>Increase students' awareness of what their specific profession looks like in Alaska, and the nation, and how to be successful.</p>	<p>a) Practical Training in our three professional development courses BA/BAM F308 (How to Prepare for a Job and Other Survival Skills), F309 (Finding a Career), &amp; F310 (Being Successful in Your Career).</p> <p>b) Dual Enrollment program with North Star College (middle college) and Econ 120 (Introduction to Economic Analysis).</p> <p>c) Increased exposure to leaders in a wide variety of industries such as BAM "Meetup with Managers" and Great Alaskan Accounting People (GAAP) meetings.</p> <p>d) Expanded Accounting Recruitment Day.</p>	<p>a) Increase the number of offerings and students taking BA/BAM F308, F309, &amp; F310 (accomplished through dual enrollment and offering 8- and 16-week sessions during certain semesters). At least 150 students will enroll in these courses annually by AY 2024.</p> <p>b) North Star College to expand enrollments in ECON F120 from 40 to 60 by expanding the program from 40 to 130 students by AY 2024.</p> <p>c) Students participate in an average of at least one annual external CBSM event category that have students exposed to industry leaders.</p> <p>d) During Accounting Recruitment Day at least 12 firms participate, 15 students participate in the interview for jobs and internships, and 5-10 will be offered, and take, positions.</p>	<p>Existing resources and/or redistribution of workloads.</p>

<b>Goal</b>	<b>Objective</b>	<b>Tactics</b>	<b>Measure of Success</b>	<b>Resources</b>
1.2 Students will graduate with significant practical experience.	Offer meaningful experiential and active learning both in the classroom and through external activities.	Both in the classroom and/or through student organizations, students will perform meaningful analyses for actual firms and businesses.	The total number of experiential/active learning categories that a student participates in by graduation is two.	Existing resources.
1.3 Students stay in school and graduate in a timely manner.	Increase retention and graduation rates while maintaining current time to graduation.	<ul style="list-style-type: none"> <li>a) Promote a staff adviser to become the Director of the Student Success Center. Provide the Director with the tools to be successful.</li> <li>b) Fund micro scholarships.</li> <li>c) Solidify a pilot student mentorship program with active participants of 24-30 annually.</li> </ul>	Achieve the UAF goals of an annual 70-72% first-time full-time bachelor student retention (students continuing to second year) and a six-year 56-58% graduation rate.	<ul style="list-style-type: none"> <li>a) \$5,000 increase in salary.</li> <li>b) \$10,000 of private funding for micro-scholarships.</li> <li>c) Existing Resources</li> </ul>
1.4 Continue to improve distance courses.	Ensure distance courses meet third-party certified best practices.	<ul style="list-style-type: none"> <li>a) Seek Quality Matters certification for classes and online programs.</li> <li>b) All in person and online courses will switch their Learning Management System platforms to Canvas.</li> </ul>	<ul style="list-style-type: none"> <li>a) Add at least one QM course per program annually.</li> <li>b) All courses are on Canvas by the beginning of AY 2022.</li> </ul>	<ul style="list-style-type: none"> <li>a) \$2,500 per QM certified course. \$500-\$1,000 to recertify.</li> <li>b) Workload assignment.</li> </ul>
1.5 Provide students with a learning environment that reflects current technology.	Students will have access to smart classrooms that are up-to-date and provide a stimulating learning environment.	Substantially upgrade six classrooms that the CBSM controls in the Bunnell building: 109, 111, 201, 208, 216, and 222.	If the six rooms are upgraded by the beginning of AY 2022.	\$175,000 with most from UA Foundation funds and some from the lab fee.

<b>Goal</b>	<b>Objective</b>	<b>Tactics</b>	<b>Measure of Success</b>	<b>Resources</b>
1.6 Provide educational support with a focus on Alaska Native students.	<p>a) Increase exposure to college for Alaska Native students as an educational option.</p> <p>b) Increase financial support for Alaska Native students.</p>	<p>a) Dual Enrollment program with Tanana Chiefs Conference (TCC - pilot program) including BA/BAM F308, F309, F310.</p> <p>b) Sustain and increase the number of scholarships for Alaska Native students.</p>	<p>a) A second TCC pilot program established in a rural area(s).</p> <p>b) Alaska Native Scholarships from Alyeska Pipeline are maintained or increased and we establish a new donor (the Johnson Foundation).</p>	<p>a) Financial Support from the Tanana Chiefs Conference (TCC).</p> <p>b) Financial Support from Alyeska Pipeline and a relationship with the Johnson Foundation is established. Staff and Dean's time.</p>
1.7 Increase educational focus on Alaska and the greater Arctic region.	Increased course work and programs.	<p>a) Add additional course on climate change, human and food security and sustainability.</p> <p>b) Add a graduate concentration for the MSDM program in Arctic Security</p>	<p>a) If at least two courses are added.</p> <p>b) If the concentration is approved by the UAF faculty Senate</p>	Existing workloads and staff time.

Goal	Objective	Tactics	Measure of Success	Resources
1.8 Increase student's access to current business practice in the most important business fields.	<ul style="list-style-type: none"> <li>a) Expand the CBSM faculty expertise with the recruitment of new faculty in areas that CBSM is thin.</li> <li>b) Add coursework to existing majors to increase student exposure to relevant and high-demand skills and expertise.</li> <li>c) Expand the coverage of Human Resource curriculum.</li> <li>d) Meet the demand for professionals looking for courses and a degree in Healthcare.</li> </ul>	<ul style="list-style-type: none"> <li>a) Hire two new tenure-track junior faculty (at least one paid with UAF initiative and/or foundation funds).</li> <li>b) Add new topical courses to help students stay abreast of current business practices.</li> <li>c) Design and implement an HR concentration in the BA program.</li> <li>d) Develop a standalone master's degree in Healthcare Management and Leadership or add it as a concentration in the MBA program.</li> </ul>	<ul style="list-style-type: none"> <li>a) If new CBSM faculty are hired by the end of AY 2024.</li> <li>b) Average at least one new topical course per year including at least one in business analytics.</li> <li>c) An HR concentration is implemented by AY 2023.</li> <li>d) A new degree and/or MBA concentration in Healthcare Management and Leadership is developed.</li> </ul>	<ul style="list-style-type: none"> <li>a) Depending on fields approximately \$350-\$400,000 (salary and benefits).</li> <li>b) Workload units or \$4,500-\$7,500 for adjuncts.</li> <li>c) Existing Resources.</li> <li>d) \$350,000 for two new hires from UAF initiative fund.</li> </ul>

**Strategic Initiative 2: Support applied, interdisciplinary and pedagogic intellectual contributions that bear impact in Alaska and beyond.**

Goal	Objective	Tactics	Measure of Success	Resources
2.1 Contribute meaningfully to business and security practice in Alaska and the Arctic.	Encourage applied intellectual contributions that provides tangible benefit to students and stakeholders in Alaska and the Arctic.	<ul style="list-style-type: none"> <li>a) Encourage scholarly work that supports teaching and learning scholarship.</li> <li>b) Encourage scholarly work that supports Alaska and the greater arctic region’s business and economic environment including industries critical to the state economy and security and those that affect the Alaska native people.</li> <li>c) Review/Update the CBSM Research Quality Policy to create more effective incentives to reward these types of Intellectual Contributions (ICs).</li> <li>d) Make research more readily available to the public by means such as creating a website section and social media promotion for highlighting faculty research.</li> </ul>	<ul style="list-style-type: none"> <li>a) The number of ICs with a teaching and learning scholarship focus will average one per full-time faculty over a five-year period.</li> <li>b) At least 20% of the ICs will have an “Alaska and the Arctic” focus over a five-year period.</li> <li>c) The CBSM Research Quality Policy has been reworked and passed by the Strategic and Executive Committee.</li> <li>d) The website highlighting intellectual contributions is created.</li> </ul>	Existing Resources and/or redistribution of workloads.



Goal	Objective	Tactics	Measure of Success	Resources
2.2 Generate collaborative interdisciplinary intellectual contributions that addresses societal challenges.	Encourage collaborative research.	Collaborate with colleagues outside of CBSM to generate intellectual contributions on societal challenges, such as, but not limited to, climate change, arctic security, food security and sustainability issues.	An annual average of one co-authored Intellectual Contribution with someone outside of CBSM, per year.	Existing resources.
2.3 Produce intellectual contributions for the betterment of society.	<p>a) In general, the focus of CBSM research should be to address goals that produce a positive Societal Impact Plan.</p> <p>b) Serve as an exemplar for other resource constrained Universities in applying the Responsible Research in Business and Management (RRBM) principles.</p>	<p>a) Spend significant time with the faculty and staff in meetings and retreats discussing positive societal impact and desire to produce intellectual contributions that address the needs that include the three United Nations SDGs of Quality Education, Decent Work and Economic Growth and Sustainable Cities and Communities.</p> <p>b) Seek RRBM Pioneering Institution designation by 2024-2025, or significant progress towards designation.</p>	<p>a) If a solid Societal Impact Plan has been produced and exhibited in AACSB table 9-1.</p> <p>b) If RRBM Pioneering Institution designation is achieved by the end of AY25.</p>	<p>a) Existing Resources.</p> <p>b) \$15-\$20,000 for faculty one-month workload (taken in the summer) and some staff/administrative reallocated time.</p>

**Strategic Initiative 3: Promote community partnerships and economic opportunities.**

Goal	Objective	Tactics	Measure of Success	Resources
<p>3.1 Reestablish, post COVID-19 pandemic, visibility in the local community and opportunities for students, community, staff, and faculty to interact in professional social settings.</p>	<p>Reestablish or increase CBSM visibility in community through outreach efforts.</p>	<p>a) Faculty membership on board of directors, advisors or advisory boards of corporate and non-profit organizations.</p> <p>b) Re-engage with community in in-person and hybrid (mix of in-person and distance) events following the COVID-19 pandemic.</p> <p>c) Re-engage student organizations following Covid-19.</p>	<p>a) The number of memberships for full-time faculty at any one time averages 0.5.</p> <p>b) Resume the same level of major CBSM in-person (or hybrid) events as before the COVID-19 pandemic by FY 2023-24.</p> <p>c) Insure that all student organizations resume normal meetings and activities and that they are available to both in-person and online students.</p>	<p>a) Existing Resources and/or redistribution of workloads.</p> <p>b) \$75,000 salary and benefits to hire an Engagement Manager.</p> <p>c) Additional event support from Foundation Funds. Approximately \$10,000.</p>

<b>Goal</b>	<b>Objective</b>	<b>Tactics</b>	<b>Measure of Success</b>	<b>Resources Needed</b>
3.2 Engage CBSM Alumni.	Regular communications with alumni and former students.	<ul style="list-style-type: none"> <li>a) Build CBSM alumni database and mailing list.</li> <li>b) Invite Alumni into classroom as guest speakers.</li> </ul>	<ul style="list-style-type: none"> <li>a) If completed</li> <li>b) Ten alumni are invited to speak to classes or student organizations each year.</li> </ul>	Staff and faculty workload.
3.3 Increase CBSM's role in addressing environmental sustainability.	Increase CBSM's promotion of sustainable practices.	<ul style="list-style-type: none"> <li>a) Expand the Arctic Innovation Competition (AIC) by increasing the range and scope of the competition to reward ideas promoting sustainability.</li> <li>b) Sponsor day three of the One Health, One Future 2023 conference: "Global impact, coordination and collaboration" by identifying and funding the keynote speaker and other panelists.</li> </ul>	<ul style="list-style-type: none"> <li>a) An external source of funding is found to create "kickers" for issues/challenges in the following areas: (i) Arctic, (ii) Climate Adaptation and (iii) Sustainability.</li> <li>b) If we are successful finding an external agent to sponsoring the conference.</li> </ul>	<ul style="list-style-type: none"> <li>a) External funding of at least \$2,000 per kicker.</li> <li>b) Approach the Kroecker-Leeds foundation for funding (approximately \$11,000).</li> </ul>

**Strategic Initiative 4: Enhance the college’s financial sustainability.**

Goal	Objective	Tactics	Measure of Success	Resources
4.1 Increase the visibility of the college’s faculty, staff, and students.	Substantial rebranding effort resulting from the School of Management changing to the College of Business and Security Management.	Use the name change from a school to a college as an opportunity for a major rebrand.	Rebranding plan is created and executed by the end of AY23.	\$25,000 in foundation funds.
4.2 Increase private fund-raising.	Raise a significant amount of foundation funds.	<ul style="list-style-type: none"> <li>a) Have the college named by a donor.</li> <li>b) Establish a named professorship or second endowed chair.</li> <li>c) Engage with external foundations.</li> </ul>	<ul style="list-style-type: none"> <li>a) If the college has a donor named by the end of AY25.</li> <li>b) If the college has a named professorship or second endowed chair by the end of AY25.</li> <li>c) Funds will be raised from at least two external foundations over a five-year period.</li> </ul>	\$5,000-\$10,000 additional salary and benefits from changing the existing development (60%) and outreach (40%) officer to 100% development.

<b>Goal</b>	<b>Objective</b>	<b>Tactics</b>	<b>Measure of Success</b>	<b>Resources</b>
4.3 Increase student support to all students, need-based and other.	Raise a significant amount of funds to support student success.	a) Use micro and retention scholarships  b) Increase funds used to generate student scholarships.	a) Increase micro and retention scholarships to \$10,000 each year.  b) Increase funds used to generate student scholarships by \$25,000 each year.	See 4.2 above.
4.4 Stabilize general funds.	Stop the loss of legislative general funds.	Work with the UAF administration to lobby for a minimum flat funding for the next five years.	If the annual pullback of general funds from the college ends.	Existing resources.
4.5 Increase the number of doctorate trained tenure-track faculty from existing instructors.	Increase the quality and academic experience of the existing term faculty.	Use the James Pruitt foundation funds to fund term instructors to obtain their doctorate degree.	If at least three term faculty obtain their DBAs or PhDs by the end of FY25 and remain as CBSM faculty.	\$400,000.
4.6 Increase enrollment.	Increase CBSM's budget from increased tuition.	Articulations, marketing, UAF initiatives, changes in curriculum and program.	Enrollment is increased during this five-year period.	Existing resources and an increase in marketing resources of \$100,000.