



# Academic Plan

## 2005-2009

**DRAFT 12**  
April 5, 2005

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## Introduction

The Academic Plan marks out the major themes and emphases that will guide the University of Alaska Anchorage for the period from 2005 to 2009, affecting decisions on program improvement; new program development; faculty, staff, and student recruitment; resource allocation; and the development of information technology, physical facilities, and library and information resources.

The plan is a dynamic document for a dynamic institution. It is intended to define strategic directions, tactical approaches, and implementation plans without precluding new opportunities that may arise in the plan period. The university's leadership must be prepared to act on such opportunities as circumstances and good judgment indicate. The major themes outlined in this document will be a significant factor in determining which opportunities will be pursued.

The plan is divided into the following primary sections:

- **Vision and Mission.** Our aspiration for the future, along with UAA's mission statement and details from the operational missions of teaching, research, creativity, and service.
- **Standards.** The core standards that guide all activities.
- **Priorities, Strategies, and Resources.** Four core priority areas and six strategies and resources that have been identified to move us closer to our vision.
- **References.** Links to key resources and supporting documents.

## Office of Academic Affairs

Theodore L. Kassier  
Provost

## Academic Plan Committee

“

*The ultimate purpose of the university is to increase the capacity of individuals to solve problems, to do productive work, to lead rewarding lives, and to contribute to the common good.*

”

*UAA's 2005  
Academic Plan Committee*

Chair: Theodore L. Kassier  
*Provost*

Vice-Chair: Tim Hinterberger  
*Associate Professor, Biomedical Program;  
and President, Faculty Senate*

Consultant: William Jacobs  
*Emeritus Professor of History and Political Science*

- Renee Carter-Chapman  
*Vice Chancellor for Community Partnerships*
- Paul Dauphinais  
*Director, Matanuska-Susitna College*
- Cheryl Easley  
*Dean, College of Health and Social Welfare*
- Letitia Fickel  
*Associate Professor, College of Education*
- Larry Foster  
*Assistant Professor, College of Arts and Sciences;  
Chair, University Facilities Board; and  
President, University Assembly*
- George Geistauts  
*Professor, College of Business and Public Policy*
- Monica Kane  
*Executive Assistant to the Provost*
- Bruno Kappes  
*Professor, College of Arts and Sciences*
- Robert Lang  
*Dean, School of Engineering*
- James Liszka  
*Interim Vice Provost, Research and Graduate Studies*
- Thomas Miller  
*Assistant Provost, Academic Affairs*
- Bonnie Nygard  
*Associate Dean, Community and Technical College*
- Kim Peterson  
*Past Vice Provost, Research and Graduate Study (2003-04)*
- Gary Rice  
*Director, Office of Institutional Planning, Research, and Assessment*
- William Spindle  
*Director of Business Services*
- Mark Wolbers  
*Professor, College of Arts and Sciences*

## Vision

UAA aspires to build the University of the 21st Century. We seek to become an important metropolitan university recognized as a leader in the Pacific Northwest for the quality of our teaching, research, creativity, and service to our communities, Alaska, and the nation. We aim to lead in our commitment to academic distinction, student success, lifelong learning, international and intercultural perspectives, and innovative approaches. We seek to build the university as a public square, engaged with our communities, working in partnership with public and private institutions to address the needs of urban and rural Alaska, and serving as a protected space for the free inquiry, debate, and creative performance essential to a democratic society.

## Mission

### OUR MISSION \*

The University of Alaska Anchorage inspires learning and enriches Alaska, the nation and the world through our teaching, research, creativity and service.

The University of Alaska Anchorage is a comprehensive university that provides opportunities to all who can benefit from educational programs of high quality in an inclusive environment rich in diversity. Located in Anchorage and on community campuses serving Southcentral Alaska, UAA is committed and uniquely situated to serve the needs of its communities, the state, and its diverse peoples.

### OUR CORE VALUES

UAA faculty, staff, students and alumni are a community bonded together by these shared values: To continuously improve learning and scholarship; to engage our talents and knowledge in service to Alaska; and to act with integrity and good stewardship.

*To inspire  
learning  
through  
shared values  
to create a  
university  
of first choice*

\* Approved by the University of Alaska Board of Regents April 18, 2003

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## Operational Missions

To fulfill our institutional missions of teaching, research, creativity, and service, we operate in six major areas.

### Core Teaching Mission

UAA offers a rich variety of academic programs:

- A general education curriculum that constitutes the foundation of a university education
- Certificate and associate degree programs in vocational and para-professional fields that support workforce development and career education
- Certificate, associate, baccalaureate, and graduate degree programs in professional and technical fields; arts and humanities; social, mathematical and natural sciences; and across disciplines
- Credit and non-credit courses to support lifelong learning, workforce development, career education, and the maintenance and improvement of technical, para-professional, and professional qualifications
- Developmental and college preparatory courses to assist students to succeed in higher education
- A University Honors program to attract and challenge highly qualified students with an integrative intellectual experience beyond the boundaries of majors and disciplines
- Service learning courses to produce engaged, collaborative learning for students and problem-solving benefit for the community

### Co-Curricular Teaching Mission

The core teaching mission is complemented by formal and informal programs and opportunities intended to enrich the learning experience:

- Co-curricular activities that allow students to pursue their personal and academic interests and benefit from ongoing student leadership opportunities, university events, programs, and student-directed projects and organizations
- Athletic and exercise-related opportunities that promote fitness, develop physical skills and endurance, contribute to team goals, teach the value of dedicated effort
- Living and learning communities where students organize their lives and work to achieve a common educational or social purpose
- Involvement in paid and volunteer work with businesses and agencies that promote issues of benefit to society
- International programs that give students and faculty the opportunity to learn from and interact with the rich variety of cultures in the global community

### Research Mission

The university's mission to acquire and apply new knowledge and contemporary expertise is accomplished in a variety of ways:

- Basic research
- Applied research
- Integration of teaching and research at both the undergraduate and graduate levels

### Creative Mission

The university offers an array of programs and services in support of creative and artistic expression:

- Degree programs in the fine and performing arts
- Student and faculty art shows; music, dance, and theatre productions; creative writing and literary publications; and other forms of creative expression
- Venues for artistic performance and display

### Service Mission

The university engages and serves its communities in a variety of ways:

- By offering training, education, and professional expertise
- As a public square and physical center for vigorous, well-informed, and creative presentation, debate, display, and performance
- By operating a group of strong applied research centers and institutes that focus on Alaskan issues and concerns

### Support Infrastructure

The university provides a wide variety of student services, library and information resources, a first-class information technology infrastructure, physical establishments, and residential communities to support its various missions.

“

*UAA strives to combine the contemporary and future needs of Alaska and Anchorage with an eight-hundred-year long university tradition.*

”

*Theodore L. Kassier  
Provost*

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## Standards

To guide the university community in the performance of our roles and missions, we adhere to certain core standards. These include:

### **TRUTH**

Devotion to the pursuit of knowledge, understanding, and truth; to reliance on reason and empirical evidence; to freedom from political or ideological interference in teaching and research; and to the achievement of distinction in teaching, learning, research, creative expressions, and service.

### **TOLERANCE AND DIVERSITY**

A commitment to tolerance, respect, and civility; to cultural, social, and intellectual diversity in faculty, staff, and students; to acceptance and support for all members of the university community; and to the principle of personal responsibility of faculty, staff, and students.

### **ACCESSIBILITY**

A dedication to providing ready access to programs and services in a helpful and engaging environment for all who can benefit from higher education.

### **ACCOUNTABILITY**

The acceptance of shared responsibility for the content and quality of all our programs and services, for good stewardship of the resources entrusted to us, and for accountability to the public for the performance of our missions.

### **PURPOSE**

A commitment to develop each individual to the maximum extent possible; to apply knowledge and expertise to work and service; and to use our resources to serve society, most especially to assure a socially, environmentally, and economically sustainable future.

### **HIGH QUALITY**

A commitment to use the highest standards in judging our individual and institutional performance; to employ continuous reflection, dialogue, and assessment aimed at the achievement of excellence; and to take actions that move us closer to our aspirations and vision.

## OVERVIEW

# Priorities and Strategies

To realize our vision, UAA will focus on **four core priorities** during the plan period. Existing programs will be strengthened and new programs added in accordance with the goals for these core priority areas. UAA will make selective and strategic investments in these areas during the plan period.

## Priorities

### Undergraduate Education and Scholarship

- *Strengthen UAA's position as a leader in undergraduate education*
- *Attract, retain, and develop students of exceptional promise*
- *Make UAA a destination of choice for excellence in undergraduate education and experience*

### Research, Discovery, and Graduate Education

- *Strengthen UAA's contributions to the advancement and practical application of knowledge*
- *Increase opportunities for undergraduate and graduate students to engage in research and discovery*
- *Serve as a catalyst for Alaska's development and revitalization*
- *Meet Alaska's advanced degree needs*

### Workforce, Career, and Professional Education

- *Further develop statewide emphases on health care, education, and workforce development*
- *Strengthen UAA's capacity to meet the educational needs and challenges of Alaska's leaders and professionals*

### Community Engagement

- *Fully engage in the economic, cultural, and civic life of the communities UAA serves*
- *Serve as a setting for public discourse, a venue for artistic expressions, and a partner in community endeavors*

## Strategies and Resources

UAA will employ a variety of strategies and resources in pursuit of these priorities and goals:

- Assessment
- Faculty/Staff Recruitment, Development, and Rewards
- Enrollment Management
- Library and Information Resources
- Course and Program Delivery
- Partnerships and Collaborations

“

*Through our excellent staff, faculty, and students, we will produce the social, economic, scientific, civic, and cultural leadership of the state...*

*We will develop the state's workforce.*

*We will make the discoveries that solve problems and create opportunities...*

*We will not surrender excellence.*

”

*Vision for Public Education in  
Alaska  
UA Strategic Plan 2009*

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**PRIORITY**
**Undergraduate Education and Scholarship**

“

*UAA is to be commended for launching an Honors Program to enhance its reputation, to increase its attractiveness to academically outstanding students, and to provide a locus of activity for student inquiry and research.*

”

*Northwest Association of  
Schools and Colleges  
UAA 2000 Accreditation  
Review*

***Strategic Goals:***

- *Strengthen UAA's position as a leader in undergraduate education and scholarship*
  - *Attract, retain, and develop students of exceptional promise*
  - *Make UAA a destination of choice for excellence in undergraduate education and experience*
- 

1. Ensure the academic strength and integrity of critical academic and academic support programs.
2. Strengthen and expand the University Honors Program and other honors options. Create an Honors College to direct these activities.
3. Increase opportunities for undergraduate research.
4. Increase the number and variety of civic engagement, service learning, internship, and other engaged learning opportunities.
5. Strengthen the development and oversight of the general education program, including faculty assignments and scheduling, leadership in course and curriculum development, and coordination with key governance groups.
6. Develop and/or strengthen programs that add significant international and/or intercultural perspectives, with an emphasis on the North Pacific context.
7. Develop and/or strengthen programs that capitalize on Alaska's strategic location.
8. Strengthen programs and opportunities for student involvement in the creative arts.

## PRIORITY

## Research, Discovery, and Graduate Education

***Strategic Goals:***

- *Strengthen UAA's contributions to the advancement and practical application of knowledge*
- *Involve more undergraduate and graduate students in research and discovery*
- *Serve as a catalyst for Alaska's development and revitalization*
- *Meet Alaska's advanced degree needs*

1. Aggressively foster an environment that supports, promotes, and rewards academic research and discovery in both its basic and applied forms.
  - Increase collaborations, co-locations, and internal partnerships, particularly between researchers in centers, institutes, and departments.
  - Develop, enhance, or clarify statewide missions of existing centers and institutes, especially the Institute for Social and Economic Research (ISER) and the Environment and Natural Resource Institute (ENRI).
  - Increase opportunities for undergraduate and graduate student participation in research.
2. Build capacity and expand competitive research and sponsored program activity.
  - Significantly increase the number of faculty capable of attracting and conducting sponsored research programs.
  - Accelerate the construction of appropriate infrastructure to support sponsored programs and competitive research.
  - Strengthen graduate programs to support growth of UAA's research and sponsored program effort; build competitive research capacity in relevant new advanced degree programs.
3. Focus research activities on the major subject areas identified by UAA's Council on Scientific Research.

**Committee: Please  
check this list**

### Research Emphases

*Alaska Ethnic and  
Minority Groups*

*Complex Systems*

*Cultural Life*

*Economics and  
Business Enterprise*

*Education*

*Environment and  
Natural Resources*

*Health Sciences*

*International Studies  
and Globalization*

*Logistics*

*Regional Engineering*

*Transportation*

*Urban Ecology*

*Source: UAA Council on  
Scientific Research*

## PRIORITY

## Workforce, Career, &amp; Professional Education

Committee: Please  
check this list

### High Demand Job Areas

*Air Transportation*

*Business Services*

*Engineering*

*Finance, Insurance,  
and Real Estate*

*Health*

*Information  
Technology*

*Management*

*Natural Resources*

*Process Technology*

*Education*

*Transportation*

*Source: SW Office of  
Budget Development,  
High Demand Job Area  
Performance Measure,  
Table 2.05*

#### Strategic Goals

- *Further develop statewide emphases on health care, teacher education, and workforce development*
- *Strengthen UAA's capacity to meet the educational and expertise needs of Alaska's leaders and professionals*

#### 1. Workforce Training and Development Opportunities

- Add new or revise existing programs to further strengthen accounting, security, management, engineering, and tourism/hospitality.
- Emphasize rapid response in workforce training efforts as requirements and opportunities arise.
- Develop plans and arrangements to meet training requirements in new mining, gas, and petroleum ventures.

#### 2. Health Care

- Add programs that complement and strengthen existing offerings to address Alaska's physical, mental, public, and behavioral health education requirements.
- Explore cooperative agreements with outside institutions.

#### 3. Education and Leadership for Alaska K-12 Education

- Add programs that support or complement UAA's education initiative (begun in 1999) to meet state and local needs.
- Continue to extend and develop cooperative and collaborative relationships and programs with other schools, colleges, campuses, and MAUs.

#### 4. Graduate and Professional Programs

- Strengthen graduate and professional programs to meet the expertise needs of Alaskan businesses, professions, and government.

## PRIORITY

## Community Engagement

***Strategic Goals***

- *Fully engage in the economic, cultural, and civic life of the communities UAA serves*
- *Serve as a setting for public discourse, a venue for artistic expressions, and a partner in community endeavors*

1. Increase the number and variety of community partnerships in the region.
  - Increase the capacity of the Center for Community Engagement and Learning.
  - Create new partnerships with public and private organizations to deliver training, education, research, and other services.
  - Increase visibility, outreach, and interaction to enhance community awareness and appreciation of partnership programs.
2. Develop UAA as a public square, integrated into the cultural, economic, and civic life of the communities we serve.
  - Develop UAA as a principal center for creative expression and performance in the fine and performing arts.
  - Foster community forums to engage students, faculty, and the community in dialogue on issues of public policy.
3. Community Campuses
  - Add new and/or extend existing programs to address needs and opportunities unique to individual community campuses.
  - Emphasize cooperative and collaborative arrangements between campuses.
4. Develop UAA as Alaska's public policy and engaged university.

“

*A university is a public square when it listens and learns from the community. The old model required people to climb the hill and seek out the faculty. The new model brings professors, students, and community members together in ongoing conversation, learning from each other.*

”

*Elaine Maimon  
Chancellor*

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## Strategies and Resources

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### Assessment

Strengthen the program assessment, Planning and Budgeting Advisory Committee (PBAC), and course evaluation processes to ensure the strength and integrity of academic programs and research operations.

- Evaluate programs and operations rigorously to ensure mission appropriateness, satisfactory productivity, relevant content, adequate resources, measurable outcomes, and competitive quality.
- Implement agreed program review and special accreditation recommendations. To ensure resources are used widely, focus special program review attention on low-demand programs with significant costs.
- Place student learning at the center of academic program activity through continuous, active use of the education outcomes assessment integrated with a documented, scholarly approach to teaching and supported by redesigned student course evaluations.

### Faculty /Staff Recruitment, Development, & Rewards

Recruit, develop, and retain high quality faculty and professional staff.

- Improve recruitment processes; enhance efforts to recruit and retain a diverse workforce.
- Develop/expand the Center for Advancing Faculty Excellence; continue to invest significantly in faculty/staff development.
- Clarify and reaffirm high standards for retention, promotion, tenure, and post-tenure reviews.
- Recognize and reward faculty and staff for the achievement of professional distinction and for innovation, creativity, community engagement, community partnerships, and collaboration with colleagues, especially across disciplines, schools, colleges, campuses, and MAUs.
- Build resources to create at least one endowed chair in each school or college.
- Increase percentage of students taught by full-time faculty.

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**Enrollment Management**

Develop and implement focused enrollment management plans for each academic school, college, and campus to include targeted recruitment and student retention strategies.

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**Library and Information Resources**

Expand library and information resources commensurate with support of existing educational programs, addition of new programs, and growth in research/sponsored programs.

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**Course and Program Delivery**

Enhance information, distance delivery, and other technologies to ensure maximum access and flexibility in course and program delivery, to enhance the teaching and learning process, to meet community campus needs for courses and programs, and to expand program delivery outside the Southcentral region.

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**Partnerships and Collaborations**

Encourage and develop greater articulation, cooperation, and collaboration across departments, schools, colleges, and campuses. Form and strengthen mutually beneficial partnerships with external agencies and organizations.

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## References

### New Program Proposals

Requirements for New Program Proposals (UAA)

UA Board of Regents Program Approval Summary Form

### Internal Documents

History and Institutional Profile

External Environmental Scan

UAA Accreditation Self-Study

UAA Master Plan

UAA Enrollment Management Plan 2005-2009

Installation Address, Chancellor Elaine Maimon

Council on Scientific Research, Research Emphases

Degrees Awarded and Enrollment Headcount by High Demand Job Area

### UA Statewide Documents

Board of Regents UA 2009 Goals and Objectives

Board of Regents Issue Focus Areas

UA Statewide Legislative Measures

UA Statewide Performance Measures

UA Statewide Future Performance Measures

UA Statewide Strategic Plan 2009

### External Sources

Alaska 20/20

Alaska Workforce Board Strategic Plan

Commonwealth North Study of the University of Alaska (20 November 2002)

*View these documents on-line at the Academic Affairs website.*

[uaa.alaska.edu/academicaffairs/index.cfm](http://uaa.alaska.edu/academicaffairs/index.cfm)