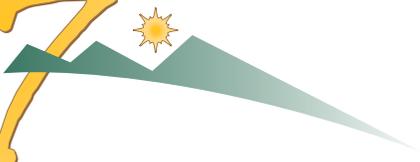
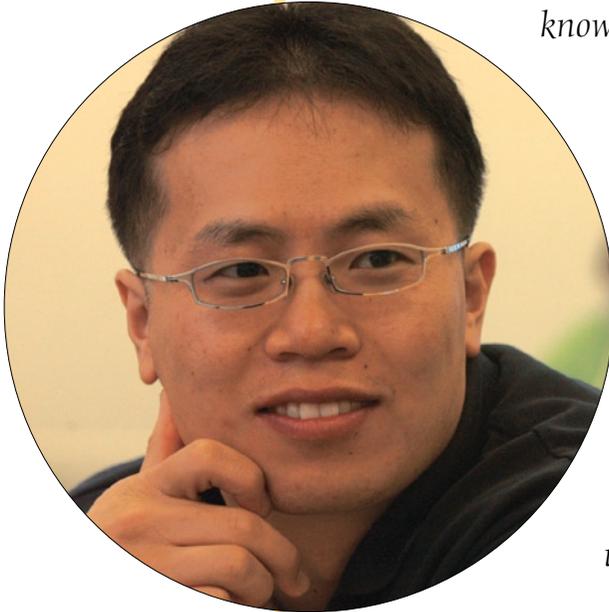


UNIVERSITY of ALASKA ANCHORAGE



STRATEGIC PLAN **2017** 

UAA Mission



The mission of the University of Alaska Anchorage is to discover and disseminate knowledge through teaching, research, engagement, and creative expression. Located in Anchorage and on community campuses in Southcentral Alaska, UAA is committed to serving the higher education needs of the state, its communities, and its diverse peoples.

The University of Alaska Anchorage is an open access university with academic programs leading to occupational endorsements; undergraduate and graduate certificates; and associate, baccalaureate, and graduate degrees in a rich, diverse, and inclusive environment.

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UAA Vision for 2017

UAA will be a university of first choice distinguished for:

- Excellence in teaching, learning, research, and creative expression;
- Expanding educational opportunity and supporting lifelong learning;
- Building student success with special attention to serving Alaska Natives, other under-represented populations, and first-generation college students;
- Innovative undergraduate and graduate education centered on professional and craft practice, academic research, or creative performance;
- High quality research that includes special attention to Alaska, the Pacific Rim, and the circumpolar North;
- Driving Alaska's social and economic development through education and training for workforce development and high-demand careers;
- Its diverse, engaged community of students, staff, faculty, alumni and schools, colleges, and campuses;
- Its role as public square: the extent and quality of its community engagement, its partnerships with public and private institutions, and its support for critical inquiry, public debate, and creative expression; and
- Commitment to sustainability and environmental responsibility.



Kodiak College students observe the biodiversity of the tidal areas on Kodiak Island.

UAA Core Values

In the performance of its mission, UAA places the greatest emphasis on these core values:

- Academic Freedom and Diversity
- Affordable Access and High Quality
- Student Success and Community Engagement
- Innovation and Creativity
- Cooperation and Collaboration
- Sustainability and Stewardship
- Integrity and Accountability
- Effectiveness and Efficiency

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1 This includes developmental through advanced education based on individual student need.

2 See Commonwealth North, The University of Alaska: A Key to Alaska's Future. 11.20.02, "The University system as a whole, and each major campus, must maintain and offer a quality core curriculum in the arts and sciences . . . that equip a person to think, function and grow into a contributing member of society."

3 UA Board of Regents, The University of Alaska System Strategic Plan 2009: Building Higher Education for Alaska's Golden Anniversary, September 2003, Goal 5, Objectives A and F. The published text of the plan does not identify objectives or sub-objectives by letter. The Appendix to the present UAA plan is an edited version of the BOR plan with letters inserted to facilitate easy reference. The BOR plan is hereafter cited as UA 2009.

4 The current (2007) UAA models for these practices are the Community and Technical College and the School of Nursing.

5 UA 2009, Goal 2, Objective D.

6 See Commonwealth North, The University of Alaska: A Key to Alaska's Future. 11.20.02, "Each major campus [of the UA System] needs to develop centers of excellence based on its own natural advantages."

7 UA 2009, Goal 6, Objectives C and D.

8 Ibid, Goal 3, Objective B.

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Strategic Priorities for UAA 2017

Priority A. Strengthen and Develop the Total UAA Instructional Program.

To build a university of first choice distinguished for excellence in teaching and learning and to become a leader in undergraduate and graduate education centered on professional and craft practice, academic research, or creative expression, we will:

1. Build depth, reinforce success and ensure sustainability in programs that support student success¹, general education,² workforce development, preparation for high-demand careers, or respond to high student demand;³
2. Collaborate closely with public and private sector partners to maintain and develop our programs supporting workforce development and high-demand careers;⁴
3. Continue to design and implement new, mission-appropriate academic programs with special attention to advanced graduate study;⁵
4. Develop selected programs of distinction, designed to attract the best students and faculty from Alaska and beyond;⁶
5. Build organization and support, including collaboration with Alaska and WICHE partners, for our distance education efforts to assure maximum access to courses and programs;⁷
6. Organize and expand our internationalization and inter-cultural programs to prepare our students to think, work, and serve in a world being transformed by integration and globalization;

7. Assure that all instruction is centered on current and active professional and craft practice, academic research, or creative expression;

8. Increase the active participation of our students, both undergraduate and graduate, in professional or craft practice, academic research, creative expression, and service learning to enrich their learning experience, increase their opportunities for academic distinction, and sustain the growth of engagement with our communities;⁸

9. Complete the full implementation of program and institutional outcomes assessment to reinforce excellence in teaching and learning;⁹

10. Systematically review all programs for quality, effectiveness, efficiency, and continued relevance to UAA's mission;¹⁰ and

11. Consolidate, reduce, or eliminate programs, where indicated by program review, to assure the best use of limited resources.



Kenai Peninsula College students learning bedside care of patients.

Priority B. Reinforce and Rapidly Expand our Research Mission.¹¹

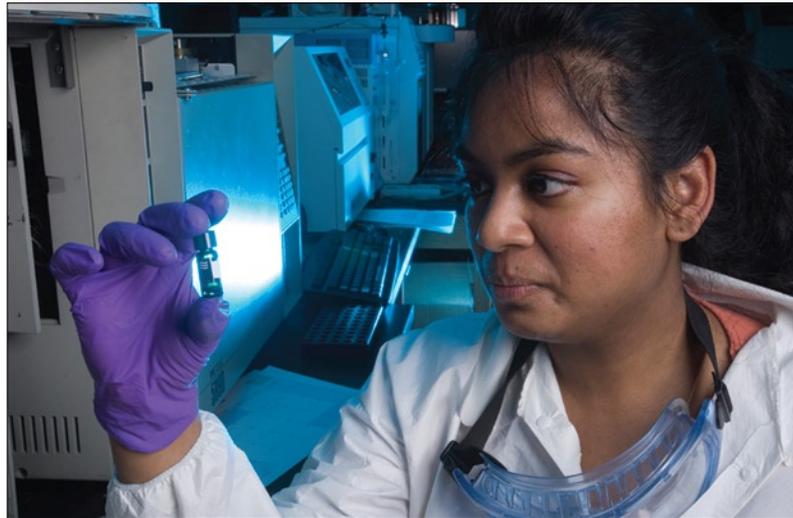
To produce high quality research, to become a leader in research and research-centered undergraduate and graduate education, and to give special attention to Alaska, the Pacific Rim, and the circumpolar North¹² we will:

1. Build a physical infrastructure and foster an institutional culture to support, promote, and reward both basic and applied research;¹³
2. Strengthen our capacity for competitive sponsored research and greatly expand the number and value of externally-sourced research grants;
3. Significantly increase the quantity and quality of scholarly presentations and peer-reviewed publications by our faculty; and
4. Build selected research-centered graduate programs of distinction by recruiting critical masses of the most highly qualified faculty and graduate students.

Priority C. Expand Educational Opportunity and Increase Student Success.¹⁴

To become a university nationally recognized for expanding educational opportunity and increasing student success, we will:

1. Work with school districts to increase the UAA share of Alaska's college-bound students and to improve student transition to higher education¹⁵ with special attention to Alaska Natives, other under-



Research development is a crucial key to the universities future growth and notoriety, particularly in subjects impacting northern latitudes.

represented populations, and first-generation college students;

2. Intensify our recruitment of the most talented and highly qualified high school graduates from Alaska and beyond;
3. Assure that open access leads to enhanced opportunity by continuing to improve our rates of retention and completion of educational goals;
4. Improve the efficiency with which students navigate our programs and campuses from entry to completion; and
5. Substantially increase the numbers of our students who achieve the highest academic distinction in their programs and in university honors.

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9 The implementation of program and institutional outcomes assessment is an accreditation requirement of the Northwest Association of Colleges and Universities. See Standards One and Two of the NWACC Accreditation Handbook. The number of academic programs having fully implemented outcomes assessment is a UA system key performance metric. See the renewed emphasis on this subject in US DoE, Action Plan for Higher Education: Improving Accessibility, Affordability and Accountability.

10 The Federal Commission on the Future of Higher Education recommends that "America's colleges and universities embrace a culture of continuous innovation and quality improvement." US DoE, A Test of Leadership: Charting the Future of U.S. Higher Education, (2006), p. 5.

11 Ibid, Goal 3; "Letter from President Mark Hamilton" in University of Alaska President's Report, 2006-2007. The letter identifies "reinvigorating UA research" as a major goal to be achieved in the next 1000 days. See also Commonwealth North, The University of Alaska: A Key to Alaska's Future. 11.20.02, "Each major campus [of the UA System] needs to develop centers of excellence based on its own natural advantages. Each must include research and advanced degrees." Emphasis added.

12 For research focus, see UA 2009, Goal 3, Objective C. See also Goal 5, Objective D.

13 Ibid, Goal 3, Objective A.

14 Ibid, Goal 1.

15 US DoE, Action Plan for Higher Education: Improving Accessibility, Affordability and Accountability." The relevant passage reads, "Strengthen K-12 preparation and align high school standards with college expectations."

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16 UA 2009, Goal 4.

17 Ibid.

18 Ibid, Goal 1, Objective C.

19 Ibid, Goal 2, Objective B.

20 Ibid, Goal 7.

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Priority D. Strengthen the UAA Community.

To make the best of the opportunities and challenges that lie ahead, we must focus our attention on building and strengthening the UAA community as a whole. To build an institution distinguished as a diverse, engaged community of students, staff, faculty, alumni, and schools, colleges, and campuses, we will:

1. Increase the cultural, social, and intellectual diversity of students, staff, and faculty; place special emphasis on the recruitment, retention, and success of Alaska Natives and other underrepresented populations; substantially increase our recruitment of students from outside Alaska;
2. Enhance student life on our campuses by expanding our residential life programs; increasing student involvement in co-curricular opportunities; and promoting academic success, civic responsibility, and personal growth;
3. Become a model employer; recognized for high quality hiring, training, development, performance review, and succession planning;¹⁶
4. Recruit, develop, and retain the highest quality faculty and staff to support our continuing drive for excellence in all dimensions of our mission;¹⁷



Mat-Su College, a valuable asset to the local community, just celebrated 50 years of providing excellent education in the Valley.

Prince William Sound Community College provides an important catalyst for the advancement of theatre in Alaska during the Last Frontier Theatre Conference in Valdez.



5. Create a strong alumni community, closely engaged in the work of continuing development of the university;¹⁸
6. Build an institution recognized for its collaborative efforts between and among programs, schools, colleges, campuses, and universities;¹⁹
7. Strive to make the facilities on our several campuses models for northern universities, giving particular emphasis to support for environmental sustainability;
8. Construct and maintain plant and equipment (including information technology) to provide a dynamic, state-of-the-art environment for high quality teaching, research, engagement, and creative expression;
9. Substantially increase our total on-campus residence capacity;
10. Build strong wellness, exercise, recreation, and intercollegiate athletics programs and facilities to serve students, faculty, staff, and our communities; and
11. Accelerate our drive to increase donor giving, support from partnerships, and revenue from grants and contracts to diversify funding sources for university operations.²⁰

Priority E. Expand and Enhance the Public Square.

The public university is the public square of 21st century America, the meeting ground for higher education and the society it serves. Nowhere in our society is there a greater opportunity to turn the diverse encounters between cultures, classes, interests, and ideas to the discovery of knowledge, to creative expression, and to preparation for work and civic engagement. To make UAA the exemplar of the public square, we will:

1. Expand our commitment to make community engagement and service learning a cornerstone of our institutional identity;²¹



The 2008 women's and men's basketball teams set new records for collegiate play in Alaska.



UAA's Dance Program maintains an active performance role within the Anchorage area.

2. Act as good neighbors and citizens in each of our communities, working with local partners to build and maintain attractive, useful, and sustainable facilities as community assets;
3. Become a national model for wide-ranging community partnerships in training, education, research, and service;²²
4. Increase the role of our campuses as centers for creative exhibition and performance and become the venue of choice for Alaskan public life;
5. Build, in partnership with our community school districts, a coherent, integrated, mutually reinforcing public education program from pre-school through post-graduate continuing education; and²³
6. Continue to build the Consortium Library as the Knowledge Commons, merging traditional collections with digital services in partnership with community libraries and other information providers to support teaching, learning, and advanced research.

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- 21 Ibid, Goal 5, Objective E.
- 22 Ibid, Goal 5, Objectives A and F.
- 23 Ibid, Goal 2, Objective A, Sub-Objective ii. See also US

DoE, Action Plan for Higher Education: Improving Accessibility, Affordability and Accountability." The relevant passage is, "Strengthen K-12 preparation and align high school standards with college expectations." The more extensive language of the report on which the action plan is based reads: "States' K-12 graduation standards must be closely aligned with college and employer expectations, and states should also provide incentives for postsecondary institutions to work actively and collaboratively with K-12 schools to help underserved students improve college preparation and persistence. While better high-school preparation is imperative, admitted students and colleges themselves must jointly take responsibility for academic success." US DoE, A Test of Leadership: Charting the Future of U.S. Higher Education, (2006), p. 2.

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[Note: The published text of the plan does not identify objectives and sub-objectives by outline letters. These have been added to make reference easier.]



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Appendix:

Extracts from The University of Alaska System Strategic Plan 2009: Building Higher Education for Alaska's Golden Anniversary

Goals and Objectives

The University system priorities and decisions through 2009 will be guided by key goals and objectives.

Examples of the major decisions that must be made are the following:

- What students should be recruited, at what level of tuition, with what advising programs, and with what opportunities for employment or additional study once they graduate?
- What academic programs should be developed, modified, or eliminated? How much are we looking to gain from, or willing to pay, for these decisions? Where should we focus this review effort?
- What research programs should be supported, where, and for how much financial, space, and other resources?
- Who (faculty and staff) should be recruited, in what academic or administrative fields, for how much, and with what opportunities for career development?
- What are the needs of the state, at present and in the foreseeable future, and how can the University meet those needs through its teaching, research, and outreach?
- What facilities and information technology are required to support our mission? Where should we expand our facilities? How much will it cost? How long will it take?

The key goals and objectives of the Board of Regents, in the context of the University's values and available resources, will guide University system decision-making. More detailed implementation plans will be developed for each goal, with direction for each MAU based on its mission, capabilities, opportunities, and resources.

Goal 1: Student Success

The University will provide the learning environments, support systems, academic programs, facilities, technology, and faculty to enable the life-long success of our students, with their diverse needs, interests, capabilities, and ambitions. We seek to increase the number and share of traditional and non-traditional students attending a University campus. We are particularly committed to the success of Alaska Native students.

Objectives

- A.** Enhance efforts in student recruitment and retention.
- i.** Develop recruitment programs that target traditional, non-traditional students, Alaska Native, and former students.
 - ii.** Enroll college-bound Alaskans at the national average rate.
 - iii.** Expand the Emerging Scholars program to all three MAUs.
 - iv.** Expand on-line student resources.
 - v.** Obtain funding for the Alaska Scholars program.
 - vi.** Support a needs-based financial aid program and increase coordination between financial aid and admissions offices.
- B.** Continue placing students in good jobs.
- i.** Increase partnerships with major employers.
 - ii.** Provide additional internship programs.
- C.** Build life-long relationships with alumni.
- i.** Complete construction of an alumni database.
 - ii.** Create a network of alumni groups and events at various locations in and outside Alaska.
 - iii.** Develop alumni publications, including a periodic magazine.
 - iv.** Enlist alumni in student recruitment efforts.

Goal 2: Educational Quality

The University will offer the highest quality in our educational offerings, from non-degree training programs to graduate degrees. Our campuses will provide the highest possible quality programs and services within their respective missions.

Objectives

- A.** Emphasize the community college mission.
 - i.** Increase the number of programs, course sections, and scheduling options in the areas of vocational/technical training, community interest, and professional workforce development.
 - ii.** Increase partnerships with high schools in vocational/technical fields.
- B.** Improve collaboration among campuses.
 - i.** Expand collaborative graduate programs across MAUs and with other institutions.
 - ii.** Develop additional degree programs that rely on content from the several campuses.
 - iii.** Erase technology barriers to communicate and share content between campuses and beyond campuses.
- C.** Ensure efficient allocation of programs.
 - i.** As new programs are introduced and existing programs reviewed, determine the most appropriate location(s) and methods for program delivery.
- D.** Develop new and relevant programs.
 - i.** Expand the range of degree programs to that of comparable university systems.
 - ii.** Provide additional staff support for entrepreneurial program development.
 - iii.** Expand opportunities through distance delivery for graduate training (including the PhD level) for place-committed Alaskans.
- E.** Strengthen advising services for our diverse student community.
 - i.** Add to campus-based academic advising resources.
 - ii.** Build new on-line advising services.

Goal 3: Research Excellence

The University will be a globally recognized leader in areas of research for which Alaska has special competitive capabilities or unique environments in key areas of culture, economy, and health, using approaches that integrate the human dimension with natural sciences, and expand from basic processes to synthesis and policy advice.

Objectives

- A.** Enhance competitive capacity.
 - i.** Rely to a greater extent on competitively obtained financial support for research.
 - ii.** Recruit/inspire the faculty in areas of comparative advantage and provide the research facilities and administrative support required to compete effectively.
- B.** Increase opportunities for undergraduate and graduate student participation in research.
- C.** Capture Alaska-specific opportunities for the State and the University.
 - i.** Establish strong research relationships with the private sector and government agencies that address issues of importance to Alaska.
 - ii.** Focus on fields where the University has an advantage, e.g., cold climates and coastal engineering, ocean science, arctic biology, climate change, telecommunications, fisheries, and health.
- D.** Account for the value and cost of research.
 - i.** Communicate the value of University research in terms of the University's educational quality and Alaska's economy.
 - ii.** Ensure that the costs of research are fully accounted for and weighed in the balance with alternative priorities.
- E.** Expand support for the transfer of University intellectual property to private economic development.
 - i.** Enhance support for faculty with interests in the development of intellectual property.
 - ii.** Create opportunities for the private sector to be informed about University development works.
 - iii.** Grow percentage of Alaska Native participation to a part with the population.

Goal 4: Faculty and Staff Strength

The University will recruit, develop, and retain a culturally diverse faculty and staff who bring excellence to our research, teaching, and public service and through innovative and mission-focused academic and staff human resources programs and services.



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Objectives

- A.** Invest in faculty and staff development.
 - i.** Regularly assess development needs including career planning and professional development.
 - ii.** Provide development programs that reflect University priorities and are suited to particular faculty and staff, relying where possible on existing University resources and expertise.
 - iii.** Routinely use visiting committees and other peer review mechanisms.
- B.** Reward faculty and staff for innovation, creativity, and excellence.
 - i.** Ensure merit-based and market competitive recognition, promotion, and compensation programs.
 - ii.** Provide venues for faculty and staff to demonstrate excellence.
- C.** Ensure alignment between institutional goals and workload, productivity, and selection.
 - i.** Regularly review faculty and staff workloads in appropriate comparative context and standards of their fields.
 - ii.** Distinguish faculty selection criteria and professional expectations based on the respective mission of the MAU and its academic programs.
- D.** Ensure excellent administrative practices that are integrated with the university's strategic priorities.
- E.** Ensure high quality teaching.
 - i.** Maintain a rigorous faculty evaluation system.

Goal 5: Responsiveness to State Needs

The University will continuously enhance its capacity to meet the changing needs of Alaska's people and work through core programs as well as creative, entrepreneurial arrangements and partnerships to meet those needs. Among the changing conditions affecting the state's needs are continued rapid population growth in Anchorage and surrounding communities, the need for economic diversification, particularly in rural Alaska, and uncertainty regarding the state's ability to provide for its own economic future.

Objectives

- A.** Assess and meet Alaska's current and projected workforce needs.
 - i.** Continue to survey employers and work with the cognizant state agencies to assess workforce demand.
 - ii.** Build strong partnerships with employers to ensure our graduates possess needed skills and abilities.
 - iii.** Strengthen the University's continuing education and corporate programs.
 - iv.** Streamline review processes for non-degree programs.
- B.** Focus on rural Alaska needs.
 - i.** Continue to build health research programs that address the needs of Alaska Natives.
 - ii.** Expand vocational/technical training programs in rural Alaska to provide greater employment opportunities for local people.
 - iii.** Explore new technologies that will create economic development opportunities in rural Alaska.
- C.** Provide support for cultural needs.
 - i.** Celebrate the unique contributions to Alaska that come from its Native Peoples.
 - ii.** Continue to conduct research and provide instruction in Alaska Native languages and cultures.
 - iii.** Build on the role University campuses play as centers for cultural activity, e.g., arts and lectures.
- D.** Increase public policy analysis.
 - i.** Expand the study of critical public policy issues.
 - ii.** Develop the means to more rigorously identify critical public policy issues and expand faculty participation across the University.
 - iii.** Protect the role of the University as a venue for the exploration of potentially contentious issues.
- E.** Build community engagement programs.
 - i.** Encourage faculty, student, and staff involvement in service to Alaska's diverse communities.
 - ii.** Integrate community service with research and instructional programs.
 - iii.** Increase partnerships with Alaska Native corporations and social service agencies to foster stronger communities.

- E.** Enhance responsiveness to workforce needs.
 - i.** Expand programs to train graduates in high demand fields.
 - ii.** Continue to survey industry, small business, and governments for their workforce needs.
 - iii.** Continue to reallocate faculty, staff, and other resources to high need areas.

Goal 6: Technology and Facility Development

The University will provide students, faculty, and staff the facilities and technology they need to most effectively pursue their research, education, and public service goals.

Objectives

- A.** Address process issues: facility planning and facility utilization.
 - i.** Develop campus master plans that are aligned with University system priorities, institutional missions, funding opportunities, and needs.
 - ii.** Create culture of facilities responsiveness to needs and concerns of faculty and students.
 - iii.** Increase effective utilization of facilities, to include times not traditionally in use.
 - iv.** Obtain land near University campuses to accommodate expansion.
- B.** Explore privatization and partnering.
 - i.** Focus University resources on its educational mission by privatizing those services that may be performed at a higher level of performance and/or lower cost.
 - ii.** Explore creative, opportunistic approaches with the private sector to provide needed research, instruction, telecommunications, or residential facilities.
- C.** Support distance education through additional technology and faculty development.
 - i.** Work with the provider community to provide internet connectivity among all University facilities sufficient to support distance delivery of academic programs, collaboration between researchers, and administrative coordination.
 - ii.** Provide all faculty the support necessary to develop and deliver high quality curricula with appropriate technologies, based on research into the effectiveness of various distance education pedagogies.

- iii.** Work with the provider community to provide affordable access for every Alaskan, regardless of location, to university programs and services offered online.
- D.** Expand access through appropriate technologies to as many university programs and services as possible.
 - i.** Develop an integrated, interactive interface for students that is comprehensive and customizable by each student as educational needs and goals change.

Goal 7: Diverse Sources of Revenue

Engaging major stakeholders to increase their investment in the University is a critical precondition for the achievement of the above six goals. These stakeholders include all citizens of Alaska, but especially alumni, state, federal, and local governments; businesses, including non-profit organizations; and private philanthropy.

Objectives

- A.** Diversify funding sources to reduce reliance on the state's general fund.
 - i.** Increase tuition rates so they bear an appropriate share of the University's revenue base.
 - ii.** Increase financial support from alumni, faculty, and staff.
 - iii.** Increase financial participation from partnerships with industry and government agencies.
 - iv.** Increase financial support from corporate and individual donors giving to the University of Alaska Foundation.
- B.** Pursue land for long term endowment and growth.
 - i.** Ensure the University obtains a sufficient land grant.
 - ii.** Manage proceeds from the land grant to the maximum benefit of the University.
- C.** Encourage the commercial utility and application of University intellectual property.
 - i.** Increase the number of patents filed by University supported investigators.
 - ii.** Expand interaction between University faculty and the state's business community.



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