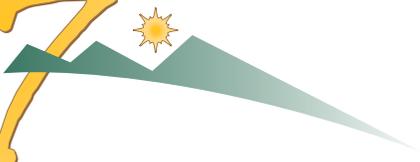


# UNIVERSITY of ALASKA ANCHORAGE



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.*

2017

# 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

## STRATEGIC PLAN



# 2017

# 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 success, general education, workforce development, preparation for high-demand careers, or respond to high student demand;
2. Collaborate closely with public and private sector partners to maintain and develop our programs supporting workforce development and high-demand careers;
3. Continue to design and implement new, mission-appropriate academic programs with special attention to advanced graduate study;
4. Develop selected programs of distinction, designed to attract the best students and faculty from Alaska and beyond;
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;
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;

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

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

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



2017

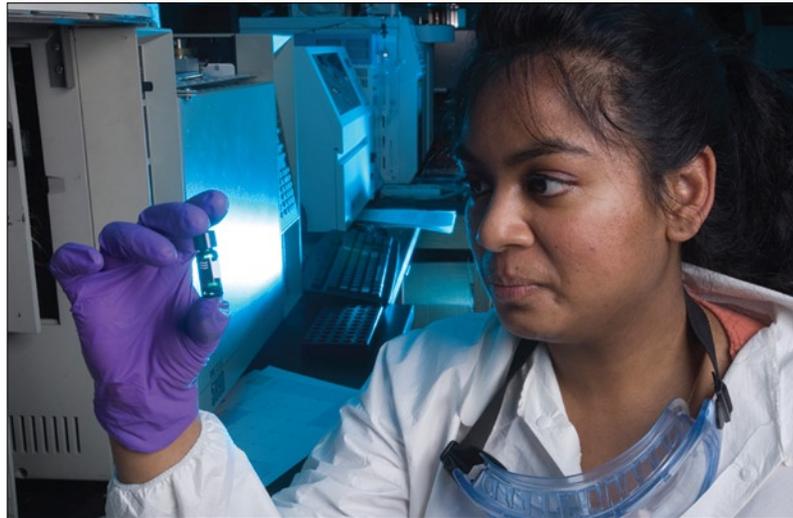


*Kenai Peninsula College students learning bedside care of patients.*

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

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 North we will:

1. Build a physical infrastructure and foster an institutional culture to support, promote, and reward both basic and applied research;
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.



*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.

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

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 education with special attention to Alaska Natives, other under-



2017



2017

## 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;
4. Recruit, develop, and retain the highest quality faculty and staff to support our continuing drive for excellence in all dimensions of our mission;



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;
6. Build an institution recognized for its collaborative efforts between and among programs, schools, colleges, campuses, and universities;
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.

## 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;



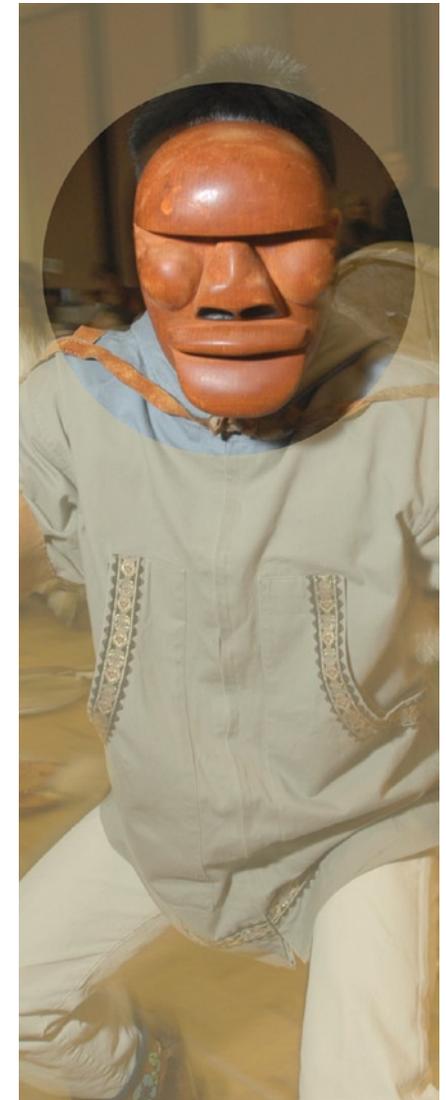
The 2008 women's and men's basketball teams set new records for collegiate play in Alaska.



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;
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; and
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.

## STRATEGIC PLAN



2017

# UNIVERSITY of ALASKA ANCHORAGE



Fran Ulmer  
Chancellor

Michael A. Driscoll  
Provost

University of Alaska Anchorage  
3211 Providence Drive  
Anchorage, AK 99508  
Ph: (907) 786-1050  
Fax: (907) 786-1426

<http://www.uaa.alaska.edu/strategicplan/index.cfm>

