

Our 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.

Our Vision

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 underrepresented 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.

Our 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

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 student 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.

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.
- F. 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 providing 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.