The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.

(UA Mission Statement)

The University of Alaska system consists of the University of Alaska (UA) statewide administration and three separately accredited universities: the University of Alaska Anchorage (UAA), the University of Alaska Fairbanks (UAF), and the University of Alaska Southeast (UAS). Each of these has branch campuses in smaller communities across the state. The UA offers educational opportunities ranging from certificates and associate degrees, through bachelor's degrees, to master's and doctoral degrees. Much of UA's strength comes from its unique geographic and cultural setting. In fields like engineering, biology, Alaska Native studies, and ocean and earth sciences, the state itself is a natural laboratory and classroom. UA programs have grown and gained international recognition while addressing specific needs in Alaska.

The University of Alaska system is a major economic force throughout the state with an annual economic impact of nearly $1 billion. Alaska's investment in the university returns over $3 in total economic activity for every $1 from the state. The return for investments in research is even greater: $7.60 for every $1 in state funding.

The two-thirds of UA graduates who remain in Alaska fill many of the leadership positions in business, government, education, and community service. There are less tangible but nonetheless vital effects of UA campuses in communities, ranging from engagement with PK-12 schools to athletic competitions, theatrical and musical performances, art exhibitions, and other cultural events. UA campuses are at the heart of the communities and regions they serve. Strengthening the university has multiple benefits for these communities and for Alaska as a whole.

The Academic Master Plan (AMP) of the University of Alaska sets the academic priorities of UA for the next five years. The plan provides a vision for the continuing development of UA's academic programs, aims to enhance collaboration between UA's three major academic units (MAUs: UAA, UAF, UAS), addresses expanded opportunities for students, and guides UA's management of both public and private resources. Because UA needs to be responsive to events that might happen during the span of this plan, this plan is a flexible guide rather than an inflexible blueprint.

The AMP is comprised of major goals with measurable objectives, and concrete activities designed to meet the objectives. Because the goals are interrelated, some activities will apply to objectives under more than one goal. The five major goals for the UA system are:

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Goal 1: Educate students to become informed and responsible citizens.
UA is a publically-funded university with special responsibility to prepare Alaskans for the state’s future. The University has identified several activities that, over the next five years, will educate more Alaskans, provide them with a range of educational experiences, and benefit from Alaska’s cultural diversity.

Goal 2: Advance research, scholarship, and creative activity.
The University also has a responsibility to produce and disseminate new knowledge. In this document, UA outlines objectives to promote basic research, applied research, scholarship, creative activity, and partnerships with communities and businesses in Alaska, in the circumpolar North, and around the Pacific Rim.

Goal 3: Engage Alaskans via lifelong learning, outreach, and community development.
Because UA’s mission to advance and disseminate knowledge applies to all Alaskans, UA has identified several ways in which it will address more of the needs of life-long learners and place-based students across the state, partner with PK-12 schools, and strengthen connections with Alaska’s communities.

Goal 4: Develop and enhance programs to respond to state needs.
UA has identified activities that will focus on Alaska Native topics, the preparation of PK-12 teachers, technical training, engineering, biomedical research, and healthcare professions.

Goal 5: Increase consultation, collaboration, and coordination across UA.
The UA system encompasses three thriving, separately accredited universities that serve the nation’s largest state. Some duplication of programs and curriculum is necessary to meet UA’s mission. This document identifies some ways in which the three universities can consult, cooperate, and collaborate during the next five years to avoid unnecessary duplication.
Goals, Objectives and Activities:
Spring 2011-Fall 2015

**Goal 1: Educate students to become informed and responsible citizens.**

To prepare students to contribute to Alaska’s future, UA must focus on developing students’ leadership and civic skills and prepare them for careers in a sustainable Alaskan economy. UA will provide the resources to develop students’ skills in writing, oral communication, and quantitative reasoning; improve students’ understanding of the physical, biological, and social sciences, technology, social institutions, and economic systems; and enhance students’ knowledge of and opportunities to appreciate the arts and humanities, diverse cultures, and values.

In this effort, UA will work to recruit and retain students, increase access to post-secondary education in all parts of the state, integrate different types of educational experiences, and benefit from Alaska’s cultural diversity. For the next five years, UA will concentrate on these objectives.

Objective 1: Increase student retention and graduation rates.
   Activity: Use initial course placement and developmental education courses to ensure student success in freshman-level courses.
   Activity: Provide developmental education courses that enable underprepared students to meet rigorous academic standards.
   Activity: Provide targeted academic support to first-generation university students.
   Activity: Evaluate and implement the most successful retention approaches, such as first-year experience courses, learning communities, student-engagement programs, undergraduate research and community-based learning.

Objective 2: Increase access to post-secondary education in all parts of the state.
   Activity: Employ distance delivery, articulation with two-year programs, and other approaches to accommodate place-based students.
   Activity: Continue to adjust class schedules to accommodate diverse schedules of non-traditional students.

Objective 3: Integrate education, training, research, and hands-on opportunities for students.
   Activity: Expand partnership with industry and communities in order to maximize the use of public facilities for student training.
   Activity: Increase student opportunities for community-based, engaged learning, including internships and service learning.

Objective 4: Embrace the cultural diversity of Alaskans and promote cross-cultural understanding.
   Activity: Recruit, retain, and graduate a diverse student body that reflects the population of Alaska.
   Activity: Recruit and support professional development of Alaska Native and other minorities as faculty and staff.
   Activity: Include a wide variety of cultures in the curriculum and co-curricular activities.
Activity: Incorporate the knowledge and wisdom of Alaska Native elders in curricular and co-curricular activities.

Activity: Maintain and expand opportunities for students to gain international knowledge and experience.

**GOAL 2: Advance research, scholarship, and creative activity.**

One of the core missions of any university is the production and dissemination of knowledge gained from research, scholarship and creative activity. Basic research increases our fundamental understanding of the world around us and provides the basis for applied research that addresses issues of current concern. UA will continue to support faculty, staff and students engaged in a broad range of these efforts.

For the next five years, in addition to enhancing research and scholarship capacity, UA will respond to emerging opportunities and needs in the circumpolar North, the Pacific Rim and Alaska. UA will work with communities and businesses across Alaska. The following objectives address the goal of advancing research, scholarship and creative activity.

Objective 1: Support faculty scholarship, research, and creative activity.

Activity: Provide sufficient time and opportunities for faculty to engage in research, scholarship, or creative activity appropriate to their position and the mission of their institution.

Activity: Offer adequate resources for faculty professional development focused on meeting current standards and practices.

Activity: Improve the infrastructure for research, including personnel, facilities, and equipment.

Activity: Increase success in securing research grants and contracts.

Objective 2: Engage students in scholarship, research and creative activity.

Activity: Introduce undergraduate students to research, scholarship and creativity through hands-on experiences.

Activity: Encourage students to progress from undergraduate experience to more advanced levels of scholarship, research, and creative activities, including graduate education and professional activities.

Activity: Train graduate students for professional success through collaborating with them in world-class research experience.

Objective 3: Focus organized research on areas in which special opportunities exist in Alaska, the circumpolar North, and the Pacific Rim.

Activity: Lead research on Alaska-specific topics, such as natural hazards, climate change, rural health issues, and Alaska Native language and culture.

Activity: Foster research partnerships with international agencies and universities in other countries, especially northern and Pacific Rim nations.

Objective 4: Conduct research on state needs and priorities.

Activity: Perform research on topics that support Alaska industries, such as fisheries, natural resources, and energy.
Objective 5: Contribute to the preservation and perpetuation of Alaska Native cultures, languages, and values.
   Activity: Continue and expand efforts to record and preserve Alaska Native languages.
   Activity: Improve the understanding of cultures and local knowledge of Alaska Native peoples.

Objective 6: Engage communities and partner with businesses and industries to achieve a socially, environmentally, and economically sustainable State.
   Activity: Conduct applied research to meet the specific needs of businesses, industry, Native corporations, communities, and other entities.
   Activity: Partner with businesses and industry to develop marketable products and services.

Goal 3: Engage Alaskans via lifelong learning, outreach, and community development.

The University of Alaska serves Alaskan communities by fostering a culture of learning and promoting community development. This includes formal and informal education for people of all ages. The geographic scale of the state makes place-based education particularly important.

For PK-12 students, UA can partner with local school systems to help open doors and show career pathways. More broadly, UA will help cultivate an environment of learning within communities by offering opportunities for continuing education and lifelong learning. Alumni can assist in this effort as ambassadors who connect their communities with the University of Alaska. The following objectives describe how UA will engage Alaskans in lifelong learning, outreach and community development over the next five years.

Objective 1: Encourage partnerships and pre-college opportunities that connect youth with career pathways supported by UA programs.
   Activity: Provide academic support and enrichment for students from PK-12 schools where few parents have college degrees.
   Activity: Inform PK-12 students, parents, and teachers about the academic preparation needed to succeed in college and in career pathways.
   Activity: Work with the PK-12 education system in Alaska to increase the proportion of high school graduates who attend college and are prepared for college-level work without developmental coursework.
   Activity: Reach out to middle and high schools to provide students and parents with information on the advantages of post-secondary education, academic preparation for college, financial aid options, and UA programs.
Objective 2: Cultivate an environment of learning for place-based students around Alaska.

Activity: Examine local and regional needs for university courses and programs and base additions and expansions of programs on demonstrated needs.

Activity: Increase community involvement through internships and service.

Activity: Expand partnerships with industry and communities to maximize the use of public facilities for training of place-based students.

Objective 3: Meet the demand for continuing education and lifelong learning, including both credit and non-credit courses and other educational activities.

Activity: Provide courses scheduled to meet the needs of community learners.

Activity: Support faculty development of teaching technologies, including those for distance delivery.

Activity: Provide research-based information to communities, through formal extension programs and outreach.

Activity: Recruit, advise, and serve non-traditional students with attention to their differences from recent high school graduates.

Objective 4: Engage alumni as university ambassadors to increase connections with Alaska communities.

Goal 4: Develop and enhance programs to respond to state needs.

A state university should be responsive to current and emerging state needs, in addition to its traditional roles. UA has recognized current needs in Alaska Native topics, teacher preparation, technical training, engineering, biomedical research, and healthcare professions. By 2015, UA will develop or enhance programs in these areas. For new and enhanced programs, UA should determine appropriate levels of faculty, staff, and facilities to provide high quality education to this increased number of students.

To deliver these programs, the strengths of each MAU should be leveraged, resources should be used efficiently, and unnecessary duplication should be avoided. During the next five years, therefore, there will be no duplication of doctoral programs within UA. Ph.D. degrees may be awarded only by UAF, with the exception that the clinical-community psychology Ph.D. may be awarded jointly by UAF and UAA. UAA will be the lead MAU for coordinating health academic programs, in consultation with campus leaders and deans and directors from throughout the UA system.

Objective 1: Continue and develop new programs of study of Alaska Native languages, cultures, and communities.

Activity: Consult with Alaska Native communities, corporations and tribes about needs for new programs.

Objective 2: Train teachers for the PK-12 educational system across Alaska.

Activity: Recruit and retain more students in education.

Activity: Enhance educator-preparation programs in special education and in math and science teaching.
Activity: Increase access to teacher-preparation programs through multiple delivery methods.
Activity: Proceed with UAA’s development of a professional doctorate in education leadership, with application for approval of this program by the Board of Regents and NWCCU.

Objective 3: Meet the demands for technical and workforce training in Alaska.
Activity: Anticipate workforce training needs in alignment with the Alaska Career and Technical Education Plan.
Activity: Recruit more students to high demand job area programs.
Activity: Increase the number of graduates with occupational endorsements, certificates, and academic degrees.
Activity: Partner with state and federal agencies, employers, the Alaska Workforce Investment Board, and other entities to develop training programs.
Activity: Maximize the ability of students to transfer credit in workforce programs, including programs of study that transition students from secondary education to the UA campuses.

Objective 4: Train engineers in Alaska to build the infrastructure and development of the state.
Activity: Produce 200 undergraduate engineers annually by 2014.
Activities: Determine appropriate levels of faculty, staff, and facilities to provide high quality education to this increased number of students.

Objective 5: Develop biomedical research programs, building on the programs that are currently in place.
Activity: Propose new, enhanced and/or collaborative programs in biomedical research.
Activity: Recommend which MAU should lead and house each program.

Objective 6: Increase the number of healthcare professionals trained by UA.
Activities: Update the health academic plan or progress report annually, with reference to state needs.
Activities: Proceed with the development of a UAA professional doctorate program in nursing, with application for approval of this program by the Board of Regents and NWCCU.
Activities: Proceed with securing NWCCU approval of a joint UAF/UAA Ph.D. program in clinical-community psychology.

Goal 5: Increase consultation, collaboration, and coordination across UA.

The missions of the MAUs provide the foundation for policies to guide growth of the university system. The UA system is comprised of three separately accredited universities and a certain amount of duplication is required and appropriate to serve distinct student groups and unique learning communities. UAA, UAF and UAS should strive to work together so that limited resources are allocated and programs operated equitably, efficiently, and in a justifiable manner. With that in mind, the MAUs will consult, collaborate and cooperate to meet UA’s missions without unnecessary duplication.
A range of efforts may be employed to meet this goal. One level of effort is to clarify course-credit transfer among MAUs, and how they apply to program degree requirements. Another level of effort is to facilitate inter-MAU collaboration on specific programs. For the next five years, UA will focus on the following objectives.

Objective 1: Assist students with understanding the transfer of course credit between MAUs.
   Activity: Provide additional clear and readily accessible information on which courses from one MAU satisfy degree requirements at another MAU.
   Activity: Improve advising to promote student success in meeting degree requirements via transfer credits.

Objective 2: Reduce institutional barriers to collaboration among MAUs and campuses.
   Activity: Create tangible incentives and opportunities for collaboration.
   Activity: Equitably share credit for educational programs, research, and outreach or service activities.
   Activity: Provide unified access to academic resources -- such as library materials and software -- across MAUs.

Objective 3: Commit to ongoing collaboration and transparent discussions on areas of potential collaborative academic programs.
   Activity: Coordinate programs that utilize distance education at UA.
   Activity: Encourage collaboration between workforce programs within the UA system or between UA and state-supported regional training centers.
   Activity: Examine coordination of distance-delivered MBA program(s).
   Activity: Collaborate on biomedical and health research at UA, with focus on the following:
   - Increased UA success in securing research grants and contracts.
   - Effective and efficient use of capital and operating resources.
   - Partnerships with business, industry, or nonprofit groups.
   - State needs.
   - Capacity and mission of each MAU.

Additional Resources

Mission statements:
- University of Alaska (UA)
  [http://www.alaska.edu/bor/](http://www.alaska.edu/bor/)
- University of Alaska Anchorage (UAA)
  [http://www.uaa.alaska.edu/chancellor/uaa-mission-statement.cfm](http://www.uaa.alaska.edu/chancellor/uaa-mission-statement.cfm)
- University of Alaska Fairbanks (UAF)
  [http://www.uaf.edu/uaf/about/mission/](http://www.uaf.edu/uaf/about/mission/)
- University of Alaska Southeast (UAS)
  [http://www.uas.alaska.edu/UAS_StrategicPlan/core-values.html](http://www.uas.alaska.edu/UAS_StrategicPlan/core-values.html)
Statewide Academic Council Operating Plan (SACOP), formerly the University of Alaska Academic Master Plan, Version Number 28, September 3, 2010.

