

University of Alaska System

*Academic
Master Plan*

Spring 2011 to Fall 2015



UNIVERSITY
of ALASKA

Many Traditions One Alaska

University of Alaska System



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Academic Master Plan

Spring 2011 to Fall 2015



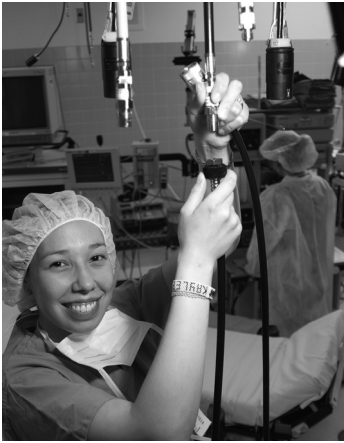
UAA KPC Photo

Introduction

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) state-wide 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 community campuses 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 leadership positions in business, government, education, and community service. There are also important tangible effects brought about by UA campuses in communities, ranging from granting degrees, to engagement with PK-12 schools, to hosting athletic competitions, theatrical and musical performances, art exhibitions, and other cultural events. UA campuses are integrated into the heart of the communities and regions they serve. Strengthening UA pays benefits to these communities and to Alaska as a whole.



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UAA KPC Photo



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

The AMP aligns major goals with measurable objectives, and provides the concrete activities designed to meet the objectives. Because the goals are inter-related, some activities will apply to objectives under more than one goal. The five major goals for the UA system are:

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.



UAS Photo



UAF Photo

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



UAF CTC Photo



UAS Photo

To prepare students to contribute to a sustainable future in Alaska, UA must focus on developing students' leadership and civic skills, and prepare them for careers in our unique Alaskan economy. UA will provide the resources to develop students' skills in writing, oral communication, critical thinking, 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 more students, shorten the average time to graduation, 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 timely 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 and encourage course selection that shortens the average time to graduation.

Activity: Evaluate and implement the most successful retention approaches, such as first-year experience courses, learning communities, student-engagement programs, mentoring, student advisors, undergraduate research and community-based learning.

Activity: Provide opportunities for faculty to explore innovative teaching methods.



UAF Photo

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 lifestyle-driven schedules of non-traditional students.

Objective 3: Integrate education, training, research, and hands-on opportunities for students.

Activity: Expand partnership with industry and communities for student training including the use of public facilities.

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.

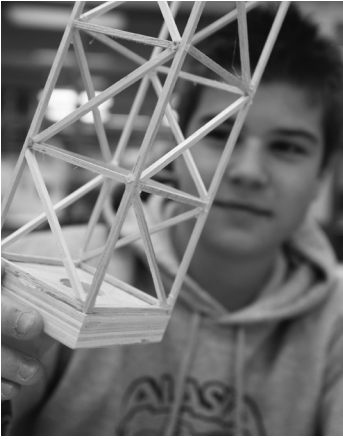


UAA Photo



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Goal 2: Advance research, scholarship, and creative activity.



UAA Photo



UAF Photo

One of the core missions of any university is the production, dissemination and application 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.

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: Provide adequate resources for the professional development of faculty.

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

Activity: Implement processes to increase success in growing and maintaining 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: Mentor graduate students for professional success in world-class research.

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: Expand research on topics that support basic Alaska industries, such as fisheries, natural resources, and energy, as well as others important to the state such as transportation, gas/oil exploration and drilling technology, and aerospace applications.

Activity: Engage in research, scholarship and creativity on topics that enrich Alaska society, such as arts, culture and language.

Activity: Study the causes and propose solutions for education challenges in Alaska.

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, federal government departments, state agencies, and other entities.

Activity: Partner with businesses and industry to develop marketable products and services.



UAS Ketchikan Photo



UAF Photo

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



UAF Photo



UAS Photo

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 support the Alaska Education Plan and 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, including early college programs, 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 for place-based students in which learning is encouraged and supported.

Activity: Examine local and regional needs for university courses and programs, basing 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: Strengthen connections with Alaska communities.

Activity: Maintain connections with students after graduation.

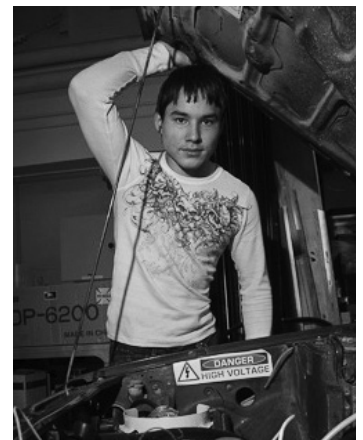
Activity: Engage alumni as university ambassadors.



UAF Photo



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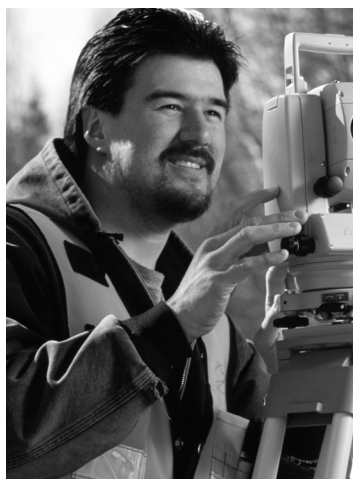


UAF Bristol Bay Photo

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



UAS Photo



UAA Photo

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, natural hazards assessment, biomedical and health research, and healthcare professions. By 2015, UA will undertake to develop or enhance programs in these areas. For new and enhanced programs, UA must determine appropriate levels of faculty, staff, and facilities required to sustain high quality education of an increased number of students.

To deliver these programs, the strengths of each MAU should be leveraged, resources should be used efficiently, and unnecessary duplication has to be avoided. During the next five years, there will be no duplication of doctoral programs within UA. PhD degrees will be awarded by UAF, with the exception that the clinical-community psychology PhD 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: Support new programs of study of Alaska Native languages, cultures, and communities.

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

Objective 2: Educate teachers for the PK-12 school 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: Promote and support participation of Alaska Native students in teacher-education programs.

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.

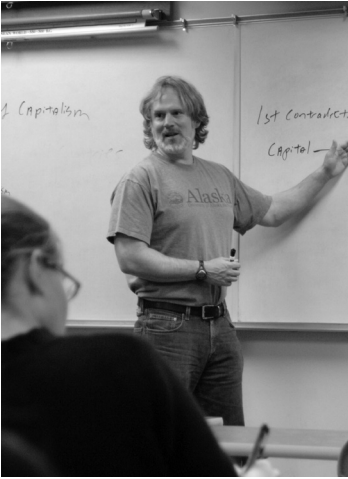


UAF Bethel Photo



UAF CTC Photo

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



UAA Photo



UAS Photo

The missions of the MAUs provide the foundation for integrated policies to guide growth of the entire university system. The UA system is comprised of three separately accredited universities, and some duplication is required to serve wide-spread populations. UAA, UAF, and UAS will work together so that resources are allocated carefully and programs are operated equitably, efficiently, and in alignment with system plans, policy, and regulation. 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 that applies 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 registration, and facilitate their understanding of how credits transfer between MAUs.

Activity: Provide additional clear and readily accessible assistance on which courses from one MAU satisfy degree requirements at another MAU.

Activity: Improve individual advising to promote student success in meeting degree requirements via transfer options.

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 system-wide access to academic resources, such as library materials and software, with commensurate cost sharing by MAUs.



UAF CTC Photo

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.

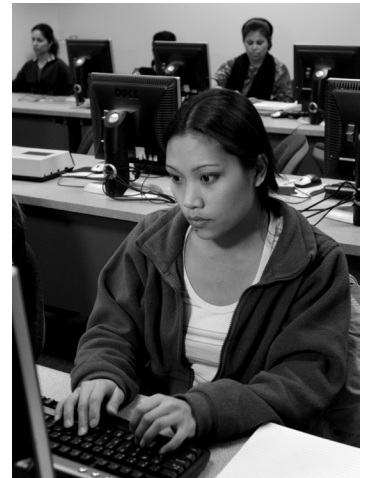
Activity: Examine coordination of distance-delivered MBA program(s).

Activity: Collaborate on biomedical and health research at UA, with focus on the following:

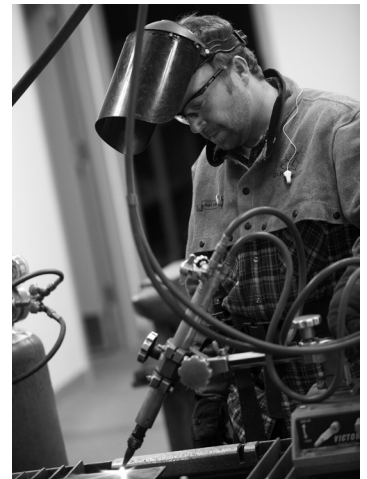
- Increased UA success in securing research grants and contracts.
- Effective and efficient use of capital and operating resources.
- Partnerships with business, industry, or nonprofit groups.
- State needs.
- Capacity and mission of each MAU.



UAF Photo



UAA Photo



UAA KPC Photo

Additional Resources



UAS Photo

Mission statements:

University of Alaska (UA)

<http://www.alaska.edu/bor/>

University of Alaska Anchorage (UAA)

<http://www.uaa.alaska.edu/chancellor/uaa-mission-statement.cfm>

University of Alaska Fairbanks (UAF)

<http://www.uaf.edu/uaf/about/mission/>

University of Alaska Southeast (UAS)

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.

University of Alaska Board of Regents, *Policies & Regulations, Chapter 10 - Academic Policy and Regulation.*

<http://www.alaska.edu/bor/policy-regulations/>

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Goldsmith, Scott. 2007. *University of Alaska Research: An Economic Enterprise.*

Institute of Social and Economic Research, University of Alaska Anchorage.

http://www.iser.uaa.alaska.edu/Publications/ua_econent.pdf

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