



STRATEGIC PLAN - 2017-2020

UNIVERSITY of ALASKA ANCHORAGE™

The UAA 2020 strategic plan is designed as a response to fiscal uncertainty by shortening the active timeframe to three years and selecting a limited number of goals focused on student success. Over three years, UAA will continue to assess its progress, accomplishments, the external environment, and develop the next set of priorities to meet changing conditions.

UAA MISSION STATEMENT

The mission statement adopted by UAA in its last strategic plan, *UAA 2017*, and approved by the Board of Regents in 2007, was reaffirmed in the *UAA 2020* planning process.

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.

UAA CORE VALUES

UAA faculty, staff, and students proposed a set of values to guide campus actions. The following four values emerged from a broad-based, collaborative process and were approved by student government, the Staff Council, Faculty Senate, and the Chancellor's Cabinet.

STUDENT SUCCESS: UAA assists students in defining, revising, and meeting their academic and personal goals:

- ensuring learning opportunities occur throughout the institution, and awarding and celebrating the achievement of academic credentials and the acquisition of knowledge; and
- creating a respectful campus environment open to all ideas and schools of thought in which all individuals feel safe and healthy.

EXCELLENCE: UAA serves its constituents through demonstrating integrity, professionalism, creativity, and high standards of scholarship in all that we do:

- ensuring a diverse faculty and staff that reflect Alaska's and the world's unique cultures;
- engaging with partners in the public and private sectors; and
- striving to be a national benchmark institution in our teaching, research, and service missions and services.

ACCESS: UAA provides a welcoming and inclusive environment respectful of the diversity of all students:

- reducing barriers and providing multiple pathways to instruction throughout its service areas;
- providing a robust suite of services and resources for all students; and
- working with K-12 partners and businesses to help students see themselves in college and prepare for a university environment.

AFFORDABILITY: UAA ensures an affordable college experience through:

- utilizing innovation in the dissemination of information and the creative use of resources;
- simplifying our business processes and the scheduling and sequencing of classes and services to meet the needs of students; and
- providing good stewardship of the resources of the state through the efficiency and effectiveness of operations.

OUTCOMES BY 2020

The result of several months' of meetings and discussion across campuses, six proposed goals were forwarded to the Chancellor's Cabinet, who after further refinement, selected three goals with objectives for *UAA 2020*. These communicate a clear focus on student success.

GOAL 1: Advance the culture of institutional excellence that inspires and enables students, faculty, and staff success.

OBJECTIVES:

- Identify and remove significant barriers to student, faculty and staff success;
- Improve access to and satisfaction with academic advising; and
- Employ process efficiencies (improvements) that lower the cost per award.

GOAL 2: More students persist and complete their educational goals.

OBJECTIVES:

- Increase the ratio of credits students earned to credits attempted (a component of Satisfactory Academic Progress) by 5 percentage points by 2020;
- Increase new entering student retention from their first fall to the subsequent fall to 55 percent in the third goal year; and
- Increase the rate at which students persist from their second to third year to 45 percent in the third goal year.

GOAL 3: Graduate more students to fill Alaska's needs.

OBJECTIVES:

- Increase the number of graduates in high-demand job areas by 2 percent per year; and
- Improve traditional graduation rates to 35 percent by AY25.

LEADING INDICATORS

The Chancellor appointed an Interim Vice Provost for Student Success and a Student Success Advisory Committee to implement the plan. This group approved the following leading indicators identified by the Offices of Institutional Research and Institutional Effectiveness, Engagement and Academic Support. These indicators will assess progress in achieving the identified goals and will be reviewed by discrete categories such as race/ethnicity, colleges, campuses, disciplines. Semester reports on indicators will track progress towards goals.

- More students see advisors.
- Increase percentage of students passing lower division courses.
- Increase percentage of students taking 30 credits per year, including summer.
- Identify and reduce number of bottleneck courses.
- Decrease time-to-degree after 60 credits.
- Increase ratio of credits earned to credits attempted by students.