



Academic Plan

2006-2010

Introduction

The Academic Plan marks out the major themes and emphases that will guide the Kodiak College, a community campus of the University of Alaska Anchorage, for the period from 2006 to 2010, affecting decisions on program improvement; new program development; faculty, staff, and student recruitment; resource allocation; and the development of information technology, physical facilities, and library and information resources.

The plan is a dynamic document for a dynamic institution. It is an outgrowth of the Kodiak College Strategic Plan 2006-2010, intended to define academic strategic directions, tactical approaches, and implementation plans without precluding new opportunities that may arise in the plan period. KoC leadership must be prepared to act on such opportunities as circumstances and good judgment indicate. The major themes outlined in this document will be a significant factor in determining which opportunities will be pursued.

The plan is divided into the following primary sections:

- **Vision and Mission.** Our aspiration for the future, along with Kodiak College mission, vision, and values and details from our operational missions.
- **Standards.** The core standards that guide all activities.
- **Priorities, Strategies, and Resources.** Three core priority areas and six strategies and resources that have been identified to move us closer to our vision.
- **References.** Links to key resources and supporting documents.

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KoC Vision

Kodiak Island's first choice as a vibrant gathering place for learners

KoC Mission

To provide quality educational tools and opportunities for our Island community of learners

KoC

Core Values

*Diversity * Equity * Respect *
Knowledge and Expertise * Lifelong
Learning * Service and Engagement*

Operational Missions

To fulfill our institutional missions, we operate in four major areas.

Core Teaching Mission

Kodiak College offers a rich variety of academic programs:

- A general education curriculum that constitutes the foundation of a university education
- Certificate and associate degree programs in vocational and paraprofessional fields that support workforce development and career education
- Credit and non-credit courses to support lifelong learning, workforce development, career education, and the maintenance and improvement of technical, paraprofessional, and professional qualifications
- Developmental and college preparatory courses to assist students to succeed in higher education
- Service learning and learning community courses to produce engaged, collaborative learning for students and problem-solving benefit for the community

Co-Curricular Teaching Mission

The core teaching mission is complemented by intermittent and/or on-demand formal and informal programs and opportunities intended to enrich the learning experience:

- Co-curricular activities that allow students to pursue their personal and academic interests and benefit from ongoing student leadership opportunities, college events, programs, and student-directed projects and organizations
- Involvement in paid and volunteer work with businesses and agencies that promote issues of benefit to society
- International programs that give students and faculty the opportunity to learn from and interact with the rich variety of cultures in the global community
- Summer course offerings and/or programs around special topics of interest to students pursuing particular career interests, teachers interested in professional development, and community members interested in lifelong learning

Service Mission

Kodiak College engages and serves its community in a variety of ways:

- By offering training, education, and professional expertise
- As a public square and physical center for vigorous, well-informed, and creative public lectures, presentations, debate, display, and performance
- Student and faculty art shows; music, dance, and theatre productions; creative writing and literary publications; and other forms of creative expression
- Venues for artistic performance and display
- Free/low cost use of facilities for public meetings, small academic conferences, and non-profit agency events

Support Infrastructure Mission

Kodiak College provides a wide variety of student services, library and information resources, a first-class information technology infrastructure, and physical facilities to support its various missions.

Standards

As part of the University of Alaska, Anchorage, Kodiak College adheres to the following core standards:

TRUTH

Devotion to the pursuit of knowledge, understanding, and truth; to reliance on reason and empirical evidence; to freedom from political or ideological interference in teaching and research; and to the achievement of distinction in teaching, learning, and service.

TOLERANCE AND DIVERSITY

A commitment to tolerance, respect, and civility; to cultural, social, and intellectual diversity in faculty, staff, and students; to acceptance and support for all members of the university community; and to the principle of personal responsibility of faculty, staff, and students.

ACCESSIBILITY

A dedication to providing ready access to programs and services in a helpful and engaging environment for all who can benefit from higher education.

ACCOUNTABILITY

The acceptance of shared responsibility for the content and quality of all our programs and services, for good stewardship of the resources entrusted to us, and for accountability to the public for the performance of our missions.

PURPOSE

A commitment to develop each individual to the maximum extent possible; to apply knowledge and expertise to work and service; and to use our resources to serve society, most especially to assure a socially, environmentally, and economically sustainable future.

HIGH QUALITY

A commitment to use the highest standards in judging our individual and institutional performance; to employ continuous reflection, dialogue, and assessment aimed at the achievement of excellence; and to take actions that move us closer to our aspirations and vision.

OVERVIEW

Priorities and Strategies

Priorities

To realize our vision, Kodiak College will focus on three core priorities during the plan period. Existing programs will be strengthened and new programs added in accordance with the goals for these core priority areas. Kodiak College will make selective and strategic investments in these areas during the plan period.

Undergraduate Education and Scholarship

- Strengthen Kodiak College's position as a leader in lower division undergraduate education
- Make Kodiak College the college of choice for Island learners beginning an undergraduate education
- Create a coordinated, seamless transition from high school to college that will attract and retain recent high school graduates.
- Facilitate knowledge about and understanding of our rich Island heritage and environment.

Workforce, Career, and Professional Education

- Provide information intense, technologically advanced educational opportunities for a diverse student population to develop a workforce prepared for 21st century, high-demand jobs.
- Build a state-of-the-art vocational-technical program that includes internship and apprenticeship opportunities.
- As appropriate for our audience, develop career pathways that articulate to statewide emphases on health care, education, and workforce development
- Strengthen Kodiak College's capacity to meet the educational needs and challenges of Alaska's leaders and professionals

Community Engagement

- Fully engage in the economic, cultural, and civic life of the communities Kodiak College serves
- Serve as a setting for public discourse, a venue for artistic expressions, and a partner in community endeavors
- Reflect our diverse community populations in our students, faculty, and staff.
- Increase recognition locally and beyond for excellent program and course offerings, strong community partnerships, and community responsiveness.

Strategies and Resources

Kodiak College will employ a variety of strategies and resources in pursuit of these priorities and goals:

- Assessment
- Faculty/Staff Recruitment, Development, and Rewards
- Enrollment Management
- Library and Information Resources
- Course and Program Delivery
- Partnerships and Collaborations

PRIORITY**Undergraduate Education and Scholarship****Strategic Goals:**

- *Strengthen Kodiak College's position as a leader in lower division undergraduate education*
 - *Make Kodiak College the college of choice for Island learners beginning an undergraduate education*
 - *Create a coordinated, seamless transition from high school to college that will attract and retain recent high school graduates.*
 - *Facilitate knowledge about and understanding of our rich Island heritage and environment.*
1. Ensure the educational strength and integrity of critical academic and academic support programs.
 2. Increase the number and variety of civic engagement, service learning, internship, and other engaged learning opportunities.
 3. Strengthen the development and oversight of both the developmental studies program and the general education program, including faculty assignments and scheduling, and leadership in course and curriculum development.
 4. Develop and/or strengthen programs that capitalize on Kodiak Island's strategic location and unique environment.
 - Develop courses/programs that study, support, and preserve the Alutiiq culture
 - Develop cultural orientation courses that illuminate diverse Kodiak populations
 - Develop marine/maritime-related education and training opportunities through partnerships with marine resource agencies/operations and the U.S. Coast Guard
 - Establish an outdoor education program unique to Kodiak
 5. Develop bridging programs for Kodiak Island Borough students
 - Develop a strong working relationship with Middle and High School counselors and faculty
 - Coordinate tiered career/trade exploration and career paths
 - Extend active advising to High School and Middle School students
 - Coordinate educational opportunities and funding for recent high school graduates with Tribal Councils

PRIORITY**Workforce, Career, & Professional Education****Strategic Goals**

- *Provide information intense, technologically advanced educational opportunities for a diverse student population to develop a workforce prepared for 21st century, high-demand jobs.*
- *Build a state-of-the-art vocational-technical program that includes internship and apprenticeship opportunities.*
- *As appropriate for our audience, develop career pathways that articulate to statewide emphases on health care, education, and workforce development*
- *Strengthen Kodiak College's capacity to meet the educational needs and challenges of Alaska's leaders and professionals*

1. Workforce Training and Development Opportunities

- Add new or revise existing programs to further strengthen accounting, management, computer information/information technology, welding, construction, industrial safety, and tourism/ hospitality.
- Emphasize rapid response in workforce training efforts as requirements and opportunities arise.
- Develop vocational-technical curricula, geared to industry standards that address current and future workforce needs.
- Partner to develop student internship/apprenticeship opportunities and to recruit qualified adjunct instructors in specialty fields.
- Develop flexible course and program schedules, delivery formats, and facilities to support “just-in-time” education and training for workforce development.
- Develop plans and arrangements to meet training requirements in new mining, gas, and petroleum ventures where appropriate for Island residents.

2. Career Pathways

- Support programs that complement and strengthen existing offerings to address Alaska's physical, mental, public, and behavioral health education requirements, including UAA's Nursing Outreach program and faculty on the Kodiak College campus.
- Coordinate tiered career/trade exploration and career paths with Kodiak Island Borough School District to support statewide initiatives to increase education, health, and skilled labor professionals.
- Explore cooperative agreements with other UA campuses and outside institutions to increase the breadth and depth of offerings available locally and by distance.

3. Education and Leadership for Alaska K-12 Education

- Develop programs that support or complement UAA's education initiative (begun in 1999) to meet state and local needs.
- Continue to extend and develop cooperative and collaborative relationships and programs with the Kodiak Island Borough School District, other schools, colleges, campuses, and MAUs.

PRIORITY**Community Engagement****Strategic Goals**

- *Fully engage in the economic, cultural, and civic life of the communities Kodiak College serves.*
 - *Serve as a setting for public discourse, a venue for artistic expressions, and a partner in community endeavors.*
 - *Reflect our diverse community populations in our students, faculty, and staff.*
 - *Increase recognition locally and beyond for excellent program and course offerings, strong community partnerships, and community responsiveness.*
1. Increase enrollment of under-represented groups
 - Promote enrollment of under-represented groups through targeted academic advising, financial aid awareness, bridging, and peer support programs.
 - Promote inclusiveness through campus art, signage, and public events
 - Modify course offerings, course delivery, and academic calendar to more closely reflect and accommodate the natural interests and rhythms of the community.
 - Coordinate educational opportunities and funding for recent high school graduates with Tribal Councils.
 2. Increase the number and variety of community partnerships in the region.
 - Develop collaborative projects with Island agencies and communities, the U.S. Coast Guard, and other institutions of higher learning to deliver training, education, and other services.
 - Increase visibility, outreach, and interaction to enhance community awareness and appreciation of partnership programs.
 3. Develop Kodiak College as a public square, integrated into the cultural, economic, and civic life of the communities we serve.
 - Rejuvenate our historical commitment to Lifelong Learners.
 - Support educational film projects that highlight the peoples and environment of Kodiak Island.
 - Share professional development opportunities with the School District and other partner agencies.
 - Offer regular lectures, film showings, and other programming free to the public.
 - Develop a comprehensive Marketing Plan to promote, educate, and expand recognition of Kodiak College.

Strategies and Resources

Assessment

Strengthen the program assessment, planning and budgeting, and course evaluation processes to ensure the strength and integrity of academic programs.

- Evaluate programs and operations rigorously to ensure mission appropriateness, satisfactory productivity, relevant content, adequate resources, measurable outcomes, and competitive quality.
- Implement program review and special accreditation recommendations. To ensure resources are used widely, focus special program review attention on low-demand programs with significant costs.
- Place student learning at the center of academic program activity through continuous, active use of outcomes assessment integrated with a documented, scholarly approach to teaching and supported by redesigned student course evaluations.

Faculty /Staff Recruitment, Development, & Rewards

Recruit, develop, and retain high quality faculty and professional staff.

- Improve recruitment processes. Aggressively recruit and retain employees from minority populations.
- Develop/expandThe Learning Center's capacity to support professional development and continue to invest significantly in faculty/staff development.
- Provide employee training in cultural responsiveness and communication across cultures.
- Clarify and reaffirm high standards for retention, promotion, tenure, and post-tenure reviews.
- Recognize and reward faculty and staff for the achievement of professional distinction and for innovation, creativity, community engagement, community partnerships, and collaboration with colleagues, especially across disciplines, schools, colleges, campuses, and MAUs.

Enrollment Management

Develop and implement focused enrollment management plans to include targeted recruitment and student retention strategies. Expand capabilities for gathering and processing student and community information and for monitoring progress toward goals.

Library and Information Resources

Expand library and information resources commensurate with support of existing educational programs, addition of new programs, and growth in sponsored programs.

Course and Program Delivery

Improve information, distance delivery, and other technologies to ensure maximum access and flexibility in course and program delivery, to enhance the teaching and learning process, and to expand program delivery outside the Kodiak Island region. Modify course delivery schedule and academic calendar to more closely reflect and accommodate the natural rhythms of the community. Streamline internal processes to support innovation.

Partnerships and Collaborations

Encourage and develop greater articulation, cooperation, and collaboration across departments, schools, colleges, and campuses. Form and strengthen mutually beneficial partnerships with external agencies and organizations.

References

Kodiak College Documents

Kodiak College Strategic Directions 2006-2010

New Program Proposals

Requirements for New Program Proposals (UAA)

UA Board of Regents Program Approval Summary Form

Internal Documents

Kodiak College Focus Group Reports

UAA Academic Plan 2005-2009

UAA Accreditation Self-Study

UAA Master Plan

UAA Enrollment Management Plan 2005-2009

Installation Address, Chancellor Elaine Maimon

Degrees Awarded and Enrollment Headcount by High Demand Job Area

UA Statewide Documents

Board of Regents UA 2009 Goals and Objectives

Board of Regents Issue Focus Areas

UA Statewide Legislative Measures

UA Statewide Performance Measures

UA Statewide Future Performance Measures

UA Statewide Strategic Plan 2009

External Sources

Alaska 20/20

Alaska Workforce Board Strategic Plan

Commonwealth North Study of the University of Alaska (20 November 2002)

*View these documents on-line at the Academic Affairs website.
alaska.edu/academicaffairs/index.cfm*