<table>
<thead>
<tr>
<th>CORE Themes</th>
<th>People Focused for students, staff, faculty &amp; trustees (PF)</th>
<th>Unique learning environment employing experiential and applied learning in Alaska using small, personal classrooms (ULE)</th>
<th>Sustainability of the triple bottom line – people, profit, and planet (SP3)</th>
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<tbody>
<tr>
<td>AE1: Deepen, strengthen, and focus the curriculum by evaluating current a) degree programs to ensure academic rigor and appropriate content b) General Undergraduate Requirements (GURS) for relevance, and c) the Academic Calendar for coherence</td>
<td>PF1: Provide faculty development in the best pedagogical practices, teaching technologies and disciplinary research/scholarship</td>
<td>ULE1: Design and deliver the most distinctive first year student experience in the United States ULE 2: Create an integrated enrollment management model to make enrollment and student success the responsibility of all faculty, staff and students</td>
<td>SP1: Increase private fundraising dollars and Endowed Property revenues  SP2: Increase the endowment corpus; divert 15% of all private funds raised into the endowment  SP3: Increase the number of student referrals from each member of the board of trustees  SP4: Develop effective alumni programs  SP5: Evaluate cost-effectiveness of outsourcing auxiliary services  SP6: Install energy efficiency measures to maximize APU's triple bottom line  SP7: Achieve best practices in business management; use OSMs below to evaluate President annually  SP8: Increase the number of students, first by building SFTE back to 600, then expanding into areas of targeted growth and student demand e.g., marine biology, health sciences etc.</td>
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<td>AE2: Prepare integrated and coherent university wide assessment plan that incorporates the general education outcomes and systematically and consistently applies all assessment tools noted in the plan across all departments</td>
<td>PF2: Provide staff development in the best practices of student services and community/curricular support</td>
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<td>AE3: Strengthen curricular offerings that serve Alaska Native peoples</td>
<td>PF3: Simplify and streamline student pathways through curriculum</td>
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**Our Strategic Plan**

**Vision:** A leading active learning community igniting personal passion, self-discovery, and deep learning

**Mission:** A small private liberal arts and sciences university providing personalized, experiential, hands-on instruction “in the field” with Alaska as its primary classroom

**Values:**
- Leadership, moral character, creativity, responsibility, and self-direction
- Abilities: think critically, reason analytically, solve problems creatively, work in teams effectively
- Student engagement, student-centered
- Knowledge to spark personal, moral, and spiritual growth
- Acknowledging and honoring the commitment to serve Alaska Native peoples

**Strategies/Goals**

**MEASURES (OSM)**
- OSM-T: Attain Alaska Native and Native Hawaiian-targeted teaching and learning
- OSM-T: Rubrics scored annually, reviewed at peer institutions
- OSM-T: 85%
- OSM-T: Achieve Top Quartile against small private (NSSE) scores
- OSM-T: APU's value-added is in top quartile nationally
- OSM-T: Departmental assessment rubrics
- OSM-T: Courses taught by ranked faculty
- OSM-T: 85%
- OSM-T: Rubrics scored annually, reviewed at departmental levels, data used to continually improve teaching and learning
- OSM-T: Alaska Native SFTE
- OSM-T: Attain Alaska Native and Native Hawaiian-Serving Institute designation (20% of SFTE) Current baseline is 13%

**STRATEGIES/GOALS**

- AE1: Every undergraduate completes a Senior Capstone Project
- AE1 OSM: Departmental rubrics for Capstone Project met
- AE1 OSM: Collegiate Learning Assessment (CLA) Scores
  - OSM-T: APU’s value-added is in top quartile nationally
- AE1 OSM: National Survey of Student Engagement (NSSE) scores
  - OSM-T: Achieve Top Quartile against small private peer institutions
- AE1 OSM: Courses taught by ranked faculty
  - OSM-T: 85%
- AE2 OSM: Departmental assessment rubrics
- AE3 OSM: Alaska Native SFTE
  - OSM-T: Attain Alaska Native and Native Hawaiian-Serving Institute designation (20% of SFTE) Current baseline is 13%

- PF1 OSM: Number of faculty development institutes on campus; professional conferences attended
- PF1 OSM: Percentage of APU faculty in attendance
- PF1 OSM: Faculty Higher Education Research Institute (HERI) Scores
- OSM-T: At or above national benchmarks
- PF2 OSM: Staff HERI scores; OSM-T: At or above national benchmarks
- PF2 OSM: Number of staff development institutes on campus; professional conferences attended
- PF2 OSM: 85% Staff attend on-site training and 10% increase in other staff development
- PF3 OSM: Student persistence, graduation and satisfaction
- PF3 OSM: Freshmen and transfer student 4-year graduation rates
- PF3 OSM: Graduate school and employment rates
  - OSM-T: Employed in field of choice or in graduate school within 6 months after graduation

- ULE1 OSM: First year retention rates
  - OSM-T: 70%
- ULE1 OSM: Student satisfaction
- OSM-T: Noel-Levitz surveys top quartile
- ULE2 OSM: Seamless, simple, web based application process
  - OSM-T: SFTE increases each year

- SP1 OSM: Private gifts/earned revenue
  - OSM-T: Private gifts goal of $3.0 million/year (FY 2012 baseline is $2 million)
- SP1 OSM: Endowed Property Income goal of $2.5 million/year (FY 2012 baseline is $2.0 million)
- SP2 OSM: Endowment Growth
  - OSM-T: 5-7% annual growth of endowment
- SP3 OSM: Number of Trustee student referrals
  - OSM-T: 2 per year
- SP4 OSM: Number of AMU/AMU alumni who are engaged/volunteer for APU
  - OSM-T: 70%
- SP5 OSM: Cost-effectiveness studies
- OSM-T: Annual operating budget reductions
- SP6 OSM: Annual energy expenses are $1.1 million
  - OSM-T: Reduce annual energy BTUs by 1/3
- SP7 OSM: APU’s value-added is in top quartile nationally

**Operational Success Measures (OSM) & OSM Thresholds (OSM-T)**

- PF1 OSM: Number of faculty development institutes on campus; professional conferences attended
- PF1 OSM: Percentage of APU faculty in attendance
- PF1 OSM: Faculty Higher Education Research Institute (HERI) Scores
- OSM-T: At or above national benchmarks
- PF2 OSM: Staff HERI scores; OSM-T: At or above national benchmarks
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**Operational Success Measures (OSM) & OSM Thresholds (OSM-T)**