## 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
- Applied research projects: faculty working collaboratively with students in relevant real world settings
- 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

### Core Themes
- **Strategic Plan**
  - **Mission**: Alaska Pacific University as its primary classroom
  - **Vision**: A leading active learning community igniting personal passion, self-discovery, and deep learning
  - **Values**: Applied research projects; faculty working collaboratively with students in relevant real world settings. 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

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<tr>
<th>AE1: Deepen, strengthen, and focus the curriculum by evaluating current (a) degree programs to ensure academic rigor and appropriate content b) General Undergraduates Requirements (GURS) for relevance, and c) the Academic Calendar for coherency</th>
<th>PF1: Provide faculty development in the best pedagogical practices, teaching technologies and disciplinary research/scholarship PF2: Provide staff development in the best practices of student services and community/co-curricular support PF3: Simplify and streamline student pathways through curriculum PF4: Competitive faculty and staff salaries PF5: Trustees who are knowledgeable about APU, engaged in its success. Provide effective Trustee orientation and development.</th>
<th>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</th>
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<tbody>
<tr>
<td><strong>Strategic Goal:</strong></td>
<td><strong>Operational Success Measure (OSM):</strong></td>
<td><strong>Operational Success Threshold (OSM-T):</strong></td>
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<td><strong>AE1: Strengthen curricular offerings that serve Alaska Native peoples</strong></td>
<td><strong>PF1: OSM:</strong> Number of faculty development institutes on campus; professional conferences attended OSM-T: Percentage of APU faculty in attendance OSM-T: Faculty Higher Education Research Institute (HERI) Scores OSM-T: At or above national benchmarks</td>
<td><strong>ULE1 OSM:</strong> First year retention rates OSM-T: 70% <strong>ULE1 OSM:</strong> Student satisfaction OSM-T: Noel-Levitz surveys top quartile</td>
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<td><strong>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</strong></td>
<td><strong>PF2: OSM:</strong> Staff HERI scores; OSM-T: At or above national benchmarks</td>
<td><strong>ULE2 OSM:</strong> Seamless, simple, web based application process OSM-T: SFTE increases each year</td>
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<td><strong>AE3: Strengthen curricular offerings that serve Alaska Native peoples</strong></td>
<td><strong>PF3: OSM:</strong> Number of staff development institutes on campus; professional conferences attended OSM-T: Number of staff development institutes on campus; professional conferences attended</td>
<td><strong>SP1:</strong> Increase private fundraising dollars and Endowed Property revenues <strong>SP2:</strong> Endowment Growth OSM-T: 5-7% annual growth of endowment <strong>SP3:</strong> Achieve best practices in business management; use OSMs below to evaluate President annually <strong>SP4:</strong> Develop effective alumni programs OSM-T: 2 per year <strong>SP5:</strong> Evaluate cost-effectiveness of outsourcing auxiliary services</td>
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### Operational Success Measures (OSM) & Operational Success Thresholds (OSM-T)
- **SP1 OSM:** Private gifts/earned revenue OSM-T: Private gifts goal of $3.0 million/year (FY 2012 baseline is $2 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 in volunteer for APU OSM-T: 75% **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 OSM-T: AASHE STARS Rating system measures waste reduction, carbon emissions annually