

Strategic Plan 2023—Spring 2022 Update

Alaska Pacific University

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|--------|---------------------|---------------------|---------------------------|------------------------|
| Status | Completed/On Target | In Progress/Ongoing | Needs Immediate Attention | Not Started/Next Phase |
| Key | | | | |

Strategic Objective: **Cultivate APU as a community where people love to learn and work**

| | Goal | Initiative |
|---|--|--|
| Learning, Growth and Innovation | Develop and use relevant curriculum and culturally responsive delivery methods | Indigenize APU curriculum <ul style="list-style-type: none"> Assess what “indigenization” means for APU Create an inventory of examples of indigenized education currently employed |
| | | Create campus-wide orientation that highlights APU’s vision, missions, and values; Alaska Native cultures; and available resources |
| | Improve and expand experience-enhancing services for students | Provide strength-based instruction and academic support Implement best practices in academic advising and retention Promote wellness and culture of well-being among the student body |
| | | Promote and sustain an APU workplace culture of well-being and work-life balance |
| | | Develop more resources for staff and faculty professional development <ul style="list-style-type: none"> Alaska Native culture and history Listening, ethical research, applied actions Trauma-informed education |
| Deliver and support employee health, education, and development opportunities | Develop and communicate guidelines and metrics to respond to public health crisis | |
| | Review and revise APU institutional evaluations (e.g. course and personnel) to reflect APU’s values and cultural relevance Revisit comprehensive assessment plan to incorporate APU’s values and cultural relevance | |
| Develop a culture of continuous assessment that sparks innovation and improvement | | |

Strategic Objective: **In service to our peoples and communities, assist our students to achieve the best expressions of their potential and collaborate with partners to provide the highest level of collective impact**

| | Goal | Initiative |
|---------------------------------|--|--|
| Community Engagement and Impact | Provide academic programs and educational growth opportunities that meet Alaska’s critical needs | Establish programs in healthcare, sustainability, and education |
| | | Partner with organizations to enhance student access and achievement |
| | Practice applied, action, and community-based research that answers relevant questions | Create community-based research center and associated infrastructure |
| | | Create research journal with Indigenous focus |
| | | Revise handbooks to create space for and incentivize community engagement and student collaboration |
| | Engage Alaska Native Elders and other culture bearers | Create advisory boards structure and procedures |
| | | Recognize Indigenous knowledge as valuable and equitable scholarship |
| | Develop as a cultural center that allows APU to serve as a gathering place | Create student success center that serves as a gathering place for diverse student populations |
| | | Foster healthy relationships through family-centered activities and resources |
| | | Increase Alaska Native cultural activities (on and off campus) through partnership with local Alaska Native Tribes and organizations |
| | Facilitate and create experiential learning opportunities for our students | Develop infrastructure to enhance creation and maintenance of partnerships and experiential learning opportunities |
| | | Revise academic “accounting” incentives and reflect credits associated with experiential learning |

Strategic Objective: **Act responsibly in service to our university and those we serve**

| | Goal | Initiative |
|-------------|---|--|
| Stewardship | Produce financial fitness, embodying sustainability | Increase and diversify enrollment |
| | | Increase and diversify revenue |
| | | Build reserves |
| | | Institute mission driven budgeting strategies that support the intuitional sustainability and strategic investment |
| | | Create a Case for Support and Annual Report |
| | Practice data-driven decision making | Build reporting infrastructure <ul style="list-style-type: none"> Evaluate reporting software Establish data warehouse |
| | | Establish end-user dashboards |
| | | Update ERP systems |
| | Build a reputation that reflects our Vision, Mission and Values | Develop strategic marketing and communications plan |
| | | Cultivate meaningful and long-lasting relationships with stakeholders to support fundraising |
| | | Develop board orientation and development plan |