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Introduction

The Academic Plan highlights the major themes and emphases that will guide Kenai Peninsula College (KPC), a community campus of the University of Alaska Anchorage, for the period from 2011 to 2014, 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 Kenai Peninsula College Strategic Plan 2007—2010, intended to define academic strategic directions, tactical approaches, and implementation plans without precluding new opportunities that may arise in the plan period. KPC 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 sections, following the pattern of the UAA Accreditation and Strategic Planning process:

- Mission and Core Values
- Core Themes
  - Description
  - Objectives and Outcomes
  - Priorities and Strategies
- KPC Summary

Academic Plan Committee

Dr. Christine Gehrett, Philosophy
Dr. Jane G. Haigh, History
Dr. Paula J.S. Martin, Assistant Director for Academic Affairs

KPC Faculty voted unanimously on May 5, 2010 to recommend the plan be instituted for 2011-2014.

Who are we? Institutional Description

KPC is a community campus of the University of Alaska Anchorage. Our accreditation is through UAA. KPC has two campuses and two extended sites. KPC offers a number of associate degrees, undergraduate and occupational endorsement certificates. KPC also provides coursework and advising for several UAA bachelor degrees and is the site for students to complete other UA degrees via distance. KPC serves its communities as a public square for a variety of community events.
Mission and Core Values

Mission:

Kenai Peninsula College is committed to excellence in education, training and life-long learning by offering accessible opportunities in a supportive environment.

Core Values:

Core Values that inform the KPC mission, policies and operations:

- Diversity
- Equity
- Respect
- Knowledge and Expertise
- Lifelong Learning
- Service and Engagement
- Academic Freedom
- Innovation and Creativity
- Access
- Safety and Security
- Sustainability
- Integrity
- Accountability and Efficiency
- Cooperation and Collaboration
- Service to the State

As you read this plan, note that the terms Scholarly Work and Scholarship have two fundamentally distinct meanings. Scholarly work is the effort done to create and teach courses current in the field and using appropriate methods to guide student learning. Scholarship is the discovery of new information or the creation of new products (often termed research or creative production). KPC bi-partite faculty do scholarly work that relates to their teaching and their field of expertise. While scholarship is not required of bi-partite faculty, it is appropriate and appreciated when time and resources allow.

Core Themes

The set of Core Themes for KPC and UAA align with the five priorities of the UAA Strategic Plan 2017. Five Core Themes and their objectives collectively encompass the mission of the university. These Core Themes are:

1. Teaching and Learning
   
   Faculty engage in quality teaching in many areas: the developmental level, career and professional fields, and personal enrichment. Students learn through credit and non-credit courses, chosen programs of study and courses that expand and enrich their lives.

2. Research, Scholarship and Creative Activities
   
   Faculty are involved in activities that ensure currency and expanded knowledge in their areas of expertise and are encouraged to share that knowledge. They encourage students to engage in activities to enhance their learning as well.
(3) **Student Success**

Students are supported in their efforts here at the college. They have access to the necessary preparation, services and faculty for a successful experience.

(4) **KPC Community**

The importance of a challenging yet supportive and nurturing college community cannot be underestimated. Infrastructure and personnel work toward providing what is necessary to these goals.

(5) **Public Square.**

Realizing the role of the community in relation to the college and UAA, efforts are made to engage the college and community, both near and far, in activities and exchanges that enhance the teaching and learning for everyone.

### Core Theme 1: Teaching and Learning

Teaching and learning have always been the core pursuits of KPC and are the highest priorities in both the UAA and the UA System goals. The inclusive definition of learning embraces courses, programs, and life-long learning; credit and non-credit instruction; levels that include developmental through post baccalaureate studies; and learner purposes that range from personal enrichment to career preparation or professional advancement. Teaching and learning meet KPC’s goals when (1) Curriculum and programs are relevant, current, and accessible; (2) Faculty teach effectively; and (3) Students learn.

### Objective 1: Curriculum and programs are relevant, current and accessible

- **Outcome 1:** Curriculum content meets recognized disciplinary standards.
- **Outcome 2:** Curriculum content meets community needs.
- **Outcome 3:** Curriculum is delivered in a timely and accessible manner.

### KPC Priorities and Strategies

- Update all KPC course curriculum so that KPC courses have Course Content Guides no older than ten years.
- For each KPC program, collect information on community advisory boards, external reviewers or national standards, upon which program standards are maintained. Then communicate this information on the KPC website and in program brochures.
- Continue to support workforce development needs of the Kenai Peninsula and the State of Alaska. Continue to work with industry to respond to their training needs.
- Continue to train for high demand jobs.
- Continue to support community needs in adult basic education.
- Continue to support community needs in professional development, particularly for KPBSD.
- Continue to support, communicate and advise on Associate’s and Bachelor’s degrees available while in residence at KPC.
- Explore the creation of an Outdoor Leadership AAS degree.
- Continue to provide and expand the offerings of summer institutes at KBC and KRC (art, writing, marine, watershed and environmental education).
- Continue to expand distance offerings to address needs for student access.
• Better communicate our academic data by creating a KPC Dashboard with data on:
  o Workforce Development graduates.
  o Adult Basic Education enrollment.
  o Professional development course enrollment.
  o Distance and face-to-face course enrollment.
  o Two-year degree graduates.
  o Four-year degree graduates.

Objective 2: Faculty teach effectively.

Outcome 1: Faculty members are qualified for the teaching they perform.
Outcome 2: Faculty use evidence of effectiveness to improve their teaching and programs.

KPC Priorities and Strategies

• Compile the hiring criteria for adjunct and term faculty for each disciplinary area.
• Increase adjunct peer review.
• Introduce regular faculty peer review.
• Monitor the ratio of regular faculty to adjunct faculty. Increase the percentage of regular faculty to more closely match UAA overall.
• Put the annual program assessment reports on the web.
• Continue to have program faculty meet to review their assessment plans and reports annually.
• Continue various professional development opportunities for improving teaching, both via distance and face-to-face. Continue to have faculty access to instructional designers. Continue providing funds for professional development in one’s field.
• Improve IDEA student response rate.
• Faculty engage in scholarly work to enhance their teaching, including for example, keeping abreast of developments in their field.
• Convert more term faculty to tenure-track positions.

Objective 3: Students learn.

Outcome 1: Students achieve program and General Education Requirement (GER) learning outcomes.
Outcome 2: Students apply their knowledge and skills through active learning experiences.

KPC Priorities and Strategies

• Communicate program student learning outcomes through the KPC website, both for KPC programs and for UAA programs available at KPC.
• Hire a regular faculty member in Sociology to complement Human Services, Psychology, Corrections and GER availability.
• Support expanded production of high demand job graduates by hiring more Process Technology faculty and a program coordinator.
• Hire a regular Art faculty member at Kachemak Bay Campus.
• Continue to support Service Learning activities. Consider having a Service Learning webpage to better illustrate them to the KPC community.
• Enhance and support the Marine Biology emphasis and Semester-by-the-Bay program with additional KBC faculty and staff.
Core Theme 2: Research, Scholarship and Creative Activities

Research, scholarship and creative activities play a role in the education of KPC students in the emerging knowledge-based and globally interconnected economy. Research, scholarship and creative activity are promoted and encouraged for everyone in the KPC community. KPC bi-partite faculty are not required to conduct research or participate in scholarship and creative activities.

Research, scholarship, and creative activities succeed when there is broad participation, outputs that advance knowledge and engage the public in fruitful dialog, and a focus on enhanced student learning experiences. These three serve as the objectives of this core theme.

Objective 1: Faculty, students and staff participate in research, scholarship, and creative activity.

Outcome 1: Faculty, staff, and students engage in research and scholarly activities.
Outcome 2: Infrastructure, support, and developed abilities lead to increased opportunities.
Outcome 3: Research, scholarship, and creative activities attract support and resources from external sources.

KPC Priorities and Strategies

- Compile the scholarly activity for all students, faculty and staff; illustrate on a KPC Research, Scholarship and Creative Activity webpage.
- Though KPC bi-partite faculty are not required, where appropriate the institution should encourage faculty to engage in scholarship of teaching and learning, such as conference presentations about research on student learning.
- Though KPC bi-partite faculty are not required, where appropriate the institution should support (both through funding and release time) faculty to engage in research, scholarship, and creative activities.

Objective 2: Research, scholarship, and creative activities advance knowledge and improve the well-being of Alaskans and others.

Outcome 1: Faculty, research professionals, and students inform, challenge, and entertain through research, scholarly, and creative projects.

KPC Priorities and Strategies

- Compile, communicate and recognize the record of KPC faculty, staff and students for their scholarly, research and creative products and activities.

Objective 3: Research, scholarship, and creative activities enhance the learning experience

Outcome 1: Research experiences, advanced scholarship, and creative projects are integrated into instruction.
Outcome 2: Students develop their capabilities in inquiry, expression, and invention.

KPC Priorities and Strategies

- Increase student opportunities in inquiry, expression and invention. Continue to support those arenas where this already occurs (e.g., Biology, Art, Psychology or community-engaged research).
Core Theme 3: Student Success

KPC continues to focus on student success and continues to expand educational opportunities for the students served. The college recognizes that the essential components of student success include providing access, promoting persistence and progress in studies until attainment of academic achievement and the completion of educational goals. KPC facilitates and encourages students to challenge themselves and strive toward distinction in their academic, personal, and professional lives.

Student success is framed by (1) access and successful transition to KPC; (2) persistence and achievement of educational goals with distinction; and (3) student engagement in KPC and the external community. These dimensions serve as the objectives of this core theme.

<table>
<thead>
<tr>
<th>Objective 1: Access and successful transition into KPC.</th>
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<tr>
<td><strong>Outcome 1:</strong> Alaska’s diverse peoples become KPC students.</td>
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<tr>
<td><strong>Outcome 2:</strong> Students successfully transition into college.</td>
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<td><strong>Outcome 3:</strong> Students successfully complete their first year</td>
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**KPC Priorities and Strategies**

- Continue to support Alaska Native and rural students and expand support structures.
- Continue to support the possibilities of student housing, either in a KPC dormitory or with housing in the Kenai community.
- Continue to develop partnerships with the Homer area private sector for providing student housing opportunities.
- Continue to provide tutorial services and technology help desk support to students.
- Create more community activities to continue and expand KPC as a comfortable, safe learning community beyond that of traditional classroom activities.
- Improve our retention, in courses, in programs and for first-time, full-time students. To do so, create more retention efforts, reaching out to students in a variety of ways:
  - weekly or monthly advising lunch sessions (possibly by providing food/pizza).
  - call-outs: phoning first-time, full-time students, and, students defined as ‘at-risk.’
  - continue distance education mailing or pre-class contact.
- Expand visibility of advising such as with periodic advising sessions in the Commons.
- Ensure students participate in advising, possibly through the use of an ‘advisory-hold’ for students who have not seen an advisor.

<table>
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<tr>
<th>Objective 2: Persistence, distinction, and achievement of educational goals</th>
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<td><strong>Outcome 1:</strong> Students make satisfactory progress toward their academic goals.</td>
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<td><strong>Outcome 2:</strong> Students demonstrate academic distinction.</td>
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<td><strong>Outcome 3:</strong> Students achieve their educational goals.</td>
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<td><strong>Outcome 4:</strong> Students benefit from the certificates and degrees they earn.</td>
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</table>

**KPC Priorities and Strategies**

- Ensure students participate in advising, possibly through the use of an ‘advisory-hold’ for students who have not seen an advisor.
- Ensure that admitted students regularly see a program advisor.
- Track students receiving ‘honors’ distinction.
• Students finish their degrees in a reasonable amount of time (2-3 yrs for an Associates, 4-6 yrs for a Bachelors).
• Start faculty discussion on advising, both with counseling and program faculty, to improve on-hand faculty resources about advising. Discussion might include training on Degree-Works, understanding the UAA Catalog or creation of packet with advising checklists.
• Support writing and math tutoring at KBC and KRC.

**Objective 3: Student engagement in KPC and the external community.**

**Outcome 1: Students are engaged in their campus community.**
**Outcome 2: Students are engaged in their external communities.**

**KPC Priorities and Strategies**

• Continue supporting Service Learning.
• Continue supporting community-engaged research.
• Explore the creation of a Civic Engagement Certificate, to integrate with an Associate’s degree, following the template of the UAA Bachelor’s Civic Engagement Certificate.
• Continue to offer opportunities for students to participate in Student Government and Student Clubs. Continue to provide start-up funding for student clubs.
• Continue to support partnerships with various agencies for conducting environmental education, marine biology and art programs.

**Core Theme 4: KPC/UAA Community**

KPC strives to be a healthy and vital community in which students, faculty and staff thrive. It aspires to this through a responsive campus environment, supportive services, appropriate facilities, and the responsible use of resources. The following are essential: (1) a diverse and inclusive campus environment; (2) a supportive and sustainable learning, working, and living environment; and (3) responsible fiscal stewardship. These serve as the objectives of this core theme.

**Objective 1: Diverse and inclusive campus environment**

**Outcome 1: Students from diverse backgrounds prosper.**
**Outcome 2: Regular faculty and staff of diverse backgrounds prosper.**
**Outcome 3: Students, faculty and staff are aware and appreciate the importance of diversity.**

**KPC Priorities and Strategies**

• Expand diversity training opportunities of different types, for faculty, staff and students.
• Create multi-cultural student clubs.
Objective 2: Supportive and sustainable learning, working, and living environment

Outcome 1: All UAA campuses are safe.  
Outcome 2: Facilities at each campus support their campus strategic plans.  
Outcome 3: Sustainable practices guide institutional decision making.  
Outcome 4: Regular faculty and staff prosper in their professions.  
Outcome 5: Campus services support the needs of the campuses.

KPC Priorities and Strategies

- Continue to provide a safe and clean environment.  
- Continue to provide appropriate IT services, including conversion of video conferencing to HD; and having sufficient IT staff to support faculty and students.  
- Continue to provide adequate office facilities.

Objective 3: Responsible Fiscal Stewardship

Outcome 1: Effective generation and use of fiscal resources  
Outcome 2: Donors contribute financially to the success of UAA students, programs, and faculty

KPC Priorities and Strategies

- Continue to build industry partnerships that can lead to financial support.

Core Theme 5: Public Square

Success of KPC as a Public Square relies on purposeful institutional involvement with the community, developing linkages between education, scholarship, scholarly work and action for the mutual benefit of the university and the state, its communities, and its diverse peoples. Core Theme 5 focuses on the reciprocal nature of the university’s efforts and identifies the benefits that engagement brings to the external community. Its success is determined by the following: (1) KPC regularly sponsors a variety of events and projects in which community members participate; (2) KPC engages in partnership activities with business, non-profit and government organizations; and (3) the KPC Library and the UAA/APU Consortium Library provides information services for the benefit of the residents of Alaska. These serve as the objectives of this core theme.

Objective 1: KPC regularly sponsors a variety of events and projects that are well attended by community members

Outcome 1: The diversity of events and projects reflects the diversity of interests in the community.  
Outcome 2: KPC events are well-attended by community members.

KPC Priorities and Strategies

- Better communicate and increase visibility of KPC Public Square events.  
- Increase public lecture series and presentations.
Objective 2: KPC engages in partnership activities with business, non-profit, and government organizations

Outcome 1: KPC has ongoing, regular, and effective collaboration activities with a variety of local and regional organizations, intended to produce and promote programs and projects of benefit to the public.
Outcome 2: External entities recognize KPC as a strong participant in community engagement.

KPC Priorities and Strategies

• Encourage expanding opportunities for community partnership and collaboration on public square events.
• Encourage activities that lead to collaboration and mutual benefit of community partners and KPC.

Objective 3: The UAA/APU Consortium Library provides information services for the benefit of the residents of Alaska

Outcome 1: All community members can access a core collection of library resources.

KPC Priorities and Strategies

• KPC Library (both at KRC and KBC) provides wider access to the UAA/APU Consortium Library resources.
• Increase integration of KPC Library into academic programs and courses, such as through creating library modules to be used in courses, by online library training or through other avenues.

Summary Statement of KPC Plan 2011-2014

KPC’s academic condition is strong, with excellent faculty teaching rigorous, appropriate courses. Our task in the next three years is to maintain this condition, continuing to expand access to students through distance offerings and continuing to aid student success. Additionally, sharing and communicating our successes will be important to maintain the positive trajectory. Our priorities and strategies for the next three years work toward those goals.

In summary, our priorities and strategies are:

Core Theme 1: Teaching and Learning

• Update all KPC course curriculum so that KPC courses have Course Content Guides no older than ten years.
• For each KPC program, collect information on community advisory boards, external reviewers or national standards, upon which program standards are maintained. Then communicate this information on the KPC website and in program brochures.
• Continue to support workforce development needs of the Kenai Peninsula and the State of Alaska. Continue to work with industry to respond to their training needs.
• Continue to train for high demand jobs.
• Continue to support community needs in adult basic education.
• Continue to support community needs in professional development, particularly for KPBSD.
• Continue to support, communicate and advise on Associate’s and Bachelor’s degrees available while in residence at KPC.
• Explore the creation of an Outdoor Leadership AAS degree.
• Continue and expand the offerings of summer institutes at KBC and KRC (art, writing, marine, watershed and environmental education).
• Continue to expand distance offerings to address needs for student access.
• Better communicate our academic data by creating a KPC Dashboard with data on:
  o Workforce Development graduates.
  o Adult Basic Education enrollment.
  o Professional development course enrollment.
  o Distance and face-to-face course enrollment.
  o Two-year degree graduates.
  o Four-year degree graduates.
• Compile the hiring criteria for adjunct and term faculty for each disciplinary area.
• Increase adjunct peer review.
• Introduce regular faculty peer review.
• Monitor the ratio of regular faculty to adjunct faculty. Increase the percentage of regular faculty to more closely match UAA overall.
• Put the annual program assessment reports on the web.
• Continue to have program faculty meet to review their assessment plans and reports annually.
• Continue various professional development opportunities for improving teaching, both via distance and face-to-face. Continue to have faculty access to instructional designers. Continue providing funds for professional development in one’s field.
• Improve IDEA student response rate.
• Faculty engage in scholarly work to enhance their teaching, including for example, keeping abreast of developments in their field.
• Convert more term faculty to tenure-track positions.
• Communicate program student learning outcomes through the KPC website, both for KPC programs and for UAA programs available at KPC.
• Hire a regular faculty member in Sociology to complement Human Services, Psychology, Corrections and GER availability.
• Support expanded production of high demand job graduates by hiring more Process Technology faculty and a program coordinator.
• Hire a regular Art faculty member at Kachemak Bay Campus.
• Continue to support Service Learning activities. Consider having a Service Learning webpage to better illustrate them to the KPC community.
• Enhance and support the Marine Biology emphasis and Semester-by-the-Bay program with additional KBC faculty and staff.

Core Theme 2: Research, Scholarship and Creative Activities

• Compile the scholarly activity for all students, faculty and staff; illustrate on a KPC Research, Scholarship and Creative Activity webpage.
• Though KPC bi-partite faculty are not required, where appropriate the institution should encourage faculty to engage in scholarship of teaching and learning, such as conference presentations about research on student learning.
• Though KPC bi-partite faculty are not required, where appropriate the institution should support (both through funding and release time) faculty to engage in research, scholarship, and creative activities.
• Compile, communicate and recognize the record of KPC faculty, staff and students for their scholarly, research and creative products and activities.
• Increase student opportunities in inquiry, expression and invention. Continue to support those arenas where this already occurs (e.g., Art, Psychology or community-engaged research).

**Core Theme 3: Student Success**

• Continue to support Alaska Native and rural students and expand support structures.
• Continue to support the possibilities of student housing, either in a KPC dormitory or with housing in the Kenai community.
• Continue to explore possibilities for student housing in Homer in support of summer institutes.
• Continue to provide tutorial services and technology help desk support to students.
• Create more community activities to continue and expand KPC as a comfortable, safe learning community beyond that of traditional classroom activities.
• Improve our retention, in courses, in programs and for first-time, full-time students. To do so, create more retention efforts, reaching out to students in a variety of ways:
  o weekly or monthly advising lunch sessions (possibly by providing food/pizza).
  o call-outs: phoning first-time, full-time students, and, students defined as ‘at-risk.’
  o continue distance education mailing or pre-class contact.
• Expand visibility of advising such as with periodic advising sessions in the Commons.
• Ensure students participate in advising, possibly through the use of an ‘advisory-hold’ for students who have not seen an advisor.
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• Ensure that admitted students regularly see a program advisor.
• Track students receiving ‘honors’ distinction.
• Students finish their degrees in a reasonable amount of time (2-3 yrs for an Associates, 4-6 yrs for a Bachelors).
• Start faculty discussion on advising, both with counseling and program faculty, to improve on-hand faculty resources about advising. Discussion might include training on Degree-Works, understanding the UAA Catalog or creation of packet with advising checklists.
• Support writing and math tutoring at KBC and KRC.
• Continue supporting Service Learning.
• Continue supporting community-engaged research.
• Explore the creation of a Civic Engagement Certificate to integrate with an Associate’s degree, following the template of the UAA Bachelor’s Civic Engagement Certificate.
• Continue to offer opportunities for students to participate in Student Government and Student Clubs. Continue to provide start-up funding for student clubs.
• Continue to support partnerships with various agencies for conducting environmental education, marine biology and art programs.
Core Theme 4: KPC/UAA Community

- Expand diversity training opportunities of different types, for faculty, staff and students.
- Create a multi-cultural student club.
- Continue to provide a safe and clean environment.
- Continue to provide appropriate IT services, including conversion of video conferencing to HD; and having sufficient IT staff to support faculty and students both at KRC and KBC.
- Continue to provide adequate office facilities.
- Continue to build industry and agency partnerships that can lead to financial support and program collaboration.

Core Theme 5: Public Square

- Better communicate and increase visibility of KPC Public Square events.
- Increase public lecture series and presentations.
- Encourage expanding opportunities for community partnership and collaboration on public square events.
- Encourage activities that lead to collaboration and mutual benefit of community partners and KPC.
- KPC Library (both at KRC and KBC) provides wider access to the UAA/APU Consortium Library resources.
- Increase integration of KPC Library into academic programs and courses, such as through creating library modules to be used in courses, by online library training or through other avenues.