



JUNEAU  
KETCHIKAN  
SITKA



UNIVERSITY OF ALASKA SOUTHEAST

# Strategic and Assessment Plan 2013-2019

## Vision

The University of Alaska Southeast is recognized as a destination of choice for students seeking excellent academic programs and engaging learning opportunities that integrate the environment and cultures of Southeast Alaska.



Plan approved by Chancellor Richard Caulfield, 2018

Mission and Core Themes Approved by University of Alaska Board of Regents, 2011



## Our Mission

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Student learning enhanced by faculty scholarship, undergraduate research and creative activities, community engagement, and the cultures and environment of Southeast Alaska.

*“The UAS mission highlights the importance of partnering with the indigenous peoples of Southeast Alaska – the Tlingit, Haida, and Tsimshian. By working together, we can fulfill the vision of our forefathers for our people to get quality education and training that supports healthy families and sustainable communities.”*

EDWARD K. THOMAS, PRESIDENT OF CENTRAL COUNCIL  
TLINGIT & HAIDA INDIAN TRIBES OF ALASKA



*“University of Alaska Southeast’s public liberal arts education focused on the environment and culture of Southeast Alaska and workforce programs tailored to our distinctive economy make it one of the drivers of economic growth. Its presence in Ketchikan continues to be a vital asset to our city’s future.”*

## CORE THEMES & OBJECTIVES

# STUDENT SUCCESS

# 1

Provide the academic support and student services that facilitate student access and completion of educational goals.

## OBJECTIVES

### Access

Culturally and socioeconomically diverse students are provided ready access to educational opportunities and safe environments.

### Support

Students are supported by an inclusive university community.

### Success

Students successfully complete educational goals.



### ACCESS

- Expert assistance with financial aid and scholarship opportunities
- Expanded e-learning and place-based programs

### PREPARATION

- Early Alert academic monitoring and support
- Mandatory Advising for freshmen and transfer students
- Math and English Summer Refresher programs

### SUCCESS

- Predictable course offerings help students complete their degrees
- Student planning tools to map degree completion achievement
- Workforce development in high demand occupations
- Small classes with talented faculty
- Strong employment placement success

KEITH ANDERSON, MA, MDIV, MS, KCAC MEMBER  
PASTOR OF FIRST LUTHERAN CHURCH, KETCHIKAN

## OVERARCHING STRATEGIES

**Continually improve academic quality** | Seek ways to continually improve the quality of academic programs and services for students (e.g., libraries, information technology services, faculty and staff development) regardless of location.

**Expand freshmen student housing** | Expand affordable and accessible freshmen student housing on the Juneau campus.

Provide a broad range of programs and services resulting in student engagement and empowerment for academic excellence.

## OBJECTIVES

### Quality of Programs and Services

Students are provided relevant programs and services, ranging from community college-level to graduate level.

### Academic Excellence

Students demonstrate academic excellence in learning.

### Quality of Faculty and Staff

Teaching and learning are conducted and supported by highly qualified faculty and staff through hiring, comprehensive performance review, professional development, and continuous improvement practices.

### Effectiveness and Efficiency

Programs and services make effective and efficient use of available resources.

## CORE THEMES & OBJECTIVES

# TEACHING & LEARNING

# 2

*"The new UAS Strategic and Assessment Plan aligns well with the State of Alaska's goal to attract and retain a qualified workforce by creating opportunities for students to be employed in real-world internships and practicum experiences. This is great for the student and great for prospective employers."*



### BREADTH OF PROGRAMS AND SERVICES

- Broad spectrum of academic programs
- Student-centered support services
- Personalized assistance on site and via distance

### ACADEMIC EXCELLENCE

- Focus on core competencies
- Honors program
- Regular program quality assessments

### QUALITY OF FACULTY AND STAFF

- Emphasis in hiring highly qualified faculty and staff
- Support for professional development
- Regular performance evaluation

### EFFECTIVENESS AND EFFICIENCY

- Relevant degree options
- Faculty who teach across a broad range of program levels
- Leveraging resources with community partners

PAM DAY, HUMAN RESOURCES OPERATIONS MANAGER, STATE OF ALASKA, DEPARTMENT OF ADMINISTRATION, DIVISION OF PERSONNEL & LABOR RELATIONS

**Emphasize student-centered learning** | Cultivate a student-centered focus/ethos in all educational programs and services, regardless of a student's location, and highlight this aspect of a UAS education widely in recruitment and marketing.

**Improve assessment and accountability system** | Increase capability to collect, analyze, and report assessment and accountability information to improve institutional effectiveness and efficiency.

*“UAS has a very important role to play as an economic engine in Southeast Alaska. This Plan connects well with JEDC’s support to key economic drivers in our region, focusing on ways that UAS can partner with business and industry in strengthening our region’s economy and workforce.”*

## CORE THEMES & OBJECTIVES

# COMMUNITY ENGAGEMENT

# 3

Provide programs and services that connect with local, state, national, and international entities on programs, events, services, and research that respond to the economic, environmental, social, and cultural needs and resources of Southeast Alaska.

## OBJECTIVES

### Individual Engagement

Foster an environment that promotes student, alumni, faculty, and staff participation in identifying needs and contributing to local, state, national, and international solutions with special emphasis on Southeast Alaska.

### Institutional Engagement

Demonstrate an institutional commitment to promoting better understanding of local, state, national, and international community needs and providing solutions with special emphasis on Southeast Alaska.



### INDIVIDUAL ENGAGEMENT

- Student internships
- Legislative internship program
- Faculty expertise shared with industry, government, and non-profits
- National and international student exchange
- Student leadership opportunities
- Opportunities for on-campus employment and leadership

### INSTITUTIONAL ENGAGEMENT

- Partnerships with labor, government, and industry
- Career Pathways for students
- Workforce development for Alaska’s future
- Community outreach, public forums, Evening at Egan
- UAS Center for Mine Training Center partnerships
- Collaboration with Sitka Sound Science Center

BRIAN HOLST, EXECUTIVE DIRECTOR  
JUNEAU ECONOMIC DEVELOPMENT COUNCIL (JEDC)

OVERARCHING  
STRATEGIES

**Improve enrollment management** | Develop and implement actions that will increase enrollments for UAS (e.g., recruitment, retention, completion) to be a more sustainable institution of higher education within the University of Alaska system.

Provide programs and services that support research, scholarship, and creative expression by faculty and students.

## OBJECTIVES

### Engagement

Faculty and students are engaged in research, scholarship, and creative expression.

### Learning Impact

Research, scholarship, and creative expression informs learning.

## CORE THEMES & OBJECTIVES

# RESEARCH & CREATIVE EXPRESSION

# 4

*"The Sitka Sound Science Center's partnership with the UAS Sitka campus strengthens our mission and our community. By sharing faculty, facilities, and resources, we are creating a healthier community and improving our understanding of the environment."*



### ENGAGEMENT

- Faculty and student research and creative expression opportunities
- Alaska Coastal Rainforest Center partnership
- Connections between scholarly engagement and student learning

### LEARNING IMPACT

- Focus on Southeast Alaska
- Incorporation of Alaska Native cultures into education
- Tongass National Forest as a natural laboratory
- Global perspectives
- Undergraduate Research and Creative Expression Student Awards

LISA BUSCH, EXECUTIVE DIRECTOR  
SITKA SOUND SCIENCE CENTER

**Enhance learning through technology** | Continue to build and support learning technology infrastructure for students, staff, and faculty for delivery of quality educational programs and services.

**Increase seamless collaboration** | Increase effectiveness and efficiency of educational programs and services by developing seamless collaborations and partnerships within and among major academic units, campuses, the community, business and industry; local, state, and federal government agencies; and other educational entities.

# University of Alaska Southeast Values



- Excellence** | We pursue excellence through continuous improvement and innovation in teaching, community engagement, and research, scholarship, and creative expression.
- Diversity** | We embody and respect the diversity of each individual's culture, talents and abilities, and educational goals with special attention to Alaska Native heritage unique to Southeast Alaska.
- Access** | We create accessibility to programs and services through use of technology, innovative and creative practices, and personalized services.
- Collaboration** | We forge dynamic and cooperative partnerships internally among students, faculty, and staff and externally with other academic institutions, government agencies, business and industry, and community-based organizations to enhance our effectiveness.
- Sustainability** | We contribute to the economic, social, and ecological sustainability and quality of life of the southeast region and state, nation, and world using the unique opportunities available (e.g., coastal environment, Tongass National Forest, glacial ecosystem, Juneau as Alaska's capital city).
- Stewardship** | We are responsible stewards in the use of our resources and are accountable for results working in an environment that values the contributions of all.

Review the expanded version of the  
UAS Strategic and Assessment Plan  
2013-2019 online at:

[uas.alaska.edu/UAS\\_StrategicPlan](http://uas.alaska.edu/UAS_StrategicPlan)



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UAS is accredited by the Northwest Commission on Colleges and Universities.



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