



UAS STRATEGIC PLAN

**THE NEXT  
DECADE**

**2000–2010**



# UAS STRATEGIC PLAN

---

# THE NEXT DECADE

## 2000–2010

**1** Introduction

**5** Goal 1: Student Success

**8** Goal 2: Faculty & Staff Strength

**11** Goal 3: Educational Quality

11| Liberal Arts

13| Marine Biology and  
Environmental Science

14| Teacher Education

17| Business, Public Administration  
and Information Systems

19| Health Occupations

22| Vocational, Technical &  
Continuing Education



# INTRODUCTION

IN FALL 1999, THE UNIVERSITY OF ALASKA Southeast celebrated its tenth year as a comprehensive regional institution with a ringing affirmation of its quality by the Northwest Commission of Colleges and Universities. The accreditation association confirmed that UAS had, over the decade of the 1990s, transformed itself from a loose confederation of two community colleges and one affiliated four-year institution into a viable and vital university—a university which is providing the citizens of Southeast Alaska and the state with quality programs in a variety of disciplines ranging from certificate to graduate degrees.

The successful completion of the operational integration of the units that make up UAS presents the university community with exciting possibilities for growth and expansion. Stakeholders from all three campuses engaged in dialog concerning the mission of the institution, the values that guide its actions and the possible futures open to it. As a result of these conversations, UAS revised its mission statement, defined its core values and adopted a set of strategic goals. Taken together, these statements and plans provide the roadmap for UAS in the coming decade.

**The University of Alaska Board of Regents adopted the following mission statement for UAS in March of 2001:**

*The University of Alaska Southeast is an open enrollment, public university that provides postsecondary education for a diverse student body. UAS promotes student achievement and faculty scholarship, lifelong learning opportunities, and quality academic programs.*

**To provide further direction for plans and actions, the University of Alaska Southeast dedicates itself to the following core values:**

- Achieving distinction as a learning community.
- Developing programs and services rooted in its unique natural setting.
- Developing educated citizens with a sense of personal ethics.
- Serving as a center for culture and arts with a focus on Alaska Native traditions.
- Contributing to the economic development of the region and the state through basic and applied research and public service.
- Using technology effectively in all programs and services.
- Forging dynamic partnerships with other academic institutions, governmental agencies and private industry.

The UAS strategic plan for the coming decade seeks to breathe life into the mission and realize these core values within the context of meeting the needs of the region and the state.

**The university community identified the following goals which call upon UAS to:**

- Provide the support systems, academic programs, facilities, technology and faculty to enable the optimal learning environment for our students.

- Recruit, develop, and retain a culturally diverse faculty and staff who bring excellence to our research, teaching, and public service.
- Offer the highest quality in our educational offerings, from non-degree training programs to graduate degrees.

**To accomplish these programmatic goals, UAS will:**

- Continue its leadership in technology.
- Maintain quality academic support in its library information and media services.
- Extend support to its distance students comparable to on-campus services.
- Cultivate a student-centered ethos in all programs and services.
- Partner with other academic, governmental and private agencies to increase the effectiveness and efficiency of its programs.

As a result of engaging in the strategic planning process in 1999 UAS has been transformed. The institution today is stronger and better equipped to carry out its mission. Progress on the UAS Strategic Plan can be followed on our Web site at [www.uas.alaska.edu/UAS\\_StrategicPlan](http://www.uas.alaska.edu/UAS_StrategicPlan).

As part of UAS's ongoing planning process, in April, 2004 the UAS strategic planning work team incorporated major goals from the Board of Regents University of Alaska System Strategic Plan. The UAS plan now specifically addresses: Student Success, Faculty and Staff Strength, and Educational Quality. The goals of Research Excellence, Responsiveness to State Needs, Technology and Facility Development, and Diverse Sources of Revenue are integrated throughout.



## Goal One: Student Success

The University will provide the learning environment, support systems, academic programs, facilities, technology, and faculty to enhance the learning opportunities for our students, with their diverse needs, interests, capabilities, and ambitions. We seek to increase the number and share of traditional and non-traditional students attending a University campus. We are particularly committed to the success of Alaska Native students.

### Focus on Student Learning

**Excellent educational institutions set high standards, assess student progress against these standards, and recognize student achievement. Excellent institutions also support faculty growth and development as a means of enhancing student learning. To assure that student learning is the center of the educational program, UAS will:**

- Extend opportunities for learning and participation to the larger community through special programs and events.
- Provide exchange opportunities for students at institutions of higher education in other states and abroad.
- Provide technology and services which support and enhance learning.
- Expand access to written and electronic information resources.

## **Develop and implement student academic support services that can be accessed by both distance and on-campus students.**

**Student academic success relies not only on excellent teaching but also on the quality of the student's total college experience. To enhance success, UAS will:**

- Ensure that each student has access to appropriate and continued academic advising.
- Provide academic and personal counseling services.
- Strengthen learning support services.
- Provide career counseling and internship services.

## **Foster a campus community that supports the recruitment and retention of a diverse student body**

**Access to diverse viewpoints and cultures are essential to the liberal arts experience. To help foster a diverse student community, UAS will:**

- Selectively recruit students from Alaska and elsewhere who indicate an interest in programs provided by UAS.
- Develop articulation agreements with 2-year colleges in Alaska and the Pacific Northwest to formalize transfer opportunities.
- Develop and implement a campus diversity plan.
- Increase recruitment and retention of under-represented student populations.
- Establish enrollment, retention, and persistence goals based on capacity in academic programs, academic support, student affairs, and facilities.
- Develop an overall plan for student migration into degree programs.
- Tailor support services to the unique needs of Alaskan Native and rural Alaskan students.

- Develop strategies for improving campus climate.

## **Provide Enhanced Access to Administration and Financial Services**

**Student success and retention is impacted by the quality of campus facilities and easy to access administrative services. To enhance access, UAS will:**

- Move the Juneau administrative offices to the Auke Lake campus to provide greater access for faculty, students and staff.
- Enhance student job opportunities, including placement in administrative units.
- Expand services in the UAS Bookstore, including e-purchasing.
- Involve administrative staff in active support of student life functions.

## Goal Two: Faculty & Staff Strength

The University will recruit, develop and retain a culturally diverse faculty and staff who bring excellence to our research, teaching, and public service through innovative and mission-focused academic programs and services.

### Faculty Development and Research

- Support faculty to grow in their discipline through research and scholarship, and professional engagement.
- Encourage faculty to play active roles in professional organizations in their areas of expertise.
- Assist faculty to secure funded opportunities for research, especially in service to state needs.
- Promote faculty research through inter-MAU collaboration and pursuit of research grants.
- Provide coordinated instructional design and delivery resources for faculty and program development.
- Assist faculty in integrating technology into instruction that leads to enhanced learning.

### Staff Development

- Provide staff with opportunities for training and development.
- Develop a performance appraisal system with a focus on setting goals and objectives that provide for future career development and professional success.

- Provide coordinated information technology instruction based on computing resources used for UA administrative and academic support.
- Assist and encourage all staff to integrate technology improvements into campus best business practices.



## Goal 3: Educational Quality

The University of Alaska Southeast will offer the highest quality programs, from non-degree training to graduate degrees. Our campuses will provide the highest possible quality programs and services within their respective missions. UAS recognizes that the traditional liberal arts education is more important now than ever as it provides students with the critical thinking skills and the foundation necessary to be prepared to meet rapid changing work, cultural, and social environments. The liberal arts education at UAS helps students develop skills in self-examination, imagination, and citizenship.

### Liberal Arts

---

The School of Arts and Sciences prepares its students in the liberal arts tradition while helping them focus on areas of employment or advanced study. Each program offers specialized training coupled with broad education in the humanities, social sciences, and natural sciences. Juneau's role as Alaska's capitol allows students a wide variety of governmental and agency internships, while its location within the Tongass National Forest provides students with natural laboratories, studios, and research opportunities. Faculty likewise can integrate their teaching, research, and service in ways that enrich each of those activities while providing positive role models for students.

Through the Associate of Arts degree at the Ketchikan and Sitka campuses and the distance delivery of a Bachelor of Liberal Arts, the School of Arts and Sciences extends this experience to place-bound students throughout the state. UAS Juneau, with its compact, intimate campus, is ideally positioned to provide a unique residential liberal arts experience to

students from Alaska and elsewhere.

Implementing the following will cement the School of Arts and Sciences' reputation as a distinctive learning community that is devoted to developing students' ability to think critically and act ethically. Over the next decade, the School of Arts and Sciences will:

### **Expand and Enhance Program Offerings**

**In an effort to increase retention and attract new students, bachelor degree programs have expanded and now include liberal arts, English, social science, mathematics, biology, marine biology, and environmental science. Each program emphasizes experiential learning and mentoring relationships with faculty to take advantage of favorable student to faculty ratio and the campus' unique location. In addition, UAS will:**

- Continue to develop viable baccalaureate majors in preparation of graduate study, with attention to the needs of Master of Arts in Teaching (MAT) candidates.
- Develop additional appropriate baccalaureate minors.
- Further develop an Outdoor Leadership program, which incorporates the liberal arts with outdoor recreational experiences.
- Enhance AA and Bachelor of Liberal Arts (BLA) distance-delivered program offerings.
- Develop meaningful assessment procedures for all undergraduate degrees.
- Determine the feasibility of developing advanced degrees in areas of faculty strength and student interest.
- Establish an ongoing faculty leadership role in the preservation of Southeast Alaska indigenous languages through instructional programs and linguistic research.

## Marine Biology and Environmental Science

---

The UAS campuses are located within the diverse ecosystems of Juneau, Sitka, and Ketchikan. The campuses are contained within the 17 million acre Tongass National Forest, they border the Juneau Icefield that contains 38 major glaciers covering 1,500 square miles, and a glacial fjord system containing thousands of islands. The complex waterways and 33,000 miles of coastline in Southeast Alaska yield some of the richest fish and wildlife populations in North America. This rich natural environment provides UAS students and faculty with unparalleled educational laboratories, and our science programs take advantage of those opportunities for training resource managers, conducting original research, and educating citizens to make informed choices. UAS will extend its influence in these areas by undertaking the following activities.

### **Extend current natural resource-based degrees**

**UAS focuses on Environmental Science and Marine Biology as its flagship programs in the natural sciences. Both of these programs attract students interested in careers in natural resource management, scientific research, and outdoor education.**

**UAS students develop practical skills as well as textbook knowledge in a curriculum that integrates traditional lectures and laboratory courses with field research experiences in glaciology, hydrology, geology, chemistry, and marine biology. UAS will:**

- Continue to strengthen the marine biology, biology, and environmental science programs.
- Develop masters' degrees in science areas that take advantage of the unique environment and experience of UAS.

## **Develop an increased capacity for natural resource research**

**The research and environmental monitoring services that UAS provides to public resource agencies and the private sector aim to assist these clients and create professional growth opportunities for faculty and students. To increase these opportunities, UAS will:**

- Expand on undergraduate research in environmental/marine science.
- Encourage faculty research through increased access to facilities and grant support.

## **Provide scientific leadership concerning the natural resources of Southeast Alaska**

**Balancing the needs for economic diversification and development with the need to manage the environmental effects of industrial and recreational activity in Southeast Alaska requires the acquisition and dissemination of sound scientific information.**

**To provide leadership in this area, UAS will:**

- Expand scientific collaboration with other research universities and agencies.
- Provide scientific consultation for government, industry, and non-profit agencies.
- Host scientific conferences and meetings.

## **Teacher Education**

---

Good teachers are always in demand, especially those who can teach in high-need regions and subject areas. State and national mandates require teachers and paraprofessionals to strengthen their expertise in content and pedagogy, develop culturally responsive instruction, use technology to promote content learning, and to demonstrate that students learn from their instruction. UAS Center for Teacher Education faculty have developed and delivered programs that respond to Alaska's needs by offering a variety of paths, both on-site and distance, from associate to graduate level.

Education faculty model effective instruction and contribute to their fields as active teacher scholars.

### **Provide teacher education programs locally and to additional populations and communities in Alaska**

**Alaskan teachers need to be prepared for effective and culturally relevant teaching in both urban and rural settings. Traditional-aged students benefit from undergraduate paths to quality teacher certification. Students with bachelor's degrees and strong content background need graduate programs focused on teaching. Place-bound students need distance-delivery options. Prospective teachers from groups under-represented in the teaching force need focused opportunities to prepare to teach. All UAS programs prepare teachers who are informed, reflective, and responsive. To address these concerns, UAS will:**

- Provide initial teacher preparation through a Bachelor of Arts in Elementary Education, a Master of Arts in Elementary Education, and a Master of Arts in Secondary Education.
- Extend instructive programs to additional sites in the region and state, including rural sites.
- Recruit, enroll, and support increasing numbers of Alaska Native students in teacher education programs.
- Achieve and maintain national recognition for all teacher education programs.

### **Serve as the state leader for advanced graduate programs increasing educator's skills in the high-needs areas of educational technology, early childhood education and reading and mathematics**

**Many Alaskan teachers seek to integrate technology into their classrooms and provide appropriate instruction for young children. UAS will:**

- Serve the needs of Alaska's practicing educators

by offering quality graduate programs in educational technology, early childhood education, reading, and mathematics.

- Achieve national recognition for UAS distance-delivered graduate programs serving high needs areas.

## **Increase special education expertise in the region and the state**

**The shortage of special education teachers impacts all districts in the state and has severe implications for the educational achievement of special needs students. To help meet this need, UAS will:**

- Provide a special education opportunity for Bachelor of Arts in elementary education candidates.
- Provide an effective and accessible special education undergraduate endorsement program to practicing teachers.
- Cooperate in the statewide delivery of an early childhood education AAS degree and continue its focus on special needs students.

## **Assist current practitioners to make progress toward their own professional development goals and to respond to the demands of state and national mandates**

**Design and deliver professional development programs that respond to state and national mandates and standards. UAS will:**

- Provide professional development and special topics courses to strengthen paraprofessionals, teachers, and administrators throughout Alaska.
- Provide current teachers opportunities to obtain endorsements and graduate degrees in high-need areas.
- Provide teachers opportunities to achieve Alaska certification and recertification through in-service professional development.

## **Business, Public Administration, and Information Systems**

---

The school of Business, Public Administration, and Information Systems provides quality education that prepares students to perform effectively in private business and public service. The faculty also seeks to serve the needs of the region by educating a competent workforce and providing training, research, and technical assistance.

UAS has prepared several generations of state employees in public policy, management, and accounting. UAS assumed the lead in delivering distance Bachelor of Business Administration (BBA) and Masters of Public Administration (MPA) degrees via satellite to military bases and extended campuses of the UA system and has been the primary provider of information technology education and training for state and local government resources, businesses, as well as home users.

The Information Systems program has developed skill based programs that provide students with credentials in almost every area of computer usage. The Bachelor of Science in Information Systems blends the management and accounting skills needed for running a small business with the computer skills required to provide that business a web-presence. This blend of knowledge, along with the hands-on application skills acquired, equips small business owners to operate in the global Internet market.

### **Increase student access**

**To meet the demands for business, public administration, and information systems programs, UAS will:**

- Increase awareness of programs through increased faculty participation in marketing and recruitment activities.
- Develop and maintain tech-prep agreements with Alaskan high schools, providing advanced and motivated high school students the opportunity to get a head start on acquiring college credit.

## **Provide business administration undergraduate programs to additional audiences**

**Advances in technology as well as the expansion of sophisticated telecommunications to additional areas of the state provide a window of opportunity. UAS will develop web-based and content-rich degree programs:**

- Continue to develop Associate of Applied Science (AAS) degrees in Business Administration, Information Systems, and in Paralegal Studies with attention to course sequence.
- Expand small business management offerings as electives for the AAS degrees.
- Develop a health management curriculum for the Bachelor's of Business Administration (BBA).
- Enrich business and information systems program offerings with e-commerce content.

## **Provide continuing education to government, public organizations, and private industry**

**Alaskans rely on the university system to provide advanced education and professional development in an accessible manner. Through cooperation within its sister campuses, UAS will:**

- Continue to offer one-year certificates and the two-year AAS degree in current computer applications.
- Provide professional development opportunities to government, public organizations, and private industry.

## **Provide practice-oriented, Alaska relevant, Master's Degree programs in Public Administration (MPA) and Business Administration (MBA)**

**The MBA and MPA programs serve Alaska by developing effective and efficient managers and administrators. UAS graduates are characterized by**

**intellectual excellence and high ethical standards.**

**To meet the needs of the Alaskan professional workforce, UAS will:**

- Enrich the graduate degree curriculum with specialties in key disciplines such as finance.
- Continue to develop distance delivery instructional systems to reach more Alaskans.
- Increase participation of full-time faculty in the instructional delivery of graduate degrees.
- Provide support services to faculty and students for continued program quality.

## **Develop and deliver high-demand training and education programs in information technology**

**The need for technology skills are universal. To assure graduates are skilled in technology, UAS will:**

- Support UAS competencies in computer literacy and information resources with a new general education course offering.
- Assist other disciplines to embed technology competencies into degree content to strengthen the liberal arts education base.
- Match student technology competency outcomes with employer technology skill requirements, such as CISCO networking and A+, for nationally recognized certification.
- Build lasting partnerships with Alaskan technology employers through active advisory councils.

## **Health Occupations**

---

The health industry has emerged as a major employer in Southeast Alaska. Five local communities operate hospitals. Southeast Regional Health Corporation (SEARCH), the regional Native health corporation, operates one large hospital in Sitka and numerous clinics in smaller communities. Three Alaska Pioneer Homes in Juneau, Ketchikan, and Sitka serve

an increasingly aging population. In addition, the health services sector leads all occupations in the number of workers 45 years of age or older and face workforce replacement issues in the next ten to fifteen years. These facts challenge UAS to become active in the preparation of health care personnel. To respond to these challenges, UAS will:

### **Provide nursing education on all three campuses**

**There is a well documented need for nurses in all health care institutions in the region as a result of high turnover and the aging nurse population in addition to the increased interest in nursing education in all Southeast communities, indicate that UAS should provide regular access to nursing training. To meet this demand, UAS will:**

- Expand Certified Nurse Aide (CNA) training on all three campuses, including distance delivery beyond Juneau, Ketchikan, and Sitka.
- Provide the UAA Licensed Practical Nursing (LPN) program offerings on an “as needed” offering based on community needs in Juneau, Ketchikan, and Sitka.
- Continue to prepare highly-qualified students to successfully participate in the UAA Associate Nursing program now scheduled for regular offerings to Juneau, Ketchikan, and Sitka.
- Advise and prepare transfer students for entry into the UAA and other university Bachelor Degree in Nursing (BSN) programs.
- Promote and support students in Southeast who are pursuing the distance-delivered UAA BSN completion program as part of a career ladder approach for the professional development of our regional nursing workforce.
- Collaborate with the UAA School of Nursing, Recruiting and Retaining Alaska Natives in Nursing Program (RRANN) to provide regional outreach and academic support programs for

the recruitment and retention of Alaska Native students into nursing careers.

### **Provide training in selected allied health occupations on an as-needed basis**

**Allied health occupations experience periodic shortages in the region. Employment opportunities for these occupations are more limited and the demand for training more sporadic than the nursing profession. In addition, training programs for these professionals often require specialized accreditation. For these reasons, UAS does not seek to develop its own programs in these areas. Rather, to meet this need regionally, UAS will:**

- Cooperate with UAA, UAF, and other institutions for distance delivery of Allied Health training opportunities in our region.
- Work closely with the public school system to develop career pathways in health occupations to encourage young people into these careers.

### **Provide training in health systems support**

**A recent survey of health care providers identified a significant and continuing need for persons trained in medical records and health information management. To meet this need, UAS will:**

- Increase statewide enrollments in the distance-delivered Health Information Management Certificate and Associate of Applied Sciences degree.
- Identify health management and administration training opportunities in partnership with industry.
- Collaborate with the UAS Business department in developing their health management emphasis for the Bachelor in Business Administration.

## **Provide programs in behavioral health**

**Many Alaskan communities and health agencies experience shortages in persons trained in substance abuse and mental health, although these are among the most pressing health issues in the state. To assist in providing a trained workforce in this area, UAS will:**

- Cooperate with the other MAUs in developing on-campus and distance-delivered certificate and degree programs in behavioral health.
- Develop a certificate program for behavioral health technicians.
- Continue the distance delivered Bachelors of Social Work Program from UAF.
- Prepare social science students for graduate studies in social work and psychology.

## **Vocational, Technical, and Continuing Education**

---

UAS continues to honor its community college mission by offering vocational, technical, and continuing education courses and programs on its campuses. Each campus maintains close ties with business and industry to identify current and emerging training needs.

Career Education faculty work together to achieve the mission of building strong academic programs and partner to provide vocational and technical instruction in quality facilities that serve our diverse student population. Career Education offers organized educational programs providing individuals with the academic knowledge and skills needed to prepare for and enter careers in current and emerging occupations.

As the economy of the region and the state continues to evolve, UAS will position itself to respond rapidly and efficiently to changing training and educational demands through cooperation with industry, shared resources among the three UAS

campuses, and partnerships with other UA institutions.

To support the following strategic objectives over the next decade, UAS will:

### **Provide leadership for regional maritime workforce development**

**The geography of Southeast Alaska mandates a heavy reliance on marine transportation. UAS campuses have a unique niche in training for this industry and have developed and maintained partnerships with industry including Alaska Marine Highway System and Alaska Shipyard. Building on this base, UAS will:**

- Strengthen and expand the U.S. Coast Guard certified marine deck operations training program at Ketchikan, including curriculum for an Able Bodied Seaman to Mate program.
- Provide for structural steel and aluminum welding programs for marine applications at Ketchikan and Sitka.
- Develop a Shipyard Production Workers Apprenticeship Program at Ketchikan.
- Provide AAS and related certificates for marine engine room training and the U.S. Coast Guard documented Oilers program at Juneau.

### **Support workforce development process for key Southeast Alaska industries**

**Economic development in Southeast Alaska is resource based: timber, fisheries, minerals, water, and tourism. Development of our regional industries depends on the availability of a quality workforce. The changing economy of Southeast Alaska challenges UAS to predict what training and education programs will be needed in the future. To assist regional industries by assuring that our training programs remain relevant and contribute to the economic growth of our region, UAS will:**

- Provide certificate and associate degree programs in high demand job categories including:

transportation and power generation (automotive technology, diesel technology and marine operations), construction technology (building science, drafting.)

- Provide certificate and associate degree programs in natural resources (fisheries technology, forestry technology, and mining.)

### **Maintain program flexibility to ensure responsiveness to the educational needs of students and employers in our region**

- In partnerships with industry, develop employee skills through training and continuing education, (both credit and non credit) to ensure an adequate and well-trained workforce.
- Develop alternative schedules—including compressed semesters, all-day instruction—that accommodate the needs of vocational-technical students and industry requirements.
- Develop faculty and staff capacity to serve as informed, community resources for individuals and industries.

### **Expand natural resource technology training**

**Natural resource technicians are employed throughout the state and region to collect air, water, biologic, and geologic data for private industry and governmental agencies. The wood products industry seeks technical assistance as it moves to value-added processing and light manufacturing. To meet these expanding needs for natural resource technicians, UAS will:**

- Continue to distance deliver the AAS degree in Environmental Technology from Sitka.
- Deliver an AAS in Fisheries Technology from Ketchikan in partnership with regional industry.

- Develop and deliver a Geographical Information System (GIS) technician certificate program at Ketchikan.

### **Facilitate continuing education programs which meet local needs for workforce development and upgrade opportunities**

- Develop and deliver ongoing industry certification training programs to meet local, state, and federal workforce requirements.
- Facilitate certified public manager program/ courses for public and non-profit agency employees.
- Form partnerships with appropriate agencies to respond to new industry development by providing start-up training.
- Foster academic achievement and career development for secondary students through tech prep initiatives.
- Develop partnership with secondary schools to strengthen math and science achievement and foster career development in high demand occupations.
- Provide natural resource education through the geographical information system project to interested parties.
- Foster academic education and vocational training for the health care industry through partnerships with appropriate agencies.

## ABOUT UAS

**The University of Alaska Southeast is located along the scenic Inside Passage waterway and has campuses in Juneau, Sitka and Ketchikan.**

**UAS Juneau Campus  
11120 Glacier Highway  
Juneau, AK 99801  
uas.info@uas.alaska.edu  
(907) 465-6457**

**UAS Ketchikan Campus  
2600 Seventh Avenue  
Ketchikan, AK 99901  
ketch.info@uas.alaska.edu  
(907) 225-6177**

**UAS Sitka Campus  
1332 Seward Avenue  
Sitka, AK 99835  
student.info@uas.alaska.edu  
(907) 747-6653**





**Toll Free: 1-877-465-4827**  
**[www.uas.alaska.edu](http://www.uas.alaska.edu)**

**[uas.info@uas.alaska.edu](mailto:uas.info@uas.alaska.edu)**