

## **GENERAL COMMENDATIONS AND RECOMMENDATIONS**

### **Commendations**

1. The University of Alaska Southeast has worked carefully to craft a mission statement and guiding characteristics that are distinct, truly aware of the geographical, cultural, and economic environment, and committed to open access and student transformation.
2. The staff, faculty, and administrators we met and spoke with on all campuses are committed to student success through multiple strategies. Staff and faculty at UAS show a willingness and enthusiasm to create innovative approaches to reach out to students and to modify and adapt these strategies to stay fresh and relevant.
3. The University demonstrates a keen awareness of its external communities—local, regional, and statewide. The needs of the community and the state of Alaska figure prominently in planning at all three campuses and staff and faculty are responsive to constituents as they select and modify programs and design services.
4. The quality of facilities and care of these facilities is noteworthy. While the natural environment is the guiding aesthetic, it is clear that University personnel are mindful of the role of facilities in supporting programs and students; this keen awareness makes for welcoming and inclusive settings.

### **Recommendations**

1. While the mission of the University of Alaska Southeast is clearly and directly presented, still, the University identity sometimes seems to be at odds with itself in its interpreting this mission. We recommend that the University revisit its mission and the full range of programs and offerings under the umbrella of this mission to affirm itself as a fully integrated university dedicated to a common purpose. (1.A.1 and 1.A.5)
2. The evaluation committee recommends that the University review its strategies and systems for communication within and across units for greater understanding and progress toward shared and explicit goals. (6.C.6)
3. While the University has undertaken an ambitious planning effort this last decade, UAS is not yet fully realizing the benefits of this planning. In some cases, evaluation activities fall short of yielding the information that will lead to program modifications for improvement. (1.B.9)

As the University begins its next cycle of strategic planning, it will be well-served by identifying those evaluation strategies that will best measure desired outcomes. With those assessment activities in place, the assessment “loop” will be completed, yielding ongoing opportunities for evaluation and improvement. The committee recommends that UAS extend this strengthened assessment for improvement to include academic, co-curricular, and student learning outcomes. (1.B.4, 3B6 and 2.B.2)

4. The evaluation committee recommends that the University review its budget processes to make certain that they best serve the goals and purposes of the University. This review will allow the University to make certain that appropriate opportunities to make budget decisions and to report and act on these decisions are delegated to those who need the information to effectively carry out their work. (7.A.3) (6.A.3)

## NWCCU Recommendations

1. While the mission of the University of Alaska Southeast is clearly and directly presented, still, the University identity sometimes seems to be at odds with itself in its interpreting this mission. We recommend that the University revisit its mission and the full range of programs and offerings under the umbrella of this mission to affirm itself as a fully integrated university dedicated to a common purpose. **(1.A.1 and 1.A.5)**

**1.A.1** - The institution's mission and goals derive from, or are widely understood by, the campus community, are adopted by the governing board, and are periodically reexamined.

**1.A.5** - The institution's mission and goals give direction to all its educational activities, to its admission policies, selection of faculty, allocation of resources, and to planning.

2. The evaluation committee recommends that the University review its strategies and systems for communication within and across units for greater understanding and progress toward shared and explicit goals. **(6.C.6)**

**6.C.6** - Administrators facilitate cooperative working relationships, promote coordination within and among organizational units, and encourage open communication and goal attainment.

3. While the University has undertaken an ambitious planning effort this last decade, UAS is not yet fully realizing the benefits of this planning. In some cases, evaluation activities fall short of yielding the information that will lead to program modifications for improvement. **(1.B.9)** As the University begins its next cycle of strategic planning, it will be well-served by identifying those evaluation strategies that will best measure desired outcomes. With those assessment activities in place, the assessment —loop|| will be completed, yielding ongoing opportunities for evaluation and improvement. The committee recommends that UAS extend this strengthened assessment for improvement to include academic, co-curricular, and student learning outcomes. **(1.B.4, 3.B.6 and 2.B.2)**

**1.B.9** - The institution uses information from its planning and evaluation processes to communicate evidence of institutional effectiveness to its public.

**1.B.4** - The institution uses the results of its systematic evaluation activities and ongoing planning processes to influence resource allocation and to improve its instructional programs, institutional services, and activities.

**3.B.6** - The institution periodically and systematically evaluates the appropriateness, adequacy, and utilization of student services and programs and uses the results of the evaluation as a basis for change.

**2.B.2** - The institution identifies and publishes the expected learning outcomes for each of its degree and certificate programs. Through regular and systematic assessment, it demonstrates that students who complete their programs, no matter where or how they are offered, have achieved these outcomes.

4. The evaluation committee recommends that the University review its budget processes to make certain that they best serve the goals and purposes of the University. This review will allow the University to make certain that appropriate opportunities to make budget decisions and to report and act on these decisions are delegated to those who need the information to effectively carry out their work. **(7.A.3) (6.A.3)**

**7.A.3** - The institution publishes an annual budget distributed to appropriate constituencies, and the policies, guidelines, and processes for developing the budget are clearly defined and followed. Budget revisions are made promptly, and, when necessary, a revised budget or schedule of budget changes is developed and distributed to appropriate constituencies.

**6.A.3** - The system of governance makes provision for the consideration of faculty, student, and staff views and judgments in those matters in which these constituencies have a direct and reasonable interest.