



UNIVERSITY of ALASKA SOUTHEAST

Chancellor Position Profile

The University of Alaska Southeast (“UAS”) invites applications and nominations for the position of Chancellor. The position reports to the President of the University of Alaska System. With this profile, the Search Committee seeks to provide nominators and potential candidates with information about UAS, the position, and participation in the search.

ABOUT UAS

The University of Alaska Southeast is a regional university serving Southeast Alaska and beyond through campuses in Juneau, Ketchikan, and Sitka. At UAS one will commonly hear the phrase “three campuses—one university,” reinforcing that all campuses contribute meaningfully to the institution’s mission. All share in the university’s decision-making processes and contribute to advancing student achievement and success. UAS is one of three separately accredited universities that make up the University of Alaska System.

With no community colleges in Alaska, UAS has a broad purpose by providing community college, baccalaureate, and graduate programs within a single institution. Programs are offered either in person or online in order to meet student needs across the entire state. UAS has long been recognized for offering programs of distinction in teacher education and educational leadership, marine biology, liberal arts, business and public administration, health information management, marine transportation, and fisheries technology.

UAS’ institutional history dates back over four decades. In 1980, the University of Alaska Southeastern Senior College merged with Juneau Douglas Community College to become the University of Alaska Juneau. In 1987, UAS was formed from three academic entities: University of Alaska Juneau, Ketchikan Community College, and Islands Community College in Sitka. Today, the three campuses—working as a single university—address important regional and statewide needs, leverage essential resources, and respond to critical postsecondary education and training needs in the region.

This regional approach makes sense given that Southeast Alaska is geographically remote from the rest of Alaska and accessible only by water or air. The region includes the famed Inside Passage—a majestic array of islands, channels, and fjords abutting coastal mountains, icefields, and glaciers. Only Haines and Skagway in northern Southeast Alaska are connected to the continental road system. The Alaska Marine Highway, which connects Southeast communities by ferry, is a vital part of regional transportation, and Alaska Airlines provides year-round service to larger communities.

Southeast Alaska is the ancestral home of the Tlingit, Haida, and Tsimshian peoples. Their presence extends back thousands of years. Nearly 20 percent of UAS students are indigenous Alaskans. The advancement of Tlingit, Haida, and Tsimshian cultures and languages are increasingly reflected in UAS programs. UAS has formal partnerships with the Sealaska Heritage Institute, the Central Council of Tlingit and Haida Indian Tribes of Alaska, and Ketchikan Indian Community.

UAS Mission

The mission of the University of Alaska Southeast is student learning enhanced by faculty scholarship, undergraduate research and creative activities, community engagement, and the cultures and environment of Southeast Alaska.

UAS 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.

BUDGET

The UAS budget supports the University's strategic goals and initiatives by funding day-to-day operations and long-range plans. The UAS budget for FY 20 is \$54,587,900. The projected budget for FY 21 is \$52,687,900.

DEMOGRAPHICS

The University has an approximate enrollment of 2,200 students served by over 170 full and part-time faculty members and close to 230 staff members. The student to faculty ratio is 12:1. Most students come from Alaska, and nearly two out of every three students are female. A majority are non-traditional students who attend part-time. The average age of a UAS student is 26. UAS has developed a robust array of online and distance courses and programs, which serve more than half of our student population. UAS began offering distance courses more than three decades ago and continues to be a leader in expanding e-Learning degree opportunities.

UAS has experienced declining enrollment due to demographic shifts in Southeast Alaska, fewer high school students, low college attendance throughout Alaska, increased tuition rates at UAS, increased online offerings from the University of Alaska Anchorage and University of Alaska Fairbanks, and unemployment rates reverting to pre-recession levels.

THREE CAMPUSES ONE UNIVERSITY

Juneau Campus

The UAS Juneau campus makes the most of a spectacular environment along the Tongass National Forest and the Juneau Icefield. Students can study environmental science at the only university in the United States next to glacial watersheds, marine biology in a prime habitat for marine mammals, and art or English literature in the footsteps of John Muir. Students also write plans for local businesses, take the stage with Alaska's regional theater company, or work as interns in the state legislature in Juneau. The Juneau Campus offers housing and a traditional campus life experience as well as on-campus and online classes. With student activities, clubs, a recreation center, and residential halls and apartments, life on the Juneau campus mirrors life at a small private college for a fraction of the cost. The Juneau Campus also serves as the administrative hub of the university.

The City of Juneau is the state capital and the largest city in southeastern Alaska. The city offers a flourishing downtown business and arts scene, an extensive library system, and public transportation. As Alaska's capital, Juneau sits at the epicenter of Alaska's governmental affairs.

Juneau is on the mainland of Southeast Alaska in the heart of the Inside Passage along the Gastineau Channel. It lies 900 air miles northwest of Seattle and 600 air miles southeast of Anchorage. Juneau has a population of about 31,000. The state, city and borough of Juneau,

and federal agencies provide nearly 45% of the employment in the community. As the state capital, Juneau is home to legislators and their staff during the legislative session between January and May. Tourism is a significant contributor to the private sector economy during the summer months.

Juneau has a mild, maritime climate. Average summer temperatures range from 44 to 65 degrees; winter temperatures range from 25 to 35 degrees. It is in the mildest climate zone in Alaska. Daylight hours range from 18 in the peak of summer to 6.5 in the winter. Annual precipitation is 92 inches in downtown Juneau, and 54 inches near the campus. Snowfall averages 101 inches.

Ketchikan Campus

The Ketchikan Campus offers on-campus and online classes and supports the more than 1,200 students who attend at least one of their courses online. UAS Ketchikan faculty and staff offer friendly, personalized attention to students who will find familiarity, inclusiveness, and top value for their education dollars. Students can earn an associate or bachelor's degree from anywhere in Alaska with online learning programs. Students also take vocational/technical courses taught by experts in such fields as marine transportation and welding. The Ketchikan campus prepares students to enter UAA's satellite nursing program through pre-nursing preparation and certified nurse assisting programs. At the UAS Ketchikan Campus Library, students find friendly librarians who help navigate the world of scholarly research, both on the shelves and in electronic format.

Ketchikan is located at the southernmost entrance to Alaska's famed Inside Passage, a popular cruise route along the state's southeastern coast. Ketchikan is known for its rich Alaska Native culture proudly displayed by many totem poles throughout town, wilderness beauty, and salmon spawning streams. It is also home to rich wildlife including black bears, wolves, and bald eagles. Ketchikan is the headquarters of the Alaska Marine Highway, a robust Coast Guard base, and is a center for commercial fishing and the maritime industry.

Sitka Campus

The UAS Sitka Campus serves as a primary resource for learning opportunities in the community through on-campus and online classes. It is a place where people from across the region and the state can enrich their lives and build a path to their future. UAS Sitka has been recognized for its distance education programs since the early 1980s. As an active participant in the University of Alaska Learning Consortium (UALC), the Sitka Campus is linked to many college campuses throughout Alaska. UAS Sitka offers distance-learning opportunities to Alaska-based students both locally and abroad and specializes in the statewide reach of rural areas.

The Sitka Campus focuses its efforts on Alaska Native, rural, and low-income students in addition to the Sitka-based student population. It acts as the educational center for programs such as Health Information Management, Health Information Technology, Pre-Nursing, Law Enforcement, Construction, and Fisheries Technology. The Sitka campus awards workforce credentials, occupational endorsements, certificates, and associate degrees.

Accessible only by plane or boat, Sitka is an island community spread over Baranof Island, part of Chichagof Island and others. It has a rich heritage as a Tlingit village and is the former capital of Russian America. Sitka was the site of the transfer ceremony for the Alaska Purchase in 1867 and became Alaska's first capital city. Sitka is home to a thriving fishing fleet, healthcare

system, the U.S. Coast Guard, and the Forest Service. Surrounded by rainforest, Sitka offers incredible scenery, fishing, hiking, abundant wildlife, and Alaska's ancient Native culture.

ACADEMIC UNITS

The School of Arts and Sciences

The largest of the schools at UAS, the School of Arts and Sciences is comprised of four departments – Humanities, Social Sciences, Natural Sciences, and Business and Public Administration – that offer a wide variety of programs and all of the General Education Requirements (GERs). Learning and research take place not only in classrooms and online, but in the rainforest, icefields, wetlands, and marine environment of Southeast Alaska. Small classes with top-notch faculty let students build relationships while pursuing educational goals. Internship and practicum opportunities with the Alaska State Legislature, Perseverance Theatre, Sealaska Heritage Institute, Research, Experiential & Creative Activities (URECA) program, and other organizations allow students to gain experience, knowledge, and skill.

Alaska College of Education

The Alaska College of Education offers programs designed to serve students preparing to become teachers and those who strive to advance in the profession. UAS has a strong tradition of preparing educators and principals of excellence who demonstrate a commitment to enhancing the lives of students. All education programs through the College are accredited by the National Council for the Accreditation of Teacher Education.

School of Career Education

The School of Career Education offers programs that serve the short-term training needs and long-term vocational, technical, and occupational needs of the residents of Southeast Alaska. These programs provide specific job-related skills for employment, lifelong learning opportunities, and professional advancement that enable graduates to succeed in a technology-rich society. Programs include Construction, Welding, Health Sciences, Mine Training, Diesel Technology, and Marine Transportation. Graduates are highly sought after by local employers.

Maritime Training Center

The Maritime Training Center has been training mariners for over thirty years. Students get the training they need for a career on the ocean, both above deck and below deck. using a combination of sea-time and maritime classes taken at either the Ketchikan or Juneau campus, students can advance from Deckhand to Third Mate. The UAS Ketchikan Maritime & Multi Skilled Worker program is a United States Coast Guard approved class. This approval has significant advantages for seafarers seeking to upgrade their skills and credentials and for those seeking entry into the maritime field.

Accreditation

The University of Alaska Southeast has been accredited by the Northwest Commission on Colleges and Universities (NWCCU) since 1983. This accreditation includes the Juneau, Ketchikan, and Sitka campuses. NWCCU had a site visit in April 2019, and UAS received its accreditation reaffirmation in July 2019.

RESEARCH

UAS is a small university, and its dedicated faculty contribute in big ways to their fields of study. Research at UAS is often focused on understanding the unique biocultural region of Southeast Alaska including its premier coastal rainforest, majestic icefields, glaciers, and rich marine ecosystems. UAS faculty and students engage with partners in Alaska and around the world to

conduct relevant research. Among other areas of research and scholarship, UAS is involved in projects and publications related to the Tongass National Forest, the Juneau Icefield, and the coastal waters of Southeast Alaska. Much of the environmental research is coordinated through the pioneering Alaska Coastal Rainforest Center as well as UAS' highly-respected Marine Biology, Environmental Science, and Fisheries programs.

Nearly all of the faculty members in the departments of Natural Science, Social Science, and Humanities conduct original research.

UAS, with the two other universities in the UA System, has adopted a unified business model utilizing the lifecycle concept, which embraces operational effectiveness through efficiency, accountability, transparency, and responsiveness to the needs of the campus communities and external partners. At UAS, research administrators include staff from the Office of the Vice Provost for Research and Sponsored Programs, the Office of Grants and Contracts, and administrative managers from within the various Schools.

In addition, UAS supports research on the economies, cultures, politics, and history of Alaska and other regions through the Social Science and Humanities departments. Humanities faculty produce original and award-winning poetry and academic books and articles in literature and philosophy, the social sciences, Alaska Native literature, and linguistic studies. UAS also publishes its own student literary journal, *Tidal Echoes*.

Externally-funded projects also enable UAS to expand and diversify its research. Grants and sponsored programs not only support the mission of UAS but also create opportunities for undergraduate research, interdisciplinary scholarship, and innovative engagements with local communities, economies, and environments in Southeast Alaska and beyond.

UAS students are encouraged to engage in research and creative activities inside and outside the classroom. Many students are paid to work as lab and field research assistants for UAS faculty or local agencies and organizations. In addition, students can obtain university funding to pursue research and creative project ideas that take advantage of the unique opportunities provided by UAS' location on the coast of Southeast Alaska.

STUDENT LIFE

UAS provides dynamic student communities on campus or anywhere in Southeast Alaska and beyond. UAS offers experiences and tools designed to engage students in their studies and their connections with classmates and peers.

UAS Housing is a home away from home providing housing options as well as an engaging Residence Life program that helps students connect to the community, learn life skills, and succeed academically. The Juneau Campus offers residential student housing in suite and apartment configurations and includes all services and utilities. Students are close to their classes, get involved with study groups, activities, and clubs, and have access to a variety of meal plan options. The JPH Freshman Residence is located in the heart of campus and is a hub of activities, social connections, and access to educational services exclusively for entering freshmen. Additional apartment-style living is located on campus with connecting paths and a shuttle.

DIVERSITY

The University of Alaska Southeast's mission and core themes celebrate learning and success for all students in a setting that reflects the diversity of the communities, the region, and the

state. In particular, the UAS mission references the importance of an education informed by the cultures and environment of Southeast Alaska.

Through the Chancellor's Advisory Committee on Equity and Cultural Safety, UAS supports the university in fulfilling its mission and support initiatives that advance recruitment, hiring, and retention so that faculty, staff, and administration reflect the diverse populations UAS serves. The Committee also works with faculty to support diverse histories, values, and perspectives in UAS curriculum. The Committee is a catalyst for ideas and actions that will lead to an increasingly diverse, engaged, and informed learning community.

The Native and Rural Student Center

Since 1996, the Native and Rural Student Center (NRSC) has provided a warm, inviting atmosphere filled with opportunities to gather with peers, receive academic support, and develop leadership skills. The mission of the NRSC is to create a student-centered, inclusive environment that honors diversity, celebrates cultural traditions and knowledge, and enhances the learning experiences of UAS students. NRSC provides information and resources related to:

- **P.I.T.A.A.S.**
Through a grant funded by U.S. Department of Education, P.I.T.A.A.S. (Preparing Indigenous Teachers and Administrators for Alaska Schools) seeks to increase the number of qualified Alaska Native teachers graduating from UAS; improve on-campus support for Alaska Native students; establish collaborations to support P.I.T.A.A.S. participants; and cultivate culturally responsive and supportive programs at UAS.
- **LGBTQ Resources**
Students have access to SEAGLA (Southeast Alaska LGBTQ Alliance), Safe Zone, the Pride Foundation, and Title IX support services.
- **Tlingit Conversation Documentation Project**
A project team of Tlingit faculty and students and fluent Tlingit elders offers a series of subtitled videos for language learners.
- **Alaska Native Knowledge Network**
The Alaska Native Knowledge Network (ANKN) is a resource for compiling and exchanging information related to Alaska Native knowledge systems and ways of knowing. It supports Native people, government agencies, educators, and the public in gaining access to the knowledge that Alaska Natives have acquired through cumulative experience over millennia.
- **Central Council - Tlingit & Haida Indian Tribes of Alaska**
The Council is the Tribal Government representing approximately 26,000 Tlingit and Haida Indians worldwide. It is a sovereign entity and has a government-to-government relationship with the United States. The Council's headquarters is in Juneau and is committed to serving the Tlingit and Haida people both in Alaska and throughout the United States.
- **Sealaska Corporation**
The Sealaska Corporation, headquartered in Juneau, is a regional corporation formed under the Alaska Native Claims Settlement Act of 1971 (ANCSA). The Corporation's assets are derived from the aboriginal lands of Tlingit and Haida Indians of Southeast Alaska. With over 17,500 shareholders, it is the largest private landowner in Southeast

Alaska. Sealaska protects and grows its corporate assets to provide economic, cultural, and social benefits to current and future generations of its shareholders, including many UAS students.

ALUMNI

Alumni have many ways to advance the mission of UAS some as board members, alumni advocates, or volunteers. The UAS Alumni & Friends Association (UASAA) is an open membership organization that connects UAS alumni, supporters, and the University. UASAA communicates and advocates the goals and programs of UAS and fosters a continuous sense of community by establishing relationships and networking among alumni. UASAA offers career development and networking resources, raises money for student scholarships, and hosts a variety of programs and events on and off campus for students, alumni, friends, and affiliated networks. UASAA encourages students to join its active network of members and work together for UAS connectivity, engagement, and support.

THE UNIVERSITY OF ALASKA SYSTEM

The University of Alaska is a land-, sea- and space-grant system of higher education established in 1917. The University of Alaska's three universities (University of Alaska Anchorage, University of Alaska Fairbanks, and University of Alaska Southeast) are governed by the University of Alaska Board of Regents and its CEO, President Jim Johnsen. The three universities are separately accredited institutions with 13 community campuses and extended learning centers across Alaska. All three universities deliver extensive e-Learning instruction anywhere students are located. System-wide, more than 26,600 full- and part-time students are enrolled studying in 500 unique degree, certificate or endorsement programs. Study areas include short-course workforce training, associate degrees, bachelor's and master's degrees, and doctoral degrees.

The University of Alaska's Board of Regents is an 11-member board appointed by the Governor and confirmed by the Alaska Legislature. Members serve an 8-year term with the exception of the student regent who is nominated from his/her campus and serves a 2-year term. The 8-year term begins on the first Monday in February; the student regent term begins on June 1. The Board was established by the Alaska Constitution and is responsible for University of Alaska governance through the University President. President Johnsen was appointed to serve as the 14th president of the University of Alaska in July 2015.

ABOUT THE POSITION

The University of Alaska Southeast (UAS) Chancellor serves as the university's chief executive officer and is appointed by and reports to the University of Alaska System President. The Chancellor's main office is on the Juneau campus.

The next Chancellor will lead UAS at a time of diminishing resources and, as a result, he or she must possess solid budgetary and management skills and experience as well as a strong disposition to work with the Board of Regents, UA President, and fellow UA Chancellors to advance the university.

The Chancellor exercises broad authority over and is responsible for administration of UAS. The Chancellor:

- Advances the mission and vision of UAS, builds and maintains external relationships (including corporate partners and private donors) critical to the success of the University.

- Serves on the University of Alaska President's Cabinet and leadership team (the Summit Team) and collaborates with the University of Alaska System, University of Alaska Anchorage (UAA), and University of Alaska Fairbanks (UAF).
- Leads Chancellor's Cabinet and the University's administration of instruction, finance and operations, safety, and student service and life programs effectively advancing the recruitment and retention of quality faculty, staff, and students and providing a quality education for students.
- Develops, updates, and presents to the UA Board of Regents campus master plans.
- Prepares annual capital plans.
- Advances items through the President for the UA Board of Regents' meeting agendas and actively participates in Board of Regents' meetings.
- Appoints a chief academic officer, senior administrators, faculty, professors emeritus and emerita, and individuals to university councils. Designates a chief financial officer.
- Makes determinations on promotion and tenure.
- Establishes committees for naming of facilities and nomination of honorary degree and meritorious service award recipients.
- Oversees development of UAS' budget.
- Establishes course, use, service, and administrative fees. When delegated by the president waives tuition and fees.
- Applies UA Board of Regent policies, university regulations, collective bargaining agreements, FERPA, institutional and specialized accreditation standards and policies, and memorandums of agreement.

OPPORTUNITIES AND CHALLENGES

The next Chancellor will lead UAS at a transformational time in the State of Alaska's higher education domain and will serve as the key leader in the following areas:

- **Focus on the Uniqueness of UAS**
The next Chancellor will capitalize on the unique programs and attributes of UAS and promote programs, research, and partnerships related to Native Studies (Culture, Languages, Art, History, etc.), Fisheries, Marine Biology, Glaciology, Marine Transportation, and Outdoor Studies.
- **Promote Sustainability**
Engage in UAS-wide and statewide efforts to secure and maximize budget allocations, consolidate operations, promote efficiency, and create new sources of revenue. The next Chancellor will develop new and strengthen existing revenue streams (e.g. private fundraising, solicitation of grants and contracts, promoting technology transfer, etc.) and be an enthusiastic and strategic fundraiser as well as an advocate for the University.
- **Increase Enrollment**
UAS seeks to grow enrollment. The next Chancellor will lead this effort and involve campus-wide participation to think beyond the traditional student and work with potential students who have credits and need to complete a degree, seek teaching credentials, require updating professional and technical certifications, or simply need exam preparation. Other areas to explore and approach include pursuing enrollment of out-of-state and international students.
- **Champion Alaska Native Heritage**
The next Chancellor will continue to make the campus an open and welcoming environment that honors diversity, celebrates cultural traditions and knowledge, and

enhances the learning experiences of UAS students. The Chancellor will ensure that UAS supports recruitment of accomplished and diverse faculty and staff and provides an environment that supports professional and personal growth.

- **Promote Student Success and Wellbeing**

The Chancellor will ensure students have a positive educational experience by maximizing programs and unique schedules in support of traditional and non-traditional students. The Chancellor will provide resources to support bandwidth, technology, and equipment to deliver online instruction. Moreover, the Chancellor will address student needs beyond the classroom by allocating resources to comprehensive services including financial aid, advising, tutoring, and mental health.

- **Foster Collaboration and Efficiency**

At a time of diminishing resources, rather than competing with other UA campuses, the Chancellor will promote collaboration, consensus-building, and the implementation of common shared practices that lead to efficiency and efficacy across the University of Alaska System.

- **Advocate for the Future of UAS**

The next Chancellor needs to enhance the role of UAS in service to the educational interests of the people of Southeast Alaska by working collaboratively with other UA Chancellors, the UA President, the Board of Regents, and state leaders.

DESIRED ATTRIBUTES

The successful Chancellor will possess:

- Ability and energy to lead a complex, multi-faceted University.
- Experience to establish and manage budgets.
- Disposition to collaborate and build synergies within the University and throughout the UA System.
- Commitment to shared governance and diversity in the workforce and programs.
- Strong interpersonal skills that energize the University and inspire the community in the advancement of the UAS mission.
- Ability to translate the UAS mission and goals to external stakeholders, listen to their needs, and build partnerships to deliver mutually beneficial solutions.
- Ability to analyze complex issues and make difficult decisions.
- Highest standards of character including personal and professional integrity and ethics.
- Fundraising experience.
- Ability to adapt to unforeseen challenges.
- Ability to engage with local communities.
- Demonstrated record of teamwork.

QUALIFICATIONS

In addition to the desired attributes mentioned above, the successful candidate will possess:

Required Qualifications

- Senior level leadership and administrative experience in an academic environment.
- Demonstrated financial acumen and experience solving challenging financial issues with minimal reduction of services.
- A record of commitment to equity, inclusion, and diversity.

- A record of commitment to faculty research and scholarship as well as excellence in university teaching.
- A clear understanding and commitment to shared governance values and processes.
- A history of innovation in developing and supporting academic programs that support student success goals.
- Successful leadership and management experiences including strategic planning, financial management, and management of staff.
- Demonstrated ability to support the use of effective information technology for pedagogical, administrative, and student support needs.
- Excellent written and oral communication skills.
- A solid understanding of and disposition to lead fundraising and revenue generation efforts.

Preferred Qualifications

- Experience in a public higher education institution and multi-campus system.
- Experience working in or clear understanding of the mission of an open enrollment institution.
- An earned terminal degree from an accredited institution.

HOW TO APPLY

UAS encourages applications from candidates who have a strong record of scholarship and teaching with successful executive level administrative experience in higher education. UAS also encourages applications from exceptional candidates with nontraditional backgrounds who have demonstrated significant successes in business, industry, nonprofit, or government that are relevant in the higher education setting.

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae, a letter of interest describing relevant experience and interest in the position, and a list of three professional references. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address, and telephone number of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted to:



**Alberto Pimentel, Managing Partner or
Emy Peña, Partner**

Storbeck/Pimentel & Associates
6512 Painter Avenue, Whittier, CA 90601
Email: apsearch@storbeckpimentel.com

Refer to code "**UAS-Chancellor**" in subject line

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