



# ***Kuskokwim Campus Master Plan***

University of Alaska Fairbanks

## 2013

APPROVED:  
Per Board of Regents  
Meeting of the Full Board  
February 2013





# ***Kuskokwim Campus Master Plan***

*University of Alaska Fairbanks*  
2013

*Planning Team:  
University of Alaska Fairbanks Master Planning Committee  
USKH Inc.*



**Kuskokwim Campus  
Bethel, Alaska**





**Kuskokwim Campus**  
University of Alaska Fairbanks



# CRCD Master Planning Update

## Background, Vision, Purpose, and Key Goals and Actions of The Campus Master Plan Update

The College of Rural and Community Development (CRCD) is one of the eight major academic units of the University of Alaska Fairbanks (UAF). The college reaches out to 160 communities through its five rural campuses and the UAF Community & Technical College, Fairbanks. The Chukchi Campus in Kotzebue serves the upper northwest area of the state, The Interior-Aleutians Campus serves the Interior and the Aleutian Chain, The Northwest Campus located in Nome serves the outlying communities in the Bering Straits region of Alaska, The Kuskokwim Campus in Bethel is the hub of the southwest Delta, and The Bristol Bay Campus located in Dillingham serves the southwestern region of Alaska.

CRCD houses the Center for Distance Education, Department of Alaska Native Studies & Rural Development, Department of Developmental Education, Child Development and Family Studies Program, Rural Student Services, and Rural Alaska Honors Institute.

The CRCD campuses provide general education at the certificate, associate, bachelor's and master's degree levels. CRCD also offers occupational endorsements that meet high demand job areas in Alaska.

CRCD has just completed the updates to their first Campus Master Plans, which were completed in 2006. Much growth and development has taken place over the previous five years. The campuses have experienced significant growth in enrollment and graduation. They are offering more courses through e-learning and continue to increase access to education throughout Alaska.

The community campus directors, staff, faculty and students have been involved with their partners including the regional nonprofits, tribes, school districts, cities, hospitals, Community Development Quota (CDQ) programs, corporations and private entities to determine the future direction and need of their respective campus.

I applaud the efforts of the community campus personnel and the UAF Facilities Services staff that have given much of their time and effort to bring this plan forward.

**Campus Facility Master Plan Update**  
2013



**Bernice M. Joseph**  
*Vice Chancellor  
for Rural, Community  
and Native Education*

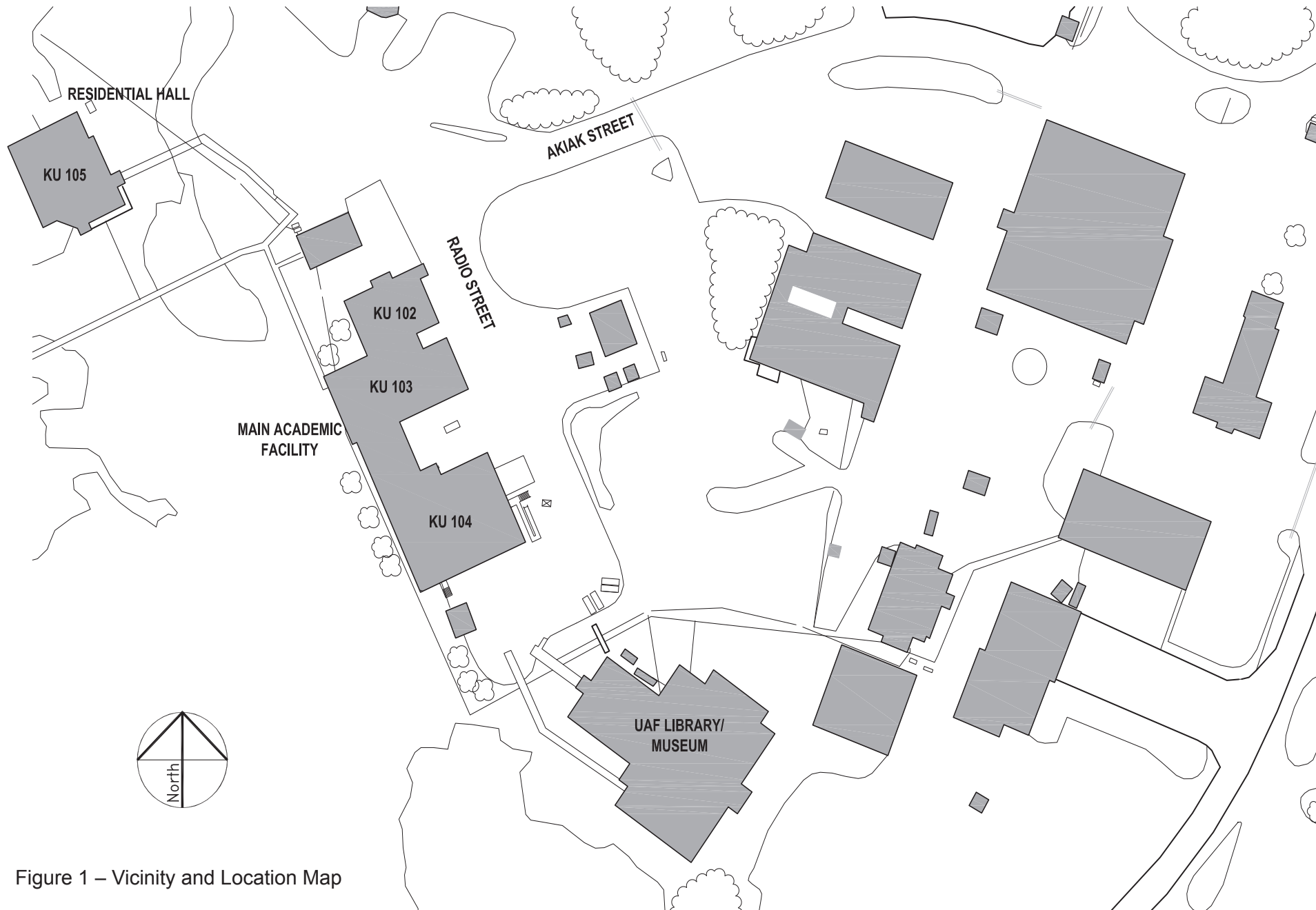


Figure 1 – Vicinity and Location Map

The primary purpose of the Campus Master Plans is to define a framework of opportunities within which the campuses, university, city, and state leaders can make future decisions on upgrading existing systems and accommodate new facilities, thus creating an exciting and inviting campus environment.

The Campus Master Plans address the challenges and opportunities before us, including a rising demand for more sophisticated and technologically-enriched academic facilities, the deferred maintenance backlog, and the need for collaborative planning. CRCD is not alone in addressing these challenges.

The Campus Master Plans seek to identify the learning contexts of the communities we serve, organizational strategies, and future space needs that respond to a dynamic and changing environment.

The faculty, staff, and advisory councils of the campuses strive to deliver the highest quality education possible from locations across the state. By engaging with our communities and developing programs that respond to their needs, we are meeting the training and workforce needs of our state.

CRCD is looking to the future and to becoming a more essential partner in moving our state forward. With over 80% of the nation's jobs in the vocational and technical sectors, we view our role in training Alaskans for Alaska's jobs as critical.

CRCD has been active in developing postsecondary opportunities and partnerships with K-12 through dual credit offerings, summer camp experiences, tech prep offerings in areas of health, construction trades, applied business and other career pathway opportunities.

I hope you will find our master plan informative and reflective of the needs of your communities. I welcome any feedback and recommendations you may have that would help strengthen our programs and offerings.

Bernice M. Joseph,

Executive Dean and Vice Chancellor









## Mission

*The Kuskokwim Campus, College of Rural and Community Development (CRCD) of the University of Alaska Fairbanks, seeks to provide educational opportunities through which Alaskans, particularly Alaska Natives and rural residents, are empowered to effect social and economic changes in their communities as well as to protect and enrich the quality of their lives and culture.*

## University of Alaska Board of Regents - Policy Reference Table

The University of Alaska Fairbanks and the College of Rural and Community Development, in moving towards envisioned growth and expansion of educational programs, has prescribed a master planning effort for each rural campus to assure that the requisite physical facilities will be available to support current and future academic goals.

This master plan update was developed in accordance with University of Alaska Board of Regents Policy 05.12.030, which is provided in Appendix B. To show where each policy element is addressed within this document, Table 1 (Page 59) highlights where this element is covered in the Kuskokwim Campus Master Plan Update, by section and page number.

### 05.12.030 Campus Master Plans (09-19-08)

- A. **Intent:** The administration will develop and present to the Board for adoption a campus master plan for each campus. The purpose of the updated master plan is to provide a framework for implementation of the academic, strategic, and capital plans.
- B. **Contents:** A campus master plan will contain, at minimum, maps, plans, drawings or renderings, and text sufficient to portray and describe the following elements. Projections will be developed for 10 years and may be developed for other intervals.



### C. **Development; Review and Update; Revision, and Amendment**

1. **Development:** The administration will implement a process for development of the campus master plan that allows for participation by the local government and members of the university community, to include faculty, staff and students.
2. **Review and Update:** A campus master plan will be reviewed and updated on a five to seven year cycle.
3. **Revision and Amendment:** A campus plan may be revised or amended from time to time. An amendment to accommodate a proposed specific capital project shall be considered and approved by the board prior to consideration of the proposed capital project.

### D. **Purpose and Function; Renovations**

1. **Purpose and Function:** When adopted by the board, the campus master plan governs the capital improvements plan and budget request for the campus, and approval of all proposed capital projects on the campus. The board may not grant schematic approval for a capital project request unless it implements the adopted campus master plan.
2. **Renovations:** When a capital project consists of the renovation of an existing building, structure, or facility, as part of the renovation, the exterior and immediate environs of the building, structure, or facility should be brought into conformance with the campus master plan to the extent reasonably possible.

## Campus Master Plan Updates Required Elements

BOR 05.12.030 B: Where each element is covered in the Kuskokwim Campus Master Plan Update (by section and page). See table 2 in Appendix B (page 59).

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# ACRONYMS

ABE/GED.....	Adult Basic Education/General Education Development
ADA.....	Americans with Disabilities Act
AVCP.....	Association of Village Council Presidents
CANHR.....	Center for Alaska Native Health Research
CRCD.....	College of Rural and Community Development
DDC.....	Division of Design and Construction
U.S. DOE.....	U.S. Department of Education
EDA.....	U.S. Economic Development Administration
EEM.....	Energy Efficiency Measures
HUD.....	U.S. Department of Housing and Urban Development
KCC.....	Kuskokwim Community College
KuC.....	Kuskokwim Campus of the University of Alaska Fairbanks
LEED.....	Leadership in Energy and Environmental Design
RRANN.....	Recruitment and Retention of Alaska Natives into Nursing
SDI.....	University of Alaska Strategic Direction Initiative
TWC.....	Tundra Women's Coalition
UAA.....	University of Alaska Anchorage
UAF.....	University of Alaska Fairbanks
USDA.....	U.S. Department of Agriculture
USKH.....	USKH Inc.
VOIP.....	Voice Over Internet Protocol
YLC.....	Yup'ik Language Center
YPCC.....	Yupiit Piciryarit Cultural Center





Figure 2 – Aerial Campus Map

**Kuskokwim Campus**  
University of Alaska Fairbanks



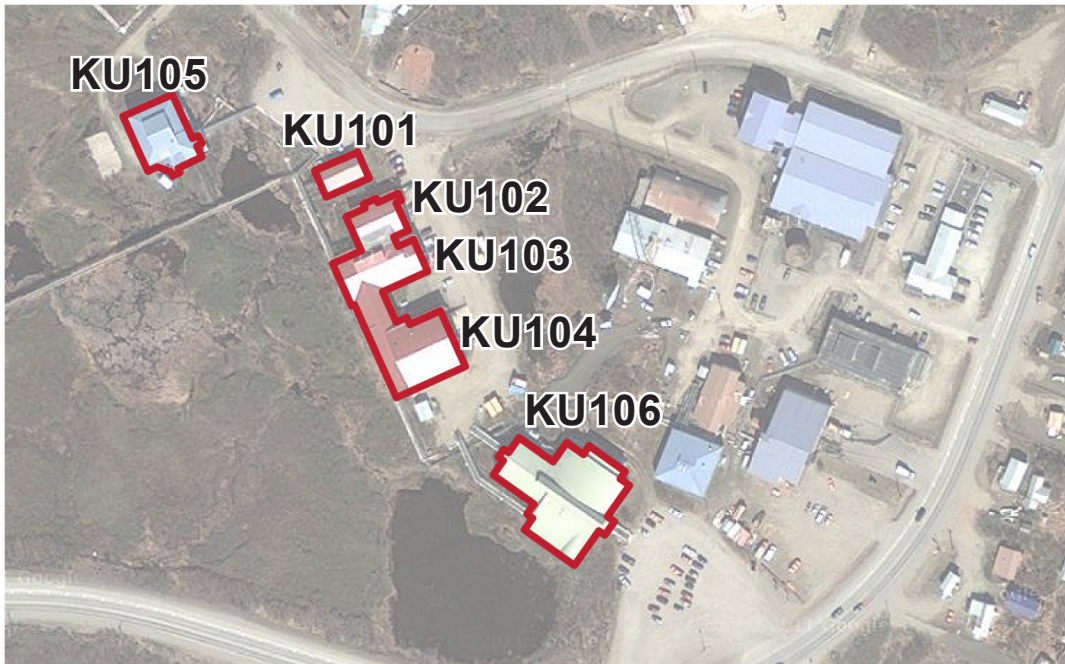
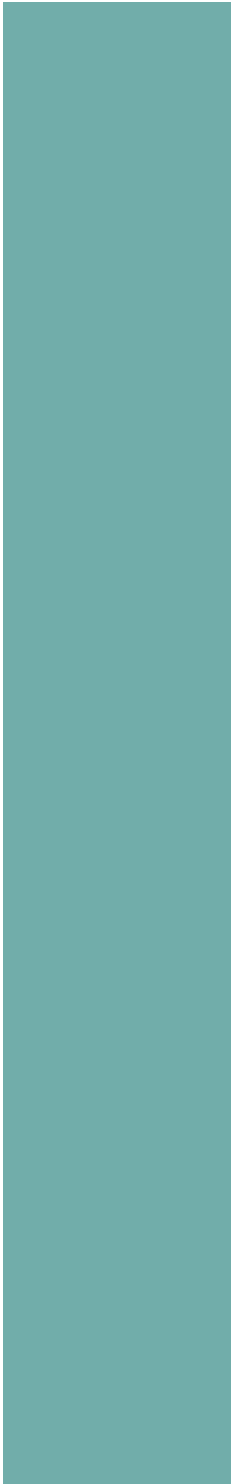


Figure 3 – Building Identification Map

<b>KU101</b>	Yup'ik Language Center
<b>KU102</b>	Phase 1 Building
<b>KU103</b>	Maggie Lind Building
<b>KU104</b>	Vocational / Technical Building
<b>KU105</b>	John Sackett Hall and KU107 Sackett Hall Annex
<b>KU106</b>	Yup'ik Library, Museum, and Cultural Center



# Introduction



**Kuskokwim Campus**  
**Bethel, Alaska**



# 1

**University  
of  
Alaska  
Fairbanks  
2013**







# 1. INTRODUCTION

## 1.1 Process and Participants

To facilitate and develop the master plan and the master plan updates for the Kuskokwim Campus (KuC), University of Alaska Fairbanks (UAF) contracted with USKH Inc. (USKH), a multi-disciplined firm offering architecture, engineering, land surveying, and planning to assess current conditions and program needs, as well as develop conceptual level planning guidelines and options for the campus. This community college is located in Bethel, Alaska, and serves the Yukon-Kuskokwim Delta region. The development of the master plan updates is an interactive process involving the campus staff and faculty, and the UAF Division of Design and Construction (DDC). Reed Morisky is the DDC Project Manager and has been the prime UAF representative at work sessions and during the update process.

An initial kick-off meeting and visioning work session was held in Bethel on May 12, 2011, with the following persons in attendance:

- Mary C. Pete, Director, Kuskokwim Campus of the University of Alaska Fairbanks (KuC)
- Reed Morisky, UAF DDC
- Reyne Athanas, U.S. Department of Housing and Urban Development (HUD) Yupiit Piciryarait Cultural Center
- Merrie Mendenhall, KuC Librarian
- Ron Kaiser, Maintenance, KuC
- Anne Wellner, USKH
- Jessica Cederberg, USKH



## 1.2 Master Plan Update Purpose and Scope

The purpose of this Master Plan Update is to identify phased site and facility improvements for KuC over the next five to twenty years (2013-2033) with an emphasis on the first five years. The plan incorporates the campus strategic plan, the compact plan with the Executive Dean of the College of Rural and Community Development (CRCDD), and the UAF strategic plan. It is intended as a “living document” that reflects the aspirations of the campus in accordance with the University of Alaska Board of Regents Policy (05.12.030).

The scope of this Master Plan Update primarily focuses on physical facilities or improvements to existing facilities on campus. Like other campus master plan updates, this document is a sub-chapter to UAF’s Campus Master Plan, which supplies more detailed system-wide information.

*Based on listening sessions across the state, UA is thoroughly examining constituent comments and will be using this information, along with other existing information, in realigning, reshaping, and retooling itself to meet the educational needs of the future. See Appendix D.*

## 1.3 Mission and Strategic Role

KuC is one of five rural campuses in the CRCDD and serves as an extension to UAF. KuC offers very popular online distance education in cooperation with the Center for Distance Education at UAF.

Their mission is the following:

### ***KUC Mission Statement:***

*The Kuskokwim Campus of the University of Alaska Fairbanks prepares professional, community, and cultural leaders in an active and relevant learning environment.*

KuC’s primary role is to offer academic, vocational, and community interest courses. The Emerging Scholars Program is designed to assist all full-time freshmen in the transition to college, both academically and socially, and in the completion of certificates and degrees. KuC provides a testing center for placement testing as well as Writing and Advising centers for students. KuC’s Continuing Education Department provides learning assistance through professional training services, special interest workshops and non-credit classes. The campus provides regional Adult Basic Education

(ABE) for high school level instruction for adults to obtain a General Education Development (GED) certificate.

CRCD offers eight certificates, two associate degrees, eleven Associate of Applied Science (AAS) degrees, seven bachelor degrees, and two master degree programs.

The following is a list of certificates and degree programs that the college currently offers:

### 1.3.1 ABE/GED:

- Kuskokwim Regional Adult Basic Education Program

### 1.3.2 Occupational Licenses/Certificates:

- Boiler Operator
- Certified Public Manager
- Wastewater Operator
- Water Treatment
- Fire Extinguisher Inspector
- Hazardous Material Handling
- IT: A+, Net +, IC3, CCNA
- Certified Nurse Assistant
- Personal Care Attendant
- Medical Billing and Coding
- First Aid/CPR
- Emergency Wilderness Training
- Asbestos Removal

*Programs that CRCD currently offers (contd.)*

- Workplace Basics
- Registered Nurse

### 1.3.3 Certificate Programs:

- Applied Business Management
- Yup'ik Language Proficiency
- Information Technology Specialist
- Accounting Technician
- Community Health
- Early Childhood Education
- Office Management and Technology
- Rural Human Services
- Ethnobotany

### 1.3.4 Associate of Applied Science (AAS) Degree Programs:

- Community Health
- Human Services
- Tribal Management
- Office Management and Technology
- Applied Business
- Interdisciplinary
- Information Technology Specialist

*Programs that CRCD currently offers (contd.)*

- Early Childhood Education
- Applied Accounting
- Apprenticeship Technology
- Renewable Resources
- Yup'ik Language Proficiency

### 1.3.5 Bachelor's Degree Programs:

- Business Administration (B.A.)
- Rural Development (B.A.)
- Education (Elementary and Secondary)
- Social Work (B.A.)
- Interdisciplinary
- Childhood Development and Family Studies
- Yup'ik Language and Studies (B.A.)

### 1.3.6 Master's Degree Program:

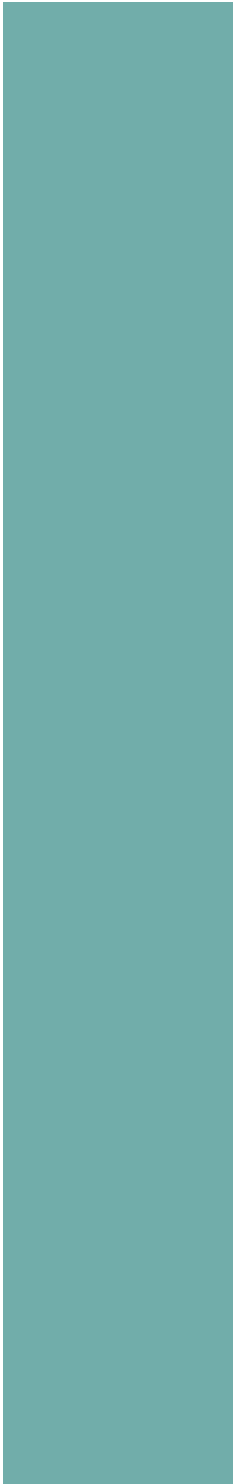
- Rural Development (M.A.)
- Education (M.A.)





*Library in Yupiit Piciryarait Cultural Center.*





# CAMPUS HISTORY AND CONFIGURATION



**Kuskokwim Campus**  
**Bethel, Alaska**

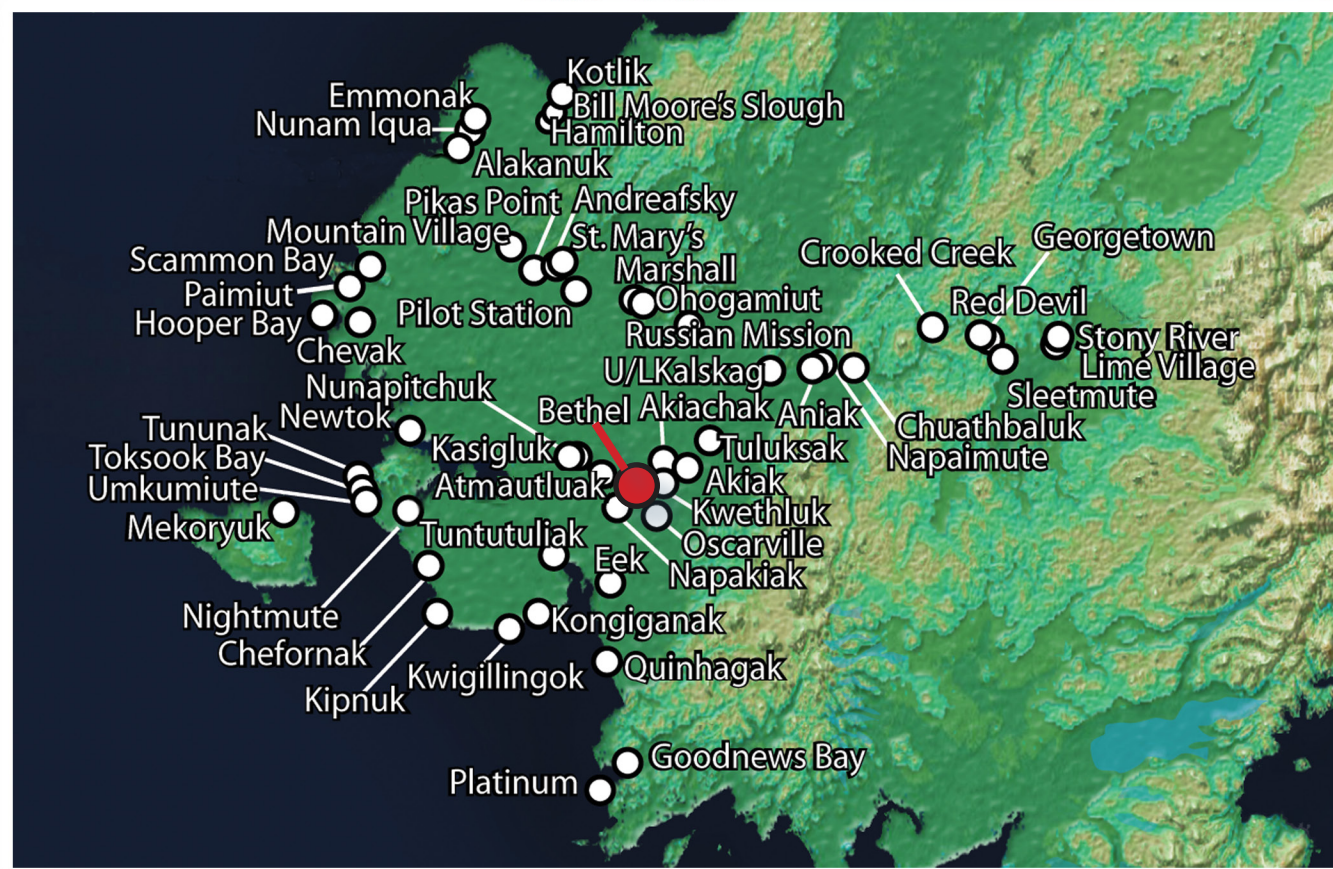


# 2

**University  
of  
Alaska  
Fairbanks  
2013**



Figure 4 – Aerial Location Map



## 2. CAMPUS HISTORY AND CONFIGURATION

The University of Alaska established the Kuskokwim Campus (KuC) in Bethel in July 1972, and 83 students began classes that fall. From its start, KuC recognized that to adequately serve the people of southwestern Alaska, it must consider the entire Yukon-Kuskokwim Delta as its campus. Toward this end, KuC began its unique and workable Village Outreach Program, the first of its kind in Alaska. Under this program, instruction was provided to approximately twenty villages in the area.

In 1987, a major restructuring effort throughout the University of Alaska (UA) statewide system merged Alaska's nine community colleges and three universities into three universities with extended campuses at the former community college sites. Since then, KuC has merged the missions of the community college service and UAF's two-year branch campuses to create the largest rural campus in the UAF system, and the largest of the CRCD branch campuses.

Two learning centers were established; in St. Mary's on the Lower Yukon River, and in Aniak in the middle Kuskokwim area; however, activity was sporadic and declined as grant-funded programs changed and were completed. KuC currently has no learning centers. However, for some students located in the region KuC developed in a "virtual" sense as KuC is committed to distance learning, which is facilitated by support from the Center for Distance Education at UAF.

KuC has four main buildings on its physical campus totaling over 51,084-sf: an administrative and classroom building; the "Yup'ik Language Center (YLC)", which is the oldest building; Sackett Hall, a 38-bed residential dorm; and, the Yupiit Piciryarait Cultural Center (YPCC), a multi-purpose meeting facility that houses a city/university consortium library and a museum operated by the Association of Village Council Presidents, Inc., the regional Alaska Native non-profit tribal organization.



## 2.1 Main Academic Facility (KU102-103-104)

This two-story facility was constructed in phases between 1977 and 1982. The main academic building (KU102-103-104) was built in three phases and is approximately 22,321-sf. This facility contains faculty and staff offices, classrooms, multi-purpose area, and student lounge. In 2010 some interior improvements were made to the corridors and classrooms, as well as exterior improvements including a new roof, windows, and exterior siding. The campus now has a more unified and “academic” appearance due to the exterior improvements. The former wood shop will be remodeled in fall 2012 to create two new testing centers, new second floor offices, storage, mechanical upgrades, and the shell of a small gymnasium.



*Main academic facility multi-purpose area.*



## 2.2 Yup'ik Language Center (YLC) (KU101)

The oldest building (KU101), which is referred to as the “YLC” is a single-story structure that was constructed in 1977 and is approximately 1,482-sf. This was the start of the KuC and contains faculty and staff offices. In 2010 this building received a covered porch, new exterior stairs, as well as a new roof, windows, and exterior siding to match the Main Academic Facility.



*Yup'ik Language Center.*





*Kitchenette in dorm suite.*



*Double occupancy bedroom.*



## 2.3 Sackett Hall (KU105)

This is the only on-campus dormitory in southwest Alaska and provides coed housing for single students. Construction was completed on this two-story structure in 1984, and it is approximately 10,575-sf. Sackett Hall is also a temporary home for adult learners from the Yukon Kuskokwim Delta who participate in campus educational opportunities. All bedrooms are double occupancy and furnished with cable hook-up, phone, and wireless connections. The suites contain study areas, a kitchenette, and a bathroom. This facility also houses the dining hall, activity center, and laundry room. Native foods are served in the dining hall once a week at lunch during the school year. Both the college and the library are within walking distance of Sackett Hall. This hall is one of the newer facilities on campus.



*Common area in Sackett Hall.*

*Yupiit Piciryarait Cultural Center.*



## 2.4 Yupiit Piciryarait Cultural Center (YPCC) (KU106)

This building was constructed in 1995 and is the newest facility on campus as well as being a prominent centerpiece in the community of Bethel. This structure is approximately 17,572sf and contains the library, museum, museum gift shop, commercial kitchen, and multi-purpose auditorium. The library houses a city/university consortium collection. The materials and design have stood the test of time, and it is anticipated that this building will last for the next forty years with the routine maintenance programs that are currently in place.

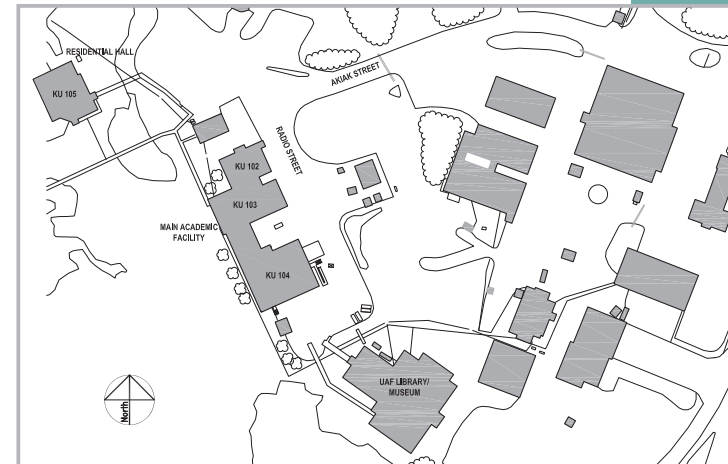
## 2.5 Regional Context

KuC serves forty-seven remote Alaska Native, primarily Yup'ik/Cup'ik Eskimo villages with fifty-six tribes in a 57,800 square mile roadless area comparable in size to the state of Oregon with a regional population of nearly 25,000 people. Of this population, 85% is Alaska Native, both Yup'ik Eskimos and Athabaskan Indians. KuC facility is physically located in Bethel, a regional hub community situated in Alaska's Yukon-Kuskokwim Delta about 400 miles west of Anchorage. The community of Bethel is located on the banks of the Kuskokwim River, inland from the Bering Sea. The service area includes census districts with the highest rates of poverty and lowest rates of full-time permanent employment in the state and nation (U.S. Census Bureau data). The region also holds one of the last indigenous cultures and societies resident in their homeland and still speaking a vital Native language—Central Yup'ik/Cup'ik Eskimo.

The main campus is located on Akiak Street with the cultural center located on Chief Eddie Hoffman Highway. The existing site will accommodate expansion of the main academic building, the library, and housing.

The Kuskokwim Campus has developed partnerships with various entities;

- Yukon-Kuskokwim Health Corporation
- Kuskokwim Native Corporation
- Bethel Native Corporation
- Calista Corporation
- City of Bethel
- City of Bethel Public Library
- U.S. Fish and Wildlife Services
- Alaska Department of Corrections
- Alaska Department of Fish and Game
- Association of Village Council Presidents (AVCP)
- Association of Village Council Presidents Housing Authority
- U.S. Department of Housing and Urban Development (HUD)
- Bethel Therapeutic Court
- Tundra Women's Coalition (TWC)
- Adult Basic Education (ABE)
- Small Business Development
- U.S. Department of Agriculture
- Department of Education Title III and Alaska Native Education Program
- U.S. Economic Development Administration (EDA)
- Orutsararmuit Native Council (OMC Bethel Tribe)







# CAMPUS TRENDS

## Enrollment and Academic Programs



**Kuskokwim Campus**  
**Bethel, Alaska**



# 3

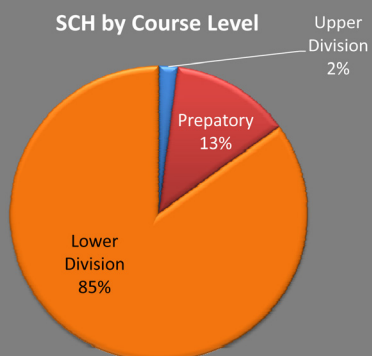
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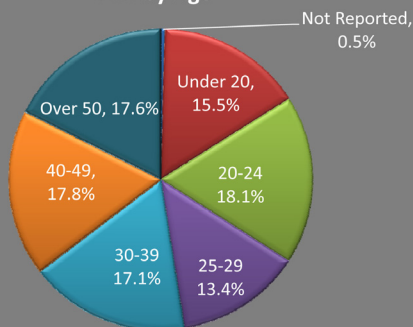




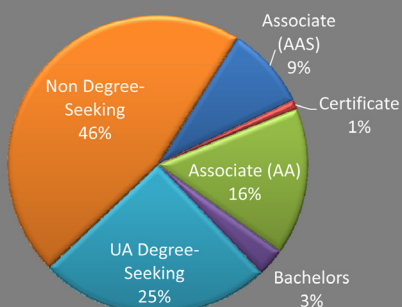
**SCH by Course Level**



**SCH by Age**

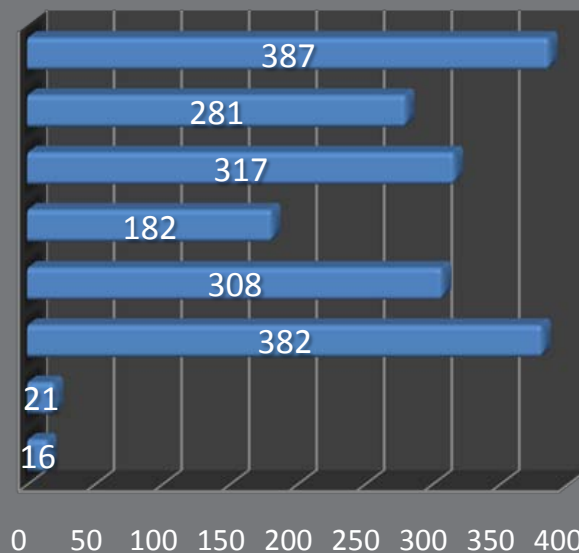


**SCH by Degree-Seeking Status**

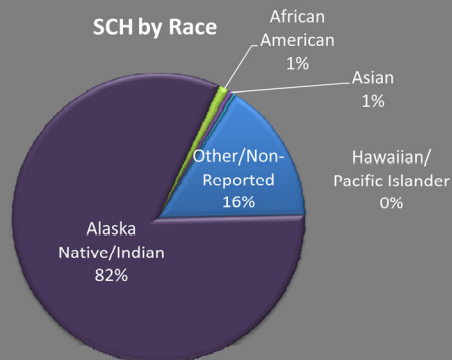


## Student Profile, Fall 2010

Total Headcount.....100%  
 Alaska Native/Indian.....72.6%  
 Part-Time.....81.9%  
 Under Age 30.....47%  
 Female.....79.6%  
 From Alaska.....98.7%  
 UA Scholars.....5.4%  
 First Time Freshman..... 4.1 %



**SCH by Race**



SCH = Student Credit Hour

**Kuskokwim Campus**  
 University of Alaska Fairbanks

### 3 CAMPUS TRENDS

#### Enrollment and Academic Programs

KuC has been designated an Alaska Native Serving Institution by the United States Department of Education (U.S. DOE) and is the recipient of a U.S. DOE Title III grant designed to foster new and innovative educational services and programs for the Yukon-Kuskokwim Delta. Enrollment has increased 25% since 2000 partly due to the “No Child Left Behind Act,” which required additional training. In fall 2010, the number of degree-seeking students was 188, reflecting a growth of 66%. Besides accommodating present student demands, KuC is working to anticipate future enrollment, program, and space demands.

The current composition of the student body is 79.6% female; 73% are Alaska Native/American Indian (the highest proportion of any UA campus) and 80% are part-time students. The average age of the student body is 35. Since most of the student body is part-time, many of the classes are scheduled for evening hours. The number of degree-seeking students has grown 66% over the past eight years.

The campus offers the full complement of CRCD and UAF certificate, AAS, AA, and selected Bachelor of Arts and Master of Arts degree programs. Students can attain a baccalaureate degree in Elementary Education, Social Work, and Rural Development, and a Master’s degree in Rural Development. KuC is the only campus that supports the Yup’ik Language Proficiency certificate, and AAS as well as Yup’ik Language and Studies B.A. degree programs. Other programs include the freshman/sophomore Emerging Scholars Program, regional ABE/GED center, Workplace Basics program, continuing education programs, and an Information Technology (IT) career pathways program.

As a two-year college campus, KuC serves as a feeder campus to other four-year degree campuses and as an important regional option for village students who are intimidated by the drastic move to an urban-based college campus. KuC serves many non-traditional students who are older, have been or are employed, have families, and would like to improve their skills and earning power.

KuC has dormitory facilities, and students either reside in Bethel or attend class by distance in cooperation with the Center for Distance Education at UAF.



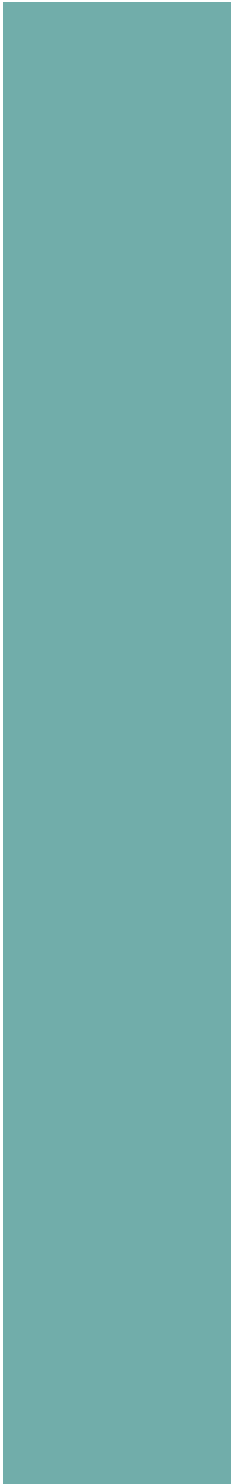
KuC does not have enough space for current faculty, staff, distance delivered courses, art offerings, and new programs. Because of the shortage of space some classes are simply not offered or are hosted at off site facilities. Currently, the distance delivered courses occur in staff and faculty's private offices, which require them to leave their offices during the distance delivered course. Art offerings are provided off-campus.

This space crunch was created by the increase in grant-funded programs, although the same grants may not be funded, nor the same amount of grant funding be sustained in the future. The Campus Master Plan for KuC was written in 2006. The following items cover academic program improvements since this 2006 Campus Master Plan.

- KuC is the first in Alaska to support the Ethnobotany certificate program; only one of a handful that are currently being offered in the entire United States.
- In 2008 KuC became the first rural campus to support a bachelor's degree in Yup'ik Language and Studies.
- SmartBoards were installed in classrooms summer 2010; faculty and staff were trained in the use of this new technology.
- KuC added Allied Health and Business courses to the distance delivery curriculum.
- KuC offers Recruitment and Retention of Alaska Natives into Nursing (RRANN) program. This program is offered on three campuses in the state.
- The campus is examining future health trends in nursing health.

The recommendations in this section are intended to provide planning guidance for KuC and facility improvements over the next five to ten years. Recommendations are categorized to respond to the UA Board of Regents Master Plan Policy Criteria (05.12.030B). Table 1 was compiled from the University in Review, February 2011 with the student data most often reflecting fall closing numbers.





# KUSKOKWIM CAMPUS VISION



**Kuskokwim Campus  
Bethel, Alaska**



# 4

**University  
of  
Alaska  
Fairbanks  
2013**







## 4 KUSKOKWIM CAMPUS VISION

### *KuC's vision statement:*

*Elitnauraput cikiumalartut puqigmek wangkuta-llu ellaitnek elicesquelluta. [Our students are given wisdom to learn so that we can also learn through them.]*

This Master Plan acknowledges the UA Strategic Direction Initiative (SDI). It focuses on the use of facilities to the maximum extent possible, and explores expanding the use of these facilities by full time degree seeking students and summer sessions. By expanding distance delivery by main campus teachers, supplemented by distance delivery small groups and local mentors, the campus can maximize its utility to the surrounding area.

This section looks at facility and site needs from the academic and programmatic perspective. It also integrates feedback from faculty and staff gathered during the May 12, 2011, meeting in Bethel.

### 4.1 Short-Term Priority Improvements

- Acquire funding for design and construction of an expansion to the YPCC (KU106). This expansion would add a space that will be divided into two sections, one section to contain the library and the other section to facilitate a gift shop, offices, and a conference room.
- Renovate the kitchen in Sackett Hall (KU105) to allow for dry good storage on the ground floor near the kitchen and provide a more efficient walk-in freezer. Currently, the dry good storage is located on the second floor, the walk-in freezers outside are subject to vandalism, and the access access to both is very inconvenient.
- Remove the bedroom suite kitchenette units in Sackett Hall (KU105) and replace with a study area. The kitchenette stove and many of the refrigerators do not work. Only the sinks are currently operating and there is a health and safety concern if residents are cooking in their dorm rooms.
- Provide accessible warm storage for the science classrooms. Currently, the science storage is located on the second floor, or in moving vans.





- Provide a dedicated art classroom on campus. The very popular Arts offerings at KuC use Bethel Regional High School's Art Room, which limits the hours and offerings of the college program.
- Provide a teaching ethnobotany herbarium.
- Provide family housing. Sackett Hall (KU105) does not take families. KuC could increase campus enrollment if they offered family housing like the Valdez Prince William Sound Campus. Possibilities include KuC renting one or two apartments off-campus, or expanding Sackett Hall.

## 4.2 Long-Term Priority Improvements

- Implement the use of renewable energy (solar, wind, and waste heat) on campus to reduce fossil fuel dependence and energy consumption.
- Purchase the land adjacent to the campus parking lot to relocate the YLC (KU101) and then use this building as storage.
- Acquire funding for construction documents and construction of an expansion to the Main Academic Facility on the site of the Yup'ik Language Center. This expansion will house the YLC program faculty and act as the new Yup'ik Language Center.
- Provide additional classrooms for chemistry, biology, and video conferencing. There is only one wet lab for chemistry and biology. Distance education classes occur in staff and faculty offices, which requires them to vacate their private offices.
- Add an Arts building to the campus. As stated in the short-term priority improvements, the very popular Arts courses at KuC uses Bethel Regional High School's Art Room, which limits the hours and offerings of this program. In the long term, the Arts courses will need more than a single art classroom.



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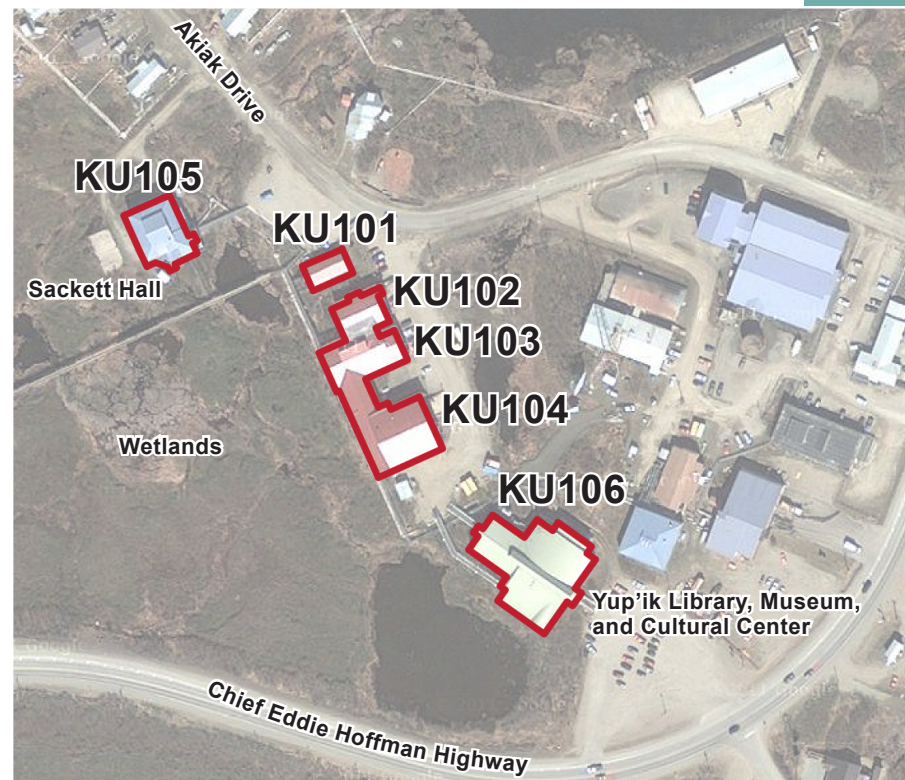
- Increase distance delivered offerings in mathematics and basic computer courses.
- Increase asynchronous courses.
- Explore and quantify the relationship between achieving a degree at community campuses and how the original construction was designed as an instructional model.

### 4.3 General Areas for Land Acquisition and Disposal

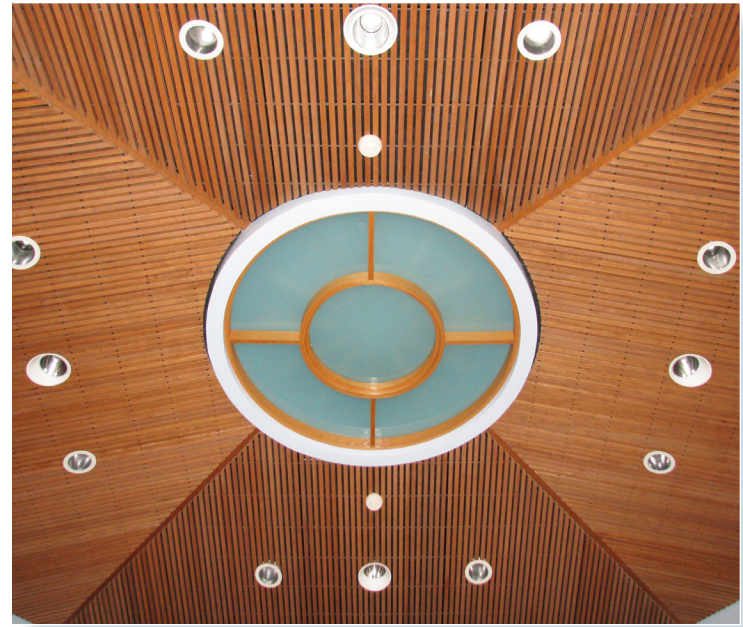
The KuC site grounds are located with mixed commercial and residential areas to the north, east, and south; and are adjacent to wetlands on the west. The property on which the educational buildings are located encompasses Lot 1A in City Center Subdivision, Block 1 with approximately 3.23 acres. The dorm is located on Tract C1 in Addition to Bethel Townsite USS No. 3770 with approximately 6.25 acres, which includes some unbuildable low-lying wetlands.

The parking lots, used by KuC students and faculty, are accessed off of Akiak Drive and are located along the east

side of the dorm and main academic buildings. There is a need for additional parking during peak use periods. The parking lot for the cultural center, which houses the Public Library/Museum, is accessed from Chief Eddie Hoffman Highway and is typically not used by the KuC students or faculty. The cultural center parking lot contains spaces for approximately 100 vehicles. The parking lots are unpaved and lack proper accessible space provisions.







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At the current site, expansion of the campus facilities is limited due to the wetlands. It is possible to expand the YPCC out into the current parking area by approximately 25 feet to provide room for the library and conference room addition. Additional property for expansion includes the land adjacent to the campus parking lot, which could be used to relocate the Yup'ik Language Center (YLC).

## 4.4 Upgraded Infrastructure

In fall 2009 minor interior upgrades were completed on public areas of the Main Academic Facility (Ku102 and 103). Interior improvements were funded by Title III Renovation grants and included new flooring, paint, and acoustical ceiling tiles. Exterior improvements to the YLC (KU101) and the Main Academic Facility (KU1012-104) included new metal roofs, siding, and windows supported by a state appropriation. The cost for these improvements was approximately \$4 million.

Currently, KuC is undergoing a remodel of the Main Academic Facility (KU104) in the location of the former wood shop to create the Kuskokwim Campus Center for Alaska Native Health Research (CANHR) Clinic. The clinic will study Native nutrition and is funded by the National Institute of Health. Approximately 4,500-sf of space will be affected within the facility, and the clinic and its associated Telehealth Lab and Distance Health Delivery room will occupy roughly 1,700-sf of that space. Since the CANHR program floor area does not require the entire existing shop space, two incidental spaces will be left shelled-out and unfinished. Future tenant improvements under separate contract and funding will eventually create a first-floor gymnasium and second-level offices. The combined square footage of these shelled-out spaces is approximately 2,000-sf. These spaces, combined with the completed CANHR clinic space, equate to roughly 6,500-sf. This project is scheduled for completion in 2012.

The current T1 phone system is at capacity. KuC will be receiving a Voice Over Internet Protocol (VOIP) phone system with World Wide Technologies. This is anticipated for completion in 2012. KuC offers on-campus, audio-conference, and real-time, on-line (Elluminate Live) classes both in-region and statewide as part of the CRCD family of branch campuses. Most course offerings are audio-conferenced, although a growing number are on-line or a hybrid of audio-conference and face-to-face intensives. The campus is served by a five-megabyte link.

UAF supports and encourages TelePresence technology and has implemented specifications for room requirements in order to make the use of this tool a success.





## 4.5 Energy Audit for KCMP

The University intends to undertake a comprehensive energy audit of select facilities at UAF Main Campus, Chukchi Campus, Kuskokwim Campus, and the Seward Marine Center to assess opportunities to reduce energy consumption through upgrades to building envelopes, and installation of high efficiency lighting, heating and ventilating systems, and automated control systems. The goal of the project is to identify and implement projects with verification strategies that have a payback of 15 years or less.

The objective of this program is to identify and analyze the operations of campus facilities and to identify Energy Efficiency Measures (EEMs) that will combine to form an energy performance solution. When conducting a technical energy audit it is essential to inspect the existing building conditions and to establish baseline energy consumption data. Relevant factors for building evaluation include:

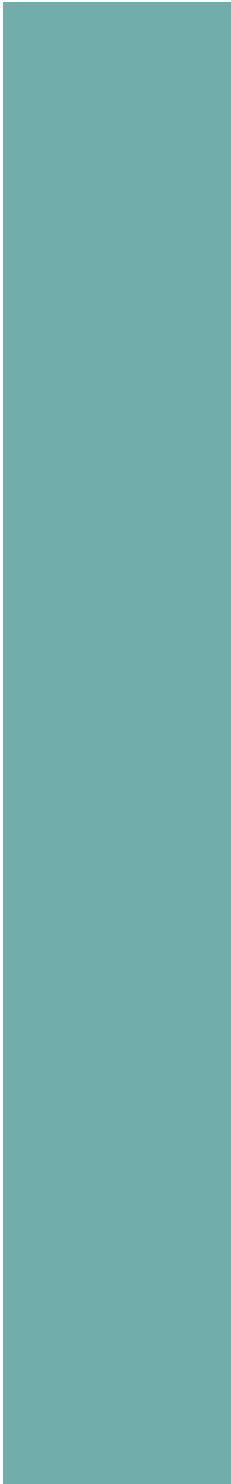
- Review building layout and meet with building operations personnel
- Review system operations/usage
- Develop EEMs
- Evaluate three years of energy use data

The current program has evaluated the building layout, met with campus operations staff, evaluated historical energy use data, and begun collecting real time energy use data.

Based on the initial assessment it is likely several EEMs will be identified at each location with payback periods well within the required 15 year limit. EEMs will likely include changes to lighting systems and controls as well as the replacement of pumps and motors. In addition the University expects to improve the digital control technology to provide enhanced control over the heating and ventilation based on levels and times of occupancy.

## 4.6 Demolition

Currently no demolition is anticipated on the KuC over the life of this plan. Partial interior demolition for building renovations are anticipated, particularly for the Main Academic Facility (KU102-104). See Appendix A for plans.



# NEW BUILDINGS / ADDITIONS / RENOVATIONS



**Kuskokwim Campus**  
**Bethel, Alaska**



# 5

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2013**







## 5 NEW BUILDINGS/ADDITIONS/RENOVATIONS

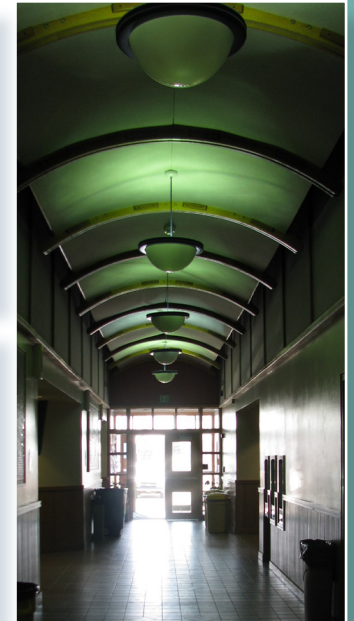
KuC enrollment has been growing. Ultimately, KuC will require a library expansion and additional student housing, and a new YLC to support significant growth in enrollment. With the realities of funding procurement, planning must consider growth in both the near and far terms. One expansion and two new buildings are possible over the life of this master plan update to support the strategic and programmatic needs of KuC.

### 5.1 Expansion to the Yupiit Piciryarait Cultural Center (YPCC)

This library expansion was part of KuC's original 2006 Campus Master Plan to reduce overcrowding and accommodate extended library hours. The library is currently short of book space, office space, and study areas. The layout of the YPCC also makes it difficult to effectively and securely offer adequate library services to the public, primarily because the public restrooms are outside of the library and require the entire building be open to the public during extended library hours which can be problematic in terms of security. This exposes the entire building to vandalism. KuC envisions a 3,246-sf expansion onto the front of this facility. Half would be a library expansion and the remaining half would be for a gift shop, offices, and conference room. This expansion would promote the university consortium collection. The cultural center currently has parking spaces for 100 vehicles. There appears to be room on the site for this expansion, which will extend towards the parking lot.



**Campus Facility Master Plan Update  
2013**



*Parking lot for  
Yupiit Piciryarait Cultural Center.*





*Sackett Hall.*



*Main Academic Building.*



*YPCC Cultural Center*



## 5.2 Develop Family Housing

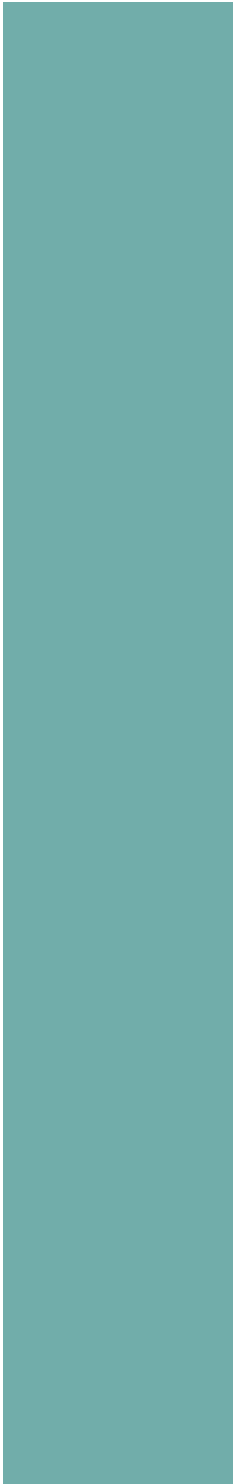
KuC does not have any married student or family housing for students with families from villages; Sackett Hall was designed for single students. Usually, students with families either find their own housing in Bethel, arrange to have childcare with extended family in their home village, or delay college until their children are older. KuC would like to offer some family housing for students, similar to the Valdez Prince William Sound Campus. Ideally, having a small number of family housing units for these students while they attend KuC would respond to this need and is necessary to increase potential student enrollment and to recruit new faculty. Family housing would also expand KuC's ability to provide high-intensity, short-term training and to host academic conferences for faculty and students. An option would be to rent one or two apartments off campus. The long term goal would be to provide permanent on-campus family housing, either as an addition to Sackett Hall or as a separate facility on campus.

## 5.3 New Yup'ik Language Center (YLC)

KuC's long-term plan is to design and construct a new expansion of the Main Academic Facility on the site of the Yup'ik Language Center which would house YLC program faculty. This expansion would be a two-story structure that would tie into the Main Academic Facility and be a combination of classrooms and faculty offices. It will address the classroom and faculty office shortage that is an ongoing problem at this campus.







# DESIGN GUIDELINES



**Kuskokwim Campus  
Bethel, Alaska**



# 6

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*Campus Signage.*



*Campus Signage.*



*Campus Parking Area.*



*Campus Boardwalk.*

## 6 DESIGN GUIDELINES

The City of Bethel has a Planning Department that enforces the Bethel Municipal Codes. All building construction must be submitted for review by the Planning Department in Bethel and the State of Alaska Fire Marshal, with associated fees and review periods.

### 6.1 Landscaping Guidelines

The City of Bethel has no landscaping regulations. In this region of Alaska trees are non-existent. Rules for setbacks and parking requirements are covered in the Bethel Municipal Code. Campus buildings sit on piles and are connected by elevated boardwalks. A portion of the campus sits on wetlands. The parking lots are to remain gravel due to frost heaving.

### 6.2 Open Space

The campus currently has no defined green space, courtyards, outdoor seating areas, or gardens. However, the boardwalk does provide pathways between campus structures and acts as the campus' open space by providing wetland viewing areas. The back side of Sackett Hall (KU105) once had a wooden basketball court, which is currently unusable due to extensive frost heaving. The possibility of refurbishing this wooden court is slim.

### 6.3 Signage

KuC appears to be in the process of updating its exterior signage on the buildings. Some of the structures have the current logo attached to the new siding, while other older exterior signage is free standing, a different style and color, and damaged. The Sackett Hall is clearly identified, however, its exterior signage does not match KuC's logo or style. It is suggested that the new exterior signage and logo be adopted for all buildings to create a widely recognized identity for the campus. All signage should have a common aesthetic cohesiveness. Fonts, colors, and logo placements should be standardized so that they are recognizable as KuC.





*Boardwalk.*



**Kuskokwim Campus**  
University of Alaska Fairbanks

## 6.4 Architectural Guidelines and Energy Conservation

There are no architectural guidelines established by the City of Bethel. KuC has done a nice job creating a cohesive campus appearance with the new siding, roofing, and window replacement project. Future work at the KuC shall achieve a uniform appearance that is complementary to existing campus buildings. Building materials that will be exposed to the elements should consist of high-grade, durable materials. A greater up-front investment can reduce maintenance costs, an important consideration given the high cost of shipping or flying materials into Bethel. Renovations and new construction should also be designed for energy savings and expanding energy conservation improvements given the extreme heating and energy costs in Bethel. Pursuing LEED certification would be expensive but practices sustainable design makes economic sense. Consideration should include taking advantage of renewable energy such as solar, wind, and waste heat. Lastly, design should incorporate security enhancements, to protect both physical property and individuals.

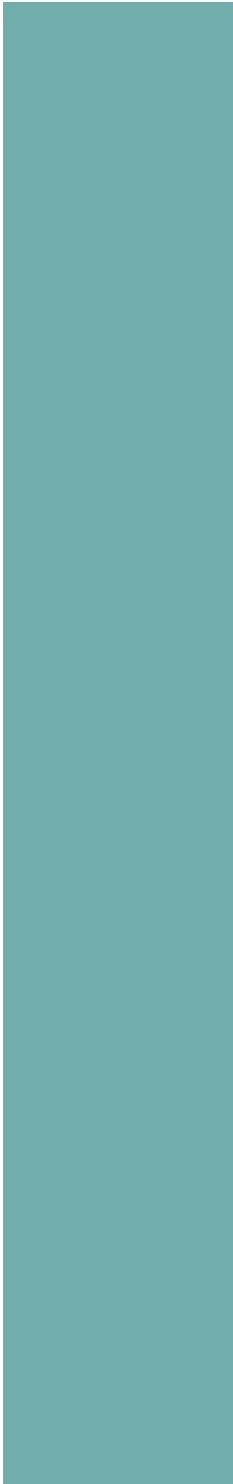
## 6.5 Environmental and Cultural Issues

Sackett Hall sits adjacent to some unbuildable low-lying wetlands and could limit the direction of horizontal expansion. These wetlands appear to be the only environmental concern for the campus.

KuC has been designated an Alaska Native Serving Institution by the U.S. Department of Education. The YPCC is part of the Kuskokwim Campus and houses a 3,800-sf museum that showcases the Yup'ik, Cup'ik, and Athabascan people of the Yukon-Kuskokwim Delta in ancient and contemporary times. KuC encourages cultural exchange. For example, Sackett Hall offers Native foods at lunch once a week during the school year. The campus also offers the Emerging Scholars Program, which is a curriculum that prepares students for successful completion of programs by assisting students with the academic and social transitions needed to succeed at the university level. The goal of this program is retention. KuC also supports the only B.A. program in Yup'ik Language and Studies. KuC should continue to showcase Native arts on campus, engage in cultural exchange, and design buildings with its Native population in mind to create a culturally-appropriate and welcoming setting.

## 6.6 ADA Compliance

Provide for ADA accessibility in renovations and new construction that responds to federal, state, and local policies.



# PRIORITIES FOR CAPITAL PROJECTS



**Kuskokwim Campus  
Bethel, Alaska**



# 7

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## 7 PRIORITIES FOR CAPITAL PROJECTS

Facility needs of the campus are addressed through the capital process. Based on the findings of this plan update and Strategic and Academic plans, capital needs will be assessed on an annual basis. The facilities on this campus have several deficiencies, including code correction and deferred maintenance items. Following are general priorities for capital projects over the life of this plan.

### 7.1 Expansion to the Yupit Piciryarit Cultural Center (YPCC)

The library is currently short of book space, office space, and study areas. This popular city and consortium library is too small. The layout of the YPCC also makes it difficult to effectively and securely offer adequate library services to the public, primarily because the public restrooms are outside of the library and require the entire building be open to the public during extended library hours. This exposes the entire building to vandalism and mostly youthful mischief that is difficult to monitor because of the layout of the library. KuC envisions a 3,246-sf expansion onto the front of this facility. Half would be a library expansion and the remaining half would be for a gift shop, offices, and conference room. Currently, the gift shop is located in a storage room by the museum entrance. There appears to be room on the site for this square footage increase. KuC should request funding for construction documents and the construction of this expansion.

### 7.2 Sackett Hall Kitchenette and Kitchen Repair

KuC would like to remove the kitchenette units in the bedrooms and replace them with a study area. The kitchenette stove and many refrigerators do not work, and KuC has brought in separate small refrigerators for these areas. There are also health and safety concerns regarding residents cooking in their suites.

The dry good storage is currently located on the second floor and the access to it is very inconvenient because the kitchen is located on the ground floor. KuC should request funding to relocate the dry good storage to an area adjacent to the kitchen and to purchase a more efficient walk-in freezer.



*Kitchenette in  
Sackett Hall.*





*YPCC gift shop/storage room.*



**Kuskokwim Campus**  
University of Alaska Fairbanks

### 7.3 Art Classroom

The very popular Arts offering at KuC uses Bethel Regional High School's Art Room, which limits the hours and offerings. This is due to the shortage of classroom space on-campus. Specialty classroom space for art and cottage industries classes and workshops would support and enhance KuC's ability to meet the public demand for these types of classes. In addition an art room would support and encourage cultural arts. KuC should request funding to design and construct a dedicated art classroom on-campus.

### 7.4 Family Housing

KuC has had requests for married student or family housing for students with families from villages, because Sackett Hall does not provide family housing. KuC would like to offer some family housing for students similar to the Valdez Prince William Sound Campus. An option would be to rent one or two apartments off-campus with the long-term goal to provide permanent on-campus housing either as an addition to Sackett Hall or as a separate on-campus facility.

### 7.5 Land Acquisition and Yup'ik Language Center (YLC) Building Relocation

KuC would like to acquire land on campus to relocate the YLC building. This is the oldest building on-campus (1977) and served as a good "starter" for KuC, but it is limited in its potential to connect with the main academic functions. The building is small enough that relocating it to a new site and using this structure as a storage facility would be ideal. By relocating this building the site would be opened up for new construction.

### 7.6 New Yup'ik Language Center (YLC)

KuC's long term plan is to design and construct a new expansion to the Main Academic Facility on the site of the Yup'ik Language Center. This expansion would be a two-story structure that would tie into the Main Academic Facility and be a combination of classrooms and faculty offices for the Yup'ik Language Center.



## 7.7 Deferred Maintenance

This list indicates facilities on KuC's campus which have several deficiencies involving code correction and deferred maintenance. This list reflects general priorities for capital projects.

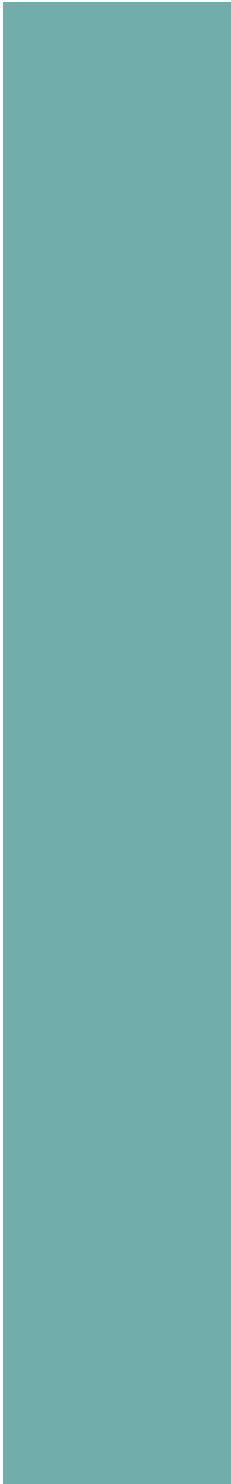
Table 1 – Deferred Maintenance

KU101	Yup'ik Language Center	Add Heat Exchanger Equipment
KU101	Yup'ik Language Center	Electrical renovation and renewal
KU101	Yup'ik Language Center	Grade and pave parking lot
KU101	Yup'ik Language Center	Renovate rear door landing
KU102	Phase I Building	Refurbish electrical
KU102	Phase I Building	Refurbish HVAC system
KU102	Phase I Building	Renovate interior finishes
KU102	Phase I Building	Renovate plumbing and mechanical
KU103	Lind, Maggie Building	Electrical upgrades
KU103	Lind, Maggie Building	Refurbish HVAC system
KU103	Lind, Maggie Building	Refurbish Plumbing
KU103	Lind, Maggie Building	Expand for Science Lab Storage
KU104	Voc-Tech Building	Back-up Boiler Repairs
KU104	Voc-Tech Building	Renovate HVAC system
KU104	Voc-Tech Building	Renovate plumbing systems
KU104	Voc-Tech Building	Site work renovation
KU105	Sackett Hall	Exterior Envelope Upgrade
KU105	Sackett Hall	Electrical renovations
KU105	Sackett Hall	Renovate and expand kitchen and dining
KU105	Sackett Hall	Renovate dorm rooms
KU105	Sackett Hall	Renovate HVAC system
KU105	Sackett Hall	Renovate plumbing
KU105	Sackett Hall	Repaint Sacket and annex exteriors
KU105	Sackett Hall	Replace dorm room furnishings
KU105	Sackett Hall	Replace floor finishes

Table 1 – Deferred Maintenance, *continued*

KU105	Sackett Hall	Replace lift station Sacket Hall
KU105	Sackett Hall	Site renewal and upgrade
KU105	Sackett Hall	Upgrade fire alarm system
KU106	Yup'ik Museum Library & Cultural Ctr	Grade and pave parking lot
KU106	Yup'ik Museum Library & Cultural Ctr	Museum storage and display casework
KU106	Yup'ik Museum Library & Cultural Ctr	Patch and finish walls and ceiling
KU106	Yup'ik Museum Library & Cultural Ctr	Refinish exterior wood siding and metal railings
KU106	Yup'ik Museum Library & Cultural Ctr	Renovate electrical systems
KU106	Yup'ik Museum Library & Cultural Ctr	Renovate library and equipment
KU106	Yup'ik Museum Library & Cultural Ctr	Repair and adjust door hardware
KU106	Yup'ik Museum Library & Cultural Ctr	Repair plumbing
KU106	Yup'ik Museum Library & Cultural Ctr	Repair toilet rooms for ADA
KU106	Yup'ik Museum Library & Cultural Ctr	Expand/Reconfigure Library for Public Access
KU106	Yup'ik Museum Library & Cultural Ctr	Renovate HVAC Systems
KU106	Yup'ik Museum Library & Cultural Ctr	Replace floor finishes





# APPENDIX BUILDING FLOOR PLANS



**Kuskokwim Campus  
Bethel, Alaska**



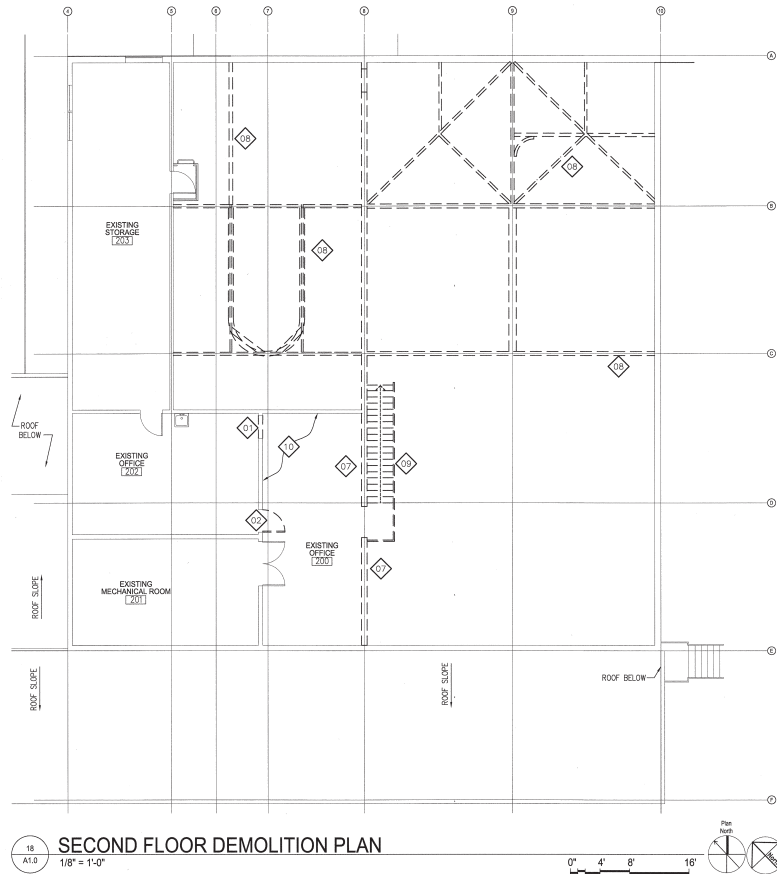
# A

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# Demo Floor Plan Main Campus Building (KU 104)



## GENERAL DEMOLITION NOTES

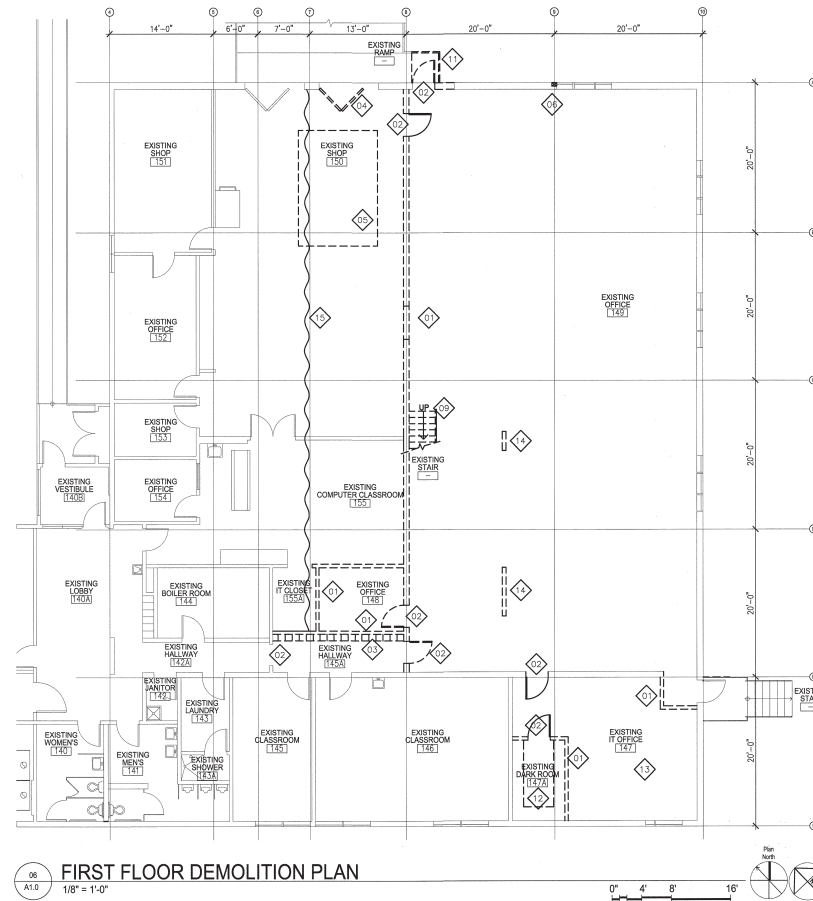
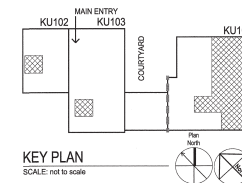
1. DEMO ALL EXISTING FLOOR FINISHES WITHIN LIMITS OF NEW WORK.
2. SEE STRUCTURAL, MECHANICAL AND ELECTRICAL FOR DISCIPLINE SPECIFIC DEMOLITION ITEMS.
3. PATCH/REPAIR/ PREPARE AND PAINT ALL WALL SURFACES WHERE EXISTING CONSTRUCTION OR COMPONENTS ARE REMOVED.
4. PERFORM DUST CONTROL AT ALL AREAS CONSTRUCTION OCCURS.

## DEMO KEYNOTES

- |   |  |
|---|--|
| 1- DEMO EXISTING WALLS  | 12- DEMO SINK AND COUNTERS                         |
| 2- DEMO DOOR/ FRAME/ HARDWARE                                     | 13- DEMO CEILING FINISHES, TYP                     |
| 3- DEMO LOOKERS   | 14- DEMO CEILING MOUNTED STRUCTURAL STEEL SUPPORTS |
| 4- DEMO FOLDING GARAGE DOOR & ASSOCIATED HARDWARE                 | 15- CONSTRUCTION DUST BARRIER                      |
| 5- DEMO CAR LIFT  |  |
| 6- PATCH & REPAIR VAPOR RETARDER, OMB, FINISH                     |  |
| 7- DEMO PARTIAL HEIGHT WALL                                       |  |
| 8- DEMO OVERHEAD CRANE RAILS & ASSOCIATED ATTACHMENTS- SEE STRUCT |  |
| 9- DEMO STAIRS  |  |
| 10- DEMO WOOD SHELVES & COUNTERTOP                                |  |
| 11- DEMO LANDING & GUARDRAIL                                      |  |

## DEMOLITION LEGEND

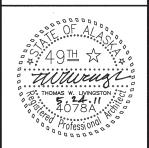
- |  |                           |
|--|---------------------------|
|  | EXISTING WALL TO REMAIN   |
|  | EXISTING DOOR TO REMAIN   |
|  | DEMO WALL                 |
|  | DEMO OR RELOCATE DOOR     |
|  | CONSTRUCTION DUST BARRIER |



UAF Proj. #2010129 KCHC

UNIVERSITY OF ALASKA FAIRBANKS  
KUSKOKWIM CAMPUS  
CANHR HEALTH CLINIC  
BETHEL, ALASKA

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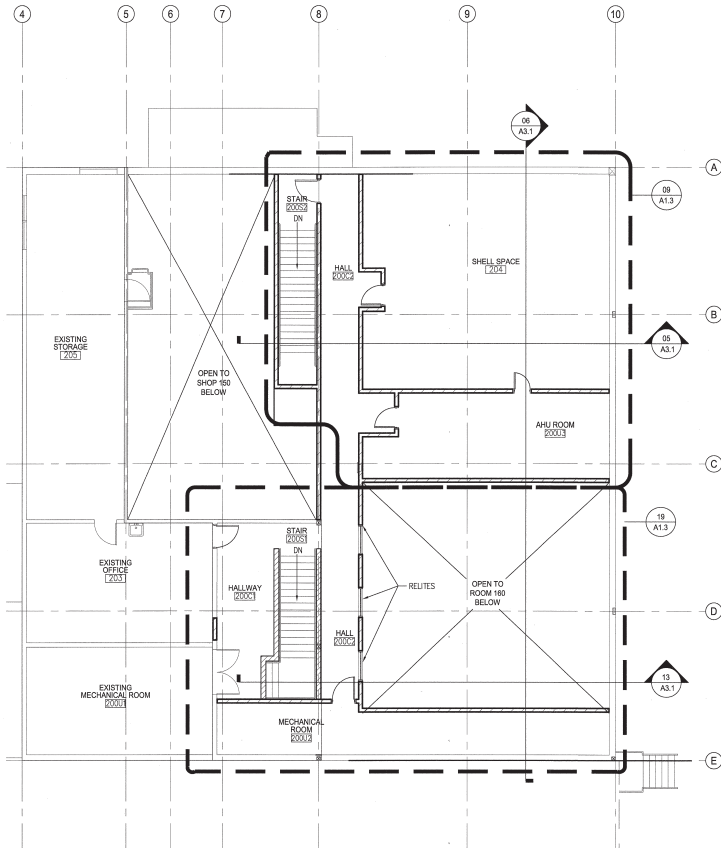
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PROJECT NO.: LS PROJ # 1005.00  
DRAWN BY: CC  
REVIEWED BY: DS  
DATE: MAY 24, 2011

CONSTRUCTION DOCUMENTS  
TITLE  
DEMOLITION  
PLANS

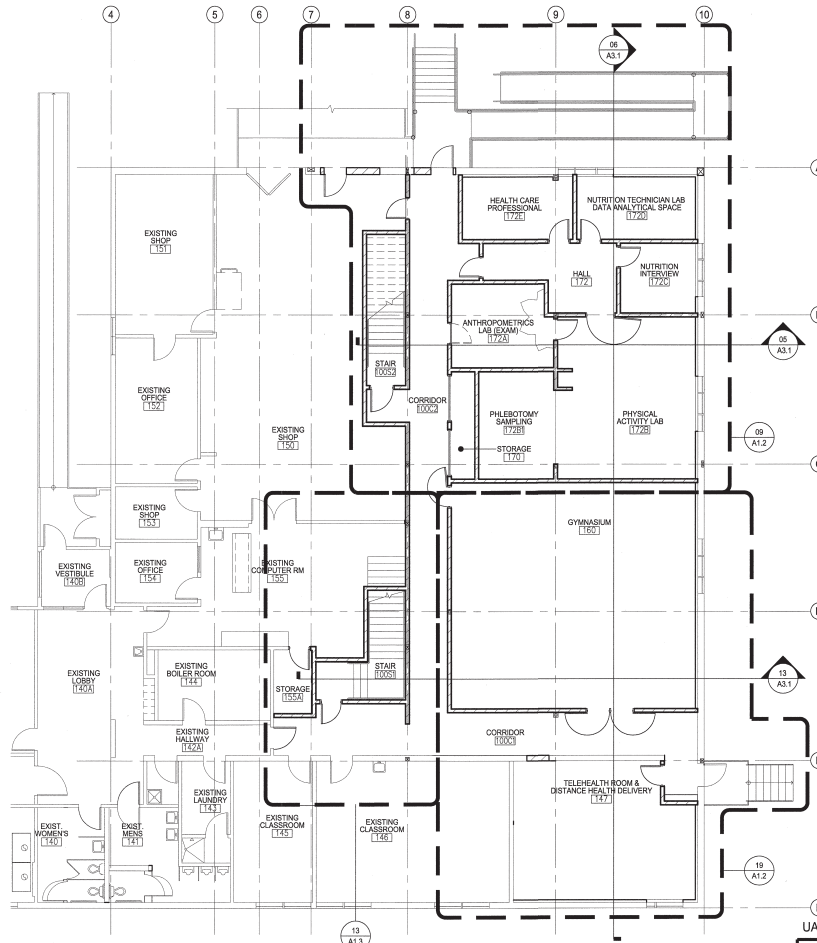
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A1.0

# Proposed Floor Plan Main Campus Building (KU 104)



18  
A1.1  
SECOND FLOOR PLAN

0' 4' 8' 16'

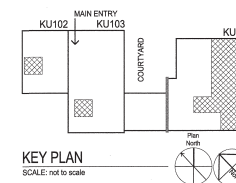


09  
A1.1  
FIRST FLOOR PLAN

0' 4' 8' 16'

## LEGEND

NEW WALL



KEY PLAN

SCALE: not to scale

UNIVERSITY OF ALASKA FAIRBANKS  
KUSKOKWIM CAMPUS  
CANHR HEALTH CLINIC  
BETHEL, ALASKA

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1000 1ST AVE. S.W.  
SUITE 300  
DENVER, CO 80202  
TEL: 303.733.2000  
FAX: 303.733.4528

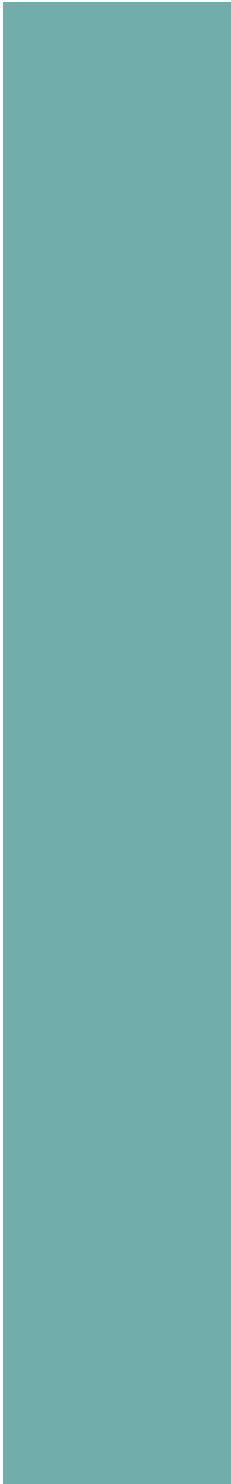


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PROJECT NO. LSI PROJ # 1005.00  
DRAWN BY: RL  
REVIEWED BY: BK  
DATE: MAY 24, 2011

CONSTRUCTION DOCUMENTS  
TITLE  
FLOOR PLANS

SHEET NO.  
A1.1



# APPENDIX UA BOARD OF REGENTS MASTER PLAN POLICY CRITERIA



**Kuskokwim Campus  
Bethel, Alaska**



# B

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Fairbanks  
2013**

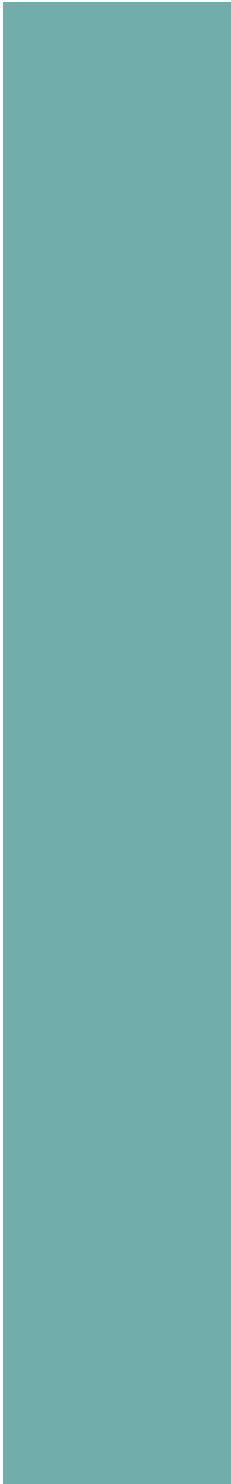






Table 2: UA Board of Regents Master Plan Policy Criteria

<b>Campus Master Plan Required Elements BOR 05.12.030 B</b>	<i>Where each element is covered in the KuC Campus Master Plan (by Section and page)</i>
1. Projected enrollment and other factors affecting the need for facilities and infrastructure	Section 3 (pages 18-21); Section 4 (pages 25-26) Appendix C (pages 63-67)
2. General areas for land acquisition and disposal	Section 4 (page 27)
3. The general location of new or upgraded infrastructure, including roads, parking, pedestrian circulation, transit circulation, and utilities	Section 4 (page 29)
4. Demolition of buildings, structures, and facilities	Section 4 (page 31)
5. General location, size, and purpose of new buildings, structures, and facilities	Section 5 (pages 35-37)
6. Guidelines for landscaping	Section 6 (page 41)
7. General location and intent for open spaces, plazas, etc.	Section 6 (page 41)
8. Guidelines for signage, both freestanding and on buildings and structures	Section 6 (page 41)
9. Architectural guidelines for all buildings, structures, and facilities	Section 6 (page 43)
10. Environmental and cultural issues ADA accessibility Energy conservation	Section 6 (page 43)
11. The relationship of the campus to its surroundings and coordination with local government land use plans and ordinances; and	Section 2 (pages 10-15)
12. General priorities for capital projects.	Section 7 (pages 47-51)



# APPENDIX PROJECTED ENROLLMENT DATA



**Kuskokwim Campus**  
**Bethel, Alaska**



**University  
of  
Alaska  
Fairbanks  
2013**







## Projected Enrollment Data

### UAF CRCD Campus Master Plans **Campus-Level Enrollment Projections Report**

Ian Olson • July 20, 2012

Campus enrollment projections for UAF campuses managed by the College of Rural and Community Development were requested for the CRCD Campus Master Plan update project. Historical campus enrollment and other student trends were disaggregated to the campus level and, in select metrics, further disaggregated into meaningful student market segments. Campus enrollment metrics were analyzed for trends and were used to assign historical enrollment characteristics to each campus. Observations and descriptive statistics were used to forecast campus enrollment over the next five years. Campus-level enrollment projections and historical observations and analyses are presented below under each campus heading.

Campus operations and community socioeconomic factors differ significantly for UAF Community and Technical College (CTC) and the rest of the CRCD rural campuses of Bristol Bay Campus (BBC), Chukchi Campus (CC), Interior-Aleutians Campus (IAC), Kuskokwim Campus (KuC), and Northwest Campus (NWC). The analysis below pertains to the CRCD rural campuses; analysis of CTC enrollment trends and projections are presented in the section on CTC.

To generate meaningful enrollment projections it is necessary to understand key drivers of campus operations. The rural campuses are academic administrative centers offering direct educational services within mutually exclusive geographic service areas. The campuses operate with a large degree of cross-regional integration and extend limited academic services statewide. Campus operations are coordinated by the CRCD administrative center located in Fairbanks. Certain CRCD programs are centralized and operated from the Fairbanks administrative center. Centralized programs, such as Rural Development, affect enrollment in rural Alaska at the campus level by offering courses and programs that meet rural demand of higher education services. Additionally, other UAF and UA academic units offer programs in rural Alaska, such as teacher education programs through the UAF School of Education, and nursing programs through the UAA School of Nursing.

The rural campuses combine campus-exclusive program offerings and other enrollment opportunities to a common suite of shared programs and extended urban-based programs. New programs and services are largely developed from external sources of funding and are typically transferred to state support over a scheduled phaseout. As

external funding and partnerships shift in funding levels for new and existing programs, so goes enrollment. The individual campus-level student population for each campus is below 1,000 students. Over the past thirteen years, campus-level enrollments have ranged from a low of 145 students (CC, fall 2002) to a high of 889 students (BBC, fall 2011). Thus, the analysis of campus enrollment metrics must consider a significant degree of variation from term-to-term, reflective of shifts in external funding levels and program availability. External funding comes into the rural campuses in several different forms including Federal grants, business partnerships, student financial aid, and tuition and fees.

Enrollment at the campus-level is comprised of degree-seeking and non-degree-seeking students whose home campus is either the local campus or another UA campus. At the rural campuses, degree-seeking enrollment is not sufficient to constitute the whole of program-oriented students. Many rural non-degree-seeking students "moonlight" as degree-seeking students under the auspices of externally-funded financial aid. Therefore, the non-degree-seeking cohort is critical to enrollment analyses and projections. In the analyses below, overall campus statistics are disaggregated into four categories and analyzed:

- local campus degree-seeking (CDS)
- other campus degree-seeking (ODS)
- local campus non-degree-seeking (CNDS)
- other campus non-degree-seeking (ONDS)

#### General characteristics of each category.

CDS: This market segment tends to be a smaller population at each campus owing in large part to the relatively small market availability within each region and the limited availability of programs at each individual campus.

ODS: Significant activity within this market segment indicates a campus that is successfully leveraging existing resources to attract extraneous revenue.

DS: The degree-seeking cohort overall is a combination of CDS and ODS students at the campus level. Official degree-seeking students have access to public sources of financial aid.

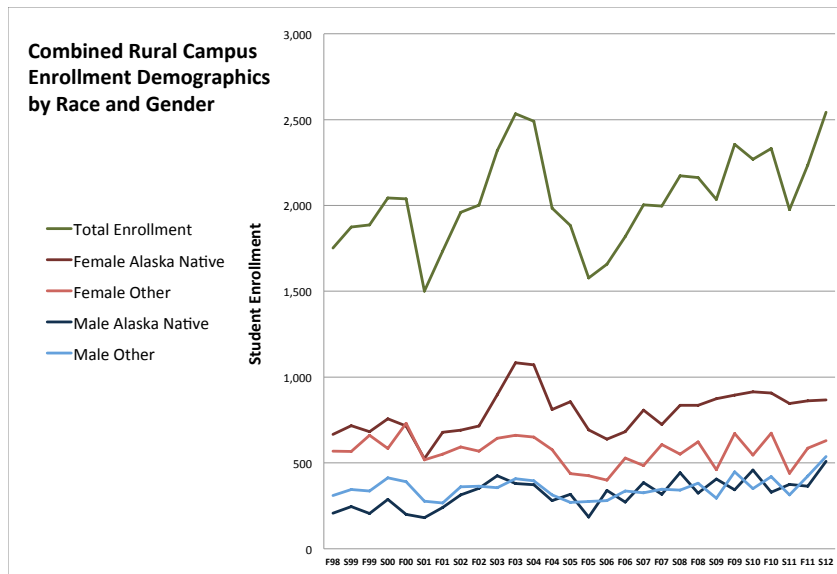
CNDS: This component is a leading market segment at each campus. The segment moderately indicates the degree to which the individual campus enjoys external, non-public funding of financial aid well matched to programs of strategic interest to the region.

ONDS: A mixed segment of external CNDS moonlighters and general interest enrollment.

NDS: The non-degree-seeking cohort overall is a combination of CNDS and ONDS students, with both market segments containing a subpopulation of moonlighting degree-seeking students. Further analysis is required to gain resolution on the student market of degree-seeking moonlighters at the campus level.

## Global Observations

- Overall enrollment at the rural campuses has been increasing since fall 2005 reflecting a general increase in degree-seeking student enrollment. Rural campus enrollment between fall 2002 and fall 2004 spiked and then subsided leaving a signature peak in all enrollment trends. The episodic enrollment pattern was led by a large contingent of non-degree-seeking students temporarily seeking academic services (see chart below.)
- Enrollment over time is highly variable for most campuses with larger campuses exhibiting less variability and smaller campuses exhibiting more variability.
- Local campus non-degree-seeking (CNDS) students tend to represent the largest student market segment population at the campus-level and contribute the most volatility to enrollment trends.
- Degree-seeking students from other campuses (ODS) tend to be the second largest student market segment population at the campus-level.
- Enrollment at rural campuses has generally been trending younger in recent years, with a notable divergence of median age from mean age beginning around the middle of the last decade.
- Rural campus enrollment is dominated by Alaska Native females followed by females of other races, with Alaska Native males and males of other races generally moving in parity (see chart below.)





## Kuskokwim Campus

In recent years, the population of degree-seeking students at the Kuskokwim Campus (KuC) has begun to exceed the complementary non-degree-seeking population due to growth in enrollment by degree-seeking students from another campus (ODS) combined with a general decline in non-degree-seeking students from within the service region (CNDS). Most recently, KuC began offering allied health courses to students seeking a health degree from the UAF Community and Technical College in Fairbanks thereby causing a significant surge in ODS students. Enrollment projections rely upon continued and expanding enrollment by ODS students majoring in allied health seeking distance learning opportunities from KuC. Other populations are assumed to be generally flat going forward.

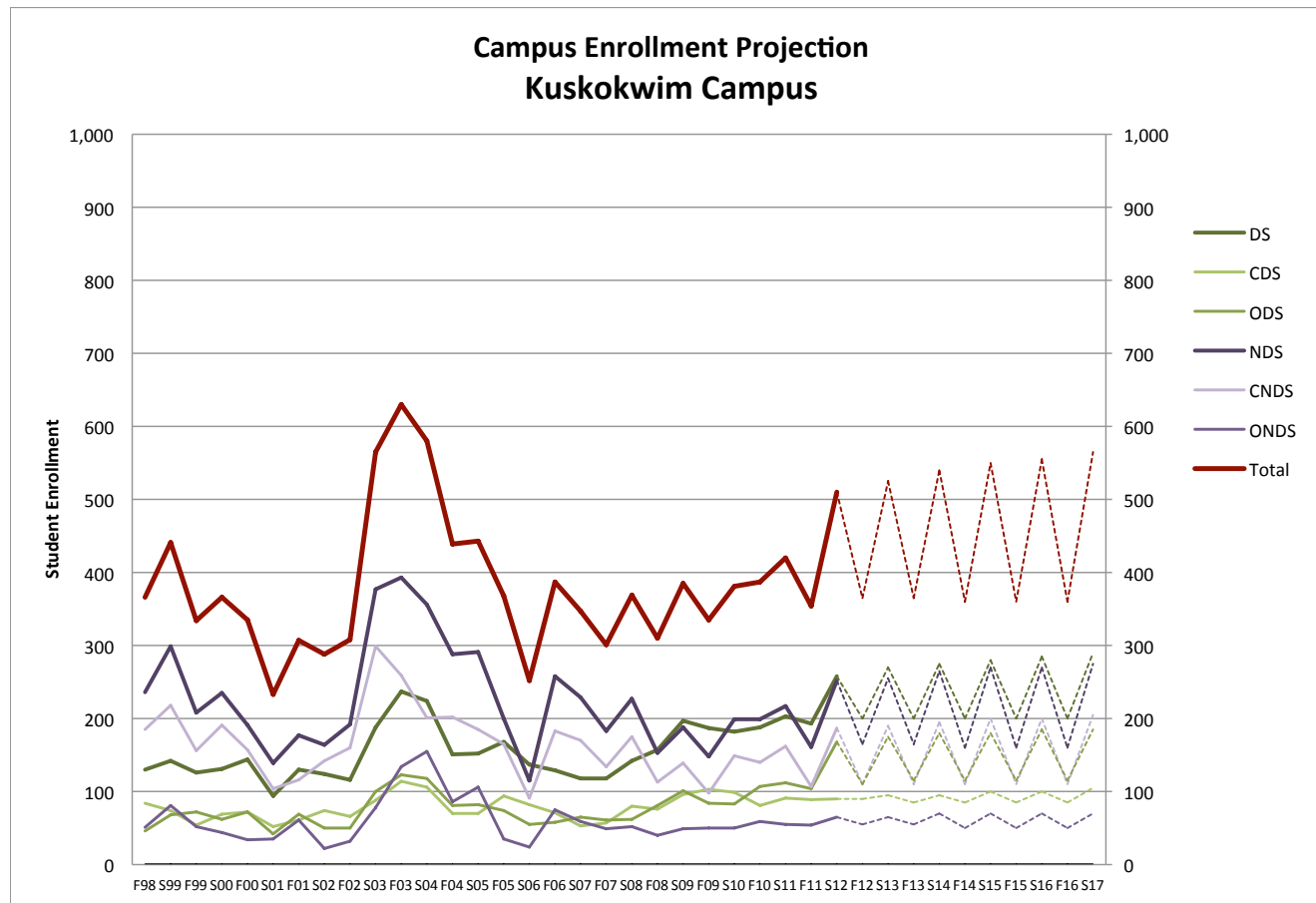


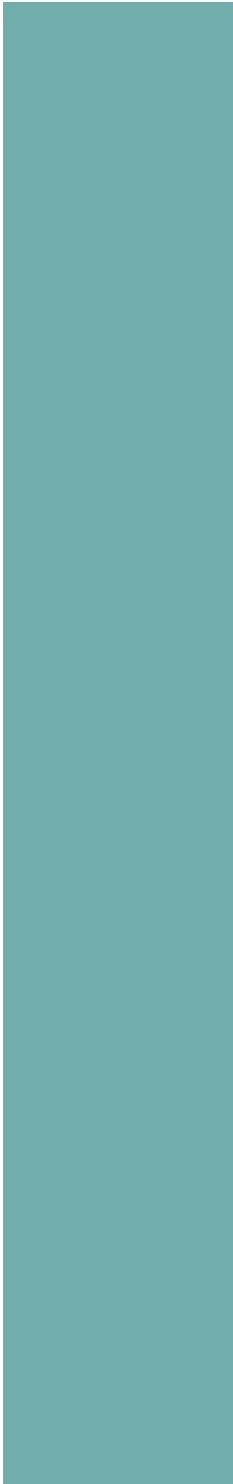
Table 3 – Baseline Trends and Projections

Student Market Segment	F12	S13	F13	S14	F14	S15	F15	S16	F16	S17
<b>Total Degree-Seeking (DS)</b>	200	270	200	275	200	280	200	285	200	290
Local Campus Degree-Seeking (CDS)	90	95	85	95	85	100	85	100	85	105
Other Campus Degree-Seeking (ODS)	110	175	115	180	115	180	115	185	115	185
<b>Total Non-Degree-Seeking (NDS)</b>	165	255	165	265	160	270	160	270	160	275
Local Campus Non-Degree-Seeking (CNDS)	110	190	110	195	110	200	110	200	110	205
Other Campus Non-Degree-Seeking (ONDS)	55	65	55	70	50	70	50	70	50	70
<b>Total</b>	365	525	365	540	360	550	360	555	360	565

**Fall 2011 Campus Enrollment Characteristics**

Enrollment	Total Credit Hours	Relative Variability	Key Student Segments	Alaska Native Female	Median Age	Full-Time	Traditional Enrollment	Graduates per Year
354	1,950	medium	CNDS, ODS	48%	28.8	21%	57%	22 to 56

Source: UA Information Systems, Banner Student Information Extracts, Fall 1998 to Spring 2012.



# APPENDIX UNIVERSITY OF ALASKA STRATEGIC DIRECTION INITIATIVE



**Kuskokwim Campus  
Bethel, Alaska**

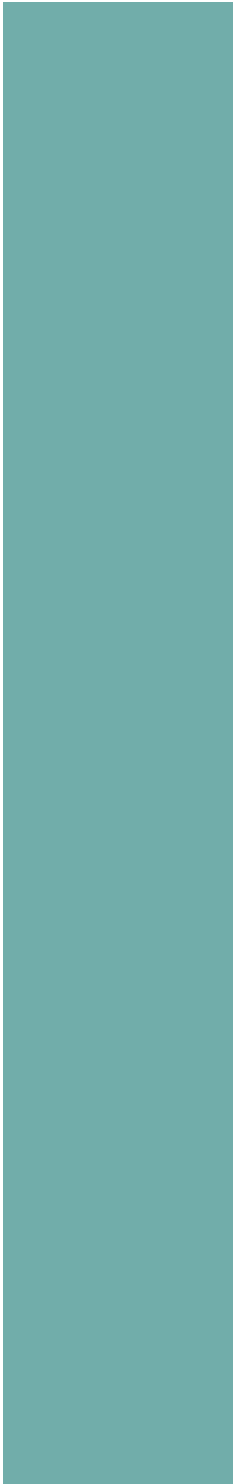


# D

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## Appendix D: University of Alaska Strategic Direction Initiative

This Master Plan acknowledges the UA Strategic Direction Initiative (SDI).

### **What is SDI?**

The UA Strategic Direction Initiative (SDI) is an organizational change effort that seeks to:

- Embed continuous improvement in the University culture
- Identify and resolve problems related to functions and services offered to our stakeholders
- Enhance flexibility within the University System to meet the changing needs of students
- Develop our responsiveness to the State and Global issues that affect the University's environment
- Seek and build on innovations that could return value to the University and the State of Alaska
- Create awareness that the University of Alaska has a tremendous economic impact on Alaska's public and private business sectors
- Support leadership that creates a climate of constructive change, innovation, and advancement of our mission

*Based on listening sessions across the state, UA is thoroughly examining constituent comments and will be using this information, along with other existing information, in realigning, reshaping, and retooling itself to meet the educational needs of the future.*

### **What does SDI stand for?**

SDI stands for the University of Alaska Strategic Direction Initiative. It's part of Shaping Alaska's Future 2017, a project to recognize the 100th anniversary of the establishment of the Alaska Agricultural College and School of Mines, and to celebrate and accelerate its transformation into a 21st century Statewide system for higher education and workforce development.

### **What is your role with SDI?**

Help identify the issues/problems,

Help determine the change we want to achieve, and help identify the best path toward progress in achieving that change.

It is everyone's role to be a part of shaping Alaska's future and support the change efforts that will make us a better and stronger University in the 21st Century.

Be proactive, ask questions of your Department manager, your dean, or anyone in a leadership role and find out how you can get involved.

### **What are the guiding principles?**

- There is no timeline. The idea is to get it right not get it fast.
- SDI is about making our culture more focused on continuous improvement, especially with respect to student success and service to students.
- We want to effect changes that will make us the "University of Choice" for our stakeholders.

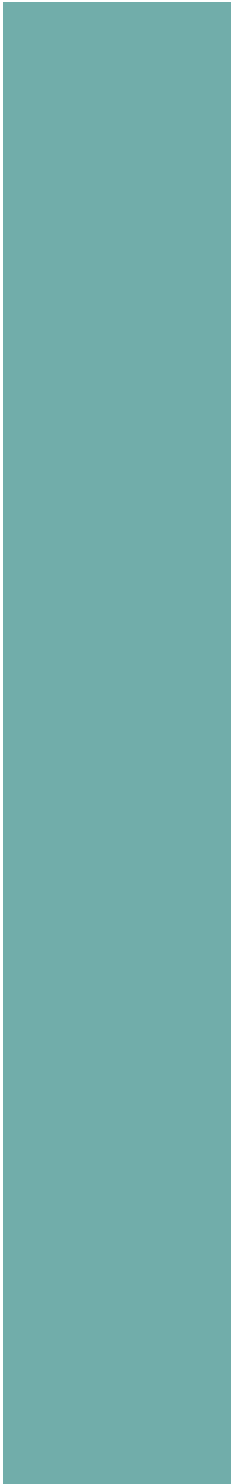
### **Who is involved in the SDI Effort?**

Students, staff, faculty, alumni, and any citizen who is interested in the state of higher education in Alaska. Each of these groups makes up our stakeholders.

### **What is the SDI process?**

- Faculty, staff, students and alumni wrote questions about issues that were important to a University of Alaska education.
- UA held 80 listening sessions to gather information from all stakeholders.
- UA summarized information gathered.
- UA will identify where we have a problem or issue. We identify the problems/issues that should be addressed and investigate them.
- Determine what results are desirable – this may be a benchmark level we will work to achieve or simply an indication we want to improve in this area.
- Faculty and staff will identify a collection of paths that can be taken to achieve the desired results. The resource requirements and cost benefit of each path will be assessed.
- Determine which path is best to achieve the desired results. Faculty and staff will pick this path.
- Implement and monitor the changes or innovations made. Continue to assess our achievements and move toward ongoing improvements.





### **What problems will we be working on?**

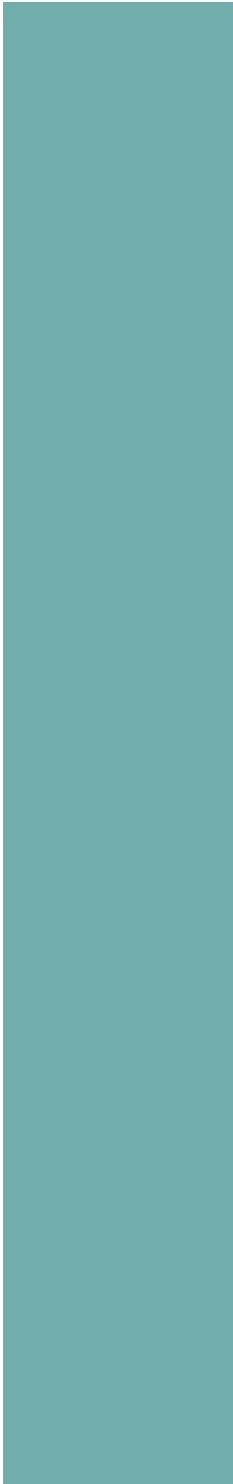
We do not know the full extent of the issues or problems we will be working on, but we do know some of the directions that have arisen in our Listening process so far. They include:

- Enhanced advising services to help more students achieve their educational objectives
- Growing our technology to meet the needs of all our students in both rural and urban Alaska
- A transparent seamless flow between our Universities that breaks down barriers for students and those serving their needs
- Timely communication throughout our campuses statewide
- Building on organizational transparency, professional development and continuing education
- Supporting flexible methods of providing instruction to a diversified student body

### **The five Strategic Direction themes are:**

- Student Achievement & Attainment
- Productive Partnerships with Alaska's Schools
- Productive Partnerships with Alaska's Public and Private Industries
- Research & Development to Build and Sustain Alaska's Economic Growth
- Accountability to the People of Alaska

Web address for UA SDI information: <http://www.alaska.edu/shapingalaskasfuture/>







***Kuskokwim Campus Master Plan***  
University of Alaska Fairbanks  
*2013*