



August 11, 2025

Dr. Aparna Palmer
Chancellor
University of Alaska Southeast
11066 Auke Lake Way
Juneau, AK 99801

Dear Chancellor Palmer:

Attached please find the Spring 2025 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of University of Alaska Southeast. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission.

Please address any areas of needed improvement that the PRFR Evaluation Committee has noted as findings in this report in your EIE self-evaluation. Please feel free to reach out to your NWCCU Staff Liaison if you have further questions.

Type 1: Standards Substantially in Compliance but in Need of Improvement

- Finding Type 1: Spring 2025 Policies, Regulations, and Financial Review - The following standards are areas substantially in compliance but where improvement is needed. (2020 Standard(s) 2.A.1;2.E.2)

Future Evaluations

- Year 7 - Evaluation of Institutional Effectiveness Spring 2026
 - Finding Type 1: Spring 2025 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Ed Harri, at eharri@nwccu.org.

Sincerely,

Aaron Christopher
Vice President for Administration and Finance

cc: Dr. Scott Billingsley, Provost
Mr. Ralph Seekins, Chair of the Board of Regents
Dr. Pat Pitney, President



Peer Evaluation for: University of Alaska Southeast

Standard 2: Governance, Resources, and Capacity

The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Standard 2.A.1

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Team Verification: Type 1 Finding (substantially in compliance but needs improvement)

Evidence:

- Institutional governance policies and procedures _y_
- System governance policies and procedures (if applicable) _y_
- Multiple board governing policies and procedures (if applicable) _y_
- Board's calendar for reviewing institutional and board policies and procedures _n_
- Bylaws and Articles of Incorporation referencing governance structure _y_

Rationale:

Board review schedules were not available to review and were not discoverable.

Standard 2.A.2

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Team Verification: Compliant

Evidence:

- Leadership organizational chart _Y_
- Curriculum vitae of executive leadership _Y_

Rationale:

Complete, qualified team with good representation for all three campuses.

Standard 2.A.3

The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Team Verification: Compliant

Evidence:

- Curriculum vitae of President/CEO _Y_

Rationale:

CEO was selected through a national search and has the demonstrated experience expected for this position.

Standard 2.A.4

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Team Verification: Compliant

Evidence:

- Institutional governance policies and procedures (see 2.A.1) _Y_



Rationale:

Efforts to receive feedback from all noted areas is very evident

Standard 2.B.1

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Team Verification: Compliant

Evidence:

- Academic freedom policies and procedures (evidence could include samples of negotiated agreements with faculty and/or staff, where appropriate) Y
- Evidence that the students also have academic freedom Y

Rationale:

Governance documents outline academic freedom for both faculty and students as required.

Standard 2.B.2

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Team Verification: Compliant

Rationale:

Board of Regents and University Policy clearly state no infringement on a person's right to free speech or infringement on academic freedom.

Standard 2.C.1

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Team Verification: Compliant

Evidence:

- Transfer of credit policies and procedures Y

Rationale:

Transfer of credit resource site is a great tool.

Standard 2.C.2

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Team Verification: Compliant

Evidence:

Documentation of student's rights and responsibilities policies and procedures, which include:

- Academic honesty Y
- Conduct Y
- Appeals, grievances Y
- Accommodations for persons with disabilities Y

Rationale:

Policies and procedures meet the standard. Disability services webpage isn't clear on services provided. The FAQ page is comprehensive, however.

Standard 2.C.3

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.



Team Verification: Compliant

Evidence:

- Policies and procedures for recruiting, admitting, and placing students **_Y_**
- Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures **_Y_**

Rationale:

Evidence indicates standard compliance

Standard 2.C.4

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Team Verification: Compliant

Evidence:

- Policies/procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies) **_Y_**

Rationale:

Great detail on the backup procedures and efforts.

Standard 2.D.1

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Team Verification: Compliant

Evidence:

- Policies/procedures for reviewing published materials (print or websites) that assures institutional integrity **_Y_**

Rationale:

Concerned the review and responsibility is at the department level. There is no clear institutional oversight

Standard 2.D.2

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Team Verification: Compliant

Evidence:

- Policies/procedures for reviewing internal and external complaints and grievances **_Y_**

Rationale:

Current and updated material is evident.

Standard 2.D.3

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

Team Verification: Compliant

Evidence:

- Policies/procedures prohibiting conflict of interests among employees and board members **_Y_**

Rationale:

Solid policy with Board of Regent 4.10 Ethics and Conduct.

Standard 2.E.1

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission



Team Verification: Compliant

Evidence:

- Policies/procedures that articulate the oversight and management of financial resources **_Y_**
- Latest external financial audit including management letter **_Y_**
- Cash flow balance sheets **_Y_**
- Audited financial statements **_Y_**
- Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments **_Y_**
- Significant contracts/grants **_Y_**
- Endowment and giving reports **_Y_**
- Investment revenue **_Y_**

Rationale:

Single audit report demonstrates sufficient resources to achieve and fulfill mission.

Standard 2.E.2

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Team Verification: Type 1 Finding

Evidence:

- Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds **_Y_**
- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders **_N_**

Rationale:

Reestablishing the budget committee will aid better stakeholder engagement. Lacking evidence of meetings and stakeholder participation.

Standard 2.E.3

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

Team Verification: Compliant

Evidence:

- Description of internal financial controls **_Y_**
- Board approved financial policies, state financial policies, or system financial policies **_Y_**

Rationale:

Reestablishing the budget committee will help with transparency.

Standard 2.F.1

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Team Verification: Compliant

Evidence:

- Human resource policies / procedures **_Y_**
- Policies/procedures related to teaching, scholarship, service, and artistic creation **_Y_**
- Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination **_Y_**

Rationale:

Evidence supports meeting the standard

Standard 2.F.2

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.



Team Verification: Compliant

Evidence:

- Employee professional development policies/procedures Y

Rationale:

Well developed opportunities for professional development

Standard 2.F.3

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

Team Verification: Compliant

Evidence:

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate Y
- Personnel hiring policy/procedures Y
- Academic organizational chart Y
- Administrator/staff /faculty evaluation policies/procedures Y

Rationale:

Employment levels appear adequate in all areas for continuity and meeting institutional mission.

Standard 2.F.4

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Team Verification: Compliant

Evidence:

- Administrator/staff/faculty evaluation policies/procedures Y

Rationale:

Good documentation of policies and forms.

Standard 2.G.1

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Team Verification: Compliant

Evidence:

- Listing of programs and services supporting student learning needs Y

Rationale:

Evidence supports meeting the standard.

Standard 2.G.2

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

Team Verification: Compliant

Evidence:

Catalog (and/or other publications) that provides information regarding:

- Institutional mission Y
- Admission requirements and procedures Y



- Grading policy _Y_
- Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion _Y_
- Names, titles, degrees held, and conferring institutions for administrators and full-time faculty _Y_
- Rules and regulations for conduct, rights, and responsibilities _Y_
- Tuition, fees, and other program costs _Y_
- Refund policies and procedures for students who withdraw from enrollment _Y_
- Opportunities and requirements for financial aid _Y_
- The academic calendar _Y_

Rationale:

Catalog was well organized and clear.

Standard 2.G.3

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Team Verification: Compliant

Evidence:

Samples of publications and other written materials that describe:

- Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered _Y_
- Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials _Y_

Rationale:

Licensure search tool is a great concept but limited given reciprocity limitations of other states.

Standard 2.G.4

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Team Verification: Compliant

Evidence:

- Published financial aid policies/procedures including information about categories of financial assistance _Y_
- Information to students regarding repayment obligations _Y_
- Policies / procedures for monitoring student loan programs _Y_

Rationale:

Well documented and easy to navigate

Standard 2.G.5

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Team Verification: Compliant

Evidence:

- Published financial aid policies/procedures including information about categories of financial assistance _Y_
- Information to students regarding repayment obligations _Y_
- Policies / procedures for monitoring student loan programs _Y_
- Loan default rate published on website _Y_

Rationale:

All requirements are evident and easy to find

Standard 2.G.6

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are



adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Team Verification: Compliant

Evidence:

- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) _Y_
- Systematic evaluation of advising _Y_
- Professional development policies / procedures for advisors _Y_

Rationale:

Who is my advisor tool is very helpful and easy to use.

Standard 2.G.7

The institution maintains an effective identity verification process for students, including those enrolled in distance education courses and programs, to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

Note: Institutions should refer to NWCCU Distance Education Policy for guidance and definitions related to the required evidence.

Team Verification: Compliant

Evidence:

- Policies/procedures for ensuring the student who registers in a distance education course/program is the same student who participates in the course and receives credit _Y_
- Policies/procedures make it clear that these processes protect student privacy _Y_
- Notification to students at the time of registration of any additional charges associated with verification procedures _Y_
- Academic policies/procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs _Y_

Rationale:

Who is my advisor tool is very helpful and easy to use.

Standard 2.H.1

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

Team Verification: Compliant

Evidence:

- Procedures for assessing adequacy of library collections _Y_
- Library planning committee and procedures for planning and collection development _Y_
- Library instruction plan; policies/procedures related to the use of library and information resources _Y_
- Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process _Y_

Rationale:

Library services for faculty is a great resource.

Standard 2.I.1

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Team Verification: Compliant

Evidence:

Facilities master plan, including:

- Equipment replacement policies/procedures _n_
- Procedures for assessing sufficiency of physical facilities _Y_
- Policies and procedures for ensuring accessible, safe, and secure facilities _Y_
- Policies/procedures for the use, storage, and disposal of hazardous waste _Y_



- Technology master plan and planning processes _y_

Rationale:

Great data provided by Gordian. Evidence supports meeting standard

Concluding Comments

Report was well written with very clear and supportive narrative. Documentation and guidance to evidence was greatly appreciated and very helpful.