

STATUS OF RURAL ALASKA MANAGEMENT TRAINING 2012 SUMMARY REPORT



Submitted to:



Denali Commission
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1 Project Description

Rural Managers, whether city/tribal administrators, utility managers, public works directors, or other rural facility managers, are collectively responsible for the administration of more than a billion dollars' worth of infrastructure and a variety of services and programs in rural Alaska.

The scope of these managerial duties includes a diversity of programmatic and service delivery responsibilities, including:

- Electrical plants and distribution systems;
- Water and sewer systems;
- Solid waste systems;
- Bulk fuel distribution systems;
- Roads, harbors, and airports maintenance and operations;
- Organizational Financial management;
- Utility billings and collections;
- Human Services operations;
- Health facilities and services;
- Community and organizational planning;
- Public housing and weatherization;
- Public safety systems and facilities;
- Community Hall programs and operations & maintenance;
- Environmental protection;
- Grant writing and implementation; and
- Child welfare.

This training needs assessment and survey was designed to answer the following questions to determine what the training needs are for rural managers and whether these needs are being met:

- 1. What barriers do rural managers face trying to achieve their professional training goals?**
- 2. Do Alaska's rural business education and training programs offer the training rural managers need?**
- 3. What additional training and/or programs are needed, if any, and what training delivery options are best suited for rural managers?**

1.1 Project Goal

The goal of this project was to gather crucial training information through two needs assessment surveys. The surveys identified the unique training needs of Alaska's rural managers and the results will be used by training planners and providers for the development of programs, as well as serve as a guide for future training investments.

1.2 Project Objectives

There were two project objectives. Objective 1 was the design and administration of a survey for *Rural Managers* who have responsibility for managing village infrastructure in rural Alaska. Objective 2 was the design and administration of a survey for *Regional Training Centers* and other training providers that offer rural management degrees and/or certificates. Rural Managers responsible for managing community facilities and infrastructure were asked to complete the **Rural Manager Training Needs Assessment Survey**. Regional Training Centers and training providers offering rural management courses, degrees and/or certificates, were asked to complete the **Rural Manager Regional Training Program Inventory Survey**.

1.3 Methodology

To introduce the project to all participants, a project flyer was developed in consultation with the Denali Commission Training Manager to describe the project goals and objectives (see Appendix A). As part of this study, two separate survey instruments were developed with consultation from the Denali Commission's Training Program (see Appendices B & C). The first survey, entitled "Denali Commission Rural Manager Training Program Inventory", was designed primarily as a data entry tool to facilitate the inventory of rural business management training programs. It gathered information on the following topics:

- The name of the institution providing the training
- Contact information
- Name of the program

- Length of time to complete the program
- Cost of the program
- Type of endorsement received and whether transferable
- State or national accreditation
- Target population

The second survey, “Denali Commission Rural Manager Training Needs Assessment Survey”, consisted of 20 questions covering the following topics:

- Name and title of person completing the form
- Years of experience as a rural manager
- Type of organization working for
- Type of facilities, infrastructure, utilities, or renewable energy systems responsible for
- Number of employees managing
- Number of villages responsible for
- Minimum levels of training required as a condition of hire
- Type of training employer provided
- Types of General Business Management training desired
- Current and long term professional goals
- Barriers to obtaining additional management training and education
- Preferred type of program delivery method
- Reasons why you would pursue additional management training and education

A focus group consisting of professionals from the State of Alaska Rural Utility Business Advisor Program, Tanana Chiefs Conference, and the University of Alaska Fairbanks, was convened in Fairbanks, Alaska to review the survey instruments and fine-tune the questions. Both survey instruments were developed using Survey Monkey and converted into online surveys. In addition, Adobe® portable document format (PDF) versions of the surveys were developed for users wanting to complete the survey offline. Lastly, paper copies of both survey instruments

were printed for anyone wanting to complete either survey by hand. Both survey instruments were made available from Three Star Enterprises LLC’s (Three Star) homepage.

Three Star conducted extensive outreach to advertise and promote the availability of both survey instruments. A preliminary list of regional organizations was developed (see Appendix D), and members of Three Star’s staff then scheduled outreach trips to the major regional hubs, including:

Bethel	Dillingham	Fairbanks
Juneau	Kotzebue	Nome

The purpose of these trips was twofold. The assistance of the regional tribal non-profits was solicited to assist with the widespread distribution of the survey instruments via their email distribution networks. Local colleges and training institutions were approached with hardcopies of the “Denali Commission Rural Manager Training Program Inventory” with the goal of getting as many rural training programs to complete the inventory as possible. Three Star staff answered any questions regarding how to complete the surveys.

In addition to regional outreach trips, Three Star distributed the surveys via its internal rural Alaska email distribution contact list of more than 1,000 rural Alaska municipal, tribal, and non-profit contacts. Further, Three Star presented the survey to the Bristol Bay Native Corporation Leadership Conference as well as at the Bureau of Indian Affairs Tribal Provider’s Conference.

As a result of these outreach efforts, 68 rural managers and leaders completed the “Denali Commission Rural Manager Training Needs Assessment Survey,” which exceeded the minimum required by the contract. Less than 10 training providers completed the “Denali Commission Rural Manager Training Program Inventory.” Results of both surveys were exported to Excel and the data graphed to aide in interpretation of the results. The interpreted results are presented in Section 2.

2 Rural Management Training Survey Results

Rural management is a complex issue in Alaska. Rural Alaska has over 100 municipal governments, more than 220 tribal governments, 12 regional Native non-profit corporations, health corporations, housing authorities, and a variety of unincorporated communities without State or Native governments. Most rural communities have several of these organizations providing services. Each of these entities has the potential to administer a huge array of essential public facilities and programs. The following survey results provide a picture of the current status of skill development and training needs for rural Alaskan rural managers.

The following sixteen questions and responses are the results of administering the poll to 68 rural managers. Each table of survey data will be followed by a brief explanation of the results.

Table 1: Question 1—Rural Managerial Experience

Question 1—How many years of experience do you have as a rural manager?		
Answer Options	Response Percent	Response Count
0-5 years' experience	38%	24
6-10 years' experience	22%	14
11-20 years' experience	19%	12
21-30 years' experience	15%	10
31+ years' experience	4%	3
<i>Answered question</i>		63
<i>Skipped question</i>		5

The survey data in Table 1 shows there is a wide range in the number of years of managerial experience in the survey respondents. The majority (60%) of the managers have less than 10 years' experience and over a third (38%) have less than five years' experience. Almost a fifth of the managers have 20 to over 30 years' experience. The range in experience indicates the need for a wide array of training opportunities for Alaska's rural managers. For instance, the newer

managers might want basic management training and the more experience managers could be more interested in recent developments in information technology.

Table 2: Question 2—Type of Organization

Question 2—What type of organization do you currently work for?		
Answer Options	Response Percent	Response Count
Statewide utility corporation	0.0%	0
Regional utility corporation	0.0%	0
Local/village utility corporation	3.1%	2
For-profit corporation	1.5%	1
Regional non-profit	10.8%	7
Tribal government (Traditional or IRA Council)	60.0%	39
City/Municipal government	23.1%	15
Borough government	1.5%	1
Other (please specify)		8
Answered question		65
Skipped question		3

The majority of rural administrators surveyed were from tribal governments (60%) or municipal government (23%). The remaining organizations surveyed were primarily from Alaska Native rural non-profit organizations. These percentages are fairly representative of the number of Alaska’s municipal governments under 5000 (137), Alaska’s tribal governments (227) and regional non-profits.

The majority of rural management can be found in tribal or municipal government. Although each form of government is different in its authorization, they all have similar management needs. Both need a chief administrator with responsibility for overseeing the planning, organizing, directing and controlling of a variety of public utilities and services (electrical, water

& sewer, solid waste disposal, roads, housing, health, child welfare, environmental protection, etc.). These communities have additional staff with specific administrative and operational responsibilities (payroll clerk, financial officers, plant operators, etc.).

Table 3: Question 3—Type of Facilities/Systems

Question 3—What type of facilities, infrastructure, utilities, or renewable energy systems are you currently responsible for managing? Check all that apply.		
Answer Options	Response Percent	Response Count
Roads	61.2%	41
Other Community/ Public/ Multi-Purpose Buildings	52.2%	35
Community Water System	37.3%	25
Community Waste Water System	32.8%	22
Public/ Tribal Housing	31.3%	21
Village Clinic	29.9%	20
Bulk Fuel Tank Farm	26.9%	18
Power Plant	22.4%	15
Community Washeteria	20.9%	14
Electrical Distribution System	16.4%	11
Barge Landing	14.9%	10
Dock/ Port Facilities	14.9%	10
Boardwalks	13.4%	9
Wind Turbines/ Renewable Energy Systems	10.4%	7
Airport	9.0%	6
Village School	4.5%	3
Village Telecommunications / IT Networks	4.5%	3
Other (please specify)		15
Answered question		67
Skipped question		1

Survey data in Table 3 clearly indicates the diversity of responsibilities a rural manager must be prepared to administer on a daily basis. For example, the provision of energy related services is complicated and yet vital to the community. A typical managerial responsibility for an energy system entails the generation of sufficient revenue from users to pay for the operation and maintenance of the systems and prepare for future expenses. These skills and abilities are just a few of the training needs required for most managers.

It is important to note that all rural managers operate under the direction of a council or board and are accountable to the public. The connections to elected officials and the public require special skills, knowledge and abilities that can be addressed in management training.

Table 4: Question 4—Number of Employees

Question 4—How many employees do you currently manage?		
Answer Options	Response Percent	Response Count
None	3.3%	2
1-4	25.0%	15
5-10	36.7%	22
11-20	20.0%	12
21-50	10.0%	6
51 or more	5.0%	3
<i>Answered question</i>		60
<i>Skipped question</i>		8

The survey data in Table 4 reflects that rural managers have a wide range in the number of employees under their supervision. The majority of the managers are supervising between five and twenty employees.

Managing employees is a difficult task that requires a range of skills and can be time consuming. It is essential for the efficiency of an organization to have good staff management,

clear lines of authority, and functional personnel policies and procedures. Dealing with complex personnel issues and setting operational expectations is a challenge to management in any organization. Many rural managers have not received any formal training in human resources management. Personnel management should be an essential part of management training for new managers and continued training for existing managers.

Table 5: Question 5—Number of Villages Managed

Question 5—Do you manage infrastructure or facilities in more than one village? State the number of villages below.		
Answer Options	Response Percent	Response Count
1 village	86.5%	45
2-5 villages	1.9%	1
6-10 villages	3.8%	2
11-20 villages	3.8%	2
21-50 villages	3.8%	2
50 or more villages	0.0%	0
<i>Answered question</i>		52
<i>Skipped question</i>		16

Table 5 survey data shows that very few of the rural managers are responsible for the management of more than one community. Maintaining local hire for most positions is a priority with rural communities. Rural communities want to keep local control of programs and services and to maximize dollars circulating in the community.

It is more common for sub-regional and regional non-profits to have positions that are responsible for programs and service delivery in a number of communities. The Alaska Village Electrical Cooperative (AVEC), with 51 rural sites, is one example of a successful distance management system operating in rural Alaska.

Table 6: Question 6—Minimum Employer Training/Education Requirements

Question 6—In your current job, what MINIMUM level of formal training or education did your employer require as a condition of hire? Check off all that apply. Use the "Other" box for any training/education not listed.		
Answer Options	Response Percent	Response Count
High School Diploma or GED	83.6%	51
Driver's License	37.7%	23
Annual Job-Specific Skills Training (40 hours or less)	18.0%	11
4-year Bachelors of Arts in Business Administration, Rural Development, etc.	14.8%	9
2-year Associates of Arts in Business Administration, Rural Development, etc.	8.2%	5
Job Corps or Technical School Certificate or Endorsement (1-2 years)	3.3%	2
Master’s Degree in Business Administration, Rural Development, etc.	1.8%	1
Other (please specify)	26.2%	16
<i>Answered question</i>		61
<i>Skipped question</i>		7

The survey data in Table 6 indicates that having a high school diploma or having passed a GED (General Education Development) test is the one overwhelming requirement for management positions in rural Alaska. Having a high school degree or GED indicates a certain level of basic skill development but it frequently does not prepare individuals for complex management responsibilities.

Over a quarter of the survey respondents (26.2%) checked the ‘Other’ response box. Most of these responses indicated that their employer allowed experience to be substituted for education/training requirements. The rest of the respondents primarily referred to training for special equipment.

In rural Alaska the availability of higher education opportunities limits the hiring requirements an organization can put on potential employee qualifications if local hire is a priority.

Table 7: Question 7—Employer-Provided Training

Question 7—In your current job, what type of training, if any, has your employer provided you?		
Answer Options	Response Percent	Response Count
On-the-job training	61.7%	37
Trained by previous manager	11.7%	7
None	20.0%	12
Other (please specify)	41.7%	25
<i>Answered question</i>		60
<i>Skipped question</i>		8

The survey data in Table 7 indicates that on-the-job training is the most common type of training for rural managers. Many important lessons and crucial operational skills can be learned through on-the-job training but it is also an opportunity for poor management practices to be passed on in an organization. Having an adequately trained management staff helps to ensure good management practices are developed and maintained.

The other highest response (41.7%) to the type of training provided by the employer was ‘Other’. A review of the responses indicates that the majority of this type of training refers to specific instruction provided by Federal and State programs for the administration of their programs or grants.

Table 8: Question 8—General Business Management Skills Training

<p>Question 8—If you could get additional training today in one or more of the following areas, which skill set(s) would have the greatest positive impact on your on-the-job performance? You may select more than one skill-set, or add one of your own using the "Other" field.</p>

Answer Options	Response Percent	Response Count
Business Planning Skills (Strategic Planning; Facility, Infrastructure and Utility Business Plans)	66.7%	40
Financial Skills (Budgeting, Financial And Cash Management, Basic Accounting)	61.7%	37
Capital Projects Management (Planning, Developing, Managing Projects)	56.7%	34
Personnel Management (Human Resources /Labor Laws, Policies & Procedures, Workforce Productivity)	55.0%	33
Grants Management	51.7%	31
Organizational Management (Organizational Structure, Delegation of Authority, Board Management, By-Laws)	43.3%	26
Records & Data Management Skills	38.3%	23
Personal Skills (Business Writing, Public Speaking, Time Management, Personal Organization)	33.3%	20
Desktop Software Skills (Microsoft Word, Excel)	28.3%	17
Internet Software Skills (Google Applications, Social Media, Web-Conferencing)	28.3%	17
Basic Information Technology Skills (Computer Hardware, Networks, Internet Access)	18.3%	11
None of the above	3.3%	2
Other (please specify)		2
	Answered question	60
	Skipped question	8

The survey data in Table 8 indicates an interest in a range of training options. More than 50% of the respondents indicated that receiving training in business planning skills, financial management skills, capital projects management, personnel management, and grants management would have the greatest immediate impact on their on-the-job performance.

Table 9: Question 9—Technical Skills/Specialized Training For Managers

Question 9—If you could get additional training today in one or more of the following technical and specialized skills, which skill set(s) would have the greatest positive impact on your on-the-job performance? You may select more than one skill-set, or add one of your own using the “Other” field.		
Answer Options	Response Percentage	Response Count
Construction Contracting and Contract Administration	45.8%	27
Renewable Energy Project Development & Management	44.1%	26
Emergency Response Planning and Management	40.7%	24
Facility and infrastructure vulnerability Assessments	37.3%	22
Introduction to Energy Efficiency for Community Buildings and Facilities	32.0%	19
Introduction to Reading & Understanding Technical Drawings & Construction Documents	30.5%	18
Introduction to Renewable Energy Systems	28.85%	17
OSHA and Workplace Safety	18.6%	11
Introduction to Water/Wastewater Systems	15.3%	9
Introduction to Bulk Fuel Tank Farm Management and Spill Prevention, Control and Countermeasures Plans	15.3%	9
Introduction to Power Generation/ Distribution Facilities	13.3%	8
None of Above	10.2%	6
Other	1.7%	1
Answered Question		59
Skipped Question		9

The survey data in Table 9 indicates that rural managers recognize the need for some technical skill and specialized training.

The highest levels of response to the question (ranging from 30.5% to 45.8%) indicate an interest in training that can be clustered into three main topics:

- Construction Management Issues
- Energy Management Issues
- Emergency Preparedness and Management Issues

The availability of technical and specialized training in rural Alaska is limited and frequently requires travel outside of communities. The expense and time requirements can be a barrier to participation in available training.

Table 10: Question 10—Professional Goals

Question 10—Please describe your current and long-term professional goals, assuming no barriers existed to stop you from achieving these goals.					
Answer Options	Already Completed	In My Short Term Goals (1-2 Yrs)	In My Long Term Goals	Not in My Plans/Not Applicable	Total Count
High School	55	0	1	0	56
Annual Job-specific Training	20	17	6	7	50
Administration certification	11	20	9	11	51
2-year Associate Degree	9	11	12	15	47
4-year Bachelor of Arts Degree	12	0	19	18	49
Master’s in Business Management	4	4	22	21	51
Ph.D	1	1	3	38	43
Other: Please describe any specific training or education you want to pursue:					5
<i>Answered question</i>					60
<i>Skipped question</i>					8

The survey data in Table 10 indicates a wide range in the training goals reported from the rural manager respondents. In the short term, the majority (67%) of the managers are concerned

with getting annual job specific training and/or an administrative certification. In the long term, the emphasis shifts to higher education degrees with 93% of the respondents wanting degrees ranging from an Associate degree (AA) to a Doctor of Philosophy degree (Ph.D.).

Table 11: Question 11—Current Enrollment

Question 11—Are you currently enrolled in any formal training or education programs to work towards meeting your goals?		
Answer Options	Response Percent	Response Count
Yes	16.9%	10
No	83.1%	49
Answered question		59
Skipped question		9

The survey data in Table 11 show the majority of respondents are not currently enrolled in training. The negative response to this question, when contrasted with the previous question about short and long-term training/education goals, supports the supposition that many management training and educational opportunities may not be available in rural communities. Given the respondents’ indicated desire to receive management training/education, there must be significant reasons for a lack of participation in such activities.

Table 12: Question 12—Barriers to Obtaining Additional Training/Education

Question 12—Which of the following are the biggest barriers to obtaining additional management training and education? You may select more than one, and/or add any additional barriers not listed in the "Other" field.		
Answer Options	Response Percent	Response Count
Need financial resources	65.5%	38
Cannot take time away from work	34.5%	20
Training/course of study not available in village	29.3%	17

Question 12—Which of the following are the biggest barriers to obtaining additional management training and education? You may select more than one, and/or add any additional barriers not listed in the "Other" field.		
Answer Options	Response Percent	Response Count
Course schedule(s) & subsistence activities conflict	24.1%	14
Family obligations	19.0%	11
Training/course of study not available in regional hub	13.8%	8
Need childcare	13.8%	8
Need Internet access and/or computer	12.1%	7
Need additional computer skills (for online courses)	12.1%	7
Cannot leave village	10.3%	6
Need career/training counselor or mentor	6.9%	4
Need GED/High School Diploma	1.7%	1
Need quiet study area	1.7%	1
None of the above	5.2%	3
Other (please specify)	12.1%	7
<i>Answered question</i>		58
<i>Skipped question</i>		10

The survey data in Table 12 indicates that many of the rural managers have a multitude of barriers that keep them from accessing additional management training and education. The greatest single barrier is the lack of financial resources. The other important issues identified in this question (cannot leave the village, subsistence activities conflicts, and family obligations) all point to the need for training that is locally available and has flexibility built into the program delivery.

The responses in the ‘Other’ answer option primarily indicated a concern with available time, the lack of local training or the need for employer financial support.

Table 13: Question 13—Local Online Training Availability

Question 13—Are any residents of your community currently taking any online courses or training?		
Answer Options	Response Percent	Response Count
Yes	60.0%	36
No	6.7%	4
Don't know	33.3%	20
<i>Answered question</i>		<i>60</i>
<i>Skipped question</i>		<i>8</i>

The survey data in Table 13 reflects that online (or web-based) training is accessible in a majority of the rural communities. This indicates that online training is possible and there could be a range of successful delivery models.

Table 14: Question 14—Training Delivery Methods

Question 14—In your opinion, what type of course or program delivery method would best help you to obtain your business management training and education goals? You may select more than one option.		
Answer Options	Response Percent	Response Count
Via distance delivery (requires Internet access and computer)	66.7%	38
On campus, in your region	17.5%	10
On campus, anywhere in Alaska	10.5%	6
Other (please specify)	5.3%	3
<i>Answered question</i>		<i>57</i>
<i>Skipped question</i>		<i>11</i>

The survey data in Table 14 shows two thirds of the managers surveyed believe that distance delivery in their communities would be the best way to receive training. This response is supported throughout a number of the survey questions. Distance delivery in a rural community addresses the major barriers to participation in manager training and education (lack of financial resources, time, courses, and conflicts with subsistence activities, etc.).

Table 15: Question 15—Reasons to Pursue Training/Education

Question 15—Please rank the list of reasons why you would pursue management training and education.						
Answer Options	Most Important	Important	Not Important	N/A	Rating Average	Response Count
Self-Improvement	34	13	3	5	3.62	55
Keep your current job/position	28	18	8	3	3.37	57
Advance in your current job/position	27	24	1	4	3.50	56
Gain skills for a particular work task or project	25	29	2	1	3.41	57
Obtain a credential or degree	20	21	10	5	3.20	56
Improve your status in your organization and/or community	18	20	14	5	3.08	57
Family wants you	2	19	15	18	2.64	54
Other (please specify)						1
Answered question						58
Skipped question						10

It is evident from the survey responses in Table 15 that each of these issues is very important to rural administrators. However, advancing in their jobs and increasing skills are the basic motivators for seeking additional training.

The overall survey data suggest that the likelihood of pursuing management training and educational opportunities would be enhanced if it was available in the community.

Table 16: Question 16—Comments/Concerns Regarding Available Training/Education

Question 16—Do you have any other comments, concerns, or suggestions regarding the training and education programs available to rural managers and administrators who are responsible for managing village facilities, infrastructure, and utilities?		
Answer Options	Response Percent	Response Count
		27
<i>Answered question</i>		27
<i>Skipped question</i>		41

Table 16 shows that most of the survey respondents did not answer this question. However, those that responded had a range of answers. The most frequent responses clustered around the following issues:

- **Cost**

“Most villages do not have funding to attend training-either from grants or business money”

“What we need is funding for the tribe so we could set up trainings in village for skills we need”

“Another area of concern is that most training occurs outside of the region and travel expenses curtail those opportunities for people living in the villages”

- **Internet Issues**

“I believe that spotty and lack of high speed internet is a real hindrance to on line education.”

“The rural areas need a much higher level of internet and communication services allowing better access to the outside world.”

“Need Programs online, workshops in the area, making material available for home study.”

3 Findings and Recommendations

The following identifies several recommendations for developing effective rural management training. The recommendations are based upon the findings of the rural manager survey. Two-thirds of the managers surveyed identified distance education as the best way to provide needed management training.

3.1 Distance Education Training

Two-thirds of the managers surveyed identified distance education as the best way to provide needed management training to rural communities. Developing and providing distance rural management training also allows the number one barrier (need for financial resources) to be addressed by reducing costs to the individual and organizations needing trained staff.

3.2 Organizational Commitment

For online training to work, the participating organizations must be willing to allow staff time for training. The second through fourth barriers to accessing training are concerned with having available time to participate. Distance education can provide that flexibility. In addition, it would help provide financial or workplace advancement to those successfully completing training.

3.3 Training Organizational Coordination

There are a number of institutions that currently provide rural management training. It would be beneficial to furthering the cause of rural management training, if these institutions could develop complimentary curriculums that allow rural managers to take courses from a variety of sources that lead to management certificates and/or degrees.

4 Institutional Survey – Program Inventory and Gap Analysis

The Denali Commission determined there was a need to identify education gaps in the availability and delivery of current accredited secondary business education programs to rural managers such as tribal administrators, utility managers, municipality clerks and other public facility managers. The Commission partners with tribal, federal, state and local governments and collaborates with all Alaskans to improve the effectiveness and efficiency of government services, to develop a well-trained labor force employed in a diversified and sustainable economy, and to build and ensure the operation and maintenance of Alaska's basic infrastructure.

4.1 Program Inventory

The Denali Commission Rural Manager Training Program Inventory Survey inventoried training and education programs currently available in rural Alaska (see Appendix E for the individual program inventories). Eight separate organizations provided detailed information on their educational and training programs, such as prerequisites, endorsements, and method of delivery.

4.1.1 Programs

According to the inventory survey, 50% of the responders were associated with the University of Alaska, a regional college. Their programs last from one week to four years. Costs for these programs include tuition, books, other materials, transportation and room and board and vary depending on course level and program.

To enroll in these programs, a high school diploma or GED is generally required. These programs target primarily rural Alaskans. No less than seven different commonly used forms of financial aid are available to rural managers to further their education and/or to obtain new skills. Some examples of the programs available include Rural Development, Tribal Management and Business and Office Technology.

The primary general business management skills participants will acquire from the programs include: Desktop Software, Personnel Management and Personal Skills. Of the 11 technical skills listed, over 60% of the respondents stated that their programs did not provide any of these skills.

Some of these programs emphasize Rural Development, Tribal Management, or Business and Office Technology. Programs are offered on semester, quarterly, annual and as-needed basis. These programs run anywhere from one week to 4+ years.

The cost of completing any of these programs includes tuition, books, materials, room and board, transportation and other miscellaneous items. Respondents cited that these costs vary depending on the program and course level. For example, tuition ranged from \$157 per participant to \$9,600. Books and material also depended on course. For many of the programs, room and board is provided and in some cases the program is provided locally.

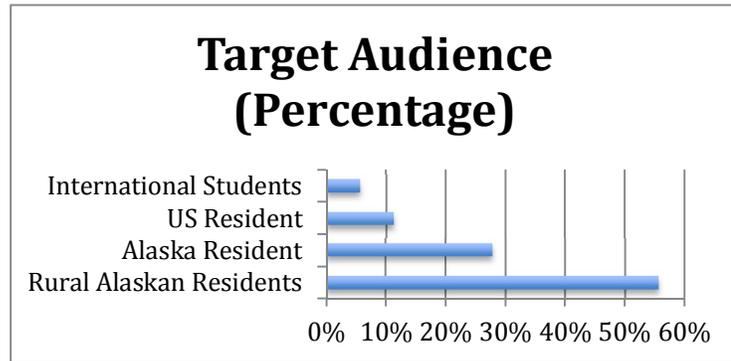
Fifty percent of organizations were a regional college. A high school diploma was a basic prerequisite for enrolling in these programs, and the most common endorsement is a certificate of attendance.

Table 17: Program Academic Awards

Item	Count
Degree (AAS, BA, MA, PhD)	4
Occupational Endorsement	2
Occupational Certificate	4
Certificate of Attendance	24

Respondents identified the target audience for their programs. As seen below in Chart 1, the programs offered at the various organizations are targeted to rural Alaskan residents and Alaskan residents.

Chart 1: Program Target Audience



These programs are offered in face-to-face (classroom) mode, Internet and audio conferences, and audio-only (telephone) conferences.

Financial aid comes in all forms, from scholarships, Pell Grants, federal student loans, Alaska student loans, Native Corporations, and JTPA.

Some of the scholarships identified are:

- Norton Sound Economic Development Corporation Community Training grants;
- Denali Training Fund;
- BBC Scholarship program funded by a number of corporate organizations; and
- UAF special needs allocation programs from the state.

4.1.2 Skills Training

The regional training providers were asked to identify which general business management skills are acquired at the end their program. These are the same skills asked in the Rural Managers Training Needs Assessment survey. Only eight educational and training providers responded completely to the general management skills.

Table 18: General Management Skills Training Offered by Providers

General Management Skill	Percent	Count
Desktop Software Skills (Microsoft Word, Excel, Windows)	62.60%	5

General Management Skill	Percent	Count
Internet Software Skills (Google Applications, Social Media, Web Conferencing)	37.50%	3
Basic Information Technology Skills (Computer Hardware, Networks, Internet Access)	50.00%	4
Financial Skills (Budgeting, Financial And Cash Management, Basic Accounting)	50.00%	4
Personnel Management (Human Resources And Labor Laws, Policies And Procedures, Hiring/Firing, Workforce Productivity)	62.50%	5
Organizational Management (Organizational Structure, Delegation Of Authority, Board Management, By-Laws)	50.00%	4
Grants Management	25.00%	2
Capital Projects Management (Planning, Developing, Managing Capital Projects In Rural Alaska)	25.00%	2
Personal Skills (Business Writing, Public Speaking, Time Management, Personal Organization)	62.50%	5
Business Planning Skills (Strategic Planning; Facility, Infrastructure And Utility Business Plans)	50.00%	4
Records and Data Management Skills	37.50%	3
None Of The Above	0.00%	0
<i>Answered question</i>		<i>8</i>

As shown above in Table 18, Desktop Software, Personnel Management, and Personal skills were cited by five of the eight providers. Note that the respondents could respond to more than one skill set.

Providers were also asked to identify the technical/specialized skills Rural Managers would acquire after completion of the programs. Again, these were the same skills asked of Rural Managers. See Table 19, below, for response data.

Table 19: Technical Skills Training Offered by Providers

Technical Skills Provided by Training Providers	Percent	Count
Facility and Infrastructure Vulnerability Assessments	25.00%	2
Emergency Response Planning and Management	25.00%	2
OSHA and Workplace Safety	25.00%	2
Introduction to Renewable Energy Systems	25.00%	2
Introduction to Power Generation and Distribution Facilities	12.50%	1
Introduction to Water/Wastewater Systems	12.50%	1
Introduction to Bulk Fuel Tank Farm Management and Spill Prevention, Control and Countermeasures Plans	0.00%	0
Renewable Energy Project Development & Management	25.00%	2
Introduction to Energy Efficiency for Community Buildings, Facilities	12.50%	1
Introduction to Reading/Understanding Technical Drawings & Construction Documents	25.00%	2
Construction Contracting and Contract Administration	0.00%	0
None of the above	62.50%	5
Answered question		8

The two most identified skills were Construction Contracting and Contract Administration at 45.8% and Renewable Energy Project Development and Management at 44.1%. According to the eight provider respondents, the most common skill identified was ‘none of the above’ at 62.5%.

4.2 Training Program Gap Analysis

Rural managers identified those business management skills that would have the greatest positive impact on their job performance. Of the 60 rural managers who responded, two of three wanted *business planning* and *financial skills* while over half thought *capital projects management* and *personnel skills* would improve their performance.

Eight educational and training providers identified which business management skills are acquired at the end their program. The primary General Business Management skills participants will acquire from the programs are Desktop Software, Personnel Management and Personal Skills.

Table 20: General Business Management Skills Needed vs. Provided

General Business Management Skill	Needed Percent	Rank	Provided Percent	Rank
Desktop Software Skills	62.5%	1	28.3%	9
Internet Software Skills	37.5%	3	28.3%	9
Basic Information Technology Skills	50.0%	2	18.3%	10
Financial Skills	62.5%	1	61.7%	2
Personnel Management	50.0%	2	55.5%	4
Organizational Management	25.0%	4	43.3%	6
Grants Management	25.00%	4	51.7%	5
Capital Projects	62.5%	1	56.7%	3
Personal Skills	50.0%	2	33.3%	8
Business Planning Skills	50.0%	2	66.7%	1
Records And Data Management Skills	37.5%	3	38.3%	7
None of the above	0.00%	5	3.3%	11

The demand and supply of needed general business management skills matched up relatively well, as shown in Table 20. For example, 62.5% of managers identified financial skills as a needed skill while 61.7% of providers identified that participants will acquire these skills once the program was completed.

Managers were asked which technical skills or specialized training that would have a positive impact on their job performance. Nearly 46% choose *Construction Contracting and Contract Administration*, while 44% chose *Renewable Energy Project Development and Management*.

Providers were also asked to identify the technical/specialized skills rural managers would acquire after completion of the programs. See Table 21, below.

Table 21: Technical Skills Needed vs. Provided

Technical Skill	Needed Percent	Rank	Provided Percent	Rank
Facility and Infrastructure Vulnerability Assessments	25.00%	2	37.3%	4
Emergency Response Planning and Management	25.00%	2	40.7%	3
OSHA and Workplace Safety	25.00%	2	18.6%	8
Introduction to Renewable Energy Systems	25.00%	2	28.8%	7
Introduction to Power Generation and Distribution Facilities	12.50%	3	13.6%	12
Introduction to Water/Wastewater Systems	12.50%	3	15.3%	9
Introduction to Bulk Fuel Tank Farm Management and Spill Prevention, Control and Countermeasures Plans	0.00%	4	15.3%	9
Renewable Energy Project Development & Management	25.00%	2	44.1%	2
Introduction to Energy Efficiency for Community Buildings, Facilities	12.50%	3	32.2%	5
Introduction to Reading/Understanding Technical Drawings & Construction Documents	25.00%	2	30.5%	6
Construction Contracting and Contract Administration	0.00%	4	45.8%	1
None of the above	62.50%	1	10.2%	11

Of the 11 technical skills listed, over 62% of the respondents stated that their programs did not provide any of these skills. It is apparent from the surveys that the providers are not meeting the demands for Technical skills.

4.3 Conclusions

This training needs assessment focused on the unique challenges and needs of rural managers who collectively are responsible for more than a billion dollars' worth of infrastructure in rural Alaska, and whose organizations directly affect the life, health, and safety of countless rural Alaskans. The assessment documented both the longevity and many years' worth of experience

by some rural managers, but also highlighted a relatively large percentage of rural managers who are new to the field and in need of additional training. For a large percentage of these individuals, the option to leave their communities to pursue higher education is not a viable option due to the expense, inability to leave their jobs, and a desire and obligation to continue the subsistence lifestyle. Training providers serving rural Alaska today will need to place increasing emphasis on distance delivery programs that utilize the latest distance delivery technology available. Further, in addition to offering the core competencies rural managers need for success, such as business planning, financial, and personnel management, rural managers are in need of additional, specialized technical skills to manage an increasingly complex and technologically sophisticated, as well as highly regulated, built infrastructure. That specialized training will need to take into account recent trends and best practices in the renewable energy and efficiency field, Internet-based information management and business systems, and increasing specialization in the workforce.

Appendices

Appendix A—Project Flyer

Appendix B—Educational and Training Provider Program Inventory Survey Form

Appendix C—Rural Manager Training Needs Assessment Survey Form

Appendix D—Training Providers Targeted for Program Inventory Survey

Appendix E—Rural Managers Training Program Inventory

Appendix A—Project Flyer

Denali Commission Rural Managers Training Needs Assessment

Project Description:

Rural Managers, whether they be city/tribal administrators, utility managers, public works directors, or other rural facility managers, are collectively responsible for overseeing and managing more than a billion dollars worth of infrastructure in rural Alaska. Do these managers have the skills and training necessary to manage this infrastructure? What are the barriers rural managers face in trying to meet their training goals? Do current rural business education and training programs offer the training rural managers need? What additional training and/or programs are needed, if any, and what training delivery options are best suited for rural managers? These are the primary questions the Denali Commission Rural Managers Training Needs Assessment hopes to answer!

Who should complete the survey?

There are two survey instruments, one for *Rural Managers* who are responsible for managing village infrastructure, the other for *Regional Training Centers* and other training providers who offer rural management degrees and/or certificates. If you are a Rural Manager responsible for managing some facet (or all) of your village's facilities and infrastructure, please complete the ***Rural Manager Training Needs Assessment Survey***. Regional Training Centers and other training providers who offer rural management degrees and/or certificates, please complete the ***Rural Manager Regional Training Program Inventory Survey*** to document the training you are currently providing. You can access both via Three Star Enterprises LLC's homepage located at: www.3StarAk.com.

Project Goals:

We know your time is valuable. The information gathered from this needs assessment will help ensure that the unique training needs of Alaska's rural managers are addressed by current and future training programs, as well as guide future training investments.

Project Management:

This training needs assessment has been funded by the Denali Commission and is being managed by the Denali Commission Training Program. Three Star Enterprises LLC has been contracted to conduct the interviews and surveys, and complete the needs assessment report. For more information, contact:

- Anthony Caole, Three Star Enterprises LLC, (888) 375-7774 ext. 1
- Karen Johnson, Denali Commission, (907) 271-1414



ONLINE SURVEY LINKS:

www.3StarAk.com

Please access the above URL/
homepage to complete the survey
via the Internet.

Thank you!



THREE STAR
ENTERPRISES LLC

Appendix B—Educational and Training Provider Program Inventory Survey Form

Denali Commission Rural Manager Regional Training Program Inventory

1. CONTACT INFORMATION FOR PERSON COMPLETING INVENTORY SURVEY FORM

Thank you for agreeing to complete this inventory form for the Denali Commission's Rural Manager Training Needs Assessment. For more information about the project, and to download the project flyer as well as access the online and offline versions of the inventory form, go to:

www.3StarAk.com

Please use this form to document any degree or certificate training programs your institution offers for rural managers. Please also use this form to document any other training programs you offer, even if those programs are sub-components of a larger program. Please fill out one survey for each of the program(s) you offer. If you are completing this form offline using the PDF fillable form, please email the completed form(s) to:

Anthony Caole
3StarAk@gmail.com
(907) 745-3606

This survey is administered by Three Star Enterprises, LLC (Three Star) under contract with the Denali Commission. If you have questions about this survey, please contact Anthony Caole, Project Manager, at 888-375-7774 ext. #1, or Karen Johnson, Training Program Manager for the Denali Commission, at 907-271-1414. Thank you for your participation!

This survey is for Educational and Training Providers only. If you do not have a training program for rural managers please do not complete this survey.

If you are an administrator, public works director, facility manager, tribal/public housing or transportation planning manager please complete the Rural Manager's survey at:

<https://www.surveymonkey.com/s/DenaliCommissionRuralManagerSurvey>

Please provide your name and contact information in the event we need clarification to any responses you've provided. Your information will remain confidential and anonymous. If you are completing more than one (1) program inventory, you only need to enter your name, company, and phone number on subsequent versions of this form you complete.

First and Last Name:

Name of your organization:

City/Town:

State:

ZIP:

Email Address:

What is the title of the person completing this form?

Denali Commission Rural Manager Regional Training Program Inventory

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Denali Commission Rural Manager Regional Training Program Inventory

2. PROGRAM PROFILE QUESTIONS

For each program you operate, please complete a separate survey form. The survey form can be accessed via www.3StarAk.com. If you prefer, you can also access the PDF version of the form and complete these offline. If using the PDF form, please email the completed form(s) to: 3StarAK@gmail.com. Thank you!

Name of Organization/Regional Training Center

Name	<input type="text"/>
Address	<input type="text"/>
City	<input type="text"/>
Zip Code	<input type="text"/>
Phone Number	<input type="text"/>

Select the type of Organization

- | | |
|--|---|
| <input type="radio"/> UA - University of Alaska | <input type="radio"/> RHC - Regional Health Corporation |
| <input type="radio"/> TECH - Technical School | <input type="radio"/> UTIL - Utility |
| <input type="radio"/> PS - Private School | <input type="radio"/> LHC - Local Healthcare Provider |
| <input type="radio"/> RNP - Regional Non-Profit | <input type="radio"/> MUNI - Municipality |
| <input type="radio"/> LNA - Local Native Association | <input type="radio"/> PFP - Private For-Profit |
| <input type="radio"/> RFP - Regional For-Profit | <input type="radio"/> AK - State of Alaska Agency |
| <input type="radio"/> LFP - Local For-Profit | <input type="radio"/> FED - U.S. Federal Agency |
| <input type="radio"/> RHA - Regional Housing Authority | |

Other (please specify)

Name of Program

Program Website

Denali Commission Rural Manager Regional Training Program Inventory

Program Head Name and Contact Information

Name of Program Head:	<input type="text"/>
Name of Institution:	<input type="text"/>
Address:	<input type="text"/>
Address 2:	<input type="text"/>
City/Town:	<input type="text"/>
State:	<input type="text"/>
ZIP:	<input type="text"/>
Country:	<input type="text"/>
Email Address for Program Head:	<input type="text"/>

Provide a BRIEF description of the Program

Denali Commission Rural Manager Regional Training Program Inventory

How often is the Program offered? - select all that apply -

- Weekly
- Quarterly
- Annually
- Monthly
- Semi-Annually
- Bi-Annually

Other (please clarify)

Length of Time to complete the Program

- 1-7 Days
- 1-3 Months
- 4-8 Months
- 9-12 Months
- 2 Years
- 4 Years
- 4+ Years

Other (please clarify)

Please provide an overview of the costs to participate in this program.

Course Fees/Tuition	<input type="text"/>
Books	<input type="text"/>
Materials	<input type="text"/>
Room and Board	<input type="text"/>
Transportation To/From Training	<input type="text"/>
Other costs:	<input type="text"/>

Denali Commission Rural Manager Regional Training Program Inventory

Are there any other details you would like to provide regarding the cost to participate in this program?

Please select the Program's Accreditation type:

- Regional (college)
- National (college)
- State
- None

Other (please specify)

Are there Prerequisites for this Program? - select all that apply -

- HS Diploma/GED
- Other Degree Completion
- Other Programmatic Completion
- Basic Computer Skills

Other (please specify)

What endorsement (if any) is provided upon completion of the Program?

- Degree (AAS, BA, MA, PhD)
- Certificate of Attendance
- Occupational Endorsement
- None
- Occupational Certificate

Name of Endorsement

Is the endorsement transferable to other organizations/institutions?

- Yes
- No

List types of organizations this endorsement is transferable to:

Denali Commission Rural Manager Regional Training Program Inventory

Who is the Target Audience for this Program? - select all that apply -

- Rural Alaskan Residents
 US Residents
 Alaska Residents
 International Students

Other (please specify)

What is the PRIMARY method of delivery for this Program?

- On-Site/Face-to-Face Only
 Internet and Audio Conference
 Online/Internet Only
 Internet and On-Site
 Audio Conference Only
 On-Site and Audio Conference

Other (please specify)

Types of Financial Aid available for this Program - select all that apply -

- Scholarships
 Native Corporation funding - BIA card required
 Pell Grant
 Native Corporation funding - BIA card not required
 Federal Student Loan
 JTPA
 Alaska Student Loan

List types of Scholarships available (i.e.private, foundation)

Which of the following GENERAL BUSINESS MANAGEMENT SKILLS, if any, are acquired at the end of this program?

- | | | |
|---|--|---|
| <input type="checkbox"/> DESKTOP SOFTWARE SKILLS (i.e. Microsoft Word, Excel, Windows) | <input type="checkbox"/> PERSONNEL MANAGEMENT (Human resources and labor laws, policies and procedures, hiring/firing, workforce productivity) | <input type="checkbox"/> PERSONAL SKILLS (Business writing, public speaking, time management, personal organization) |
| <input type="checkbox"/> INTERNET SOFTWARE SKILLS (Google applications, social media, web-conferencing, etc.) | <input type="checkbox"/> ORGANIZATIONAL MANAGEMENT (Organizational structure, delegation of authority, board management, by-laws) | <input type="checkbox"/> BUSINESS PLANNING SKILLS (Strategic planning; facility, infrastructure and utility business plans) |
| <input type="checkbox"/> BASIC INFORMATION TECHNOLOGY SKILLS (Computer hardware, networks, Internet access) | <input type="checkbox"/> GRANTS MANAGEMENT | <input type="checkbox"/> RECORDS AND DATA MANAGEMENT SKILLS and tools |
| <input type="checkbox"/> FINANCIAL SKILLS (Budgeting, financial and cash management, basic accounting) | <input type="checkbox"/> CAPITAL PROJECTS MANAGEMENT (Planning, developing, managing capital projects in rural Alaska) | <input type="checkbox"/> None of the Above |

Denali Commission Rural Manager Regional Training Program Inventory

Which of the following TECHNICAL / SPECIALIZED SKILLS FOR RURAL MANAGERS, if any, are acquired after completion of your program; please select all that apply.

- | | | |
|--|---|--|
| <input type="checkbox"/> Facility and Infrastructure Vulnerability Assessments | <input type="checkbox"/> Introduction to Power Generation and Distribution Facilities | <input type="checkbox"/> Introduction to Energy Efficiency for Community Buildings, Facilities |
| <input type="checkbox"/> Emergency Response Planning and Management | <input type="checkbox"/> Introduction to Water/Wastewater Systems | <input type="checkbox"/> Introduction to Reading/Understanding Technical Drawings & Construction Documents |
| <input type="checkbox"/> OSHA and Workplace Safety | <input type="checkbox"/> Introduction to Bulk Fuel Tank Farm Management and Spill Prevention, Control and Countermeasures Plans | <input type="checkbox"/> Construction Contracting and Contract Administration |
| <input type="checkbox"/> Introduction to Renewable Energy Systems | <input type="checkbox"/> Renewable Energy Project Development & Management | <input type="checkbox"/> None of the Above |

Please describe any other skills or core competencies not identified in the previous two questions that participants in your training will acquire upon successful conclusion of your training program.

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

Denali Commission Rural Manager Regional Training Program Inventory

Are any Special Considerations provided for Rural Students?

- Yes
- No

Please List All Special Considerations

Thank you very much for taking the time to complete this survey. We hope the results of this survey will better enable regional training organizations and state and federal funding agencies to better target limited training dollars to meet your specific needs.

Appendix C—Rural Manager Training Needs Assessment Survey Form

Denali Commission Rural Manager Training Needs Assessment Survey

Thank you for agreeing to take the Denali Commission Rural Manager Training Needs Assessment survey. For a more detailed description regarding this project, please download the project flyer at: www.3StarAk.com. This survey can be completed offline if you prefer by downloading the PDF version of the survey at the above website and emailing the completed survey to:

3StarAk@gmail.com OR faxing to: 888-375-7774

If you have questions about this survey, please contact Anthony Caole, Project Manager, at 888-375-7774 ext. #1, or Karen Johnson, Training Program Manager for the Denali Commission, at 907-271-1414. Thank you for your participation!

1. This survey is for Rural Managers only serving rural Alaska (i.e, administrators, public works directors, facility managers, tribal/public housing or transportation planning managers). If you are not a rural manager please do not complete this survey.

If you have an Educational or Training Program for Rural Managers, please complete the training providers survey/program inventory forms at:

<https://www.surveymonkey.com/s/RuralManagerTrainingProgramInventory>

or go to:

www.3StarAk.com and access the online survey from there.

2. Please provide your name and contact information in the event we need clarification to any responses you've provided. Your information will remain confidential and anonymous.

First and Last Name:

Company or Organization:

City/Town:

ZIP:

Email Address:

Phone Number:

3. What is the name or title of your position?

4. How many years of experience do you have as a rural manager?

Denali Commission Rural Manager Training Needs Assessment Survey

5. What type of organization do you currently work for?

- Statewide utility corporation
 For-profit corporation
 City/Municipal government
 Regional utility corporation
 Regional non-profit
 Borough government
 Local/village utility corporation
 Tribal government (Traditional or IRA Council)

Other (please specify)

6. What type of facilities, infrastructure, utilities, or renewable energy systems are you currently responsible for managing? Check all that apply.

- | | | |
|---|---|---|
| <input type="checkbox"/> Village Clinic | <input type="checkbox"/> Power Plant | <input type="checkbox"/> Roads |
| <input type="checkbox"/> Village School | <input type="checkbox"/> Electrical Distribution System | <input type="checkbox"/> Boardwalks |
| <input type="checkbox"/> Community Washeteria | <input type="checkbox"/> Wind Turbines/ Renewable Energy Systems | <input type="checkbox"/> Barge Landing |
| <input type="checkbox"/> Community Water System | <input type="checkbox"/> Other Community/ Public/ Multi-purpose Buildings | <input type="checkbox"/> Dock/ Port Facilities |
| <input type="checkbox"/> Community Waste Water System | <input type="checkbox"/> Public/ Tribal Housing | <input type="checkbox"/> Village Telecommunications / IT Networks |
| <input type="checkbox"/> Bulk Fuel Tank Farm | <input type="checkbox"/> Airport | |

Other (please specify)

Denali Commission Rural Manager Training Needs Assessment Survey

7. How many employees do you currently oversee/manage?

- None

 5-10

 21-50
 1-4

 11-20

 51 or more

8. Do you manage infrastructure or facilities in more than one village? State the number of villages below:

- 1 Village

 6-10 Villages

 21-50 Villages
 2-5 Villages

 11-20 Villages

 50 or more Villages

9. In your current job, what MINIMUM level of formal training or education did your employer require as a condition of hire? Check off all that apply. Use the "Other" box for any training/education not listed.

- Driver's License

 2 Yr Associates of Arts in Business Administration, Rural Development, etc.
 High School Diploma or GED

 4 Yr Bachelors of Arts in Business Administration, Rural Development, etc.
 Annual Job-Specific Skills Training (40 hrs or less)

 Masters Degree in Business Administration, Rural Development, etc.
 Job Corps or Technical School Certificate or Endorsement (1-2 years)

 Other (please specify)

10. In your current job, which of the following levels of training and education does your employer PREFER that you obtain to either keep your current job or be eligible for promotion and/or pay increases? Check all that apply.

- Don't know

 Job Corps or Technical School Certificate or Endorsement (1-2 years)
 Employer does not require any additional training/education

 2 Yr Associates of Arts in Business Administration, Rural Development, etc.
 Driver's License

 4 Yr Bachelors of Arts in Business Administration, Rural Development, etc.
 High School Diploma or GED

 Masters Degree in Business Administration, Rural Development, etc.
 Annual Job-Specific Skills Training (40 hrs or less)

 Other (please specify the type of training or education)

Denali Commission Rural Manager Training Needs Assessment Survey

11. In your current job, what type of training, if any, has your employer provided you?

- On-the-job training
- Trained by previous manager
- None
- Other (please specify)

12. GENERAL BUSINESS MANAGEMENT SKILLS: If you could get additional training today in one or more of the following areas, which skill set(s) would have the greatest positive impact on your on-the-job performance? You may select more than one skill-set, or add one of your own using the "Other" field.

- | | | |
|---|--|---|
| <input type="checkbox"/> DESKTOP SOFTWARE SKILLS (i.e. Microsoft Word, Excel, Windows) | <input type="checkbox"/> PERSONNEL MANAGEMENT (Human resources and labor laws, policies and procedures, hiring/firing, workforce productivity) | <input type="checkbox"/> PERSONAL SKILLS (Business writing, public speaking, time management, personal organization) |
| <input type="checkbox"/> INTERNET SOFTWARE SKILLS (Google applications, social media, web-conferencing, etc.) | <input type="checkbox"/> ORGANIZATIONAL MANAGEMENT (Organizational structure, delegation of authority, board management, by-laws) | <input type="checkbox"/> BUSINESS PLANNING SKILLS (Strategic planning; facility, infrastructure and utility business plans) |
| <input type="checkbox"/> BASIC INFORMATION TECHNOLOGY SKILLS (Computer hardware, networks, Internet access) | <input type="checkbox"/> GRANTS MANAGEMENT | <input type="checkbox"/> RECORDS AND DATA MANAGEMENT SKILLS and tools |
| <input type="checkbox"/> FINANCIAL SKILLS (Budgeting, financial and cash management, basic accounting) | <input type="checkbox"/> CAPITAL PROJECTS MANAGEMENT (Planning, developing, managing capital projects in rural Alaska) | <input type="checkbox"/> None of the above |

Other (please specify)

Denali Commission Rural Manager Training Needs Assessment Survey

13. TECHNICAL SKILLS/SPECIALIZED TRAINING FOR MANAGERS: If you could get additional training today in one or more of the following technical and specialized skills, which skill set(s) would have the greatest positive impact on your on-the-job performance? You may select more than one skill-set, or add one of your own using the "Other" field.

- Facility and Infrastructure Vulnerability Assessments
- Introduction to Power Generation and Distribution Facilities
- Introduction to Energy Efficiency for Community Buildings, Facilities
- Emergency Response Planning and Management
- Introduction to Water/Wastewater Systems
- Introduction to Reading/Understanding Technical Drawings & Construction Documents
- OSHA and Workplace Safety
- Introduction to Bulk Fuel Tank Farm Management and Spill Prevention, Control and Countermeasures Plans
- Construction Contracting and Contract Administration
- Introduction to Renewable Energy Systems
- Renewable Energy Project Development & Management
- None of the above

Other (please specify)

14. Please describe your current and long term professional goals, assuming no barriers existed to stop you from achieving these goals.

	Already Completed	In My Short Term Goals (1-2 Yrs)	In My Long Term Goals	Not in My Plans/Not Applicable
High School Diploma, GED, or College Prep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annual Job-specific Skills Training (typically 40 hrs or less)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrative or skills-based certification or endorsement (1-2 year duration)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 Year Associate of Arts Degree in Management or related course of study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Year Bachelor of Arts Degree in Management or related course of study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Masters in Business Management, Rural Development, or related course of study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ph.D	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other: Please describe any specific training or education you want to pursue:

Denali Commission Rural Manager Training Needs Assessment Survey

15. Are you currently enrolled in any formal training or education programs to work towards meeting your goals?

- Yes
- No

16. Which of the following are the biggest barriers to obtaining additional management training and education? You may select more than one, and/or add any additional barriers not listed in the "Other" field.

- | | | |
|---|---|---|
| <input type="checkbox"/> Need GED/High School Diploma | <input type="checkbox"/> Course schedule(s) & subsistence activities conflict | <input type="checkbox"/> Need quiet study area |
| <input type="checkbox"/> Need additional academic preparation | <input type="checkbox"/> Need financial resources | <input type="checkbox"/> Training/course of study not available in village |
| <input type="checkbox"/> Need additional computer skills (for online courses) | <input type="checkbox"/> Need Internet access and/or computer | <input type="checkbox"/> Training/course of study not available in regional hub |
| <input type="checkbox"/> Cannot leave village | <input type="checkbox"/> Need childcare | <input type="checkbox"/> Need career/training counselor or mentor |
| <input type="checkbox"/> Cannot take time away from work | <input type="checkbox"/> Family obligations | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Other (please specify) | | |

17. Are any residents of your community currently taking any online courses or training?

- Yes Don't know
- No

18. In your opinion, what type of course or program delivery method would best help you to obtain your business management training and education goals? You may select more than one option.

- On campus, in your region
- On campus, anywhere in Alaska
- Via distance delivery (requires Internet access, and computer)
- Other (please specify)

Denali Commission Rural Manager Training Needs Assessment Survey

19. Please rank the list of reasons why you would pursue management training and education.

	MOST IMPORTANT	IMPORTANT	NOT IMPORTANT	N/A
Keep your current job/position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advance in your current job/position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtain a credential or degree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gain skills for a particular work task or project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve your status in your organization and/or community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family wants you to	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

20. Do you have any other comments, concerns, or suggestions regarding the training and education programs available to rural managers and administrators who are responsible for managing village facilities, infrastructure, and utilities?

Thank you very much for taking the time to complete this survey. We hope the results of this survey will better enable regional training organizations and state and federal funding agencies to better target limited training dollars to meet your specific needs.

Appendix D—Training Providers Targeted for Program Inventory Survey

Organizations and Agencies Targeted for Program Inventory Survey

Organization/Agency	Region	Agency Type
Alaska Federation of Natives	All Regions	RNP - Regional Non-Profit
Arctic Slope Native Association, Ltd	Arctic / Northern Alaska	RNP - Regional Non-Profit
Arctic Slope Regional Corporation (ASRC)	Arctic / Northern Alaska	RFP - Regional For-Profit
Illisagvik	Arctic / Northern Alaska	TC - Tribal College
Native Village of Barrow (NVB)	Arctic / Northern Alaska	LNP - Local Non-Profit
North Slope Borough (NSB)	Arctic / Northern Alaska	MUNI - Municipality
Bering Straits Native Corporation (BSNC)	Arctic / Northwest	RFP - Regional For-Profit
College Rural and Community Dev. Chukchi	Arctic / Northwest	UA - CRCD - Chukchi
College Rural and Community Dev. NW Campus	Arctic / Northwest	UA - CRCD - NW
DCED - Kotzebue	Arctic / Northwest	SOA
Kawerak	Arctic / Northwest	RNP - Regional Non-Profit
Kotzebue Alaska Technical Center ATC	Arctic / Northwest	TECH - Technical School
Kotzebue Electrical Association	Arctic / Northwest	UTIL - Utility
Maniilaq (Northwest Arctic)	Arctic / Northwest	RNP - Regional Non-Profit
Northwest Arctic Borough	Arctic / Northwest	MUNI - Borough
Norton Sound Health Corp.	Arctic / Northwest	RHC - Regional Health Corp
Sitnasauk Native Corporation	Arctic / Northwest	LFP - Local For-Profit
Fairbanks Native Association	Interior Alaska	LNA - Local Native Association
Tanana Chiefs Conference (TCC)	Interior Alaska	RNP - Regional Non-Profit
UAF College Rural Community Devel. IAC - Tribal Management	Interior Alaska	UA - University of Alaska
UAF Community and Technical College	Interior Alaska	UA - University of Alaska
UAF CRCD Tribal Mngmt Program	Interior Alaska	UA - University of Alaska
UAF Main Campus- School of Management	Interior Alaska	UA - University of Alaska
Alaska Native Tribal Health Consortium	SouthCentral & Kenai Peninsula	RHC - Regional Health Corp
Alaska Votec Ed. Center AVTEC	SouthCentral & Kenai Peninsula	TECH - Technical School
APU Business	SouthCentral & Kenai Peninsula	PS - Private School
APU RANA	SouthCentral & Kenai Peninsula	PS - Private School
Charter College	SouthCentral & Kenai Peninsula	PS - Private School
Chugachmiut. Chugach region (Gulf of Alaska, Prince William Sound, Lower Cook Inlet)	SouthCentral & Kenai Peninsula	RNP - Regional Non-Profit
Cook Inlet Tribal Council	SouthCentral & Kenai Peninsula	RNP - Regional Non-Profit
Copper River Native Association. Ahtna region.	SouthCentral & Kenai Peninsula	RNP - Regional Non-Profit
South Central Foundation	SouthCentral & Kenai Peninsula	LNP - Local Non-Profit
UA ANSEP	SouthCentral & Kenai Peninsula	UA - University of Alaska
UA Kenai	SouthCentral & Kenai Peninsula	UA - University of Alaska
UA Main Business	SouthCentral & Kenai Peninsula	UA - University of Alaska
UA Mat-Su	SouthCentral & Kenai Peninsula	UA - University of Alaska
University of Alaska Anchorage	SouthCentral & Kenai Peninsula	UA - University of Alaska
Central Council of the Tlingit and Haida Indian Tribes of Alaska (Central Council)	SouthEast Alaska	RNP - Regional Non-Profit
SEAlaska	SouthEast Alaska	RFP - Regional For-Profit
Southeast Alaska Regional Health Consortium	SouthEast Alaska	RHC - Regional Health Corp
Southeast Regional Conference	SouthEast Alaska	RNP - Regional Non-Profit
Tlingit Haida Regional Housing Authority	SouthEast Alaska	RHA - Regional Housing Authority
UA Ketchikan	SouthEast Alaska	UA - University of Alaska
UA Sitka	SouthEast Alaska	UA - University of Alaska
UAS Main Campus	SouthEast Alaska	UA - University of Alaska
Adult Basic Education	SouthWest & Kodiak Island	TECH - Technical School
Aleutian/Pribilof Islands Association (APIA)	SouthWest & Kodiak Island	RNP - Regional Non-Profit
Association of Village Council Pres	SouthWest & Kodiak Island	RNP - Regional Non-Profit
AVCP Regional Housing Authority AVCP RHA	SouthWest & Kodiak Island	RHA - Regional Housing Authority
Bethel Native Corporation BNC	SouthWest & Kodiak Island	LFP - Local For-Profit
Bristol Bay Area Health Corp. (BBAHC)	SouthWest & Kodiak Island	RHC - Regional Health Corp
Bristol Bay Borough (BBB)	SouthWest & Kodiak Island	MUNI - Municipality
Bristol Bay Housing Authority (BBHA)	SouthWest & Kodiak Island	RHA - Regional Housing Authority
Bristol Bay Native Association (BBNA)	SouthWest & Kodiak Island	RNP - Regional Non-Profit
Bristol Bay Native Corp. (BBNC)	SouthWest & Kodiak Island	RFP - Regional For-Profit
Chaninik Wind Group	SouthWest & Kodiak Island	UTIL - Utility
CRCD Kuskokwim Campus	SouthWest & Kodiak Island	UA - CRCD - Kuskokwim
DCED State of Alaska - SW AK Bethel	SouthWest & Kodiak Island	SOA - State of Alaska
Kodiak Area Native Association. Koniag region	SouthWest & Kodiak Island	RNP - Regional Non-Profit
Orutsarmiut Native Council ONC	SouthWest & Kodiak Island	LNA - Local Native Association
SBA Small Business Development Ctr - Bethel	SouthWest & Kodiak Island	SOA - State of Alaska
UAA Kodiak	SouthWest & Kodiak Island	UA - University of Alaska
UAF Bristol Bay Campus	SouthWest & Kodiak Island	UA - University of Alaska
United Utilities Unicom	SouthWest & Kodiak Island	UTIL - Utility
USDA Rural Development - Bethel	SouthWest & Kodiak Island	FED - Federal Agency
Yukon Kuskokwim Health Corporation Bethel	SouthWest & Kodiak Island	RHC - Regional Health Corp
Yuut Ellitnaviat YE	SouthWest & Kodiak Island	TECH - Technical School

Appendix E—Rural Managers Training Program Inventory

Appendix E: Rural Manager Training Program Inventory

1 Rural Business Program Managers and Contact Information

Program	Contact	City	Zip code	Email	Program Description
UAF Tribal Management Program	Steven Becker	Fairbanks	99775-6720	srbecker@alaska.edu	The Tribal Management Program (TMP) aims to provide the education and skills necessary for positions in Tribal institutions in rural Alaska. There is a direct relationship between the program and standards and the expected skills and knowledge that the student will need on the job. Program Description: The Tribal Management Program was developed in response to the needs of Alaska Native Tribal Governments and is part of a comprehensive plan to spread academic education throughout the state and in every rural community. Tribal Management courses focus on the knowledge and skills that are considered most important to tribal employers in Alaska. The program provides a much needed and sought-after service to rural Alaska's tribal and local government employer base and workforce. This program provides entry-level skills for positions in tribal institutions, local government and other organizations in rural Alaska.
UAF Northwest Campus	Barb Amarok	Nome	99762	bjamarok@alaska.edu	UAF Northwest Campus, in collaboration with OSIYO Consulting Firm, has offered TM F193 Effective Communication Skills for Community Leaders to a village community in the Bering Strait region of Alaska after the local tribal council expressed need. The course goals are to improve personal communication abilities in community leaders and stakeholders through instruction of the three communication principles of Crucial Conversations and to improve rules of engagement and meeting management techniques for successful listening and dialogue with community members. UAF Northwest Campus and Roni Briggs of OSIYO are currently working on a second course, Creative Thinking/Problem Solving.

Appendix E: Rural Manager Training Program Inventory

Program	Contact	City	Zip code	Email	Program Description
Tanana Chiefs Conference	Melva Traverso	Fairbanks	99701	melva.traverso@tanana chiefs.org	TCC-OEH staff provides training and assistance to tribal leaders, utility managers, health care provider, environmental coordinators and water plant operators across the TCC region.
AVTEC - Alaska's Institute of Technology	Fred Esposito	Seward	99664	fred.esposito@avtec.edu	To provide students with the technical office skills and professional work habits for career success in today's business and industry. The Business & Office Technology program is committed to producing well-qualified employees for Alaska's companies, to providing a professional learning environment, and to meeting the needs of Alaska's diverse multicultural communities. Occupational levels are assigned upon successful completion of the training program and based on the student's proficiency of the program's competencies. The following occupational levels can be earned: General Business/Office Assistant (fast track) - The General Business/Office Assistant fast track training is offered in January (ending in May). Successful completion is required to begin any other occupational level. Administrative Assistant track - Building upon the core skills mastered in the General Business/Office Assistant, the Administrative Assistant track focuses on specialized advanced business skills. Accounting Specialist track - The Accounting Specialist track focuses on identifying accounting and career opportunities in the accounting profession, and performing accounting work for three complete accounting cycles. Students will also complete simulated work for a business and computerized accounting. Listed as one of the "hot jobs in Alaska" by the Department of Labor and Workforce Development, the opportunity for employment within Alaska is very good.

Appendix E: Rural Manager Training Program Inventory

Program	Contact	City	Zip code	Email	Program Description
RUBA Program, Div. of Community and Regional Affairs, Dept. of Commerce, Community and Economic Development	Elizabeth Manfred	Anchorage	99501	Elizabeth.Manfred@alaska.gov	"The Rural Utility Business Advisor (RUBA) program offers training in various locales statewide on a cost reimbursable basis. Participants may be eligible to earn credits for certain RUBA training courses offered in conjunction with UAF. Utility Management (32-Hour Courses) Introduction to Utility Management covers principles and practices for managing small water and wastewater facilities in rural Alaska. Topics include basic terms, key concepts, and an overview of five utility management functions: personnel, financial, organizational, planning, and operations management. Personnel Management presents tools a rural utility manager needs to maintain a productive work force. Topics include personnel policies & procedures, safety policies & programs, selecting & hiring staff, orientation & training, regulations & the law, communications & conflict, & motivation and management. Financial Management provides an overview of financial operations for rural utilities. Topics cover basic processes and procedures for financial reporting, fund accounting, budgeting, collections, risk management, audits, and rate setting. Organizational Management describes organizations that may own and operate water and wastewater facilities. Topics include governance, authority and accountability, level of service, customer agreements, roles and responsibilities, the utility ordinance, and regulations. Planning Management details the planning process as applied to managing small water and wastewater facilities in rural Alaska. Topics cover how and why to get the public involved in planning, developing and evaluating water/wastewater alternatives, and starting a construction project. Operations Management offers specific skills and knowledge that a manager needs to oversee a rural utility. A manager needs to understand an operator's duties and the time needed to perform those duties. Topics include safety, operations and maintenance scheduling, data collection and reporting, public relations, inventory control, and contingency planning."

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Program	Contact	City	Zip code	Email	Program Description
Dept. of Alaska Native Studies & Rural Development, UAF	Gordon Pullar	Anchorage	99508	glpullar@alaska.edu	The Rural Development Program at UAF provides two degrees in rural development, a BA and an MA. The department also offers a BA in Alaska Native Studies. Most of the courses are offered at a distance through audio conference.
UAF - Kuskokwim Campus	Mary C. Pete	Bethel	99559	mpete@alaska.edu	These certificates and degrees are available throughout the College of Rural and Community Development (CRCDD), which houses the five (5) rural campuses affiliated with UAF. Kuskokwim Campus (KuC) has faculty positions that offer courses in all the above mentioned programs.
UAF Bristol Bay Campus	Michele Masley	Dillingham	99576	mmmasley@alaska.edu	UAF Bristol Bay Campus is situated in Dillingham and has satellite learning centers in King Salmon, Togiak, and New Stuyahok. UAF BBC offers a wide range of degree, certificate and occupational endorsement programs under the administration of the UAF College of Rural and Community Development (see list at http://www.uaf.edu/rural/staff/academics/crcdd-degree-programs/). Relevant academic program areas for Rural Managers include Applied Business, Applied Accounting, Rural Human Services, Rural Community Health, Renewable Resources, Tribal Management, Tribal Justice, Rural Utilities Business Management, Rural Development, Environmental Studies and Sustainable Energy. UAF BBC offers a wide range of 3-credit semester-long classes out of the UAF course catalog as well as a growing number of 1-credit (14hr instruction over 3 days) face-to-face classes in Dillingham, King Salmon, or any other Bristol Bay village where there is an expressed need for a particular course (e.g., Driver Safety Education; Boiler or Toyo Stove Maintenance; Introduction to NEPA; Microsoft Office). We are continually collaborating with industrial, educational and community partners to create 'on-demand' courses to meet regional workforce development needs.

Appendix E: Rural Manager Training Program Inventory

2 Program Duration

Program	How often is the Program offered? - select all that apply -	Description	Length of Time to complete the Program	Other - Please clarify
UAF Tribal Management Program	Annually	Combination of semester-based training and on-site intensives.	2 Years	Occupational Endorsement in Rural Utility Business Management in less than one year. Certificate in Tribal Management can be completed in one year Associate of Applied Science degree in Tribal Management can be completed in two years.
UAF Northwest Campus		As needed when indicated by regional tribal and municipal governmental councils		Three days per class
Tanana Chiefs Conference		The classroom trainings for utility managers (who include: city/village council members, clerks, city managers and tribal administrators) that are sponsored by the OEH training program varies each year depending on funding. The primary instructors for the various utility management classes are the state rural utility advisor program (RUBA) staff.		Participants fly/drive from their community to Fairbanks for classroom training that are 4 days for utility management classes. After completing the training they are given certificates stating they completed, and given continuing education units (CEU's) from the AK Dept. of Environmental Conservation (ADEC).
Avtec - Alaska's Institute of Technology	Annually		9-12 Months	The General Business/Office Assistant (fast track) is a five month program. The Administrative and Accounting Specialist Tracks are 9 months.
RUBA Program, Div. of Community and Regional Affairs, Dept. of Commerce, Community and Economic Development	Quarterly/Annually	The 8 week curriculum is offered in Anchorage the last four weeks of the calendar year and the first four weeks of the next calendar year. Individual classes are offer in the various regions of the State on a requested basis and may take several years to complete the entire set of 8 week classes.	4-8 Months	The Anchorage classes are completed within a four month period. The rural set of classes may take up two years to complete.

Appendix E: Rural Manager Training Program Inventory

Program	How often is the Program offered? - select all that apply -	Description	Length of Time to complete the Program	Other - Please clarify
Dept. of Alaska Native Studies & Rural Development, UAF	Annually	As a university program it is offered continually with classes fall and spring semesters.	4+ Years	The BA program is a four-year program and the MA program is a two-year program. Because most students are working fulltime it usually takes longer than this to complete the degrees.
UAF - Kuskokwim Campus	Annually	Courses are offered through the academic year, by semester.		Depends on the pace of each student.
UAF Bristol Bay Campus	Annually	Varies depending on type of learning opportunity. Three-credit courses are held in fall or spring semesters. One-credit courses with ~14hr instruction most commonly are held over a weekend or during the week. We often run intensive multi-credit vocational training such as Emergency Trauma Training-First Responder, Certified Nurse Aide Training, Rural Development Leadership Seminar, Heavy Equipment Operator Training as often as is needed by the community.		The length of an academic program depends on frequency of required classes and on credits per semester earned by the student. A Workforce Certificate (up to 9 credits) can be completed in less than 4 weeks; Occupational Endorsement (~13 credits) can be completed in less than one year; an academic Certificate (~34 credits) can be completed in less than two years; Associate's degree (~60 credits) in 2 years; Bachelors' (120-130 credits) in 4 years.

Appendix E: Rural Manager Training Program Inventory

3 Program Participation Cost Overview

Program	Course Fees/Tuition	Books	Materials	Room and Board	Transportation To/From Training	Other costs:
UAF Tribal Management Program	\$9600	\$500	\$500			
UAF Northwest Campus	\$157/ participant	\$12.07/ participant	n/a	Courses are offered in the village communities	Courses are offered in the village communities	
Tanana Chiefs Conference	0	0	0	Provided by OEH to TCC- OEH region & smaller comm. In state	Reimburse by OEH to TCC- OEH	
Avtec - Alaska's Institute of Technology	\$2250	\$1800	n/a	\$7800	Depends of students point of origin	\$275
RUBA Program, Div. of Community and Regional Affairs, Dept. of Commerce, Community and Economic Development	Provided by the RUBA program.	Provided by the RUBA program.	Provided by the RUBA program.	Provided by the organization sponsoring the participant.	Provided by the organization sponsoring the participant	n/a
Dept. of Alaska Native Studies & Rural Development, UAF	\$154/credit for 100-200 level courses, \$187 upper division credits, and \$372 graduate level credits	varies with each class	varies with each class	N/A students live at home	n/a	
UAF - Kuskokwim Campus	"Tuition by course level Course level Resident (per credit) Non- resident (per credit) 100 - 200 \$154 * \$542 300 - 400 \$187 - \$575 600 \$372- \$760"	Depends on course.	Depends on course.	Full-time at Sackett Hall is \$6100 per semester	Depends on where student lives	
UAF Bristol Bay Campus						

Appendix E: Rural Manager Training Program Inventory

4 Certificates, Endorsements and Degrees Offered

Program	Degree (AAS, BA, MA, PhD)	Occupational Endorsement	Occupational Certificate	Certificate of Attendance	Name of Endorsement	Endorsement transferable to other organizations/institutions?
UAF Tribal Management Program	Degree (AAS, BA, MA, PhD)	Occupational Endorsement			Occupational Endorsement in Rural Utility Business Management, Certificate and AAS in Tribal Management	Yes
UAF - Northwest Campus					An endorsement has not been developed yet.	
Tanana Chiefs Conference				Certificate of Attendance		
Avtec - Alaska's Institute of Technology			Occupational Certificate			Yes
RUBA Program, Div. of Community and Regional Affairs, Dept. of Commerce, Community and Economic Development			Occupational Certificate			No
Dept. of Alaska Native Studies & Rural Development, UAF	Degree (AAS, BA, MA, PhD)					Yes
UAF - Kuskokwim Campus	Degree (AAS, BA, MA, PhD)				And certificates	Yes
UAF - Bristol Bay Campus	Degree (AAS, BA, MA, PhD)	Occupational Endorsement	Occupational Certificate	Certificate of Attendance		Yes

Appendix E: Rural Manager Training Program Inventory

5 Program Delivery

Program	Program's Primary Delivery Method	Other
UAF Tribal Management Program	On-Site and Audio Conference	
UAF Northwest Campus	On-Site/Face-to-Face Only	
Tanana Chiefs Conference		Classroom setting with follow-up on Site Visits to TCC_OEH Regional
Avtec - Alaska's Institute of Technology	On-Site/Face-to-Face Only	
RUBA Program, Div. of Community and Regional Affairs, Dept. of Commerce, Community and Economic Development	On-Site/Face-to-Face Only	
Dept. of Alaska Native Studies & Rural Development, UAF	Audio Conference Only	Face to face seminars
UAF - Kuskokwim Campus	Internet and Audio Conference	The applied business certificate is available online. Some classes in other programs are face-to-face
UAF Bristol Bay Campus		All of the above