

*University of Alaska Fairbanks*  
**2011 Annual Unit Plan**

<b>A. General Information</b>
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**A1. Unit Name: School of Management**

**A2. Unit Mission Statement:** The School of Management prepares undergraduate and graduate students to meet the challenges facing business professionals in Alaska and around the world. SOM emphasizes clear communication, problem-solving and ethical awareness, while providing students with a sound understanding of business principles and techniques. The School of Management values practical and discipline-based intellectual contributions and provides services to improve both student success and the economic health of Alaska.

**A3. Core Services:** This section identifies the unit's major functions that support its mission. In the interests of brevity, links to websites with additional information on the unit may be included. This section should not exceed two brief paragraphs.

The School of Management and its Accounting Program are simultaneously accredited through the Association to Advance Collegiate Schools of Business (AACSB). This highly sought-after dual-accreditation has only been achieved by 173 universities worldwide and the SOM is the only university in Alaska with this distinction. We offer undergraduate programs in Accounting, Business Administration, Economics, Emergency Management, master degrees in Business Administration and Resource and Applied Economics and a doctorate degree in Natural Resources and Sustainability.

The School of Management is a Professional School that emphasized experiential learning both in and out of the classroom. The School utilizes its very active student groups ASB, GAAP, NABL, SIFE and SWEET, the business community and its advisory boards in both the education of its students and its outreach and development activities with the community. We view ourselves as a line of service for the campus and the community and have strong working relationships with FEDC, both IGERT Programs, CIFAR, CDE, CTC, SNRAS and SFOS. We house the Northern Leadership Center and support the UAF Director for Entrepreneurship. Our applied research benefits Alaska in oil, gas, fisheries, natural resources and other areas.

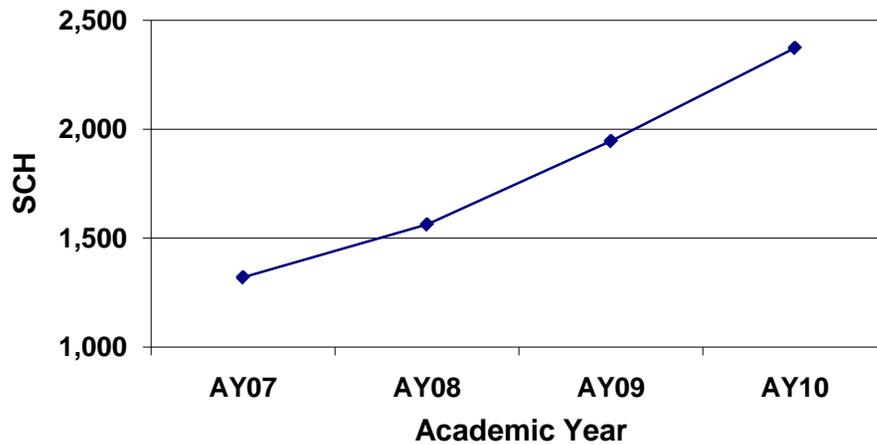
## B. Progress Report

### B1. Major Accomplishments

- Teaching, research and public service:

**1) Progress on the Bachelors of Emergency Management Program (BEM) and Distance Delivered Courses.** This last year much of our enrollment focus has been on the Bachelor's of Emergency Management (BEM) Degree. We are near the point of having the entire degree online. The BEM currently has 22 students in the program with another 14 incoming freshmen (all will first start at CTC in fire science or emergency services) and 9 more who are taking SOM courses and intending to enroll. This program is bringing in new students, ones that would not have come to UAF without this degree. In the last two years we have students from Alaska, California, Connecticut, Colorado, Iowa, Massachusetts, Nevada, Ohio, Oregon, South Carolina, Texas and Washington. We have recently hired Lt. Col. Cameron Carlson, a Program Coordinator for this degree, using tuition dollars accruing to SOM from the students in the program.

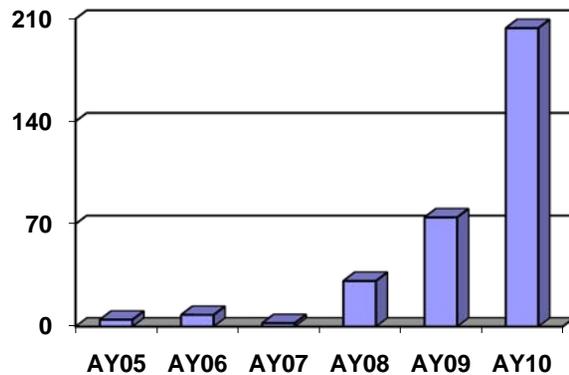
We continue to make significant progress on CDE Student Credit Hours (SCH) from distanced courses which have increased from 1,320 in AY07 to 2,374 in AY10 (see Figure 1).



**Figure 1.** CDE Distanced Student Credit Hours (SCH) in the School of Management (Academic Year 2007 to 2010).

**1) Progress on Outreach, Philanthropy, and Development**

The School of Management has put a great deal of effort and resources into Outreach and Development and have built many very important relationships. We have invested heavily into this by hiring two staff positions: A Director of Development and Outreach (Tammy Tragis-McCook) and a Marketing Specialist (Rebecca Hurbi). It is difficult to invest in increasing staff positions during difficult budget times but I believe that these investments will pay off. It is already paying off in terms of political and community support, service to the school and endowments. I could list several pages of accomplishments here but instead I will just present our last six years of private fundraising totals (see figure 2).



**Figure 2.** SOM Endowments AY05 to AY10 (thousands).

Source: UAF Development.

Just four years ago (AY07) our total year's fundraising was \$2,360. We have increased that to this year's total of \$203,650.

We continue to have two strong advisory boards: the seventeen-member SOM Business Advisory Council (BAC) and the Accounting Advisory Board (AAB). Last year the School of Management hosted the inaugural Arctic Innovation Competition (AIC) which had over 200 entries. Its 34<sup>th</sup> annual Business Leader of the Year (BLOY) banquet was attended by 330 members of the community.

### 3) Economic Development.

The School of Management has made much progress on assisting UAF and the community with Economic Development. SOM worked with the Chancellor to create the position of the Director of UAF Entrepreneurship and hired SOM Associate Professor member Jim Collins. The MBA students are working together in teams creating business plans for UAF and community businesses. Last year they did four business plans and presented the results before the Economic Opportunity Task Force. SOM has members on several University and community committees dealing with economic development including the University of Alaska Economic Development Task Force that is made up of the three MAUs. Ping Lan is active with the Arctic Innovation Competition (AIC) which drew over 200 entries last year. Dr. Lan is planning on an expansion into an Arctic Dream Factory.

- **Faculty, student and staff awards, competencies, regional/national/international recognition:**

1) The Native Alaskan Business Leaders (NABL) placed first in the Business Plan Competition at the American Indian Business Leaders 2010 National Business Leadership Conference in Carlton Minnesota [http://www.aibl.org/2010\\_aibl\\_conference](http://www.aibl.org/2010_aibl_conference). SOM Accounting Student and NABL's Sarah Villalon, also won first place in the resume competition.



Sarah Villalon receiving NABL's Business Plan Competition Award.

2) The School of Management Students in Free Enterprise (SIFE) team took first place at the regional competition in Orange County California.

3) Dr. Charlie Sparks received the UAF Dennis Demmert Appreciation and Recognition Award. This award recognizes individuals whose actions have proven their support for Native students and UAF's mission statement of becoming the first choice for Alaska Native and rural Alaska students.

**B2. End Results and Strategies**

List end results, strategies, targets, etc, in the table below for the period July 1, 2009 to June 30, 2010, based on the 2010 AUP. Add rows as needed.

<b>End Result:</b>	<b>Strategies to Achieve End Result</b>	<b>Target(s):</b>	<b>Measure(s):</b>	<b>Status:</b>	<b>Budget Impact</b>
Increase Student Enrollment and Retention	(i) Offer the pre-MBA program to the Mat-Su Valley.	(i) Five students enrolled and taking students at the Palmer farm.	(i) Five students from the Palmer area enrolled.	(i) No students enrolled from Palmer in FY10 however 4-5 students enrolled in FY11.	(i) \$40,000 from TAB funds to equip Bunnell 313. However this is a multiuse classroom used by SOM and other units.
	(ii) Expand the Bachelor of Emergency Management degree.	(ii) A preliminary design of the expanded program.	(ii) Finished design of the new BEM program.	(ii) Ongoing – We have currently hired a BEM Program Coordinator to start in FY11.	(ii) Salary and Spending money for the BEM Cordniator. This is largely offset by increases in tuition revenues.
	(iii) Design self-paced Distance Education (DE) courses.	(iii) A funded grant to start the design of the courses.	(iii) Grant obtained and designs for the new DE courses.	(iii) Abandoned.	(iii) None.

<p>Increase Community Outreach and Expand Development Activities.</p>	<p>(i) Create a UAF Director of Entrepreneurship, Incubation and Acceleration.</p> <p>(ii) Focus effort into the success of our new Director of Development and Outreach.</p>	<p>(i) Creation and operation of the position.</p> <p>(ii) A positive start for the new Director including a development plan and increased alumni and business contacts.</p>	<p>(i) The new Directorship is created.</p> <p>(ii) A Development Plan is in place.</p>	<p>(i) Completed – Jim Collins is the new UAF Director of Entrepreneurship working this position half-time.</p> <p>(ii) Completed.</p>	<p>(i) and (ii) SOM the salary dedicated to this plus operating expense totals \$103,781.</p>
<p>Increase Focus on the Internship Program.</p>	<p>Increase emphasis on the internship program utilizing a faculty mentor, SOM Development Officer, UAF Career Services and SOM Business Advisory Council.</p>	<p>Increase students in SOM taking the internship courses.</p>	<p>5-10 students take our internship courses.</p>	<p>Many students still taking internships w/o taking the course.</p>	<p>Minor, workload reassignment.</p>

### B3. Analysis of Performance Metrics and Supporting Data

#### Fairbanks Academic Unit-Level Historical Performance and Targets

▼	Performance Metrics and Supporting Data Reporting Period: FY10 (July 1, 2009 to June 30, 2010)	Historical Performance					FY11 Target		FY12 Target
		FY06	FY07	FY08	FY09	FY10	Current	New	
1	Student Credit Hours Generated (ex. 500-level)	8,958	8,796	9,423	10,978	10,783	11,235	11,235	11,250
2	Grant-Funded Research Expenditures	30	113	62	14	32	100	25	50
3	High Demand Job Academic Awards	54	64	66	73	75	80	80	85
4	Undergraduate Student Retention	64%	67%	70%	67%	66%	70%	70%	70%
5	Undergraduate Enrollment	461	404	455	487	508	497	508	515
6	UA Scholar Enrollment	52	50	58	70	72	70	72	72
7	Graduate Enrollment	33	44	60	83	86	87	87	85
8	Unit Enrollment Management Plan	n/a	No	Yes	Yes	Yes	Yes	Yes	Yes
9	Student Learning Outcomes Assessment	33%	83%	n/a	100%	100%	100%	100%	100%
10	Fundraising (UAF Development Data) (thousand \$)	8	2	31	74	203	150	150	250

#### Data Review

We exceeded targets for three metrics (5-7) and fell short for the other four. With the exception of Grant Funded Research, this was due to very high target levels for all measures because of the rapid growth we had in enrollments over the previous two years. For example, we initially had a FY11 target of 9,564 SCH but felt like we had to boost it to 11,015 given our incredible growth in FY09. However, it was

unrealistic that we could have kept up this tremendous rate of growth every year. For Grant Funded Research Expenditures we simply do not have faculty who are willing to search out and write grants. In lieu of this we have put a great deal of effort into raising private funds and have increased private support from \$2,000 in FY07 to \$203,000 in FY10.

For the long-run, the growth in student enrollments and graduation are expected to continue to grow but not necessarily at the rate that they did in FY08 and FY09. Still, looking at this year's preliminary enrollment numbers we are optimistic that most of our original FY11 targets will be met or exceeded. We summarize the last three years of growth in the Table below.

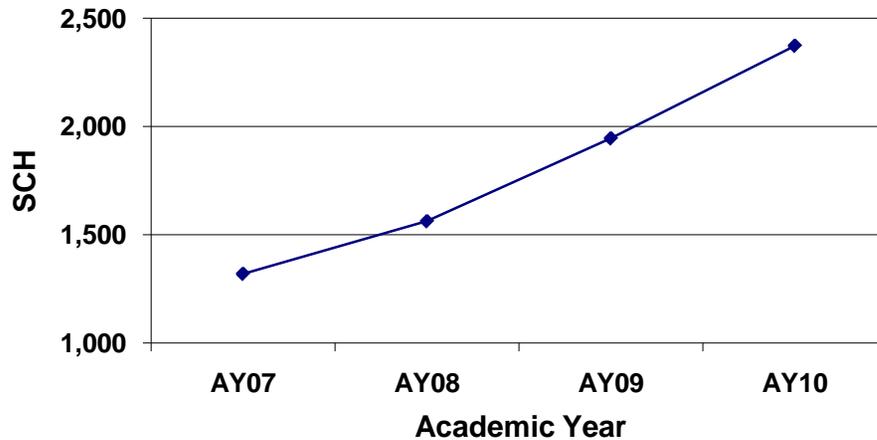
	<b>% increase FY07 to FY10</b>
<b>Student Credit Hours Generated</b>	+ 23%
<b>High Demand Job Academic Awards</b>	+17%
<b>Undergraduate Student Retention</b>	-2%
<b>Undergraduate Enrollment</b>	+26%
<b>UA Scholar Enrollment</b>	+44%
<b>Graduate Enrollment</b>	+110%

### *Strategies*

Our efforts on increasing enrollments remain outstanding. This is due to a 3-year concerted effort contained in both the School's Strategic Plan and its Enrollment Management Plan that started at a School-wide retreat on April 13, 2007 and focused on four initial areas: (a) building minors, (b) examining prerequisites, (c) strategic marketing/recruiting and (d) compressed classes. We have built on that and this last year our focus has been on distance delivery. Much of our attention was on the Bachelor's of Emergency Management (BEM) Degree with some progress also being made on distancing our courses to the Mat-Su Valley.

The BEM currently has 22 students in the program with another 14 incoming freshmen who all will first start at the UAF Community and Technical College (CTC) in fire science and 10 more who are taking SOM courses and intending to enroll. This program is bringing in new students, ones who would not have come to UAF without this degree. In the last two years we have students from Alaska, California, Connecticut, Colorado, Iowa, Massachusetts, Nevada, Ohio, Oregon, South Carolina, Texas and Washington. Using tuition dollars accruing to SOM from the students in the program we have recently hired Lt. Col. Cameron Carlson as the Program Coordinator.

The real-time distance delivery of the Pre-MBA program to the Mat-Su Valley (the SNRAS farm) did not happen last year as expected. However, this year we already have 5 students signed up for the program from Mat-Su and 2 from Nome. Our CDE Student Credit Hours (SCH) from distanced courses have increased from 1,320 in AY 07 to 2,374 in AY10 (see Figure 1).



**Figure 3.** CDE Distanced Student Credit Hours (SCH) in the School of Management (Academic Years 2007 to 2010).

We are guided by both our Strategic Plan <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/strategic-plan/SOM-Strategic-Plan-2009-FINAL.pdf> and our Enrollment Management Plan <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/enrollment-management-pla/SOM-EMP-2009-FINAL.pdf>. Both of these plans underwent extensive review this year as part of our AACSB Five Year Maintenance of Accreditation process.

### ***Resources and Reallocation***

- *Were there any resources allocated or reallocated to support achievement of your unit's targets and strategies? If so, please explain.*

To support Community Outreach we have hired two staff positions: (i) a Director of Development and Outreach and (ii) a Marketing Specialist. To make these positions available we had to consolidate other staff positions and use development funds.

- *Are any areas of achievement suffering from a resource (re)allocation that additionally impacts other metrics?*

We are down several positions over the past five years because of mandated increases in salaries and UAF pullbacks. We need to fill several positions including a Marketing position at a minimum. We are very much in danger of losing both our marketing program and accreditation because of dwindling resources.

- *Of all your strategies, which is your most critical for unit success and is it in need of additional resources in order to make it successful?*

We need \$200,000 to permanently hire a Program Coordinator and grant writing specialist for the Emergency Management Degree.

**B4. Publications in refereed journals/periodicals**

These are attached as file <2008 SOM Refereed Journal Articles\_Books\_Chapters\_08\_10\_10\_Copy Copy.enl>.

**B5. Occurrences of applied research benefiting Alaska**

School, College or Institute	Project Title	Project Status (complete, active, awarded, proposed)	Description of contribution to the state of Alaska	Indicate if project is collaborative w/ AK Native or rural groups and/or involves traditional knowledge*
SOM	Energy Study and Research for Book: Energy Civilization	Active	This examines two issues in Alaska: ANWR and a North Slope natural gas pipeline. These specific Alaska issues will be analyzed within a wider context of energy issues for the world.	
SOM	Economic Benefits of Non-Timber Forest Products	Completed February 2010	The Tanana Valley State Forest (TVSF) provides a wide array of non-timber forest products that directly benefit Alaskans, primarily through subsistence harvesting. Residents harvest a variety of wildlife such as moose and botanicals such as berries and mushrooms. Given the preeminence of multiple use policies, quantifying the economic benefits derived from non-timber forest products on the TVSF provides key information needed to improve state land management practices.	
SOM	Resource Based Local	Complete in	The project will assist the Metlakatla Indian	Yes

	Economic Development Project: Evaluation on Expanding Current Markets and Adding Possible New Production Lines for Annette Islands Reserve, Alaska	August 2010	Community with expanding markets for their bottled water products. This will involve producing a business plan for expanding current products to the markets in the lower 48 and overseas as well as conducting a feasibility study on diversifying the current production by adding other water products, particularly medial use water products.	
CES/SOM/IAB	Meeting the Dietary Guidelines on SNAP Benefits with a Personalized Food Plan: A Localized Web-Based Approach	Proposed	See CES report for description	
SOM/SNRAS/SFOS	Opportunities for an Alaska commercial dogfish fishery	Active	To develop strategic fisheries management plans necessary for implementing a sustainable commercial spiny dogfish fishery in Alaska, we will provide state and federal fishery management agencies with a comprehensive evaluation of alternative management strategies. This interdisciplinary study will directly address development of new market opportunities for a commercially underutilized fishery resource.	

**C. End Results and Strategies – FY 2011**

**C1. End Results Table**

Complete the table below for the period July 1, 2010 to June 30, 2011. Add rows as needed. For each end result, identify the applicable core theme(s) listed below.

<b>End Result:</b>	<b>The me</b>	<b>Strategies to Achieve End Result</b>	<b>Target(s):</b>	<b>Measure(s):</b>	<b>Status:</b>	<b>Budget Impact</b>
Expand the Homeland Security and Emergency Management Program.	A, C	We have temporarily hired a Program Coordinator of the Emergency Management Program. We are seeking funds to make that position permanent.	(i) Expand the program beyond an articulation with fire science.	(i) If we have secured the funds and hired a permanent Program Coordinator.	(i) Ongoing.	\$107,996 (now – for temporary hire of the Program Director), \$200,000 for sustained effort (permanent hire of Program Director plus Staff).
			(ii) Get BEM program fully online.	(ii) If we have the program fully online.	(ii) Ongoing.	

Increased Interaction with UAF and the Fairbanks Business Community on Economic Development.	E	<p>(i) Continued support of the UAF Director of Entrepreneurship.</p> <p>(ii) Expanded use of students to build business and marketing plans.</p> <p>(iii) Expanded use of the SOM Business Advisory Council (BAC).</p>	<p>(i) Continued reallocation of SOM funds into this UAF endeavor (at least \$100,000).</p> <p>(ii) Use of all graduating MBA students to build at least one business plan for an UAF or Fairbanks community business.</p> <p>(iii) Number of BAC members involved with UAF in Economic Development (at least 2).</p>	<p>(i) Measure amount of SOM funds reallocated.</p> <p>(ii) Percent of graduating MBA who have built a business plan.</p> <p>(iii) Number of BAC members involved with UAF in Economic Development</p>	<p>(i) Ongoing.</p> <p>(ii) Ongoing.</p> <p>(iii) Ongoing.</p>	<p>The portion of Dr. Collins salary and expenses dedicated to the Directorship is \$103,781.</p>
Increased Outreach and Development.	E	An increase in Outreach and Development Effort.	Raise \$150,000 and get at least 20 new individual donors.	Number of new donors and total amount of funds raised.	Ongoing.	Staff salaries of the Director of Development and Outreach and the Marketing Specialist.



**D. Long Range End Results and Strategies – FY 2012 and Beyond**

**D1. Long Range End Results Table**

Complete the table below. For End Results with an anticipated start date of 2012, the results should be in line with budget requests for FY2012. Add rows as needed. For each end result, identify the applicable core theme(s) listed below.

<b>End Result:</b>	<b>Theme</b>	<b>Strategies to Achieve End Result</b>	<b>Target(s):</b>	<b>Measure(s):</b>	<b>Budget Impact</b>	<b>Anticipated start date</b>
Hire first Native Alaskan Tenure-Track Business Faculty Member	A, B, C, D	Receive funding either from the FY12 budget request or through TVEP.	Get the funds necessary for the position and hire for it.	If we have the position and we have hired for it.	The FY12 budget request is \$138,500	July 1, 2011
Hiring of a tenure-track marketing professor	A, B, C	Receive either funding through a legislative request or PBB funding.	Get the funds necessary for the position and hire for it.	If we have the position and we have hired for it.	The FY12 budget request is \$138,456	July 1, 2012

**D2. Top three challenges for FY2012**

**Challenge 1:** We need \$138,500 to hire a tenure-track position for a Native Alaskan Business faculty member in order to more fully serve the Native students and community.

**Challenge 2:** We need \$200,000 to hire a permanent program coordinator in order to expand our Bachelors degree in Emergency Management into areas of emergency services and homeland security beyond fire control.

**D3. Use of unanticipated funds**

We would hire a grant writing specialist for the Emergency Services and Homeland Security Program.

## **E. Additional Information**

### **E1. Unit Unmet Needs**

Identify unmet unit needs that could be supported through private, non-governmental funding, such as donors, foundations, etc.

Our top priority is to raise money for students. Next, it is raising unrestricted general funds to help us with these debilitating pullbacks.

### **E2. Major Capital Investment Priorities and Space Needs**

- 1) Gathering place for students
- 2) Smart classrooms
- 3) Classrooms with the ability to distance deliver

All three of these will result in increased student enrollments and retention.