MEMORANDUM

25 September 2012

TO: Pat Gamble, President

FROM: Tom Case, Chancellor

SUBJECT: Approval for the establishment of the Montgomery Dickson Center for Japanese Language and Culture

Attached is the Provost’s recommendation and proposal for the Montgomery Dickson Center for Japanese Language and Culture to be housed in the College of Arts and Sciences. The center, proposed by Hirokio Harada, Professor and Coordinator of Japanese, is in response to an invitation from the Japan Foundation Center for Global Partnership to create a memorial for Montgomery Dickson, a UAA graduate who was killed in the March 2011 tsunami. The Dickson Center will promote the friendship between Alaska and Japan through educational and cultural activities.

Pursuant to Regents’ Policy P10.02.040 and University Regulation R10.02.040 governing Academic Unit Establishment, Major Revision, and Elimination, I support the Provost’s recommendation to approve the establishment of the Montgomery Dickson Center for Japanese Language and Culture.
MEMORANDUM

20 September 2012

TO: Tom Case, Chancellor

FROM: E R Baker IV, Interim Provost

SUBJECT: Approval for the establishment of the Montgomery Dickson Center for Japanese Language and Culture

Attached is the proposal for the Montgomery Dickson Center for Japanese Language and Culture to be housed in the College of Arts and Sciences. The center, proposed by Hirokio Harada, Professor and Coordinator of Japanese, is in response to an invitation from the Japan Foundation center for Global Partnership to create a memorial for Montgomery Dickson, a UAA graduate who was killed in the March 2011 tsunami. The Dickson Center will promote the friendship between Alaska and Japan through educational and cultural activities.

I recommend approving the establishment of the Montgomery Dickson Center for Japanese Language and Culture.
DATE: May 18, 2012

TO: Michael A. Driscoll, Provost UAA

FROM: Kim M. Peterson, Interim Dean CAS

SUBJECT: Establishment of the Montgomery Dickson Center for Japanese Language and Culture (Dickson Center)

Attached is a proposal from Hiroko Harada, Professor and Coordinator of Japanese, to establish a new center within the College of Arts and Sciences at UAA. This is in part of UAA’s response to an invitation from the Japan Foundation Center for Global Partnership to create a memorial for Montgomery Dickson, our graduate, who perished in the March 11, 2011, tsunami.

Monty graduated from UAA in May 2009 with a B.A. in Japanese. He was selected to participate in the Japan Exchange and Teaching (JET) program and was placed in Rikuzentakata-city in Iwate Prefecture as an English teacher for local schools.

In response to the invitation to memorialize Monty, the College of Arts and Sciences supports Hiroko’s proposal to create the Montgomery Dickson Center for Japanese Language and Culture. The Dickson Center will promote Japan-related education and strengthen the friendship between Alaska and Japan through a variety of educational and cultural activities, events, and programs, which will benefit students, faculty, and the broader, diverse, and global community. The center will fulfill UAA’s ambition to further enrich and deepen mutual understanding and appreciation between Alaska and Japan by providing high-quality Japanese language education at UAA, and enrich diversity in UAA community, in the spirit of UAA as “Public Square.” All of these products will be reported through the Center Director, to the CAS Dean.

I support this proposal, and I am convinced it will both enhance our academic reputation and provide utility to the peoples of the State.
To: Kim Peterson, Dean, College of Arts and Sciences
CC: Jeane Breining, Associate Dean of the Humanities
From: Hiroko Harada, Professor and Coordinator, Japanese Program
RE: Proposal Summary of Montgomery Dickson Japan Center

May 1, 2012

The mission of Dickson Center at the University of Alaska Anchorage, which is outlined in the attached proposal, is to fulfill UAA’s ambition and further enrich and deepen mutual understanding and appreciation between Alaska and Japan to contribute to global peace by providing high-quality Japanese language education, cultural events, and cross-cultural and outreach programs to UAA and its community.

The main Goals of The Center include:
1) to encourage, complement, and expand Japanese Language instruction within UAA and throughout the State of Alaska,
2) to provide opportunities for Alaskans to experience, appreciate, understand, and enjoy high-quality, significant, and culturally meaningful Japanese programs and events, and
3) to serve as a locus within the University for facilitating student and faculty exchanges, programmatic collaborations, and enhanced cooperation between Alaska and Japan.

The Japan Center is fully supportive of the Mission and Core Values of UA and UAA. The Center is conforming to the core values of UA as described in the “UAA Vision for 2017.” To further enrich diversity in town, the center will identify and host Japanese cultural events and lectures to benefit students and the public. In a more global sense, the center will facilitate student and faculty exchanges with Japanese Universities, work to support enriching UAA’s Japanese Language curriculum, coordinate with Asian- and international-related programs and with UAA faculty wishing to collaborate with Japanese counterparts or colleagues. To serve as a special tribute to Monty’s spirit, I also hope to establish a Japanese Tea Room, which would make the exploration of the profound depth and beauty of the tea ceremony accessible to a greater number of people, and fulfill UAA’s role as “public square.”

The Center, largely virtual, will be located within the Department of Languages. Although the role and activities of the Center will extend beyond Japanese language curriculum, the Center will be administered by a faculty-director from the Japanese Language Program who will report to the Dean of the College of Arts and Sciences for matters related to the administration of the Center. The Director will be responsible for the oversight of all center activities, event coordination, fundraising, public outreach, developing close relationships with constituencies, and creating a web presence for a world-wide audience. Existing staff in the Department of Languages will provide clerical support to the Director. Fiscal and grant management support will be provided by existing staff in the College of Arts and Sciences. Salary for the Center Director will be apportioned between the Center and the Department of Languages in proportion to the relative effort in Japanese Language instruction and Center administration.

Regarding the Center Funding, the official actions will be initiated in the event that this proposal results in an award from the Japan Foundation of New York Center for Global Partnership of $100,000 per year for five years to help us achieve our vision in part of the Montgomery Dickson memorial project. For the first year of this memorial project, we have proposed to expend approximately 50% of the above amount to support the salary and benefits of the part-time Director and a part-time Assistant Director. These positions are necessary to provide the initial management, leadership, and operational administration to establish the Center and expand its activities to allow it to grow sufficiently to become a viable and sustainable entity. All other regular administrative, development, curricular, and service functions
associated with the center's operations will be provided by existing University personnel. The college of Arts and Sciences will take more responsibilities in the personnel cost so that at the end of the five-year award, the CAS would assume the full cost of operating the center. The University has ample venues and facilities for instruction, lectures, performances, exhibits, and administration of the Center; however, the Center will have additional space needs.

At present Alaska does not have a Japan Center. The Japan Center will be a powerful entity for engaging students and faculty with the community, the state, professionals, and their own learning and cross-cultural processes. The center will serve as 1) a place to provide first-hand exposure to authentic Japanese culture, 2) a place to connect with the mutual roles in strengthening the relationship between Alaska and Japan, and 3) organization of resources for university and community members.
Montgomery Dickson Center for Japanese Language and Culture
[Dickson Center]

Proposal Prepared by
Hiroko Harada, Professor and Coordinator, Japanese
May 11, 2012

CENTER DESCRIPTION of the Dickson Center

1. Mission:
The mission of Montgomery Dickson Center for Japanese Language and Culture at the University of Alaska Anchorage is to expand the instruction, appreciation, and enjoyment of Japanese language and culture, engage in public outreach, enhance existing and future international exchange activities with Japan, and serve the University and the State of Alaska as a resource with respect to Japanese bilateral relations and understanding.

2. Participants:
In its role in the educational and outreach public square, the center’s door is open to:

1) **UAA students** through events, exhibits, and lecture series initiated by the Dickson Center, and through a new scholarship program to study in Japan created by the Center,

2) **UAA Japan Study related faculty** through new funding opportunities to attend conferences, organizing workshops and lecture series at UAA and through professional development and collaboration with other disciplines such as Asian- and international studies,

3) **Community members** through a variety of cultural and educational events organized by the Center,

4) **UAA’s sister university, Hokkaido University of Education**, through enriching our existing exchange program,

5) **UAA’s sister city, Chitose, Hokkaido**, through further development in our over 40-year sister city relationship,

6) **Rikuzentakata city, Iwate, Japan**, through a newly established friendship relationship, and

7) **Global audience** through Center’s web-homepage, which will provide educational and useful information about Japan and communication tools capable of connecting with Dickson Center in the world.

3. Operations:
The operations of the Dickson Center will be four-fold:

1) Expansion of teaching: to encourage, complement, and expand Japanese Language instruction within UAA and throughout the State of Alaska,

2) Public Square: to provide opportunities for Alaskans to experience, appreciate, understand, and enjoy high-quality, significant, and culturally-meaningful Japanese programs and events,

3) International outreach and expansion of research: to serve as a locus within the University for facilitating student and faculty exchanges, programmatic collaborations, and enhanced cooperation between Alaska and Japan, and

4) Commemoration of UAA alumnus, Montgomery Dickson and to foster a close, friendly relationship with Rikuzentakata, where Mr. Dickson taught English.
4. Products
The Dickson Center will initiate, organize, and coordinate a variety of activities in fulfillment of its mission and functions. The main products of the Center will include the following:
- Cultural and art events, exhibits, and lecture series for UAA, the community, and the state
- Annual workshops for professional development for UAA's Japan-related faculty members
- Scholarship Program for students participating in the exchange program between UAA and HUI (Hokkaido University of Education)
- Coordination with UAA's Asian and International related studies
- Facilitation within UAA for programs and faculty wishing to collaborate with Japanese counterparts or colleagues
- Japanese Tea Room
- Web-site with up-to-date resources
- Continuing relationship with Anchorage's sister city, Chitose
- A new friendship relationship with Rikuzentakata
- Enhanced intercultural opportunities for UAA students

5. Outcomes
The Dickson Center will significantly enhance the UAA 2017 goals: The Center will
- Enhance high-quality, Japan-related, teaching and develop the “total UAA Instructional Program” (UAA 2017, Priority A)
- Enrich Japan-related faculty’s professional development, promote collaboration with other disciplines, in particular, those related to Asian and international studies, and “expand [UAA’s] research mission” (UAA 2017, Priority B)
- Build a scholarship program for students studying in Japan, and “expand educational opportunity and increase student success” (UAA 2017, Priority C)
- Bring more diversity to UAA’s public square through events and workshops in order to increase the community-wide and state-wide awareness of the importance of Japan-Alaska relation, and “strengthen the UAA community” (UAA 2017, Priority D & E)
- Further promote Japan-Alaska mutual understanding and friendship among students and in the community and the state (Public Square and International awareness)
- Establish world-wide awareness of the prominence of UAA and the Center (Global outreach)

6. Organization Chart
The Dickson Center will be administered within the Japanese program of the Department of Languages. Although the role and activities of the Center will extend beyond Japanese language curriculum, the Center will be administered by a faculty-director from the Japanese Language Program who will report to the Dean of the College of Arts and Sciences for matters related to the administration of the Center.
### 6-1. Positions (Overview)

<table>
<thead>
<tr>
<th>Position</th>
<th>Description &amp; Assignments</th>
<th>Bargaining Units</th>
<th>Terms of Appointment</th>
<th>Evaluation of Personnel</th>
<th>Retention Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/ Director</td>
<td>Japanese Program faculty oversee activities of the Center. Responsible for the oversight of all center activities, such as fundraising, organizing events.</td>
<td>N/A</td>
<td>At will</td>
<td>By Dean and Advisory Board</td>
<td>Made by Dean</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>Assists the Director to execute the vision of the Center</td>
<td>As appointed</td>
<td>Annual</td>
<td>By Director</td>
<td>Made by Director in consultation with CAS Dean</td>
</tr>
<tr>
<td>Community Advisory Board</td>
<td>Advise and review the Director and the Center’s activities. Evaluate prior events, holds the Director accountable to the fulfillment of mission. Meet as needed.</td>
<td>N/A</td>
<td>3 year</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Steering Committee</td>
<td>Faculty, associates, past associates, and highly involved affiliates. Meet monthly or as needed by the Director to provide assistance in events planning, scholarship program, public outreach programs, and in enhancing relations between Alaska and Japan.</td>
<td>N/A</td>
<td>2 year</td>
<td>By Director</td>
<td>Made by director</td>
</tr>
<tr>
<td>Associates</td>
<td>As needed to provide program</td>
<td>As appointed</td>
<td>As needed depending on center needs</td>
<td>By Director</td>
<td>Made by Director</td>
</tr>
<tr>
<td>Affiliate/ Instructor</td>
<td>Faculty or community member who regularly contributes to center. Co-organize annual events.</td>
<td>As appointed</td>
<td>As needed depending on center needs</td>
<td>By Director</td>
<td>Made by Director</td>
</tr>
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### 6-2. Position Description

**Director and Assistant Director:**
The Director will be responsible for the oversight of all center activities, event coordination, fundraising, public outreach, developing close relationships with constituencies, and creating a web presence. Existing staff in the Department of Languages will provide clerical support to the Director. Fiscal and grant management support will be provided by existing staff in the College of Arts and Sciences. Salary for the Center Director will be apportioned between the Center and the Department of Languages in proportion to the relative effort in Japanese language instruction and Center administration.
The duties of the Assistant Director and Faculty/Director are similar because they work as a team to provide the necessary administration. The chief difference is the Director is responsible for vision and leadership, while the Assistant Director helps to execute that vision.

Advisory input:

To optimize and fulfill the Dickson Center’s educational, research, and outreach roles, it is essential to structure the center such that those involved in the Center’s day-to-day operations are in close connection with the communities with which the Center is connected. To best achieve this goal, the role of the Center Director and Assistant Director are assisted by two core committees: the Community Advisory Board and the Steering Committee. The Advisory Board brings together respected community members and leaders with an interest or expertise relevant to the mission of the Center. The Steering Committee will be composed of Japan-related faculty members, associates, affiliates and student representatives, and will meet monthly to assist the director and associate with developing programs and activities, identifying new partnerships, and reviewing Dickson Center’s overall program.

Advisory Board: The Advisory Board will be constituted from community members nominated by the Director and appointed by the Dean. The Advisory Board will meet regularly to hear the Director’s review of the center and help ensure that the Center is fulfilling its goals and mission. The Board will advise the Director and help connect and coordinate the activities of the Center with the community and appropriate constituencies. The Board will assist and be actively engaged in development activities associated with the Center.

Steering Committee: The Steering Committee will be composed from current and past associates, affiliates, and student representatives. The committee will meet monthly or as needed to assist the Directors with planning, activities and events, and identifying partnerships, and reviewing center programs.

JUSTIFICATION for the Dickson Center

1. Relation to UA and UAA Mission and Strategic Plan 2017
The Dickson Center is fully supportive of Mission and Core Values of UA and UAA and Strategic Plan 2017 and directly related to the goals and values of the university and its campuses. Through a variety of cultural events and activities, the Dickson Center will bring in more diversity to UAA and the community, and the expansion of the program and the collaborative effort with other disciplines will strengthen the total UAA Instructional program and its quality. Along this line the Center will

- Further enrich diversity in town, the center will identify and host Japanese cultural events and lectures to benefit students and the public. The introduction of these cultural events will greatly contribute to UAA’s NCBI (National Coalition Building Institute) effort of welcoming diversity and reducing prejudice.
- Strengthen UAA’s instruction quality in a more global sense by expanding the Japanese program, enriching UAA’s Japanese Language curriculum, and collaborating with UAA’s Asian- and international-related programs and with UAA faculty wishing to collaborate with Japanese counterparts or colleagues.
- Establish a Japanese Tea room to serve as a special tribute to Montgomery Dickson’s spirit. The Tea room will make the exploration of the profound depth and beauty of the tea ceremony accessible to a greater number of people, fulfilling UAA’s role as “public square.”

2. The Background of UAA’s Japanese Program & State and Local Needs:
The first full-time tenure-track position for UAA’s Japanese program was made possible by a Japan Foundation grant in 1996. The current program coordinator, Hiroko Hara, was hired as an Assistant
Professor during the third year of this grant in 1998. Enrollment in Japanese language classes at UAA increased 103% from 1998-2003, five times the national average for that time period. In 2005, a full-time term instructor was approved. The program expanded further in 2010 with the addition of a tenure-track Assistant Professor.

In 2006, the Japanese Program established an exchange program with the Hokkaido University of Education (HUE). Montgomery Dickson was one of the first UAA representatives to participate in the exchange. Since then, UAA’s Japanese program has sent up to five outstanding students to HUE every year, and UAA has accepted students from HUE since 2009.

Currently, UAA’s Japanese program enrolls an average of 200 students each semester, making it the second largest program by enrollment in the Department of Languages. Today, the Japanese program has approximately 100 students majoring in Japanese, more than any of the other language programs. The Dickson Center will greatly benefit students who would otherwise have very little exposure to authentic Japanese culture.

At present Alaska does not have an Japan related center, and therefore, the University, the Anchorage community, and the state as a whole, lacks an entity that can fulfill the functions and operations described above. The specific state and local needs that the Dickson Center serves as:

- Place to provide first-hand exposure to authentic Japanese culture
- Place to connect with the mutual roles in strengthening the relationship between Alaska and Japan
- Organization of resources for university and community members

3. Opportunities and Outcomes for Teaching, Research, and Service

The Japan center will provide various opportunities and outcomes for its personnel and participants in teaching, research, and service. The Japan Center will focus on

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<tr>
<th>Opportunities &amp; Outcomes</th>
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<tr>
<td>Teaching</td>
<td>*Enrich Japanese language curriculum</td>
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<tr>
<td></td>
<td>*Provide students Study Abroad Scholarship Program to study in Japan</td>
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<td></td>
<td>*Incorporate cultural events, exhibits, and lecture events into Japanese classrooms</td>
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<tr>
<td>Research</td>
<td>*Facilitate student and faculty exchanges with Japanese Universities</td>
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<tr>
<td></td>
<td>*Provide a point of contact and facilitation within the University for programs and faculty wishing to collaborate with Japanese counterparts or colleagues</td>
</tr>
<tr>
<td>Service</td>
<td>*Provide UAA, the community, and the state with cultural events, exhibits, and lecture events</td>
</tr>
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<td></td>
<td>*Make the exploration of the profundity of Japanese culture accessible to a greater number of people.</td>
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4. Advisory Committee Input

The Dickson Center will carry out the above mentioned educational and out-reach missions with the support of two core committees: the Advisory Committee and the Steering Committee as described in the proposed organizational structure. The Advisory Committee, consisting of senior faculty, administrators from across the university and respected community members, meets biannually and help the Center director to fulfill the Center’s goals and mission. The Steering Committee, consisting of Japan-related specialists, affiliates, student representatives, and holds a monthly meeting to assist the director with planning events, identifying new partnerships, and actively participates in the operations of the Center.
1. Fiscal Plan including projected revenue, expenses and 5-year budget:

See attached excel document and budget narrative

2. Sustainability of funding:
The Dickson Center will be funded $100,000 for the next five years through the Japan Foundation New York Center for Global Partnership (CGP) as part of Montgomery Dickson Memorial Project to commemorate Monty, our graduate, who died in the March 11, 2011 tsunami in Japan. The Dickson Center’s task is to seek additional external funding for the Center. Most importantly, College of Arts and Sciences will gradually take responsibility to fund the personnel cost so that the Japan Foundation CGP will be able to focus their support on Center’s activities and events. Upon the termination of CGP’s funding, UAA will independently support the Center director and assistant director positions.