MEMORANDUM

25 September 2012

TO: Pat Gamble, President

FROM: Tom Case, Chancellor

SUBJECT: Approval for the establishment of the Ethics Center

Attached is the Provost’s recommendation and proposal for the Ethics Center to be housed in the College of Arts and Sciences. The center, proposed by John Mouracade, Associate Professor of Philosophy, will focus research and engagement of the community in discussion of ethical issues relevant to the citizens of Alaska. The Center’s mission is unique in the State of Alaska and builds on the strengths of the Philosophy Department and supports other programs in business, nursing and the justice department.

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 Ethics Center.
MEMORANDUM

20 September 2012

TO: Tom Case, Chancellor  

FROM: E.R. Baker IV, Interim Provost  

SUBJECT: Approval for the establishment of the Ethics Center

Attached is the proposal for the Ethics Center to be housed in the College of Arts and Sciences. The center, proposed by John Mouracade, Associate Professor of Philosophy, will focus research and engagement of the community in discussion of ethical issues relevant to the citizens of Alaska. The Center’s mission is unique in the State of Alaska and builds on the strengths of the Philosophy Department and supports other programs in business, nursing and the justice department.

I recommend approving the establishment of the Ethics Center.
MEMORANDUM

DATE: March 8, 2012

TO: Michael A. Driscoll, Provost UAA

FROM: Kim M. Peterson, Interim Dean CAS

SUBJECT: Ethics Center

Attached is a proposal from John Mouracade, Associate Professor of Philosophy, to establish a new Ethics Center within the College of Arts and Sciences at UAA. The Ethics Center will promote research and dialogue, inform discourse, and engage the community on ethical issues relevant to the people of Alaska and its diverse communities. The Director of the Ethics Center will report to the CAS Dean or designee. This Center capitalizes on our strengths in various ethics specialties within the Philosophy Department, and meets needs of other programs on campus, community needs, and needs of the State of Alaska.

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, Ph.D., Dean, College of Arts and Sciences  
CC: Jeane Breining, Ph.D., Associate Dean of the Humanities  
From: John Mouracade, Ph.D., Chair, Philosophy Department  
RE: Ethics Center Proposal Summary  

March 1, 2012  

The mission of the Ethics Center at the University of Alaska Anchorage is to promote research and dialogue, inform discourse, and engage the community on ethical issues relevant to the people of Alaska and its diverse communities. The Center aims to serve the communities, businesses, professions, and universities of Alaska by providing training, workshops, white papers, consultation, internships, and continuing professional education.

In its role in the public square the Center will have four main functions:

- To serve as an intellectual and community resource in applied and professional ethics.
- To provide ethical educational opportunities to students at UAA.
- To provide instruction and professional expertise in ethics education and training through the development of electronic and other resources, workshops, conferences, service learning, and seminars.
- To inform discourse by bringing the theoretical and historical background of ethics to bear on contemporary ethical issues.
- To promote research and dialogue about important ethical issues central to Alaska in multidisciplinary, university, and public forums.

In fulfilling these roles, the Center is fully supportive of the Mission and Core Values of UA and UAA in the following ways. First, the Center is consistent with the core values of UA as described in The University of Alaska System Strategic Plan 2009: Building Higher Education for Alaska’s Golden Anniversary. In particular, the Center upholds the value of Unity through its emphasis on collaboration and community, and of Leadership in its mission to inform debate through its consultative, educational and organizational roles. Furthermore, the Center aligns with the Vision, Core Values and Strategic Priorities for UAA 2017.

At present Alaska does not have an Ethics Center and, therefore, lacks an entity that can fulfill the functions and operations described above. An Ethics Center can play a vital role in helping to increase awareness and knowledge of important ethical issues facing the state, and can help bring various groups together to help inform and encourage debate.

The specific state and local needs that the Center can meet are:

- Training and education in ethical-decision making
- Student opportunities for ethical education and internships
- Integration of ethics education into professional organizations
- Organization of resources for university and community members
- Supporting programs on the Health Campus
Ethics Center Proposal

Prepared on behalf of the Philosophy Department by:

John Mouracade, Ph.D.
Associate Professor and Chair, Department of Philosophy

CENTER DESCRIPTION

1. Mission

The mission of the Ethics Center (the “Center”) at the University of Alaska Anchorage is to promote research and dialogue, inform debate, and engage the community on ethical issues relevant to the people of Alaska and its diverse communities. The Center aims to serve the communities, businesses, professions, and universities of Alaska by providing continuing education, training, workshops, white papers, and consultation.

2. Participants

In its role in the public square the Center will have four main functions:

- To serve as an intellectual and community consultative resource in applied and professional ethics.
- To provide instruction and professional expertise in ethics education and training through the development of electronic and other resources, workshops, conferences, service learning, and seminars.
- To inform debate by bringing the theoretical and historical background of ethics to bear on contemporary ethical issues.
- To promote research and dialogue about important ethical issues central to Alaska in multidisciplinary, university, and public forums.

In fulfillment of these functions, the Center will seek and encourage participation from university (faculty, staff, and students from all MAU’s) and community members. The main responsibility for conducting the work of the Center will be the Center director, assisted by staff, faculty associates, and student interns. Through the organization of workshops, consultative groups, roundtables and research projects, the director will bring together members of the universities and communities who are interested in addressing ethical issues important to Alaskans.

The Center personnel will consist of a director, faculty associates, student interns, and community affiliates. The work of the center will be done with the help of a steering committee (consisting of faculty associates and others intimately connected with the work of the center) and will be reviewed by an advisory board (community and business leaders, etc.), which will ensure that the center is fulfilling its mission.
On account of the fact that many the philosophy department faculty have extensive teaching and research experience in ethics education and interest in ethical issues important to Alaska, the philosophy department at UAA will play a core consultative and educational role in the work of the Center. The Center director will work closely with the philosophy department chair in order to coordinate faculty workloads and course offerings.

3. Operations

The operations of the Center can be divided into three main areas: Resource Center, Education; and Public Square.

Resource Center
The Center aims to serve the state of Alaska by providing a variety of resources on ethical issues relevant to the state and its diverse communities. These resources include, but are not limited to the following:

- Online resources. The Ethics Center website will be the main informational site in Alaska for documents, cases, advisory documents, “white papers” and blogs on ethical issues relevant to the state.
- Associates and Affiliates. The Center will act as a resource for connecting and bringing together people who interested in addressing ethical issues important to Alaska. The Center will build this resource through the work of the director in organizing workshops and roundtables, and by the temporary appointment of research associates and affiliates.
- Consultation. The center director and associates will be available to serve as consultants across the state on an array of issues.

Education
A core function of the Center will be to provide continuing education. A variety of business, institutions and professional groups and organizations require ethics training or consultations, for example healthcare professional requiring CME credit. Furthermore, a number of groups and organization require assistance in the development of codes of ethics, ethics training manuals, and the organization of workshops. To meet these needs, Center personnel will develop a number of education training modules and act as consultants for the following:

- Conducting workshops for various professions (e.g., real estate, medical, governmental, non-profit organizations).
- Implementing Ethics training for government employees and lobbyists.
- Offering continuing education for various professions.
- Convening conferences, with academic and professional foci.
• Providing faculty development opportunities in research ethics and ethics across the curriculum.

• Leading symposia on critical issues, e.g., rural-urban, subsistence rights, food safety, disaster preparation, and ...

Another element of the Center’s educational component will be met through the engagement of its personnel on various projects to produce consultative and advisory documents. In this regard, the Center will create and facilitate an environment that supports (or promotes) reflective ethical thinking, teaching and learning practices (or opportunities) about ethical issues of particular importance to the state. For example, Center personnel would act as consultants on projects related to biomedical education, the distribution of healthcare resources, food ethics and sustainability, natural resources and environmental ethics.

In addition, the Center will play a central role in ethics education on campus. Center personnel will work with faculty from across the university in helping colleges and departments develop ethics modules for their courses, and to help to bring together faculty with overlapping teaching and research interests in ethics. For example, the Center would assist departments in the sciences and social sciences in developing modules for the responsible conduct of research.

Public Square
One of the main functions of the Center is to serve as a forum that fosters dialogue on important ethical issues in order to bring together members of the university, the community, business and the profession to exchange ideas and address the ethical issues facing Alaskans. To this end, the Center will:

• Sponsor and organize workshops and conferences

• Provide a forum for debate and discussion via the web, teleconferences, and other forms of innovative media

• Organize community roundtables

4. Products

The Center will be involved in a variety of activities in fulfillment of its mission and functions. The main products of the Center will typically be:

• Annual conference

• Web site with up to date resources

• Continuing education modules
• Workshops targeting various constituencies, professional, academic, governmental, and NGO’s.

• White papers on ethical issues confronting Alaskans.

• Blog posts

• Consultations

• Public events

• Revenue generation

5. Outcomes

The Center will achieve the following outcomes:

• Raise the level of public understanding and discourse on controversial ethical issues.

• Raise UAA’s prominence in the public square as a place for ethical discourse and training.

• Assist professionals and students in professional programs to be aware of central of ethical issues facing the state and competence in the methods of ethics and ethical decision making.

• Increase reflective ethical thinking and learning opportunities among faculty at all MAU’s to address ethical issues in their disciplines.

• Generate Revenue
6. Organizational Chart

- Advisory Board
- Director
- Associates
- Steering Committee
- Affiliates
- Student Interns
### Positions (Overview)

<table>
<thead>
<tr>
<th>Position</th>
<th>Description</th>
<th>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>Director</td>
<td>Philosophy faculty oversees activities of center</td>
<td>Fundraising, scheduling, research, community outreach, staffing, program development</td>
<td>UNAC</td>
<td>At will</td>
<td>By Provost and Advisory Board</td>
<td>Made by Provost</td>
</tr>
<tr>
<td>Advisory Board</td>
<td>Advise and review director</td>
<td>Evaluate prior events, holds director accountable to fulfillment of mission. Meet twice a year.</td>
<td>N/A</td>
<td>3 year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Steering committee</td>
<td>Faculty Associates, past associates, and highly involved affiliates</td>
<td>Meet monthly or as needed by the director to provide assistance in choosing topics, themes, locations, and populations to serve with center programs</td>
<td>N/A</td>
<td>2 year</td>
<td></td>
<td>Made by director</td>
</tr>
<tr>
<td>Associate</td>
<td>Faculty or community member responsible for major projects or programs</td>
<td>Organize and manage significant and ongoing project or program, engage in research related to such</td>
<td>Faculty according to UNAC and UAFT</td>
<td>Variable from 1 semester to 1 year.</td>
<td>According to relevant CBA for faculty and by the director.</td>
<td>Made by director</td>
</tr>
<tr>
<td>Affiliate/Instructor</td>
<td>Faculty or community member who regularly contributes to center</td>
<td>Organize, manage and/or serve as presenter for one time event such as a lecture, brown bag lunch series, workshop, etc.</td>
<td>Faculty according to UNAC and UAFT</td>
<td>As needed depending on center needs</td>
<td>According to relevant CBA for faculty and by the director.</td>
<td>Made by director</td>
</tr>
<tr>
<td>Student Interns</td>
<td>Student appointed to work on discrete project or to provide general assistance.</td>
<td>Assist with clerical, organizational, and research tasks as needed by director or associates.</td>
<td>N/A</td>
<td>1 semester or 1 year depending on the need and funding</td>
<td>By director and relevant associates</td>
<td>Made by director</td>
</tr>
</tbody>
</table>

### Position Descriptions:

**Director:** The main responsibilities of the director are:

- Overseeing Center functions, including liaising with university and community partners
- Coordination and evaluation of Center programs
• Recruitment and appointment of faculty associates, affiliates and steering committee members.
• Fund raising
• Strategic planning and budget operations
• Development and organization of the Center’s resources, educational and public square functions, including research and publication in ethics
• Teaching upper division courses in theoretical and applied ethics

The Director must have a strong background in both theoretical and applied ethics, including publications in ethics, and with substantial administrative experience. The director must have the ability to build relationships across the universities and communities served by the center.

Associate: Center Associates will undertake a particular project related to the center theme for the year. The project for the associate will be determined by the director with input from the steering committee. Associates will typically produce blog posts, white papers, or research articles and assist with workshops, conferences, and continuing education modules. Associates will receive either a course release or a summer stipend for their work.

Affiliate: Affiliates are recruited by the director with input from associates and the steering committee. Affiliates are highly qualified faculty and community members who agree to be regularly called upon (on a volunteer basis) to be active in the center, e.g. to be guest lecturers, members of a roundtable, bloggers, etc.

Student Intern: This position is to be awarded to a student who has demonstrated outstanding ability in an ethics course. The student will either provide general assistance to the director or an associate or be tasked with a discrete project of her own. Student interns will be awarded a tuition waiver for their work.

Advisory Board: The Advisory Board will be constituted from faculty, administrators and community members appointed by the UAA Provost. The Advisory Board will meet biannually to hear the director’s review of the center and help ensure that the Center is fulfilling its goals and mission. The Board will review the director’s proposals for themes, recommendations for associates and affiliates, and by reviewing the assessment report with the director. (8-12 members)

Steering Committee: The Steering Committee will consisting of current and past associates, affiliates, and a student representative, the steering committee will meet monthly to assist the director and associates with developing programs, choosing themes, identifying new partnerships, and reviewing center programs.

JUSTIFICATION

1. Relation to UA and UAA Mission and Strategic Plan 2017
The proposed Ethics Center (the “Center”) is directly related to the goals and values of the university and its campuses. As indicated above the core missions of the Center are to foster dialogue and inform debate on important ethical issues central to Alaska. In supporting its mission, the Center will have four main functions:

- To serve as an intellectual and community consultative resource in applied and professional ethics.
- To provide instruction and professional expertise in ethics education and training through the development of electronic and other resources, workshops, conferences, and seminars.
- To inform debate by bringing the theoretical and historical background of ethics to bear on contemporary ethical issues.
- To promote research and dialogue about important ethical issues central to Alaska in multidisciplinary, university, and public forums.

In fulfilling these roles, the Center will be fully supportive of the Mission and Core Values of UA and UAA in the following ways. First, the Center is consistent with the core values of the UA as described in The University of Alaska System Strategic Plan 2009: Building Higher Education for Alaska’s Golden Anniversary. In particular, the Center upholds the value of Unity through its emphasis on collaboration and community, and of Leadership in its mission to inform debate through its consultative, educational and organizational roles. Furthermore, the Center is aligned with the Vision, Core Values and Strategic Priorities for UAA 2017:

**Priority A. Strengthen and Develop the Total UAA Instructional Program**

The Center will help meet this priority through the development of a variety of instructional initiatives that will complement existing instructional programs. These initiatives include but are not limited to the following: collaboration with other university departments and colleges to develop modules in ethics education; development of modules in professional and business ethics for local and state organizations; organization of workshops and seminars to foster interdisciplinary dialogue in ethics education; development of online resources.

The Center will also work with other departments to help focus ethics education across different levels and to help develop resources. For example, a variety of classes are taught by a number of departments that include modules or components in biomedical or research ethics. The development of online resources or modules that are available across the university will be of considerable benefit to these and other departments.

**Priority B. Reinforce and Rapidly Expand our Research Mission**

The Center will help meet this priority by helping to foster interdisciplinary research and collaboration through the organization of workshops and roundtables, and through its own research efforts in the production of articles, “white papers” and “briefing papers” about important ethical issues. In recent years, there have been a number of initiatives that have had considerable success in bringing together university faculty and community members who have a shared interest of shared interest, for example the “Health Research
Think Tank (HeaRTT). The establishment of an Ethics Center would provide for a permanent forum for these and other discussions to occur.

Priority D. Strengthen the UAA Community
The Center will help meet this priority in bringing together individuals from the university and the community who have an interest in the important ethical issues in Alaska and in ethics education. UAA is fortunate to have a considerable number of highly qualified faculty in a range of departments with these interests; however, it is a challenge to bring these individuals together around a common or shared focus. The Center will help achieve this end through the organization of interdisciplinary workshops and seminars on specific topics of interest and importance, for example, access to health care.

Priority E. Expand and Enhance the Public Square
One of the central functions of the Center is enhance the role that UAA can play in leading and informing discussion of ethical issues within the community. The Center’s role is to promote and to provide opportunities for UAA faculty, students, and community members to engage in dialogue about these important ethical issues.

The establishment of an Ethics Center illustrates the importance that the university, and by extension, the state places on addressing important ethical issues in the state. As a forum for discussion and education about these issues, the Center reinforces the university’s community and educational responsibilities, and serves to enhance the reputation as the university of first choice.

2. State and Local Needs Met

At present Alaska does not have an Ethics Center and, therefore, lacks an entity that can fulfill the functions and operations described above. An Ethics Center can play a vital role in helping to increase awareness and knowledge of important ethical issues facing the state, and can help bring various groups together to help inform and encourage debate.

The specific state and local needs that the Center can meet are:

- Training and education in ethical-decision making
- Integration of ethics education into professional organizations
- Organization of resources for university and community members
- Supporting programs on the Health Campus

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

The Center will provide numerous opportunities and outcomes for its personnel and participants in teaching, research, and service. It is expected that the work of the Center will focus
particularly on developing inter-disciplinary initiative and projects that bring together individuals from different departments and colleges, and from the community.

These include but are not limited to the following:

- **Areas covered**
  - Biomedical ethics
  - Business and Professional Ethics
  - Environmental Ethics
  - Research Ethics
  - Ethics in Science, Engineering and Technology
  - Economic Ethics

- **Biomedical**
  - Clinical Ethics Consultation
  - Health Research
  - Collaborative Research
  - Pandemic Research/State Genetics Planning
  - Urban/Rural health, resource allocation
  - Professional development
  - CAHDRE
  - UDOC-NIDDK

- **Business and Professional**
  - Ethics Codes
  - Curriculum development
  - Workshops
  - Continuing Professional Ethical Education

- **Environmental**
  - Curriculum development
  - Workshops
  - Collaborative research
  - Consultation
  - Ethics modules
  - Circumpolar research

- **Food Ethics**
  - Curriculum development
  - Workshops
  - Collaborative research
  - Consultation
  - Ethics modules

- **Research Ethics**
  - Responsible Research (Research advisory/ethics education)
- IRB
- IACUC

- Ethics in Science, Engineering and Technology
  - Science and Society
  - Curriculum Development
  - Engineering Ethics Modules

- Research Proposed Projects
  - Emergency Planning
  - Health care allocation and services

4. Advisory Committee Input

The proposed organizational structure of the Center is designed so as to optimize the Center’s role educational, research, and consultative roles. A fundamental element in fulfilling these roles is 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 work of the Center Director is assisted by two core committees: the Advisory Committee and the Steering Committee. The first of these committees brings together senior faculty and administrators from across the university as well as respected community members. The committee will meet biannually and help the director to fulfill the Center’s goals and mission. The second of these committees will be actively involved in the operations of the Center. This committee will be composed current and former research associates, affiliates, and a student representative, and will meet monthly to assist the director and associates with developing programs, choosing themes, identifying new partnerships, and reviewing the Center’s programs.
SUPPORTING DOCUMENTATION

1. Fiscal Plan including projected revenue, expenses and 4-year budget

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<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>1 course release/semester</td>
<td>1 course release/semester</td>
<td>1 course release/semester</td>
<td>1 course release/semester</td>
</tr>
<tr>
<td>Operational Budget</td>
<td>15,000</td>
<td>20,000</td>
<td>39,000</td>
<td>48,000</td>
</tr>
<tr>
<td>Total</td>
<td>15,000</td>
<td>20,000</td>
<td>39,000</td>
<td>48,000</td>
</tr>
<tr>
<td><strong>Projected Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consulting fees</td>
<td>1000</td>
<td>2000</td>
<td>4000</td>
<td>5000</td>
</tr>
<tr>
<td>Training workshops</td>
<td>1000</td>
<td>2000</td>
<td>5000</td>
<td>8000</td>
</tr>
<tr>
<td>Grants</td>
<td>1000</td>
<td>2000</td>
<td>7500</td>
<td>10,000</td>
</tr>
<tr>
<td>Sponsorship/endowment</td>
<td>2000</td>
<td>4000</td>
<td>12,500</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAS funding</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Total</td>
<td>15,000</td>
<td>20,000</td>
<td>39,000</td>
<td>48,000</td>
</tr>
</tbody>
</table>

Notes:
1. The philosophy department presently has a superb part-time administrative assistant, Ester Bayne. The amount of administrative assistance that is needed can be handled with the current level of administrative support when supplement by student interns.

2. As described above, the Director and Associates will perform the main functions of the Center, assisted by volunteer affiliates and student interns. For the initial four years of the Center, the director will be chosen from philosophy department faculty.

3. The main operational expenses of the Center will be the development and maintenance of the Center’s website and instructional materials, funding for research associates, and travel expenses to enable Center personnel to attend workshops and conferences. It is proposed that for the initial two-year period the Center will be able to support one Research Associates per year and after this period three to four.

4. Kim Peterson, Interim Dean of CAS, has pledged $10,000 in annual support along with course releases for the director, and tuition waivers for student interns.

2. Sustainability of funding.

The Center will be funded both internally through the General Fund and externally through grants and revenue earned through its consultative, research, and educational functions. A central task of the Center Director is to seek external funding for the Center and it is expected that this external funding will grow as the Center develops, given the importance of the Center and its unique role within the state.
Once the Center has been approved, it is expected that a Director will be appointed to run the Center during the first four years of its operation. Following this period, provided that extramural funding has been secured, a search will be conducted for a permanent director. Research Associates will be appointed for a two-year period. Funding for these positions come from the operational budget and revenue.

As the above description of the Center’s positions describes, the Center will have a number of different people who are either formally or informally connected with the day-to-day operations of the Center. The Center’s core personnel, namely the Director and Associates will need to have considerable background and experience in ethics in order to fulfill the Center’s core functions.

<table>
<thead>
<tr>
<th>Position</th>
<th>Qualifications</th>
<th>Type of Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>PhD in Philosophy. At least five years teaching and research experience in Ethics/Applied Ethics</td>
<td>4 year renewable term</td>
</tr>
<tr>
<td>Associate</td>
<td>PhD or other terminal degree. At least five years teaching and research in one or more of Center’s core areas, or five years professional experience.</td>
<td>One or two year</td>
</tr>
<tr>
<td>Affiliate</td>
<td>Faculty or community member with demonstrated interest in ethics.</td>
<td>Two years</td>
</tr>
<tr>
<td>Student Intern</td>
<td>Demonstrated interests in one of the Center’s main areas, recommendation by faculty member</td>
<td>One semester</td>
</tr>
</tbody>
</table>

3. (a) Availability and qualifications of faculty, staff and external participants.

Currently existing resources:

See attached CV’s from Philosophy Department Faculty
Partnerships within UAA:
- CAFÉ
- WWAMI
- Department of Geography
- Department of Biology
- School of Nursing
- School of Public Health
- Sustainability Office

Partnerships within Alaska:
- Alaska Pacific University
- Providence Hospital
- Alaska Regional Hospital
- Anchorage Municipal Board of Ethics
- Alaska Humanities Forum
- Anchorage Unitarian Universalist Fellowship

Potential participants:
- Rotary club
- Social Workers
- Realtors
- Alaska Native Medical Center
- College of Engineering
- College of Business and Public Policy
- College of Health and Social Welfare

(b) Types of appointments, assignments, affiliation, support and classification. Consider collective bargaining provisions for each position.

Appointments, assignments and affiliation are delineated in the organizational chart and description of positions. There are appointments to an advisory board, which oversees the work of the center, a steering committee, which assists the director in developing new projects, as associates, which undertake major projects for the center, as affiliates, which routinely assist with minor projects, and as student interns, who assist the director in research and project development.

4. Space, facilities and equipment requirements and arrangements. Include IT services, computing, conferencing, clinical, etc.

- IT assistance in developing and maintaining strong web presence.
- IT assistance in developing and maintaining internet delivery of course modules, podcasts, and other center instructional materials.
5. Library and information resources.

Total resources: $2,000 start up to bring collection up to speed plus $500 annually for journal subscriptions and books to be added to library. Acquisitions are to be coordinated with the philosophy department library liaison.

6. Student services

- Advertising for student opportunities such as internships.
- Coordination with student services to develop modules for students in leadership.
- Coordination with Dean of Students to develop modules for students violating university policies.

7. Outcomes, metrics and assessment plan

Ethics Center Assessment Plan

The Center will achieve the following outcomes:

- Raise the level of public understanding and discourse on controversial ethical issues.
- Raise UAA’s prominence in the public square as a place for ethical discourse and training.
- Assist professionals and students in professional programs to be aware of central ethical issues facing the state and competence in the methods of ethics and ethical decision making.
- Increase reflective ethical thinking and learning opportunities among faculty at all MAU’s to address ethical issues in their disciplines.
- Generate Revenue

**Outcome 1:** Raise the level of public understanding and discourse on controversial ethical issues.

**Goals**

1. Increase and maintain public participation in forums, on and off campus, that address ethical issues. (target 20% increase in first 3 years)
2. Provide public talks on relevant ethical issues. (target 5 per year)
Outcome 2: Raise UAA’s prominence in the public square as a place for ethical discourse and training.

Goals
1. Increase and maintain number of students and non-students (from pre-center levels) attending UAA events focusing on contemporary ethical issues.
2. Increase and maintain number of talks given off campus (from pre-center levels) by UAA professors on contemporary ethical issues.
3. Publish articles, letters to the editor, op-eds, and white papers on contemporary ethical issues (target 5 per year).
4. Draw visitors to website. (build a baseline and then target 20% increase in hits on website in first 2 years after baseline)

Outcome 3: Assist professionals and students in professional programs in awareness of ethical issues and sensitivity to ethical decision-making.

Goals
1. Provide continuing education courses for a variety of professions that focus on ethical issues in the respective profession. (target 2 per year)
2. Provide consultations to professionals or professional groups annually. (target 5 per year)
3. Participate on boards and committees that advise professions. (target 3 per year)
4. Provide internet resources on ethical issues relevant to professionals in Alaska. (target hit counts on specific pages)

Outcome 4: Increase reflective ethical thinking and learning opportunities among faculty at all MAU’s to address ethical issues in their disciplines.

Goals
1. Provide modules and trainings coordinated with CAFÉ and faculty development statewide for faculty in the professions to address ethical issues with greater facility. (Target 3 per year)
2. Provide research on current issues on website (target 2 per year)

Outcome 5: Revenue generation

Goals
1. Increase tuition revenue through continuing education courses. (target $4,000 per year within 3 years)
2. Raise money from private donors. (target $5k per year)
3. Be awarded grants from local, national, and international organizations. (target $10,000 per year by 4th year)

Metrics and Goals
For some of the goals above, a target was given. However, in most cases, there is no baseline for evaluating the work of the Ethics Center. Thus, the first 2-3 years will be spent gathering the relevant data on various activities. Relative to this data, the Ethics Center aims to increase participation in forums, public discussion such as letters to the editor, as well as increasing the number of forums that are available for such participation. However, constant increase in numbers is an implausible goal. Accordingly, the Ethics Center will aim to increase numbers from pre-EC participation and then maintain the increase.

Each year, relevant assessment data will be gathered by the director and presented to the advisory board and steering committee. The advisory board will focus mostly on accountability while the steering committee will use the data to determine which directions to go in and programs to support in order to help the ethics center fulfill its mission and produce the outcomes.

8. Special Accommodation for delivery of services

- Phone budget
- Travel budget
- IT support (and items from section 4)
- Video Conferencing

9. Effect of program on other departments and programs

Review statements from Part I of proposal.

Affected departments and programs include:

- Nursing
- Education
- Public Health
- Business
- Engineering
- Journalism
- Environmental Sciences
- Environment and Society
- Sustainability Office
- WWAMI
- Sciences and Social Sciences
- Political Science
- CCEL
- CAFÉ