Board of Regents Program Action Request  
University of Alaska  
Proposal to Add, Change, or Delete a Program of Study

1a. Major Academic Unit  
(choose one) UAA

1b. School or College  
CTC

1c. Department  
Chugiak/Eagle River Campus  
(CERC)

2. Complete Program Title  
Retail Management

3. Type of Program  
☐ Undergraduate Certificate  
☐ AA/AAS  
☐ Baccalaureate  
☐ Post-Baccalaureate Certificate  
☐ Master's  
☐ Graduate Certificate  
☐ Doctorate

4. Type of Action  
☐ Add  
☐ Change  
☐ Delete  
5. Implementation date (semester, year)  
Spring, 2013

6. Projected Revenue and Expenditure Summary. Not Required if the requested action is deletion. (Provide information for the 5th year after program or program change approval if a baccalaureate or doctoral degree program; for the 3rd year after program approval if a master's or associate degree program; and for the 2nd year after program approval if a graduate or undergraduate certificate. If information is provided for another year, specify (1st) and explain in the program summary attached). Note that Revenues and Expenditures are not always entirely new; some may be current (see 7d.)

<table>
<thead>
<tr>
<th>Projected Annual Revenues in FY 14</th>
<th>Projected Annual Expenditures in FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>Salaries &amp; benefits (faculty and staff)</td>
</tr>
<tr>
<td>General Fund</td>
<td>$5,100</td>
</tr>
<tr>
<td>Student Tuition &amp; Fees</td>
<td>$9,240</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>$0</td>
</tr>
<tr>
<td>TVEP or Other (specify):</td>
<td>$0</td>
</tr>
<tr>
<td>Restricted</td>
<td></td>
</tr>
<tr>
<td>Federal Receipts</td>
<td>$0</td>
</tr>
<tr>
<td>TVEP or Other (specify):</td>
<td>$0</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>$14,340</td>
</tr>
<tr>
<td>Salaries &amp; benefits</td>
<td>$5,100</td>
</tr>
<tr>
<td>Other (commodities, services, etc.)</td>
<td>$7,392</td>
</tr>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>$12,492</td>
</tr>
<tr>
<td>Year 1</td>
<td>$0</td>
</tr>
<tr>
<td>Year 2</td>
<td>$0</td>
</tr>
<tr>
<td>Year 3</td>
<td>$0</td>
</tr>
<tr>
<td>Year 4</td>
<td>$0</td>
</tr>
</tbody>
</table>

Page # of attached summary where the budget is discussed, including initial phase-in: 3-4

7. Budget Status. Items a., b., and c. indicate the source(s) of the General Fund revenue specified in item 6. If any grants or contracts will supply revenue needed by the program, indicate amount anticipated and expiration date, if applicable.

<table>
<thead>
<tr>
<th>Revenue source</th>
<th>Continuing</th>
<th>One-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. In current legislative budget request</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>b. Additional appropriation required</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>c. Funded through new internal MAU redistribution</td>
<td>$5,100</td>
<td>$0</td>
</tr>
<tr>
<td>d. Funds already committed to the program by the MAU¹</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>e. Funded all or in part by external funds, expiration date</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>f. Other funding source Specify Type: 80% tuition and fees</td>
<td>$7,392</td>
<td>$0</td>
</tr>
</tbody>
</table>

¹Sometimes the courses required by a new degree or certificate program are already being taught by an MAU, e.g., as a minor requirement. Similarly, other program needs like equipment may already be owned. 100% of the value is indicated even though the course or other resource may be shared.

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8. Facilities: New or substantially (>-$25,000 cost) renovated facilities will be required.  □ Yes  ✗ No

If yes, discuss the extent, probable cost, and anticipated funding source(s), in addition to those listed in sections 6 and 7 above.

9. Projected enrollments (headcount of majors). If this is a program deletion request, project the teach out enrollments.

| Year 1: 15 | Year 2: 30 | Year 3: 37 | Year 4: 37 |

Page number of attached summary where demand for this program is discussed: 3

10. Number* of new TA or faculty hires anticipated (or number of positions eliminated if a program deletion):

| Graduate TA | 0 |
| Adjunct     | 0 |
| Term        | 0 |
| Tenure track| 0 |

11. Number* of TAs or faculty to be reassigned:

| Graduate TA | 0 |
| Adjunct     | 1 |
| Term        | 0 |
| Tenure track| 1 |

Former assignment of any reassigned faculty: minor change to workload for CBPP faculty member; course reassignment for existing CTC adjunct. For more information see page 3 of the attached summary.

12. Other programs affected by the proposed action, including those at other MAUs (please list):

<table>
<thead>
<tr>
<th>Program Affected</th>
<th>Anticipated Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td>UAA College of Business and Public Policy</td>
<td>Teaching in the program and oversight of curriculum and assessment</td>
</tr>
<tr>
<td>UAF Community and Technical College</td>
<td>Annual coordination of course offerings</td>
</tr>
</tbody>
</table>

Page number of attached summary where effects on other programs are discussed: 1-2

13. Specialized accreditation or other external program certification needed or anticipated. List all that apply or 'none': none

14. Aligns with University or campus mission, goals, core themes, and objectives (list): Academic Master Plan Goal 4 (develop and enhance programs to respond to state needs) and Goal 5 (increase collaboration, coordination, and coordination across UA); UAA 2017 Strategic Priority A (workforce development in close collaboration with private sector partners) and Strategic Priority C (increased educational opportunity and student success by improving the efficiency with which students navigate UAA's programs and campuses from entry to completion).

Page in attached summary where alignment is discussed: 1

15. State needs met by this program (list): Workforce development

Page in the attached summary where the state needs to be met are discussed: 2

16. Program is initially planned to be: (check all that apply)

  - Available to students attending classes at UAA Anchorage, UAA Chugiak/Eagle River, UAI campus(es).
  - Available to students via e-learning.
  - Partially available students via e-learning.

Page # in attached summary where e-learning is
<table>
<thead>
<tr>
<th>Option</th>
<th>Signature/Comment</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend Approval</td>
<td>UA Vice President for Academic Affairs on behalf of the Statewide Academic Council</td>
<td></td>
</tr>
<tr>
<td>Recommend Disapproval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommend Approval</td>
<td>Chair, Academic and Student Affairs Committee</td>
<td></td>
</tr>
<tr>
<td>Recommend Disapproval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recommend Approval</td>
<td>UA President</td>
<td></td>
</tr>
<tr>
<td>Recommend Disapproval</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approved</td>
<td>Chair, Board of Regents</td>
<td></td>
</tr>
<tr>
<td>Disapproved</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Net FTE (full-time equivalents). For example, if a faculty member will be reassigned from another program, but his/her original program will hire a replacement, there is one net new faculty member. Use fractions if appropriate. Graduate TAs are normally 0.5 FTE. The numbers should be consistent with the revenue/expenditure information provided.

Attachments: ☑ Summary of Degree or Certificate Program Proposal ☐ Other (optional)
New Program Proposal – Undergraduate Certificate, Retail Management

Executive Summary
(See University Regulation R10.04.020.C)

This is a summary of a full prospectus. The full prospectus is available upon request.

This summary provides the essential information required for review and approval regarding a proposed undergraduate certificate in Retail Management. The program has been developed in response to industry request and is coordinated with a similar program offered at UAF as discussed below.

Degree/Certificate Title & Responsible Program

<table>
<thead>
<tr>
<th>Major Academic Unit</th>
<th>School or College</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>UAA</td>
<td>CTC</td>
<td>Chugach/Eagle River Campus (CERC)</td>
</tr>
</tbody>
</table>

Complete Program Title
Retail Management

Type of Program
- ☒ Undergrad Certificate
- □ AA/AAS
- □ Baccalaureate
- □ Masters
- □ Graduate Certificate
- □ Doctoral
- □ Specialty

1. Relationship of the proposed program relative to the Educational mission of the University of Alaska and the MAU.

The Retail Management Undergraduate Certificate responds to state needs (Goal 4 of the University of Alaska System Academic Master Plan) by preparing workers for the burgeoning Alaskan food retail industry. Its collaborative nature is a clear example of increased consultation, collaboration, and coordination across the University of Alaska (UA) as described in Goal 5 of the Academic Master Plan. The Certificate directly aligns with UAA’s strategic plan, specifically the goals in Strategic Priority A which relate to workforce development in close collaboration with private sector partners. It also aligns with the goals in Strategic Priority C that relate to increased educational opportunity and student success by improving the efficiency with which students navigate UAA’s programs and campuses from entry to completion. It is designed to articulate well with associate and baccalaureate degrees for those students wishing to earn additional degrees.

2. History of the development of the proposed program.

This Retail Management Undergraduate Certificate was created to address state workforce needs, in response to a request from the Western Association of Food Chains (WAFC) to the University of Alaska president’s office. It will be offered collaboratively between UAA Community and Technical College (UAA/CTC), UAA College of Business and Public Policy (CBPP), and UAF Community and Technical College (UAF/CTC). The program is fully supported by Alaska’s largest food retail companies (Carrs-Safeway, Fred Meyer, and Costco) and endorsed by the WAFC. Letters of need and support are available for review.
The UAA program is comprised of a new certificate, while the UAF program is an added emphasis under an already approved undergraduate certificate in applied business. Both programs contain identical courses/curriculum. Some of the courses will be available for UAA and UAF students by e-learning. At UAA, the Community and Technical College (CTC) worked in concert with the College of Business and Public Policy (CBPP) to create the Undergraduate Certificate in Retail Management using courses already offered at the university (with the exception of one new course developed by CBPP and already approved through the curricular process).

As a workforce development program, the certificate will be housed at the UAA Chugiak/Eagle River Campus (CERC) as part of its continuing education function within CTC. UAA CTC will serve as the academic unit administering and providing advising services for the certificate program. UAA CBPP will oversee the content and facilitate program assessment for the certificate program. These two UAA colleges will have a memorandum of agreement in place which covers CBPP academic course and program offerings through the UAA extended site—Chugiak/Eagle River Campus (CERC).

3. Impact of the proposed program on existing UA programs, including the GER.

There will be minimal impact on existing programs. The undergraduate certificate does not have a GER component and will not impact the GER course offerings.

4. State needs met by the proposed program.

Letters of need and support demonstrate the importance of the program to major employers of the state. According to the July 2011 Alaska Economic Trends report, three private-sector employers—also members of WAFC—are in the top 50 largest employers in the state (in 2010):

#3 – Carrs/Safeway (2,750–2,999 average monthly employment)
#4 – Fred Meyer (2,500–2,999)
#31 – Costco (750–999)

While WAFC endorses this new certificate, it would not be limited to WAFC member companies. Several other top 100 private-sector employers in the state connected to the retail industry would be approached and offered the program as workforce development and continuing education for their employees. In total, 11 of the top 50 employers (22%) and 16 of the top 100 employers (16%) are closely aligned with the retail industry.

A final group of potential students would be those individuals either unemployed or pursuing a career change. This 30-credit certificate would be helpful in pursuing employment in the retail industry with the 16 retail companies noted above.
5. Student opportunities, outcomes, and enrollment projections.

Students completing the certificate will be well grounded in key aspects of the retail industry and will be prepared to be placed in a variety of retail jobs. They will receive instruction and gain knowledge and skills in computer applications, oral communications, written business communication, business mathematics, accounting/bookkeeping, management, business leadership and human relations, human resource management, marketing and marketing management, and retail management and merchandising. Student learning outcomes, aligned with the above and responding to employer skills requirements in the retail industry, are included in the proposed catalog copy and in the full prospectus.

Projected enrollments (headcount of majors) during the first five years of the program are shown in the table below. These estimates are based on communication from WAFC association companies in Alaska and on comparisons with college certificate programs in other states.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>15</td>
<td>30</td>
<td>37</td>
<td>37</td>
<td>45</td>
</tr>
</tbody>
</table>

6. Faculty and staff workload implications.

The program uses courses already offered annually in the UAA schedule and one additional course (already approved) to be offered once each academic year. This additional course will be offered through CERC and/or CBPP and funded through CERC with existing funds. A full time faculty member within CBPP has had their workload adjusted to provide curricular oversight and support for the program in addition to teaching the new course—BA A266, Retailing Management. Any additional course sections that may be required will be offered through UAA CERC using existing funds.

7. Fiscal Plan for the proposed program.

No new appropriations will be required. This would be an internal CERC realignment of current funds to offer the required courses in an appropriate sequence. The table below assumes tuition remains constant at $154/credit (with 20 students), total adjunct faculty expense remains constant at $5,100, and total other commodities and services remain constant at $7,392.
<table>
<thead>
<tr>
<th>Year</th>
<th>New Expenses</th>
<th>New Revenue</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yr 1</td>
<td>$12,492</td>
<td>$14,340</td>
<td>$1,848</td>
</tr>
<tr>
<td>Yr 2</td>
<td>$12,492</td>
<td>$14,340</td>
<td>$1,848</td>
</tr>
<tr>
<td>Yr 3</td>
<td>$12,492</td>
<td>$14,340</td>
<td>$1,848</td>
</tr>
<tr>
<td>Yr 4</td>
<td>$12,492</td>
<td>$14,340</td>
<td>$1,848</td>
</tr>
<tr>
<td>Yr 5</td>
<td>$12,492</td>
<td>$14,340</td>
<td>$1,848</td>
</tr>
</tbody>
</table>
New Program Proposal – Undergraduate Certificate, Retail Management

**Prospectus**

(See University Regulation R10.04.020.C)

1. **Degree/Certificate Title & Responsible Program**

<table>
<thead>
<tr>
<th>Major Academic Unit</th>
<th>School or College</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>UAA</td>
<td>CTC</td>
<td>Chugiak/Eagle River Campus (CERC)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Complete Program Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>☑ Undergrad Certificate</td>
</tr>
<tr>
<td>☐ AA/AAS</td>
</tr>
<tr>
<td>☐ Baccalaureate</td>
</tr>
<tr>
<td>☐ Masters</td>
</tr>
<tr>
<td>☐ Graduate Certificate</td>
</tr>
<tr>
<td>☐ Doctoral</td>
</tr>
<tr>
<td>☐ Specialty</td>
</tr>
</tbody>
</table>

2. **Catalog descriptions of the program and of new or modified courses that constitute the major field of study.**

   See Attachment A.

3. **Rationale for the new program and educational objectives, student learning outcomes and plan for assessment.**

   UAA’s Community and Technical College (CTC) and the College of Business and Public Policy (CBPP) developed this undergraduate certificate as a collaborative effort of faculty and administrators to meet an acknowledged need in the Alaska retail industry. This UAA certificate is fully endorsed by the Western Association of Food Chains (WAFC) and its member companies, many of which are the largest retail employers in the state (Carrs-Safeway, Costco, Fred Meyer). This certificate is patterned after credentials offered at more than 150 other community colleges and universities in the western United States. The content of the curriculum in this program and the program itself were coordinated with WAFC.

   Student learning outcomes will be effectively assessed through the use of various ACT WorkKeys assessment tools. WorkKeys is a job skills assessment system measuring real-world skills and connecting work skills, training, and skill testing for educators and employers. As this credit-based certificate is closely aligned with employer skills requirements in the retail industry, using these tools—including various retail industry profiles within ACT WorkKeys— not only provides an accurate assessment, but also a third party workforce readiness certificate as a complement to the university certificate on the transcript.

   To accomplish this assessment, pre- and post-program tests will be given to students in two job profiles within the ACT WorkKeys assessment system—Retail Salespersons and First-Line Supervisors/Managers of Retail Sales Workers. This allows for measurement of change within the areas tested as students begin and end the program. Major areas of assessment within ACT WorkKeys will be:

   A. **Applied Mathematics**
   B. **Locating Information**
   C. **Reading for Information**
   D. **Business Writing**
   E. **Listening for Understanding**
   F. **Teamwork**
   G. **Workplace Observation**

   UAA Undergraduate Cert. in Retail Mgt. Packet pg. 8 of 41
### Table 3.1
**Educational Objectives**

1. Demonstrate proficiency in the use of computers and computer applications in a retail environment
2. Employ oral communication concepts, including critical listening skills, in one-on-one and small group interactions
3. Use critical thinking skills
4. Relate appropriate human and public relations approaches to and in all written, oral, and non-verbal communications
5. Demonstrate mathematical competence in solving fundamental business problems, including using algebraic formulas
6. Define common terms used in bookkeeping and accounting through a working knowledge of accounting principles
7. Identify and describe management functions including planning, organizing, staffing, directing, and controlling resources and processes through development of a personal management philosophy
8. Identify different leadership and management models and styles to ensure appropriate responses in different situations
9. Describe human resources management principles and methods involved in recruitment, selection, placement, and training employees
10. Define marketing and the core concepts that drive purchasing decisions including needs, wants, demands, products, and markets
11. Identify and describe retail management and merchandizing techniques

### Table 3.2
**Student Learning Outcomes and Plan for Assessment**

Students completing the Retail Management Undergraduate Certificate will be able to:

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Plan for Assessment</th>
</tr>
</thead>
</table>
| 1. Employ oral communication concepts, including critical thinking skills, one-on-one and small group interactions | - Listening for Understanding  
- Teamwork  
- Workplace Observation |
2. Use critical thinking skills
   - Applied Mathematics
   - Listening for Understanding
   - Teamwork
   - Workplace Observation

3. Relate appropriate human and public relations approaches to and in all written, oral, and non-verbal communications
   - Locating Information
   - Reading for Information
   - Business Writing
   - Listening for Understanding
   - Teamwork
   - Workplace Observation

4. Demonstrate mathematical competence in solving fundamental business problems, including the use of algebraic formulas
   - Applied Mathematics
   - Locating Information
   - Reading for Information

5. Define common terms used in bookkeeping and accounting through a working knowledge of accounting principles
   - Locating Information
   - Reading for Information

6. Identify and describe management functions including planning, organizing, staffing, directing, and controlling resources and processes through development of a personal management philosophy
   - Locating Information
   - Reading for Information
   - Workplace Observation

7. Identify different leadership and management models and styles to ensure appropriate responses in different situations
   - Teamwork
   - Workplace Observation

8. Describe human resources management principles and methods involved in recruitment, selection, placement, and training of employees
   - Teamwork
   - Workplace Observation

9. Define marketing and the core concepts that drive purchasing decisions including needs, wants, demands, products, and markets
   - Teamwork
   - Workplace Observation

10. Identify and describe retail management and merchandizing techniques
    - Teamwork
    - Workplace Observation

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4. Relevance to the MAU and UA mission, goals, and objectives.

The Retail Management Undergraduate Certificate responds to state needs (Goal 4 of the University of Alaska System Academic Master Plan) by preparing workers for the burgeoning Alaskan food retail industry. Its collaborative nature is a clear example of increased consultation, collaboration, and coordination across the University of Alaska (UA) as described in Goal 5 of the Academic Master Plan.

The Certificate directly aligns with UAA’s strategic plan, specifically the goals in Strategic Priority A which relate to workforce development in close collaboration with private sector partners. It also aligns with the goals in Strategic Priority C that relate to increased educational opportunity and student success by improving the efficiency with which students navigate UAA’s programs and campuses from entry to completion. It is designed to articulate well with associate and baccalaureate degrees for those students wishing to earn additional degrees. Finally, the Certificate strengthens the UAA community and aligns with the goals that relate to collaboration across colleges, campuses, and universities in Strategic Priority D.

UAA Undergraduate Cert. in Retail Mgt. Packet pg. 10 of 41
The external partnerships with Western Association of Food Chains (WAFC) and three key retail industry partners in the state (Costco, Carrs-Safeway, and Fred Meyer) further strengthen the UAA community as an engaged campus.

5. **Collaboration with other universities and community colleges.**

The development of this program has included collaboration with WAFC and UAF/CTC.

WAFC provided the foundation for the certificate course requirements and outcomes through detailed lists of courses and an effective sequencing of these courses. In addition, more than 150 community colleges and universities in the western United States participate in a consortium of schools offering nearly identical credentials. UAA’s participation will provide the opportunity for enrolled students to take courses via distance delivery from any of the consortium institutions offering this option and subsequently transfer the completed course into UAA to meet degree requirements here as allowed by course transferability requirements in place. In addition, being a part of this consortium allows the certificate program at UAA to benefit from the external program promotion and marketing WAFC offers through its member companies in the state.

Working with UAF/CTC, UAA/CTC developed collaborative undergraduate certificate programs with interchangeable courses for the ten content areas within the program. This provides a student, regardless of institution of program admission, the ability to satisfy degree requirements through UAA or UAF courses.
6. Demand for program (citing manpower studies or similar statistics), relation to state of Alaska long-range development, relation to other programs in the University of Alaska that may depend on or interact with the proposed program.

A. Demand for the program.

The attached letters of need and support demonstrate the importance of the program to major employers of the state. According to the July 2011 Alaska Economic Trends report, three private-sector employers—also members of WAFC—are in the top 50 largest in the state (in 2010):

#3 – Carrs/Safeway (2,750–2,999 average monthly employment)
#4 – Fred Meyer (2,500–2,749)
#31 – Costco (750–999)

While WAFC endorses this new certificate, its usefulness and desirability would not be limited to WAFC member companies. The letters of support included in this packet attest to local interest in this certificate. Several other top 100 private-sector employers in the state connected to the retail industry would be approached and offered the program as workforce development and continuing education for their employees. In total, 11 of the top 50 (22%) and 16 of the top 100 (16%) are closely aligned with the retail industry. The additional companies include:

#2 – Walmart/Sam’s Club (3,000–3,249)
#9 – NANA Management Services (1,750–1,999)
#20 – McDonald’s Restaurants of Alaska (750–999)
#22 – Doyon Universal Services (750–999)
#23 – Home Depot (750–999)
#30 – Alaska Commercial Company (750–999)
#32 – Spenard Builders Supply (750–999)
#33 – Lowe’s (750–999)
#61 – Target (250–499)
#67 – Denali Foods (250–499)
#71 – Sears (250–499)
#80 – Nordstrom (250–499)
#97 – Best Buy (250–499)

A final group of potential students would be those individuals either unemployed or pursuing a career change. This 30-credit certificate would be helpful in pursuing employment in the retail industry with the 16 retail companies noted above.

B. Relation to State of Alaska long-range development

The retail industry in the state continues to grow. With 16 of the top 100 private sector employers connected to retail, this certificate provides an exceptional professional workforce development opportunity for the 16,500–20,500 individuals working for these employers.

C. Relation to other programs in the University of Alaska that may depend on or interact with the proposed program.
This certificate program is a collaborative effort with a similar emphasis in the Undergraduate Certificate in Applied Business currently being developed by UAF /CTC. In this collaborative arrangement, regardless of institution of program admission, a student can take courses offered at UAA or UAF to satisfy degree requirements in each of the ten content areas of the certificate.

Students may also take distance courses from any of over 135 colleges offering a similar program in the western United States. Transferability of a course should be determined by the program faculty before a student enrolls and completes such a course to ensure standard residency requirements are met. Evaluation for transferability of credit will include consideration of the accreditation status of the offering institution.

UAA/CTC and CBPP have agreed to work together in completing program assessment and revisions with a full time faculty member in CBPP having workload responsibility for the curriculum and UAA/CTC’s Chugiak/Eagle River Campus Director coordinating the scheduling, advising, and other administrative duties.

7. Effects of program on other academic units (e.g. GER course requirements)

The undergraduate certificate does not have a GER component and will not impact the GER course offerings.

8. Availability of appropriate student services for program participants.

The Undergraduate Certificate in Retail Management will be administered through the UAA Chugiak/Eagle River Campus (CERC). As a one-year certificate program, this degree does not require the same level of advising as associate and baccalaureate programs. CERC will provide the necessary student services and advising support through the program coordinator and other student services and advising staff located at the campus.

9. Opportunities for research and community engagement for admitted graduate and undergraduate students.

This undergraduate certificate is focused on workforce development. The primary intent of this credential is future employment or job promotion in Alaska’s retail industry.
10. Outline of schedule for implementation of the program.

The program will begin admitting students in 2013 contingent on approval by the University of Alaska Board of Regents and the Northwest Commission on Colleges and Universities (NWCCU). After the program has been approved, initial coordination will be made with Carrs-Safeway, Costco, and Fred Meyer to recruit their employees into the new program. Some level of demand for admissions and course enrollments will be realized as a result of company incentives for participating in the program. Coordination will also be made with the other 13 large retail companies to inform them of the program and the benefits to employers and employees.

Finally, we will market the program through the UAA/CTC workforce development program contacts to provide a short-term development opportunity for people currently unemployed or those seeking a career change.

<table>
<thead>
<tr>
<th>Critical Task</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop certificate advising brochure</td>
<td>Summer 2012</td>
</tr>
<tr>
<td>2. Admit first students</td>
<td>August 2013</td>
</tr>
<tr>
<td>3. Complete first assessment cycle</td>
<td>May 2014</td>
</tr>
<tr>
<td>4. First program graduates</td>
<td>May 2015</td>
</tr>
</tbody>
</table>

Table 10.1  
Critical Tasks/Milestones

11. Projection of enrollments (FTE (full-time equivalent) and headcount) and graduates over next five years.

These FTE and headcount calculations are based on the number of potential current retail employees in the state and feedback from Carrs-Safeway, Costco, and Fred Meyer on the number of employees expected to take advantage of the program when it is initially offered. In addition, comparisons with college certificate programs in other states were made.

<table>
<thead>
<tr>
<th>Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Enrollment</td>
<td>10</td>
<td>20</td>
<td>25</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Enrollment Headcount</td>
<td>15</td>
<td>30</td>
<td>37</td>
<td>37</td>
<td>45</td>
</tr>
<tr>
<td>Graduates</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>7</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 11.1  
Enrollment Projections
12. Availability and quality and/or requirement for new faculty and/or staff to support the program.

The program uses existing curriculum and packages the courses into a credential recognized by a sector of the retail industry. Only one new course was created—retailing management. This new course will be taught once per academic year and will be included in the workload of current CBPP faculty.

The program will be supported by the current UAA Chugiak/Eagle River Campus (CERC) director, student services and advising staff, and by the UAA CBPP, which provides faculty oversight of curricular issues.

A. Existing Faculty and Staff

<table>
<thead>
<tr>
<th>Name: Cynthia Rogers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest academic degree or certification: Master of Business Administration; Master of Public Administration</td>
</tr>
<tr>
<td>Academic rank/position title: Director of Chugiak/Eagle River Campus; Assistant Professor of Business Administration</td>
</tr>
<tr>
<td>Type of appointment: Administrative</td>
</tr>
<tr>
<td>Relevant scholarly activity/experience: Adjunct faculty experience; BA 670—Human Resource and Personnel Management; BA 232—Fundamentals of Organizational Management; BA 151—Introduction to Business; BA 361—Human Resources Management; BA 301—Principles of Management; BA 351—Organizational Behavior</td>
</tr>
<tr>
<td>How workload will be adjusted to meet demands of the new program: Current contract allows for teaching duties on an as-needed basis; will serve as certificate program administrative and student advising lead</td>
</tr>
</tbody>
</table>

Name: Jeri Rubin

Highest academic degree or certification: Master of Business Administration

Academic rank/position title: Professor of Business Administration

Type of appointment: Bi-partite faculty

Relevant scholarly activity/experience: Co-author, case studies for the Annual Advances in Business Cases; Owner, JR Marketing; Treasurer, American Marketing Association; twenty-six years teaching at UAA; Track Chair at the 2012 Southwest Case Research Association (SWCRA) meeting which was held in association with the Federation of Business Disciplines (FBD); case study in process: Alaskan Tannery on the Skids to be presented at the SWCRA Conference in February 2013; research paper in process: The Employability of Marketing Graduates: A Reassessment and Agenda.

How workload will be adjusted to meet demands of the new program: Slight change in the courses currently taught to allow for one section of the newly developed and approved retailing management course each academic year; will serve as faculty lead for program assessment and for curricular oversight.

In addition, with CERC serving as the administrative and advising unit for this certificate program, student services and advising faculty and staff at CERC will support the program as necessary.

B. New Faculty and Staff: no new faculty or staff required.

13. Library, equipment, and similar resource requirement, availability, appropriateness, and quality.
Since this new certificate program is composed of courses already offered at UAA and courses previously taught (with the exception of one course recently approved with its own library resources accounted for), there is no additional requirement for library resources or new equipment.

14. New facility or renovated space requirements.

There are no new facilities or renovated space required.

15. Projected cost of all required resources, revenue from all sources and a budgetary plan for implementing and sustaining the program.

The only required costs of program delivery are one adjunct faculty taught course each academic year and student services and advising support for admitted students. The additional adjunct course can be covered by current CERC funds for adjunct faculty instruction at the campus. Student services and advising are supportable with the current staff and faculty at CERC. In addition, any additional administrative support (such as office supplies or commodities) should be easily covered by the tuition revenue generated by increased course enrollments.

Table 15.1
Budget Information

<table>
<thead>
<tr>
<th>Projected Annual Revenues in FY 4</th>
<th>Projected Annual Expenditures in FY 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>Salaries &amp; benefits (faculty and staff) $5,100</td>
</tr>
<tr>
<td>General Fund</td>
<td>Other (commodities, services, etc.) $7,392</td>
</tr>
<tr>
<td>Student Tuition &amp; Fees</td>
<td>TOTAL EXPENDITURES $12,492</td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>One-time Expenditures to Initiate Program (if &gt;$250,000)</td>
</tr>
<tr>
<td>TVEP or Other (specify):</td>
<td>(These are costs in addition to the annual costs, above.)</td>
</tr>
<tr>
<td>Restricted</td>
<td>Year 1 $0</td>
</tr>
<tr>
<td>Federal Receipts</td>
<td>Year 2 $0</td>
</tr>
<tr>
<td>TVEP or Other (specify):</td>
<td>Year 3 $0</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>Year 4 $0</td>
</tr>
</tbody>
</table>

Table 15.2
Budget Status

<table>
<thead>
<tr>
<th>Revenue source</th>
<th>Continuing</th>
<th>One-time</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. In current legislative budget request</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>b. Additional appropriation required</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>c. Funded through internal MAU redistribution:</td>
<td>$5,100</td>
<td>$0</td>
</tr>
<tr>
<td>d. Funded all or in part by external funds, expiration date</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>e. Other funding source Specify Type: 80% tuition and fees</td>
<td>$7,392</td>
<td>$0</td>
</tr>
</tbody>
</table>

16. Other special needs or conditions that were considered in the program's development.
Many of the courses required for the certificate are offered via distance, providing an opportunity for students outside of the Anchorage area to benefit from the program.

17. Consultant reviews, reports from visitations to other institutions, or names and opinions of personnel consulted in preparing the proposal.

See Attachment C.

18. Concurrence of appropriate advisory councils

Although no advisory council has been formally established for this certificate in retail management, the Western Association of Food Chains (WAFC) and its largest member companies in Alaska (Carrs-Safeway, Fred Meyer, and Costco) were engaged in developing the new program. All concur with the establishment of this program at UAA (see Attachment D). Once the program is approved, these and other retail companies will be asked to support the program in an advisory capacity.
Attachment A: Catalog Copy and New/Modified Course Descriptions

RETAIL MANAGEMENT

UAA Chugiak/Eagle River Campus (CERC)
10298 Eagle River Rd #115, Eagle River, AK 99577

The UAA Chugiak/Eagle River Campus (CERC), as an academic extension site housed in the UAA Community & Technical College (CTC), serves the entire university by providing general education courses, continuing education, and workforce development and training. Connecting academic programs with community and industry needs for the mutual benefit of the university and state, CERC also develops and offers, in coordination with other UAA colleges, academic and non-academic programs to meet acknowledged education demands.

Undergraduate Certificate, Retail Management

The Retail Management program is offered at the UAA Chugiak/Eagle River Campus.

Offered through CERC in collaboration with the UAA College of Business and Public Policy (CBPP) and jointly through the University of Alaska Fairbanks (UAF) Community & Technical College (CTC), and endorsed by the Western Association of Food Chains (WAFC), this 30-credit hour certificate incorporates educational knowledge and technical skills, providing student competence in several areas: computer applications, oral communication, business communication, business mathematics, bookkeeping and accounting, management, human relations and leadership, human resources management, marketing, and retail management and merchandising. In addition, the certificate provides students an opportunity to choose either career and technical education-focused or transfer-focused courses in some content areas. Students choosing the transfer courses will develop the academic foundation for the future pursuit of associate and baccalaureate degrees in areas such as accounting, marketing, business, finance, communications, liberal arts, and other disciplines in which general management competencies are important. This certificate is being delivered collaboratively with UAF/CTC and, as such, credit from each participating institution is counted towards fulfillment of residency requirements.

Student Learning Outcomes

The specific education outcomes of this program are to produce graduates who are able to do the following:

1. Demonstrate proficiency in the use of computers and computer applications in a retail environment.
2. Employ oral communication concepts, including critical listening skills, in one-on-one and small group interactions.
3. Use critical thinking skills.
4. Relate appropriate human and public relations approaches to and in all written, oral, and non-verbal communications.
5. Demonstrate mathematical competence in solving fundamental business problems, including the use of algebraic formulas.
6. Define common terms used in bookkeeping and accounting through a working knowledge of accounting principles.
7. Identify and describe management functions including planning, organizing, staffing, directing, and controlling resources and processes through development of a personal management philosophy.
8. Identify different leadership and management models and styles to ensure appropriate responses in different situations.
9. Describe human resources management principles and methods involved in recruitment, selection, placement, and training of employees.
10. Define marketing and the core concepts that drive purchasing decisions including needs, wants, demands, products, and markets.
11. Identify and describe retail management and merchandising techniques.

Admission Requirements

Students must satisfy the "Admission to Undergraduate Certificate and Associate Degree Programs" requirements as identified in the Academic Standards and Regulations, Chapter 7.

Advising

Students are encouraged to contact CERC academic and staff advisors for assistance in planning and reviewing their academic program. Advisors are available prior to enrollment and during the semesters through e-mail, telephone, or face-to-face contact. See contact information above. For students outside of the UAA service areas, if a UAA course is not offered via distance, UAF and UAS courses for all content areas (except for Retail Management and Merchandising) are available and meet program requirements. Advisors are available to provide the appropriate UAF and UAS course transfer options.

Preparation

Students must meet all UAA requirements to enroll in courses. UAA offers preparatory courses for students needing to improve academic and study skills in order to succeed in the college environment.
Course Requirements

Certain courses require prerequisites or faculty permission, as listed in the UAA course catalog. Contact CERC as noted above for further information.

Undergraduate Certificate Requirements

1. Complete the General University Requirements for Undergraduate Certificates. These requirements are discussed at the beginning of this chapter.
2. In the ten listed content areas, complete the following required courses in any combination (30 credits). Any UAF courses listed that are variable credit must be completed as 3 credits.

*Course meets general course requirements for UAA associate of applied science degrees and/or General Education Requirements for UAA baccalaureate degrees

Microcomputer Applications: Complete one of the following courses:
- CIS A105 Introduction to Personal Computers and Application Software (3)

The following UAF course may also be transferred to meet requirements for this content area:
- CIOS F150 Computer Business Applications (3)

Oral Communications: Complete one of the following courses:
- COMM A111* Fundamentals of Oral Communication (3)
- CIOS A261A Interpersonal Skills in Organizations (3)
- COMM A237* Interpersonal Communication (3)

The following UAF course(s) may also be transferred to meet requirements for this content area:
- COMM F131X Fundamentals of Oral Communication: Group Context (3)
- COMM F141X Fundamentals of Oral Communication: Public Context (3)
- COMM F180 Introduction to Human Communication (3)

Business Communication (Written): Complete one of the following courses:
- CIOS A160 Business English (3)
- ENGL A111* Methods of Written Communication (3)

The following UAF course(s) may also be transferred to meet requirements for this content area:
- ENGL F111X Introduction to Academic Writing (3)
- ABUS F170 Business English (3)
- ABUS F271 Business Communications (3)

Business Mathematics: Complete one of the following courses:
- CIOS A116 Business Calculations (3)
- MATH A105* Intermediate Algebra (3)

The following UAF course may also be transferred to meet requirements for this content area:
- ABUS F155 Business Math (3)

Accounting/Bookkeeping: Complete one of the following courses:
- ACCT A101 Principles of Financial Accounting I (3)
- ACCT A120 Bookkeeping for Business I (3)

The following UAF course may also be transferred to meet requirements for this content area:
- ABUS F101 Principles of Accounting I (3)

Introduction to Management: Complete one of the following courses:
- BA A231 Fundamentals of Supervision (3)

The following UAF course may also be transferred to meet requirements for this content area:
- ABUS F179 Fundamentals of Supervision (3)

Leadership/Human Relations in Business: Complete one of the following courses:
- HUMS A153/PSY A153 Human Relations (3)
- HUMS A155 Human Relations in the Workplace (3)

The following UAF course may also be transferred to meet requirements for this content area:
- ABUS F154 Human Relations (3)
Human Resources Management: Complete the following course:

The following UAF course must be transferred to meet requirements for this content area:
ABUS F231 Introduction to Personnel (3)

Marketing/Marketing Management: Complete one of the following courses:
BA A260 Marketing Practices (3)

The following UAF course may also be transferred to meet requirements for this content area:
ABUS F260 Marketing Practices (3)

Retail Management and Merchandising: Complete the following course:
BA A266 Retailing Management (3)

3. A total of 30 credits is required for this certificate.

Advising note: Students intending to pursue a two- or four-year degree should consult an academic advisor for appropriate course selections.

FACULTY
Cynthia Rogers, Assistant Professor and Program Coordinator, cynthia.rogers@uaf.alaska.edu
Andy Anger, Associate Professor, aanger@alaska.edu
Melissa Brown, Associate Professor, mbrown@alaska.edu
Charlie Dexter, Professor, cn Dexter@alaska.edu
Cathy LeCompte, Assistant Professor/Associate Dean, efc0102@uaf.alaska.edu
Jeri Rubin, Professor, efrubin@uaf.alaska.edu

New Course Description
BA A266 Retailing Management 3 CR

Contact Hours: 3 + 0
Registration Restrictions: Completion of BA A151 with a minimum grade of C
Introduces students to the high-tech, global growth retail industry and its vital role in society. Covers retailing topics for brick and mortar retailers and electronic storefronts. Includes retailing strategy, merchandise management, and store management.
Attachment B: Draft Articulation and Transfer Agreement

Articulation and Transfer Agreement

Between the University of Alaska Anchorage and the University of Alaska Fairbanks

Applicable to the

Undergraduate Certificate, Retail Management (UAA/CTC) and Undergraduate Certificate, Applied Business Management—Retail Management Emphasis (UAF/CTC)

July 2012

As both UAA and UAF teach courses applicable to the titled undergraduate certificates, it is agreed the courses listed in Table 1 will count towards the residency and program requirements of the certificates at both campuses as outlined in the catalog copy at the respective campuses. However, no student will be allowed to receive certificates from both programs by using the same course(s) for both—i.e., no course will be counted towards meeting the requirements for the retail management certificate at both UAA and UAF.

Students are responsible for initiating the transfer of courses between campuses.

It is agreed the list of applicable courses in Table 1 will be coordinated each fall semester between the two programs and each listed course will be offered, at a minimum, once every two years, with ABUS F231: Introduction to Personnel being offered annually. This frequency ensures an admitted student has the opportunity to complete the certificate at either institution within a two-year time period.

It is agreed that any changes to course curriculum will be coordinated between the two programs before being introduced to the respective college and university curriculum processes.

UAA, Retail Management UC Coordinator

UAF, Retail Management UC Coordinator

UAA, Community & Technical College Dean

UAF, Community & Technical College Dean

UAA, Registrar

UAF, Registrar

Date of last signature: ________________________

UAA Undergraduate Cert. in Retail Mgt. Packet pg. 21 of 41
<table>
<thead>
<tr>
<th>UAA Courses</th>
<th>UAF Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Microcomputer Applications</strong></td>
<td></td>
</tr>
<tr>
<td>CIS A105: Introduction to Personal Computers and Application Software</td>
<td>CIOS F150: Computer Business Applications</td>
</tr>
<tr>
<td><strong>Oral Communications</strong></td>
<td></td>
</tr>
<tr>
<td>COMM A237: Interpersonal Communication</td>
<td>COMM F180: Introduction to Human Communication</td>
</tr>
<tr>
<td><strong>Business Communication</strong></td>
<td></td>
</tr>
<tr>
<td>CIOS A160: Business English</td>
<td>ENGL F111X: Introduction to Academic Writing</td>
</tr>
<tr>
<td>ENGL A111: Methods of Written Communication</td>
<td>ABUS F170: Business English</td>
</tr>
<tr>
<td></td>
<td>ABUS F271: Business Communications</td>
</tr>
<tr>
<td><strong>Business Mathematics</strong></td>
<td></td>
</tr>
<tr>
<td>CIOS A116: Business Calculations</td>
<td>ABUS F155: Business Math</td>
</tr>
<tr>
<td>MATH A105: Intermediate Algebra</td>
<td></td>
</tr>
<tr>
<td><strong>Accounting/Bookkeeping</strong></td>
<td></td>
</tr>
<tr>
<td>ACCT A120: Bookkeeping for Business I</td>
<td></td>
</tr>
<tr>
<td><strong>Introduction to Management</strong></td>
<td></td>
</tr>
<tr>
<td>BA A231: Fundamentals of Supervision</td>
<td>ABUS F179: Fundamentals of Supervision</td>
</tr>
<tr>
<td><strong>Leadership/Human Relations in Business</strong></td>
<td></td>
</tr>
<tr>
<td>HUMS A155: Human Relations in the Workplace</td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources Management</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ABUS F231: Introduction to Personnel</td>
</tr>
<tr>
<td><strong>Marketing/Marketing Management</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Retail Management and Merchandising</strong></td>
<td></td>
</tr>
<tr>
<td>BA A266: Retailing Management</td>
<td></td>
</tr>
</tbody>
</table>
Retail Management Certificate Program
Fall 2011

COMMITTEE COLLEGES: AVAILABLE/ACCESSIBLE/AFFORDABLE

The Community College level "Retail Management Certificate" is comprised of ten content areas designed to develop educational knowledge and technical skills in the following key areas:

- Written Business Communications
  (or transfer English)
- Oral Communications
  (Business or speech)
- Business Mathematics
  (or higher level)
- Bookkeeping/Accounting
  (incl. transfer level)
- Computer Applications
  (transfer level)
- Introduction to Management
- Marketing Management
- Human Resources Management
- Human Relations/Leadership
- Retail Management/Merchandising

Program Features:

- Developed by college & industry professionals to meet development needs of the retail industry
- Curriculum linked directly to core competencies required for managerial success
- Relevant, practical content that elevates industry skill level and fills succession pipeline
- Course content is consistent across all "participating" colleges
- Available at 135 community colleges & 25 satellites and online nationwide
- College credits earned; 1/2 of credits required for AA; most transfer to 4-yr colleges
- Program endorsed by Western Association of Food Chains
- Dual certification/Professional designation: Students earn two certificates; one from college / one from industry (with WAFS & company logo)
- Cash Honorarium awarded to WAFS graduates
- Specifically supported by associations such as CGA and AFMA, with tuition reimbursement

• Online Nationwide
• 160 Participating Colleges & Satellites
• Community College tuition - great value
RETAIL MANAGEMENT CERTIFICATE GRADUATES

Cumulative 2002 to Fall 2011

Certificate Graduates as of Sept 01, 2011: 508

<table>
<thead>
<tr>
<th>State (est. Year)</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>California (2000)</td>
<td>375</td>
</tr>
<tr>
<td>Albertsons</td>
<td>24</td>
</tr>
<tr>
<td>Bristol Farms</td>
<td>5</td>
</tr>
<tr>
<td>Costco</td>
<td>19</td>
</tr>
<tr>
<td>Food 4 Less/Foods Co</td>
<td>43</td>
</tr>
<tr>
<td>Northgate Markets</td>
<td>16</td>
</tr>
<tr>
<td>Raley's</td>
<td>8</td>
</tr>
<tr>
<td>Ralphs</td>
<td>83</td>
</tr>
<tr>
<td>Safeway Corporate</td>
<td>3</td>
</tr>
<tr>
<td>Safeway Nor. Cal</td>
<td>5</td>
</tr>
<tr>
<td>Save Mart</td>
<td>7</td>
</tr>
<tr>
<td>Smart &amp; Final</td>
<td>5</td>
</tr>
<tr>
<td>Stater Bros.</td>
<td>142</td>
</tr>
<tr>
<td>Vons</td>
<td>12</td>
</tr>
<tr>
<td>Whole Foods</td>
<td>3</td>
</tr>
<tr>
<td>Arizona (2003)</td>
<td>88</td>
</tr>
<tr>
<td>Albertsons LLC</td>
<td>8</td>
</tr>
<tr>
<td>Bashas/Food City</td>
<td>62</td>
</tr>
<tr>
<td>Fry's</td>
<td>4</td>
</tr>
<tr>
<td>Pro's Ranch Markets</td>
<td>3</td>
</tr>
<tr>
<td>Safeway</td>
<td>8</td>
</tr>
<tr>
<td>Hensley Brewing Co.</td>
<td>3</td>
</tr>
<tr>
<td>Midwest (online only)</td>
<td>2</td>
</tr>
<tr>
<td>Food 4 Less</td>
<td>2</td>
</tr>
<tr>
<td>Nevada (2004)</td>
<td>5</td>
</tr>
<tr>
<td>Albertsons</td>
<td>1</td>
</tr>
<tr>
<td>Food 4 Less</td>
<td>2</td>
</tr>
<tr>
<td>Scolari's</td>
<td>1</td>
</tr>
<tr>
<td>Save Mart</td>
<td>1</td>
</tr>
<tr>
<td>Oregon (2006)</td>
<td>11</td>
</tr>
<tr>
<td>Albertsons</td>
<td>2</td>
</tr>
<tr>
<td>Fred Meyers</td>
<td>4</td>
</tr>
<tr>
<td>Haggen/Top Foods</td>
<td>2</td>
</tr>
<tr>
<td>Lambs (served by Unified)</td>
<td>1</td>
</tr>
<tr>
<td>Safeway</td>
<td>2</td>
</tr>
<tr>
<td>Washington (2007)</td>
<td>27</td>
</tr>
<tr>
<td>Haggen/Top Foods</td>
<td>27</td>
</tr>
<tr>
<td>Hawaii (2007)</td>
<td>0</td>
</tr>
<tr>
<td>Idaho (OR/WA satellites)</td>
<td>0</td>
</tr>
<tr>
<td>Utah (2009)</td>
<td>0</td>
</tr>
<tr>
<td>Wyoming (2010)</td>
<td>0</td>
</tr>
<tr>
<td>Colorado (Fall 2011)</td>
<td>0</td>
</tr>
<tr>
<td>Alaska (2012)</td>
<td>0</td>
</tr>
</tbody>
</table>

Retail Management Graduate Profile

Characteristics of Certificate Holders*

80% of those surveyed have over 10 years of service.
18% have had 31 or more years

<table>
<thead>
<tr>
<th>Gender</th>
<th>Age Range</th>
<th>16-26</th>
<th>27-36</th>
<th>37-46</th>
<th>47-56</th>
<th>57-66</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td></td>
<td>5%</td>
<td>27%</td>
<td>29%</td>
<td>33%</td>
<td>5%</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td>55%</td>
<td>27%</td>
<td>29%</td>
<td>33%</td>
<td>5%</td>
</tr>
</tbody>
</table>

60% of respondents have pursued additional education
(AA, Bachelors, or Masters)

* Data extracted from RMC Graduate Survey conducted Spring 2011; 64% response rate.

Years to Complete Certificate

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LEARNING FROM OUR GRADUATES

WHAT GRADUATES ARE SAYING IN THE FOLLOWING KEY AREAS:

AWARENESS: HOW DO PEOPLE LEARN ABOUT THE CERTIFICATE?
90% - Company: * flyers/brochures (47%) * their manager (30%) * co-workers (13%).

ENROLLMENT: WHAT MOTIVATES PEOPLE TO ENROLL? WHAT GETS THEM STARTED?
- PRIMARY motivator:
  o 65% Career Advancement
  o 31% Personal / Educational growth
- TOP FACTORS that help them get started:
  o 83% Reimbursement for Tuition and/or books
  o 77% Accelerated or online format for quicker or more convenient completion
  o 72% Career/education advising by company
  o 74% Education advising from College & help applying/registering
  o 69% Off-campus cohort classes with industry peers
- PREFERRED CLASS FORMAT:
  o 45% - Face-to-face (100% classroom)
  o 35% - Hybrid (blend in-class & online)
  o 15% - Online classes (no classroom)
- PREFERRED COURSE LENGTH:
  o 59% Accelerated (6-9 week term)
  o 41% Standard (12-16 week term)

COMPLETION: WHAT HELPS PEOPLE "GET TO THE FINISH LINE"?
- TOP FACTORS motivating completion:
  o 92% Clear information about classes/registering
  o 78% Reimbursement for Tuition/Books
  o 77% Education advising from the college
  o 74% Career/education advising by company

CERTIFICATE VALUE: WHAT MOTIVATES PEOPLE TO EARN THE CERTIFICATE?
- TOP BENEFITS as perceived by graduates:
  o 96% Certificate awarded by WAFC / Company
  o 94% College credit & opportunity to continue college education
  o 92% Recognition from upper management
  o 87% Certificate awarded by College
  o 85% Clarification of career options in the grocery industry

STRONG OPINIONS GRADUATES HAVE ABOUT THE RETAIL MANAGEMENT CERTIFICATE:
- 98% The courses relate to real work situations; I am more professional in my career.
- 97% I am very satisfied and have greater self-confidence after earning the RMC.
- 97% I strongly encourage others to enroll.
- 91% Management encouragement and accommodation for class schedule is critical.
- 82% I will have more job opportunities and will advance more quickly now.

CALL TO ACTION: WHAT CAN COMPANIES AND COLLEGES IMPLEMENT?

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NATIONAL RECOGNITION FOR RETAIL MANAGEMENT CERTIFICATE PROGRAM

- Corporate Voices for Working Families
  - National best-practice business membership, non-profit organization
  - Micro-Business case studies funded by the Bill and Melinda Gates Foundation
  - Seeks strong business leadership in promoting best-practice workforce education

- Presentation to Assistant Secretary, U.S. Department of Education

- National Council for Workforce Education
  - Annual Conference – October 23, 2011
  - WAFC model presented to Community Colleges & other workforce professionals

RETAIL COMPETENCY MODEL (U.S. Dept of Labor)

Identifies foundational/industry related competencies for entire retail sector

- Competencies align closely with the WAFC-endorsed Retail Management Certificate curriculum

- Implications
  - Involve additional Retailers
  - Education Pathways
  - Articulation w/4 year colleges

For more information about the Retail Management Certificate Program
www.wafc.com  •  email: nche@wafc.com  •  WAFC Education Director, Cherie Phipps @ 714-501-5775
Community College Programs

The Western Association of Food Chains is pleased to announce the new WAFC Retail Management Certificate Program, a 10-course college-level program that has been fully endorsed by the Western Association of Food Chains and its member companies. The certificate’s curriculum was developed out of a collaborative effort between several food industry and college professionals and encompasses several business essentials, including the “soft skills” of management and communication required for career success in the retail food industry.

Any interested community college in the 14 Western United States can seek approval to offer the WAFC Retail Management Certificate. (It is important to note that many community colleges already offer similar curriculum. However, the WAFC has endorsed and will advertise/recognize only those colleges that have adopted course curricula/educatives consistent with those endorser by the WAFC Retail Management Curriculum Advisory Group — This consistency is critical for WAFC member students, since the WAFC desires to formally recognize and financially reward those employees who successfully complete the WAFC endorsed certificate).

What does WAFC endorsement mean to participating colleges?

- Industry-provided incentives that increase enrollment and add prestige to the certificate (e.g. WAFC honorary, luncheon, and specialty recognized certificate for those who successfully complete the program)
- Direct benefits for inclusion of course that may be overlooked.
- Increased opportunities for curriculum development and updating of curriculum with industry input.
- Opportunities for faculty re-certification in technical subject areas.
- Opportunities for guest speakers from the “real world” of the business community to address college classes about careers in the food industry, business trends affecting the local economy, etc.
- Potentially recruitment and intern opportunities for students.

What does WAFC endorsement mean to WAFC member companies?

Employees of WAFC member companies who complete the entire certificate program will receive the following:

- Industry-provided incentives that increase enrollment and add prestige to the certificate (e.g. WAFC honorary, luncheon, and specialty recognized certificate for those who successfully complete the program)
- Direct benefits for inclusion of course that may be overlooked.
- Increased opportunities for curriculum development and updating of curriculum with industry input.
- Opportunities for faculty re-certification in technical subject areas.
- Opportunities for guest speakers from the “real world” of the business community to address college classes about careers in the food industry, business trends affecting the local economy, etc.
- Potentially recruitment and internship opportunities for students.

Students are advised to contact their HR departments for company-specific details.

http://www.wafc.com/programs/CC_CommunityColleges.html

12/13/2011
WAFC Retail Management Certificate Program

PROGRAM OBJECTIVES

The WAFC is committed to initiating and
supporting education programs that assist in
the development of our people. This is why our
member companies have chosen to work with the
community college system to establish an
education program that:

- Will help prepare current and future food
  industry employees for the fast-paced
  challenges present in the retail industry.
- Will help students develop a sense of the
  scope of the retail manager's job and an
  understanding of the basic requirements
  for success in the future.
- Can be offered at multiple campuses
  throughout the 14 western states served
  by the various member companies of the
  WAFC. By making the certificate
  accessible to many more employees.
- Allows students to complete the certificate
  program while working part or full time
  with courses offered during the day and
  evening through traditional means, as well
  as offered over satellite or Internet when
  possible/appropriate.
- Has substantially similar course curriculums
  from campus to campus, a necessary pre-requisite
  to receiving WAFC endorsement.
- Will lead to the receipt of a college-level Retail
  Management Certificate and a unique WAFC certificate that
  will be recognized by the WAFC and all member companies –
  management and employees.

The Community Colleges have been chosen by the WAFC to meet the above goals and objectives because:

- Community colleges are readily available in all associate of WAFC member companies.
- The affordable entrance requirements of community colleges make them a viable education option for the vast majority of our
  associates.
- The ability to create a standardized and consistent curriculum across geographic and political boundaries meets the needs of
  the multi-regional operators that make up a large part of the WAFC membership.
- The community college program will meet the immediate needs of the widest cross-section of companies and company
  associates.

http://www.wafc.com/programs/CC_Objectives.html

12/13/2011
WAPC Retail Management Certificate Program

PROGRAM CURRICULUM

The Retail Management Certificate course work incorporates both educational knowledge and technical skills, and is structured to lead students to competencies in several areas. It is important to note that the program is not limited to direct vocational training. In fact, many of the courses are transferable to four-year institutions, and will provide a strong foundation for students intending to pursue Bachelor’s or Master’s Degrees in accounting, marketing, business, finance, communications, liberal arts, and other areas where general management competencies are important.

WAPC Retail Management Curriculum

- Introduction to Management
- Business Communication (written) or Composition course
- Business Mathematics
- Bookkeeping or General Accounting
- Marketing Management
- Oral Communications (Business or Speech)
- Human Resource Management
- Retail Management/Marketing
- Leadership/Human Relations
- Microcomputer Applications

Course title/numbers will vary slightly at each campus, but the content for “Bla” courses must be substantially similar at each participating college for WAPC endorsement and consistency. In addition, students should be made aware of transferable options (2-4 year schools) whenever possible.

Proposed Sequence of Courses

There is no required sequence of courses, but it is recommended that students structure their schedule to move through these general levels of training and experience:

<table>
<thead>
<tr>
<th>Group A - Foundational Courses</th>
<th>Group B - Intermediate Courses</th>
<th>Group C - Terminology or Advanced Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>The students should have exposure to foundational courses in writing, speaking, math applications, and computer literacy before moving into more content specific areas. These foundational courses can be taken in any order.</td>
<td>The second component of course offerings should cover specific business and management content. Again these “intermediate” courses can be taken in any order.</td>
<td>Finally, it is felt that the “capstone” or more advanced topics should include the retail-specific courses and human relations topics closer to the end of a student’s/employer’s training experience.</td>
</tr>
<tr>
<td>• Business Writing</td>
<td>• Introduction to Management</td>
<td>• Retailing</td>
</tr>
<tr>
<td>• Business Math</td>
<td>• Bookkeeping/Accounting</td>
<td>• Human Relations/Leadership</td>
</tr>
<tr>
<td>• Microcomputer Applications</td>
<td>• Introduction to Marketing</td>
<td>• Human Resource Management</td>
</tr>
</tbody>
</table>

Transferability of Courses

Each college is different, however, a few of the WAPC selected courses include an option for those interested in transferability (e.g.; General Accounting meets the General Education requirement at most 4-year colleges, whereas Bookkeeping may transfer only as an elective). Students who anticipate transferring to a four-year institution should talk to an educational advisor at that four-year institution regarding this issue.

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http://www.wafc.com/programs/CC_ProgramCurriculum.html

12/13/2011

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Mission Statement

WAFC Retail Management Certificate Program

Course Information & Objectives

Introduction to Management
- Identify and describe the functions of management including planning, organizing, staffing, directing, and controlling.
- Describe the components of each of the functions of management.
- Explain the complexities of management principles and theories.
- Identify the responsibilities of management.
- Identify the contemporary management trends and issues.
- Develop his or her own philosophy of management.

Business Communication (Written)

Note: transfer or alternative composition courses should be identified.

- Analyze realistic business situations and select an appropriate letter-writing approach to bring about the desired outcome.
- Relate appropriate human/public relations approaches to all communications, whether written, oral, or non-verbal.
- Apply correct English grammar, spelling, and punctuation, to write clear, concise and complete sentences, paragraphs, letters, and memos/announcements.
- Write effectiveasive letters and memos, such as inquiry and request, claim, orders, and acknowledgments, applying the deductive approach.
- Write effective reporting letters and memos, such as requests, claims, credit, and requests applying argumentative writing and the inductive approach.
- Write effective persuasive letters and memos, such as requests, claims, sales and employment, applying the persuasive approach.
- Compare and contrast the psychology and the organizational structure and wording for pleasant and unpleasant news and letters and memos.
- Apply appropriate guidelines for business letters for reasonable, conflict-resolution policies while maintaining the essentials of good business and positive public relations.
- Discuss the role of cultural diversity in business and apply the appropriate language in written and oral communications.
- Identify the strategies for writing persuasive credit, collection, and sales letters that meet the emotional and rational/logical appeals.
- Identify and describe the characteristics of the collection process and the strategies for writing reminders and letters at each stage.
- Compose a series of employment-related letters, such as inquiry, application, request for references, and follow-up.
- Complete information and prepare a data sheet/file.
- Identify personal characteristics, skills and abilities that would apply to specific employment interviews.
- Express self clearly in expository writing, application, request for references and follow-up.

Business Mathematics

- Apply their understanding of basic arithmetic and relate these basics to problems encountered in common business situations.
- Advance their mathematical competence in the fundamental processes of solving business problems.
- Solve business problems using algebraic formulas.
- Demonstrate the ability to add, subtract, multiply, divide, reduce and raise fractions.
- Calculate base, rate, portion, percent of increase and decrease, gross and net amounts, sales taxes, and sales tax.
- Compute balance of accounts and determine the balance after interest is charged or paid.
- Compute total wages based on hours worked, straight commission, graduated commission, salary plus commission, piecework, and net wages.
- Compute social security taxes, federal income taxes, sales taxes, price of stock, cost of buying and selling stock, dividends, gains or losses from buying, owning, and selling stock.
- Compute straight-line method of depreciation, book value, annual depreciation, accumulated depreciation and distribution of overhead.
- Calculate monthly, annual, and semi-annual as well as construct and interpret a frequency histogram.

Accounting/Bookkeeping

Note: transfer or alternative options, such as financial management, or general accounting should be identified. Industry recommendations to and use "bookkeeping" Spi.

- Develop a working knowledge of the principles of double entry accounting.
- Define common terms used in accounting.
- Analyze various accounting transactions to determine their debit and credit parts.
- Explain the nature of both the income statement and balance sheet, and how they are related.
- Perform the journalizing and posting functions.
- Prepare a bank statement reconciliation.
- Identify the types of journals used in accounting and the purpose of each.
- Outline the steps in the accounting cycle.

Marketing/Marketing Management

http://www.wafc.com/programs/CC_CourseInfo.html

12/13/2011

UAA Undergraduate Cert. in Retail Mgt. Packet pg. 31 of 41
Mission Statement

- Evaluate marketing in terms of total American business enterprises.
- Learn about the people of marketing- their functions and the institutions in which they operate.
- Examine the ever-changing marketing climate, and explore new developments.
- Define marketing to the core concepts of need, wants, demands, products, exchange, transactions, and markets.
- Explain the importance and growth of the marketing management process, both intentionally and domestically.
- Describe the role and functions of the marketing manager.
- Explain and analyze the marketing information system (MIS) and marketing research.
- Prepare a marketing plan for a product or service.
- Describe the process of promoting products, brands, labels, packaging, and the marketing mix.
- Discuss and analyze the process of promoting products, including advertising, sales promotion, personal selling, and publicity.
- Discuss career opportunities and potential in the various marketing fields.
- Examine the ethical dimensions of marketing decision-making.
- Examine international marketing implications.

Oral Communications

Note: In the Oral Communications course, such as interpersonal or business communications, should be identified.

- **Demonstrate**, through class discussion, a knowledge of how to relate with listener environment.
- **Compare** the theories of interpersonal communication with other modes of public speaking.
- Employ communication concepts in one-on-one and small group communication.
- **Demonstrate problem solving** and conflict resolution through role-playing.
- **Demonstrate increased perception of verbal and nonverbal messages** that are common in the work world by reporting outside experiences.
- **Analyze** ability of fellow students as sender and receiver of nonverbal messages in written critiques.
- **Demonstrate more critical listening ability** through small group discussion.
- **Evaluate the influencing variables** (emotions, attitudes, etc.) that cause communication breakdowns to occur.
- **Demonstrate** how to eliminate communication breakdowns through role-playing.

Human Resource Management

- Develop an overview of competition in human resource management, its scope, and its responsibilities.
- Understand the principles and methods involved in the recruitment, selection, placement, and training of employees with regard to government regulations, experience, and aptitudes.
- Identify the major laws and issues involved in human resource administration.

Retail Management and Merchandising

- Identify customer buying motives according to Maslow's hierarchy by observing and questioning customers and salespeople both orally and by use of written surveys.
- List mental, physical, and emotional qualifications necessary to be employed as a person in a retail store.
- Classify retail stores by type of organization.
- **Classify retail stores by type of merchandising category.**
- **Explain the techniques used for sales promotion in promotional, semi-promotional, and non-promotional retail stores.**
- Evaluate store layout in relation to customer buying habits.
- Evaluate store location according to accessibility, environment, and cost in relation to sales.
- Recognize the many career advantages the merchandising field offers.

Microcomputer Applications

- Options include any introductory computer course, applications courses, or other entry-level computer course designed to build general computer literacy in the workplace. Local choice.

Leadership/Human Relations in Business

- Industry Representatives see this course as an advanced or culminating course designed to explore best practices in leadership and human relations.
- Identify the concepts of work, worth, and leisure ethics in the U.S.A. today as they relate to human relations in the workplace.
- **Describe the basic individual and group human behavioral theories and concepts in order to apply them to the workplace.**
- Explain the individual, group, and organizational qualities and concepts that contribute to job motivation, success, evaluation, and rewards.
- **Recognize the challenges of interfacing technology and people at work.**
- Identify different leadership and management models and styles in order to respond appropriately with them in different situations.
- **Describe the characteristics and select from optional methodologies to deal with managing change and conflict within the workplace.**
- **Apply various communication concepts in order to improve processes.**

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WAFC Certificate & Honorarium

The WAFC Education Committee has voted to award a WAFC Certificate and a monetary honorarium to qualified participants on a post-completion basis:

- The WAFC Retail Management Certificate (separate from the certificate awarded by the colleges) will be specially recognized within the WAFC member food chains and is anticipated to enhance student's opportunities for employment/advancement.
- The WAFC Honorarium amount will be established by the WAFC Education Committee and is subject to availability funding.
- Please note that the WAFC reserves the right to amend, revise, revoke, or discontinue any financial arrangements at any time at their sole discretion. There is no contract implied or expressed between the WAFC and any participant of this program.

Although many colleges offer some form of Retail Management Certificate, only those employees who complete the program at a campus that has been endorsed by the WAFC will be eligible for a WAFC certificate and honorarium.

APPLYING FOR THE WAFC CERTIFICATE/HONORARIUM

Applications for the WAFC Certificate and Honorarium are distributed to employees through their HR departments as they begin the WAFC Certificate Program.

Employees of WAFC member companies may also request an application through their HR department.

Employee instructions:

1. During completion of coursework, employees should review the application with their designated contact at their community college to ensure they are taking proper coursework.
2. Upon completion of all WAFC-required courses, employees will submit the completed application to their Human Resources Department for approval and issuance of the WAFC certificate/honorarium.
3. Each Human Resources Department will review the application, verifying that all courses have been completed with a passing grade of "C" or better, and that all courses meet the WAFC required course list.
4. Each Human Resources Department will arrange a WAFC Retail Management Recognition Luncheon for graduates, where their certificate (master available through WAFC Office) and honorarium will be presented.

STUDENT ELIGIBILITY REQUIREMENTS

Although many campuses offer some form of Retail Management Certificate, only those students who complete the program at a campus that has been endorsed by the WAFC will be eligible for a WAFC certificate and honorarium.

All employees of WAFC member companies (retail clerks, department/store management, entry/intermediate managers in administrative, manufacturing, warehousing, and distribution areas, etc.) are eligible and are strongly encouraged to participate in the WAFC Retail Management Certificate Program, provided they meet the admission requirements at participating colleges. Students should check with the college of their choice regarding these admission requirements.

In order to be eligible for a WAFC certificate and honorarium, students:

- Must be employed with a WAFC member company.
- Must complete all required coursework at the participant's college prior to being awarded the certificate.
- Must complete the last three courses of the certificate program to be eligible to receive the certificate.
- Must complete all required coursework at the participant's college prior to being awarded the certificate.
- Must meet the internship requirements of the member company.
- Must have successfully completed all courses required in the WAFC Retail Management Certificate at a campus that has been endorsed by the WAFC.
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Attachment D: Retail Food Industry Letters of Support
Chancellor Tom Case  
University of Alaska Anchorage  
3211 Providence Dr, ADM 216  
Anchorage, AK 99508  

January 3, 2012

Dear Chancellor Case:

I am writing on behalf of several major Alaska companies, all in the food industry (Carrs/Safeway, Fred Meyer, and Costco), and all of whom are members of the Western Association of Food Chains (WAFC). I represent these companies with respect to the Retail Management Certificate Program that is now available through nearly 150 community colleges in 10 western states.

The WAFC and our member companies express our strong support for the development of the Retail Management Certificate in Alaska. We believe this program is a critical driver throughout our economy, and within our company, where an increasingly complex array of business skills are required. The incoming skill levels required in business support and management occupations continue to rise as office technology and communication systems increase in complexity throughout today’s global workplace.

Over the next decade, thousands of job openings in the retail industry will require the skills being made more accessible through the Retail Management Certificate.

The Retail Management Certificate will provide our existing employees with access to entry-level and advanced education in skill areas critical for our economy. Access to a uniform pathway across colleges, and combining face-to-face, hybrid, and online delivery will be of tremendous value as workers balance the requirements of job, family and school. Just as important, the highly relevant and practical curriculum will help existing workers advance to higher paying jobs. The retail food industry strongly endorses this highly accessible model, with its stackable certificates and well articulated design. We will work closely with our local community colleges who offer the Retail Management Certificate to be responsive to business needs.

We commit to partnering with the University of Alaska Community & Technical Colleges (CTC), to establish a joint offering between UAA/CTC, UAA/CCP and UAF/CTC. We will support the partnership in a variety of ways, including co-hosting a statewide advisory group (meeting twice annually), providing top-down support and internal marketing of the program, offering local advisory members to each CTC, and even potential adjunct faculty.

Our economy depends on having trained workers prepared to enter and advance in retail, which is a high growth, high demand industry, and the training undertaken as part of the Retail Management Certificate will help meet our workforce needs of today and tomorrow.

Sincerely,

Cherie Phipps  
Director of Education, WAFC
Chancellor Tom Case  
University of Alaska Anchorage  
3211 Providence Dr. ADM 216  
Anchorage, AK 99508

Dear Chancellor Case:  

January 3, 2012

The purpose of this letter is to seek your strong support for approval of the Western Association of Food Chains (WAFC) Retail Management Certificate Program throughout Alaska so that this 10-course certificate program can become available to our Alaska-based employees.

As President of Safeway's Seattle Division, I represent 2882 employees in the state of Alaska. I also serve as an active board member of the WAFC, a large and well-respected non-profit association serving the major grocery chains in 14 western states. The sole purpose of the WAFC is to initiate/support education programs that will help develop employees in all areas of the grocery industry (for more information go to www.wafc.com).

The WAFC Retail Management Certificate is a key benefit provided to employees through Safeway's employee development strategy. We look forward to the University of Alaska, through UAA/CCTC & UAF/CTC, being approved to offer the Retail Management Certificate this year, so that our food industry employees in Alaska will have access to the same certificate that is available to their colleagues in neighboring states. To that end, we have already begun enrolling employees in general education courses that will be required in the certificate. I am grateful for the fantastic assistance of UAA/CCTC Associate Dean Stephen Strom in this process, who has worked closely with the WAFC's Education Director, Charle Phlepp. Thank you for supporting his efforts with us!

Due to the current business climate, it is critical for leaders to focus on building high-quality teams to remain competitive. Having a more educated workforce has become a business imperative to Safeway, and the WAFC-endorsed Retail Management Certificate curriculum helps meet our needs academically. In fact, the course outcomes are highly correlated with the competencies of a successful Store Manager in our business.

Collectively, the WAFC Board of Directors has embraced specific objectives with respect to the Community College program:

1. To assist in the construction of a food-industry endorsed Retail Management Certificate that can be offered at multiple community college campuses with substantially similar curriculum throughout the WAFC membership states, thereby providing the entire food industry access to a consistent Retail Management curriculum and the ability to earn an industry-recognized credential.

2. To establish a statewide advisory board in participating states, and conduct statewide advisory meetings each spring and fall - comprised of industry and college members - to maintain the certificate and increase participation.

3. To offer participating colleges support in the form of industry member instructors, guest speakers, retail advisory board member, internal marketing to recruit students, etc.
In support of the above education initiatives, the WAFC has worked diligently and collaboratively with community college officials in several states: California, Arizona, Nevada, Hawaii, Oregon, Washington, Utah, Wyoming, and Colorado. Today, close to 150 community colleges offer the WAFC-endorsed Retail Management Certificate.

Our Alaska workforce will be encouraged to enroll in courses that lead to the Retail Management Certificate. We offer generous tuition reimbursement, and intend to provide strong recognition and rewards for those who successfully complete the entire certificate, including 100% reimbursements, an industry-recognized credential, and a cash honorarium from the WAFC. In addition, although we do not guarantee promotion based solely on education, I am confident that certificate earners will see the value of the education relative to career opportunities in the food industry. Additionally, we welcome the opportunity to interview Retail Management students who are looking for opportunities in the retail industry.

Over the next three years, we anticipate hiring 1000+ people throughout Alaska, and will be promoting approximately 100+ people into supervisory and managerial positions.

For additional detail and information, please feel free to contact Cherie Phipps at the WAFC (714-501-5775) or Sandi Hornad in the Learning and Leadership Development (LLD) Department, Seattle Division, Safeway Inc. (425-497-8804).

Greg Sparks
Division President
Seattle Division, Safeway Inc

Kevin Groff
Director, Human Resources
Seattle Division, Safeway Inc
Chancellor Tom Case  
University of Alaska Anchorage  
3211 Providence Dr, ADM 216  
Anchorage, AK 99508  

Dear Chancellor Case:  

January 10, 2012  

The purpose of this letter is to seek your strong support for approval of the WAFC Retail Management Certificate Program throughout Alaska, in order to make this 10-course certificate program available to our Alaska-based employees.

I am the Senior Vice President of Human Resources for Costco, and we support 624 employees in the state of Alaska. Our company actively serves on the board of the "Western Association of Food Chains" (WAFC), a large and well-respected non-profit association serving the major grocery chains in 14 western states. The WAFC's sole purpose is to initiate/support education programs that will help develop employees in all areas of the grocery industry. (see www.wafc.com). Collectively, the WAFC Board of Directors has embraced specific objectives with respect to the Community College program:

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In support of the above education initiatives, the WAFC has worked diligently and collaboratively with community college officials in several states: California, Arizona, Nevada, Hawaii, Oregon, Washington, Utah, Wyoming, and Colorado. Today, close to 150 community colleges offer the WAFC-endorsed Retail Management Certificate.

Due to the current business climate, it is critical for leaders to focus on building high-quality teams to remain competitive. Training and education are important to Costco, and the WAFC-endorsed Retail Management Certificate curriculum helps meet our needs.

The WAFC Retail Management Certificate is a benefit provided to employees through Costco's employee development strategy. We look forward to the University of Alaska, through UAA/CTC & UAF/CTC, being approved to offer the Retail Management Certificate this year, so that our employees in Alaska will have access to the same certificate that is available to their colleagues in neighboring states.
All of our Alaska workforce will be encouraged to enroll in courses that lead to the Retail Management Certificate. Additionally, we welcome the opportunity to interview Retail Management students who are looking for hiring/career opportunities in the retail industry.

We intend to provide strong recognition for those who successfully complete the entire certificate, including an industry-recognized credential, and a cash honorarium from the WAFC. In addition, although we do not guarantee promotion based solely on education, I am confident that certificate earners will see the value of the education relative to career opportunities in the food industry.

I am grateful for the fantastic assistance of UAA/CTC Associate Dean Stephen Strom in this process, who has worked closely with the WAFC’s Education Director, Cherie Phipps. Thank you for supporting his efforts with us!

For additional detail and information, please feel free to contact Mark Stalwick (425-313-5779) in my HR Department, or Cherie Phipps at the WAFC (714-501-5775).

Sincerely,

[Signature]

John Matthews
Senior Vice President of Human Resources
Costco Wholesale
February 3, 2012

Chancellor Tom Case
University of Alaska Anchorage
3211 Providence Dr, ADM 216
Anchorage, AK 99508

Dear Chancellor Case:

The purpose of this letter is to seek your strong support for approval of the WAFC Retail Management Certificate Program throughout Alaska, in order to make this 10-course certificate program available to our Alaska-based Associates.

As V.P. of Operations for Fred Meyer which operates throughout the Northwest, I represent approximately 3,000 Associates in the state of Alaska. I also serve as an active board member of the "Western Association of Food Chains" (WAFC), a large and well-respected non-profit association serving the major grocery chains in 14 western states. The WAFC’s sole purpose is to initiate/support education programs that will help develop Associates in all areas of the grocery industry. (see www.wafc.com).

Collectively, the WAFC Board of Directors has embraced specific objectives with respect to the Community College program:

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In support of the above education initiatives, the WAFC has worked diligently and collaboratively with community college officials in several states: California, Arizona, Nevada, Hawaii, Oregon, Washington, Utah, Wyoming, and Colorado. Today, close to 150 community colleges offer the WAFC-endorsed Retail Management Certificate.

Due to the current business climate, it is critical for leaders to focus on building high-quality teams to remain competitive. Having a more educated workforce has become a business imperative to Fred Meyer, and the WAFC-endorsed Retail Management Certificate curriculum helps meet our needs academically. In fact, the course outcomes are highly correlated with the competencies of a successful store manager in our business.

*Always strive to offer Customers the service, selection, quality and price that satisfies them best.* Fred G. Meyer, Founder, 1866-1978

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The WAFC Retail Management Certificate is a key benefit provided to Associates through Fred Meyer's Associate and management development strategy. We look forward to the University of Alaska, through UAA/CTC & UAF/CTC, being approved to offer the Retail Management Certificate this year, so that our food industry Associates in Alaska will have access to the same certificate that is available to their colleagues in neighboring states. To that end, we have already begun enrolling Associates in general education courses that will be required in the certificate.

ALL of our Alaska workforce will be encouraged to enroll in courses that lead to the Retail Management Certificate. Additionally, we welcome the opportunity to interview Retail Management students who are looking for hiring/career opportunities in the retail industry.

We offer generous tuition reimbursement, and intend to provide strong recognition and rewards for those who successfully complete the entire certificate, including 100% reimbursement for tuition and the cost of all books, an industry-recognized credential, and a cash honorarium from the WAFC. In addition, although we do not guarantee promotion based solely on education, I am confident that certificate earners will see the value of the education relative to career opportunities in the food industry.

Over the next three years, we anticipate hiring 1,000 new Associates throughout Alaska, and will be promoting approximately 50 people into supervisory and managerial positions.

I am grateful for the fantastic assistance of UAA/CTC Associate Dean Stephen Strom in this process, who has worked closely with the WAFC's Education Director, Cherie Phipps. Thank you for supporting his efforts with us!

For additional detail and information, please feel free to contact Keith Fuller in our HR Department (503-797-7321), or Cherie Phipps at the WAFC (714-501-5775).

Sincerely,

Lynn Gust, V.P. of Operations

Keith Fuller, Director Human Resources

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