

Management School Implementation Plan

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Implementation Team Members:

Dan White, Chair, Vice President Statewide

Rashmi Prasad, Dean UAA CBPP

Lynn Koshiyama, Associate Dean UAA CBPP

Mark Herrmann, Dean, UAF SOM

Kevin Berry, Associate Dean, UAF SOM

Vickie Williams, Dean, UAS SOM

Charla Brown, B.A. Chair, UAS SOM

Introduction: At the September 15-16, 2016 University of Alaska (UA) Board of Regents meeting President Johnsen presented a Strategic Pathways plan to reorganize the three UA business and management schools into two schools, one each at University of Alaska Anchorage (UAA) and University Alaska Fairbanks (UAF). University of Alaska Southeast (UAS) would close its separate business school and fold those programs into the School of Arts and Sciences. An implementation team was appointed to draft an implementation plan by October 15, 2016.

Direction Presented at the UA Board of Regents Meeting (September 15, 2016): “Direction: Task a team to build implementation plan for 2 deans over 2 schools (UAA and UAF) with programs delivered from faculty at 3 universities. UAA to offer broad array of F2F programs and report to VPAAR on changing from MPA to MPP in conjunction with ISER by June 2017. UAF to focus on current F2F and on-line MBA and BEM. UAS to eliminate “School”, fold programs into School of Arts and Sciences, and focus on on-line BBA and MPA. Implementation to be effective AY2018.”

Resulting “Directions Approved for the Strategic Pathways” by the Board of Regents:

“— Management/Business: Task a team to reduce from three schools of management to two, at UAA and UAF, with specific degree programs delivered from faculty at all three universities. UAA would continue to offer a broad array of on-campus programs and report to the vice president for academic affairs and research on changing its Master of Public Administration to a Master of Public Policy in conjunction with the UAA Institute of Social and Economic Research (ISER) by June 2017. UAF would continue focus on its current on-campus and on-line master’s and Baccalaureate programs. The University of Alaska Southeast (UAS) would eliminate its School of Management and fold its current on-line business and public administration programs into the UAS School of Arts and Sciences.” See <http://www.alaska.edu/opa/enews/2016/917/>

Preamble: This model has two AACSB accredited business schools, each headed by a dean, remaining in Alaska. The College of Business and Public Policy (CBPP) will remain at the University of Alaska Anchorage and the School of Management (SOM) will remain at the University of Alaska Fairbanks. Each school will be led by a dean. The School of Management at the University of Alaska Southeast will be dissolved. Its current business programs, including the Master of Public Administration and the on-line BBA, will be moved to the UAS School of Arts and Sciences (SAS).

In the two business school model that includes business programs at UAS, efficiencies will continue to increase as UAA CBPP, UAF SOM, and UAS SAS coordinate business and management education across the UA system, reducing redundancy and creating efficient pathways for students to complete their degrees while at the same time augmenting each other’s programs with a rich variety of courses.

Our model is built to adhere to the latest direction from the September Board of Regents meeting and the charge that the implementation team was given. Central to this plan is efficiency, quality and access.

Note: This plan does not include the Masters of Public Administration program that both UAA and UAS currently offer nor the proposed Masters of Public Policy. Those programs are being examined by a separate implementation team.

IMPLEMENTATION PLAN

Two autonomous business schools, each with a business dean, remain in the UA system.

- The University of Alaska Anchorage College of Business and Public Policy
- The University of Alaska Fairbanks School of Management

The University of Alaska Southeast School of Management is folded into the School of Arts and Sciences.

A UA Business Leadership Committee will be formed from the three universities to oversee the implementation and then to meet regularly to maintain and improve access, efficiency and the quality of business education in Alaska.

Overall Structure

UAA (CBPP) has a focus in these academic programs

- Applied social, economic and public policy research (ISER)
- BBA, MBA
- Global logistics and supply chain management
- Social and economic sciences
- Two-year degrees (AAS programs)

UAF (SOM) has a focus in these academic programs

- Arctic and national security research through the Center for the Study of Security, Hazards, Response and Preparedness (C-SSHRP) in its Homeland Security and Emergency Management (HSEM) program.
- Alaska's Homeland Security and Emergency Management Programs (BEM & MSDM)
- BBA, MBA

UAS (SOM) has a focus in these academic programs

- BBA
- Two-year degrees (AAS and AB programs)
- MPA

Specific Programs

UAA CBPP offers the following:

- AAS in accounting, business computer information systems, logistics and supply chain operations, general business and small business administration
- BBA in accounting, economics, finance, global logistics and supply chain management, management (including a concentration in property management and real estate), management information systems, marketing and BA in economics
- Occupational endorsement certificate in logistics and supply chain operations and logistics undergraduate certificate
- UAA/SAS (SAS Institute) data mining certificate
- Master of Science in Global Supply Chain Management
- MBA
- Undergraduate minors in accounting, Alaska Native business management, business administration, economics, entrepreneurship, international business, management information systems, and real estate
- Programming in leadership and executive education

UAF SOM offers the following:

- Bachelor of Emergency Management (BEM)
- BBA in accounting, business administration and economics and BA in economics.
- Courses in the Rural Alaska Honors Institute (RAHI) program as well as maintaining another strong rural outreach through its Native Alaska Business Leaders (NABL) student organization.
- Master of Security and Disaster Management (MSDM)
- MBA (General Business and Capital Markets)
- MS in Resource and Applied Economics
- Occupational endorsement in HSEM
- Ph.D. In Natural Resources and Sustainability (NRS) – shared with the School of Natural Resources and Extension (SNRE)
- The Northern Leadership Center, the Center for the Study of Security, Hazards, Response and Preparedness and the Army Reserve Officers Training Corps (ROTC)
- TSA training for the Pacific Rim

UAS offers the following:

- AAS in accounting and general business
- Associates of Business (AB)
- Accounting technician certificate, small business management certificate, accountant occupational endorsement, Financial Services Occupational Endorsement
- BBA (emphasizing accounting, human resource management, management information systems and management)
- MPA

New Opportunities to Enhance Efficiencies, Quality and Access

UA Business Leadership Committee (Leadership Committee): A Business Leadership Team will be formed with two members each from the UAA CBPP and UAF SOM and one from the UAS SAS. The business school deans (UAA and UAF) will be members and appoint a second member each from their schools. The dean at UAS SAS will appoint a member from the business program. A staff person will be appointed to the committee alternating between the schools. This committee will have oversight of the business and management education, including the coordination of programs, from the three schools and report directly to their respective Provosts as well as the UA Vice President for Academic Affairs and Research (VPAAR).

Timeline: Committee to be formed by November 2016. The scope and rules governing committee operations will be completed by January 2017 with approval from the VPAAR.

Note: Further discussion on how the two-year programs fit into this structure will take place and come to conclusion after the results from Strategic Pathways Phase II is completed for the community campuses. As UAA and UAS both have the two-year business degrees under their schools and therefore coordinate the curriculum, but UAF does not, there will need to be further discussion of the coordination of curriculum between the UAF SOM and the Community and Technical Campus (CTC) Applied Business (ABUS) programs.

Coordination of the MPA and proposed MPP programs will be done by a separate committee following the UAA report on converting the MPA to an MPP due June, 2017.

Common Course Numberings and Descriptions: Aligning of courses.

Goal: Course numbers and descriptions will be aligned where the courses are equivalent.

Timeline: Lower-division courses review completion date of Spring 2017. Upper division and graduate courses review completion date is by Fall 2017.

Note: The timelines are for the business programs. In all cases these changes must go through the representative faculty senates and this could extend the time for implementation in the University catalogs.

Transferability: Transferability issues will be made clear and easy to find and navigate.

Goal: All equivalent lower and upper undergraduate and graduate (MBA) courses will be transferable. All units will update the TES (Transfer Evaluation System) site with current course descriptions.

Timeline: The transferability issues will be examined first for lower division courses with a target completion date of Spring 2017. Upper division and graduate course will then be worked on with a target completion date of Fall 2017.

Coordinated Curriculum: Collaborate and coordinate curriculum changes.

Goal: Proposed curriculum changes, through the Leadership Committee, will be vetted to increase coordination and efficiencies.

Timeline: Start Spring 2017 with work ongoing.

Portal: As part of the UA system-wide portal for all programs, business courses will be listed.

Goal: As part of the central UA Portal, the Leadership Committee will work on the business portion of the portal to assure that business students can go to the portal for “one-stop shopping”. This portal will have all the information for business students to find appropriate programs and courses and how and where to go to enroll.

Timeline: Work on the business portion of the UA Portal will take place after common course numbering, descriptions and transferability issues have been resolved. The portal will be a work in progress with the initial layout for the four-year and graduate programs completed in Spring 2018.

Note: The speed at which the UA Portal can be produced may depend on the outcome of the Strategic Pathways Phase II E-Learning review.

Coordinated Student Activities: Increase opportunities for student activities outside of the classroom.

Goal: Greatly increase the professional development opportunities for students outside of the classroom such as academic competitions, conferences, field trips and other opportunities as they arise.

Timeline: Fall 2016 and ongoing.

Note: This has already begun as in this academic year UAA and UAF will have a joint academic student team competing at the Hawaii Chartered Financial Analyst (CFA) challenge and UAF will include UAA students on their annual Spring visit to the New York financial markets. The UAF and UAS student chapters of The Society for Human Resource Management (SHRM) are also exploring coordination opportunities.

Hiring Committees: Collaborate and coordinate hiring of new faculty.

Goal: Hiring decisions, through the Leadership Committee, will be vetted to increase coordination and efficiencies.

Timeline: Spring 2017.

Public Disclosure: School/program and student performance will be publicly accessible.

Goal: All schools will standardize and post student achievement information as part of public disclosure.

Timeline: Fall 2016.

Note: This is already required of AACSB accredited schools. “In addition to public disclosure information required by national or regional accreditors, schools provide reliable information to the public on their performance including student achievement information as determined by the school. Examples of such information include: attrition and retention rates; graduation rates; job placement outcomes; certification or licensure exam results; and employment advancement. This information should be available on the school’s website as well as by other means determined by the school.” Please see <http://www.uaf.edu/som/about/aacsb-accreditation/>.

Coordination of Business and Accounting Advisory Councils: UAA and UAF will collaborate through its external advisory councils.

Goal: UAA and UAF will have a standing member of the administration or faculty on each other’s Business and Accounting Advisory Councils. This will increase collaboration between the external supporters of both business schools.

Timeline: Fall 2017.

Assurance of [Student] Learning (AOL): Each school will post their assurance of student learning plans and results.

Goal: Specific information on Assurance of Student Learning plans and student performance will be reported on each school’s website.

Timeline: Fall 2016.

Note: Each school already has these plans, developed as part of AACSB and Northwest Accreditation.

Impact: Each school will post their impact plans and results.

Goal: Specific information on program impact plans and results will be reported on each school's website. Impact, at the very least, should be reported for teaching, research (where appropriate), service and outreach.

Timeline: Fall 2017.

Note: This is already required of AACSB accredited schools. "In an environment of increasing accountability ... business schools must document how they are making a difference and having impact".

Efficiencies (Benefit/Cost)

The business schools/programs will continue to seek ways to increase revenues and reduce costs through collaboration. It should be noted that over the past few years these schools and program have already seen significant increases in revenues and have made substantial cost reductions. Through coordination and collaboration additional efficiencies will be utilized.

Revenue Generation: The programs will leverage their resources and collaborate to further increase revenues. This is highly preferable to further cost cutting. The biggest opportunity comes from increased tuition as enrollments grow in both existing programs and also from new programs.

It should be noted that tuition revenues have already increased substantially over the last several years. For instance, tuition revenue to the UAF SOM (which receives 60% of generated tuition) will increase from \$1.4 million in AY12 to an estimated \$3.4 million in AY17. This is from a combination of rapidly growing student numbers (8 to 9% growth-rate annually over several years), tuition surcharge, new training opportunities (TSA) and annual tuition rate increases. Likewise, tuition revenue at UAA and UAS have also seen significant increases.

Further collaboration between the three programs will result from the following:

Tuition:

- **Coordination of existing programs:** Further coordination of existing programs (common course numbering, description, improvement in transferability, portal, etc.) will improve retention and graduation rates and assist in recruiting efforts.
- **Potential new academic programs:** Shared resources (including faculty and courses) will make it easier to develop and maintain new high-demand programs. Already UAA and UAF are investigating a potential shared new Master's Degree in Accounting and Financial Management. Many other possible shared new programs have been discussed. By leveraging resources, these new programs can be developed and maintained at minimal additional cost while attracting significant revenues.
- **Marketing:** There may be some efficiencies in joint marketing of programs. UAA and UAF have already been in discussion of joint marketing of their AACSB Accredited Programs.
- **Recruiting:** There are efficiencies that may be realized in joint recruiting of students.

Tuition Revenue Metrics (enrollment): Tuition revenue can change from many factors outside the control of the programs – such as tuition rate increases. Other factors, such as

enrollment resulting from program majors, are much more in the control of the schools and colleges. We are setting a growth rate target, either measured in student credit hours or majors, at 5% a year. This will be measured as a three-year rolling average to smooth out year-to-year fluctuations.

Private Fundraising: There may be some opportunities for joint fundraising such as foundation funds, corporations, fund-raising for joint activities, etc.

Private Fund Raising Metric: Each program will increase its private fund-raised funds by 5% a year as measured on a three-year rolling average (this includes in-kind).

Other programming revenue opportunities: There are other revenues that the programs can jointly explore such as leadership and executive training (for example, UAF SOM brings in over \$100,000 a year for its TSA training).

Shared Research: Increased shared research opportunities can bring in more grants and indirect overhead recovery. UAA and UAF already work together on grants.

Cost Savings: All three schools have already been working hard on cost savings from personnel and programmatic changes. Besides reductions in operating costs (all three schools' expenses are now substantially in salaries) since 2011, UAA CBPP has reduced salary and benefit expenses by \$1,787,098, UAF SOM by \$752,861 and UAS SOM by \$411,110. This is a combined annual savings of \$2,951,069. Additional saving opportunities may surface through program coordination.

Additional cost savings will result from:

Shared teaching resources allowing for efficiencies at each unit: Costs will be reduced by the coordination and sharing of courses. This is especially true for low enrollment upper division courses where a program may discontinue a course if the course can be taken at another campus.

Potential reductions and/or change of focus to the UAF SOM economics program: The UAF SOM is considering the elimination, downsizing or major refocusing of its economics program.

Elimination of Dean at UAS: The business Dean position at UAS would be eliminated with the elimination of the business school.

Shared student organization events: Each unit can reduce student support cost, and increase student opportunities, by student organizations sharing opportunities outside of the classroom such as trips for competitions and conferences.