

UAA Fall 2009 Report to NWCCU
Chapter 2, Appendix 1: Administrative Unit Descriptions

This section of the report (Chapter 2, Appendix 1) includes appendices for each administrative unit, containing unit descriptions and organization and function charts for each. Unit descriptions for the academic units follow in Appendix 2.

Administrative Unit Description – Chancellor’s Office

Unit Name and Contact: **Chancellor’s Office**
 Fran Ulmer, Chancellor

The Chancellor is the chief executive officer of the University of Alaska Anchorage and reports to the President of the University of Alaska. Within the scope of Regents’ Policy and University Regulation, the Chancellor exercises very broad delegated authority and is responsible for all aspects of UAA administration ([BOR Policy 02.02.015](#)). The Chancellor works with all university, state, community, and private constituencies to develop support for the institution.

In addition to operations within the Chancellor’s Office, the Governance Office and the Office of Diversity and Compliance report directly to the Chancellor’s Office.

Unit Governance

Unit Leadership

- **Chancellor – Fran Ulmer:** Reports to the UA President; Chief Executive Officer, exercises broad delegated authority within the scope of Regents’ Policy and University Regulation, and is responsible for all aspects of UAA administration. Works with all university, state, community, and private constituencies to develop support for the institution.
- **Chancellor’s Cabinet:** Composed of the Chancellor, Provost and Vice Chancellor for Academic Affairs, Vice Chancellor for Administrative Services, Vice Chancellor for University Advancement, Vice Chancellor for Student Affairs, and Senior Vice Provost for Institutional Effectiveness, Engagement, and Academic Support. Provides leadership, decision making, vision building, and institutional planning guidance, which includes embedding the principles of assessment and accountability, budget planning, and student success into the culture of the university.

This work is done in alignment with the UAA mission and strategic plan to manage the growth of the institution, respond to the educational needs as well as the economic and workforce development challenges of Alaska. The leadership team, through internal and external collaborations including university, state, and private constituents, marshals the resources to support the university.

Unit Operations

The Chancellor’s Office centrally administers a number of functions.

Engagement

The Chancellor, along with members of the leadership team, is an engaged community leader who participates fully in business and civic activities of the city and the state and serves as a leader in the university’s commitment to civic engagement and service for students, faculty and staff.

Collaboration

The Chancellor works with the leadership team and in collaboration with faculty and staff on campuses throughout the MAU to develop successful relationships and mutually beneficial partnerships with business and community leaders, legislators, state agencies, political groups, system-wide officials, research and other funding agencies. It is through these relationships that leadership makes certain that UAA is working effectively to meet Alaska’s needs for an educated workforce and that students have the educational tools they need to succeed both in the classroom and in the workforce.

In addition to the centralized functions above, two departments report directly to the Chancellor’s Office: the Governance Office and the Office of Diversity and Compliance. These departments provide advice on

key issues involving faculty, staff, and students, and are described in greater detail in the main body of Chapter 2, in the section describing UAA's Governance organization and management.

Administrative Unit Description – Academic Affairs

Unit Name and Contact: **Academic Affairs**
 Michael Driscoll, Provost and Vice Chancellor for Academic Affairs

The Office of Academic Affairs sustains the conditions and supports faculty and staff who advance and apply scholarship; who help develop the knowledge, skills and competence of our students; and who promote the success of all members of the UAA community.

Unit Governance

Unit Leadership

- **Provost and Vice Chancellor for Academic Affairs– Michael Driscoll:** Reports to the Chancellor; Chief Academic Officer, responsible for administrative and financial operations of the academic units of the institution
- **Senior Vice Provost for Institutional Effectiveness, Engagement, and Academic Support:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Vice Provost for Accreditation and Undergraduate Programs:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Vice Provost for Research and Graduate Studies:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Vice Provost for Health:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Vice Provost for Information Technology:** Reports to the Provost; Chief Information Officer; description of functions contained under “Unit Operations” below.
- **Director of International Affairs:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Faculty Services Coordinator:** Reports to the Provost; description of functions contained under “Unit Operations” below.
- **Leadership Team:** The OAA Executive Team, which meets weekly, is composed of the Provost, Vice Provosts, Executive Assistant to the Provost, and Faculty Services Coordinator.
- **Full Council of Deans and Directors:** Composed of the deans and directors leading the academic units of the institution (including community campus directors), as well as the members of the OAA leadership team, and the Faculty Senate President. Meets monthly to discuss academic and administrative issues affecting the institution, and plan for major efforts (i.e. performance metrics reporting and legislative funding requests).

The Provost also holds monthly meetings with Academic Deans and Community Campus Directors to address issues more closely aligned with those groups.

Unit Operations

The Office of Academic Affairs centrally administers a number of functions.

Strategic and Academic Planning

The Office of Academic Affairs organizes inclusive processes to design, prioritize, and implement programs, and to secure appropriate provisions to enable them to meet their stated missions.

UA System coordination and reporting

The UAA Provost sits with the other two system provosts on the Statewide Academic Council (SAC). This council participates in system processes such as budget development and facilities planning, and implements decisions that affect more than a single major unit. SAC reports to the President and the Board of Regents through the Vice President for Academic Affairs.

In addition to the centralized administration of functions above, the office also supports efforts within the colleges in a number of areas. More detailed descriptions of each of these areas are listed below.

Accreditation, Assessment, and Undergraduate Programs

Accreditation (from Regents' Policy P10.02.070)

The University of Alaska Anchorage...will maintain accreditation from the Northwest Commission on Colleges and Universities. Individual program accreditation by professional accrediting bodies is sought when meeting such accreditation standards is consistent with the goals of the university.

Institutional Accreditation

The Northwest Commission on Colleges and Universities provides standards and guidelines under which the institution gauges its progress and performance and assures the public of its accomplishments and effectiveness. The Office of Academic Affairs organizes the self-evaluation, reporting, and communication that occur across the institution in sustaining regional accreditation.

Program accreditation

More than 50 academic programs at UAA are separately accredited or approved to offer their certificates or degrees by professional societies, independent organizations or government agencies. These provide to the students and the public an added measure of confidence that they achieve outcomes specified by the discipline. Program accreditation is initiated and sustained by the faculty and administration in the colleges and supported by the Office of Academic Affairs.

Curriculum

Development, review, approval and maintenance of current and relevant curriculum is central to the mission of the university. New and revised courses and programs originate with the faculty, are reviewed at a number of levels and approved by the dean of the college, faculty senate, and the Office of Academic Affairs. Further review of curriculum proposals is conducted by the Statewide Academic Council (SAC), the Board of Regents, and the NWCCU prior to implementation.

Quality of Programs and Services

Academic deans and community college directors monitor the quality of the content, design, and delivery of their courses and programs. Collaborations with the community, other institutions in the service area, and any other individuals, groups, and methods for course and program delivery and the expected impacts on students are included in their considerations. They engage in direct observation and evaluation of individual faculty and staff, and they join university committees in reviewing program performance using institutional processes for outcomes assessment and program review.

Faculty Services

Faculty Services provides administrative support and oversight of important faculty personnel processes, including recruitment, promotion and tenure, and labor relations. The office also coordinates faculty grants and leaves, which includes sabbatical leave and grants for faculty development and research travel. Faculty Services holds the official academic files for faculty, which include appointment letters, CVs, workload forms, annual activity reports, and other relevant materials. The department also facilitates the student evaluation of teaching ([IDEA](#)) process.

Health Programs Development

The Office of Health Programs Development was established in 2008 to support the University of Alaska Anchorage's mission as the health university of the University of Alaska statewide system, and to stimulate appropriate system-wide development of health programs and research across the state, in conjunction with the Health Programs Statewide Office.

Program Development – The Office is responsible to facilitate, guide and document University of Alaska and University of Alaska Anchorage priorities and plans for health programs and research. It also works to obtain funding and other resources required to support plans.

Following planning, the Office is tasked to expedite development, expansion and improvement of academic health programs, professional development opportunities, health pathways and health research, in collaboration with campuses, colleges, programs and community partners throughout Alaska.

Partnership Development – Activities of the Office of Health Programs Development include the building of internal collaborations and alliances around health programs and health research, and strengthening external partnerships with the Alaska health care industry, governmental agencies, communities, and prospective and current health students.

Project Management – For certain statewide and significant health program development efforts, the Office provides project management services including grants/fiscal management, program oversight and assessment.

Expanding Access for Health Programs – An important method for distribution and enhancement of health programs across Alaska has been the use of various types of distance-delivered and technology-assisted educational approaches. As an example, one project being managed by staff of the Office is assessing how this effort has done to date and planning for future support of such initiatives.

Information Technology Services

Please note that because of the size and scope of Information Technology Services, this unit is described in a separate unit description within the academic units. The unit reports up through Academic Affairs.

Institutional Effectiveness

The [Office of Institutional Effectiveness, Engagement & Academic Support](#) has a strong record of tracking and reporting on institutional performance measures and sub-measures for UAA, its colleges, and campuses. The office supports and reinforces a culture that promotes information-based planning and decision-making by enhancing access to actionable data. It also brings together institutional and external resources to increase academic support and opportunities for faculty. The office promotes understanding and developing our institutional history and increasing the visibility of the institution, its objectives, and outcomes. The departments that report up to this office are listed below.

UAA Institutional Research

The Office of Institutional Research (OIR) is responsible for creating, maintaining, and archiving official statistics and for providing information that informs institutional decision-making, assesses effectiveness, guides strategic planning, and supports policy formation.

OIR performs four integrated functions. First, it provides basic and ad hoc reporting that includes status reports, fact books, trend statistics, and responses to external surveys, state system, legislative and community information requests. Second, OIR conducts in-depth institutional research analyses and provides Topic Papers on issues of importance to the university. A third function involves support for assessing effectiveness and accountability, institutional and program accreditation, on-going academic program reviews, peer performance comparisons, and institutional goal status reports. The final function is to take a leadership role in addressing issues of importance to higher education, (such as designing, implementing, and introducing alternative models of student success tracking

metrics) and to establish and coordinate a data-sharing network with institutional comparator and aspiration peers.

Center for Community Engagement & Learning

Established in 2000, UAA's Center for Community Engagement & Learning connects academic programs with community needs to use scholarship and action for the mutual benefit of the university, state, and its communities. The Center enables the university to effectively carry out its community engagement mission, to develop applied research projects, and to support service learning, a proven pedagogy that links community needs-based experiences with academic study and reflection. UAA has been nationally recognized for our commitments and practices with a Community Engagement Classification from the Carnegie Foundation.

The Center offers opportunities, training, and technical assistance for faculty and students to become involved with community-based learning and research through service-learning courses, the Service-Learning Advocates Program, undergraduate research, and tuition awards. The Center's Faculty Minigrant Program provides funds to full-time faculty to redesign curriculum and support research & creative activities incorporating community experiences and knowledge.

UAA is committed to citizenship-building and civic responsibility. Our Certificate in Civic Engagement prepares students to become active citizens, developing reflective, analytic, and practical skills to link learning to civic engagement through service-learning classes, internships, community-engaged scholarship and creative activities. Community action focus areas include poverty, environmental sustainability, community-building, public policy, and ethics.

Community Partnerships

Working with the community is an integral part of UAA's identity and a foundation of our Strategic Plan. Departments, centers, institutes, schools, and colleges throughout the university have developed programs and events to meet the needs of Anchorage and communities throughout the state. The Office of Community Partnerships develops outreach and partnership programs that encompass more than a single discipline or college and are of strategic significance to the institution. As part of our Community Engagement classification, we define partnerships as being collaborative interactions with the community for the mutual beneficial exchange, exploration, and application of knowledge, information, and resources.

In its role as an incubator the office helps to create partnerships and nurture them through the initial stages, then transfer them to the appropriate academic or service entity within UAA. Successful partnerships have included the UAA/APU Books of the Year program (with associated partnerships to further Alaska Native education), UAA's very successful participation in the Ford Foundation's *Difficult Dialogues* initiative, and development of our partnership with surrounding entities to promote long-term environmental sustainability within Anchorage's U-MED district.

Center for Advancing Faculty Excellence

The Center for Advancing Faculty Excellence (CAFE) promotes excellence in teaching, service, community engagement, creative activity, and research in an atmosphere of exploration and collegiality. The Center supports faculty at the UAA, including its community campuses, showcases and promotes innovations in teaching and research, and advances a community of scholars.

CAFE offers a wide spectrum of workshops, forums, and assistance to faculty in teaching excellence, research, scholarship of teaching & learning, civic engagement, difficult dialogues, e-Learning, student success, and special support for new and adjunct faculty. It also sponsors "town square" events which share UAA faculty expertise with the broader Anchorage and Alaskan communities;

offers information and referrals about grant opportunities and awards; and maintains a library of materials of interest to faculty, a small lounge, temporary work space for faculty, a computer laboratory for improving skills in distance technology, and more. The Center has developed a very effective faculty development model that uses a week-long intensive training format to teach new skills and philosophies.

International Affairs

International Affairs provides administrative support and oversight of initiatives to internationalize the university. The office develops opportunities to teach and study abroad, and coordinates and manages international partnerships and exchanges. In addition, the office promotes Fulbright opportunities for faculty.

Research and Graduate Studies

[Role of Research, Scholarship and Creative Activity \(from Regents' Policy P10.07.010\)](#)

In recognition of the importance of research, scholarship, and creative activity as central to its mission, and as a service to the community, the University of Alaska will require a commitment to research, scholarship, or creative activity as appropriate to each faculty member's performance assignment. The university will foster an environment supportive of conducting research, scholarship, and creative activity and broadly disseminating its results in the tradition of academic freedom and its corresponding responsibilities.

The [Office of Research and Graduate Studies](#) provides coordination with other units of the University of Alaska and statewide administration on matters of research, compliance, sponsored programs, and federal initiatives. The office provides analysis of institutional data on sponsored activities. It provides communications and publications for various internal and external audiences with respect to UAA's research and sponsored activities including the quarterly [OSP Research News](#) and the UAA Research website.

[Research compliance](#) is under this office, which deals with all UAA compliance with federal, state, and internal regulatory issues including human subjects, animal care and use, and other compliance committees for the Institution.

The office chairs the [Council on Scientific Research](#). This Council provides leadership, advice, and advocacy in setting the course for research at UAA. The office advocates for and disseminates UAA current research information both internally to the University administration through the Provost and Deans and Directors, and externally to private and public organizations. The office recommends policies to the Provost and the Chancellor for external resource activities.

Units that report to the Office of Research and Graduate Studies include:

Graduate School

UAA offers twenty-six Master's degrees and a number of Graduate Certificate programs. UAA also offers cooperative/collaborative Master's and PhD programs with the University of Alaska Fairbanks, the University of Washington Medical School, Creighton University, and East Carolina University. Over 800 students are enrolled in graduate studies at UAA from all 50 states and territories.

The Dean of the Graduate School has responsibility and oversight for graduate programs and provides leadership advocacy for graduate studies at UAA. The Graduate School has the responsibility for directing the implementation of this oversight.

Office of Sponsored Programs

The Office of Sponsored Programs provides review and signatory authority for all sponsored proposals submitted to funding sources by the institution. It is responsible for ensuring compliance with all applicable federal, state and university regulations/policies related to research and external funding of sponsored projects.

Grants and Contracts

The Grants and Contracts staff members assist in the post-award administration of sponsored programs in concert with Principal Investigators and departmental administrators. Communication is the key to successful award management between UAA and the funding agencies.

Research Centers and Institutes

Centers and institutes are devoted to special concerns and opportunities associated with northern populations. The State's vast resources, and challenges unique to Alaska, are central to their sponsored programs and research. Each is associated with a college at UAA and they address concerns of Anchorage and Alaskan communities as well as those related to national and international interests.

Colleges and Schools

The Colleges and Schools are academic units recognized by the UA Board of Regents and organized to effectively deliver their programs and services. Regents' Policy [P10.02.040](#) describes the criteria for the establishment, revision, and elimination of colleges and other academic units. With considerable faculty involvement, the deans lead their colleges in establishing priorities, planning and implementing programs and activities, and in evaluating their outcomes and impacts. Each college has primary responsibilities for particular disciplines and for workforce preparation and support for certain professions or occupations. All contribute to the mission and the five core themes of the institution.

Colleges organize themselves into schools, divisions, departments and other sub-units in the most advantageous way. They establish institutes and centers that focus on research, training or scholarly activities in particular areas. They house service units (e.g. [Professional and Continuing Education \[PACE\]](#)) that collaborate with external organizations to address the needs of particular populations or professions.

Colleges plan and develop curriculum that is delivered by methods that are most effective in meeting their missions. When called to deliver far from the UAA campuses, colleges make full use of available technology. Distance delivery is supported within the college itself, at the institution level and by the UA system with appropriate infrastructure, equipment, applications and expertise. Faculty training and instructional design services are available at the college and institutional levels.

Community Campuses

Community Campuses are colleges located at some distance from the Anchorage Campus. Directors, faculty and staff of the Community Campuses have the academic responsibilities of colleges, and additional responsibilities and authority to achieve a high level of responsiveness to the needs of their local communities.

A detailed description of each College and Community Campus is included in these appendices.

Administrative Unit Description – Administrative Services

Unit Name and Contact: **Administrative Services**
 Bill Spindle, Vice Chancellor for Administrative Services

Vice Chancellor Bill Spindle, the university's chief financial officer, leads the Division of Administrative Services. The eight organizational units of the division are committed to responsible and ethical stewardship of the University's human, physical and fiscal resources. They provide customer-focused, cost-effective, and innovative services to students, faculty, staff and visitors to support, facilitate and advance UAA's mission.

Unit Governance

Unit Leadership

- **Vice Chancellor for Administrative Services (VCAS) – Bill Spindle:** Reports to the Chancellor; Chief Financial Officer, responsible for administrative and financial operations of the institution.
- **Leadership Team:** The Vice Chancellor for Administrative Services meets twice monthly with the Administrative Services Senior Executive Team (ASSET), composed of the Associate Vice Chancellors for Facilities and Campus Services, and Financial Services; Directors of Human Resources, Business Services, Athletics, Budget, and Sustainability; and the Chief of the University Police Department.

Unit Operations

The units that fall under the Administrative Services division include Athletics, Budget, Business Services, Facilities and Campus Services, Financial Services, Human Resources, Sustainability, and the University Police Department. Detailed descriptions of each of these units are contained below.

Athletics

Mission

UAA Athletics exists to serve the needs of our student-athletes by graduating our student-athletes, fielding competitive teams, conducting ourselves in a first class manner, and serving as athletic leaders in our respective fields of play.

Description of major departments

- Intercollegiate Athletics (including Compliance and Sports Medicine) – 25 staff
- Recreational Sports and Facility Management (including Intramurals) – 13 staff and approximately 40 to 60 student employees
- Business Office – 8 staff
- Sports Information/Corporate Sponsorships – 4 staff
- Development – 2 staff

Budget

\$8,221,555 Total - General Funds \$3,663,105

Students Affected

Athletics supports approximately 180 student-athletes in 11 sports (men's and women's basketball, men's and women's cross country running, men's and women's track and field, gymnastics, hockey, men's and women's skiing, and volleyball).

Events coordinated by the unit include the Kendall Classic Hockey Tournament, Extended Stay Invitational Volleyball Tournament, Mayor's Marathon and Half Marathon, Carrs/Safeway Great

Alaska Shootout, Seawolf Hall of Fame, Seawolf Auction, Seawolf Golf Tournament, Seawolf Ski Swap, Crow Pass Crossing Race, and Powerline Pass Race.

Highlights in 2008-2009 Athletics

In the 2008-2009 season, UAA athletics accomplished the following highlights:

- 1 NCAA Final Four berth
- 3 Conference championships
- 7 of 11 teams to NCAAs
- 14 All-Americans
- 1 Academic All-American
- 30 All-Conference
- 34 Academic All-Conference
- 3rd straight Alaska Airlines Governor's Cup hockey title
- Highest-ever Director's Cup finish – 45th of 270 D-II schools
- Highest-ever NCAA finishes in 4 sports – WXC, MXC, MTF, WBB
- Best overall department GPA ever (3.15)

Budget

Mission

Ensure that the operating budget is allocated and balanced according to legislative intent.

Budget: \$341,131 GF

Description of Major Functions:

- Allocate and monitor annual operating budget to UAA's schools, colleges and departments by organization code (approximately 1,000 orgs).
- Research and provide data to executive management for use in decision making (e.g., develop tuition analyses and variances from year to year).
- Direct the management reporting function for the Anchorage MAU. Work with major budget units on status of annual budget. Meet with deans, directors, and fiscal managers on financial status of their respective unit.
- Provide leadership role and budgetary training to departmental fiscal managers for overall budget status of each unit.
- Assemble and interpret financial information by consolidating, studying and analyzing data; report the financial status of the MAU to executive levels.
- Transfer revenue and expense budget authority as needed in order for departments to record expenses accurately (approximately 400 revisions processed annually).
- Develop primary technical preparation and submission of UAA's annual operating request to the University System and to the Legislature.
- Develop and establish methods, procedures, sources, models and explanations for budgetary and management report training to departmental fiscal managers.
- Liaison for Budget and Human Resources in developing the automated interfaces for budget data to Finance and Human Resource systems.
- Handle analytical fiscal studies for senior management or external sources. Research fiscal discrepancies and provide instruction for corrective action.
- Maintain database of permanent positions (approximately 1,000) for state-reporting purposes.
- Monitor all campus activity for capital appropriations (e.g., deferred maintenance, library, classroom improvements); approve all budget expenditures, establish and assign funds based on

capital approved projects and review cost reimbursable billings (approximately 50 capital accounts).

Business Services

Mission

We deliver high quality, cost effective business support services to students, faculty, staff, and our community.

Goals

As part of UAA's Administrative Services the Business Services organization strives to establish practices that help fulfill the mission of the whole; "*Administrative Services is the infrastructure of the university. We create an atmosphere that inspires the UAA students, faculty, staff, alumni, and supporters to succeed.*" The following goals are aligned with Business Services' Strategic Objectives:

1. Maximize University and Community Partnerships
2. Increase Revenue Sources
3. Develop Loyal Customers
4. Develop Employee Growth
5. Marketing our Services

Description

Business Services is a unique, multi-faceted unit of Administrative Services that is responsible for coordinating non-educational and general business services that contribute and relate directly to the mission goals, and objectives of the University of Alaska Anchorage.

Auxiliary services that are largely self-supporting, though some are partially supported by student fees. Others operate as recharge centers, and some are university funded. The department has an annual operating budget in excess of \$22 million.

Business Services is directly responsible for the effective management of Student Housing, Dining, Catering, Conference Services, Bookstores, Parking Services, Central Receiving, Postal Services, Copy and Printing Services, the Idea Bank, and the Wendy Williamson Auditorium. These departments specialize in services for the students, faculty, employees and community at large.

University Housing, Dining & Conference Services

The University Housing, Dining & Conference Services department provides overall administration for facilities and operation of university housing; board operations, catering, cash and retail dining services; hospitality, facilities scheduling, meeting planning and marketing of conference services. This department works collaboratively with Student Affairs, Academic Affairs, university conference planners, and the general public to provide quality residential, dining, catering services to students and the UAA community. In the summer months, the department provides comprehensive conference services to campus guests. This operation has a FY10 projected budget of nearly \$9.5M.

UAA Housing manages 16 buildings and over 462,000 square feet of space. Housing revenue for FY09 was \$4,548,442 with 946 single student beds. This unit supports Residence Life program and Residence Hall Association and oversees the Recreation & Activities Office which provides recreational opportunities to all housing students. UAA housing employs 15-20 student staff year round. Housing staff work closely with Orientation, Admissions, Financial Aid, Athletics, Student Union, Dean of Students Office, Budget and Finance, Native Student Services, Disability

Support Services, Student Health Center, AHAINA Student Programs, and several academic departments in order to provide programming and better services to our students.

The departments of [Residence Life](#) and University Housing, Dining, & Conference Services work with other University departments to provide learning communities in the residence halls and apartments. These communities give students with similar interests (i.e. academic major) the opportunity to immerse themselves in their own chosen interest through both academics and personal development. Each community has its own unique identity and provides opportunities for special programs, activities, and leadership roles.

[Seawolf Dining](#) is operated by NMS in partnership with Sodexo. Eight dining and retail locations campus wide offer five meal plans for on campus dining and a comprehensive catering program that provides anything from sandwiches to fully catered sit down dinners. For FY10, Seawolf Dining partnered with Off Campus Solutions to provide off campus dining at a variety of locations for those students, staff or faculty who have placed dollars on their student ID card.

[Conference Services](#) promotes conference and meeting activities on campus, assists in planning summer conferences and manages sales and occupancy of the Residence Halls in the summer.

Bookstore

The [UAA Bookstore](#) provides essential academic resources, technology tools, and helpful campus life products, serving the needs of the UAA community while maintaining a self support operation and healthy operating fund balances. The bookstore contributes to the vitality of campus life by sponsoring special events that promoted community, respect for diversity, and global understanding.

General Support Services

Within [General Support Services](#) (GSS) a number of services and operations are performed for the university. The service operational elements are:

- **Central Receiving/Relocation/Surplus Services** provides responsive, accurate property receipt, verification and delivery of all equipment, materials and supplies ordered by departments within the University of Alaska Anchorage main campus; accomplishes on-campus office moves; and manages surplus property.
- **Postal Services**
- **Copy and Printing Services**
- **Parking Services**

[Wendy Williamson Auditorium](#)

Management of the auditorium, which is the university's largest public meeting place. In FY09, WWA hosted approximately 200 events of cultural, political, religious, and educational significance to both our campus and the community at large.

[Idea Bank](#)

Website for collection of constructive suggestions and ideas for improving and streamlining of services, processes, procedures, policies and sustainability.

Facilities and Campus Services

Mission

Facilities and Campus Services will provide safe, quality, cost effective, and expert support to the university.

Description

The mission of Facilities and Campus Services is accomplished through a number of smaller departments. Descriptions of those departments follow. Together, these departments accomplish the following activities:

- Operating and maintaining the university's physical environment
- Providing sustainable transportation services
- Planning, constructing, and renovating facilities
- Providing campus master planning
- Protecting the university's property interests
- Providing a safe and comfortable environment for our students, staff, faculty, and community

Environmental Health, Safety, and Risk Management Support

This department advocates and champions sound environmental, occupational, employment, and other business practices in order to safeguard the valuable human, property, program, and financial resources of UAA. The department head also serves as the Deputy for F&CS. This department employs a director and two staff members.

Facilities Planning and Construction

This department manages the planning, development, and execution of capital projects for Anchorage and its community campuses. In addition to current capital projects, the department also oversees master planning, design, and construction document development. A small jobs contractor is on contract for immediate delivery of construction services. This department also manages the university's space and facilities data. This department employs an interim director and 13 staff.

Facilities Maintenance and Operations

This department operates and maintains UAA's facilities. This includes work management; building, electrical, mechanical, and custodial services; grounds and horticultural maintenance; and fleet maintenance and transportation services for the Anchorage campus. This department employs a director, 14 non-represented staff, and 43 staff represented by the Local 6070 Crafts & Trades union, and a number of seasonal hires.

Budget

This department is supported by a budget of approximately \$14M (not including Capital Projects), with \$4M devoted to utilities. Beyond this budget, the university has received an average of \$23M per year (based on the last ten years) for capital projects, and \$3.6M for maintenance and repair projects.

Contributions to the Institution

Facilities and Campus Services personnel serve on multiple standing committees, including the Campus Safety Committee, the Facilities board of the Planning and Budget Advisory Council, the Sustainability Committee, and the Campus Response Team. Employees interface daily with the community, faculty, staff, and students.

Financial Services

Financial Services has multiple sections that are responsible for various financial operations of the campus. Financial Services is the home to Accounts Payable/Travel, Accounts Receivable, Cashiering, Financial Aid Disbursements, Financial Systems and Wolfcard Office, and Procurement.

Mission

To provide high quality service through commitment to our students, our employees and our institution in the financial services arena.

Description of major departments

Accounts Payable/Travel disburses funds to pay for all campus liabilities created by purchase orders, leases, and travel obligations. As a part of that process, all invoices and supporting documentation are reviewed for accuracy, completeness, and compliance with University regulations.

Accounts Receivable assists students in meeting their financial obligations with the university. This involves performing collection activities on student and agency accounts, and processing third party billings.

Cashiering provides service in receiving, verifying, recording, summarizing, reconciling, depositing, and safeguarding all monies received by the university.

Financial Aid Disbursement issues financial aid checks to students and processes refunds.

The Financial Systems and Wolfcard section provides training to new and existing users on the financial modules of the Banner system, provides users a single point of contact for resolution of system issues and problems, generates all monthly financial reports for the university, manages the financial services website, manages the Wolfcard office, and processes monthly bank and general ledger account reconciliations for the university.

Procurement Services assists the university in procuring goods and services in the most economical and efficient manner while ensuring compliance with a myriad of federal, state, and university regulations. In FY09, Procurement purchased over \$50M in commodities and services, and over \$23M in construction services.

In addition to the specific functions listed above, Financial Services personnel (depending on their area of expertise) advise and assist personnel within other units on special projects important to efficiency and effectiveness of the university's finances.

Budget and Personnel

Financial Services has a total of 36 employees and an operating budget of \$3,912,315 in FY10.

Human Resource Services

Please note that because so many of the processes and policies within Human Resource Services are addressed in Resources and Capacity section of Chapter 2, this unit description is brief.

Mission

The Human Resource Services Team enriches the lives of the UAA community by providing tools that attract, retain, and support a diverse and quality workforce. We identify and implement innovative HR strategies and solutions. We learn and inspire learning.

Description of major departments:

- Employee Records and Maintenance
- Employee Benefits Administration

- Employee Training & Development
- Recruitment Management
- Compensation/Job Classification
- Performance Evaluation
- Employee Relations/Performance evaluations

Number of employees

16

Budget

\$1.5million, general funds

Other items of significance

The director also serves as the campus ethics representative and is responsible for enforcing the Alaska Executive Branch Ethics Act at the MAU.

Sustainability

Mission

Through support of teaching, research, service, study and administration, the Office engages the UAA community and communities state-wide in long-range planning to sustain social-ecological systems, educate campus citizens, promote and reward local sustainability initiatives, support sustainable business practices, and encourage global thinking.

The Office of Sustainability is responsible for incorporating the concepts and practices of sustainability into all aspects of life at the University of Alaska Anchorage. The office was established in January 2009 and many of its functions are currently being developed and established. UAA has established its commitment to sustainable practices by signing the [Talloires Agreement](#) and the [American College and University Presidents' Climate Commitment](#), as well as by incorporating sustainability concepts into its internal policies and procedures.

The office includes a full-time director and six part-time students who conduct the recycling program. The director reports to the Vice Chancellor for Administrative Services. The annual budget for the office is \$175K.

Description of major functions

- Partnering with University-Medical (U-Med) District participants; the Center for Community Engagement and Learning; the Center for Advancing Faculty Excellence; student government, clubs, and other groups; other groups on campus; and community organizations to increase sustainability education and practices.
- Ongoing review of UAA's sustainability practices, strengths and weaknesses, reporting on UAA's efforts to meet its sustainability commitments. Advertising accomplishment of sustainability goals. Preparing reports for campus sustainability report cards.
- Coordinating events and hosting seminars, workshops, and conferences for students, faculty, staff, and community members, and expanding and updating the [sustainability website](#).
- Collaborating with faculty to develop sustainability curriculum and build sustainability concepts into existing curriculum.
- Expanding current green procurement policies, developing zero waste policies, and in the future, working with Dining Services to reduce food waste, use local foods when possible, and compost food waste.

- Disseminating carbon baseline information, continuing development of carbon emission reduction plan (CERM). Implementing CERM and Energy Policy. Encouraging use of alternate transportation methods and developing a bike and pedestrian friendly campus.
- Overseeing recycling program; planning and promoting its expansion. Developing a training program for student employees.
- Working with Facilities to incorporate sustainability into the physical plant.
- Continuing development of a network of people on campus that will encourage the practice of sustainability within their areas.
- In the future, incorporating the CERM into a long-term Strategic Sustainability Plan for UAA.
- Expanding the database of ongoing sustainability interests, projects, and research in order to encourage collaboration among faculty, students, and community partners.

University Police Department

Mission

The University of Alaska Anchorage Police Department consists of a group of professionals working together to provide a safe environment for the UAA community through the confident application of education, rule enforcement, and creative thinking.

Vision Statement

The University of Alaska Anchorage Police Department aspires to be a close knit organization of highly trained and professional employees becoming the primary source for problem solution within the UAA community and a valued resource for other enforcement agencies in Alaska.

Values Statement

The University of Alaska Anchorage Police Department holds to the following values:

- To always act with honesty, integrity, and fairness
- To treat everyone with respect and patience
- To be dependable and accountable to a strong work ethic
- To provide quality service to others as a responsibility not a task

Public Safety Department; University of Alaska Police (Regents' Policy P02.09.010)

Pursuant to AS 14.40.043

The University of Alaska Department of Public Safety, also known as the University of Alaska Police Department enforces state and local laws in connection with offenses committed on the property of the university. The department has units located on the University of Alaska Anchorage campus, the University of Alaska Fairbanks campus, and at such other university sites as the president may designate.

Description of major departments

- Criminal Investigation and Enforcement—UPD is responsible for the investigation of all crimes and incidents on UAA campus property, the enforcement of State of Alaska criminal and traffic laws, the apprehension and prosecution of perpetrators, and the investigation of UAA Student Code of Conduct violations.
- Community Policing—UPD adheres to the Community Policing philosophy to engage students, staff, and faculty in a positive and proactive manner to aid in enhancing safety and reducing victimization.
- Safety and Crime Prevention—UPD strives to reduce crime by decreasing the opportunity for crime to flourish. This is accomplished through the evaluation of physical surroundings, crime and call for service trends, and public education.

- Emergency and Disaster Preparedness—UPD strives to enhance the safety of the public by being fully prepared to respond to major incidents whether manmade or acts of nature. UAA adheres to the National Incident Management System as well as the Incident Command System and strives to continually train key stakeholders in their responsibilities within those standard structures.
- Safety and Site Assessment Evaluation—Upon request, UPD will evaluate the physical layout of an office suite area, department policies and procedures as they pertain to safety, train staff and faculty on the proper handling of disruptive customers, and provide multi-optional suggestions for structural improvement.
- RAD Training and Safety Education—UPD provides regular classes on Rape Aggressive Defense Training. This three-week class trains women to protect themselves against aggressive perpetrators.
- VIPS Program Volunteer in Action Program—UPD equips and trains the UAA Chapter of the Volunteers in Police Service (VIPS). This group of volunteers are called upon to assist in any major campus event and assist the police in such things as crowd and traffic control, evidence searches, and evacuations.

Employees

- Chief (1)
- Lieutenants (4)
- Detective Sergeant (1)
- Police Officers (9)
- Dispatchers (6)
- Administrative Staff (1)
- Student Workers (8)
- Currently recruiting for two officer positions and one potential term dispatcher position

Budget

\$2.15M in general fund and other sources of funding, including \$18K in revenue generated annually through charging back departments for providing money transport services when large amounts of money need to be transported to financial institutions.

Administrative Unit Description – Student Affairs

Unit Name and Contact: **Student Affairs**
 Bruce Schultz, Vice Chancellor for Student Affairs

Please note that because so many of the processes and policies within Student Affairs are addressed in Resources and Capacity section of Chapter 2, this unit description is brief.

Mission

Together we provide an environment for our diverse student population to reach their greatest potential through inspiration, accessibility, and support.

Unit Governance

Unit Leadership

- **Vice Chancellor for Student Affairs – Bruce Schultz:** Reports to the Chancellor; responsible for administration and financial operations of student services areas of the institution.
- **Dean of Students and Associate Vice Chancellor for Student Development:** Reports to the Vice Chancellor; unit described in greater detail later in the report.
- **Associate Vice Chancellor for Academic & Multicultural Student Services:** Reports to the Vice Chancellor; unit described in greater detail later in the report.
- **Associate Vice Chancellor for Enrollment Management:** Reports to the Vice Chancellor; unit described in greater detail later in the report.

Unit Operations

Under the leadership of Vice Chancellor Bruce Schultz, the UAA Student Affairs staff members provide student-centered services and programs that support students' academic and social integration into the UAA community, engage students in active learning, and foster the growth and development of each student. Three major divisions form the Student Affairs organization: Enrollment Management, Student Development and Academic and Multicultural Student Services.

Enrollment Management Division

Enrollment management is a framework for planning, implementing, and assessing an array of strategies that can be used to achieve the goals of educational quality and student success. Strategic enrollment management is an integrated planning and operational environment in which a university takes coordinated steps to identify and achieve its desired enrollment profile. It relies heavily on research and assessment to guide planning and implementation, it has deep roots in academic programs, and it seeks to integrate all campus activities within an overriding image and framework. The goals of educational quality and student success are fundamental to UAA's mission. They will not change. The strategies, however, are dynamic, and responsive. They build upon themselves and each other, each year raising the bar a little higher in the interests of being an efficient, effective, and responsive university for the 21st century.

Core Programs and Services

- Admissions
- Student Financial Assistance
- Student Information Office
- Office of the Registrar
- Electronic Student Services

Student Development Division

Mission

To empower students to be active and responsible citizens of the campus community; to be respectful of diverse perspectives; to attain their educational goals; and to develop skills for life-long learning. Toward that end, we build partnerships with academic programs and community organizations that embrace the experiential and educational opportunities for UAA students.

Core Programs and Services

- Dean of Students: Incident Response, Counseling & Support Services, GLBT Student Services, Student Advocacy & Referral, Student Safety Awareness
- Career Services Center: Career advising, Career Library, Student Internships, Resume and interview assistance.
- Student Health and Wellness Counseling Center: Health and Wellness Education, Mental Health Services, Physical Health Services
- Student Life and Leadership: Student Advising and Training, Co-curricular Programming, Student Leadership and Development. Engages students in a variety of leadership opportunities to enhance their academic experience at UAA. Programs encompass civic responsibility, community development, and social engagement. Advise students in developing ethical leadership, diverse campus programming, and effective communication skills.
- Student Union and Commuter Student Services: Commuter student service, Student Union programs and operations, Student Union Information Desk,
- Residence Life: Residential Education, Living & Learning Communities, Safety & Wellness, Alaska Native & Rural Student, Outreach, Leadership Education
- Student Judicial Services: Alcohol & Drug Education, Ethical Development, Student Judicial Services

Current priorities for the division of Student Development

- Champion Sustainability
- Promote Wellness
- Increase Student Success
- Strengthen the UAA Community
- Strengthen programs
- Expand and Enhance the Public Square

Academic and Multicultural Student Services Division

Mission

Academic and Multicultural Student Services provides academic and student support to assist students in reaching their educational and life goals.

Core programs and services

- Advising and Testing
- Disability Support Services
- AHAINA/TRIO
- Native Student Services
- Student Support Services
- New Student Orientation

Administrative Unit Description – University Advancement

- **Unit Name and Contact:** University Advancement
Megan Olson, Vice Chancellor for University Advancement

Mission

To generate awareness of and support for the University of Alaska Anchorage

Unit Governance

Unit Leadership

- **Vice Chancellor for University Advancement – Megan Olson:** Reports to the Chancellor; responsible for administrative and financial operations of University Advancement.
- **Assistant Vice Chancellor for Development:** Reports to the Vice Chancellor; a description of the unit is included below.
- **Assistant Vice Chancellor for University Relations:** Reports to the Vice Chancellor; a description of the unit is included below.
- **Senior Director of Alumni Relations and Annual Giving:** Reports to the Vice Chancellor; a description of the unit is included below.

Unit Operations

Under the leadership of Vice Chancellor Megan Olson, the division of University Advancement serves all of the campuses of the University of Alaska Anchorage by partnering to build awareness of UAA, create engagement opportunities for constituents, and achieve the university’s fundraising goals. University Advancement is comprised of three major units: University Relations, Development and Alumni Relations. The functions of these units are integrated completely in nearly every project executed.

University Advancement is strengthening the public square and contributing to the pride of the campus community through outreach events targeted to alumni, faculty, staff, students, and community members. Some examples include the WWAMI White Coat Ceremony and Alumni Reunion, and open houses for the Nursing Simulation Center and the School of Engineering. Hosting these events brings hundreds of alumni back to the campus and gives current students the opportunity to learn about life in their chosen profession after graduation.

The Office of University Advancement, with a staff of approximately 25 professionals, helps UAA grow and prosper by increasing public regard and support for the university and its students, alumni, staff, and faculty. Examples of how Advancement’s major units are contributing to UAA’s core themes are described below.

University Relations

[University Relations](#) is responsible for all public relations, communications, marketing, and branding of the institution. An assistant vice chancellor leads the team, which is composed of editorial associates, electronic media specialists, graphic designers, and a part-time photographer. Two interns also support the team during the academic year. The team is organized with a “beat system” whereby individuals are assigned to areas of the University so that they may become experts in these areas and write, speak, pitch, report on them fluently.

Contributions to the Institution

- Advertising campaigns to promote educational opportunities in high-demand fields, running on television, print, and radio—supported increased enrollment and eventually degrees awarded, helped build awareness of how UAA is impacting the community through education, and support private funding for program expansion.

- Strong presence in New Student Orientation, Freshman Convocation and Parent Reception – supported traditional student retention through engagement of new students and parents.
- Promotion and marketing of unique programs—Increased enrollment and raised the public’s awareness of these programs. Some efforts include working with Enrollment Management to develop and implement targeted enrollment marketing plans each fiscal year based on UAA and Enrollment Management priorities
- Collaboration with departments, institutes, and centers (such as Sponsored Programs) to promote research projects. Examples include the Sponsored Programs biannual publication “Research News;” Seawolf Weekly (with more than 1000 VIP subscribers), which highlights one research project in each issue; and a regular column on research in the Anchorage Daily News. Together, these communications have the potential to reach more than 300,000 community members, parents, alumni, students, legislators, and business leaders in Alaska.
- Collaboration with the UAA Bookstore to promote and podcast in-store and larger scale events

Development

Development is responsible for raising private, charitable support for the institution. The team is also led by an assistant vice chancellor (AVC) and is made up of five development officers (one of whom is also the AVC), a donor relations manager, and a development specialist. Advancement currently has three “embedded” development officers across the Anchorage campus: one in Athletics, one in the College of Business and Public Policy, and one in the Community & Technical College.

Contributions to the Institution

- Forged strong partnerships with deans and program directors in high-demand job areas to increase funding and public support for these programs. For example, Advancement raised \$15M for the ConocoPhillips Integrated Science Building and Arctic Science and Engineering Endowment, which provided funding for state-of-the-art lab equipment, and will enable three to five thousand students annually to pursue top-quality education in natural science fields with greater research opportunities. These expanded facilities will also allow UAA faculty to apply for NIH and NSF grants not previously available.
- A special anonymous gift to UAA will allow UAA to make significant strides in impacting student retention by providing funds for \$6M in scholarships, targeted to needs-based students (which can be applied to campus housing and licensed childcare). More than 50 students will receive this award the first year it is offered in 2009.
- Other gifts that impact high demand job areas include
 - Established a \$4M endowed chair for the Alaska Native Science and Engineering Program (ANSEP)
 - Private gifts from hospitals around the state to fund Nursing faculty and program support, affecting approximately 450 students and faculty each semester
 - \$1M gift from Chevron to enhance the Process Technology program at Kenai Peninsula College and the ANSEP program, directly impacting the lives of 1,800 students annually. This gift was divided evenly between Kenai Peninsula College and ANSEP.
 - Unrestricted giving has topped \$100K for two years running, providing support for high priority needs within UAA’s strategic plan, including supporting the Consortium Library’s digital resources and providing more than 900 tutoring hours.
- Raised more than \$613K in private scholarships (FY08), and more than \$100K through the Phonathon program to go toward scholarships and other academic funds. The Phonathon program also employs 15-25 students per semester, which supports undergraduate retention.
- Sharing the cost of a full-time development officer in the Community and Technical College, where Developmental Studies is located

Upcoming Fundraising Priorities (FY09-13)

- Seven new permanently endowed faculty lines
- Six new professorships
- Buildings and equipment for health programs and student housing
- Programs of the future (Alaska Public Education Fund, Center for Entrepreneurship)
- Nearly \$18M worth of scholarships and leadership awards to increase support for student excellence and achievement

Budget

Though the University of Alaska Foundation has funded a portion of the campus development function for the last several years, due to investment losses, funding will be significantly lower in the coming years. The expectation will remain that for every dollar the Foundation contributes the University match it equally.

Alumni Relations

Alumni Relations is primarily responsible for leading efforts to build engagement opportunities with UAA's more than 40,000 alumni (80 percent of whom live in the state of Alaska). Activities are thoroughly integrated into the two other operating units of Advancement. The alumni relations office is currently staffed by a senior director of alumni relations (with dual duties as director of annual giving) and an assistant alumni relations manager. The assistant manager devotes approximately 25 percent of her time to the UAA Alumni Association board staffing. The UAA Alumni Association (UAAAA) operates as a separate 501c3 nonprofit without direct staff authority and in partnership with the university under a memo of understanding. Once students graduate from UAA, Advancement is the main information source for alumni success/placement in degree field.

A new program in Advancement is a pilot mentorship program for undergraduates managed through an Alumni Relations and UAA Career Services partnership. This new program will support undergraduate retention in how it connects first year UAA students with local UAA alumni for a one year term of a networking and mentoring experience. Launched in early 2009, the program currently impacts a dozen students and alumni. Current year goals include strategic planning and standardization of the program with a FY10 goal to connect a dozen more partnerships, doubling the impact.

Guidelines for Selecting Fundraising, Marketing/Public Relations, and Alumni Relations Projects

Advancement undertook strategic planning process in 2007/08. The following guidelines are now used by Advancement for selecting fundraising, marketing/public relations and alumni relations projects:

1. Projects derived from the University vision and recognized as priorities for investment and growth.
2. Projects for which UAA is already well known and/or has the potential to become well known.
3. Projects that can extend the UAA brand and be linked with other marketing efforts
4. Projects for which institutional energy, resources and attention can be sustained for at least ten years
5. Projects that have synergy/are mutually reinforcing and, as a result, will be limited in number – substantive programs vs. a collection of pet projects (aka, “something for everyone”)
6. Projects for which there are identified passionate, committed deans and faculty champions, partnering with the Advancement Office
7. Projects for which we believe there is/can be adequate external partners and major donor prospects
8. Projects that lend themselves to effective communications, that the entire advancement team can get excited about, and for which advancement team capacity exists