

University of Alaska Fairbanks
2010 Annual Unit Plan

The information collected in the Annual Unit Plan (AUP) is used in a variety of required reports, including but not limited to Performance Review (formerly PBB), Alaska Budget System (ABS), Missions and Measures (M&M), and the Annual Operating and Management Reviews. Submission of the AUP is required in August of each year.

Please complete the following information using the format provided, and submit it electronically to by August 3, 2009 to Deb Horner, University Planner (fndgh@uaf.edu), with a copy to Ian Olson, PAIR (ian.olson@alaska.edu), as well as to Susan Henrichs, Provost (fyprov@uaf.edu). Research units (ARSC, IAB, IARC, GI) should copy Julie Benson, Center for Research Services (jbenson@gi.alaska.edu).

A. General Information

A1. Unit Name: College of Liberal Arts

A2. Unit Mission Statement - The mission is a short (no more than one paragraph) statement that describes why the unit exists. Unit mission statements that have been formally approval by the UA Board of Regents should not be changed or altered.

As part of America's arctic university and Alaska's research university, the College of Liberal Arts supports research and scholarship that furthers understanding of Alaska and the circumpolar region in a changing global context. The college provides learning opportunities beyond the classroom that foster responsibility, involvement and commitment to place. The College of Liberal Arts provides students in the liberal arts opportunities to develop knowledge in and across the arts, humanities, social and behavioral sciences, as well as expertise in specific areas of concentration. Core courses provide breadth to the general education of all UAF undergraduates, while liberal arts undergraduate and graduate programs ground students in their discipline.

A3. Core Services - This section identifies the unit's major functions that support its mission. In the interests of brevity, links to websites with additional information on the unit may be included. This section should not exceed two brief paragraphs.

Extensive research and faculty scholarship informs the teaching of numerous baccalaureate and graduate degree programs provided via twenty-four departments and interdisciplinary programs in the arts, humanities, social and behavioral sciences. www.uaf.edu/cla/

B. Progress Report

B1. Major Accomplishments

List the significant unit accomplishments for AY08-09 in the areas indicated below. Please include the top three accomplishments in each area. Be brief; and use web links to provide additional information if necessary.

- Teaching, research and public service:

1) In April the Board of Regents approved a new Ph.D. in Indigenous Studies to be administered by the Center for Cross-Cultural Studies, and a number of students have already made significant progress toward the degree through interdisciplinary study.

2) The Communication Department opened the UAF Speaking Center, which is now available to help students develop public speaking and other presentation skills in classes across the curriculum. Joining the very successful Writing Center (administered by the English Department) and the Language Lab (administered by the Department of Foreign Languages and Literatures), the Speaking Center will provide broad support for students developing speaking and writing competencies both in core classes and in their majors.

3) The Alaska Native Language Center published several important books in the last year that will help facilitate the preservation of Alaska Native languages, including a comprehensive St. Lawrence Island/Siberian Yupik Eskimo dictionary, a pocket dictionary of Lower Tanana Athabascan, a Tanacross learner's dictionary, and a conversational grammar of Atkan Aleut, all of which were edited by ANLC faculty members.

Borealis Brass, which includes Music Department faculty members James Bicigo and Karen Gustafson, released a new CD entitled "Roman Holidays," which was selected for broadcast on "BrassCast," an international podcast for brass music. The ensemble was also invited to perform concerts in Washington State, British Columbia, and Australia.

Michael Krauss, Emeritus Professor and founding director of the Alaska Native Language Center, was named a Linguistics Society of America Fellow for his distinguished contributions to the field of linguistics. <http://www.lsadc.org/info/lsa-fellows-name.cfm>

Ben Potter, Anthropology Department, directed excavations at Teklanika West in summer 2009, including helping to establish a cooperative agreement between UAF and the National Park Service that allows for the first excavation at this important site since the 1960s, and also a cooperative agreement with Denali Pipeline Company for workforce development for archeology technicians to perform appropriate site preparation on culturally-sensitive sites in anticipation of natural gas pipeline being built.

- Faculty, student and staff awards, competencies, regional/national/international recognition:

1) The Journalism Department won the 2009 Alaska Press Club Public Service Award for the “Decade of Doubt” series examining flaws in the police investigation of John Hartman’s 1997 murder. <http://www.uaf.edu/journal/news.html>

2) Amy Lovecraft, Political Science Department, was named to the National Academies’ Polar Research Board and chaired the INRA IPY Symposium held at UAF in March 2009 (in which many other UAF faculty participated as well). <http://dels.nas.edu/prb/>

3) Eduard Zilberkant, Music Department, guest-conducted the Prague Philharmonic in two concerts at the Ravello Festival in Italy, and also guest-conducted the Manhattan Chamber Orchestra in four concerts in New York City.

Dorli McWayne, adjunct with the Music Department, was named to a five-year position with the national Flute Association as Coordinator of the new Collegiate Flute Choir Competition, which will perform its inaugural concert in New York in August 2009.

Siri Tuttle, Linguistics and Alaska Native Language Programs, was invited to teach a three-week course at the Linguistics Society of America Summer Institute in July, 2009, title “Language Documentation and Language Communities.”

Maribeth Murray, Anthropology Department, was invited to serve on the Canada’s Three Oceans Scientific Steering Committee on Science/Policy in the Canadian Arctic.

Bryr Ludington, MFA student in the English Department, published a feature article “Pioneer of the Alaska Highway” in the October 2008 edition of *Alaska Magazine*; the article chronicles Elden Borders’ 1941 winter trek across a proposed route for the Alaska Highway.
http://www.alaskamagazine.com/index.php?option=com_content&task=view&id=1021&Itemid=46

B2. End Results and Strategies

Review end results, strategies, targets, etc, in the table below for the period July 1, 2008 to June 30, 2009, based on the 2009 AUP. Add rows as needed.

End Result:	Strategies to Achieve End Result	Target(s):	Measure(s)/ Assessment(s):	Status:	Budget Impact
Stability and quality among faculty in Psychology to maintain the new Ph.D. program and the baccalaureate major, and to support research in Alaska Native health and behavioral health	Three faculty searches. Continue discussions with CANHR & IAB about equitable distribution of ICR on Psychology faculty sponsored projects since CLA bears the faculty recruitment and tenure costs.	At least one faculty position filled. Equitable distribution of ICR to the College of Liberal Arts. Sufficient tenure-track faculty in appropriate areas to satisfy APA accreditation requirements	Successful hires from strong pools Increased ICR to CLA Tenure-track faculty teaching majority of upper-level and graduate classes	2 new tenure-track hires; 3 failed searches; 1 new resignation (net gain of one faculty member) New job request form for hires specifies that grants will be administered through CLA; some increased ICR already this year from Psychology faculty grants	FY09 increment request \$205,220 denied FY10 increment funded for half of request (\$87.5K) for new position, Provost covered other half for one year with carry-forward Second half (\$87.5K) in FY11 budget request
Stable funding for faculty scholarship travel at a sufficient level	Modest increment to faculty travel. Continue College travel policy of reimbursement support to present scholarly work product. Actively seek other funding.	Travel support requests will exceed available general fund monies. Faculty will prepare and submit proposals to sponsors that include support for travel; at least one administrative request (internal or external sponsor) for additional travel funds.	Level of faculty research travel Number of grant proposals that include travel money for research	Proposals in the college now routinely include travel funding, and some of these have already been funded One administrative request secured EPSCoR funds for travel for advanced training for new Grants Management Assistant	FY09 increment request \$75,000 denied Internal reallocation for FY09 for \$30K Some (<\$10K) travel funding from new grants

<p>Sufficient classroom and research lab space for Anthropology</p>	<p>Actively seek funding to adequately equip the newly repurposed laboratory space.</p>	<p>At least \$8,000 in new equipment will be purchased & installed for use.</p> <p>At least one proposal for equipment will be prepared and submitted to an external sponsor.</p>	<p>Increased lab space</p> <p>New lab equipment purchases</p>	<p>Faculty reassignment out of Anthropology has freed up some lab space; Grue 103 reassigned to Anthropology research; \$70K worth of new equipment funded internally and grants written to cover additional, but at least \$75K still needed for equipment associated with new faculty positions; Anthropology Dept. has submitted a Major Equipment Request to NSF</p>	<p>VCR denied FY08 request for year-end monies (\$50,000) and rolled to FY10 capital budget request (\$75,000), which was denied but is in FY11 request</p> <p>Some funding proposals for covering additional equipment purchases</p>
<p>More undergraduate majors in selected departments with sufficient faculty and under-enrolled classes</p>	<p>Recruit & hire Enrollment Management staff. Secure and furnish EM workspace.</p>	<p>Enrollment management staff position filled and operating in dedicated and suitably equipped workspace.</p>	<p>New person in place in enrollment management; better sense of where in the college to target recruiting and retention; wider participation by faculty in more recruiting and retention activities; increased enrollment in non-service classes</p>	<p>Hired Dean's Assistant for Enrollment Management and Public Information, who has begun to generate improved data on capacity, revamped CLA website, and developed print and digital media recruitment tools</p> <p>Assoc. Dean prepared CLA content on template for articulation between Washington community colleges and 3 B.S. degrees in CLA</p>	<p>FY09 increment request \$141,611 funded at \$85K level</p> <p>Associate Dean secured \$45,000 (2 grants) to develop print, web & digital recruitment tools for CLA degree programs.</p>

<p>Maintaining momentum and capacity in research following International Polar Year and next-phase EPSCoR</p>	<p>Recruit & hire a Grants Management Assistant.</p> <p>Establish need for Administrative Specialist for sponsored health programs.</p>	<p>Recently vacated Grants Management position will be refilled.</p> <p>Fiscally-oriented administrative support for sponsored health programs (e.g., AK Rural Behavioral Health Training Academy, and the emergent cluster).</p>	<p>New grants management assistant</p> <p>Renewed EPSCoR funding</p>	<p>Hired Grants Management Assistant with EPSCoR support</p> <p>Several competitive applications for federal stimulus money</p> <p>New tenure-track social scientist hired (in Political Science) as part of EPSCoR award</p> <p>New research assistant professor affiliated with Biological Anthropology has already submitted two major federal funding proposals</p>	<p>EPSCoR-III supports 50% of Grants Management Assistant; other half currently internally funded</p> <p>FY10 increment request for \$65K denied, back in FY11 request</p>
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<p>Emergence of focal areas to engage mission: Integration of Alaska Native programs</p>	<p>Three small units in CLA will move toward administrative and programmatic integration.</p> <p>Actively seek support for Alaska Native language archive.</p>	<p>Emergence of a focal area centered on Alaska Native programs: joint hires & publications, etc.</p> <p>Archive will have adequate space, administrative support and a revised collections policy.</p>	<p>Administrative consolidation and savings</p> <p>Synergy in course offerings and grant proposals</p> <p>Professionally maintained and administered Alaska Native Language Archive</p>	<p>Book publishing and distributing activities of two units consolidated</p> <p>Faculty are working on joint hiring committees</p> <p>One resignation (moved to CRCD program) and one successful tenure-track hire in Alaska Native Studies</p> <p>One faculty member reassigned to Center for Cross-Cultural Studies from Anthropology</p> <p>Director of Archive hired, and assigned to update policies; funds to hire archivist in FY11 request; funding proposal for major digitization & cataloguing effort submitted to sponsor.</p>	<p>Internal funding for FY10; FY11 budget request of \$85K to fund archivist</p>
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<p>Emergence of focal areas to engage mission: Improved coordination of efforts in behavioral health and community services.</p>	<p>Components of relevant units (Sociology, Social Work, Justice, ARBHTA, Psychology) will explore developing a possible health and human services section within the college.</p>	<p>Emergence of disciplinary synergy and critical mass of faculty sufficient to undertake larger federally and state-sponsored health workforce development /training projects.</p> <p>Focal emphasis will expand opportunities for community-based learning and resident internships.</p>	<p>More sponsored research cooperation across departments</p> <p>Coalescing of disparate courses, training, and research around restorative justice, rural health, and workforce training</p>	<p>ARBHTA now affiliated with Justice Dept., and includes two new grant-funded term faculty (one converted from a staff position)</p> <p>Several funding proposals are currently being developed by faculty members in different departments</p> <p>New tenure-track hire in Restorative Justice</p>	<p>2 new term faculty (9 + 3) are supported 100% via external funding (mixture of state, federal & private)</p>
<p>Emergence of planning and discursive bodies that transcend departmental boundaries and address broader issues.</p>	<p>Articulate goal, needs and purpose via multiple modalities (e.g., college Convocation, chairs' councils, and so forth).</p> <p>Actively seek opportunities for sponsored Visiting Scholars in liberal arts disciplines.</p>	<p>A college-wide steering/advisory committee emerges.</p> <p>The Social Science Research Working Group will develop into a lively presence.</p> <p>Faculty Committee on Collaboration in the Arts leads efforts on new interdisciplinary MFA and undergraduate program formulations designed to attract larger numbers of students.</p> <p>Submission of at least one funding proposal for visiting scholar/faculty.</p>	<p>Number of collaborative arts events, number of SSRWG events, instances of new collaborative research, new funding proposals</p>	<p>Committee on Collaboration in the Arts sponsored five events, including a fundraising run of original movie <i>Chronic Town</i> with extensive UAF faculty and student participation, and campus visit by Michael Cherlin, Founding Director of the Interdisciplinary Program in Creative Arts at the University of Minnesota</p> <p>Social Science Research Working Group sponsored six presentations by faculty in the departments of History, Sociology, and Political Science and the School of Fisheries</p>	<p>Internal reallocation of funds.</p> <p>(development and sponsorship opportunity)</p>

<p>Program Development: to convert minor programs to degree majors (Film Studies, Global Studies, Women's Studies)</p>	<p>Support faculty groups leading the degree development efforts; intensive discussions in the college toward major cross-disciplinary initiatives in curriculum and future hiring</p>	<p>At least one of the three minors will have major available for fall 2009.</p>	<p>Course offerings, enrollment; progress of degree through approval process</p>	<p>Film major currently under consideration by Board of Regents; term appointment for one-quarter time program director with \$5K budget; film students already doing grant-funded projects; program offered film workshops and public screenings of their production "Chronic Town" which was an official selection of the 2008 Sundance Film Festival</p> <p>Women's Studies renamed Women's and Gender Studies as part of planning for baccalaureate program</p>	<p>Workload adjustments and internal reallocation, principally one term three-quarter position increased to full-time; sponsored projects beginning to generate ICR for CLA instructional support</p>
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<p>Open discussion for a review & revision of the entire baccalaureate program</p>	<p>Participate in Honors Program retreat.</p> <p>Participate in Core Curriculum review & revision discussions.</p> <p>Actively seek sponsors for curriculum development projects.</p>	<p>Increase undergraduate research participation and productivity.</p> <p>Integration into curriculum planning of major elements of NASULGC and ACE criteria for globally competent baccalaureate students</p> <p>BA curriculum sufficient to meet national criteria for inclusion in honor societies such as Phi Beta Kappa.</p> <p>At least one proposal for sponsored curriculum development efforts.</p>	<p>Level of dean and faculty participation in core curriculum, Honors program revision discussions</p> <p>Curriculum development grant</p> <p>Increased support for and production of undergraduate research</p>	<p>15% of projects listed in UAF database are CLA http://www.uaf.edu/research/studentsindex/database/</p> <p>Associate Dean is working with Honors Program Director, Associate Provost, and VCR, to have creative scholarship thesis activities included in public database</p> <p>Significant gift to launch CLA undergraduate research fund via UA Foundation</p> <p>Dean & Associate Dean participated in day-long Honors' Program retreat and program evaluation</p> <p>Undergraduate students are being included in externally sponsored funding proposals and project</p> <p>Faculty participation in summer HERS institute had CLA Undergraduate Research as workshop project</p>	<p>Workload adjustments and internal reallocation</p> <p>\$2.5K gift as seed money to support undergraduate research fund</p>
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B3. Analysis of Performance Metrics and Supporting Data

Unit data will be provided by the UAF Office of Planning, Analysis and Institutional Research (PAIR). Respective data reports will be available at <http://www.uaf.edu/pair/metrics.html> for your use by July 20, 2009. Units may also include additional unit-specific performance data at the end of the section. Please use the same format in reporting unit-specific performance data. Please write a brief data analysis that incorporates the following aspects, where applicable:

Data Review

- Evaluate the differences in final numbers as compared to your unit targets. Did your unit meet its stated goal? Why or why not?
- Discuss data trends, both positive and negative.
- Indicate whether or not the targets should be adjusted for future years in light of trends.

Strategies

- Reflect upon key unit strategies initiated over the last year – which ones worked and which ones returned results that did not meet your expectations. Please explain. Take careful note of this critical piece as it plays an important role in the university's overall Performance evaluation.
- If there is a formal plan (e.g., Enrollment Management Plan) that is strongly related to a particular performance criteria, discuss any evidence that the plan is or is not achieving its objectives, and if not, any changes implemented or planned.

Resources and Reallocation

- Were there any resources allocated or reallocated to support achievement of your unit's targets and strategies? If so, please explain.
- Are any areas of achievement suffering from a resource (re)allocation that additionally impacts other metrics?
- Of all your strategies, which is your most critical for unit success and is it in need of additional resources in order to make it successful?

Fairbanks Academic Unit-Level Historical Performance and Targets

▼	Performance Metrics and Supporting Data Reporting Period: FY08 (July 1, 2008 to June 30, 2009)	Historical Performance					FY10 Target		FY11 Target
		FY05	FY06	FY07	FY08	FY09	Current	New	
1	Student Credit Hours Generated (ex. 500-level)	51,832	51,473	48,863	49,268	48,760	50,500	50,500	51,000
2	Grant-Funded Research Expenditures	1,790	1,372	969	1,392	1,699	1,750	1,850	1,950
3	High Demand Job Academic Awards	70	79	86	75 (104*)	68 (105*)	110	110**	115**
4	Undergraduate Student Retention	66%	66%	73%	68%	78%	75%	80%	83%
5	Undergraduate Enrollment	1,265	1,324	1,322	1,379	1,407	1,400	1,420	1450
6	UA Scholar Enrollment	115	130	147	153	153	150	155	160
7	Graduate Enrollment	230 master's 38 doctoral	241 master's 39 doctoral	221 master's 57 doctoral	220 master's 75 doctoral	200 master's 77 doctoral	235 master's 65 doctoral	210 master's 80 doctoral	210 master's 80 doctoral
8	Unit Enrollment Management Plan	No	No	No	In progress	In progress	Yes	Yes	Yes
9	Student Learning Outcomes Assessment	26%	72%	69%	Not available	100%	100%	100%	100%

* Data discrepancy—see more detailed tables below.

** Highly dependent on new funding to increase capacity.

In her first year in a newly created position (funded with new money), the Dean's Assistant for Enrollment Management and Public Information spent the bulk of her initial eight months developing needed recruitment tools and materials for CLA programs. She began to develop a picture of the college's capacity for growth and prepare an initial version of the college's enrollment management plan. In the coming year she will work with the dean to enhance recruiting and retention efforts across the college, but also to concentrate in particular on baccalaureate enrollment in two programs, Theater and English, and possibly one more in the social sciences, all chosen because they have room in their classes for more students and relatively low numbers of majors.

Total student credit hours in the college are so strongly affected by overall UAF enrollment patterns, mainly because of the core curriculum responsibilities in CLA, that we do not have the ability within the college to affect a large percentage of total SCH. (Hence the modest projections for growth.) However, we do want to begin taking some control of our own enrollment "destiny" by concentrating on majors and upper-division classes. We expect the bulk of the projected increases in undergraduate majors to come in those two or three targeted programs, reflecting our focused efforts in recruiting and retention. Those one-year gains in a few programs will be relatively small, but they will give us the needed experience and information to improve recruiting and retention across the college. Also, we hope that CLA's participation in the WSCCU articulation agreement will tend to increase undergraduate BS majors in Anthropology, Psychology, and Sociology.

We should expect to see modest growth in graduate enrollment due to continued ramping up of the Psychology Ph.D. program, launching of the newly accredited Indigenous Ph.D., the Justice Department's efforts to secure graduate RAs via external funds (EPSCoR & ARRA/NIH), and additional efforts at externally sponsored graduate research and assistantships and dissertation fellowships. To effect any significant growth in those areas, we would need new money for faculty positions (most importantly), office, classroom, and laboratory space, and new TA's and RA's.

One of the first duties accomplished by the new DAEMPU last year was to begin to draft an enrollment management plan for the college. We will be finalizing this plan early in the coming year and then continuing to revise it as we get a better sense of our capacity and what tools are available for growth.

All departments had submitted approved outcomes assessment plans by fall of 2008, so technically the college has 100% compliance with assessment mandates, but in reality there is a great deal of variation in how assessment is being carried out. The departmental self-studies being written this year for the 2011 accreditation report will give us much better information on how we're doing with outcomes assessment, so next year's AUP should be more detailed on this topic.

Research Unit-Level Historical Performance and Targets –
Data as supplied by PAIR

▼ Line No.	<i>Performance Metrics and Supporting Data</i> Reporting Period: FY08 (July 1, 2008 to June 30, 2009)	<i>Historical Performance</i>					<i>FY10 Target</i>		<i>FY11 Target</i>
		FY05	FY06	FY07	FY08	FY09	Current	New	
1	Grant-Funded Research Expenditures	1,790	1,372	969	1,392	1,699	1,750		
2	Indirect-Cost Recovery	178,512	141,720	89,936	169,992		165,000		
3	Non-General Fund (NGF) Revenue								
4	Ratio of NGF Revenue to GF Revenue								
5	TA/RA Positions	68	71	77	77	76	85		

**Research Unit-Level Historical Performance and Targets –
Data as taken from Banner and with additional details broken out**

▼ Line No.	<i>Performance Metrics and Supporting Data</i> Reporting Period: FY08 (July 1, 2008 to June 30, 2009)	<i>Historical Performance</i>					<i>FY10 Target</i>		<i>FY11 Target</i>
		FY05	FY06	FY07	FY08	FY09	Current	New	
1	Grant-Funded Research Expenditures	1,790	1,372	969	1,392	1,699	1,750	1,850	1,950
2	Indirect-Cost Recovery – College of Liberal Arts	178,512	165,964	86,935	170,875	250,417	165,000	175,000	185,000
2a	Indirect-Cost Recovery – Alaska Native Language Center	14,768	29,116	20,193	19,533	20,565			
3	Non-General Fund (NGF) Revenue								
4	Ratio of NGF Revenue to GF Revenue								
5	TA/RA Positions	68	71	77	77	76	85	85	90
5a	RA Positions (grant-funded) Data Source: Query via Oracle Databrowser 07/29/2009	n/a	n/a	n/a	13	15	16	18	20

CLA had an excellent year in sponsored research and brought in a very high amount of ICR, enabling us to fulfill some important commitments to faculty space and equipment, faculty and staff computers, and faculty research travel. This year was somewhat anomalous, as we competed successfully for significant International Polar Year and EPSCoR funding. We expect some continued momentum as IPY enters its synthesis activities phase, and we continue to build on the EPSCoR-seeded capacity building projects and faculty. Junior faculty responded rapidly to ARRA federal stimulus funds applications; one has recently been awarded and three others remain under competitive review by NIH.

We are also reaping the benefits of having made a determined commitment to increasing sponsored research in the college. The Research Director took on the additional duties and higher profile of Associate Dean, and we filled the vacant position of Grants Management Assistant. Together they aggressively monitor funding opportunities and present them to CLA faculty and students. Improved burn-rate tracking and project monitoring procedures are being instituted to reduce no-cost extensions on sponsored projects.

The college is just beginning to develop an emphasis on external funding for graduate research assistants, and we anticipate fostering a culture of securing such positions throughout the college, which in turn would expand our opportunities for graduate recruiting and training. Additionally, we are expanding efforts for undergraduate research experiences, which may include undergraduate research assistantships, and we have submitted an FY11 increment request to support a portion of that effort.

B4 Publications in refereed journals/periodicals 74 publications (CLA has 121 faculty (excluding Library), but many (especially in the Arts) are not expected to routinely publish refereed materials as part of their research workload.)

Please use the format below to report publications for CY2007. Include only UAF lead and co-authors. Books/ chapters may also be reported using the appropriate table below. Citation reporting is optional.

School, College or Institute	Journal/Publication	Title of article	Lead author (last name, first initial)	Co-author(s)	Publication Date
College of Liberal Arts	Professional Psychology: Research and Practice 38:248-258	A multicultural assessment supervision model to guide research and practice.	Allen, J.		2007
College of Liberal Arts	Counseling Across Cultures, 6 th ed	Drug and alcohol abuse in cross-cultural counseling.		Allen, J.	2007
College of Liberal Arts	Spine 32(21):2334-2338	Variability in rates of arthrodesis for patients with cervical spine injuries with and without associated spinal cord injury.		Arthur, M.	2007
College of Liberal Arts	Journal of Bone and Joint Surgery 89(2): 317-323	Variability in rates of fusion procedures for patients with cervical spine injuries with and without associated spinal cord injury.		Arthur, M.	2007
College of Liberal Arts	Cultural Studies and Science Education 2(1)	The work of Oscar Kawagley	Barnhardt, R.		2007
College of Liberal Arts	Traditions and Culture in the Millennium: Tribal colleges and universities.	The implementation of a World Indigenous Accreditation authority.	Barnhardt, R.		2007
College of Liberal Arts	Social Justice, Peace and Environmental Education: standards and guidelines for students, teachers, schools and curriculum.	Alaska standards for culturally responsive schools.	Barnhardt, R.		2007
College of Liberal Arts	Culturally responsive teacher education: Language, culture and community.	Bilingualism, culture and identity.		Barnhardt, R.	2007
College of	Place-based education in the Global	Creating a place for	Barnhardt, R.		2007

Liberal Arts	Age: Local diversity	indigenous knowledge in education: the Alaska Native Knowledge Network.			
College of Liberal Arts	System thinkers in action: a field guide for effective change leadership in education.	Culture, chaos and complexity: catalysts for change in indigenous education.	Barnhardt, R.	Kawagely, O.	2007
College of Liberal Arts	IJAL	Review of Mary D. Swift, <i>Time in Child Inuktitut: a developmental study of an Eskimo-Aleut language.</i>	Berge, A.		2007
College of Liberal Arts	Never Night		Burleson, D.		2007
College of Liberal Arts	Deep Travel: contemporary American poets abroad	“Ejo”, “Howdy” and “Waking Again”	Burleson, D.		Spring 2007
College of Liberal Arts	Neo	“Garden”, “Hour”, “Some Names” and “Migration”	Burleson, D.		2007
College of Liberal Arts	Companion to Australian Literature	Writing the Nation 1900-1940	Carr, R.		2007
College of Liberal Arts	Antipodes: A North American Journal of Australian Literature	More than a potboiler.	Carr, R.		2007
College of Liberal Arts	GLQ 13:4	Gothic sexualities: review of George Haggerty <i>Queer Gothic</i>	Coffman, C.		2007
College of Liberal Arts	Alaska History	Review of “From Bent Pins to Chains”	Cole, T.		2007
College of Liberal Arts	The International Journal of Speech, Language and the Law 14(2):27-50	Taboo terms in a sexual abuse criminal trial	Cooper, G.B.		2007
College of Liberal Arts	Language and the Law: International outlooks	Semantic density as a marker of authorship: a preliminary study.	Cooper, G.B.		2007
College of Liberal Arts	Quarterly West	Time Capsule	Crouse, D		Spring 2007
College of Liberal Arts	The Northern Review	Alcohol cultures in Finland and Alaska: Explosive	Ehrlander, M.		Fall 2007

		drinking patterns and their consequences.			
College of Liberal Arts	Report to the Tohono O'odham Nation	Traditional foods on the Tohono O'odham nation with focus on San Lucy	Fazzino, D.		2007
College of Liberal Arts	Forensic Science International 159(2-3):182-188	Identification of animal species by protein radioimmunoassay of bone fragments and blood stained stone tools.		Gerlach, SG	2007
College of Liberal Arts	Climatic Change 82:77-79	The influence of human activity in the Arctic on climate and climate impacts.		Gerlach, SG	2007
College of Liberal Arts	Conservation Biology 22(2):252-266	The ecological future of the North American bison: conceiving long-term, large-scale conservation of a species.		Gerlach, SG	2007
College of Liberal Arts	Environmental Research Letters 2(4)	Food and water security in a changing arctic climates		Gerlach, SG Loring, P	2007
College of Liberal Arts	Danish Cookbooks		Gold, C.		2007
College of Liberal Arts	The Northern Review 28: 60-78	The emergence of a Northern vision in the fiction and nonfiction of Nancy Lord.	Heyne, E.		2007
College of Liberal Arts	Alaska Park Science 6(2):78-82	An American-Canadian traditional ecological study of the Upper Tanana River fisheries.	Holton, G.		2007
College of Liberal Arts	Information Technology and Indigenous People.	Building the Dena'ina language archive.	Holton, G.		2007
College of Liberal Arts	Language	Review of <i>The Origin of Agent Makers</i> by Enrique Palancar.	Holton, G.		2007
College of Liberal Arts	Sudan and Nubia 11:66-71	Overview of the Hierakonpolis C-Group dental remains.	Irish, J.		2007

College of Liberal Arts	Nekhen News 19:23	Who was buried in the C-group cemetery? Evidence from their teeth.	Irish, J.		2007
College of Liberal Arts	Words of the Real People			Kaplan, L.	2007
College of Liberal Arts	Resilience in Arctic Societies: Papers from the Third IPSSAS		Kaplan, L.		2007
College of Liberal Arts	International Journal of Social Psychology 13, 202-212.	Person perceptions of death with a Japanese and an American target.	Kim, J.		2007
College of Liberal Arts	International Encyclopedia of the Social Sciences, 2 nd ed.	Person perception.	Kim, J.		2007
College of Liberal Arts	Society for Intercultural Education	Creating communal education programs for Alaska Native students	Kleinfeld, J.		2007
College of Liberal Arts	THYMOS: Journal of Boyhood Studies 30(1): 111-121	Boys left behind: gender role disintegration in the Arctic	Kleinfeld, J.		2007
College of Liberal Arts	Northern Review 27: 35-59	How the frontier imagery of the North shapes the people who come.	Kleinfeld, J.		2007
College of Liberal Arts	Partnership Perspectives 6(1):125-132	Health promotion in rural Alaska: building partnerships across distance and cultures.	Lardon, C.		2007
College of Liberal Arts	International Journal of Circumpolar Health 66(1): 51-61	Stress, coping and well-being among the Yup'ik of the Yukon-Kuskokwim Delta: the role of enculturation and acculturation.		Lardon, C	2007
College of Liberal Arts	International Journal of Circumpolar Health 66(1):8-18	The Center for Alaska Native Health Research: a community-based participatory research study of obesity and chronic disease-related protective and risk factors.		Plaetke, R. Lardon, C.	2007
College of	International Journal of Circumpolar	Keeping busy: A		Kwachka, P.	2007

Liberal Arts	Health 66(1): 42-50	Yup'ik/Cup'ik perspective on health and aging.		Lardon, C.	
College of Liberal Arts	Quebec Studies 42, 133-140	Bridging the biophysical and social in transboundary water governance: Quebec and its neighbors.	Lovecraft, A.		Winter 2007
College of Liberal Arts	American Review of Canadian Studies 7(32):218-245.	Transnational environmental management: US-Canadian institutions at the interlocal scale.	Lovecraft, A.		2007
College of Liberal Arts	Inland Northwest Research Alliance Water Resources Research Consortium Report	Water resources management research and education needs assessment.		Lovecraft, A.	November 2007
College of Liberal Arts	Choice	Review of <i>Violence over the Land: Indians and Empires in the Early American West</i> by Ned Blackhawk.	Mangusso, M.		July 2007
College of Liberal Arts	Pacific Northwest Quarterly	Review of <i>Empire's Edge-American Society in Nome, Alaska, 1898-1934</i> by Preston Jones.	Mangusso, M.		Spring 2007
College of Liberal Arts	Alaska History 22, 1 & 2: 59	Review of <i>Good Company-a mining family in Fairbanks, Alaska</i> by Sarah Crawford Isto.	Mangusso, M.		Fall 2007
College of Liberal Arts	Medieval Academy of America	In memoriam for Aron Ykovlevich Gurevich	Matusevich, Y.		Summer 2007
College of Liberal Arts	VOX-a philosophy journal	Aron Gurevich and the silence	Matusevich, Y.		May 2007
College of Liberal Arts	American Indian Quarterly 31(1)	The effects of environmental change on an Arctic Native community.		McBeath, G.	Winter, 2007
College of Liberal Arts	Economic Development and Democratic Transformation: Taiwan and East Asia.	China's environmental diplomacy: the case of biodiversity.	McBeath, G.		2007
College of	American Journal of Chinese Studies	China's environment and the	McBeath, G.		April 2007

Liberal Arts	14(1): 89-90	challenge of sustainable development.			
College of Liberal Arts	Journal of Applied Security Research	Delivery drivers and long-haul truckers: traveling serial murders	McClellan, J.		2007
College of Liberal Arts	Journal of Applied Security Research 2(4):29-45	Animal cruelty and violent behavior: is there a connection?	McClellan, J.		2007
College of Liberal Arts	Journal of Security Education	Unsolved homicides: what do we know?	McClellan, J.		2007
College of Liberal Arts	Alaska Journal of Anthropology 5(1):23-42	Holocene assemblage variation in the Tanana basin: NLUR archeological research	Potter, B.		2007
College of Liberal Arts	Environmental Archeology 12(1):3-23	Models of faunal processing and economy in the early Holocene interior Alaska.	Potter, B.		2007
College of Liberal Arts	Shakespeare Quarterly 58(4):548-550	Review of <i>Treason by Words: Literature and rebellion in Shakespeare's England</i> by Rebecca Lemon.	Reilly, T.		Winter 2007
College of Liberal Arts	Globalization and Uncertainty	Development assistance, the environment and stakeholder participation: toward a new conditionality?	Rosenberg, J.		2007
College of Liberal Arts	Digital Language Lab Solutions, 2 nd ed.	Multimedia Teaching Laboratory (LEM version 6)	Siekman, S.		2007
College of Liberal Arts	Alaska Magazine	Power Broker: Chena Hot Springs resort owner Bernie Karl	Snifka, L.		November 2007
College of Liberal Arts	Anchorage Press	Into the Wild Ride: Christopher McCandless	Snifka, L.		September 2007
College of Liberal Arts	Anchorage Press	David Sedaris: Human or not?	Snifka, L.		May 2007
College of Liberal Arts	Every Day with Rachel Ray	Locals Only: Anchorage	Snifka, L.		March 2007
College of	Alaska Airlines Magazine	The Arctic Diamond	Snifka, L.		March 2007

Liberal Arts					
College of Liberal Arts	Anchorage Press	In a Far Country	Snifka, L.		January 2007
College of Liberal Arts	ANLC Working Papers Vol. 7 (p. 133-142)	The spruce tree experiment: Athabascan-to-Athabaskan translation in the classroom.		Tuttle, S.	2007
College of Liberal Arts	Nouveaux cahiers de linguistique francaise 28:305-316	Intonational marking of discourse units in two Dena'ina texts.	Lovick, O.	Tuttle, S.	2007
College of Liberal Arts	LASA	From subarctic to subtropicalismo: Kevin Johansen and the New Nomadic Latin identity.	Wilson, T.		September 2007
College of Liberal Arts	ACLA	Tex-mess? North and South in the musical style(s) of singer(s?) Kevin Johansen and <i>Quebin Yojansen</i>	Wilson, T.		April 2007

B5. Occurrences of applied research benefiting Alaska

School, College or Institute CLA - department or program	Project Title	Status on 6.30.2009 (completed, active, awarded, proposed)	Description of contribution to the state of Alaska
ANLC	Career: Aleut Linguistics, Language Teaching	Active	AK Native language preservation/education
ANLC	Machine Translation Project	Active	AK Native language preservation/education
ANLC	Statewide Meeting on AK Native Languages	Active	AK Native language preservation/education
ANLC	Ahtna Texts	Active	AK Native language preservation/education
ANLC	Minto Songs Project	Active	AK Native language preservation/education
ANLC	IPY Post-Doctoral Fellow/Linguistics	Active	AK Native language preservation/education
ANS	Traditional Ecological Knowledge and Biological Sampling/Birch Creek	Active	AK Native issues
ANS	Ethnographic Overview & Assessment	Active	AK Native issues
ANS	Festival of Native Arts (UA Foundation)	Active	Tourism, community cultural events

ANS	Festival of Native Arts (FAA bedtax regrant)	Active	Tourism, community cultural events
ANS	ASCA: Festival of Native Arts 2009	Active	Tourism, community cultural events
ANTH	Social Science Initiatives in IPY	Active	Climate change & impacts
ANTH	Moved By the State	Active	Climate Change & impacts
ANTH	Hunting as Being and Knowing	Active	AK Native issues & impacts
ANTH	Sustainable Farming in Alaska	Active	Resources & management
ANTH	Food Localization & Comm.	Active	Resources & management
ANTH	New Religious Movement in Russian North	Active	International relations & travel
ANTH	Archaeological GIS Modeling Project	Active	Resources & management
ANTH	Palaeoethnobotany of Egypt	Active	Climate change & human migration
ANTH	CESU: Educational Media & Natural Sound	Active	Tourism, community cultural events
ANTH	Turner River Human Remains	Active	AK Native issues
ANTH	Mink Island Archaeofanual Analysis	Active	Climate change & impacts
ANTH	DIG: DEW Line Passage Project	Active	International issues
ANTH	SGER: Emergency Analysis and Conservation of Early Holocene Organic Tools from Central Alaska	Active	Ak Native issues
ANTH	A Great Migration: Using Measures of Dental Affinity to Retrace Bantu Expansion	Active	Climate change & human migration
ANTH	Soc Vulnerability Climate Change	Active	Climate change & impacts
ANTH	Oil & Gas Development Impacts	Active	Resources & management
ANTH	New Religious Movements Supplement	Active	International issues
ANTH	Traditional Ecological Knowledge	Active	AK Native issues
ANTH	Archaeological Training Program	Active	Workforce development
ANTH	Understanding Site Formation and Cultural Activities at Teklanika West	Active	AK Native issues
ANTH	Fellowship: Understanding Site Formation and Cultural Activities at Teklanika West	Active	AK Native issues
ANTH	Yankovich Miller Hill Multi-Use Path Site Evaluation	Active	Tourism, community cultural events
ANTH	Partial support of ICASS VI	Active	International relations
ARBHTA	Alaska Rural Behavioral Health Training Academy FY09	Active	Social and behavioral health
ARBHTA	Honoring and Understanding Alaska Native Cultures	Active	Workforce development in Social and behavioral health
ARBHTA	RWJ Jobs to Careers: workforce development in Rural	Active	Behavioral health, workforce development

	Behavioral Health		
ART	Kivetoruk Moses Inupiaq Folk Artist	Active	Community prestige, impacts recruitment
CLA-Deans	IPY-Documenting Alaskan Languages	Active	AK Native language preservation/education
CLA-Deans	Long Term Health Care	Active	Workforce development in behavioral health
CLA-Deans	Cross-Cultural Competency	Active	Workforce development in behavioral health
CLA-Deans	Geriatric Education Center	Active	Workforce development in Biomedical/behavioral health
CLA-Deans	Tools for Success	Active	Recruitment/Retention
CLA-Deans	Project ALANSO: Engaging Alaska Native People in Research Activities	Active	Recruitment/Retention and AK Native issues
CLA-Deans	Work-Based Learning Program	Active	Workforce development in Biomedical/behavioral health
CXCS	Exploring Place Based Education	Active	AK Native issues, rural community development
CXCS	ANEP:AK Native Education Program	Active	AK Native issues, rural community development
ENGL	Teaching Composition Journal	Active	Improve post-secondary education
ENGL	AHF: Permafrost Vol 30	Active	Tourism, community prestige, cultural events, recruitment
ENGL	ASCA: Midnight Sun Writer's Series	Active	Tourism, community prestige, cultural events, recruitment
HIST	Interior Alaskan Athabaskan History	Active	AK Native history/issues
HIST	Teaching American History	Active	Improve K-12 education
JRN	Embedding Student Reporters in Iraq Program	Active	Workforce development, recruitment, prestige
LING	Second Language Acquisition and Teacher Education	Active	Improve K-12 education/AK Native issues
LING	Enriching the Media Corpus	Active	Language documentation & preservation
MUS	Drums of Knowledge	Active	recruitment
NORS	Boys Project at UAF	Active	Improve K-12 education
NORS	4 th Annual Canadian Days	Active	International relations
NORS	The State of American Boyhood	Active	Improve K-12 education
NORS	IPY: SASS Conference	Active	International relations
NORS	Boys Project: Group Mentoring Model	Active	Improve K-12 education
PS	Freshwater Social System	Active	Climate change & impacts; resources & management

PS	Human Dimensions of Marine Mammal Management in the Arctic	Active	Climate change & impacts; resources & management
PS	IPY in North America: Engaging the Human Dimension through Peace	Active	Climate change & impacts; resources & management
PSYCH	Ch'eghutsen Evaluation 2007-2008	Active	AK rural health care
SOC	Racial Disparity in Mortality After Injury	Active	AK rural health care
SWK	Distance Senior Orientation and Rural Cohort Advocacy Project	Active	Workforce development in Social and behavioral health
ART	US Artists Tanya Aguiniga Residency 2009	Completed	Community prestige, impacts recruitment
CXCS	Engaging Alaska Natives with Geoscience	Completed	AK Native issues, rural community development
ENGL	ASCA Permafrost 09	Completed	Tourism, community prestige, cultural events, recruitment
JRN	Journalism media lab upgrade	Completed	Improve post-secondary education, workforce development
PHIL	Celebrating Hispanic Heritage at UAF	Completed	Community cultural event
PS	Manuscript revision: Political economy of oil in Alaska	Completed	Resource management
SWK	DHSS workforce training	Completed	Workforce development in social and behavioral health
Theatre	Project ARTiculate Arts in ED	Completed	Improve K-12 education
ANLC	Tanana Songs Project	Proposed	AK Native language preservation/education
ANLC	Moccasin: NEH collaborative research	Proposed	AK Native language preservation/education
ANLC	Alor-Pantar Languages: Origins and Theoretical Impact	Proposed	Native language preservation/education
ANLC	Qaneryaraq 'Speak Languages'	Proposed	AK Native language preservation/education
ANLC	Continuing Support for Aleut Linguistics	Proposed	AK Native language preservation/education
ANTH	Molecular identification in ancient mummified remains	Proposed	Climate change and human migration
ANTH	IPY: Local Producers, Global Consumers	Proposed	Resources & management
ANTH	Collaborative Research IPY: Electronic Polar Info Center	Proposed	Resources & management
ANTH	Analytical Database Development for Modeling in Central Alaska	Proposed	Resources & management
ANTH	Diishii/Denaabaabe: country food, culture, health & native language	Proposed	Resources & management
ANTH	SGER: Test evacuations at Little Delta Dune site	Proposed	Climate change & impacts
ANTH	Understanding Arctic Human Dimensions	Proposed	Climate change & impacts
ANTH	NLCS Lands	Proposed	AK Native issues

ANTH	NEWREL 2009 Supplement – New Religious Movement in the Russian North	Proposed	International issues
ANTH	Migrating food insecurity	Proposed	Climate change & impacts
ANTH	Population and Evolutionary Processes Project	Proposed	Climate change & impacts
ANTH	Hyperthymic Temperament in Alaska Huskies	Proposed	Behavioral health
ANTH	The Genetics of Temperament	Proposed	Behavioral health
CLA-Deans	IPY-Documenting Alaskan Languages-supplement	Proposed	AK Native language preservation/education
CLA-Deans	Developing Today's Professional for Leadership Tomorrow	Proposed	Workforce development in sponsored project administration
COMM	Identity Construction and Health Behavior Change: Gluten-Free Lived Experience of Women in Alaska	Proposed	Behavioral Health in Alaska female population
CXCS	PIRE: Indigenous Knowledge Research and Education Consortium	Proposed	AK Native education
CXCS	COSEE Alaska People, Oceans and Climate Change – Supplement	Proposed	AK Native issues, rural community development
HIST	Interior Athabaskan History documentation project	Proposed	AK Native history/issues
JUST	Human Predator-Prey Interaction in Serial Sexual Homicides: An Individual Model of Violent Social Behavior	Proposed	Behavioral health
LING	Pantar Island Documentation Project	Proposed	Language documentation & preservation
LING	Piciryaramta Elicungcallra (Teaching our Way of Life through our Language)	Proposed	Improve AK Native K-12 Education; Ak Native Language preservation
LING	US-Netherlands Planning Visit: reconstructing linguistic prehistory	Proposed	International relations, language documentation
NORS	Seventh Annual Canada Days at UAF	Proposed	International relations
PHIL	Genetics research ethics and policy among indigenous populations	proposed	AK Native issues, biomedical research
PHIL	Ethical issues of observational genetic epidemiological studies	Proposed	Biomedical research
PHIL	Genetics research ethics	Proposed	Biomedical research
PS	Internationalizing Alaska's Agriculture	Proposed	International relations; resources & management
SWK	National Child Welfare Workforce Initiative Trainee Partnership	Proposed	Workforce development in Social and behavioral health

B6. Comparative scores of students who take professional exams

Not applicable for CLA

C. End Results and Strategies – FY 2010

C1. End Results Table

Complete the table below for the period July 1, 2009 to June 30, 2010. Add rows as needed.

End Result:	Strategies to Achieve End Result	Target(s):	Measure(s)/Assessment(s):	Status:	Budget Impact
Interdisciplinary B.A. in Film program approved by BoR and offering a range of well-enrolled classes under a program director	Presentation to BoR at Sept. meeting; workload assignments to director, staff, and participating faculty members; active recruiting to classes	Film major approved, enrolling first students	Number of course offerings in the program; number of students enrolled in those classes; examples of undergraduate research in this program; faculty research in areas related to instruction		Internal reallocation to cover program director, staff assignment, and some faculty teaching workload, plus increment of \$5K added to previous \$500 budget
Stability and quality among faculty in Psychology to maintain the new Ph.D. program and the baccalaureate major, and to support research in Alaska Native health and behavioral health	Increased attention to recruiting and retention, including filling critical tenure-track lines for Director of Clinical Training as well as Clinic Director; continued work on relationship between CANHR and department as a whole	At least one additional tenure-track position filled; research output commensurate with workload percentages; faculty satisfaction with workload and working conditions; student success in both graduate and undergraduate programs	Quality of hiring pool; student satisfaction with instruction; research output; Ph.D. graduates and continuing students making satisfactory progress		Potential long-term impact of at least \$300k for productive tenure-track faculty; some early sacrifice of ICR to be recouped later as successful research programs develop via CLA; FY11 increment request of \$245K to achieve original BoR program funding target plus inflation

<p>Emergence of planning and discursive bodies that transcend departmental boundaries and address broader issues.</p>	<p>Continued meetings of Committee on Collaboration in the Arts; grant-writing to support speakers in the arts, humanities, and social sciences; dean's meetings with system-wide committee on funding for arts, humanities, and social sciences; presentations by social Science Research Working Group</p>	<p>At least two well-attended events each this year associated with the Social Science Research Working Group and the Committee on Collaboration in the Arts; grant funding for at least one visiting speaker or artist in each area; one instance each of faculty research either newly collaborative or expanded in response to efforts within these two groups</p>	<p>Successful presentations in the Social Science Research Working Group; shows/performances/readings associated with work of Committee on Collaboration in the Arts; papers/performances/shows demonstrating collaboration in the arts or interdisciplinary influence across the social sciences</p>		<p>Continued internal funding of \$10K for Committee on Collaboration in the Arts plus minimal staff support</p>
<p>Increased charitable giving to CLA-specific goals and by CLA graduates and families</p>	<p>One major event each in fall and spring inviting donors; at least one issue of grant-funded CLA Special Edition mailed to CLA alumni donors each year; one meeting per year with dean and major donors or potential donors; dean and associate dean active in donor stewardship and annual campaign</p>	<p>New Development Officer responsible for \$250K in new gifts (100% increase over FY09), 152 donors (50% increase), minimum 40 contacts a month with CLA constituents (through Moves Management software), minimum of 4 new major gift proposals; target of at least \$25K in donations to CLA unrestricted funds</p>	<p>Dollars donated, number of donors, number of contacts, number of major gift proposals, and improved tracking of gifts and donor stewardship</p>		<p>Cost of \$55K for CLA half of Development Officer (to be recouped through officer's efforts)</p>

Successful progress within the college towards 2011 university accreditation	Workshop for dept. chairs on self-study reports; hands-on assistance and direction from interim dean on producing reports	All departments will have engaged in programmatic assessment and collaboratively written their self-study reports for the 2011 accreditation visit	All necessary information clearly laid out and available for writing college-level report and campus-level report		Internal through workload assignment
New permanent CLA dean hired	Clean, timely hiring process with broad participation	New dean in place by no later than July 1, 2010	Strength of applicant pool, strength of finalists, wide participation by faculty and staff in the process		\$30K internally budgeted for search
Satisfactory progress toward revision of core curriculum	Participation by faculty in relevant fields in formation of new core	TBD based on Faculty Senate action	TBD based on Faculty Senate action		Internal through workload assignment
Increased majors and enrollments in targeted fields currently under capacity	New Dean's Assistant for Enrollment Management and Public Information will work on revising CLA Enrollment Management Plan, based on research to determine majors with room for growth (by internal and external measures); at least two programs will receive additional training in recruiting and retention; department members will be made aware of expectations for increased enrollment and number of majors	More majors, higher enrollment, and increased retention of majors in at least two undergraduate programs based on targeted recruiting and retention efforts; increased tuition return from upper-division courses in targeted majors	Trends in number of majors and SCHs in non-service courses in at least two targeted programs; upper-division tuition revenue		Within scope of work of new Dean's Assistant for Enrollment Management and Public Information, plus available capacity in faculty workload in teaching (in targeted fields)

Targeted increased travel support for productive junior faculty members	More discretion in selecting additional faculty research opportunities for CLA funding, along with continued policy of \$750 per faculty member per year for travel likely to result in publication or equivalent result	Some junior faculty members able to attend an additional meeting or a more distant meeting	Scholarly travel and productivity by junior faculty members		Up to additional \$30K budgeted for one-time increase to faculty travel, with goal of finding new money sources to maintain this level in future years
Increased participation in and productivity from undergraduate research	Budget increment request, targeted giving, internal reallocation, associate dean to conduct careful review of funding proposals to identify opportunities to include undergraduate research experiences	More travel and other research opportunities taken advantage of by undergraduate majors across the college	Level of funded and unfunded undergraduate research including publications co-authored between faculty and students		Potential for \$100K or more annually, through combination of grants, giving, reallocation, workload adjustments, and budget increment

D. Long Range End Results and Strategies – FY 2011 and Beyond

D1. Long Range End Results Table

Complete the table below. For End Results with an anticipated start date of 2011, the results should be in line with budget requests for FY2011. Add rows as needed.

End Result:	Strategies to Achieve End Result	Target(s):	Measure(s)/Assessment(s):	Budget Impact	Anticipated start date
B.A. in Film filling a regular slate of cross-listed classes and graduating 5-10 students per year	College-sponsored publicity for the program, careful attention to recruiting and retention, faculty encouraged to develop and offer appropriate classes	Strong, popular degree program supported by cross-listed classes and faculty research	Course enrollments and program graduation rates; faculty research productivity	\$100K for tenure-track faculty member to direct program; additional money for staff support; faculty workload shifted to program; additional ICR from sponsored project; FY11 budget request item #3	FY11

Emergence of focal area to engage mission: Improved coordination of efforts in behavioral health and community services.	Components of relevant units (Sociology, Social Work, Justice, ARBHTA, Psychology) will explore developing a possible health and human services section within the college.	Emergence of disciplinary synergy and critical mass of faculty sufficient to undertake larger federally and state-sponsored health workforce development/training projects. Focal emphasis will expand opportunities for community-based learning and resident internships.	Two new term faculty are supported 100% via external funding (mixture of state, federal & private).	Initial Fund I support replaced by net gain in ICR; FY11 budget request #1, 11	FY11
Increased travel support for faculty research (and concomitant increased faculty research productivity)	More grant proposals that include travel funding, development efforts toward faculty travel money, internal reallocation	\$100K faculty research travel budget (target amount as identified in 2001 CLA accreditation report)	Level of faculty research travel funding	\$30K in new non-Fund I money and a total faculty research travel budget of at least \$100K	FY11
Successful integration of departmental program review with new NWCCU rolling accreditation process	Training for faculty in accreditation report format, negotiations with relevant bodies to align program review process	Program review and accreditation self-study reports aligned	Simplicity and clarity of alignment between UA and NWCCU reports	None	FY11
Increased charitable funding through efforts of Development Officer	Successful efforts of Development Officer and dean	Steady but measurable increase in total giving, donor list, potential donor list	Charitable giving to CLA and by CLA affiliates	FY11 budget request #6	FY11
Fully staffed and adequately supported Alaska Native Language Archive	Budget increment request	New funding for position previously funded by President but reverting to base	Full funding	FY11 budget request #2	FY11

EPSCoR-III social scientist fully funded	Budget increment request	New funding for EPSCoR requirement of tenure-track hire to increase social science research capacity	Full funding	FY11 budget request item #4	FY11
High quality tenure-track hires to fill vacancies and take advantage of Alaska's comparative budget advantage in higher education funding	Budget increment requests and internal allocation	Highly qualified new faculty in vacancies across college and in positions associated with new and growing programs	Strong applicant pools and quality hires in faculty positions across the college	FY11 budget request #1, 3, 4, 9, 10, 11, 12, 13	FY11
Enhanced Foreign Language Laboratory	Budget increment and equipment requests	Lab Director position funded and hired, tutors funded and hired, new hardware and software purchased	Staffing and equipment levels for lab	FY11 budget request #8	FY11
Stevens Alaska Public Policy Institute	Budget increment, cooperation with library and Stevens' office	Institute up and running by the end of the year (assuming documents available)	Sufficient funding and space for at least one faculty position plus graduate research assistant, services, and travel budget	FY11 budget request #12	FY11
Increased undergraduate research productivity and funding across the college	Budget increment request, targeted giving, internal reallocation, workload consideration for faculty mentors, careful review of funding proposals to identify additional opportunities for undergraduate research experiences, continued collaboration with Honors Program for inclusion of creative scholarship thesis activities in UAF database	Culture of funded undergraduate research established in departments across the college, with stable funding available	Level of undergraduate research as measured by UAF database	FY11 budget request #5	FY11

D2. Top three challenges for FY2011

Identify the top three challenges confronting the unit for the period July 1, 2010 to June 30, 2011. These challenges must be directly related to the unit's FY2011 budget request.

Challenge 1: Attract highly qualified faculty by taking advantage of the national budget crisis and Alaska's comparative advantage in state funding, and retain quality faculty by achieving a reasonable level of faculty research travel funding, at least the level targeted by the 2001 CLA accreditation self-study of \$100K, and ensuring that it supports the efforts of productive faculty members.

Challenge 2: Increase total SCH and retention and total number of majors in CLA, particularly in targeted under-enrolled programs.

Challenge 3: Build momentum for charitable giving to CLA, resulting in a significant "endowment" established within the next few years, and allowing for discussion of major projects (such as a new building) in the foreseeable future.

D3. Use of unanticipated funds

Specify what the unit would do with additional funds, should they be made available later in FY2011. Activities must be in line with the FY2011 budget request.

Some unanticipated funds would be put toward faculty research travel, to the level that conference and performance/exhibition scheduling permitted. Some money would be put toward lab and other equipment upgrades, particularly in Music, Anthropology, and Foreign Languages.

E. Additional Information

E1. Unit Unmet Needs

Identify unmet unit needs that could be supported through private, non-governmental funding, such as donors, foundations, etc.

- 1) Faculty research travel support at a level commensurate with our status as a research university distant from most professional meetings
- 2) Additional faculty positions in high demand job fields (Justice, Social Work, Psychology)
- 3) Dedicated equipment and supply funds for Music, Art, and Theater/Film to enable greater student learning opportunities
- 4) Dedicated travel money for undergraduates, to support performances, presentations, papers, exhibits, and other creative and scholarly activities

E2. Major Capital Investment Priorities and Space Needs

In order to better connect academic and research priorities with capital investment planning, identify the unit's highest priority facility needs, if any, for consideration in the six-year capital plan. Units should also describe any other significant space management issues in this section. Be sure to show the linkages between facilities needs and unit End Results.

- 1) Completion of Phase III of Fine Arts code correction and renovation (Theater wing) and Salisbury Theater renovation
- 2) Gruening code correction and renovation, both classrooms and offices used by CLA faculty and staff, as well as dean's office consolidation
- 3) Laboratory equipment and space for bioarcheology and other physical anthropology research and teaching
- 4) Additional quality office and classroom space as a prerequisite for adding faculty and students in high demand job degree programs that are currently at capacity
- 5) Indigenous PhD/Cross-Cultural Studies program & art studies currently located in recently failed building that is slated for at least partial demolition.