

University of Alaska Fairbanks
2010 Annual Unit Plan

A. General Information

A1. Unit Name: School of Management

A2. Unit Mission Statement

School of Management Mission: The School of Management (SOM) prepares undergraduate and graduate students to meet the challenges facing business professionals in Alaska and around the world. SOM emphasizes clear communication, problem-solving and ethical awareness, while providing students with a sound understanding of business principles and techniques. The School of Management values practical and discipline-based intellectual contributions and provides services to improve both student success and the economic health of Alaska.

A3. Core Services

Both SOM and its Accounting Program are simultaneously accredited through the Association to Advance Collegiate Schools of Business International (AACSB). This highly sought-after dual-accreditation has only been achieved by 171 universities worldwide and the SOM is the only university in Alaska with this distinction. We offer undergraduate programs in Accounting, Business Administration, Economics, Emergency Management, master degrees in Business Administration and Resource and Applied Economics and a doctorate degree in Natural Resources and Sustainability.

Our applied research benefits Alaska in oil, gas, fisheries, natural resources and other areas. Additionally, we view ourselves partly as a line of service for the campus and the community and have various working relationships with the FEDC, both IGERT Programs, CIFAR, SNRAS, TVC and SFOS. We support our very active student groups ASB, GAAP, NABL, SIFE and SWEET. Finally, we house the Northern Leadership Center and support the Director for e-Learning.

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) Increases in Enrollment. For enrollment we greatly exceeded expectations in all areas except retention. This is due to a 2-year concerted School effort. Over the last two years we have had the following increases

	% increase FY07 to FY09	% increase FY08 to FY09
Student Credit Hours Generated (ex. 500-level)	+ 25%	+16%
High Demand Job Academic Awards	+14%	+11%
Undergraduate Student Retention	0%	-4%
Undergraduate Enrollment	+21%	+7%
UA Scholar Enrollment	+40%	+21%
Graduate Enrollment	+89%	+38%

Forty-seven percent of SOM increases in enrollment have accrued from the traditional courses offered over Fall and Spring semesters, 14% from increases in Summer School offerings (including over winter break) and 39% from increases in distance-delivered courses

2) Progress in Public Outreach. The School had the first two meetings of the newly-formed seventeen-member SOM Business Advisory Council (BAC); the first time the School's advisory council had met in many years. The SOM Student Advisory Council (SAC) was also formed and met twice. The fifteen member Accounting Advisory Board (AAB) also met twice during the year. The School now has three valued advisory boards after years of frustration with external boards. SOM has also renewed effort with the community to work in partnership for economic development. One of these activities is the newly formed Arctic Innovation Competition (AIC). In addition to a

\$10,000 top prize, SOM plans on offering virtual incubation/acceleration services to the winners of the competition. SOM focused increased attention on development activities and hired its first Director for Development and Outreach to start during the next academic year.

3) Strategic Planning.

(II) Strategic Plan

Starting with a School-wide retreat on January 20, 2009, SOM began a four-month process to rewrite its Strategic Plan as a guide for the next three to five years. The strategic planning process included faculty, staff, students and other stakeholders. Specifically, SOM mission and vision statements were revised as well as SOM's core values and guiding principles. Four specific goals were then chosen for the School to work towards.

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School of Management Vision: The School of Management will be recognized for high-quality educational programs, hands-on educational opportunities for students, service to the community and accomplished teaching and research faculty. The School of Management strives to be acknowledged as the premier business school in Alaska.

Core Values and Guiding Principles

- **Community:** We are committed to building a community of stakeholders — students, staff, faculty, alumni, community and businesses — that promotes learning through teamwork, cooperation, shared purpose, commitment and respectful and ethical behavior.
- **Continuous Improvement:** We strive continually to improve our School by monitoring our performance and supporting continued discussion among faculty, staff, students, the community, administrators, business leaders and all who share in our desire for success.

- **Environment:** We promote respect, value diversity, foster communication and openness, encourage personal and social responsibility and support creativity and innovation. We promote a collegial, supportive environment in which faculty, staff and students work together and develop to their fullest potential.
- **Excellence:** We are committed to excellence, intellectual rigor and the creation of value in the pursuit and sharing of knowledge.
- **Research:** We are committed to providing rich opportunities for basic and applied research and encouraging collaborative projects.
- **Student Learning Opportunities:** We strive to offer our students opportunities through state-of-the-art scholarship in the classroom and valuable experiential learning opportunities.

Strategic Plan Goals

Goal 1: Strengthen Commitment to Student Learning

Goal 2: Increase Community Outreach and Expand Development Activities

Goal 3: Increase Focus on the Internship Program

Goal 4: Enhance Course Offerings and Programs

- Faculty, student and staff awards, competencies, regional/national/international recognition:
 - 1) Sherri Wall won the Student Organization Award and Recognition (SOAR) Advisor of the Year
 - 2) The Great Alaskan Accounting People (GAAP) won the SOAR Academic Achievement Award for the seventh year running.
 - 3) The Students Who Enjoy Economic Thinking (SWEET) won the SOAR Legacy award.

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
Increase Student Enrollment and Retention	(i) Develop a Parks and Recreation Bachelors degree with SNRAS	(i) Have a program designed and approved by SOM and SNRAS faculty by the end of the AY09.	n/a	(i) Formation of Parks and Rec degree. delayed for a year.	(i) None
	(ii) Design a Business Cooperative	(ii) Have the program designed and approved by SOM by the end of AY09.		(ii) Plan scrapped because of recession. Renewed focus on internships instead.	(ii) None
	(iii) Expand the Emergency Management Program	(iii) Start to work on a joint expansion of the BEM degree with Cam Carlson and the Justice Department.		(iii) Work ongoing, expansion likely; larger than first anticipated.	(iii) None for now. May work with Director of e-Learning to write grants to support the program.

Community Outreach	(i) Design a Business Cooperative (ii) Increase student organization activities	(i) Have the program designed and approved by SOM by the end of AY09. (ii) Increase the number of students in our student organizations.	n/a	(i) Plan scrapped because of recession. Renewed focus on internships instead. (ii) Work ongoing. Group activities are expanding.	(i) None \$10,000
Make progress towards AACSB reaccreditations	Continue progress on AOL	Have the AOL process complete and up on the website. Start the fifth-Year Maintenance Report.	n/a	Progress on Assurance of Learning has been intense and successful. Overall, the Maintenance of AACSB Accreditation work has taken most of the Dean's time for the past year. Much progress has been made.	\$17,000

B3. Analysis of Performance Metrics and Supporting Data

Fairbanks Academic Unit-Level Historical Performance and Targets

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	Student Credit Hours Generated (ex. 500-level)	9,064	8,958	8,829	9,464	11,015	9,654	11,015	11,235
2	Grant-Funded Research Expenditures	61	30	113	62	12	68	68	100
3	High Demand Job Academic Awards	65	54	64	66	73	65	77	80
4	Undergraduate Student Retention	67%	64%	67%	70%	67%	75	70	70
5	Undergraduate Enrollment	412	461	404	455	487	460	487	497
6	UA Scholar Enrollment	40	52	50	58	70	60	70	70
7	Graduate Enrollment	52	33	44	60	83	60	83	87
8	Unit Enrollment Management Plan	n/a	n/a	no	Yes	Yes	Yes	Yes	Yes
9	Student Learning Outcomes Assessment	n/a	33%	83%	n/a	100%	100%	100%	100%

Data Review

For enrollment we greatly exceeded expectations in all areas except retention. This is due to a 2-year concerted effort contained in the School's Strategic and Enrollment Management Plan that started at a school-wide retreat on April 13, 2007 and focused on four initial areas: (a) building minors, (b) examining prerequisites, (c) strategic marketing/recruiting, and (d) compressed classes. Since this time we have been able to focus on other areas such as the pre-MBA program.

The increases in enrollments and majors have been outstanding. Over the last two years we have had the following increases

	% increase FY07 to FY09	% increase FY08 to FY09
Student Credit Hours Generated (ex. 500-level)	+ 25%	+16%
High Demand Job Academic Awards	+14%	+11%
Undergraduate Student Retention	0%	-4%
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Forty-seven percent of SOM increases in enrollment have accrued from the traditional courses offered over Fall and Spring semesters, 14% from increases in Summer School offerings (including over winter break) and 39% from increases in distance-delivered courses.

We continue to work on changes to improve our course offerings and enrollment. For next year we are working on distance delivering the MBA program to Mat-Su and expanding the Bachelor of Emergency Management degree. I have increased all the FY10 targets to essentially hold on to what we had in FY09 and allowed modest increases for FY11. Just maintaining last year's numbers for another year would be an accomplishment.

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.

Over the last three years the following changes have been made to increase enrollment:

- Elimination of unnecessary barriers to its courses and majors
- New, relevant and appealing courses added
- A minor in Sports Management added

- Targeted hiring of professionally qualified adjuncts
 - Substantial increases in resources given to student organizations
 - An increased focus on the timing and scheduling of offerings
 - Increased use of distance education and summer school opportunities
 - Introduction of compressed courses
 - Introduction of the pre-MBA program
 - Increased marketing of the programs and courses
 - Central staff advising to replace faculty advisers and substantial support to that position, providing uniform consistent advising
 - Implementation of an early warning system and freshman grade reporting
 - Greater attention paid to accounting, business and economics minors
- 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.

We are guided by both our Strategic Plan <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/strategic-plan/> and our Enrollment Management Plan <http://www.uaf.edu/som/about/aacsb-accreditation/som-review-2009/enrollment-management-pla/>. Both of these plans underwent extensive review this year as part of our AACSB Five Year Maintenance of Accreditation process.

- Were there any resources allocated or reallocated to support achievement of your unit's targets and strategies? If so, please explain.

To support Community Outreach we have hired a Director of Development and Outreach. To make this position available we had to consolidate other staff positions.

- Are any areas of achievement suffering from a resource (re)allocation that additionally impacts other metrics?

We are down several positions over the past five years because of mandated increases in salaries. We need to fill Human Resources and Marketing positions at the minimum and find funds to sustain the Northern Leadership Center.

- 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?

We need approximately \$135,000 to sustain the Northern Leadership Center which is an integral part of our Community Outreach.

B4. Publications in refereed journals/periodicals

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
SOM	CPA Journal	The Small Business Administration's 8(a) Business Development Program	Abramowicz, K	Sparks, C.	2007
SOM	New Accountant	Maintaining a Long-Term Perspective when Seeking Your First Accounting Position	Abramowicz, K	Kilpatrick, D	2007
SOM	Oil, Gas & Energy Quarterly	An Examination of the Potential Bias Associated with the Standardized Measure of Discounted Future Net Cash Flows	Berry, Kevin	O'Bryan, D.	2007
SOM	Oil, Gas & Energy Quarterly	An Investigation of the Reliability of Oil and Gas Reserve Quantities Using Benford's Law	Berry, Kevin		2007
SOM	Journal of Accountancy	Help Clients Get Government Contracts	Sparks, Howard	Wichmann, H.	2007
SOM	Today's CPA	Ten Years After the Daubert Ruling: What (Litigation) Experts Should Know About the Daubert Standard	DeCelles, M.	Sparks, C. Charles, H. Logan, R.	2007
SOM	CPA Journal	SBA Partners Help Small Businesses	Wichmann, H	Boze, K.	2007

SOM	Review of Business Research	The Centrality Efficiency Index: A New Social Network Analysis Measure	Droege, S.	Dong, L.	2007
SOM	Journal of Management Education	Leadership Training in a Not-Leadership Society	Herman, S.		2007
SOM	Asian Economic Review	A Global Examination on the Design and Delivery of Biotech Management Programs	Lan, P.	Li, H. Sun, J.	2007
SOM	International Journal of Learning and Intellectual Capital	Tapping Tacit Knowledge on A Digital Platform	Lan, P.		2007
SOM	International Journal of Technology Marketing	An Examination on the Integration of Technological and Business Innovation: Cases of Yahoo! and Google	Lan, P.	Hutcheson, G. Markov, Y. Runyan, N.	2007
SOM	Applied Financial Economics	Non-Fundamentals and Value Returns	Chiang, K.	Kozhevnikov, K. Wisen, C.	2007
SOM	Journal of American Academy of Business, Cambridge (The)	Mutual Fund Acquisitions and the Wealth of Target Shareholders	Zhou, T.	Chiang, K. Wisen, C.	2007
SOM	Journal of Investing	Emerging Market Bonds as an Asset Class: Mean Variance Spanning	Chiang, K.	Wisen, C. Zhou, T.	2007
SOM	Corporate Finance Review	Motivations Behind the Acquisition of Mutual Funds	Zhou, T.	Chiang, K.	2007
SOM	Corporate Finance	Mutual Fund Post-Acquisition	Zhou, T.	Chiang, K.	2007

	Review	Management Retention and Its Performance Implications			
SOM	Bulletin of Economic Research	Durable-Goods Monopoly with Maintenance	Goering, Greg		2007
SOM	Managerial and Decision Economics	The Strategic Use of Managerial Incentives in a Non-Profit Firm Mixed Duopoly	Goering, Greg		2007
SOM	Research in Economics/Ricerche Economiche	Durability Choice with Differentiated Products	Goering, Greg		2007
SOM	Fish and Fisheries	Global Constraints on Rural Fishing Communities: Whose Resilience is it Anyway?	Greenberg, Josh		2007
SOM	Canadian Journal of Agricultural Economics	The Demand and Allocation of Alaska and Canadian Snow Crab	Herrmann, Mark	Greenberg, J.	2007
SOM	Journal of Energy and Development	The Hubbert Curve and Institutional Changes: How Regulations in Alaska Created a U.S. Multi-Cycle Hubbert Curve	Reynolds, D.	Zhao, Y.	2007
SOM	Forest Ecology and Management	Effects of diversity of tree species and size on forest basal area growth, recruitment, and mortality	Liang, J.	Buongiorno, J. Monserud, R. Kruger, E. Zhou, M.	2007

School, College or Institute	Book/Chapter(s)	Chapter Title	Lead author (last name, first initial)	Co-author(s)	Publication Date
SOM	Adaptive Co-Management: Collaboration, Learning and Multi-Level Governance	Novel Problems Require Novel Solutions: Innovation as an Outcome of Adaptive Co-Management	Kofinas, G.	Herman, S. Meek, C.	2007
SOM	Research on Emotions in Organizations: Emotions, Ethics, and Decision-Making	The Role of Emotional Intelligence in Integrity and Ethics Perceptions	Mesmer-Magnus, J.	Viswesvaran, C. Joseph, J. Deshpande, S.	2007
SOM	Mutual Funds: An International Perspective	Funds of Funds: Diversification, Selection, or Expense Arbitrage?	Maxam, C.	Ong, E. Wisn, C.	2007
SOM	Fraud Casebook Lessons from the Bad Side of Business	An Innocent Perpetrator	Sparks, C.		2007
SOM	Fishermen's Direct Marketing Manual	Accounting for Your Fish Business	Sparks, C.		2007
SOM	Fisherman's Direct Marketing Manual	E-Commerce	Sparks, C.	Haight, G.	2007

B5. Occurrences of applied research benefiting Alaska

School, College or Institute	Project Title	Project Status (complete, active, awarded, proposed)	Description of contribution to the state of Alaska
SOM	Energy Study and Research for Book: Energy Civilization	Active	This examines two issues in Alaska: ANWR and a North slope natural gas pipeline. These specific Alaska issues will be analyzed within a wider context of energy issues for the world
SOM	Towards modeling decision-makers' strategies of natural resource use under different scenarios of Arctic Ocean ice conditions in the North Slope social-ecological system	Active	This preliminary research contributes to the understanding of emergent conditions and problems related to climate change in Alaska by primarily considering tradeoffs that the society may be facing and investigating strategies that individuals and communities may likely adopt in the face of these changes. By applying spatial analysis and modeling of human behavior related to the use of natural resources, this project fills an important niche in the currently ongoing climate change research in Alaska.
SOM	Economics Benefits of Non-Timber Forest Products	Active	The Tanana Valley State Forest (TVSF) provides a wide array of non-timber forest products that directly benefit Alaskans, primarily through subsistence harvesting. Residents harvest a variety of wildlife such as moose and botanicals such as berries and mushrooms. Given the preeminence of multiple use policies, quantifying the economic benefits derived from non-timber forest products on the TVSF, provides key information needed to improve state land management practices.
SOM	Fire Risk Mitigation	Active	Given the extent of the wildland urban interface (WUI) and

			limited firefighting resources available in the state, wildfire presents a significant threat to homes and other economically valuable assets. A series of experiments is being conducted to ascertain the efficacy of private-public risk reduction projects that have the potential to offset substantial damages. Clearly, such research is important in that it is directed at identifying policies that can be cost-effectively used to mitigate the wildfire risk that Alaskan homeowners face.
SOM/SNRAS/SFOS	Opportunities for an Alaska commercial dogfish fishery	Active	To develop strategic fisheries management plans necessary for implementing a sustainable commercial spiny dogfish fishery in Alaska, we will provide state and federal fishery management agencies with a comprehensive evaluation of alternative management strategies. This interdisciplinary study will directly address development of new market opportunities for a commercially underutilized fishery resource.
SOM/SFOS	A Global Analysis of Salmon Prices: How low can they go?	Completed	This project documents the effect of Chilean farmed salmon and trout production and Alaska salmon prices.

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
Increase Student Enrollment and Retention	(i) Offer the pre-MBA program to the Mat-SU	(i) Five students enrolled and taking students at the Palmer farm.	(i) Five students from the Palmer area enrolled	(i) Ongoing	(i) \$40,000 from TAB funds \$30,000 and Private Donations (\$10,000)
	(ii) Expand the Bachelor of Emergency Management degree	(ii) A preliminary design of the expanded program	(ii) finished design of the new BEM program	(ii) Ongoing	(ii) Minor
	(iii) Design self-paced Distance Education (DE) courses	(iii) A funded grant to start the design of the courses	(iii) Grant obtained and designs for the new DE courses	(iii) New	(ii) \$60,000 funded from grant money

<p>Increase Community Outreach and Expand Development Activities</p>	<p>(i) Create a UAF Director of Entrepreneurship, Incubation and Acceleration</p> <p>(ii) Focus effort into the success of our new Director of Development and Outreach</p>	<p>(i) Creation and operation of the position</p> <p>(ii) A positive start for the new Director including a development plan and increased alumni and business contacts</p>	<p>(i) The new Directorship is created</p> <p>(ii) A Development Plan is in place.</p>	<p>(i) New</p> <p>(ii) New</p>	<p>(i) \$22,000 redistributed money within SOM and from PBB increment</p> <p>(ii) \$98,000 redistributed money within SOM and PBB increment</p>
<p>Increase Focus on the Internship Program</p>	<p>Increase emphasis on the internship program utilizing a faculty mentor, SOM Development Officer, UAF Career Services and SOM Business Advisory Council</p>	<p>Increase students in SOM taking the internship course</p>	<p>5-10 students take our internship courses</p>	<p>Ongoing</p>	<p>Minor, workload reassignment</p>

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
Sustainability of the Northern Leadership Center (NLC)	We need half a position for a new Director for the NLC to replace what Statewide was funding.	Get half a position and then the NLC will be sustainable.	If NLC is still viable.	\$151,000 needed from PBB reallocation	July 1, 2010
Re-hiring of a half-time term-instructor in marketing (trailing spouse)	We need to rehire Erin Berry in AY11 as a marketing professor, a position that she held in AY09 before taking a leave of absence to finish her dissertation.	Rehire Erin Berry	If she is rehired.	\$68,000 including benefits	July 1, 2010

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: We need \$151,000 to make the Northern Leadership Center Sustainable. We need the commitment for PBB redistribution funds from AY11 quickly so we can start the process of the recruitment of the director.

Challenge 2: We need \$68,000 to rehire marketing instructor, Erin Berry.

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.

We would set up another dedicated long-distance classroom to deliver the MBA program simultaneously with the pre-MBA program (similar to the classroom in Bunnell 313).

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.

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) Gathering place for students
- 2) Smart classrooms
- 3) Classrooms with the ability to distance deliver

All three of these will result increased student enrollments and retention.