



Executive Summary

2004-2009

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Background

The School of Management (SOM) was formed in 1975 as one of five professional schools at UAF. In 1988 the Association to Advance Collegiate Schools of Business (AACSB) accredited the School of Management's undergraduate and graduate business administration and accounting programs: only 171 business schools worldwide hold this additional specialized accreditation for their accounting programs. SOM was the first AACSB accredited business school in Alaska and remains the only business school in the state that has the dual school and accounting accreditation.

The School of Management is a professional school that primarily serves the interior of Alaska in a vast region that includes Fairbanks and many smaller communities of interior Alaska. Its primary academic service to the region involves educating its students in courses covered under AACSB accreditation as well as those taught as part of interdisciplinary efforts both at the undergraduate and graduate levels. SOM comprises three primary disciplines (Accounting, Business Administration, and Economics) and is guided by the Dean with weekly input from the Strategic and Executive Management Committee and in consultation with the Business Advisory Committee (BAC) and the Student Advisory Committee (SAC). In the Academic Year 2009 (AY09), the School of Management employed 23 tenure-track faculty, three term instructors, 11 adjunct faculty, 11 teaching assistants, five staff members and a variety of student workers. The FY09 budget was \$4.7 million, of which 94% went to salaries and 6% to the operating budget.

Mission, Vision, Core Values and Guiding Principles

The School of Management (SOM) **mission** is to prepare 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.

Its **vision** is to 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.

Its **core values and guiding principles** are rooted in Community and Outreach, Continuous Improvement, Environment, Excellence, Research and Student Learning Opportunities.

Strategic Plan

Guiding the SOM into the next three to five years is the Strategic Plan. The four overarching goals for SOM are to:

- Strengthen Commitment to Student Learning
- Increase Community Outreach and Expand Development Activities

- Increase Focus on the Internship Program
- Enhance Course Offerings and Programs

Enrollment

The School of Management has focused time and resources on increasing its majors and the number of students enrolled in its courses. A considerable amount of effort has been directed towards increasing student numbers in all undergraduate and graduate program areas of SOM including the MBA program and business minors. The number of students taking SOM undergraduate courses has increased by 23% over the past three years with 3-year increases of over 200% in MBA graduate courses. By contrast, UAF's overall enrollment has increased just one-half percent over the three-year period.

SOM had 415 majors and pre-majors in AACSB-included programs in Spring 2009. At the undergraduate level business administration was the largest (237) followed by accounting (107) and economics (21). The MBA had 50 majors. In AY09 the School of Management had approximately 10.3% of the student credit hours generated on the Fairbanks campus, 13.1% of the undergraduate majors and 17.3% of the high-demand job majors as determined by UAF. In AY09 there were 70 total SOM graduates in AACSB-included programs, and this number is expected to increase with growing enrollments.

At the undergraduate level 57% of the students are female, 69% are white, 10% are Alaska Native and 81% are from Alaska. In the MBA program 59% are female, 86% white and 71% are from Alaska. The majority of students in the undergraduate and MBA programs are from Fairbanks, although a larger proportion of Alaska Native students come from rural communities around the state.

Effective Practices

The School of Management has made substantial changes over the last five years and has assembled a set of sustainable practices listed below.

Strategic and Executive Management Committee. The School of Management is led by the Dean, Associate Dean and the Strategic and Executive Management Committee (Exec). Although Exec is advisory to the Dean, all major policy decisions are vetted by Exec and in most cases the Dean adopts Exec's recommendations. Exec is composed of all program heads and all committee chairs with much information flowing to and from the Dean and the faculty through Exec. Additionally, Exec manages teaching loads using the SOM teaching load formula and annually determines faculty qualification using the SOM AQ/PQ qualification standards.

Staff Recruiter/Advisor. SOM student recruiting and advising was centralized as a staff position in 2004. This change has resulted in the majority of the UAF schools and colleges moving to the same system giving staff advisors a cohort of colleagues working toward the same goal. It has also allowed the advisor to become familiar with specialized advising software such as Degree Works. The staff advisor also keeps track of recruiting activities by communicating with students in a variety of venues such as Facebook, Twitter and texting. SOM enrollments and retention have greatly improved with the use of the staff advisor.

Staff Autonomy and Development. Although the SOM staff is supervised by the Associate Dean, in practice, the staff operates with very little oversight. The SOM staff is given ample opportunity for professional development, promotions and leadership opportunities.

Dissolving Departments to Programs and Centralizing Course Offerings. In Spring 2003 the School of Management reorganized itself by eliminating the departmental structure and forming a more integrated structure based on programs. Department Chairs were replaced by Program Heads. Course scheduling was centralized under the Associate Dean to integrate and manage the timing of the course offerings better. All SOM teaching loads and the qualification status of the faculty are now determined by the Strategic and Executive Management team to assure consistency. Final workloads are determined by Exec after initial drafts are vetted by the Program Heads.

Student Organizations and the Student Investment Fund. SOM has five highly regarded student organizations: Associated Students of Business (ASB), Great Alaskan Accounting People (GAAP), Native Alaskan Business Leaders (NABL), Students in Free Enterprise (SIFE) and Students Who Enjoy Economic Thinking (SWEET). Additionally, there is the highly successful Student Investment Fund (SIF), one of the nation's original collegiate investment funds, in which students manage an endowment of approximately \$400,000 currently. These student organizations operate with nominal oversight and are extremely successful and highly visible.

The Pre-MBA Program. The School of Management utilizes a pre-MBA sequence of four 7-week graduate courses for graduate students wishing to enter the MBA program but lacking the necessary prerequisite background. Any graduate student achieving at least a "B" or better in each course is automatically eligible to be admitted to the MBA program. This course sequence has greatly increased both the access to the program as well as the student's ability to succeed and has helped the MBA enrollment increase by 200% over the last three years.

Advisory Boards and Community Outreach. The School of Management, after years of inactive boards, now has two valuable external boards: The 17-member Business Advisory Council (BAC) and the 15-member Accounting Advisory Board (AAB). Additionally, SOM has a Student Advisory Council (SAC) made up of several student leaders. SOM is also now active at Rotary and the Fairbanks Chamber of Commerce and has several high-profile community outreach efforts.

Business Minors. A significant amount of time was spent redesigning the business minors including adding a minor in Sports Management and ensuring the prerequisites were such that a minor would be completed by taking five courses. We now see many more non-business students take business minors.

Assurance of Learning (AOL). SOM vastly improved its AOL efforts when in 2007, it assigned Dr. Greg Goering to be the AOL faculty adviser, restructured committees forming the Undergraduate Curriculum Review and Assurance of Learning Committee, and the MBA Curriculum and Assurance of Learning Committee and brought in Dr. Doug Eider for a day-long AOL retreat in Spring 2008.

Practices in Need of Improvement

Development Activities. The School of Management has not invested sufficient resources into community and business-related development activities and has not been very successful in fundraising. Although the School has an excellent relationship with the UAF Director of Development, who also sits on the SOM Business Advisory Council, there has not been a dedicated person to develop the external relationships necessary for SOM to thrive in an environment of dwindling resources. In AY10, SOM hired its first Director of Development and Outreach to assist with this effort.

Internship Program. The School of Management strongly supports internships; however, in recent years the internship program has deteriorated. In AY 2009 just five students took an internship class although many more took internships. We believe that the professional development associated with taking an internship course is a valuable part of experiential learning. We want to renew our efforts in the internship program.

Managing Resources. The School of Management has had the purchasing power of its budget eroded for several years due to mandated cost-of-living and salary increases and decreases in budget due to declining enrollments (until 2007). The School has balanced its budget each year through a combination of salary savings governed by faculty leaving for other positions or by receiving one-time increments from the Provost or Chancellor. Recent operating budgets have been modest. The School of Management needs to increase its budget by increasing private fundraising efforts and tuition accruing from student credit hours (SCH).

Tracking Alumni: The school has historically done an ad hoc job of tracking and engaging SOM alumni. Many SOM alumni have never been contacted by the School. Working with UAF Development and the UAF Alumni Center we are beginning to exert a substantial effort into alumni, sending them SOM newsletters and otherwise engaging them in School activities such as campus visits and having them speak to student organizations. The hiring of the Director of Development and Outreach will assist in alumni engagement.

Five Year Summary

Major highlights from 2004 to 2009 include:

- School of Management **SCH** grew by 23%, with the growth in **MBA SCH** increasing over 200%, over the most recent three-year period.
- School of Management **Student Organizations** have had banner years
 - The **Students Who Enjoy Economic Thinking (SWEET)** was created in 2006 and has been very active in the community. For example, SWEET's speaker series has brought in the following U.S. Senators: Ted Stevens, Lisa Murkowski and Mark Begich; U.S. Secretary of Commerce Carlos Gutierrez, U.S. Congressman Don Young; Lt Governor Sean Parnell among others. The last speaker, U.S. Senator Mark Begich, drew 330 people. SWEET faculty advisor, Sheri Wall, was named the UAF Faculty Advisor of the Year.

- **SOM Students in Free Enterprise (SIFE)** was created in Fall 2006. During its second year SIFE won the regional championship in Seattle, Washington. Its projects have included teaching for the Osher Lifelong Learning Institute, assisting Burmese refugees living in Thailand in developing markets for hand-woven products, starting a SWEET organization at Pune University in India and at West Valley High School in Fairbanks and working with Kids and Conservation. This year SIFE won the coveted UAF student organization “Legacy Award.”
- SOM employs a professional staff adviser for the **Native Alaska Business Leader (NABL)** student organization. This organization effectively assists Alaska Native Students to make the transition from rural orientation to urban life.
- The **Associated Students of Business (ASB)** is the oldest student organization in SOM. This year they hosted a Business Week, an “Icebreaker” social for UAF students, the 33rd annual Business Leader of the Year banquet, honoring Dr. Cary Keller (drawing over 300 attendees), as well as meeting weekly during the school year. For the past two years the UAF commencement speaker has been a SOM student who was a member of ASB.
- The **Great Alaskan Accounting People (GAAP)** has won the most coveted UAF Student Organization Academic Achievement award for the past seven years. GAAP gives Voluntary Income Tax Assistance (VITA) to UAF students and the community on an annual basis by preparing in excess of 100 tax returns. GAAP also hosts the UAF Accounting Week every October.
- The **Student Investment Fund (SIF)** is one of the nation’s original investment funds where students currently manage a \$400,000 endowment. The students in SIF make presentations to organizations such as the SOM Business Advisory Council. Its students have dominated the number of Alaska Permanent Fund Corporation internships given nation-wide, having obtained 44% of the all internships since 2004.
- **Research:** Overall, SOM is research productive and disseminates its research through a variety of outlets including peer-reviewed refereed journal articles. It has published a total of 110 peer-reviewed journal articles over the last five years.
- **Community Outreach.** The School of Management now has two valuable external boards: The 17-member Business Advisory Council (BAC) and the 15 member Accounting Advisory Board (AAB). SOM also has a Student Advisory Council (SAC) made up of student leaders. SOM is also now active at Rotary, the Chamber and has several high-profile community outreach efforts. SOM also makes valuable community outreach through its Northern Leadership Center (NLC).