

DRAFT

A Highly Collaborative Alaska Business School Proposal

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University of Alaska Anchorage
College of Business and Public

University of Alaska Fairbanks
School of Management

University of Alaska Southeast
School of Management

Introduction: This plan is for a reorganized University of Alaska (UA) three-business school model for Alaska.

There are many reasons for a three-business school model. Anchorage, Fairbanks, and Juneau represent the largest city of each region served by the University of Alaska with Anchorage serving much of the South-Central region, Fairbanks the Interior, and Juneau the Southeast region. The large majority of each school's student population comes from the local areas surrounding the campuses. Each of these schools are large in their respective universities, very successful and have seen steady enrollment growth over the last decade. The productivity of these schools, as measured by average course section size, is among the highest on their respective campuses. In the three -business school model, efficiencies will continue to increase as UAA CBPP, UAF SOM, and UAS SOM coordinate business and management education across the UA system, reducing redundancy and creating efficient pathways for students to complete their degrees. UAA CBPP, UAF SOM, and UAS SOM also have different strengths, offering students in Alaska choices depending on their interests while at the same time augmenting each other's programs with a rich variety of courses.

Separate but highly collaborative schools are essential, as each have local identities, and are very much the face of their respective campuses to the business communities. The impact of these business schools on the community is very important. Local employers rely on these school's students for their workforce and the schools rely on the employers to be part of the education process. The engagement in the respective communities is crucial to the place-based student success and experiential and active learning opportunities that the students receive. The ability to raise large amounts of funds is directly related to each school having an individual and historically strong identity coupled with an outstanding reputation in the community. Neither of these schools could be managed remotely without substantial loss of productivity, efficiencies, and students. The loss of one of these schools to the local business communities would be staggering.

Maintaining a place-based management school on campuses is also important for the military. . For financial aid, military students (as well as international students) require that a portion of their courses be face-to-face-classes. For example, veteran students who utilize Veterans Affairs (VA) benefits or the Montgomery GI Bill to attend college must have at least one in-residence face-to-face course a semester in order to collect the full entitlement of their benefits. Without the in-residence class, they lose more than half of their benefits.

This plan preserves the ability for UAS SOM to continue work toward ACBPS accreditation and UAA CBPP and UAF SOM to retain their separate AACSB accreditation. Under Section 1 of

the Eligibility Procedures and Accreditation Standards for Business Accreditation¹, Part 2, General Criteria, Section D.

“An applicant for AACSB accreditation must be a well-defined, established entity and a member of AACSB International in good standing. The entity seeking AACSB accreditation may be an institution authorized to award bachelor’s degrees or higher (in business) or under certain circumstances a business academic unit within a larger institution.” (page 6)

This highly collaborative three-school concept is motivated by the reduction in legislative funds for the University of Alaska and is guided by the UA Strategic Pathways conceptual framework (latest version May 12, 2016). This will be achieved by adherence to the “Lead” university model. Being a Lead University does not mean that one is necessarily a sole provider over a particular area but rather it takes a lead in the coordination of such degrees or subjects.

Strategic Pathways Concept

Our model is built to adhere to the latest version of the Strategic Pathways (SP) Concept (https://www.alaska.edu/files/pathways/Strategic-pathways-2016-2025-12-May-Update_JJ.pdf) On page 7 of the SP it lists as important metrics, mission centrality, cost effectiveness, quality and access. It also focuses on distance education. We will address all of these in the three-business school model.

SP specifically identifies four “concept” options. Our plan is similar to option 1 with some alterations where we have similar programs at three locations with both unique and shared Leads including the MBA and MPA program where UAA CBPP has the Lead in in-class delivery for both, UAF SOM has the Lead in MBA online delivery, and UAS (SOM) has the Lead in MPA online delivery.

LEAD UNIVERSITY OPTIONS

UAA (CBPP) is the Lead campus in these academic programs (or research if labeled)

- Social and Economic Sciences
- Global Logistics and Supply Chain Management
- Graduate Programs in Public Policy & Administration (In-class)
- MBA (In-class)
- Applied social, economic and public policy research (ISER)

¹ AACSB International. *Eligibility Procedures and Accreditation Standards for Business Accreditation*. Jan. 31, 2016. <http://www.aacsb.edu/~media/AACSB/Docs/Accreditation/Standards/2013-bus-standards-update.ashx>

UAF (SOM) is the Lead campus in these academic programs (or research if labeled)

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

UAS (SOM) is the Lead campus in these academic programs (or research if labeled)

- Graduate Program in Public Administration (Online)
- Business Administration Human Resource Management Emphasis

UAA (CBPP), UAF (SOM), and UAS (SOM) collaborate the following programs (shared Leads)

- AACSB and ACBSP Accredited Programs
- Accounting
- Business Administration (general business, finance, management, marketing, management information systems)
- Distanced delivered undergraduate business degrees
- In cooperation with other campuses in the system, the "Executive Committee" will coordinate all of the University of Alaska's AAS business programs and courses
- Development of any 4-year applied business degrees
- Leadership and Executive Education
- Other research areas as demand warrants and interest exists

Specifics

Continuation of Existing programs:

UAA CBPP continues to offer the following:

- AAS in accounting, business computer information systems, logistics and supply chain management, general business and small business administration
- logistics occupational endorsement, logistics undergraduate certificate, data mining certificate
- BBA in accounting, economics, finance, global logistics and supply chain management, management, management and information systems, marketing and BA in economics
- MBA (in class)
- Masters of Science in Global Supply Chain Management
- Masters of Public Administration (in class)
- Programming in Alaska Native Business, including an undergraduate minor

- Programming in Entrepreneurship and International Business, including undergraduate minors in each field
- Programming in Leadership and Executive Education

UAF SOM continues to offer the following:

- BBA in accounting and business administration
- MBA: Online with some in-class offerings
 - General Business
 - Capital Markets (capital markets could be merged with a UAA CBPP master's degree to possibly focus on accounting and/or finance – see opportunities)
- Occupational endorsement in HSEM
- TSA training for the Pacific Rim
- Bachelor of Emergency Management (BEM)
- Master of Security and Disaster Management (MSDM)
- Courses in the Rural Alaska Honors Institute (RAHI) program as well as maintaining another strong rural outreach through its Native Alaska Business Leaders (NABL) student organization.
- The Northern Leadership Center, the Center for the Study of Security, Hazards, Response and Preparedness and the Army Reserve Officers Training Corps (ROTC)

UAS SOM continues to offer the following:

- AAS in accounting and general business
- Accounting technician certificate, small business management certificate, accountant occupational endorsement
- BBA in accounting, human resource management, and management and information systems (Online)
- Masters of Public Administration (Online)

UAF SOM potential program elimination:

- Economics program (including four degrees – BA and BBA in Economics, MS in Resource and Applied Economics and a share PhD in Natural Resources and Sustainability)

New Opportunities:

- UAA CBPP, UAF SOM, and UAS SOM coordinating all business education efforts in the UA system through an Executive Committee
 - Greatly increase efficiencies through decreased redundancies and larger online sections, more effective quality control over courses including course relevancy, increases access coordination including online, better and more consistent student advising, increased ease of course transfers and much more.

- In cooperation with other campuses in the system, coordinate all of the UA AAS business programs and courses and consider consolidating degrees, where possible, and coordinating course offerings.
- The UAF CTC ABUS program is moved under the UAF SOM in the same way as the AAS business programs are the responsibility of the UAA CBPP and UAS SOM.
- UAS Associate of Business (AB) revised and coordinate two plus two model with articulation to UAA and UAF BBA degrees. The AB could be both online and in class and potentially draw students from the lower 48 to the Juneau campus for two years to study in a setting with many outdoor opportunities. Then the student could transfer to Anchorage or Fairbanks for their four-year degree and an experience in another part of Alaska.
- Increased opportunities in articulations for junior colleges in the Lower 48.
 - The reorganization of the two-year programs with the four-year degrees will increase the number of articulations that can be forged in the Lower 48, especially the West Coast. As an example, the UAF BEM programs have several articulations and now have online students from 27 different states in the program.
- UAA CBPP maintains baccalaureate degrees in Economics and considers alternatives for a master's degree in Economics
- UAA CBPP and UAF SOM share a new master's degree in accounting/finance. This would potentially replace the capital markets track in the UAF MBA program.
 - Sharing this degree draws on expertise at both universities.
 - The degree would positively impact CPA exam pass rates for our accounting students making them more competitive with national universities that have master degrees in accountancy.
 - The degree would be in high demand for accounting students seeking to satisfy Alaska's 150 credit hour requirements for certification, as well as offering an educational track for traditional students.
 - The degree would be in high demand from the financial institutions in Alaska.
- Executive Committee explores creating Bachelors of Applied Management degree.

- Allow easier transfer to a four-year degree for students with an AAS degree in a technical subject.
- The degree would be in high demand for students with some college credits to finish a four-year management degree.
- Degree could be at UAS and would potentially replace the UAS BBA.
- Expand ISER presence.
 - We propose that ISER is incremented a position from Statewide to establish a Northern presence at UAF. One possible scenario is that this position could be taken by an existing oil and gas economist with SOM, freeing up the SOM position in order for it to offset some of the budget pullbacks and, at the same time, employing one of the SOM economists who will be non-retained if the economics programs are eliminated.
 - Collaborate with UAS SOM faculty and students for research opportunities. Potential for ISER faculty teach courses within the UAS MPA program.
- Supporting the UA Center for Economic Development on a system-wide business incubator.
- Exploring joint degrees and concentrations in entrepreneurship, project management and executive education.
- Exploration of five-year Engineering/MBA programs.
- Joint research in economic development.

Strategic Pathways Benefits: Access, Efficiency and Quality:

These are the benefits from Alaska from having two AACSB and one ACBSP accredited business schools working together to coordinate the state's business and management education and research (the following benefits can be found in at least one school):

- UAA and UAF business schools retain AACSB accredited which provides the following advantages:
 - AACSB accreditation represents the highest standard of achievement for business schools worldwide. Less than 5% of the more than 16,000 schools worldwide granting business degrees have earned AACSB accreditation. Less than 1.5% have earned the specialized accounting accreditation
 - AACSB provides external national and international validation and recognition of the programs including course quality and relevancy
 - AACSB rigorously demands continuous improvement of the programs
 - AACSB provides a vast access to resources, including networks of learning and collaboration among business schools worldwide

- AACSB is the leader in documenting assurance of student learning outcomes at schools
- AACSB is recognized and highly regarded by employers
- AACSB sets the standard for faculty teaching qualifications: In this model all Alaska business instructors, including in-class and distanced courses, must meet approved AACSB criteria
- In sum: AACSB-accredited schools have the highest-quality faculty, deliver relevant and challenging curriculum, and provide educational and career opportunities that are not found at other business schools
- Coordinated AACSB curriculum and course delivery across the state:
 - All courses, at any level, are completely transferable between the two schools
 - Increased online coordination and more course options for students
 - Shared teaching resources allow for efficiencies at both units
 - Information transfer between UAA and UAF from working together
 - Potential for masters of accountancy/finance or something similar (possibly from restructuring the UAF SOM Capital Markets track)
- UAS business school continues to seek ACBSP accreditation which provides the following advantages:
 - ACBSP is an international organization that extends to more than 60 countries. It offers specialized business accreditation at all degree levels including associates. AACSB does not accredit associate programs.
 - The pursuit of ACBSP accreditation reinforces a commitment to continuous improvement, innovation, and scholarship
 - ACBSP accreditation contributes to a more positive review by regional accreditors, as specialized accreditation is a confirmation of quality programming in specific divisions
 - ACBSP accreditation promotes an outcomes assessment process linking goals, activities, and outcomes
 - ACBSP accreditation creates guidelines for faculty credentials, which leads to higher standards in hiring, increased scholarly and professional activities, and more focused faculty development decisions
 - ACBSP accreditation creates the impetus for relevancy and currency of faculty, programs, and courses to serve employers
 - ACBSP accreditation of UAS programs will allow place-bound students throughout Alaska the opportunity to complete a two year or four year business degree with specialized accreditation
- Efficiencies are gained from program collaboration:
 - Greatly increasing online course section size

- In-class and Online graduate programs (MBA and MPA) coordinating course offerings
 - Accredited business schools coordinating the state's AAS business programs
 - Significant reductions to the UAF economics program
 - Significant coordination of online courses across the UA system
 - Shared student organization events
- UAA CBPP, UAF SOM, and UAS SOM have strong and unified community outreach and support. UAA CBPP and UAF SOM are among the most visible of any UA school and colleges in Anchorage and Fairbanks. UAS SOM has a strong outreach program in Southeast and other areas of the State.
 - Continued access to in-class instruction in Alaska's larger population centers.
 - Implementing this plan reduces uncertainty and allows for all schools to aggressively jointly market their programs and start to recruit new students. This plan will increase statewide students.
 - All schools continue to serve its military students.
 - The Alaska students, the public and the business community, will be served by schools and colleges that:
 - are nationally recognized leaders in experimental, experiential, engaged and active learning
 - have external fundraising success
 - Maintaining UAA CBPP, UAF SOM, and UAS SOM is important for fundraising as all schools have loyal donors, large endowments, and existing scholarships.
 - Have active student organizations
 - UAF SOM and UAS SOM have in place robust distance delivery of courses. UAF SOM enjoys a partnership with UAF eLearning Center
 - UAF SOM Distance degrees include the BBA in BA, MBA, HSEM, MSDM, MS Economics (UAF SOM has 58 unique online courses and in 2015 offered 112 distance sections)
 - UAS SOM Distance degrees include the AAS in Accounting and General Management and the BBA in Accounting, Human Resource Management, Management Information Systems, and Management. (UAS SOM has 68 unique online courses and in 2015 offered 146 distance sections serving students throughout 58 communities in Alaska)
 - UAA CBPP is developing online courses in strategic areas of high need
 - Have very strong internship programs
 - Have Student Investment Funds including the new Real Estate Investment Trust (REIT) fund.
 - Have externally funded Bloomberg Terminals for investment research
 - Have experimental economic laboratories

- Have strong and growing enrollments
- Perform STEM and Arctic Security research
- Perform social and public policy research including ISER
- Include a nationally ranked experimental economics program
- Include a nationally ranked online BEM program
- Have students who are competing in and winning national competitions
- Have among the lowest costs per student credit hour on campus
- Have students who are highly sought after by employers
- Have strong ties with their respective engineering programs
- Are doing joint exploration on establishing a research park and incubator

Strategic Pathways Challenges (coordination essential):

- For all schools to retain their separate specialized business school accreditations
- Monitoring all courses to reduce redundancy
- Transitioning business students to the new shared Lead model
- Eliminating economics programs at UAF
- UAF SOM covering economics course needed for the BBA degrees
- The time and effort that these coordinated changes will require