

**University of Alaska Anchorage**  
**College of Business and Public Policy (CBPP)**  
**FY09/10 Incremental Requests (April 16, 2009)**

CBPP maintains and provides core competencies of teaching, research and service in the business and public policy disciplines for UAA. Organizationally it includes the core faculty in the business and public policy academic programs as well as a number of centers and institutes providing service and research appropriate to the mission of the college and university.

PBAC recommended funding support over the past three years has significantly strengthened our accreditation base. With the incremental funding provided we have been able to fill four positions with nationally recruited academically qualified faculty members.

The FY09 & FY10 budget requests are directed at enhancing our strengths and assuring continued growth, particularly in our academic programs. We are submitting two new proposals for FY10 totaling \$110,000.

All of the requests:

- Support the strategic goals of UAA and UA statewide,
- Strengthen existing academic and research programs, and
- Will have a direct impact on student success.

| FY09 CBPP Operating Request Submissions |                 |                         |   |
|---|-----------------|-------------------------|---|
| <b>FY09</b>                             | <b>Amount</b>   |                         |   |
| <b>Submissions</b>                      | <b>Priority</b> | <b>Requested</b>        | <b>Project/Title</b>                        |
| CED                                     | 1               | \$125,000               | Center for Economic Development             |
| ISER                                    | 2               | \$88,400                | Energy Economist                            |
| ISER                                    | 3               | \$100,000               | Environmental Health Faculty                |
| ISER                                    | 4               | \$250,000               | Alaska Energy Data Network                  |
| ISER                                    | 5               | \$220,400               | Center for Alaska Education Policy Research |
|   | <b>Total</b>    | <b><u>\$783,800</u></b> |   |

| FY10 CBPP Operating Request Submissions |                 |                         |   |
|---|-----------------|-------------------------|---|
| <b>FY10</b>                             | <b>Amount</b>   |                         |   |
| <b>Submissions</b>                      | <b>Priority</b> | <b>Requested</b>        | <b>Project/Title</b>                                  |
| ISER                                    | 1               | \$85,000                | Continuing Elements of Understanding Alaska's Choices |
| ISER                                    | 2               | \$25,000                | ISER Instruction                                      |
|   | <b>Total</b>    | <b><u>\$110,000</u></b> |   |

**Incremental Request Form  
PBAC Spring 09**

**Title: ISER Base Support for Policy Engagement, Internships, Fellowships, and Match**

**1. Request Description.**

ISER is requesting an increment of \$85,000 to our general research org (12015) to continue three elements of our "Understanding Alaska's Choices" program. These are: 1) "Rapid Response" to questions posed by policymakers (\$40k); 2) Scholarships, internships, and fellowships allowing UAA and Alaska students to work on projects at ISER (\$15k); and 3) Match (\$30k).

These program components have been funded since 2006 with one-time UA Foundation funds that are anticipated to no longer be available beginning FY10.

**2. Strategic Purpose.**

This increment strengthens the total instructional program by:

- maintaining support for several ISER policy research internships for UAA undergraduates and
- maintaining support for several fellowships for UAA and other Alaska graduate students.

It reinforces and expands our research mission by:

- maintaining funding for "rapid response" to specific research requests from elected officials and other high-level policymakers, and
- maintaining a small amount of GF match that can leverage external funding

It expands educational opportunity and increases student success by:

- maintaining support for several ISER policy research internships for UAA undergraduates and
- maintaining support for several fellowships for UAA and other Alaska graduate students.

It expands and enhances the Public Square by:

- Allowing ISER faculty to participate directly in public policy formation by being responsive to requests from policy makers

**3. Operational Focus.**

This request fills a gap that had been pre-existing for many years and was then funded with one-time UA Foundation funds for 3 years. All three elements -- rapid response to policy makers, student research experiences, and match-for-leverage -- have been highly successful and should be continued.

**4. FY10 GF and NGF Request** (*What GF funds are requested? What NGF revenue is anticipated?*)

\$85,000 of GF is requested:

- \$40,000 for Rapid Response to policy makers
- \$15,000 for Scholarships and Internships
- \$30,000 for strategic match

NGF revenue is anticipated to be between \$30,000 and \$100,000 from external funds leveraged through the match monies.

**5. Operational Expense** (*How will the funds be spent; i.e., personal services, travel, etc. Please provide a budget for the funds requested. Include the number of positions requested.*)

The funds will be spent as follows.  
Zero new positions are requested.

FY10 Attachment V  
 College of Business & Public Policy  
 ISER Base Support for Policy Engagement, Internships, Fellowships, and Match

|                                | Program Element: |                           |               | Total         |
|--------------------------------|------------------|---------------------------|---------------|---------------|
|                                | Rapid Response   | Internships & Fellowships | Match         |               |
| 1000 GF Pers Svcs: Sal & Wages | 28,000           | 8,000                     | 21,000        | 57,000        |
| 1900 GF Benefits               | 9,000            | 1,000                     | 8,400         | 18,400        |
| 2000 GF Travel                 | 1,500            | 1,200                     | 600           | 3,300         |
| 3000 GF Services               | 1,000            | 1,740                     |               | 2,740         |
| 4000 GF Commodities            | 500              | 60                        |               | 560           |
| 6000 GF Student Aid            |                  | 3,000                     |               | 3,000         |
| <b>Total GF</b>                | <b>40,000</b>    | <b>15,000</b>             | <b>30,000</b> | <b>85,000</b> |

**6. Department/Program Investment.**

ISER will support all program elements with existing faculty and staff resources. Rapid response activities typically also involve publications and presentations, which are covered from existing funds. Internships and fellowships are supported by extensive faculty time in mentoring and supervising. Match is supported by proposal development efforts.

**7. Collaboration.**

These program elements have allowed us to engage with graduate students from UAF and UAS and to pursue collaborative proposals with other units such as the Alaska Center for Energy and Power. Match is particularly effective for pursuing external collaborations, such as with USDA Rural Development.

**8. UA SWS Performance Measures.**

| Metric                                | FY10   | FY11   | FY12   | FY13   | FY14   | note |
|---------------------------------------|--------|--------|--------|--------|--------|------|
| Grant-funded Research Expenditures    | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 1    |
| Student Credit Hours                  | 9      | 9      | 9      | 9      | 9      | 2    |
| University-generated revenue: F&A     | 15,224 | 15,224 | 15,224 | 15,224 | 15,224 | 3    |
| University-generated revenue: tuition | 1,391  | 1,432  | 1,475  | 1,519  | 1,565  | 4    |

Notes:

- 1) External funds on \$30k of GF match, assuming avg match ratio of 50%
- 2) based on 2 public policy Ugrad interns per yr, each earning 3 Cr
- 3) F&A @ .34 rate, is also included in Research Exp.
- 4) Based on \$150/SCH in FY09, increasing 3%/yr

**9. Other Output Measures.**

ISER Internships and fellowships are highly selective and allow us to cultivate talent for Alaska, UAA, and ISER. Engaging with policy makers contributes immediately to the ISER and UAA mission of making a positive difference in the lives of Alaskans and pays rich long-term dividends as relationships are built and trust is established. In the long run, UAA and ISER make a difference for Alaska, through policy formation and new human capital.

**10. Productivity and Efficiency**

By allowing us to plan for policy interns and graduate student fellows, ISER can schedule project tasks for allocation to these low-cost resources and free up significant amounts of faculty time for additional high-level work, most importantly proposal development.

**11. Effectiveness and Quality**

The quality of our responses to policymakers' requests for information improves dramatically when funds are available to support faculty and staff time to respond to the request. Being responsive builds our reputation as reliable partners for research and advice. Our work enters the policy process and is used. This is effectiveness.

Internships and fellowships are the most effective method of building Alaska-specific research skills among UAA students and Alaskans pursuing advanced degrees.

Match is a highly effective method of leveraging external dollars. Without match, we are categorically excluded from numerous funding opportunities.

**12. Sustainability.** *(What impact will this request have on institutional, programmatic or environmental sustainability?)*

Long-term engagement with elected officials and policy makers is crucial to maintaining ISER's and UAA's reputation for responsive, nonpartisan research and analysis. All else depends on reputation.

Long-term development of new human capital through internships and fellowships is crucial to ISER's institutional sustainability. Some of our best people are developed from within.

**13. Priority Ranking.** *(In your major budget unit, what is the priority for this request? Explain why this request received this ranking.)*

**This request is ranked #2 within CBPP FY10 requests.**

**Incremental Request Form  
PBAC Spring 09**

**Title: ISER Base Support for Instruction**

**1. Request Description.**

ISER is requesting an increment of \$25,000 to our instruction org (11093) to support teaching by faculty that has been requested by other departments.

**2. Strategic Purpose**

This increment strengthens the total instructional program by:

- Allowing ISER faculty in economics, anthropology, education, evaluation, and other disciplines to teach UAA undergraduates

It expands educational opportunity and increases student success by:

- Allowing several new courses (eg, globalization, energy and socieyt, evaluation methods)
- Allowing adequate time for course preparation, homework, and mentoring beyond the bare minimum that is possible with overload pay at adjunct rates

**3. Operational Focus.**

This request fills a gap that has been building for several years as ISER has added term faculty that have zero GF support. These faculty are excellent teachers and have been asked to teach. They have attempted to teach as best they can with limited support from departments and from ISER. They have donated substantial amounts of personal time to the effort. This requests allows their teaching to be properly budgeted, scheduled, and compensated.

**4. FY10 GF and NGF Request** (*What GF funds are requested? What NGF revenue is anticipated?*)

\$25,000 of GF funds are requested with increases tracking cost of living salary adjustments. NGF revenue is anticipated to be \$6,000 of tuition revenue

**5. Operational Expense** (*How will the funds be spent; i.e., personal services, travel, etc. Please provide a budget for the funds requested. Include the number of positions requested.*)

The funds will be spent as follows.  
Zero new positions are requested.

|                                |        |
|--------------------------------|--------|
| 1000 GF Pers Svcs: Sal & Wages | 18,500 |
| 1900 GF Benefits               | 6,500  |
| Total GF                       | 25,000 |

**6. Department/Program Investment.** *(What investment, if any, is the department/program prepared to make in this proposal in addition to the funds requested from outside the present budget? Will any funds be reallocated internally to support this effort?)*

ISER will support the additional teaching with admin resources as we currently do for existing instruction.

**7. Collaboration.**

This increment allows ISER to continue and expand collaboration with academic departments, especially those in social science and public policy disciplines.

**8. UA SWS Performance Measures.** *(What is the anticipated impact on the seven PBB performance measures for the period FY10-FY14. Provide specific estimates.)*

| <b>Metric</b>                         | <b>FY10</b> | <b>FY11</b> | <b>FY12</b> | <b>FY13</b> | <b>FY14</b> | <b>note</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Student Credit Hours                  | 150         | 150         | 150         | 150         | 150         | 1           |
| University-generated revenue: tuition | 22,500      | 22,500      | 22,500      | 22,500      | 22,500      | 2           |

Notes:

- 1) based on 2 additional courses made possible @ 25 students each
- 2) Based on \$150/SCH

**9. Other Output Measures.**

The breadth and depth of the UAA instructional program is measurably increased.

**10. Productivity and Efficiency**

By allowing us to plan for instruction with secure funding, we can better structure term faculty workloads, and delegate appropriate tasks (such as grading) to lower-cost resources, thus freeing up faculty for higher-valued uses, especially proposal development.

**11. Effectiveness and Quality**

ISER faculty are highly effective teachers in the specific areas where they are working and have specialized expertise. The quality of our instructional program is significantly improved when they are involved.

**12. Sustainability.** *(What impact will this request have on institutional, programmatic or environmental sustainability?)*

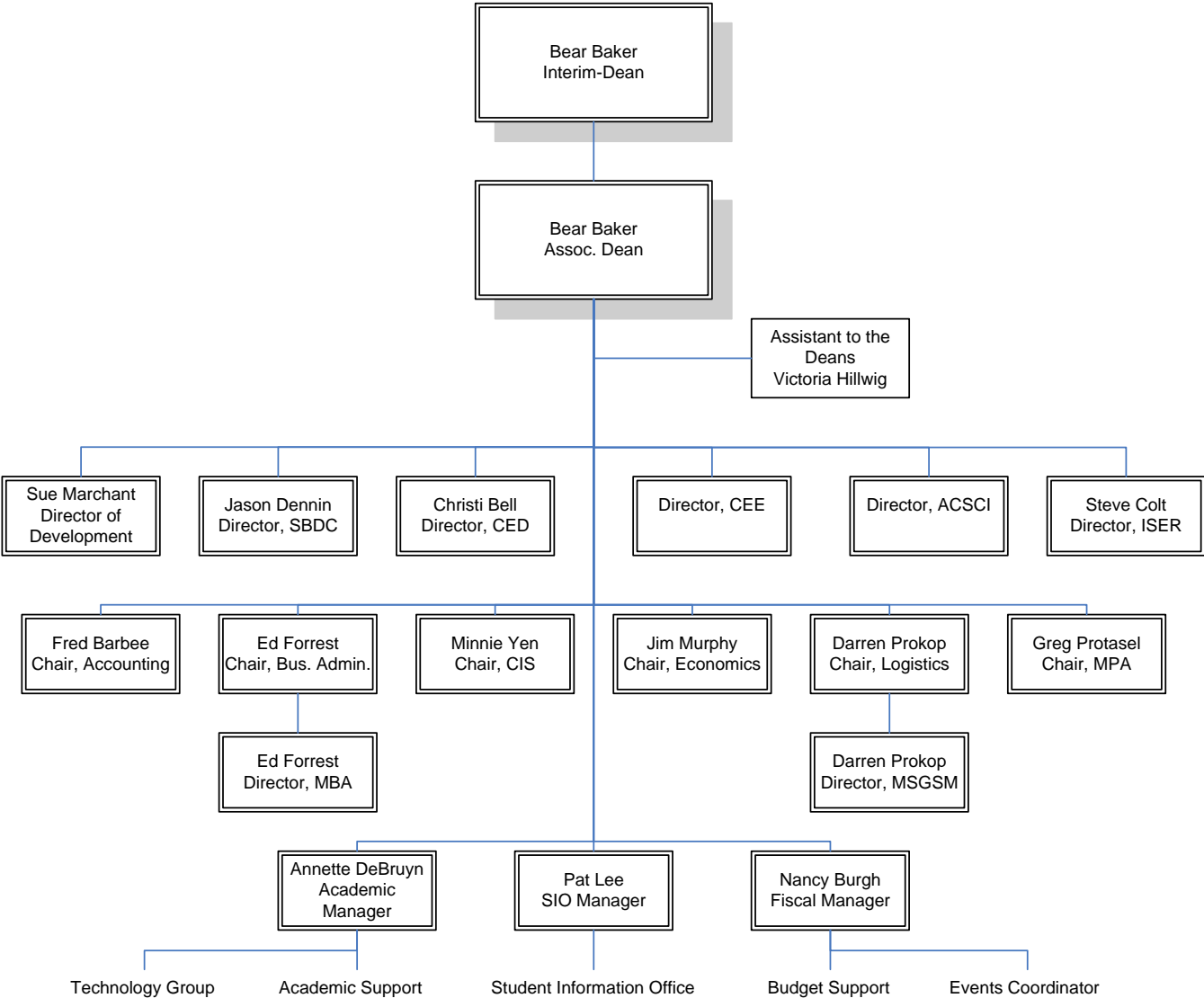
ISER's long-run sustainability depends, in part, on rewarding career paths. This is especially true for term faculty under the stress of generating 100% of their own salaries from external funds. These faculty should not have to choose between zero teaching and teaching as a personal favor, largely on their own time.

FY10 Attachment V  
College of Business & Public Policy  
ISER Base Support for Instruction

**13. Priority Ranking.** *(In your major budget unit, what is the priority for this request? Explain why this request received this ranking.)*

**Ranked #2 for FY10 Budget Requests**

College of Business & Public Policy



## Current Base Operating Budget State as of 2/28/09:

|      | Expenditures:             | Adjusted Budget   | Year to Date Activity | Projected Exp to Year End | Total YTD and Projections | Budget Variance |
|------|---------------------------|-------------------|-----------------------|---------------------------|---------------------------|-----------------|
| 1000 | Salaries/Ben              | 10,726,852        | 5,550,407             | 4,267,066                 | 9,817,473                 | 909,379         |
| 2000 | Travel                    | 156,695           | 123,177               | 134,274                   | 257,451                   | (100,756)       |
| 3000 | Contr Svcs                | 529,865           | 230,813               | 299,229                   | 530,042                   | (177)           |
| 4000 | Commdty                   | 306,598           | 158,081               | 439,660                   | 597,741                   | (291,143)       |
| 5000 | Equipment                 | 4,100             |                       |                           | -                         | 4,100           |
| 6000 | Fin Aid                   | 31,545            |                       |                           | -                         | 31,545          |
| 8000 | Misc                      | 47,451            | (18,204)              | 693,038                   | 674,834                   | (627,383)       |
|      | <b>Total Expenditures</b> | <b>11,803,106</b> | <b>6,044,274</b>      | <b>5,833,267</b>          | <b>11,877,541</b>         | <b>(74,435)</b> |

|      | Revenues:             | Adjusted Budget   | Year to Date Activity | Projected Exp to Year End | Total YTD and Projections | Budget Variance  |
|------|-----------------------|-------------------|-----------------------|---------------------------|---------------------------|------------------|
| 9100 | Tuition               | 4,122,212         | 3,980,299             | 230,450                   | 4,210,749                 | (88,537)         |
| 9150 | Lab Fees              |                   |                       | 68,000                    | 68,000                    | (68,000)         |
| 9210 | Gen Fund              | 5,921,646         | 5,907,853             | 13,793                    | 5,921,646                 | -                |
| 9802 | Overhead              | 351,126           | 198,219               | 158,943                   | 357,162                   | (6,036)          |
| 9900 | Intra Agency Rcpt     | 13,686            | 13,686                | 3,335                     | 17,021                    | (3,335)          |
|      | Other 93/94/95/98     | 1,394,436         | 1,431,736             | 130,135                   | 1,561,871                 | (167,435)        |
|      | <b>Total Revenues</b> | <b>11,803,106</b> | <b>11,531,793</b>     | <b>604,656</b>            | <b>12,136,449</b>         | <b>(333,343)</b> |

Net Surplus/(Deficit)

Represents 3% of CBPP Base &amp; 6% of ISER Base

258,908

**FY09 Reductions:**

## Non-base reductions:

| <u>Amount</u>      | <u>Funds</u>                                     | <u>Impact</u>  |
|--------------------|--|--|
| \$500,000          | FY08 CF funds                                    | The FY08 CF reduction of \$500,000 was a transfer to enable a current UAA project in exchange for a new AY 09 faculty line.  |
| \$98,812           | 8% of FY08 CF funds                              | The \$98,812 was an unexpected transfer reducing our ability to fund new initiatives in curriculum development and student success.  |
| \$613,400          | ACSCI residual revenue from fixed price contract | The \$613,400 transfer was made to enable ongoing underfunded UAA projects. It reduced our ability to support new faculty and student research initiatives, to hire term faculty, to hire additional term staff for student services, to eliminate summer faculty support and summer programs, to support assessment and curriculum development. |
| <b>\$1,212,212</b> | <b>TOTAL Amount of Non-base Reduction</b>        |  |

## Base Budget reduction in FY09:

| <u>Amount</u>   | <u>Funds</u>                          | <u>Impact</u>                      |
|-----------------|---------------------------------------|------------------------------------|
| \$60,023        | Req'd base budget cut                 | Reduced AACSB faculty AQ/PQ travel |
| <b>\$60,023</b> | <b>TOTAL Amount of Base Reduction</b> |                                    |

Major Budget Unit:

*Small Business Development Center (SBDC)*

ATTACHMENT IV

Current Base Operating Budget State as of 2/28/09:

|      | <b>Expenditures:</b>      | <b>Adjusted Budget</b> | <b>Year to Date Activity</b> | <b>Projected Exp to Year End</b> | <b>Total YTD and Projections</b> | <b>Budget Variance</b> |
|------|---------------------------|------------------------|------------------------------|----------------------------------|----------------------------------|------------------------|
| 1000 | Salaries/Ben              | 485,254                | 280,260                      | 162,746                          | 443,006                          | 42,248                 |
| 2000 | Travel                    | 21,000                 | 3,408                        | 6,950                            | 10,358                           | 10,642                 |
| 3000 | Contr Svcs                | 32,779                 | 55,471                       | 25,732                           | 81,203                           | (48,424)               |
| 4000 | Commnty                   | 10,967                 | 1,715                        | 11,895                           | 13,610                           | (2,643)                |
| 4500 | Resale                    |                        |                              |                                  | -                                | -                      |
| 5000 | Equipment                 |                        |                              |                                  | -                                | -                      |
| 6000 | Fin Aid                   |                        |                              |                                  | -                                | -                      |
| 7000 | Overhead                  |                        |                              |                                  | -                                | -                      |
| 8000 | Misc                      |                        | 1,823                        |                                  | 1,823                            | (1,823)                |
|      | <b>Total Expenditures</b> | <b>550,000</b>         | <b>342,677</b>               | <b>207,323</b>                   | <b>550,000</b>                   | <b>-</b>               |

|      | <b>Revenues:</b>      | <b>Adjusted Budget</b> | <b>Year to Date Activity</b> | <b>Projected Exp to Year End</b> | <b>Total YTD and Projections</b> | <b>Budget Variance</b> |
|------|-----------------------|------------------------|------------------------------|----------------------------------|----------------------------------|------------------------|
| 9100 | Tuition               |                        |                              |                                  | -                                | -                      |
| 9150 | Lab Fees              |                        |                              |                                  | -                                | -                      |
| 9210 | Gen Fund              | 550,000                | 550,000                      |                                  | 550,000                          | -                      |
| 9700 | Aux Receipts          |                        |                              |                                  | -                                | -                      |
| 9801 | Interest Income       |                        |                              |                                  | -                                | -                      |
| 9802 | Overhead              |                        |                              |                                  | -                                | -                      |
| 9900 | Intra Agency Rcpt     |                        |                              |                                  | -                                | -                      |
| 9960 | CIP Receipts          |                        |                              |                                  | -                                | -                      |
|      | Other 93/94/95/98     |                        |                              |                                  | -                                | -                      |
|      | <b>Total Revenues</b> | <b>550,000</b>         | <b>550,000</b>               | <b>-</b>                         | <b>550,000</b>                   | <b>-</b>               |

**Net Surplus/(Deficit)**

-

4/8/2009

## **College of Business & Public Policy**

### **Most significant outcomes from allocations and reductions**

*Note: Attachment VI's have been completed on each of the allocations*

**Title: Accreditation Needs**

Internal Allocation: \$368,000

**Objective(s):** One objective of the AACSB reaccreditation review in 2007 was the need for the College to demonstrate (via actual funding) that the University of Alaska Anchorage supported our efforts to maintain AACSB accreditation.

**Significant Outcomes:** Funds were been applied to the base salary of vacant faculty positions allowing the College to competitively recruit and retain AQ/PQ (academically qualified/professionally qualified) faculty by offering a market salary in line with the AACSB (Association to Advance Collegiate Schools of Business) salary report.

The College successfully recruited nine tenure-track faculty positions.

An Associate Dean was hired.

CBPP successfully completed AACSB reaccreditation.

The SIO was able to provide more one on one academic advising to the new incoming students and provide more assistance to the returning students as well as being actively involved in the recruitment of students at High Schools and other strategic locations, increasing the retention rate.

---

**Title: Faculty & Experimental Economics Lab (EEL) Support**

Legislative Support: \$200,000

**Objective:** Continue support for AACSB accreditation and provide leadership for the EEL

**Significant Outcomes:** The funds have enabled CBPP to continue to successfully maintain accreditation for the undergraduate and master's degree programs in business offered by the UAA.

The experimental program has drawn interest from other disciplines including anthropology, political science and logistics. The ability to run the Economics experiments in the lab has opened up opportunities for faculty research and grants and has provided us with the opportunity to sponsor summer experimental economics workshops that have included nine of the world's leading experimental economists from outside Alaska.

---

**Title: Procurement Technical Assistance Center of Alaska (PTAC)** Legislative Program Support: \$146,000

**Objective:** The Procurement Technical Assistance Center (PTAC) provides businesses with the marketing know-how and technical tools they need to obtain and perform successfully under federal, state and local government contracts and research grants.

**Significant Outcomes:** The PTAC Alaska offered a full range of services that included technical counseling, seminars, workshops, electronic bid match, electronic commerce assistance, and government market research.

During calendar year 2007 active clients reported a total of 470 prime contracts and 136 subcontracts.

## College of Business & Public Policy

### Most significant outcomes from allocations and reductions (page 2)

Title: **ISER Base Budget**

Legislative Program Support: \$230,000

Objective(s): This funding was to enable ISER to carry out its mission: to enhance the well-being of Alaskans and others, through non-partisan research that helps people understand social and economic systems and supports informed public and private decision-making. The funds were intended to provide base funding for the service components of faculty workloads, which we had previously been attempting to cover with instruction and research monies.

Significant Outcomes:

- Major proposal submitted to NSF by Dr. Howe was funded for \$750k.
  - ISER faculty participate in climate policy formation at state, national, and international levels.
  - Public can find information it needs. Faculty time is not wasted responding to routine requests for documents
- 

Title: **“When Confucius Meets an Amoral Calculators in Cross-Cultural Negotiation.”**

Chancellor’s Res Awards: \$21,000

Objective(s):

1. To empirically examine the effects of ethical orientations, including Confucian ethical orientations on negotiations outcomes in an intra-cultural and cross-cultural transaction.
2. To develop improved means of inter-cultural negotiation training between U.S. and Chinese partners.
3. To present findings at conferences with an emphasis on international business and globalization.
4. To publish findings in academic and practitioner journals such as the Journal of Business Ethics, Journal of International Management Studies, and International Negotiation, and Negotiation.

Significant Outcomes: This project is on-going. Final impacts/outcomes are not yet available.

---

Title: **Unemployment in rural Alaska: an experimental investigation of the Alaska Todaro Paradox**

Chancellor’s Fund Award FY07: \$9,000

Objective: We used our experimental results to explain the behavior of Alaska Native men. Historic migration shows a tendency of men to move back to rural regions of Alaska even if there is little opportunity for employment. We called this the Alaska Todaro Paradox. This research has just been published in the Annals of Regional Science (2008) 42:807-819, “*Job search with an external opportunity: an experimental exploration of the Todaro Paradox*”.

Significant Outcomes: These experiments have been run and the data has been examined. Preliminary results have been presented at two faculty seminars. The experimental results are still being analyzed.

**FY10 Operating Budget Requests – Restricted Funds**  
**College of Business & Public Policy**

**Rasmuson Chair:**

CBPP has already funded \$86,000 to cover the salary and benefits of the Rasmuson Chair due to a projected shortfall prior to the recent economic decline. Due to the recent decline in the UA Foundation investments, the Rasmuson Chair shortfall is extremely significant.

IMPACT: Based on \$0 distributed earnings after June 2009, the shortfall is projected t as follows:

| Based on NO future distributed earnings in FY10 & FY11: |  |
|---|--|
|   | Projected<br><u>End of FY Balances</u> |
| FY09 (July 2008-June 2009)                              | \$114,297                              |
| FY10 (July 2009-June 2010)                              | (\$96,610)                             |
| FY11 (July 2010-June 2011)                              | (\$383,220)                            |

*Note: in FY08 CBPP covered \$86,000 of the Rasmuson Chair salary*

**CEE (Center for Economic Education) Admin. Support:**

Currently, 25% of administrative support (salary and benefits) for the CEE (Center for Economic Education) is funded through donations made by the Council.

IMPACT: This position may be reduced to ¾ time if the external funding is unavailable for FY10.

**Faculty Positions:**

Due to a shortage of funds for faculty positions and the increased student loads we are experiencing, CBPP is considering using existing donations to cover portions of faculty salaries (e.g., Weidner Real Estate funds to cover a portion of the new faculty hire specializing in Real Estate and Property Management, along with any terms or adjuncts teaching in this discipline) until such time funding runs out and/or new general funds are available for recruitment of faculty in alignment with the AACSB salary median range.

**ISER (Institute of Social & Economic Research):**

ISER has received substantial funding from the UA Foundation BP/ConocoPhillips Account for its “Understanding Alaska” and “Understanding Alaska’s Choices” public policy research programs. These funds have allowed us to increase our capacity for policy-oriented research and our ability to be responsive to Alaska’s needs. (These funds are NOT the same as the “ISER Base Support” – org 12262 funds.)

IMPACT: We anticipate that availability of these funds will decrease in future years. We will need to shift our efforts toward other sources of external funding. The loss of these funds will place a significant new strain on our GF budget. We are asking for a modest increment (below) to continue three elements of this program that have been particularly successful.

*College of Business & Public Policy*  
*Performance Metrics: Assessment, Projections & Strategies*

**Metric: Student Credit Hour Production**

|                | Actual  |         |         |         |         |         |         | Target  | Current |
|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Academic Year  | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | Status  |
| SCH w/Auditors | 26,140  | 28,851  | 28,575  | 28,088  | 28,799  | 28,418  | 29,632  | 29,930  | 30,817  |

**Assessment:** CBPP has averaged 28,360 SCH over the past seven years. SCH production has grown slowly. For AY2008-09 we projected a modest 2% growth based largely on the economic downturn and constrained by our ability to deliver classes. By increasing classes size limits and making use of adjuncts and faculty overloads we have been able increase production by 4%.

**Projection:** CBPP expects no growth in SCH production during the AY2009-10. This projection is based on our ability to deliver classes with the resources currently available to the college.

**Strategies:** CBPP is finding it increasingly difficult to service student demand. Several actions are underway to help manage the demand while increasing student success and meeting the needs of employers while satisfying the requirements of AACSB for maintenance of accreditation.

We are in our second year of outcome assessment. Assessment results will be used as we execute a systematic program review of each degree program and the BBA core. We anticipate shifting some resources to new assignments in this process.

We are examining the criteria for upper division standing. We expect that increasing the requirements will decrease the demand on upper division courses while increasing the potential quality of our graduates. Several tutoring and remedial programs are being considered to help students prepare for upper division success.

Concurrently we are trying a variety of approaches to increase the number of students majoring in business at the undergraduate level. One program will engage high school students in summer programs. Others center on course redesign to attract undeclared students.

**Metric: First-Time Full-Time Undergraduate Retention**

|                | Actual  |         |         |         |         |         |         | Target  | Current |
|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Academic Year  | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 | 2008-09 | Status  |
| Retention Rate | 57.0%   | 61.3%   | 59.6%   | 62.0%   | 64.6%   | 67.3%   | 65.9%   | 2%      | 70.8%   |

**Assessment:** CBPP has enjoyed a 62% average retention rate over the past seven academic years. CBPP had targeted a 2% increase in retention from AY2006-07 ignoring the AY2007-08 dip. The actual retention increase is 5%. As with increased SCH production, some of this retention increase probably is assignable to the economic downturn. However, the PBAC investments in our Student Information Office must be credited with helping exceed our goal.

**Projection:** We expect to achieve an additional 2% increase in retention during Academic Year 2009-10.

**Metric: First-Time Full-Time Undergraduate Retention (con't)**

**Strategies:** The SIO is continuing to improve our student advising processes. They are developing processes to minimize petitions and other exception management processes used in the past that lead to large numbers of students taking courses for which they are underprepared.

The SIO is working more closely with faculty advisors to insure that all of our declared majors have their plans of study completed and are maintaining progress toward their degree. Personnel in the SIO work actively with the department chairs and the dean to develop class schedules that meet the needs of our current student loads and help us manage demand during registration offering students and faculty contingency guidance when appropriate.

The SIO expansion has enabled personnel to participate in more on campus and many off-campus recruiting events contributing to both our retention and our SCH production.

Redesign of the BBA core will be done with a focus on student success both at and after UAA.

**Metric: University-Generated Revenue**

| Academic Year                 | Actual  |         |         |         |         |         |         | Target<br>2008-09 | Current<br>Status |
|-------------------------------|---------|---------|---------|---------|---------|---------|---------|-------------------|-------------------|
|                               | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |                   |                   |
| University -Gen Revenue (000) | 9,169   | 10,693  | 9,452   | 9,572   | 11,683  | 10,568  | 9,904   | 10,000            | 7,896             |

**Assessment:** University-Generated Revenues have averaged \$10,149,000 over the past seven years. In both AY2005-06 and AY2006-07 CBPP was the beneficiary of significant PBAC and legislative investment supporting efforts to maintain AACSB accreditation. Somewhat smaller investments were made in AY2007-08 and for AY2008-09 the investment was minimal. The UAA predetermined F&A rate for organized research dropped from 42.2% in FY08 to 34.0% in FY09. In addition, an increasing number of funding entities are requiring lower or zero F&A rates. (For example, the Matanuska-Susitna Borough Assembly passed a resolution that prohibits the Borough from paying F&A to the university for research, the University has lowered the rate for state funds to 25% and nonprofits severely restrict F&A). Both of these changes put downward pressure on ISER's total F&A recovery.

**Projection:** CBPP projects its University-Generated Revenue to be \$10,000,000 in AY2009-10. ISER expects to generate between \$375K and \$400k of total F&A (aka "ICR") in FY09.

**Strategies:** CBPP and ISER aggressively pursues all funding opportunities consistent with our mission and pays special attention to those that pay the full F&A. UAA administrators should ensure that negotiated F&A rates fully reflect appropriate costs. UAA administrators should communicate to external audiences what F&A is and what it pays for. A higher percentage of ISER's funding has had to come through the competitive proposal process that has been true in the past. The ability to carry forward revenue is critical to maintain fiscal stability across fiscal years. Restricting future carry forward to a set percentage of the general fund base will serve as a strong disincentive to generating revenue.

**Metric: Grant-Funded Research Expenditures**

| Academic Year               | Actual  |         |         |         |         |         |         | Target<br>2008-09 | Current<br>Status |
|-----------------------------|---------|---------|---------|---------|---------|---------|---------|-------------------|-------------------|
|                             | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |                   |                   |
| Research Expenditures (000) | 3,193   | 3,331   | 3,614   | 3,840   | 5,568   | 3,776   | 3,206   | 3,000             | 1,716             |

**Assessment:** CBPP has averaged \$3,790,000 in external research funding over the past seven years. The average is heavily influenced by the large DLA contract during from 2004 through 2007. ISER has typically been the generator of external research for CBPP. Excluding the DLA contract influence, CBPP averages about \$3,100,000 over the past seven years. We had projected a \$3,000,000 target for AY2008-09. It is unclear whether or not we will achieve that goal this year.

**Projection:** CBPP is projecting a small decrease in external funding during the coming year. The ACSCI has not had active leadership during the past year and has only minimal proposal activity. CBPP projects external research to contribute \$2,800,000 during AY2009-10. For ISER, the UAA predetermined F&A rate for organized research dropped from 42.2% in FY08 to 34.0% in FY09. In addition, an increasing number of funding entities are requiring lower or zero F&A rates. Both of these changes put downward pressure on ISER's total F&A recovery.

**Strategies:** Current course loads make it difficult for faculty to find time to prepare proposals. When available, CBPP has been using carry forward and residual contract funds to provide course releases and summer support for faculty to pursue new contract awards. ISER expects to generate between \$375K and \$400k of total F&A (aka "ICR") in FY09 despite the decline in UAA's rate to 34.0% from 42.2% and despite an increasing tendency of funding agencies to pay less than the full 34% rate. Funds will be severely limited in AY2009-10. Projected carry forward and residual contract funds in excess of 4% of CBPP GF have been transferred to the administration for application to current year projects

**Metric: High Demand Job Area Degrees Awarded**

| Academic Year              | Actual  |         |         |         |         |         |         | Target<br>2008-09 | Current<br>Status |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|-------------------|-------------------|
|                            | 2001-02 | 2002-03 | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |                   |                   |
| High Demand Job Graduation | 208     | 236     | 278     | 250     | 258     | 244     | 249     | 260               | 140               |

**Assessment:** CBPP has average 246 graduates in High Demand job categories over the past seven academic years. CBPP projected 260 High Demand job graduates in AY2008-09. CBPP appears to be on track to achieve that goal

**Projection:** CBPP expects High Demand job graduates to level off over the next couple of years. Resource constraints will keep the college for expanding programs. Further, the planned program review may lead to the elimination of degrees and/or further constrain the resources available to achieve growth in program outputs. CBPP projects for AY2009-10 High Demand job graduates will remain steady at 260 graduates.

**Strategies:** Recruiting and retention both play critical roles in graduate production. However, resources must be available to meet the course load demands or production will bottle neck. CBPP has reached the point of saturation under our current program/curriculum design. It remains to be seen whether a redesign will allow sufficient reallocation of resources to increase production without an increase in actual resources.

## **Metric: Strategic Enrollment Management Plans**

**Assessment:** CBPP has made good progress with the support of PBAC in developing and implementing an enrollment management plan for the college.

**Projection:** CBPP expects to continue managing enrollment in AY2009-10 as it is doing in AY2008-09.

**Strategies:** CBPP enrollment management is currently led by the Student Information Office (SIO). CBPP expects to make enrollment management a priority of the associate dean when that position is again filled. With the anticipated changes in curriculum and possibly degree programs, CBPP see the opportunity to initiate new policies and procedures that will improve our enrollment management.

As part of the program assessment and redesign, CPBB will implement a college level course scheduling plan. The plan will be designed and manage to insure that student course demand is met to manage timely progress toward degree completion, faculty loads are fairly distributed, the facility utilization is maximized and programs from other UAA colleges and schools are serviced as required for their students.

We expect to expand the SIO by one full time position allowing us to do more hands on management.

## **Metric Academic Programs Outcomes Assessment**

**Assessment:** Assessment plans are in place and have been used by each of our programs. The BBA core is in its third year of assessment. Assessment is becoming an institutionalized activity of the college.

**Projection:** Assessment outcomes analysis was performed for the first time at the end of AY2007-08. A review and analysis is now planned for the end of each academic year using a rotating pool of faculty. CBPP expects to use the outcomes analysis in our program review and redesign.

**Strategies:** College wide assessment is in its third year. At the end of AY2007-08 the college and OAA provided funding to support a week long intensive review of assessment by an ad hoc faculty committee. The results of that activity will be used this year during the program redesign.

The success of the initial ad hoc review was twofold. First, it provided good data to validate issues in program design and/or implementation. Second, it increased faculty support for the assessment process.

CBPP will make the ad hoc committee review of assessment data and annual activity. We will move to include it in the workload agreements if possible.

CBPP will realign the assessment and curriculum committees to insure that assessment outcomes are a part of our larger continuous improvement activities.