

Recommendation Report
UAA Administrative Management Structure Review
April 9, 2021

<https://www.uaa.alaska.edu/about/administrative-services/cpab/>

Chancellor Sandeen initiated the Administrative Management Structure Review in December 2020. The task was given to the Campus Planning Advisory Board (CPAB). The committee was charged to conduct a review of administrative management positions at UAA, alongside similar efforts at UAF, UAS, and the system office. The CPAB is normally co-chaired by the Vice Chancellor for Administrative Services and the Provost; however, due to the focus of this review they abstained from the process. Instead, two members of the CPAB were selected to guide the project.

The scope of this review was centered on positions classified as EX, FR, and FN, with a limited number of associate vice chancellor-level positions that had different classifications. Six of these non-EX/FR/FN positions were identified for inclusion based on comparisons to peer positions within the system and comparisons to current EX/FR/FNs within UAA. Most FN positions at UAA are postdoctoral positions, so this review was limited to those who have a preponderance of administrative load. In total, 71 positions were reviewed.

The chancellor's charge to the CPAB was to categorize each of the positions as *Strongly Affirm, Affirm, Modify, or Restructure/Merge*. CPAB had extensive discussions concerning both the process and criteria for assigning each position to a category. It recognized that the finding for each position most importantly served as a way to start conversations concerning suggestions for making the administrative structure as efficient and effective as possible in helping UAA meet its mission for the students and communities it serves. Those findings led to a number of considerations and suggestions for further review at the college, unit, and university level.

Strongly Affirm: critical to the university and its ability to survive as a separately accredited institution.

Affirm: enhance the mission, but we saw potential adjustments that could better serve UAA and its mission.

Modify: key changes were seen as necessary.

Restructure/Merge: the committee identified significant concerns and questions with the position or the committee thought significant changes were needed with the position.

High Level Recommendations and Observations

Directors vs. Department Chairs

The committee is concerned about the apparent proliferation of directors at UAA, notably in the College of Health and the College of Arts and Sciences. Meanwhile, there seems to be an attendant narrowing in the span of control and use of department chairs. It is not always clear why a given academic department has a director rather than a chair. The committee understands that each college and situation is unique, but clear guidelines on when we utilize a director should be developed and applied across colleges.

Particular concerns of the committee include:

- The increased power distance between faculty and the chancellor - the more layers of administration we add, the greater this power distance becomes and the more likely faculty have a diminished role in the direction of the university.
- The compensation gap between directors and chairs can be substantial for what appears to be small differences in responsibilities, outside of direct supervision. This begs the question of how much and what kind of supervision is truly needed.

Faculty are the front-line providers of our academic mission and owners of UAA's curriculum; a shorter power distance is critically important. A chair may have greater influence over the department's curriculum and embrace more firmly the standards of shared governance, particularly if the respective departments have a clear policy of the chair as a term-limited and elected position.

Specifications for minimum compensation of department heads/chairs are detailed in Article 15.7.1 of the United Academics (UNAC) collective bargaining agreement. However, there is considerable variation across the institution in how chairs are actually compensated, which gives rise to concerns about equity and fairness. The committee recommends the development of clear guidelines for this compensation to reduce discretion on the part of deans and other workload approvers with respect to what is offered as compensation to department heads/chairs.

For administratively complex and large departments, the committee suggests that co-chairs might share the administrative responsibilities. More generally, the committee believes that many of the tasks currently under the purview of associate deans and directors may be devolved to department chairs. As we discuss later in this document, not all colleges are administered in the same way. The College of Arts and Sciences (CAS) and the College of Health (COH) rely considerably more on directors and associate deans than the other colleges, notably the College of Business and Public Policy (CBPP) and the College of Engineering (COE). While the COH and CAS are significantly larger colleges, size alone does not explain such conceptually different administrative structures. Please see the discussion in those respective colleges for more on this topic.

Concerns Regarding Compensation vs. Duties

It is unclear to the committee what the difference in duties are between chairs, directors, and associate deans versus the difference in compensation. While we understand that market comparisons may be useful, we also understand that in our era of constrained resources we need to be highly judicious in how often the university chooses to utilize positions with substantially higher compensation.

A potential, more mission-aligned approach would be to limit the increase in compensation of associate deans and directors to no more than 10-15 percent, similar to the 10 percent increase received with an increase in faculty rank (from assistant to associate; from associate to full professor, or from full or associate professor to director or associate dean, for example). The committee suggests that the associate dean and director positions may be reduced in scope from full-year contracts to 10 or 11 months.

Externally Facing Deans

Based on the data the committee had it appeared the deans have been predominantly focused on internal affairs, acting in a primarily supervisory role. Perhaps this is due to the state of near-constant resource reductions and the need to balance internal needs; however, UAA's stabilization and hopeful turn to growth require a greater focus on community engagement and fundraising. The committee feels strongly that deans need to be focused more externally facing - focused on community outreach and fundraising. Based on our review of the administrative position and questionnaire submissions, there is a natural break between deans focused on the strategic and external spheres while associate deans handle the day-to-day internal matters of the college.

It is worth noting there is a lack of clarity regarding expectations and performance appraisal of deans. The lack of transparency along these lines has the potential to drive wedges between deans and the faculty. It would be in everybody's best interest to provide a level of expectations at the beginning of each academic year, and a report at the end of the academic year. This practice provides an opportunity for each dean to be reflective regarding their own performance, and how they might better support the programs and faculty for which they are responsible. The Faculty Senate Institutional and Unit Leadership Review Committee could play an instrumental role in continuing to work with administration to develop clear expectations and transparent assessment of administrative leadership positions.

Reducing the Administrative Load

The committee concluded that UAA has a real opportunity to redefine our administrative effort now present across the institution. The number and types of tasks have grown over the years, and there are few key reasons to pinpoint as the cause. Yet, it seems that at least a modest degree of title creep and undue administrative inflation has occurred. We also recognize that truly reducing costs and decreasing administrative workload requires fundamentally changing the required work and general nature of administrative activities with which a position is responsible.

The committee recommends the administration and faculty, and where needed UNAC, work in consultation to identify administrative tasks that might be significantly reduced, devolved, or eliminated entirely. Examples include: submission and review of annual activity reports; a surfeit of meetings with, among, and between chairs, directors, associate deans, and deans; and unnecessary supervision over course curriculum, scheduling, and faculty workloads and review. Faculty working in collaboration with their respective department chairs and well-trained, professional staff may handle many if not most of these tasks. Like stated above, the Faculty Senate Institutional and Unit Leadership Review Committee could play a role in this effort.

Our affirmation of most of the administrative positions reflects the understanding that the work tasks as we have them today justify this level of administration. Recommending changes and restructures of positions does not actually change the work. Instead, the work is combined and/or moved, or changed in a reactionary way. The committee recommends the exploration of other and innovative models of meeting the administrative needs of the university. UAA must instead strategically and collaboratively approach the management work and tasks with the goal of reducing the non-value added activities, enabling us to focus our efforts on growing the institution and more purposefully adhering to the core of what a modern public university is: an institution of higher learning where teaching and research are the bedrock functions.

Position Findings and Recommendations

Academic Affairs/Provost

The committee agrees the positions reviewed from Academic Affairs/Provost are critical to the university and its ability to remain a separately accredited institution. We observed that a reorganization was recently implemented and some components are likely on going that affects the AVP, Faculty Development and Institutional Support and the Associate Director, AI&E. Specifically, it appears there is some overlap with positions supervised by both positions. The committee recognizes that realignments take time and recommends evaluating the organization structure between these positions in one year.

Title	Unit	Finding	Comments
Associate Director, AI&E	Academic Affairs	Affirm	Organizational structure appears fluid and should be stabilized; restructure is currently underway and should be re-evaluated in 1 year.
Associate Vice Provost, Faculty Development & Instructional Support	Academic Affairs	Strongly Affirm	Consider re-evaluating the organizational structure in 1 year.
Dean, Graduate School	Academic Affairs	Strongly Affirm	Review potential overlaps with Director of Graduate Studies in CBPP - it was unclear to the committee how much these two positions interact.
Director, General Education	Academic Affairs	Affirm	Review potential overlap with the CTC Associate Dean of University Studies and potential duplication over Tier 1 GER - this relationship was not clear to the committee.
Director, Seawolf Debate	Academic Affairs	Affirm	Committee appreciated the extent of public facing and external support the director has generated for the program.
Director, Workforce Development	Academic Affairs	N/A	Incumbent is retiring in June and the position will not be refilled.
Provost	Academic Affairs	Strongly Affirm	
Vice Provost for Academic Affairs	Academic Affairs	Strongly Affirm	
Vice Provost for Student Success and Dean of the Honors College	Academic Affairs	Affirm	
Vice Provost, Alaska Native Science and Engineering Program	ANSEP	Affirm	Unclear how this position will relate to the Executive Director of Alaska Native Education and Outreach.
Dean, Consortium Library	Library	Strongly Affirm	

Position Findings and Recommendations

Administrative Services

The committee agrees the four positions reviewed from Administrative Services are critical to the University and its ability to remain a separately accredited institution. The committee did not identify recommendations for these positions; however, we did observe that there could be potential modifications needed as the system office's administrative review progresses. Duties and requirements may shift and affect these positions through that effort.

Title	Unit	Finding	Comments
Interim Vice Chancellor, Administrative Services	Administrative Services	Strongly Affirm	Potential impact from SW review.
Associate Vice Chancellor, Facilities and Campus Services	Administrative Services	Strongly Affirm	This position is an XR while system peers are EX - consider classification change.
Chief Information Officer	Administrative Services	Strongly Affirm	Potential impact from SW review and relationship with OIT; want stronger communication between UAA CIO and SW OIT. This position is an XR while system peers are EX - consider classification change.
Chief of Police	UPD	Strongly Affirm	

Chancellor

Over the past several years, organizational realignment has diversified the positions and functions within the Chancellor's Office oversight. The committee viewed the positions under the Chancellor's Office as important to the function of the university. It is unclear to the committee which positions are currently part of the Cabinet and why.

Title	Unit	Finding	Comments
Chancellor	Chancellor	Strongly Affirm	
Chief Diversity Officer	Chancellor	Strongly Affirm	
Executive Director, Alaska Native Education and Outreach	Chancellor	N/A	This is a new position that is currently under recruitment. Reevaluate in 2 years to ensure it is meeting the envisioned goals and objectives.

Position Findings and Recommendations

Special Assistant to the Chancellor	Chancellor	N/A	Incumbent is retiring in June and the position will not be refilled.
Director, Athletics	Athletics	Affirm	Requires strong fundraising requirements; while we need a director as long as we have athletics, we need very clear expectations on what the position should be focused on with quality control over the results.
Associate Vice Chancellor and Executive Director Business Enterprise Institute	BEI	Affirm	The committee was unclear why this position was elevated to Cabinet but other associate-level positions were not.
Director, Applied Environmental Research Center and Director, Center for Strategic Partnerships and Research	BEI	Affirm	
Director/Title IX Coordinator, Office of Equity and Compliance	Office of Equity and Compliance	Strongly Affirm	
Vice Chancellor for Research	Research	Affirm	

College of Arts and Sciences (CAS)

The committee reviewed and evaluated nine administrative positions in CAS. Each of these positions carried with them responsibilities that ensure a smoothly functioning college. While this committee affirmed or strongly affirmed most of these positions, we do recommend that the Provost and incoming CAS Dean look more closely at these positions and the overall organizational structure to ensure it is meeting the needs of the college and the university. We note that CAS has contracted with budget reductions and it appears that many of the administrative positions have been combined in a reactionary manner. As the new dean comes in and UAA looks at stabilizing, this is an opportune moment for a deeper assessment of the CAS structure.

As we did in all of the colleges, we strongly affirmed the position of the dean. We believe that the college deans should play a unique role in providing vision and direction to the respective colleges. As we note in our high-level recommendations, the Dean of CAS should play a greater role in the community and a reduced day-to-day internal management. The dean should lead fundraising efforts for the college and be evaluated accordingly. The Dean of CAS should be a presence in Anchorage's business, non-profit, and arts communities. Ultimately, a dean's performance should reflect their ability to raise the profile of the college and in the case of CAS, advocate for the value of the arts, humanities, and sciences in the public sphere. Inward facing and supervisory functions should be kept to a minimum to empower faculty and departments with maximum creative latitude.

Position Findings and Recommendations

The committee affirmed the positions of the associate dean but with several recommendations that we believe might strengthen the college. As it is currently structured, the associate deans serve as intermediaries between the faculty and upper-level administration. Associate deans in CAS work with chairs and directors to ensure departments operate well and faculty tasks are properly conducted. While we affirm the position of the associate dean, we believe that those who hold the position now and in the future should nonetheless maintain a greater percentage of their appointment as faculty. The committee recognizes this creates a tension with our recommendation for the dean to be more externally focused and expects this will be a key consideration in the deeper analysis of the management structure for the college.

The committee observed that the senior associate dean for academics performs a series of vital roles for the college. Yet it struck the committee that the chairs, directors, associate deans, and/or the dean might perform many of these roles. Other tasks provided in the questionnaire response seem to overlap with those of academic affairs and student success. We therefore propose that the tasks now associated with this position be devolved to other points of administration throughout the college and the university. We believe that the senior associate dean for academics is ultimately a position that exists beyond mission alignment for the college and thus suggest merging the duties listed in the position description with existing administrative positions.

The committee affirmed the five director positions; however, it is not entirely clear why the classification of director is more appropriate than chair. Rather than directly rate these positions as modify or restructure, we recognize that a deeper review of the CAS organization is needed to better understand the distribution of administrative work. We propose that a more suitable classification might be a chair or even a 'co-chair' in departments that are exceptionally large and complex. Several of the job duties currently listed under the job description of the respective directors seem more appropriate to those of a traditional department chair. Indeed, other colleges have elevated the chairs of their respective departments and all but eliminated the position of the director.

In sum, even as this committee affirms or strongly affirms the majority of administrative positions in CAS, we propose that all of these positions are strong candidates to undergo a revision in scope, compensation, duration, and relationship to the respective departments and faculty. While we believe it may be possible to achieve modest cost savings through a reduction in compensation to associate deans and directors, we urge any reduction in compensation be commensurate with a reduction in responsibilities, scope of work, and span of control. Likewise, more autonomy and authority should flow to the faculty and department chairs. The latter should exert greater control over decisions that are now held at level of the associate dean and director positions. The chair should be held more directly accountable to faculty in their respective departments. The role of the dean should be elevated with the insistence that a greater public presence is warranted. The CAS Dean should be accountable to agreed upon metrics that include fundraising, community involvement, and implementation of a strategic vision that elevates the college. The goal should be to

Position Findings and Recommendations

increase the visibility and prestige of the college and advocate for its role within the university and the system more generally. Faculty should be incentivized to excel in teaching and research. There should be no expectation or incentive among faculty that remunerative advancement beyond the rank of full professor requires one to enter full time and on a permanent basis, the ranks of administration.

The committee recommends further in depth analysis of the CAS organizational structure by the Provost and incoming CAS Dean to ensure it is meeting the needs of the college and university. This analysis should be an inclusive process within the college. This analysis should consider which director positions could move to department chair classifications as well as the alignment of duties between the dean, senior associate dean, and associate deans.

Title	Unit	Finding	Comments
Associate Dean of Fine Arts and Humanities	CAS	Affirm	
Associate Dean of Math & Natural Sciences and Social Sciences	CAS	Affirm	
Director, Alaska Center for Conservation Science	CAS	Affirm	Perhaps a good example of where a director is appropriate.
Director, Biological Sciences	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.
Director, Geological Sciences	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.
Director, Psychology	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.
Director, School of Education	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.
Interim Dean, College of Arts and Sciences	CAS	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.
Senior Associate Dean for Academics	CAS	Restructure/Merge	Appears duplicative with the other associate deans and the dean.

Position Findings and Recommendations

College of Business and Public Policy

The committee reviewed and evaluated four administrative positions in the College of Business and Public Policy (CBPP). Each of these positions carry with them clearly defined responsibilities and ensure the college operates efficiently. This committee affirmed or strongly affirmed these positions even as we note a few observations about the administrative structure of the college and issue a few broad suggestions.

The CBPP and COE are smaller colleges in comparison to the Colleges of Health (COH) and Arts and Sciences (CAS). Yet, the CBPP is notable in its rather austere administrative structure. The committee observes the minimal use of directors and the relative strength and direction provided by the respective departmental chairs in the college. This may provide a model to explore more deeply for COH and CAS. The director positions that are housed within CBPP are limited to two. We suggest that the Director of the Institute of Social and Economic Research could take on a more limited administrative contract or resume a greater faculty role. The committee also observed a potential overlap with the CBPP’s Director of Graduate Programs with the Dean of the Graduate School. The nature of how these two positions interact was not clear to the committee; however, we also note the director is a part-time assignment and this position is the recent combination of two prior director positions.

Like the other colleges, the committee proposes that there is a unique role for the Dean of the CBPP to play in the community as a lead advocate for the college and a liaison to Anchorage’s business and non-profit communities, as well as government at the local and state level. The CBPP is well positioned to expand its reach beyond Anchorage and into the greater Southcentral Alaska region.

Title	Unit	Finding	Comments
Associate Dean	CBPP	Affirm	
Director, Graduate Programs	CBPP	Affirm	Review potential overlaps with the Dean of the Graduate School - it was unclear to the committee how much these two positions interact and what duplications may exist.
Interim Dean, College of Business and Public Policy	CBPP	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.
Director, Institute of Social & Economic Research	CBPP/ISER	Affirm	Consider transitioning to part-time director.

Position Findings and Recommendations

College of Engineering

The committee reviewed two positions within the College of Engineering and found both to be important to the success of the college and institution. We also observed that Engineering is the leanest of all the colleges in regards to administrative management positions, with each department overseen by a chair. While Engineering is the smallest college, the heavy use of chairs is a possible model for the other colleges.

Like the other colleges, the committee proposes that there is a unique role for the Dean of Engineering to play in the community as a lead advocate for the college and a liaison to Anchorage's business and non-profit communities, as well as government at the local and state level. The COE is well positioned to expand its reach beyond Anchorage and into the greater Southcentral Alaska region.

Title	Unit	Finding	Comments
Associate Dean for Academics	Engineering	Affirm	
Interim Dean, College of Engineering	Engineering	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.

College of Health

The committee reviewed and evaluated sixteen administrative positions in the College of Health (COH). Each of these positions ensure a highly functioning college with many regulatory, compliance, and uniquely specialized roles that make the COH somewhat difficult to compare with the other colleges. Still, the committee did note several observations and questions that should be addressed if the COH is to maintain its current structure, which members of this committee are not entirely convinced that it should.

The COH has by far the most administration of any college. Some of this administration is perhaps explained by the college's size and its highly regulated curriculum that is subject to various levels of oversight at the state and federal level. The committee is concerned that the many layers of administration within the college is increasing the power distance between faculty and the chancellor. The greater this distance, the more likely faculty will have a diminished role in the direction of the university. Given that many of these administrative positions seem to have emerged in just the last five years, the committee wonders if at least a small degree of 'title creep' might be in play. As noted in CAS, some positions now classified as director might be better suited as chairs. It is also clear that COH has been undergoing organic structure changes, with the recent creation of the Division of Clinical Health Sciences and what appears to be a division forming around the Director of Social Work. A more strategic and focused process of organizational alignment is in order to ensure we are minimizing the amount of administrative overhead for the college.

Position Findings and Recommendations

A greater emphasis on securing federal and private funds would allow for a more equitable distribution of the GF (allocated from the State of Alaska) across the university and raise the profile of the COH on a national and international level. The committee suggests that college leadership be incentivized to secure more federal funding and be recognized for their efforts. Healthcare is poised to be a leading growth industry in Alaska for years to come. If the state’s economy is to diversify, healthcare delivery and research are prime candidates to assist in the effort. The COH is uniquely situated to participate in this process. Leadership that is visionary, publicly facing, collaborative, and entrepreneurial has never been more important.

The committee recommends further in depth review by Provost and Dean to ensure the structure is adequately meeting the needs of the college and UAA. A more focused effort on organizational alignment is in order. This analysis should be an inclusive process within the college.

Title	Unit	Finding	Comments
Associate Dean for Academic & Student Affairs	COH	Affirm	
Associate Dean for Clinical Health Services	COH	Affirm	
Associate Director, CHD/Director of Research and Evaluation	COH	Affirm	
Dean, College of Health and Vice Provost for Health Programs	COH	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.
Director, Alaska Area Health Education Centers	COH	Affirm	
Director, Center for Human Development	COH	Affirm	
Director, CHD Academic Workforce Program	COH	Affirm	This FR is fairly low in the hierarchy - evaluate if FR is the correct classification
Director, CHD Community Services	COH	Affirm	This FR is fairly low in the hierarchy - evaluate if FR is the correct classification
Director, CU/UAA Occupational Therapy Program	COH	Affirm	Consider changing to a chair position.
Director, Division of Population Health Sciences	COH	Modify	Consider changing to a chair position.

Position Findings and Recommendations

Director, Justice Center	COH	Affirm	Consider increasing the non-administrative share of this assignment.
Director, School of Allied Health	COH	Affirm	
Director, School of Nursing	COH	Affirm	
Director, School of Social Work	COH	Affirm	
Interim Director, WWAMI School of Medical Education	COH	Affirm	
Associate Dean, Statewide Health Programs and Development	COH	Affirm	Take on more of the Vice Provost of Health Programs duties so Dean can focus on external funds.

Community and Technical College

The committee reviewed four positions with CTC and agreed each are important to the success of the college and the institution. The one area of concern was regarding the Associate Dean of University Studies and the potential overlap with the Director of General Education within the Office of Academic Affairs. The committee recommends further evaluation of the relationship between these two positions to ensure they are complementary.

Like the other colleges, the committee proposes that there is a unique role for the Dean of CTC to play in the community as a lead advocate for the college and a liaison to Anchorage’s business and non-profit communities, as well as government at the local and state level. The CTC is well positioned to expand its reach beyond Anchorage and into the greater Southcentral Alaska region.

Title	Unit	Finding	Comments
Associate Dean, Technology Programs	CTC	Affirm	
Associate Dean, University Studies	CTC	Affirm	Review potential overlap with Director of Gen Ed and how Tier 1 fits into the overall GER picture - this was not clear to the committee.
Director, Aviation Technology	CTC	Affirm	
Interim Dean, Community and Technical College	CTC	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.

Position Findings and Recommendations

Community Campuses

The committee reviewed six administrative positions at the community campuses. Each of these positions were deemed important to the success of their units with each of the four directors receiving a finding of Strongly Affirm and the Assistant Director Of Academic Affairs at KPC and the Library Director at Mat-Su receiving a finding of Affirm.

Title	Unit	Finding	Comments
Director, Kodiak College	Kodiak	Strongly Affirm	
Assistant Director for Academic Affairs	KPC	Affirm	
Director, Kenai Peninsula College	KPC	Strongly Affirm	
Director, Mat-Su College	Mat-Su	Strongly Affirm	
Library Director	Mat-Su	Affirm	Consider transitioning to a chair.
Director, Prince William Sound College	PWSC	Strongly Affirm	

Student Affairs

The committee sees the Student Affairs positions reviewed as important and mission enhancing. The Vice Chancellor, AVC for Enrollment Services, and Dean of Students all provide essential services to UAA and its community. The Executive Director of Campus Services is a new position overseeing a realigned grouping of auxiliary and recharge services.

Title	Unit	Finding	Comments
Associate Vice Chancellor, Enrollment Services	Student Affairs	Affirm	
Dean of Students	Student Affairs	Affirm	
Executive Director, Campus Services	Student Affairs	Affirm	
Vice Chancellor of Student Affairs	Student Affairs	Strongly Affirm	

Position Findings and Recommendations

University Advancement

The committee viewed the two positions reviewed for Advancement as important and mission enhancing. We also observed the historical tensions between university fundraising efforts and the role of the UA Foundation. The committee affirms the executive position for development with the view that the universities should be at the forefront of our fundraising efforts, with the Foundation providing a supporting role. We are aware this relationship will likely be a topic for the SW administrative review and could result in changes in duties and responsibilities for the VC and AVC of Development.

Title	Unit	Finding	Comments
Associate Vice Chancellor, Development	University Advancement	Affirm	
Vice Chancellor of University Advancement	University Advancement	Affirm	