I. Call to Order

II. Introduction of Members

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P= Present  E= Excused

III. Approval of Agenda (pg. 1)

IV. Approval of Summary (pg. 2-3)

V. President’s Report

VI. Administrative Reports

A. Chancellor Ulmer
   FAQ (pg. 4-8)
B. Provost Driscoll
C. Vice Chancellor of Administrative Services Spindle
D. Vice Chancellor of Advancement Olson (pg. 9-10)
E. Vice Chancellor for Student Services Schultz (pg. 11-12)

VII. Governance Reports

A. System Governance Council
B. Staff Alliance (pg. 13)
C. APT Council
D. Classified Council (pg. 13)
E. Union of Students/Coalition of Students
F. Alumni Association - James R. Hemsath
G. Faculty Senate/Faculty Alliance (pg. 14-16)
   i. UAA Faculty Senate motion to President Gamble (pg. 17)

VIII. Old Business

A. UAA Day of Service

IX. New Business

A. Internationalization initiative – Lauren Bruce, Susan Kalina
B. Letter from President Gamble re: Chancellor search (pg. 18-19)

X. Information/Attachments

XI. Adjourn
I. Call to Order

II. Introduction of Members

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III. Approval of Agenda (pg. 1)
VP – Megan Carlson
Change October to November in the header
Approved

IV. Approval of Summary (pg. 2-4)
Approved

V. President’s Report
No news from President Gamble regarding the Chancellor search
There is a PBAC scheduling conflict in April - bring calendars to December Assembly meeting

VI. Administrative Reports
A. Chancellor Ulmer
FAQ (pg. 5-13)
Unable to attend
B. Provost Driscoll
General Obligation bond passed
Board of Regents approved both operating and capital budget
Health building moved to general fund request
2% across-the-board salary increase for non-represented staff
50 cent/hour increase for student employees
New arena currently estimated at needing 5600 seats
Waiting for Governor’s budget now
Provost is meeting with affected staff/faculty/students regarding new Health college
Likely, task force appointed at end of month, can implement changes for new fiscal year
Draft of accreditation visit report was received; UAA has responded in matters of fact, will respond later in matters of substance
Monica Kane is the person currently working to create the Academic Calendar
C. Vice Chancellor of Administrative Services Spindle
Unable to attend.
D. Vice Chancellor of Advancement Olson (pg. 14-15)
E. Unable to attend.Vice Chancellor for Student Services Schultz (pg. 16-17)
November 12, 6 pm, Student Union, North Cafeteria: Alaska Native Veterans’ Panel
Enrollment on track to break 16,000-student record
Two reports from Student Services passed around—posted on the Dean of Students webpage
Schedule for finalist stage in Associate Vice Chancellor for Enrollment Management published tomorrow (Nov. 12)

VII. Governance Reports
A. System Governance Council
(Re-)Elected chair
Concern among (UAF) employees over potentially longer soft closure at Christmas

B. Staff Alliance (pg. 18)

C. APT Council
   No formal meeting (Retreat).

D. Classified Council (pg. 18)

E. Union of Students/ Coalition of Students

F. Alumni Association - James R. Hemsath

G. Faculty Senate/ Faculty Alliance
   Approved task force to make improvements in eMedia & instructional technology
   Faculty Alliance revising Academic Master Plan to give back to President Gamble to present an
   oral report to the Board of Regents in December
   Faculty Senate supported idea of faculty making use of SafeAssign (plagiarism deterrent software
   via Blackboard)
   Approved ad hoc on community campuses to facilitate communication

VIII. Old Business

A. Day of Service
   Weather delayed first meeting of Day of Service committee
   Bean’s Café provides soup and cornbread with a guarantee of 25 attendees at $12/person
   Larger group lunch is possible but must guarantee 80% turnout
   Holiday Beanie Boxes also a possibility next semester with friendly competition between
   departments
   Also or instead, possibly a Habitat for Humanity event

IX. New Business

A. UAA Calendar
   Call for interested persons to be on a committee to work with Monica Kane on calendar advice

B. Rich Whitney – computers in surplus
   Rich Whitney unable to attend due to illness
   Deborah Narang summarized email he sent:
   If someone surpluses equipment through GSS, all info is wiped from the hard drive prior to
   external sale
   Bob McDonnell is a good contact
   If trading/selling within, information not wiped
   Rate: $70/hr to wipe it; contact IT Services

X. Information/Attachments

A. Holiday Gathering Nov. 23 – Fireside Café, 3:00 p.m.

B. National Coalition Building Institute (NCBI) full day workshop tomorrow (Nov. 12), with another
   in February

XI. Adjourn

Meeting adjourned
Dear Friends and Colleagues,

For the last 33 years, basketball and Thanksgiving have been a November tradition in Alaska. UAA Athletics staff and volunteers worked around the clock, despite the challenges of ice and snow, and made the 2010 Carrs/Safeway Great Alaska Shootout one we'll all remember. Thank you!

UAA women's and men's basketball teams were terrific.

UAA women, ranked 11th in the nation among Division II teams, made it to the final match for the fifth year in a row against Division I opponents. Women Seawolves were denied their fifth title by Kent State. UAA men had what the Anchorage Daily News called "one of their greatest showings in tournament history." The Seawolves
beat Ball State 62-44 and took fourth place in the men's tournament.

November has been a great month for Athletics at UAA: For the first time in UAA and the Great Northwest Athletic Conference history, one school won both Cross Country Championships -- UAA's men and women are GNAC Champions!

We recognized those who lead the campaign for passage of Proposition B at the Tip Off Luncheon for the Shootout. Thank you!

We are thrilled by passage of Proposition B with nearly 60 percent of the vote on Nov. 2. We look forward to serving our students and community for many years with the new community arena and athletic facility!

The success of UAA Athletics is tremendous and due to many, many years of dedicated work by our Athletics staff, volunteers, donors, supporters and athletes. I was greatly honored (and very surprised) to be inducted into the Seawolf Hall of Fame last week and am very proud of all that has been accomplished. It is a great day to be a Seawolf!

Oxfam American Hunger Banquet gave over 70 students, staff and faculty an opportunity to experience food discrepancies in the world.

The International Student Association hosted the Hunger Banquet which raised over $250 for the UN World Food Program and Oxfam America. Some people ate a meal of rice and water on floor mats while others enjoyed a luxurious two-course meal at
with linens and china. Guest speakers included Dr. Dewain L. Lee, Dean of Students and Associate Vice Chancellor for Student Development; Dr. Kimberly Pace, Assistant Professor and Director of Women's Studies; Stephanie Whaley, Residence Coordinator; and Bejek Deng, a member of the Southern Sudanese Association.

No Big Heads celebrates 25 years

I hope you stopped by the Student Union Gallery to see the more than 40 pieces selected by juror Argentinean artist Alicia Candiani to be in our annual "No Big Heads" exhibit. The show drew more than 1,000 visitors and was featured in the Sunday Arts section of the Anchorage Daily News.

Just a few days left to see "Singing in the Rain," which ends Dec. 5. It's a terrific show that shouldn't be missed!
UAA's Martin Luther King Student Appreciation Luncheon won the Luis Sedana Award for Outstanding Multicultural Program at the National Association of Campus Activities West Region Conference in California.

Congratulations and thank you to all who help organize and participate in this wonderful event each year. Visit www.uaa.alaska.edu/SLL for more information about this year's MLK Student Appreciation Luncheon and keynote speaker, activist and humanitarian Lisa Shannon.

Did you know:

Mat-Su College Professor Ping-Tung "PT" Chang received a Council for Advancement and Support of Education (CASE) U.S. Professor of the Year award. I was delighted to be present at the award ceremony in Washington, D.C. along with Mat-Su College Director Talis Colberg and Senior Director of Alumni Relations and Annual Giving Julia Martinez when Professor Chang received the award.

College of Education accreditation was continued with special congratulations because no areas of improvement were cited by the Unit Accreditation Board of the National Council for Accreditation of Teacher Education (NCATE).

UAA's Dietetic B.S. Program received approval for accreditation by the Commission on Accreditation for Dietetics Education (CADE) and will begin to accept students in Fall 2011.

UAA Southcentral Paramedic Program Preceptor Patricia Vincent was awarded Alaska's "EMS Instructor of the Year" at the annual EMS Symposium awards dinner Nov. 13 in Anchorage. Congratulations and thank you for serving as a preceptor at KPC and teaching EMT classes at UAA.

Kodiak College is working with the Kodiak Island Borough School District and the Kodiak Electric Association to create a certification program in Wind Turbine Technology. The program would train wind turbine technicians to work on Kodiak's three wind turbines.

The UAA Phonathon passed the $100,000 mark on the last day of November -- thank you to our student callers and alumni donors!
Throughout November we celebrated Alaska Native/American Indian Heritage Month.

UA President Gamble sent a memo last week indicating that the search for a new chancellor for UAA has begun. Click here to read the President's letter and his request for input into this search.

As always, thank you for all that you do to make UAA a great university!

Fran Ulmer
Alumni Relations
The Office of Alumni Relations wants you to be aware of these fabulous UAA Seawolf Athletic discounts available to all UAA Alumni who are members of the UAA Alumni Association. Not a member? Join Today. Go to uaaalumni.org. Many benefits, one small cost: $35 per year.

Alumni Athletic Event Discounts Available to Alumni:
• **Hockey Discount** – UAA hockey tickets are 17.75-24.00. Members of the UAA alumni association receive $5.00 off discount on hockey tickets. Go to [www.goseawolves.com](http://www.goseawolves.com) click on tickets or call Mary Beth Wooden, Seawolf Athletics ticket manager – 907-786-1293.

• **Wells Fargo Sports Complex Sporting Events** – volleyball, men’s and women’s basketball and gymnastics tickets are $8.00. You receive a $2.00 discount with your UAA alumni association membership card.

• And, for the **Anchorage Community** - We have the “kids under 12 free” tickets for all remaining home hockey games.

Other recent activities of Alumni Relations include:
• ‘Feed a student and wish them luck’ -- Final Late Nights hosted by the Alumni Relations and the UAA Alumni Association. Join us, on Monday, December 6th in the Student Union at 9:30pm. Feed a student and wish a student well on their finals!

School of Engineering Alumni & Community Celebration, Great Success!
The alumni and friends open house was a great event, with a wonderful turnout of about 100 people! It was terrific to hear President Gamble’s enthusiastic comments about engineering, noting that even though we are looking at a flat budget “we are not going to throttle back on Engineering”. People were in good spirits and appreciated the thanks for their involvement, contributions, and the focus on alumni participation. The event was a fun way of keeping our community partners involved with our success.

Annual Giving
Have you connected? Go to [http://connect.uaa.alaska.edu](http://connect.uaa.alaska.edu) today.

UAA Annual Giving’s micro-site has been up and running since September and the site has been a smash hit with our growing online community! Over 1,000 people have connected with UAA by updating their contact information, sharing great memories of their time at UAA, answering our polling questions, participating in events on campus and reconnecting with their university.

Go the Social Seawolves tab: Learn more about the events, lectures and performances taking place on campus everyday! You can also find important information about membership with the Alumni Association.
Go to the Support a Seawolf tab: Join over 3,390 alumni and friends who have chosen to make a charitable gift to UAA. You can make a difference in the lives of UAA’s students.

Go the Seeking Seawolves: tab: Reconnect with your university! Update your contact information today and you will be entered into a drawing to win a free Nook e-book reader!

We urge you to check in frequently! Lots of new events, giving challenges and alumni and friends to (re)connect with!

Don’t forget! Update your contact information by Dec. 1, 2010 and you’ll be entered into a drawing to win a free Nook e-book reader!

If you have any comments or questions, please don’t hesitate to contact Alissa Nagel at anaen@uaa.alaska.edu or 907-786-1010.

The Annual Giving Phonation has raised over $96,000 and over 1200 donors. If anyone is interested in coming by and saying hi to the students we are happy to have you. Please call Julia Martinez, Senior Dir of Alumni Relations and Annual Giving, 786-1278.

# # #
Academic & Multicultural Student Services Division

- The Advising and Testing Center hosted seventh annual Majors Fair. Thirty-one departments sent representatives to highlight academic offerings and support services available to students. One hundred ninety-one students attended the fair; 51% were freshman and 22% were classified as undeclared. Sixty-seven percent of the students who attended evaluated the event as helpful to their decision in choosing a major.
- Doanh Thi Tran has been awarded the 2010/2011 AHAINA Woman of Excellence. AHAINA honored 17 dynamic females in its annual Women of Excellence program.
- Educational Opportunity Center hosted 144 institutions and 3,500 Alaskan parents and students during the 29th Annual College and Career Fair at the Denai’na Civic Convention Center.

Upcoming events:

- AHAINA Fall Graduation, December 11, 12:00 p.m., Student Union south cafeteria.
- Spring Howl Days 2011 (new student orientation), January 6, 8:30 a.m. – 3:00 p.m., Rasmuson Hall.

Enrollment Management Division

- The Electronic Call Center Guidebook is now completed. The guide provides a higher degree of consistency in responding to student questions. It is hyperlinked to most current information sources such as deadlines, schedules, etc.
- International Student Services collaborated with Commuter Student Services and the UAA Campus Bookstore to organize three events for International Education Week including: Families of the World Korea; a community event for families; Passport Series India featuring Prakruthi Naik; and the International Food Festival where UAA students from 15 countries shared traditional foods and talked about their countries of origin. This event was sponsored by the Diversity Action Council and was featured on KTUU local news.
- UAA participated in College Week Live, an online recruitment event which attracted 173 hits from 32 states and 14 countries.
- Electronic Student Services completed the confirmation email response to students who apply for any of the non-degree applications. The student will now receive a confirmation indicating UAA has received their application.
- UAA admission representatives visited eight local high-schools, attended 12 National Association for College Admission Counseling fairs out of state and two regional recruitment fairs during November.
- The student comments/feedback station in the UC lobby is completed.

Student Development Division

- The Union of Students held their annual Thanksgiving Day Feast. Students, faculty, staff, alumni, and community members gathered to enjoy a traditional meal served by USUAA students, Sigma Alpha Epsilon fraternity, student volunteers, and staff. Special thanks to the University Dining office for their support with the meal.
- The UAA Residence Hall Association (RHA) delegation attended the Pacific Affiliate of College and University Residence Halls (PACURH) Conference and won the Best Small School Display award.
- UAA’s Martin Luther King Student Appreciation Luncheon and Lecture won the Luis Sedano Award for Outstanding Multicultural Program at the National Association of Campus Activities (NACA) West Region Conference.
Career Services Center celebrated National Career Development Month by hosting workshops on a variety of career related topics.

The Student Health and Counseling Center is providing clinical opportunities as a preceptor site for Master’s level psychiatric nurse practitioners, Bachelor’s level Nursing students, and Master’s level Psychology students.

Alcohol, Drug, and Wellness Educator Lexi Prunella collaborated with the Student Health and Counseling Center, Student Union & Commuter Student Services, Residence Life, and student clubs to sponsor a series of events to celebrate the Great American Smoke Out. The event promoted tobacco cessation and marijuana education.

The 25th annual No Big Heads exhibit consisted of 44 pieces selected from 99 submissions. Internationally acclaimed, Argentinean artist Alicia Candiani juried this year’s exhibit.

The UAA Concert Board presented Saturday Night Live’s head writer and Weekend Update correspondent, Seth Meyers, to a packed Wendy Williamson audience.

The Wii Super Smash Brother tournament brought in 30 Wii players and 50 spectators to the Daily Den.

Career Services hosted the Fall Career Expo with over 40 employers participating.

Student Code of Conduct statics:

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<td>SCC – 10 Drugs</td>
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Upcoming events:

- Claybody Ceramic Invitational exhibit opening reception, January 13, 5:00 p.m. – 7:00 p.m., Student Union Gallery.
- Martin Luther King Student Recognition Luncheon in collaboration with Student Activities, January 21.
Classified Council & Staff Alliance Reports to Assembly, December 2010

Megan Carlson, Classified Council President, Staff Alliance Member, System Governance Council Member

**Classified Council**

At the December Classified Council meeting, we spent significant time discussing the proposed changes to our health care plan, and discussing our response to President Gamble’s memo regarding the UAA Chancellor Search. We also elected Audrey Jo Malone to fill a vacancy on the Assembly.

We also began discussion on revising our constitution and bylaws. One change will require a joint meeting with APT Council each semester. The second will require members to serve on at least one committee each year. New members will be exempt in their first year, and committee service will be broadly defined to include service both on Classified Council committees and on university committees representing Classified Council.

**Staff Alliance**

Staff Alliance discussed the work of the Staff Compensation Working Group *(discussed below)*, established a Performance Evaluation Working Group to provide feedback on the latest draft form, and the work of the Staff Health Care Committee.

**Staff Compensation Working Group**

This system-wide group is charged with evaluating the overall compensation package for staff at UA (including health care, retirement, and tuition waivers). The group prepared a recommendation to President Gamble and the Regents for the FY12 budget and several staff spoke during public testimony at the November Board of Regents meeting. We believe this testimony played a part in the final determination for staff compensation increases for FY12. Special thanks to Gary Foster, Russ Pressley, and Melodee Monson, who were there to speak on behalf of staff throughout the UA System.

**Joint Health Care Committee and Staff Health Care Committee**

The Joint Health Care Committee and Staff Health Care Committee have reviewed actual FY10 costs to the health care plan and heard recommendations for potential plan design changes to address rising costs in the coming year. Decisions about these changes will have to be made by the end of December to allow time to set employee contribution rates and prepare materials for open enrollment in late spring.

*It is important for you to know that our health care plan is facing some challenging decisions in the next year. If no changes were made to the plan design next year, we would be expecting an increase of about $10M in FY12, with at least that large an increase in each future year.* Our share as employees would be $1.7M in biweekly charges in FY12, assuming the current ratio for employer/employee shares. Your representatives on the health care committees are doing everything we can to find the most reasonable ways to accommodate these costs and control future growth, but it’s difficult to find appealing options to make up that level of increase.

If you would like more information about the current options being considered, please feel free to contact me.
In my duties as Faculty Senate President I have done the following since the last meeting of UA’s Faculty Senate:

- Communicate with President Gamble about Faculty Senate’s interest in moving forward with identifying Chancellor Ulmer’s replacement. President Gamble recently released an invitation for comments to the university community.
- Met once with Provost Driscoll to discuss items of importance to faculty, including eMedia, promotion and tenure. Provost Driscoll provided a summary of promotion and tenure decisions from 2009-2010.
- Met with USUAA about e-portfolios.
- Had a monthly meeting with leaders from ITS Director Whitney, University Technology Council co-chair Kathleen Voge, and ACDLITC co-chairs Angela Dirks and Dave Fitzgerald. Discussion focused eMedia and instructional technology.
- Along with 1st VP Bhattacharyya and Past President Babb, represented UAA faculty in a two-day meeting and a ½ day meeting of Faculty Alliance to revise the Academic Master Plan.
- Recommended that Bruno Kappes represent UAA faculty on a statewide taskforce on the definitions/coding of distance education courses.
- Attended the initial meeting of the Technology-Aided Instruction Taskforce, a faculty-led groups that will offer clarity on what technology and technology support faculty want for their teaching.
- Chaired two meetings of Faculty Senate Executive Board. Two other meetings were cancelled. Discussions focused on policies about blanket petitions, Chancellor search, and due-dates for end-of-semester grades.

In my duties as Chair of Faculty Alliance I have done the following since the last meeting of UAA’s Faculty Senate:

- Attended the November budget meeting of the Board of Regents. Except for public testimony and a dialog between Mayor Sullivan and the BOR, the rest of the meeting was in executive session. Past President Babb gave public testimony about the Chancellor search.
- Coordinated and chaired a two-day retreat of Faculty Alliance to reformat the AMP.
- Coordinated and chaired a half-day retreat of Faculty Alliance to reformat the AMP.
- Submitted a report from Faculty Alliance to the BOR (see attached draft).
- I will be attending the SAC and BOR meetings next week in Fairbanks, giving an oral report to BOR about progress on the AMP.
After the September BOR meeting, Faculty Alliance accepted President Gamble’s invitation to revise/reformat the Academic Master Plan. With considerable efforts to rearrange our teaching and research schedules, Faculty Alliance devoted five days of focused work to the AMP, meeting for three days in Fairbanks during October, one day in Anchorage during October, and two more days in Anchorage during November. We anticipate giving President Gamble a draft in early December. Given the amount of time spend on the AMP, all other business of Faculty Alliance, including participation in SAC meetings, has been put on hold.

The three Faculty Senates, however, have done several things semester.

UAS’s Faculty Senate:
- Formed an ad hoc research committee that is charged with clarifying processes involved in securing research funds, increasing the number of faculty applying for funds, and promoting undergraduate/graduate research at UAS.
- Is looking at the feasibility of an Honors Program at UA,
- Supported efforts by the Faculty Senate’s Sustainability Committee to secure funding for free or significantly reduced bus passes for full and part time students
- Supported Strategic and Assessment Planning at UAS

UAF’s Faculty Senate:
- Formed an ad hoc research advisory committee, and is in the process of making it a permanent committee of the Senate.
- Continued to careful review UAF core curriculum and its link to accreditation with NWCCU. This review will be completed in the coming year.
- Moved forward with program review procedures, recently recommending the removal of the program for a BS in Statistics due to low enrollment. A focus on Statistics can still be had but under a BS in Mathematics. Hopefully new program review will be streamlined under the new procedures that UAF is testing this year.
- Addressed inconsistencies in the catalog (which is now only available online to save printing costs and improve accuracy through regular updates) regarding minimum requirements for core baccalaureate classes to a "C", not a "C-". This keeps UAF in line with policies at the other MAUs and clarifies issues regarding the plus-minus grading system adopted at UAF recently.
- Edited the UAF Faculty Senate constitution slightly to move away from the rigid application of Roberts Rules to more accurately reflect the practice of the Senate and the tone of collaboration rather than confrontation.
Met with Peter Lewis the Fairbanks North Star School Superintendent. Many good linkages were made there to better prepare students for UAF as well as for UAF to take advantage of opportunities in the community.

Arranged for President Gamble will speak at the December meeting of Faculty Senate.

UAA’s Faculty Senate:
- Formed a new ad hoc research committee to facilitate research by faculty, staff, and students,
- Formed a new ad hoc committee to better serve our community campuses,
- Formed a new ad hoc committee to improve the methods by which student evaluate their instructors,
- Supported efforts for UAA’s accreditation with NWCCU,
- Began a study on the prevalence of academic dishonesty at UAA, and began planning for ways to deal with dishonesty, including the use of plagiarism-detection software,
- Clarified in all relevant materials that – according with BOR policy -- 500-level courses do not apply toward any degree,
- Clarified in relevant materials that when satisfying certain program requirements, some higher-level classes MATH courses can serve as substitute for lower-level MATH pre-requisites.
- Revised curricula for 42 undergraduate courses and 16 graduate courses,
- Added 11 new undergraduate courses and 1 new graduate course
- Revised/updated one undergraduate program (Dental Assisting) and one graduate program (Clinical-Community Psychology).
- Co-hosted two-days of presentations by a nationally-recognized expert – Dr. Terry Rhodes for the American Association of Colleges and Universities -- on electronic portfolios as means of showcasing, assessing, and promoting learning by students.
December 6, 2010

To: Patrick K. Gamble, President, University of Alaska

From: John Petraitis, President, UAA Faculty Senate

Re: UAA Chancellor Search

In our December 2010 meeting, UAA’s Faculty Senate discussed your letter concerning how to proceed with finding Fran Ulmer’s replacement when she retires in 2011. The following motion was passed unanimously.

Faculty Senate is committed to shared governance that involves faculty, staff, and students. As such, we are, as a rule, uncomfortable with a direct hire of senior administrators.

But, if you opt for a direct hire, the only person Faculty Senate would support is Mike Driscoll because he was hired as Provost after a national search, he has performed well as Provost, he knows UAA perhaps better than any other applicants for the position, and he has served as Acting Chancellor several times as Chancellor Ulmer has worked on the Presidential Oil Spill Commission.

Given our commitment to shared governance, we encourage you to consult with UAA’s other governance groups to get their opinions on this matter.

If you do not opt for a direct hire of Mike Driscoll, Faculty Senate requests that the Chancellor’s position be filled after national search and that the search committee consist of faculty, staff, students, alumni, and representatives from UAA’s community campuses.

For 44
Against 0
Unanimously approved
MEMORANDUM

DATE: November 23, 2010

FROM: Patrick Gamble, President

RE: UAA Chancellor Search

Today officially begins the start of the selection process to replace Chancellor Fran Ulmer at UAA. Her able and productive service to our university system and to the citizens of Alaska during a decade of UAA growth will be a lasting legacy. Her determined concern for UAA students, faculty, and staff has distinguished Fran as a true champion of higher education in a way Alaskans will long remember.

Our aspirations for UAA’s continued institutional growth and greatness in the face of challenging years ahead will depend on a singularly important decision. We must select a chancellor who will lead a major portion of the U of A into a somewhat uncertain fiscal future. To that end, I hope to solicit your initial inputs on this matter. Let me begin by presenting my thoughts on the attributes and credentials I would like to see in a new UAA chancellor.

We need strong organizational leadership coupled with university executive experience; an individual who will inspire the confidence of the community, the regents, and the president. We need someone with a keen, well rounded intellect, an unwavering belief in the efficacy of shared governance, and a leader who actively promotes the value of academic and research integrity. We need someone committed to taking good care of our people… the entire UAA family throughout Alaska. We need a thoughtful diplomat who will willingly listen first, and who can then deal wisely and effectively with our Board of Regents, the legislature, the media, the community of Anchorage, and a myriad of governance groups. We need a strategic innovator with operational talent; an individual who can plan, budget for, and efficiently manage the equivalent of a medium-sized Alaskan town with all its attendant complex components. We need a leader who is a team player and who clearly understands the importance of setting the right kind of personal example, such as putting service before self. We need a person who believes in the value of loyalty to all those served. Finally, we need a role model who understands how to address competing interests through a willingness to compromise in our
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pursuit of institutional excellence, except when that compromise involves personal character and integrity. Those are attributes and characteristics I believe are essential.

What kind of leader do you believe we need in the next chancellor? How can we maximize the probability of successfully arriving at a timely selection that satisfies the majority of our requirements and expectations?

Please send me your comments and suggestions. If you actually have a candidate name to offer at this point it’s not too early to advise me of your recommendations.

I am mindful that the last formal, national UAA chancellor search in 2003-2004 cost $250,000 and took eight months. I am equally mindful that all three of our current chancellors, who I personally consider exceptionally talented leaders and working partners, were not selected through an extended and costly formal search process. Considering these past experiences I believe we should remain open minded about a method that will lead to the best outcome for UAA and the state.

Thank you for your involvement and support in this selection process. I value your opinion and look forward to your timely reply.

PKG