



Faculty Senate
UNIVERSITY of ALASKA ANCHORAGE

UAA Faculty Senate Agenda
January 13, 2017 Special Meeting

2:30 - 4:30 p.m.

Rasmuson Hall room 101

Audio: 786-6755 | ID: 284572

I. Call to Order

II. Roll- (P= Present; A= Absent; E= Excused; T= Telephonic Participation)

2016-2017 Officers:

Fitzgerald, Dave – President	King, Carrie - Chair, UAB
Chamard, Sharon - 1 st Vice President	Paris, Anthony - Chair, GAB
Downing, Scott - 2nd Vice President	Smith, Tara - Past President

2016-2017 Senators

Andrews, Eric	Harville, Barbara	Partridge, Brian
Bannan, Deborah	Hicks, Nathaniel	Pence, Sandra
Bartels, Jonathan	Hinterberger, Tim	Piccard, LuAnn
Bennett, Brian	Hoanca, Bogdan	Schreiter, Mark
Bhattacharyya, Nalinaksha	Hollingsworth, Jeffrey	Shamburger, Carri
Boeckmann, Robert	Horn, Steve	Sieja, Gwen
Bowie, David	Ippolito, Mari	Smith, Cheryl
Bridges, Anne	Karahan, Gokhan	Strobach, Cynthia
Brown, Barbara	Kelley, Colleen	Stuive, Christina
Cook, Brian	Kirk, Sarah	Thiru, Sam
Cook, Sam	Kuden, Jodee	Trotter, Clayton
Dutta, Utpal	Laube, Jeffrey	Venema, Rieken
Folias, Stefanos	Metzger, Colleen	Wang, Steve
Fortson, Ryan	Nabors, Forrest	Ward, Jervette
Foster, Larry	Ohle, Kathryn	Widdicombe, Toby
Garcia, Gabe	Orley, Soren	
Graham, Rachel		

III. Agenda Approval (pg. 1)

IV. New Business

Note: Additional information in support of the following motions can be found on the [Faculty Senate Website](#) under December 2 (audio of the December 2 meeting and the After Activity Review (AAR), and under January 13 (documents prefaced with JJ refer to the President Johnson motion, and those prefaced with KK refer to the CITO Kowalski motion)

- A. UAA Faculty Senate Motion on Vote of No Confidence in UA President James Johnsen. (pg. 2)
- B. UAA Faculty Senate Motion on Vote of No Confidence in UA Statewide Chief Information Technology Office (CITO) Karl Kowalski. (pp. 3-4)

V. Adjournment



Faculty Senate UNIVERSITY of ALASKA ANCHORAGE

A Resolution of the University of Alaska Anchorage Faculty Senate

Whereas, UA President James Johnsen has strongly promoted Strategic Pathways (SP) as a mechanism to transform the University of Alaska; and

Whereas, significant resources have been allocated and already expended on the SP process, yet there has been no accounting for the actual cost of SP; and

Whereas, the SP process has been advertised as a collaborative process and input to the process has been encouraged, yet the issues or concerns raised by the faculty have had no apparent influence on, and are not addressed by any of the decisions to this point; and

Whereas, resolutions from all three Faculty Senates and the Faculty Alliance in Fall 2016 have made clear the faculty's position and concerns regarding SP and there has been no official response to these resolutions nor have changes been made in the SP process that adequately address concerns presented in the resolutions; and

Whereas, the entire SP process has been undertaken with a stated goal of creating efficiencies and cost reduction of operations, yet to date no financial analysis of the baseline costs, costs of the SP study itself, cost of the approved changes to the programs, reduction in operating costs resulting from the changes, costs of implementation of the changes, payback period, immediate fiscal impact of the changes, or return on investment have been estimated or calculated; and

Whereas, the SP process is presented as an attempt to implement efficiencies and "best practices" yet the very process used ignores sound business practices and provides no sound basis for decision-making based on fiscal impact to the university; and

Whereas, President Johnsen's failure to use established decision-making processes involving shared governance violates accreditation standards and undermines the NWCCU accreditation of UAA; and

Whereas, the After Activity Report on the Gmail project correctly identified multiple critical errors in basic business decision-making and program management that are also present in SP recommendations/changes; and

Whereas, UNAC faculty turnover has more than doubled from four to nine percent in the time that President Johnsen has been in office, and 60% of faculty who left are assistant or associate professors. Faculty morale at UAA is also at very low levels, yet President Johnsen has not only failed to take appropriate action to reverse these trends, but his actions are contributing to high faculty turnover and low morale; and

Whereas, high turnover and low morale are fundamental threats to the continuation of UAA as a high-quality institution and negatively impact mission fulfillment; and

Whereas, while the UAA Faculty Senate recognizes the financial problems facing the university, the actions of President Johnsen have actively harmed UAA, and have caused long-term damage to the integrity, reputation, and viability of UAA.

Therefore, be it resolved that the University of Alaska Anchorage Faculty Senate has no confidence in the leadership of University of Alaska President James Johnsen.

A Resolution of the University of Alaska Anchorage Faculty Senate

Whereas the June 27, 2016 Educause [article](#) cites, “From nearly four decades of technology project-management experience...five main risk factors that lead to technology project failure.”

1. Inadequate or Incomplete Definition of Requirements
2. Lack of Stakeholder Involvement
3. Unrealistic Schedule
4. Scope Creep and Inadequate Change Control
5. Ineffective Documentation and Training,

yet UA CITO Karl Kowalski, with over 20 years’ experience in information technology and charged with leading IT for the UA system, should clearly know, understand, and seek to avoid these well-known IT project failure risk factors; and

Whereas UA CITO Karl Kowalski’s recommendation to the UA President to move all University of Alaska mail and calendaring to Google, as evidenced by the After Action Review of that recommendation and subsequent decision, left every one of the risk factors unmitigated. Specifically, he:

- Did not involve UAA and UAS in the decision-making process to determine the extent to which those universities were using MS Exchange
- Clearly mischaracterized and/or misunderstood the technical processes and level of effort required for migration
- Used a one dimensional, overly simplistic, and inaccurate rubric for selecting Google (greatest number of UA users).
- Did not include stakeholders from other entities with which the university communicates regularly (such as local business, the Anchorage School District, and the State of Alaska)
- Did not consider protection of FERPA and HIPAA information used by all three universities
- Scheduled the transition to complete within an unrealistic time-frame
- Scheduled the transition to occur simultaneously with another major IT project (Single Instance of Blackboard – which also was scheduled to complete within an unrealistic time-frame) requiring the same IT resources, and thus removing those resources from other scheduled projects
- Scheduled both projects to take place during the end-of-semester/final exam week, a period that traditionally has a freeze on any substantive IT changes
- Proceeded with a project that suffered from lack of expertise of resources, lack of training, lack of documentation, and lack of a project charter documenting specific goals
- Did not attempt to mitigate the obvious risks by assigning a project manager until seven months after the project deadline
- Recommended a decision that resulted in the loss of a Global Address list, mail messages with attachments that exceed 25 mb, recurring calendar appointments that have no end date, calendar attachments, voice-mail forwarding, MS Outlook rules and signatures, large distribution lists, integrated presence, Skype integration, and public folders; and

Whereas the transition to Google has resulted in the loss of many thousands of dollars and lost productivity (IT personnel, faculty, and staff); and

Whereas the transition to Google has contributed to a significant loss of morale at UAA; and

Whereas it is the role of leadership to provide the strategic and tactical measures to ensure successful outcomes and provide stakeholder value, and when IT does not fulfill this role, it has lost its purpose and becomes an obstacle;

Therefore, be it resolved that the University of Alaska Anchorage Faculty Senate has no confidence in the leadership of University of Alaska CITO, Karl Kowalski.