



Date: August 20, 2021

To: UAA Campus Planning Advisory Board (CPAB)

Re: Response to CPAB Recommendation Report/UAA Administrative Management Structure Review
Dated April 9, 2021

Dear CPAB,

The task of the Administrative Management Structure Review, given to the Campus Planning Advisory Board (CPAB) by UAA's former chancellor, was significant in scope and important work. It was a large task, given to a small group, that performed well notwithstanding limited resources in an already stretched work environment. Thank you CPAB members for the hours of work you devoted to the project and for your recommendations contained in the "Recommendation Report" dated April 9, 2021 ("CPAB's Report").

After reviewing CPAB's Report with UAA's leadership team, we are pleased to report back that many of CPAB's findings have been accepted. I am attaching a spreadsheet similar to that contained in CPAB's response that contains an additional column headed "Chancellor's Response" which outlines our responses to the findings.

CPAB's report also contains some larger picture suggestions, particularly in Academic Affairs, that are not captured by the spreadsheet columns in CPAB's Report. I want to briefly address these as they remain a work in progress.

First, CPAB's Report makes clear the need for the Provost to initiate a thorough review of FR/FN positions that report to the Provost or to a Dean, with the goal of improving consistency and clarity around these positions. I have tasked the Provost with this review.

Next, UAA may need to rethink its structure around administrative positions that are primarily "internal" (such as Provosts, Deans, Vice Chancellor for Student Affairs) and those that are more directly "external" (such as Vice Chancellor for Research, Vice Provost for ANSEP, and the Director of the Alaska Center for Conservation Science).

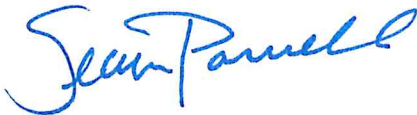
We agree that the administration and faculty can work together to identify administrative tasks that might be significantly reduced. With significant enrollment and funding losses across the last four years or so, not to mention the pandemic, UAA has seen dramatic administrative staff reductions as well as loss of faculty. We were pleased to see CPAB's recognition that "the work tasks as we have them today justify this level of administration." As CPAB appreciates, many faculty and staff have taken on more tasks, including additional administrative tasks. I think this explains, at least in part, the "modest degree of title creep" and "administrative inflation" that CPAB identified. We also agree with CPAB that we can all work strategically and collaboratively to reduce non-value-added activities, so we may focus more wholly on being the university we are meant to be.

Third, a number of the issues CPAB identified appear to be better suited for the collective bargaining arena rather than as part of an administrative reorganization (e.g. review of AAR, supervision of course curriculum, faculty workloads, reviews).

Fourth, we noted in CPAB's Report there were several instances where had more information and time been available to CPAB, a number of its recommendations might be different. This appeared to be the case when we considered CPAB's narrative around the College of Arts and Sciences. The concern also arose, by way of example, in CPAB's narrative around the research arena. There, financial compensation for positions in the research or sponsored program areas are often derived from funds beyond UAA general funds or tuition revenue (e.g. sponsored projects, special appropriations, donations/endowments, and recovered facilities and administration costs). Many of these research entities use small general fund allocations to leverage external funds. We think that had such funding information been reviewed more in depth, CPAB may very well have changed its "affirm" position to "strongly affirm" for many positions.¹ We recognize the limits of time and resources on CPAB that prevented it from looking deeply into all areas. This also points out the need to better communicate together (across UAA) about the complexities of the positions, functions, funding, and expectations.

Thank you, again, for your work on the recommendations. As I indicated, this remains a work in progress and I look forward to continuing to work with you on improving the administration of this great institution.

All the best,



Sean Parnell
Chancellor
University of Alaska Anchorage

Cc: UA President Pat Pitney
Faculty Alliance
Staff Alliance

¹ This assessment was made after reviewing the findings for Vice Chancellor for Research; Vice Provost for ANSEP; Assoc. Vice Chancellor and Executive Director, BEI; Director, Applied Environmental Research Center & Center for Strategic Partnerships and Research; Director, Alaska Center for Conservation Science; Director, ISER; Assoc. Director, CHD/Dir. Of Research and Evaluation; Dir., Alaska Area Health Education Centers; Dir., Center for Human Development; Dir., CHD Academic Workforce Program; Dir., CHD Community Services.

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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	Chancellor's Response
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.	Accept the finding. Restructure completed June 30, 2021. Provost will re-evaluate in 1 year.
Associate Vice Provost, Faculty Development & Instructional Support	Academic Affairs	Strongly Affirm	Consider re-evaluating the organizational structure in 1 year.	Accept the finding. Restructure completed June 30, 2021. Provost will re-evaluate in 1 year.

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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.	Accept the finding. Reviewed, no overlap observed.
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.	Reviewed, position eliminated.
Director, Seawolf Debate	Academic Affairs	Affirm	Committee appreciated the extent of public facing and external support the director has generated for the program.	Accept the finding.
Director, Workforce Development	Academic Affairs	N/A	Incumbent is retiring in June and the position will not be	N/A

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			refilled.	
Provost	Academic Affairs	Strongly Affirm		Accept the finding.
Vice Provost for Academic Affairs	Academic Affairs	Strongly Affirm		Accept the finding.
Vice Provost for Student Success and Dean of the Honors College	Academic Affairs	Affirm		Accept the finding.
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.	Accept the finding. Reviewed, ANSEP has targeted mission; will collaborate with but not duplicate work of Exec. Director. The ANSEP Vice Provost position is different in scope, in that it is focused on one program.
Dean, Consortium Library	Library	Strongly Affirm		Accept the finding.

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.

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Title	Unit	Finding	Comments	Chancellor's Response
Interim Vice Chancellor, Administrative Services	Administrative Services	Strongly Affirm	Potential impact from SW review.	Accept the finding. No impact from SW review observed (or anticipated).
Associate Vice Chancellor, Facilities and Campus Services	Administrative Services	Strongly Affirm	This position is an XR while system peers are EX - consider classification change.	Accept the finding. There are employee class discrepancies among similar leadership position across the UA System. Needs to be a system-wide approach.
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.	Accept the findings and appreciate the observation related to the need for stronger communication between UAA CIO and SW OIT.
Chief of Police	UPD	Strongly Affirm		Accept the finding.

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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's Response
Chancellor	Chancellor	Strongly Affirm		Accept the finding.
Chief Diversity Officer	Chancellor	Strongly Affirm		Accept the finding.
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.	N/A
Special Assistant to the Chancellor	Chancellor	N/A	Incumbent is retiring in June and the position will not be refilled.	N/A. This position has been eliminated.

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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.	Accept the finding.
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.	Accept the finding.
Director, Applied Environmental Research Center and Director, Center for Strategic Partnerships and Research	BEI	Affirm		Accept the finding.

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Director/Title IX Coordinator, Office of Equity and Compliance	Office of Equity and Compliance	Strongly Affirm		Accept the finding.
Vice Chancellor for Research	Research	Affirm		Accept the finding.

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.

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

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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 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

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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	Chancellor's Response
Associate Dean of Fine Arts and Humanities	CAS	Affirm		Accept the finding.
Associate Dean of Math & Natural Sciences and Social Sciences	CAS	Affirm		Accept the finding.
Director, Alaska Center for Conservation Science	CAS	Affirm	Perhaps a good example of where a director is appropriate.	Accept the finding.
Director, Biological Sciences	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.	Accept the finding. Provost will lead Deans Council through process to standardize.
Director, Geological Sciences	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.	Accept the finding. Position eliminated by College.
Director, Psychology	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.	Accept the finding. Provost will lead Deans Council through process to standardize.

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Director, School of Education	CAS	Affirm	Consider changing to chair or keep director at 51/49 admin/non-admin.	Accept the finding. Position changed as part of BOR restructure of Education; Director now heads as "major academic unit" reporting directly to the Provost.
Interim Dean, College of Arts and Sciences	CAS	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.	Accept the finding. Fundraising and external partnership goals incorporated into appointment letter for new dean.
Senior Associate Dean for Academics	CAS	Restructure/ Merge	Appears duplicative with the other associate deans and the dean.	Accept the finding. Provost will lead Deans Council through process to standardize.

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.

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Title	Unit	Finding	Comments	Chancellor's Response
Associate Dean	CBPP	Affirm		Accept the finding.
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.	Accept the finding. Reviewed, no overlap observed.
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.	Accept the finding. Fundraising and external partnership goals incorporated into appointment letter for new dean.
Director, Institute of Social & Economic Research	CBPP/ISER	Affirm	Consider transitioning to part-time director.	Accept the finding. Search underway for new Director includes clear expectations for individual research (e.g., admin less than full time).

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.

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Title	Unit	Finding	Comments	Chancellor's Response
Associate Dean for Academics	Engineering	Affirm		Accept the finding.
Interim Dean, College of Engineering	Engineering	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.	Accept the finding. Fundraising and external partnership goals incorporated into appointment letter for new dean.

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.

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

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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	Chancellor’s Response
Associate Dean for Academic & Student Affairs	COH	Affirm		Accept the finding.
Associate Dean for Clinical Health Services	COH	Affirm		Accept the finding.
Associate Director, CHD/Director of Research and Evaluation	COH	Affirm		Accept the finding.
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.	Accept the finding. Provost will incorporate overlap fundraising and external partnership goals into appointment letter for new dean when hired in 21-22. VP role was removed from College and shifted to Provost office as part of a system-wide review of UAA's role as lead Health campus.

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Director, Alaska Area Health Education Centers	COH	Affirm		Accept the finding.
Director, Center for Human Development	COH	Affirm		Accept the finding.
Director, CHD Academic Workforce Program	COH	Affirm	This FR is fairly low in the hierarchy - evaluate if FR is the correct classification	Accept the finding. Provost reviewed classification. To qualify for grant funding and meet all grant objectives, position must be an FR.
Director, CHD Community Services	COH	Affirm	This FR is fairly low in the hierarchy - evaluate if FR is the correct classification	Accept the finding. Provost reviewed classification. To qualify for grant funding and meet all grant objectives, position must be an FR.
Director, CU/UAA Occupational Therapy Program	COH	Affirm	Consider changing to a chair position.	Accept the finding. Provost will lead Deans Council through process to review chair/director positions.
Director, Division of Population Health Sciences	COH	Modify	Consider changing to a chair position.	Regarding the finding, insufficient detail exist to accept with finding at this time; however, Provost will lead Deans Council through process to review chair/director positions.
Director, Justice Center	COH	Affirm	Consider increasing the non-administrative share of this assignment.	Accept the finding. Provost will lead Deans Council through process to review chair/director positions.

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Director, School of Allied Health	COH	Affirm		Accept the finding.
Director, School of Nursing	COH	Affirm		Accept the finding.
Director, School of Social Work	COH	Affirm		Accept the finding.
Interim Director, WWAMI School of Medical Education	COH	Affirm		Accept the finding.
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.	According to the Provost, the VP role was removed from the College. Position retitled to Associate VP, and shifted to Provost's office as part of a system-wide review of UAA's role as lead Health campus.

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.

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Title	Unit	Finding	Comments	Chancellor's Response
Associate Dean, Technology Programs	CTC	Affirm		Accept the finding.
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.	Accept the finding. Position was removed from College and restructured into Provost Operations; % of time devoted to externally-funded programs increased (e.g., TRIO, Title III, etc.). Reviewed recommendation and agree with Provost's decision to restructure into Provost's operations.
Director, Aviation Technology	CTC	Affirm		Accept the finding.
Interim Dean, Community and Technical College	CTC	Strongly Affirm	Add firm fundraising requirements; deans should be more public facing than they currently are.	Accept with finding. Fundraising and external partnership goals will be incorporated into appointment letter for new dean when hired in 21-22.

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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	Chancellor's Response
Director, Kodiak College	Kodiak	Strongly Affirm		Accept the finding. Position once again reports to the Chancellor, with a dotted reporting line to the Provost for academics.
Assistant Director for Academic Affairs	KPC	Affirm		Accept the finding.
Director, Kenai Peninsula College	KPC	Strongly Affirm		Accept the finding. Position once again reports to the Chancellor, with a dotted reporting line to the Provost for academics.
Director, Mat-Su College	Mat-Su	Strongly Affirm		Accept the finding. Position once again reports to the Chancellor, with a dotted reporting line to the Provost for academics.
Library Director	Mat-Su	Affirm	Consider transitioning to a chair.	Chancellor will need additional information.
Director, Prince	PWSC	Strongly		Accept the finding. Position once again

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William Sound College		Affirm		reports to the Chancellor, with a dotted reporting line to the Provost for academics.
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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	Chancellor's Response
Associate Vice Chancellor, Enrollment Services	Student Affairs	Affirm		Accept the finding.
Dean of Students	Student Affairs	Affirm		Accept the finding.
Executive Director, Campus Services	Student Affairs	Affirm		Accept the finding.
Vice Chancellor of Student Affairs	Student Affairs	Strongly Affirm		Accept the finding.

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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	Chancellor's Response
Associate Vice Chancellor, Development	University Advancement	Affirm		Accept the finding.
Vice Chancellor of University Advancement	University Advancement	Affirm		Accept the finding.