



The University of Alaska Anchorage (“UAA”) invites applications and nominations for the position of Chancellor. The position reports to the President of the University of Alaska System. With this profile, the Search Committee seeks to provide nominators and potential candidates with information about UAA, the position, and participation in the search.

## ABOUT UAA

The University of Alaska Anchorage is a multi-campus university that serves over 25,000 students each year. UAA is the largest university in the state and one of three universities in the University of Alaska Statewide System. For a young institution, UAA has an extremely complex history. The present university was created in 1987 following a statewide reorganization that merged a university with several community colleges. These institutions have offered educational opportunities to the communities of southcentral Alaska since the 1950s.

UAA offers instruction ranging from adult basic education to graduate and professional education, serves both traditional and non-traditional students. Through its centers and institutes, the University’s research helps Alaskans to improve their health, public policy, education, training, economic development, and quality of life.

UAA is accredited by the Northwest Commission of Colleges and Universities (NWCCU). Many individual academic programs have additional specialized accreditation from professional associations and other external entities. UAA is classified by the Carnegie Foundation for the Advancement of Teaching as a public Master’s Colleges & Universities: Larger Programs, with a special classification for Community Engagement. Distinctive educational opportunities include undergraduate research, national and international exchanges, and study abroad programs. In 2017, Victory Media designated UAA a Military Friendly School for the eighth consecutive year.

Fiscal year 2017 revenues were approximately \$293 million, with state appropriations accounting for 40%, tuition and fees 26%, a combination of auxiliaries, gifts and other sources 18%, and restricted grants and contracts 16%. Total grant awards have been increasing. Since 2013 external funding has increased by 23%.

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The mission of UAA is to discover and disseminate knowledge through teaching, research, engagement, and creative expression. This mission recognizes the University's commitment to instruction at a number of academic levels, success of all students regardless of their higher education goals, and service to the diverse peoples and communities of the state. It honors the community college and the baccalaureate, graduate and research roots of the institution.

This is an exciting time at UAA. The main campus features state-of-the-art research and teaching facilities in new science, health and engineering buildings along with the new 5,000 seat Alaska Airlines Center which is home to Seawolf Athletics and where commencement is held – along with community concerts, trade shows, and conventions. UAA will begin accepting students into its second doctoral program this fall, the first Doctor of Nursing in the state of Alaska, and has recently completed a program prioritization review which is guiding a



process of aligning and strengthening academic programs across the main campus. UAA's Experimental Economics Program includes a fully equipped experimental economics lab and was recently ranked in the top 10% of experimental economics programs worldwide. Research and creative activity at UAA is expanding rapidly. Along with the Stevens Institute of Technology, UAA is co-lead of a new \$15 million Homeland Security Center of Excellence for Maritime Research (CMR), and is reaping the benefits of a \$15 million gift for the ConocoPhillips Arctic Science and Engineering Endowment.

## CAMPUSES

In addition to the main campus in Anchorage, UAA has four community campuses that include Kenai Peninsula College and its Kachemak Bay campus, Kodiak College, Matanuska-Susitna College, and Prince William Sound College.

### The Anchorage Campus

The Anchorage campus offers a full complement of programs and courses, including in high-demand fields such as engineering, health, business and education, as well as in the liberal arts and sciences. UAA career and technical education programs are closely aligned with Alaska's core industries, such as aviation, oil and gas. Many courses are designed with flexibility to accommodate students who work or have a family, and the campus houses a range of student success and support centers. The UAA campus has an award-winning library that serves both UAA and the neighboring private Alaska Pacific University. For an aerial tour of the campus, visit <https://youtu.be/G8dPedhBIWk>.

### Kenai Peninsula College

Kenai Peninsula College (KPC) is located south of Anchorage at two campuses in Soldotna and Homer and at extension sites in Anchorage and Seward. KPC delivers Associate of Arts and Associate of Applied Science degrees, as well as courses leading to vocational certificates. Some courses leading to baccalaureate degrees can be obtained entirely at KPC. A number of four-year degree programs are available at KPC via distance delivery through other UAA campuses. KPC has new residential facilities and a new advanced career and technical center featuring a large, process simulator.

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### **Kodiak College**

Kodiak College, located 250 miles south of Anchorage on Kodiak Island, serves the city of Kodiak, seven rural communities and the nation's largest U.S. Coast Guard base. Kodiak College provides face-to-face and distance education courses leading to occupational endorsement and undergraduate certificates, associate and baccalaureate degrees, and college preparatory developmental education, adult basic education and GED preparation. The college also supports community-based instruction by providing services such as tutoring, research and testing for special interest, dual credit high school/college-level courses, and continuing professional education, vocational training and workforce development.

### **Matanuska-Susitna College**

Located 40 miles north of Anchorage and about halfway between Wasilla and Palmer, Mat-Su College serves nearly 2,000 students per semester and continues to experience strong growth rates. The College houses a comprehensive library; science, computer, career and technical labs; a student advising center that includes financial aid assistance, veterans services, and career and academic advising; a learning center; modern classrooms; snack bar; and art gallery for student and faculty shows. Mat-Su College is home to the new 520-seat Glenn Massay Theater, able to host a variety of events including plays, musicals,



lectures, conferences, concerts, competitions, festivals, benefits, recitals, movie screenings, receptions, and more.

### **Prince William Sound College**

Prince William Sound College (PWSC) serves the vast Valdez, Copper Basin and Cordova regions. From the primary location in Valdez, about 300 miles southeast of Anchorage, PWSC provides access to a variety of educational and training opportunities in a geographically rich, culturally diverse and inclusive environment.

PWSC plays a unique role in protecting the Prince William Sound ecosystem through its extensive offerings of Fishing Vessel Training and related safety and preparedness training opportunities.

## **ACADEMICS**

UAA has approximately 630 regular faculty and 592 adjunct faculty housed within eight academic units: the College of Arts and Sciences; the College of Business and Public Policy; the College of Education; the College of Engineering; the College of Health; the Community and Technical College; the Honors College; and the Graduate School. UAA is devoted to undergraduate research through inquiry, discovery and creativity across all disciplines and within a global community of scholars. By fostering inspired teaching and engaged student learning, UAA advances the involvement of students in research and creative activities.

### **College of Arts and Sciences**

The College of Arts and Sciences is the largest academic unit within the University of Alaska, home to over 4,000 students and 208 prominent full-time faculty, working at the forefronts of their fields. The College offers 23 major areas of study and more than 20 minor concentrations.

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### **College of Business and Public Policy**

UAA's College of Business and Public Policy is a dynamic academic resource that serves and reflects Anchorage, Alaska's largest metropolitan community. The AACSB accredited College has an impressive faculty who bring a wide range of academic and industry expertise to students and community partners.

### **College of Education**

The College of Education prepares educators and supports the lifelong learning of professionals to embrace diversity and to be intellectually and ethically strong, resilient, and passionate in their work with Alaska's learners, families, and communities. In 2016, the University of Alaska Board of Regents approved the creation of a single Alaska College of Education to be administered by the University of Alaska Southeast. The College will consolidate all teacher preparation and educational leadership programs in one streamlined academic unit.

### **College of Engineering**

With more than 1430 students now enrolled in various programs, the College of Engineering is poised to become a globally prominent center of engineering research and education. The College is expanding its facilities. The Engineering & Industry Building opened in September 2015, and the revitalization of the original building was just completed in the Fall.

### **College of Health**

There are sixteen academic and research units that comprise the College of Health. Through multi-disciplinary approaches, the schools, departments, centers, and institutes take direct action to address the needs and potentials of Alaska's peoples and communities.

### **Community and Technical College**

The Community and Technical College at UAA provides pathways to a bright future through education.

From diverse courses, programs and services, Alaskans and others can choose a program of study leading to an occupational endorsement, undergraduate certificate, associate or bachelor's degree.



### **Honors College**

The Honors College advances, coordinates, and administers active learning and undergraduate research opportunities for students across the campus. In partnership with all of UAA's colleges, the Honors College helps students develop their leadership and academic skills to reach their potential.

### **Graduate School**

The Graduate School offers 6 doctoral and 23 Master's degree programs, and 9 graduate certificate programs. UAA offers cooperative/collaborative graduate programs with the University of Alaska Fairbanks, the University of Washington Medical School, Idaho State University, East Carolina University, and Creighton University.

## RESEARCH

UAA is experiencing significant growth and enhancement in the research enterprise, creative works, and commercialization. UAA is pursuing a strategic approach to fostering, supporting, and expanding faculty and student research efforts and commercialization by creating a climate of innovation and collaboration. Total grant awards have been increasing. Since 2013, external funding has increased by 23%. Invention disclosures have increased from 2 to 38, patent applications filed from 1 to 42, and the number of patents issued increased to 6. UAA also launched its first three startup companies. UAA has established and agile business infrastructure to commercialize technology based on faculty and student research that includes Seawolf Holdings and Seawolf Venture Fund. To promote and inspire research, creative works and innovation, UAA established the Innovate Awards and the Patent Wall of Fame.

UAA, along with the Fairbanks campus, host the Arctic Domain Awareness Center (ADAC), a Department of Homeland Security (DHS) Center of Excellence with a mission to develop and transition technologies, innovate products, and foster education programs which will improve situational awareness and crises response capabilities related to maritime challenges posed by the dynamic Arctic environment. The



Center's principle customer is the U.S. Coast Guard, whose Arctic search and rescue, humanitarian assistance, disaster response, and security missions must constantly evolve to meet the needs of a changing Arctic.

UAA alumna and graduate student Samantha M. Mack is the first student from the University of Alaska to receive a prestigious U.S. Rhodes Scholarship. An Aleut woman from King Cove, Samantha studies political theory from an indigenous and feminist perspective. She plans to pursue

either a Master of Philosophy or Doctor of Philosophy degree in politics at Oxford next year. A Rhodes scholarship is one of the most prestigious academic honors in the world.

## CAMPUS LIFE

Surrounded by urban life and wilderness, UAA is a gateway to innovative thinking, learning and exploration. Community campuses are located in Kodiak, Mat-Su, Soldotna and Valdez. Students at UAA come from Alaska's towns, cities and rural communities; from all 50 states and U.S. territories; and over 30 countries. Alaska communities embrace the cultures, ethnicities, politics, experiences and goals of a diverse group of people, united by respect for others and commitment to education.

Through many programs and activities, UAA students experience hands-on education, in and out of the classroom. UAA encourages students to explore the array of resources and activities available to them through living on campus (Anchorage/Kenai/Valdez) and participating in clubs and organizations, student government, social and recreational activities, community service, recreational sports, and athletics.

## ATHLETICS

UAA Athletics serves the Anchorage and campus communities by fielding competitive NCAA teams in 13 sports and providing recreational opportunities for students, faculty and staff. UAA is a proud member of the Great Northwest Athletic Conference (GNAC), Western Collegiate Hockey Association (WCHA),

Mountain Pacific Sports Federation (MPSF) and Rocky Mountain Intercollegiate Ski Association, bringing student-athletes from all over the world to participate in basketball, cross country running, gymnastics, hockey, skiing, track & field, and volleyball. Here are some interesting facts about UAA Athletics:

- UAA earned its second straight Top 20 finish in the prestigious Learfield Directors' Cup competition, which measures success on a national level. The Seawolves placed 18th this year of the 306 programs in NCAA Division II.
- UAA Student-Athletes' combined GPA was 3.26 in calendar year 2016.
- 25 All-Americans
- 7 Conference Team Titles
- UAA Volleyball's 1,387 fans per match led all of NCAA Division II in attendance for the second year in a row. The Seawolves hosted five of the nation's top 10 highest-attended matches in 2016, including a UAA- and GNAC-record 2,710 to watch the West Region Championships finals victory against Western Washington on December 3.
- UAA Student-Athletes set a new standard with a combined 2,340 community service hours to their credit in 2016-17.
- More than 125,000 fans attended 2016-17 UAA Athletics events.



The Alaska Airlines Center, located on the UAA campus, is a 5,000 seat athletic arena built to host UAA sports. The Center is equipped with an 800 seat auxiliary gym; a state of the art sports medicine suite; an indoor two-lane walking and jogging track; a gymnastics training and competition gym; and a separate training and strength conditioning facility for student-athletes. Located upstairs on the Suite Level, the Varsity Sports Grill serves lunch and dinner featuring local craft beer and fine wine. Along with hosting UAA sports, the Center is a destination venue for concerts and family shows, making it a true community arena.

## DIVERSITY

UAA serves over 2000 Alaska Natives, American Indian, and Native Hawaiian/Pacific Islander students. UAA graduates over 250 Alaska Natives/American Indian students each year in over 25 degree programs. The Anchorage, Mat-Su, Kenai, Kodiak and Prince William Sound campuses are located on the traditional homelands of the Dena'ina and Ahtna Athabascan, Alutiiq/Sugpiaq, and Eyak peoples.

UAA recognizes and values the diversity of its unique location in Southcentral Alaska. Anchorage is sometimes affectionately called "Alaska's largest village" and has been identified as the city with the highest percentage of Alaska Natives and American Indians in the United States. UAA offers a variety of Alaska Native programs, services, and opportunities.

UAA honors diverse experiences and perspectives – including differences in ideas, religion, gender, gender identity, sexual orientation, ethnicity, race, culture, nationality, age, disability, veteran and socioeconomic status – and endeavor to create welcoming and inclusive learning environments where all are treated with respect. UAA strives to support its unique and diverse community by employing faculty

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who come from a myriad of different backgrounds. To watch a video featuring four faculty members who have found a home at UAA click: <https://vimeo.com/140108716>.

UAA initiated a process to create a Diversity Action Plan in 2016. UAA recognizes the significance of having a Diversity and Inclusion Action Plan, and believes that it will have positive impacts for the University and the community. Alaska has a rich multi-cultural base and our University's student body reflects this. The goal is to create an approach that integrates all voices and constituencies in order to promote a platform for Diversity and Inclusion at UAA. The plan will strive to emphasize social inclusion and equity through purposeful involvement and engagement of the full range of campus and community stakeholders. These efforts are designed to contribute to and enhance the rich, diverse and inclusive environment at UAA where all are welcome and encourage to thrive.

At UAA, valuing diversity is integral to excellence. Diversity maximizes our potential for creativity, innovation, educational excellence and outstanding service to our communities.

## STRATEGIC PLAN – UAA 2020

In order to fulfill UAA's mission to students and the state of Alaska, the following values are affirmed as central to UAA's role in the state: student success, excellence, access, and affordability. Following are the identified goals for UAA 2020:

*Advance a culture of institutional excellence that inspires and enables student, faculty and staff success* – Identify and remove significant barriers to student, faculty and staff success; improve access to and satisfaction with academic advising; employ process efficiencies (improvements) that lower the cost per award.

*More students persist and complete their educational goals* – Increase the ratio of credits students earn to credits attempted (a component of Satisfactory Academic Progress) by 5 percentage points by 2020; increase new entering student retention from their first fall to the subsequent fall to 55 percent in the third goal year; increase the rate at which students persist from their second to third year to 45 percent in the third goal year



*Graduate more students to fill Alaska's needs* – Increase the number of graduates in high-demand job areas by 2 percent per year; improve traditional graduation rates to 35 percent by AY25

To read more about UAA 2020 visit: <https://www.uaa.alaska.edu/about/initiative/uaa-2020/>

## ABOUT ANCHORAGE

Anchorage, with an ethnically diverse population of nearly 300,000, offers a lively intellectual and cultural life, including opera, symphony, theatre,

art events, and varied restaurants, recreational and shopping venues. Nestled between the Chugach Mountains and Cook Inlet, Anchorage residents enjoy a moderate, maritime climate. The average winter temperature is around 20 degrees and the average summer temperature is around 70 degrees. On Summer

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Solstice, Anchorage has around 20 hours of daylight, and on Winter Solstice, it has about five and a half hours of daylight. The city offers ready access to state and national forests and parks, year-round outdoor recreation, and unsurpassed natural beauty.

Known for its exceptional quality of life, Anchorage residents have access to world-class arts, entertainment, fine dining and recreational activities. A culturally diverse city, Anchorage is one of the 100 largest school districts in America, and its students speak 87 different languages in their homes, including Spanish, Hmong, Samoan, Filipino and Yup'ik. Minority students comprise more than 50 percent of the student population.



Anchorage has a network of 259 miles of hiking, biking, skiing and dog-mushing trails. The city also has more than 120 municipal parks, including Kincaid Park where over 25 major events have been held, including national level competitions for the selection of the U.S. Olympic Teams for X-C and the nearby ski community of Girdwood has a world class alpine ski area and resort. Girdwood has also hosted National Alpine and University Ski Championships.

Outdoor enthusiasts enjoy downhill skiing and snowboarding; snowshoeing; ice skating; cross-country skiing; and ice hockey in the winter, and in the summer residents hike, fish, kayak, pick berries, mountain bike, bird-watch and climb mountains. Each year hundreds of concerts, plays, operas, and Broadway shows are performed in the City. Anchorage is the home to the Anchorage Museum, the Anchorage Public Library, the Imaginarium Science Discovery Center and the Alaska Native Heritage Center.

The Ted Stevens Anchorage International Airport is the largest airport in Alaska, serving nearly five million passengers each year. It offers convenient flights to destinations in the lower 48 and to international destinations. Ninety-percent of the industrial world can reach Anchorage in less than 9.5 hours.

Businessweek.com recently ranked Anchorage as the tenth-best city in America. With assistance from Bloomberg Rankings, Businessweek.com evaluated 100 of the country's largest cities based on 16 total criteria. Anchorage received its high ranking partially because of the high number of parkland acres per person as well as the best air quality. The announcement also mentioned Anchorage's relatively low unemployment, a high median income, and a low rate of foreclosures.

For additional information about Anchorage, visit <http://www.anchorage.net/>

## ABOUT THE POSITION

The Chancellor is the Chief Executive Officer of UAA and is responsible for all aspects of UAA administration as delegated by the President of the University of Alaska System and its Regents. The Chancellor will advance the mission and vision of the University and, in consultation with University governance groups, set strategic priorities and reallocate financial and human resources as necessary to advance that mission. The Chancellor will lead the University's administration of quality instruction, research, outreach, finance and operations, safety, philanthropy and advancement, and student service and life programs.

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The new Chancellor will be responsible for building and maintaining external relationships that are critical to the success of UAA. These relationships include, but are not limited to: community and corporate partners; local, state and national policy makers; private donors; and other national and international university leaders.

The Chancellor will oversee the development of a fiscally sound UAA budget while working with the vice chancellors to allocate funding to fulfill UAA's mission and achieve its strategic goals and maintaining the high quality of programs the University is known for. In the face of declining state budgets, he or she must ensure that deficit spending does not occur and will have ultimate authority for establishing course, use, service and administrative fees and developing additional sources of revenue.

The Chancellor will serve on the University of Alaska President's cabinet and leadership team, collaborating with the University of Alaska System, University of Alaska Fairbanks, and the University of Alaska Southeast. He or she will build on existing synergies to advance the entire System while serving as an advocate for UAA within the System.

The Chancellor will serve in the University of Alaska Foundation. Established in 1974, the Foundation is a private nonprofit corporation which solicits, manages and invests donations for the exclusive benefit of the University of Alaska. The Chancellor is part of the Board of Directors and serves along prominent Alaskans, including the University of Alaska President, two members of the Board of Regents and the Chancellors of the other two UA campuses.

### **Opportunities and Challenges**

The next Chancellor will lead UAA at a crucial time and will serve as the key leader in the following areas:

**ADVANCING THE UAA 2020 STRATEGIC PLAN** – In collaboration with the campus community, the UAA's senior leadership identified three goals that focus on increasing student success and streamlining institutional processes: 1) advancing a culture of institutional excellence that inspires and enables student,



faculty and staff success; 2) improving access to and satisfaction with academic advising; and 3) increasing student persistence and the completion of their educational goals. The next Chancellor will play a significant role in advancing the UAA 2020 Strategic Plan addressing these goals and objectives reflect the current needs of UAA and provide direction for moving forward during a time of significant change in higher education.

### **PROMOTING DIVERSITY AND INCLUSION**

– The Chancellor will lead UAA in achieving the goals set forth in its Diversity and Inclusion Plan that puts forth seven major objectives to further increase diversity at UAA and create a truly inclusive environment. In doing so, the Chancellor will provide strategic guidance in enhancing the institution's work toward the implementation of best practices in hiring, coordination of campus initiatives, addition of accountability measures, focusing on under-represented groups, shaping the curriculum, working collaboratively with facilities to provide inclusive campus space, and increasing UAA's community outreach and engagement efforts.

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**STUDENT SUCCESS** – UAA’s next Chancellor will join an institution deeply committed to the success of its students and focused on increasing its measures of student success including retention and graduation. To that end, the Chancellor will be a driving force in leading an institution that works toward achieving student retention and graduation goals by improving entry point experience to UAA, reducing institutional barriers, and implementing proactive student outreach and advising efforts to name a few.

**INCREASING ACCESS AND OFFERINGS** – As part of UAA’s commitment to access, the University seeks to increase the options and offerings available to Alaska students to earn degrees and certificates while maintaining the cost to earn a degree affordable. The Chancellor will direct the University’s coordinated efforts toward this goal with an intent toward significantly increasing the number of new students engaging in UAA’s eLearning programs (online courses), increasing its offerings both online and in a hybrid format, while maintaining a balance with on-campus student enrollments.

**SYSTEM-WIDE COMPREHENSIVE CAMPAIGN** – The University of Alaska System will launch a comprehensive fundraising campaign across its three campuses and its chancellors will play active roles in the campaign’s outreach and fundraising efforts. UAA’s next Chancellor will not only serve as the University’s champion and most fervent advocate to strengthen the institution’s existing relationships and create new opportunities for philanthropic support, but also partner with system-wide leaders to advance the shared goals of the campaign.

## **QUALIFICATIONS**

In addition to the desired attributes mentioned below, the successful candidate will possess:

### **Required Qualifications:**

- Senior level leadership and administrative experience within an academic environment or complex institution;
- An earned degree from an accredited institution;

### **Preferred Qualifications:**

- Demonstrated commitment to creating and supporting a student-centered learning environment;
- Experience and ability to work effectively with internal constituencies, including but not limited to students, faculty, staff, and administrators.
- Record of successful relationship building with external constituents, including business and community leaders, legislators, state agencies, political groups, system-wide officials, community colleges, research institutions, and funding agencies;
- Demonstrated financial acumen coupled with highly-developed management and team-building skills. Experience solving challenging financial issues, e.g., reducing cost with minimal reduction of services.
- Demonstrated experience developing and expanding new revenue streams across a broad spectrum of sources including private fundraising, grants and contracts, technology transfer, and partnerships with industry and governmental entities;
- Demonstrated commitment to shared governance and faculty development;
- Experience exercising broad delegated authority;
- A terminal degree from an accredited institution;
- Effective writing and public communication skills;
- Demonstrated commitment to promoting diversity, equity, and inclusion across the institution.

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## Desired Attributes

The successful Chancellor will be:

- A proven and experienced leader who will inspire trust, build morale, and instill confidence in the UAA community;
- An experienced administrator of financial acumen who will support UAA in matching aspirations with limited resources while creatively developing alternative revenue streams;
- An individual who can provide visionary strategic thinking and planning skills;
- An individual who has an enthusiastic campus presence, actively engaged in a living learning community of faculty, students, staff, alumni, and the local Anchorage community;
- A strong and astute advocate capable of working collaboratively and effectively with the University of Alaska System and sister campuses in Juneau and Fairbanks;
- A champion of workforce development through strategic partnering with the business and military communities to meet Alaska's technical and educational needs;
- An individual who has an understanding and appreciation of Alaska and Alaska Native cultures and the Pacific Rim and Arctic Regions;
- A fair and inclusive leader with a deep understanding of and respect for UAA's commitment to shared governance and appreciation for the role of the faculty and staff unions;

## HOW TO APPLY

UAA encourages applications from candidates who have a strong record of scholarship and teaching with successful executive level administrative experience in higher education. UAA also encourages applications from exceptional candidates with nontraditional backgrounds who have demonstrated significant successes in business, industry, nonprofit or government that are relevant in the higher education setting.

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae, a letter of interest describing relevant experience and interest in the position, and a list of three professional references. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence.

Applications and letters of nomination should be submitted to:



Alberto Pimentel, Managing Partner or  
Emy Peña, Partner  
Storbeck/Pimentel & Associates  
6512 Painter Avenue, Whittier, CA 90601  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "UAA-Chancellor" in subject line

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