



March 23, 2020

To: President Jim Johnsen

Fr: Chancellor Cathy Sandeen

Re: **Expedited Program Review Recommendations**

### **Background**

As requested, the University of Alaska Anchorage has undertaken an expedited program review as a result of budget cuts imposed by the governor and legislature. I have closely read the expedited program reviews that resulted from this process, reports and recommendations from the deans and the provost, as well as additional responses from some programs. I have also reviewed nearly 200 emails and letters as well as verbal input provided at approximately 20 meetings, including a large public testimony session. I have consulted with the chancellors at UAF and UAS regarding their recommended program changes.

I want to emphasize that all programs at University of Alaska Anchorage are high quality. All programs produce graduates who are prepared to address specific workforce needs. Our faculty are excellent and deeply committed to the UAA mission of teaching, scholarship, and service. Our programs provide a unique and vital sense of community, a sense of "home," for faculty, staff, and students in those programs. These decisions are extremely difficult and in many cases heartbreaking. While we have been transparent, data-informed, and mission-driven as much as possible throughout this process, at the end of the day, these are judgment calls.

I am providing you with these recommendations, not because I want to make these decisions, but because I am called to do so given the situation the University of Alaska confronts. I believe these are the best decisions under the circumstances. UAA will contract and become smaller with a more focused mission. Much is retained under my recommendations and I am confident that this path forward will allow UAA to sustain excellence and the ability to continue to serve the region and the State of Alaska. UAA will remain Alaska's vibrant open access urban/metropolitan university.

Please note I will continue to encourage all UAA programs, on all our campuses, to become more streamlined and efficient in producing graduates to meet workforce needs, while maintaining academic quality as defined by the faculty.

I realize these are recommendations only and that you will develop your own proposal and that the University of Alaska Board of Regents will make final decisions.

(Continued, next page)

**Decision**

I concur with the recommendations of Interim Provost John Stalvey dated March 9, 2020, with the following two exceptions:

Anthropology (MA)

Changed to Continued Review

Marketing (BBA)

Changed to Continuation

## Appendix: Faculty Reductions from Expedited Academic Program Review

### Community and Technical College

CTC is reducing by 3 lines following the program review outcomes.  
Two retirements (not replacing), Aviation and Culinary & Hospitality in FY21.  
For Fiscal Year 2022 we will need to reduce by an additional faculty member.

### College of Engineering

One tenure-track non-replacement in EE in FY21 and 2 tenure-track non-replacement of anticipated retirements (1 in CE and 1 in CS&E) in FY22.

### College of Business and Public Policy

The cost savings is through not replacing faculty. One term faculty in Logistics and another two tenure-track faculty in Information Science & Decision Science (MIS).

### College of Arts and Sciences

Program	Tenure-Track Reductions after 1 year	NTT Reductions after 1 year	Tenure- Track Reductions after 2 year	NTT Reductions after 2 year	Total RIF
Anthropology MA	1	0	0	0	1
Art BFA	0	1.5	0	0	1.5
CWLA MFA	0	0	1	1	2
English MA	0	0	3	0	3
Environ & Society BS	0	0	3	0	3
Journalism BA	1	0	0	0	1
Languages BA (Chinese)	1	0	0	0	1
Sociology BA-BS	0	0	3	0	3
Theatre BA	0	0	5	0	5
Total	3	1.5	15	1	20.5

The decreases in CAS are particularly large because they also include addressing the structural debt that the college has been carrying the past two FY.

### College of Health

One non-replacement of a tenure-track faculty in Legal Studies and one non-replacement of a tenure-track faculty in Justice.

Total number of **faculty lines** reduced: 31.5.

Total estimated decrease is \$3.25M from eliminated **faculty lines** outlined above.



Date: March 9, 2020

To: Cathy Sandeen, Chancellor

From: John Stalvey, Interim Provost *John Stalvey*

Cc: John Petraitis, Interim Dean, College of Arts and Sciences  
Diane Hanson, Associate Professor  
Sally Carraher, Assistant Professor  
Susan Kalina, Vice Provost for Academic Affairs  
Claudia Lampman, Vice Provost for Student Success

Re: **AY20 Expedited Program Review Findings – Anthropology MA**

I have reviewed the dean's findings, the program's response to the dean's findings, and the completed Expedited Program Review Template for the Anthropology MA.

### **Recommendations**

My recommendation is to accept the decision and recommendations of the dean and request to delete the program after admissions have been suspended and the teach out has been completed. Demand for this program is low. Despite the program's high quality, the institution cannot sustain this program. Resources should be focused on sustaining the baccalaureate programs. Students interested in the field have access to a master's program at UAF.

### **Decision**

Recommend Deletion

## AY20 Expedited Program Review – Optional Program Response to the Dean’s Findings Form

Date: February 28, 2020

To: John Stalvey, Interim Provost

From: Clare J. Dannenberg, Chair of Anthropology and Associate Professor of Linguistic Anthropology

Cc: John Petraitis, Interim Dean, College of Arts and Sciences  
Diane Hanson, Associate Professor ; Sally Carraher, Assistant Professor

Re: AY20 Expedited Program Review: Optional Program Response to Dean’s Recommendation

**Program/s in this review: ANTHROPOLOGY MA**

### Program response to dean’s findings:

**SUMMARY STATEMENT:** Due to dwindling CAS support for the program, the Anthropology Department asks for a **suspension** of its MA program so that it may be resumed in the future. Whereas the Dean has recommended the MA program in Anthropology be deleted, in the following document, we strongly suggest that recommendation is unsubstantiated. The table below arranges Anthropology’s response by category of evaluation.

CATEGORY OF EVALUATION	DEAN’S SUMMARY RECOMMENDATIONS	DEPARTMENT RESPONSE
<b>Mission</b>	The CAS’s Department of Anthropology MA contributes to CAS’s and UAA’s mission with graduate-level disciplinary content that easily ties to the history and culture of Alaska generally and Southcentral Alaska in particular, and with faculty whose research focuses on regional issues. The program’s graduate student theses almost invariably focus on Alaska’s culture and its heritage.	The MA program in Anthropology was built as an <b>applied program specific to the needs of Alaska</b> . The MA is <u>intentionally designed</u> to serve the broad demand for Anthropologists who are educated and trained in the policies, practice, culture, and procedures unique to Alaska. Anthropology jobs in Alaska require an MA; our applied program allows hands-on, practical, and community-centered experience in order to allow our graduates to move right into Anthropology positions in State, Federal, Nonprofit and For-profit Agencies throughout Alaska. Every aspect of the MA program is designed to meet and serve the needs of Alaska.

AY20 Expedited Program Review – Optional Program Response to the Dean’s Findings Form

<p><b>Program Demand (including service to other programs), Efficiency, and Productivity</b></p>	<p>For a number of reasons, the program has experienced declining demand: the number of graduate majors is down, and student credit hours are down. Consequently, the gap between tuition and instructional costs remain high, program tuition does not cover the program’s instructional costs, and the number of awards granted (typically 3-6 per year) is well below the average (13.8) and median (11.4) of CAS’s masters programs. Overall, the Anthropology Department was unable to cover all of its costs with its BA/BS program and its MA program because the MA does not have enough students and tuition to cover its costs.</p>	<p>Anthropology has not “experienced declining demand.” In fact, the interest in the UAA Anthropology applied MA continues to be strong. Twelve students have begun applications for AY 2020-2021 alone. The demand is very strong and the local need for the program is great. What appears to be “declining demand” is instead <u>directly correlated to several years of pulled support by the College of Arts and Sciences</u>. CAS has consistently disinvested from Anthropology during this reporting period. Faculty who have retired or left for other positions have not been replaced. CAS has removed term and adjunct appointments from Anthropology, all the while raising caps on undergraduate GERs and encouraging faculty to teach more sections. At the same time, graduate student support has disappeared. CAS approved 5-10 GTA’s consistently pre-2014, while in AY 2019-2020, the program was granted only ⅓ of one GTA. The resilience and creativity of the faculty in the face of extreme lack of college support is the reason why the demand for our program (and our MA graduates) remains so great.</p> <p>To compare Anthropology’s MA production writ large to other CAS programs is also misleading. Our MA students are often already professionals with full-time jobs. The ratio of Anthropology MA students to faculty is higher than other departments who have more faculty lines, and the types of projects our students work on in our applied program (e.g., excavating sites, 3-D mapping, community-based interviews) takes time. Moreover, the MA in Anthropology also requires a substantial thesis that demonstrates the depth and breadth of an MA student’s work. Agencies who hire our graduates seek a standard of professional capacity that our students meet and exceed. Our program is appropriately scaled and rigorous in order to best serve our Alaskan community. To increase degree output, CAS should seek to <b>invest</b> in faculty lines and student support.</p>
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AY20 Expedited Program Review – Optional Program Response to the Dean’s Findings Form

<p><b>Program Quality, Improvement and Student Success</b></p>	<p>In the past several years the program replaced retired senior faculty with a new generation who made a point of revising the program, decreasing the time to graduation and improving student success.</p>	<p>Three hires were made in 2013, and two hires were made in 2014. Since that time, one senior faculty has retired, and two other faculty left to seek other employment as it became clear that CAS would continue to cut the resources to Anthropology’s programs. One additional faculty, who contributed to teaching and the MA program, left as well. The issue of the small number of remaining MA faculty, however, has been compounded by the imbalance of department expertise. Where the department once had a balanced representation of the four fields of Anthropology, the program now lacks support in Archaeology. Again, the resilience and creativity (and the foresight) of Anthropology faculty has allowed the program to thrive, despite the lack of CAS support. Anthropology has always been centered around our students; the recent example of program revision is just one example of our dedication to the students and to their success.</p>
<p><b>Program Duplication / Distinctiveness</b></p>	<p>UAF has both a MA and PhD in Anthropology. At the masters level, UAA’s program and UAF’s program produce fewer than 10 awards per year (with comparable numbers at each university). Combined, the number of masters degrees in Anthropology is modest and below the median number of awards (11) in CAS’s masters programs. Although there are differences with UAF’s MA in Anthropology, there are overlaps, as well, and the combined number of UAA + UAF degrees suggest that two masters programs in this discipline might be too much.</p>	<p>UAF does indeed have both an MA and a PhD in Anthropology, which is precisely why, in 1999, the UAA Anthropology Department worked in consultation with UAF faculty to create an MA that would both complement and supplement their degree programs. The MA in Anthropology at UAA is an <b>applied</b> program that is <b>directly geared to meet the needs of Alaska</b>. Applied, in this sense, pertains to using Anthropological knowledge to create solutions for community issues or problems. When Alaska seeks to expand roads, drill, build, create or change policies, for example, Anthropologists must be directly involved in those processes. UAA’s Anthropology MA trains applied practitioners of Anthropology to go to work for Alaska. UAA and UAF MA programs are similar (have “overlaps”) only in the sense that they both convey the tenets and practice of Anthropology, much like nursing programs in various states share the same tenets and practice. The outcomes for our programs are quite distinct, and we do not compete for students. Two MA programs in the State is not “too much.”</p>

AY20 Expedited Program Review – Optional Program Response to the Dean’s Findings Form

<p><b>Commendations and Recommendations</b></p>	<p>The program is commended for revisions in recent years that improved student success and for a program that focuses so much on Alaska and its people. The faculty should also be commended for the hard work they put into their expedited program review submission.</p>	<p>We appreciate the commendation.</p>
<p><b>Decision</b></p>	<p>Deletion: Deleting this program will affect relatively few students and will help with the long term sustainability of the BA/BS program. With this deletion the number of full-time faculty should eventually be reduced to four. Program deletion requires approval by BOR and NWCCU.</p>	<p><b>The Anthropology Department argues</b> against deletion <b>in favor of program suspension</b>. Student success, as is viewed by the faculty in Anthropology, is not simply a numbers game; each MA student is value-added to Anthropology’s program, CAS, UAA, and the State. At the same time, the “relatively few students” whom the deletion of the MA would affect, are fewer Anthropologists who are serving the needs of countless State, Federal, Nonprofit and For-profit agencies across Alaska. The program is closely tied with these agencies, and they rely on its graduates.</p> <p>It is unclear how the deletion of the Anthropology MA should help with “the long term sustainability of the BA/BS program.” In light of the systemic and sustained lack of CAS support for Anthropology since 2012, even the creativity and thoughtfulness of the faculty with regard to program streamlining and the faculty’s careful stewardship of resources are not enough. The Anthropology MA warrants <u>enhancement</u>. Given the current parameters, however, the Anthropology faculty strongly supports program suspension at this juncture.</p>





Date: February 21, 2020

To: John Stalvey, Interim Provost

From: John Petraitis, Interim Dean, College of Arts and Sciences

Cc: Diane Hanson, Associate Professor  
Sally Carraher, Assistant Professor

Re: AY20 Expedited Program Review Findings

**Program/s in this review:** Anthropology MA

**Specialized accrediting agency (if applicable):** None

**Campuses where the program is delivered:** Anchorage

**Members of the program review committee:**

Diane Hanson, Associate Professor  
Sally Carraher, Assistant Professor

### **Centrality of Program Mission and Supporting Role**

UAA's mission is to discover and disseminate knowledge through teaching, research, engagement and creative expression. UAA is committed to serving the higher education needs of the state, its communities and its diverse peoples. It is also committed to instruction at multiple academic levels, success of all students regardless of their higher education goals, and service to the diverse peoples and communities of the state. UAA's core themes are (1) Teaching and Learning, (2) Research, Scholarship and Creative Activity, (3) Student Success, (4) UAA Community, and (5) Public Square. UAA values international and intercultural education, diversity of experiences and perspectives, and the diversity of our unique location in Southcentral Alaska that comes from the Alaska Native peoples of this area.

The College of Arts and Sciences contributes to UAA's mission with a suite of programs that provide, among other things,

1. general education courses for undergraduates in CAS and other Colleges,
2. opportunities for undergraduates to pursue majors in the humanities, social sciences, natural sciences, and the arts, and

3. opportunities for faculty and students to pursue research and creative activities in CAS's academic disciplines,
4. graduate programs for advanced studies.

Given decreased enrollments across UAA and significant budget cuts to CAS, the challenge is to serve UAA's and CAS's missions with only 75% of the funds it had in 2018-2019. CAS's shrinking budget is especially challenging for programs that rely on state financial appropriations through CAS because the programs have a gap between (a) the total costs of everything the program does and needs, and (b) the tuition CAS receives to cover those costs. This describes most programs in CAS: most rely on state appropriates and CAS has 30% less than it had two years ago.

The CAS's Department of Anthropology MA contributes to CAS's and UAA's mission with graduate-level disciplinary content that easily ties to the history and culture of Alaska generally and Southcentral Alaska in particular, and with faculty whose research focuses on regional issues. The program's graduate student theses almost invariably focus on Alaska's culture and its heritage.

### **Program Demand (including service to other programs), Efficiency, and Productivity**

For a number of reasons, the program has experienced declining demand: the number of graduate majors is down, and student credit hours are down. Consequently, the gap between tuition and instructional costs remain high, program tuition does not cover the program's instructional costs, and the number of awards granted (typically 3-6 per year) is well below the average (13.8) and median (11.4) of CAS's masters programs. Overall, the Anthropology Department was unable to cover all of its costs with its BA/BS program and its MA program because the MA does not have enough students and tuition to cover its costs.

### **Program Quality, Improvement and Student Success**

In the past several years the program replaced retired senior faculty with a new generation who made a point of revising the program, decreasing the time to graduation and improving student success.

### **Program Duplication / Distinctiveness**

UAF has both a MA and PhD in Anthropology. At the masters level, UAA's program and UAF's program produce fewer than 10 awards per year (with comparable numbers at each university). Combined, the number of masters degrees in Anthropology is modest and below the median number of awards (11) in CAS's masters programs. Although there are differences with UAF's MA in Anthropology, there are overlaps, as well, and the combined number of UAA + UAF degrees suggest that two masters programs in this discipline might be too much.

### **Commendations and Recommendations**

The program is commended for revisions in recent years that improved student success and for a program that focuses so much on Alaska and its people. The faculty should also be commended for the hard work they put into their expedited program review submission.

### **Decision**

Deletion: Deleting this program will affect relatively few students and will help with the long term sustainability of the BA/BS program. With this deletion the number of full-time faculty should eventually be reduced to four. Program deletion requires approval by BOR and NWCCU.

Submission date: February 11, 2020

Program/s in this review: ANTHROPOLOGY MA

Specialized accrediting agency (if applicable): \_\_\_\_\_

Campuses where the program is delivered: ANCHORAGE

Members of the program review committee:

- Diane Hanson, Associate Professor of Anthropology, UAA
- Sally Carraher, Assistant Professor of Anthropology, UAA

**1. Centrality of Program Mission and Supporting Role (700 words or less)**

UAA Anthropology MA program provides students with a rigorous background in contemporary theory and practice in applied anthropology through advanced coursework, internships, independent research, and a research-based thesis. Students learn to apply anthropological concepts, methods, ethics, and perspectives to the specific subfield of anthropology in which they practice.

The graduate program was developed in response to growing needs for archaeological and cultural anthropological expertise in Alaska and the strong interest of UAA Anthropology undergraduate students at that time in having a Master's program locally available to expand their training and obtain the credentials needed for employment in local agencies (which often require an MA). The primary emphasis of the MA program from the beginning was in Applied Anthropology. Our program also emphasizes education in and service to Alaska and other communities in the circumpolar North, and prioritizes community-engaged scholarship. The MA program matriculated its first class of students in the Fall Semester of 1999.

Our MA program has broad impact and consistently feeds Federal, State, Tribal, Non-profit, and Private (For-profit) Agencies and Institutions. The National Park Service, Smithsonian Institution, Alaska Department of Fish and Game, U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, U.S. Forest Service, Bureau of Indian Affairs, Alaska Department of Transportation and Public Facilities, Alaska Office of History and Archaeology, Anchorage Museum, Alaska Native Heritage Center, Alaska Native Tribal Consortium, First Alaskans Institute, Arctic Slope Regional Corporation, Southcentral Foundation, Steve Braund Associates, and Cultural Resource Consultants are a few of the agencies and institutions that seek out and hire our graduates. Anthropology's faculty work closely with our community agencies to ensure that we are continuing to foster the skills that best advance the agencies' missions and goals. Anthropology is also nationally recognized as founding member institution of the Consortium of Practicing and Applied Anthropology. Moreover, our Graduate Advisory Board, established in the early 2000s, consists of volunteer representatives of various local agencies and private sector firms who give advice and guidance on the Anthropology MA program policies at UAA, as well as provide several internship/practicum, employment, and thesis research opportunities for students enrolled in our program.

Since 1999, the UAA Anthropology Department has graduated 62 MA students in anthropology. Over 80% of our MA students find work in their field during and after completion of the degree, and many find work in Alaska, while others have found work Outside or gone onto PhD programs nationally and internationally. Several of our MA alumni continue to have strong relationships with our Department, often serving on our Graduate Advisory Board or sometimes coming back to teach and do research with us. The fact that our Department has fostered deep, meaningful ties to agencies across Alaska and maintained positive working relationships with alumni means that our faculty are able to keep a pulse on the evolving job and research needs of Alaska, which purposefully feeds back into how we implement our curriculum.

Our program maintains connections with the UAA Institute of Social and Economic Research (ISER): one faculty member shared an appointment between ISER and the Anthropology department from 2013-2018, and another

currently serves as an affiliate. Anthropology has additionally shared two other appointments with English and Alaska Native Studies. Seven anthropology graduate students worked on ISER projects, providing services in the collection and processing of ethnographic data and oral testimony. Several of our students additionally have worked with the Biology department conducting ethnographic and isotopic research. Our students have collaborated with the departments of Chemistry and Engineering for their graduate research. Others have also conducted ethnographic work with both Alaska Native Studies and Dance and worked in collaboration with Natural Heritage. Seven graduate students have been listed also under the Environmental and Natural Resources Institute (ENRI), with one faculty member having served as a Faculty Fellow.

Programmatically, our department shares a computer laboratory with the Environmental Studies & Geography department, which is used for projects and teaching in both departments. Faculty members have collaborated on research with the Department of Geology, served on faculty search committees for the Departments of Geology, Geography and Environmental Studies, and the Alaska Native Studies program, served on the peer review committee for Psychology and Biology.

**2. Program Demand (including service to other programs), Efficiency, and Productivity (7 year trend; 1400 words or less)**

- **Seven year degree and/or certificate awards trend**

Anthropology's award trend has remained consistent since 2013, despite the loss of 2 faculty lines and a freeze on any adjunct or term hires to cover the courses taught for those 2 lines, which ultimately resulted in the need to put the program on hiatus for one academic year. Additionally, Anthropology's numbers are on par with CAS larger sister programs, English and Biological Sciences. Between 2002-2018, Anthropology graduated 62 students with MA degrees in Anthropology. Of those 62 graduates, 32 have graduated since 2013.

- **Credits per Degree (Average Credits Earned)**

The decline in overall credit hours to the award of the degree since 2013 is indicative of Anthropology's attention to student success, UA funding deficit, and the loss of faculty lines, through addressing program changes through comprehensive evaluation of the MA program during the program's year-long hiatus. This evaluation suggested three areas for revision:

1. A focused emphasis on applied anthropology and ethical practice of applied anthropology would better complement faculty expertise, direction of the discipline generally, and current faculty and student interest.
2. Required subfield proseminars and comprehensive exams delay progress in program and do not reflect specialization needed for applied Master's program.
3. Fluctuations in student support and consequent reduction in admissions as well as in faculty numbers necessitate a more flexible graduate curriculum.

The curriculum is now streamlined with credit numbers consistent with national Applied Anthropology Master's programs.

- **Seven year majors or program enrollment trend**

Despite our AY 2018-2019 hiatus on admitting new students to the program as well as the lack of financial support for our graduate students, Anthropology's enrollment numbers have stayed very consistent from 2013-2019 and demonstrate parity with other CAS, MA programs.

- **Course pass rates**

Anthropology's DFW rates in the 600-level courses are consistently low. Our program is highly selective and at the same time, the majority of our students maintain part or full-time employment. As a result, Anthropology MA students may withdraw from classes based on unanticipated conflicts.

- **Internal Demand**

As would be expected in any MA that is content specific, most of the demand for the 600-699 courses are internal to the major. Anthropology's numbers are consistent with the majority of other MA programs in CAS.

- **Seven year Student Credit Hour (SCH) production trend**

As expected, the drop in SCH in 2018 (and also by association, 2019) follows Anthropology's one-year halt in program admission due to the nonrenewal of two senior faculty lines and the inability to hire terms or adjuncts to cover the required courses.

- **SCH/FTEF**

Anthropology's SCH/FTEF clusters with other UAA graduate programs, such as Biology and Applied Engineering, where class size has historically remained low enrolled in proportion to faculty.

- **Enrollment/Full Time Equivalent Faculty (FTEF)**

The number of enrolled students per FTEF has increased slightly since 2013, as Anthropology had 2.5 faculty lines removed from the department with no one hired as a replacement to teach those classes.

- **FTES/FTEF**

Full time students are rare in Anthropology, particularly with little to no support from CAS for TA or RA funding since 2015. Adding the loss of faculty lines into the equation, the FTES/FTEF is low but in line with other CAS MA programs.

- **Class Size (Average Class Size)**

Class size in any MA program will likely be low in comparison to its undergraduate enrollment. Anthropology's enrollment is low, specifically due to the AY2018-2019 admission hiatus; however, in AY2019-2020, Anthropology's new and more flexible program took effect. The new program provides stacked undergraduate and graduate courses, which keeps the rigor of the program high and its overall cost, down.

- **Cost/SCH**

The cost per SCH in 2019 demonstrates a trend of cost reduction. Anthropology overall has a lower cost per SCH than any other graduate program, with the exception of Psychology, within CAS.

- **Tuition Revenue/SCH**

The Tuition per SCH for the Anthropology MA is again unsurprising, given the low enrollment in per FTEF overall. With the new program implementation, the cost of the program will effectively lower due to stacked courses.

- **External Demand**

Although there are no formal data for post UAA MA awards, our program has been regularly tracking our graduates' progress. Since 2002, 75% of students who have graduated with an Applied MA in Anthropology remain in Alaska and work within the field of Anthropology for Federal, State, Tribal, Non-profit, and private agencies and institutions.

### **3. Program Quality, Improvement and Student Success (1500 words or less)**

The MA program in Anthropology was developed in 1999 as an in-residence program in response to student needs and external demand among professionals in the Anchorage area. Between 2002-2018, we have graduated 62 students with MA degrees in Anthropology. Of those 62 graduates, 32 earned their MA degree within the last 5 years. Many of these graduates went on to work in the field of anthropology, both in and outside of Alaska. Several have gone on to pursue PhDs.

The major events that have affected the MA program in Anthropology at UAA since its inception are:

#### *Early 2000s: Establishment of the voluntary Graduate Advisory Board*

The Graduate Advisory Board provides advice to the Department of Anthropology on curriculum and training needs for entering the Alaska workforce in anthropology; provide public/private/tribal/non-profit job, internship, and mentorship opportunities for graduate students; occasionally individuals serve as fourth members on graduate student thesis committees.

#### *Fall 2012: MA Program Revisions*

Graduate program restructured to decrease the average time to completion of the MA degree and implement a research design course.

#### *Fall 2013-Fall 2014: Five new faculty hired to replace retirements*

The new faculty specialized in biological anthropology, ecological/environmental anthropology, linguistic anthropology, medical anthropology, and Alaska Native anthropology. Goals of the new faculty hires included diversifying expertise in the department; developing courses and research projects appropriate for the 21st century needs of the discipline and of the Alaska workforce; and attracting graduate students with diverse research interests to UAA.

#### *2017-18: Revamping the UAA Anthropology undergraduate curriculum*

The restructuring the undergraduate curriculum and courses offered by current faculty affected the stacked courses that are available for graduate students to take as a part of their required tracks in the MA degree. This increased the availability of both required and elective courses for graduate students.

#### *2018-19: Revamping the UAA Anthropology graduate curriculum*

In 2018, we initiated changes to the MA program to improve student success and address faculty reductions.

#### *Supporting Student Success*

The original UAA anthropology graduate program, created in 1999, did not meet the current needs of students. The original curriculum required students to gain general knowledge across three subfields in anthropology (archaeology, biological, and cultural) and choose a general or applied emphasis. Each subfield had a proseminar followed by an intensive comprehensive exam. This requirement no longer serves students well in the diverse field of anthropology or

within our program's current parameters. Most students who graduate from our program remain in their chosen subfield of anthropology (archaeology, biological, or cultural) working in applied settings, and anthropology is specialized in its current practice. An additional concern for students was that they could not advance to candidacy until they had completed all three proseminars, which delayed their progress in the program. There are also problems teaching these seminar-based courses with few participants, which has been a concern over the last two years as our program supports fewer students than in the past. In addition to concerns about the proseminars, the faculty have reconsidered having a general emphasis in favor of focusing on applied anthropology exclusively. Only about 20% of our Master's graduates since the program's inception have completed the degree with a general rather than an applied emphasis. This figure reflects the specialization of the faculty mentors in applied research but also the value of an applied degree for students as they enter the professional sphere.

#### *Addressing Faculty Reductions*

In addition to changes in faculty expertise that resulted from numerous retirements and new hires as mentioned above from 2013-14, budgetary, professional, and personal circumstances have reduced our faculty over this same period. In AY 2017-18, two faculty members left without replacement, one faculty member was on personal leave, and another took sabbatical. In Spring 2018, we deferred admission to the graduate program for AY2018-19 due to this temporary shortage of available faculty to support the graduate program. In the long-term, the college is unlikely to reinstate the 2.5 empty faculty lines, and the program redesign in part compensates for the anticipated long-term faculty reductions.

#### *2018-19 Program Revisions*

Synthesis of these circumstances related to student success and faculty reductions suggested three areas to address in program revisions:

- 1) A focused emphasis on applied anthropology and ethical practice of applied anthropology would better complement faculty expertise, direction of the discipline generally, and current faculty and student interest.
- 2) Required subfield proseminars and comprehensive exams delay progress in program and do not reflect specialization needed for applied Master's program.
- 3) Fluctuations in student support and consequent reduction in admissions as well as in faculty numbers necessitate a more flexible graduate curriculum.

As a result, we streamlined the graduate curriculum to respond to these issues. First, we dropped the "general anthropology" emphasis, and our program now specializes entirely in applied anthropology. The three "tracks" under the previous applied anthropology emphasis have now been designated as "applied program concentrations." Parallel to the previous tracks or foci, they consist of Applied Cultural Anthropology, Applied Biocultural Anthropology, and Cultural Resource Management. Secondly, graduate students are no longer required to take courses across the subfields of anthropology, allowing them to specialize and complete their degrees more quickly. Finally, we now require an anthropological ethics course across all applied program concentrations. As a result of these revisions, we adjusted the program outcomes, removing specifically the outcome associated with the multiple subfield knowledge and adding one associated with ethical practice.

#### **4. Program Duplication / Distinctiveness (300 words or less)**

The MA program in Anthropology is distinctive both nationally and locally. UAA Anthropology is one of 16 universities nationally with a cultural resource management emphasis, and one of 29 universities with an applied anthropology emphasis. Moreover, UAA is the only university in the state with these emphases, and its location in Anchorage, a hub of state and federal agencies (and the contractors that serve these agencies), make the faculty and the students valuable resources to the community. Our MA program was designed in consultation with UAF faculty so as to be complementary to the theoretical and global concentrations in the MA and Ph.D. at UAF.

**5. Summary Analysis (500 words or less)**

The MA Program in Anthropology advances UAA's endeavors to serve the Anchorage community and Alaska more generally. Our program caters to employment opportunities in the state, and meets considerable success in placing students. Alaska residents (including Alaska Native students) comprise half of the student body. Our MA program also strengthens instructional programs through workforce development and the active participation of students in professional practice and academic research. These goals are closely aligned with the program's student learning outcomes to

1. Demonstrate graduate-level knowledge of core concepts and research methods in the selected applied program concentration.
2. Articulate key ethical considerations and responsibilities in applied anthropological research.
3. Design, conduct, analyze, and present applied anthropological research within the conventions of the selected program concentration and acceptable to the faculty of the anthropology department.

Our resources like the GIS lab (shared with Environmental Science), and archaeological and cultural anthropology laboratories enable students to develop skills and become familiar with technologies increasingly essential in the profession.

The MA program additionally fosters participation through internships and the applied anthropology track. Our students find related employment during the course of their degree. The Applied Anthropology track has direct applicability here--students on the archaeology track, for example, learn contemporary theory and substantive findings, professional ethics, and the legal framework within which archaeology operates. Our emphasis on development of a thesis for all MA students develops skills in academic research and writing. Long-term evidence of our impact are seen in graduated students with full-time employment in the State at the Alaska Native Heritage Center, National Park Service, Office of History and Archaeology, U.S. Fish and Wildlife Service, Alaska Dept. Fish and Game Subsistence Division, Alaska Native Regional Corporations, Institute for Social and Economic Research, and private consultancy firms.