



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 RS Stalvey*

Cc: Karen Markel, Dean, College of Business and Public Policy
Yong Cao, Professor, Marketing
Ed Forrest, Professor, Business Administration
Susan Kalina, Vice Provost for Academic Affairs
Claudia Lampman, Vice Provost for Student Success

Re: **AY20 Expedited Program Review Findings – Marketing BBA**

I have reviewed the dean's findings and the completed Expedited Program Review Template for the Marketing BBA. The Provost's Office did not receive an Optional Program Response Form from the program.

Recommendations

My recommendation is to change the recommendation to continued review and accept the other recommendations of the dean with the additional commentary that the area focus assignment of fulltime faculty resources to meet the sufficiency requirements for specialized accreditation. Additionally, the program has one of the highest number of majors in the college, yet it graduates among the fewest. The program must analyze the cause and implement a plan to increase its graduation rates. The plan is due to the dean by December 1, 2020. An interim progress report on all recommendations including implementation of the plan to increase graduation rates is due to the dean by March 1, 2021. The dean will submit a review along with the program's interim progress report to the provost by April 1, 2021. A follow-up Program Review will be conducted in AY22.

Decision

Recommend Continued Review



Date: February 21, 2020

To: John Stalvey, Interim Provost

From: Karen Markel, Dean, College of Business and Public Policy (CBPP)

Cc: Dr. Gokhan Karahan, Chair, Accounting & Finance Department
Dr. E. Lance Howe, Chair, Economics Department
Dr. Bogdan Hoanca, Chair, Information Systems & Decision Sciences Department
Dr. Helena Wisniewski, Chair, Management & Marketing Department
Dr. Nalinaksha Bhattacharyya, Professor of Finance, UAA
Dr. Kori Callison, Associate Professor of Management, UAA
Dr. Yong Cao Professor, UAA
Dr. Ajit Dayanandan, Professor of Finance, UAA
Dr. Ed Forrest Professor, UAA
Dr. Bogdan Hoanca, Chair, Information Systems & Decision Sciences Department, UAA
Dr. Lance Howe, Assoc. Prof. & Committee Chair, UAA
Dr. Alex James, Associate Professor, UAA
Dr. Paul Johnson, Professor, UAA
Dr. Sumeet Jhamb, Assistant Professor of Management, UAA
Dr. Gökhan Karahan, Chair and Professor of Accounting and Finance, UAA
Dr. DJ Kilpatrick, Associate Professor of Accounting, UAA
Dr. James Murphy, Professor, UAA
Dr. John Nofsinger, Professor of Finance, UAA
Soren Orley, Associate Professor of Accounting, UAA
Dr. Darren Prokop, Professor of Logistics, UAA
Dr. Teresa Stephenson, Professor of Accounting, UAA

Re: AY20 Expedited Program Review Findings

Program/s in this review:

Bachelor of Business Administration (BBA) degree with major in Accounting, Economics, Finance, Logistics, Management Information Systems, Management (Management with Property Management and Real Estate Concentration), or Marketing

Specialized accrediting agency (if applicable):

Association to Advance Collegiate Schools of Business (AACSB)

Campuses where the program is delivered:

University of Alaska Anchorage

Members of the program review committees:

- Dr. Nalinaksha Bhattacharyya, Professor of Finance, UAA
- Dr. Kori Callison, Associate Professor of Management, UAA
- Dr. Yong Cao Professor, UAA
- Dr. Ajit Dayanandan, Professor of Finance, UAA
- Dr. Ed Forrest Professor, UAA
- Dr. Bogdan Hoanca, Chair, Information Systems & Decision Sciences Department, UAA
- Dr. Lance Howe, Assoc. Prof. & Committee Chair, UAA
- Dr. Alex James, Associate Professor, UAA
- Dr. Paul Johnson, Professor, UAA
- Dr. Sumeet Jhamb, Assistant Professor of Management, UAA
- Dr. Gökhan Karahan, Chair and Professor of Accounting and Finance, UAA
- Dr. DJ Kilpatrick, Associate Professor of Accounting, UAA
- Dr. James Murphy, Professor, UAA
- Dr. John Nofsinger, Professor of Finance, UAA
- Soren Orley, Associate Professor of Accounting, UAA
- Dr. Darren Prokop, Professor of Logistics, UAA
- Dr. Teresa Stephenson, Professor of Accounting, UAA

1. Centrality of Program Mission and Supporting Role

The BBA degree program with majors in Accounting, Economics, Finance, Logistics, Management Information Systems, Management (Management with Property Management and Real Estate Concentration), and Marketing is core to the CBPP to deliver an accredited undergraduate degree program in business. The CBPP serves the local Anchorage business community by meeting workforce demands and providing opportunities for high impact practices (i.e., community engagement) in and outside the classroom. This program is central to the CBPP business majors as it delivers the most courses for undergraduate students for the College. The BBA degree program also holds specialized accreditation through AACSB.

2. Program Demand (including service to other programs), Efficiency, and Productivity

The BBA core curriculum requires courses in all the functional areas of business, including addressing soft communication skills necessary in business fields. The BBA program efficiency could be improved through standardizing course caps as well as coordinating course schedules in the majors and as a whole in the CBPP. Program efficiency has been improved during the 2019-2020 AY with a more streamlined course schedule to maximize enrollment and better utilize full-time resources. The College holds strong with a fairly high student to faculty ratio. This could continue to be improved through ongoing course schedule coordination.

3. Program Quality, Improvement and Student Success

BBA degree program students often obtain professional employment that utilizes their undergraduate BBA degrees in the major fields or go onto graduate school for continuing education. The CBPP continues to hold a relative share of overall enrollment relative to the total number of UAA students overall. While enrollment has declined in the past few years, there is a consistent trend in the proportion of students who are enrolled in BBA programs.

4. Program Duplication / Distinctiveness

There is only one concentration through the BBA degree program in Property Management and Real Estate. This concentration is externally funded and is designed so that it can be easily completed and students to major in management. The BBA programs in Economics, Management Information Systems, Logistics, Finance and Marketing are the only bachelor programs of that type currently offered in the UA system.

5. Commendations and Recommendations

The recommendation for the BBA degree program is for each major to review current and consider future modes of delivery (i.e., face-to-face, online, hybrid). It is also recommended that a coordinated schedule be developed and implemented to provide a more efficient pathway for student success. Additionally, each major program should review current major courses to determine the currency with industry best practices.

6. Decisions

BBA in Accounting – **Enhancement:** Program should be enhanced with additional resources. Areas for enhancement include online program delivery and specialized accreditation to overall faculty quality/sufficiency. There is unmet demand for students with this major pursuing careers in public accounting in Alaska which forces these firms to recruit out of state workers. This area has had several faculty leave during the past few years which will limit its ability to meet AACSB sufficiency standards and opportunities for growth. Public accounting employers in the region also show continued support for program expansion through continued funding and program engagement.

BBA Economics – **Continuation:** Program is successfully serving its students and meeting its mission and goals. No immediate changes necessary, other than regular, ongoing program improvements. The program runs efficiently and faculty provide opportunities for student research and pathways to graduate education.

BBA Finance – **Continuation:** Program is successfully serving its students and meeting its mission and goals. No immediate changes necessary, other than regular, ongoing program improvements. The program runs efficiently and students in this major are increasing in demand as Alaska strives to bring more financial expertise into state operations and investment management.

BBA Logistics – **Continued Review:** Program is required to address specific issue with regards to faculty resources and program sustainability, and to undergo another review within the next two academic years. With Anchorage being the main logistics hub for the state and gateway for U.S. and Asia trade this should be a program in high demand. However, this program has a relatively small number of majors that may not warrant its continuation in the future.

BBA in Management Information System (MIS) – **Suspension:** While decisions relative to the program are made, admissions to the program are suspended. The reason for suspension recommendation is due to insufficient faculty resources, enrollment, as well as meeting specialized accreditation criteria faculty qualifications. Although this is the only program of its kind in the state, there are insufficient resources to continue to serve both the BBA MIS core courses required for all BBA majors and the BBA MIS major as currently designed. As noted by the program review, students often get hired before program completion

which may be an indication that this degree may not be necessary for career success in the field. Students interested in this field can also have the option to complete the AAS BCIS and obtain another BBA degree option. The current structure of the program forces course offerings with very few students and this cannot be supported given current staffing and resources available in the college. Because this is an area of high workforce demand in the state, the program may want to consider offering a concentration as part of a General Management degree for BBA students. This could provide students the area of emphasis without straining College resources.

BBA in Management – **Continuation:** Program is successfully serving its students and meeting its mission and goals. No immediate changes necessary, other than regular, ongoing program improvements. The concentration on Property Management and Real Estate is a thriving, unique offering supported through base and ongoing external philanthropy.

BBA in Marketing – **Continuation:** Program is successfully serving its students and meeting its mission and goals. No immediate changes necessary, other than regular, ongoing program improvements.

DELETE THE BLUE INSTRUCTIONS AND OTHER BLUE GUIDANCE BEFORE SUBMITTING THE COMPLETED TEMPLATE.

This template has been modified to be ADA compliant.

Program review committees will complete questions 1-5. (Please note that not all sub-questions in blue will apply to all programs.) Do not exceed the indicated word counts in sections 1-5. To be ADA compliant, (a) use text only, (b) do not add data tables, graphs, pictures or images, (c) do not add links to webpages, and (d) do not include appendices or reference lists. To be FERPA compliant, do not include the names of any current or former students. Programs with specialized accreditation or other external recognitions must comply with restrictions on what can be published, as per the accreditor or external organization.

Data: The data for Question #2 Program Demand, Efficiency, and Productivity are the same as you received in the original template. Programs must use the IR data provided in the original template to respond to Question #2. For the purposes of making the report public, the data are being moved to a separate data sheet that will not be posted with the report. This will help keep the report you submit using this revised template ADA compliant.

ADA compliance: Submit via Word document, not PDF. Use only text. The college will check your submission, make any needed adjustments for ADA compliance (no changes to content), and notify you of any adjustments.

Submission date: Feb 10, 2020

Program/s in this review: _____ **Marketing BBA**

Specialized accrediting agency (if applicable): _____

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

Members of the program review committee:

Yong Cao Professor UAA ycao@alaska.edu
Ed Forrest Professor UAA ejforrest@alaska.edu

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

Relevancy of the marketing BBA program

UAA CBPP is a college that serves and reflects Anchorage, Alaska's largest metropolitan community. This location supports close ties with the local Alaska business and professional community as well as many Alaska Native Regional Corporation Headquarters. The CBPP was granted initial AACSB accreditation in April 1995.

Marketing BBA has a long history of more than 48 years since its inception as a major in 1971. The mission of the Marketing Program is to produce creative and analytical professionals who hold a comprehensive knowledge base of the key marketing concepts, processes, and tools essential for success in the marketplace.

According to EMSI Alumni Insight Report, 69% of alumni from UAA Marketing - BBA program are working locally, 64% in a field related to their program of study, and their estimated salary is about \$75,819, being compensated about the same as institution's average alum.

The high demand of BBA marketing program is also reflected in the education-to-career paths. UAA marketing graduates have their current career as Marketing Managers (8.43%), or manager (4.82%), Real Estate Sales Agents (4.82%), General and Operations Managers (3.61%), Management Analysts (3.61%), Market Research Analysts and Marketing Specialists (3.61%), First-Line Supervisors of Office and Administrative Support Workers (3.61%), Chief Executives (2.41%), Financial Managers (2.41%), Account Executive (4.82%), Project Manager (3.61%), Real Estate Sales Representative (3.61%), Marketing Manager (2.41%), Accountant (2.41%), Business Analyst (2.41%), Sales Manager (1.20%), Board Member (1.20%) and Procurement Leader (1.20%) (EMSI Alumni Insight Report 2018).

Important role the Marketing BBA program in supporting other academic programs

The following three courses, BA 343 Principles of Marketing, BA 381 Consumer Behavior and BA 463 Branding and Content Marketing Strategies are required courses for Hospitality & Restaurant Management Program; BA343 is required for Bachelor of Science in Aviation Management.

Indeed, fully 68.8% of the enrollment in the marketing-major are from outside the program; thus demonstrating significant internal demand.

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Course No.	Course Title	% Enrolled-Not Program Affiliated
BA A343	Principles of Marketing	91.0%
BA A381	Consumer Behavior	71.6%
BA A420	Marketing Research	54.0%
BA A347	International Marketing	77.8%
BA A460	Marketing Management	59.1%
BA A463	Branding and Content Marketing Strategies	63.8%
BA A480	Marketing Media Analytics	61.5%

The strong demand also could be reflected in the enrollment rank in CBPP. With over 1,300 students enrolled in accredited business programs, CBPP students represent all age groups, ethnicities, and backgrounds. Based on the number of CBPP Declared Majors and Degrees Awarded in the last five years, BBA marketing program undergraduate degree with a rank of #3, right after BBA Management, and BBA Accounting.

Partnerships with outside agencies, businesses, or organizations

BA A343 Principles of Marketing and BA A381 Consumer Behavior are required courses for UAA Hospitality program. BA A343 Principles of Marketing, BA A347 International Marketing and BA A381 Consumer Behavior are required elective courses in UAA Aviation Bachelors Aviation management program.

Workforce development and employment opportunities relevant to the program

Based on the survey conducted by EMSI Alumni Insight Report 2018. UAA marketing BBA alumni possess Skills of UAA Marketing BBA Alumni Possess many different skills. Management is the most frequently stated skill, associated with 59% of alumni. This skill is often paired with 'Sales', 'Leadership', and 'Customer Service'. Management (59.04%), Sales (51.81%), Customer Service (39.76%), Leadership (37.35%), Microsoft

Office(33.73%), Communications (31.33%), Microsoft Excel (28.92%), Research (25.30%), Social Media (25.30%), Public Speaking (21.69%).

Sources of extramural support and funding for the program

Marketing BBA program currently has three full time faculty, but one faculty will retire in May 2020. The program receive funding for students scholarships from American Marketing Association Alaska Chapter and private donors.

High demand job designation for the program

At national level external demand is extremely strong for graduates with marketing expertise. Marketing is listed as the “#5 Hottest degree” based on US Department of Labor. Marketing specialist is listed among the fastest growing occupations in the latest US Bureau of Labor Statistics report, wherein from 2018 to 2028 demand for Marketing Specialists & Research analysts is estimated to increase 20.4%, after Health Aides (36.6%), Personal Care (36.4%), Home software developer (25.6%), Medical Assistant (22.6%).

At the state level the latest Alaska Occupational Employment Report indicates 4.5% increase in demand for marketing managers.

As UAA CBPP is the only other academic institution in the state of Alaska offering a full marketing major, UAF has one-tenth the numbers of majors and upon review proffers a curriculum that does not include courses addressing the most critical and high-demand fields in marketing—Branding and Content Marketing and Data Analytics, which have registered triple digit growth rates over the past 4 years.

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

Analyze the 2020 Program Review data provided in the attached data sheet. Provide clarifications or explanations for any positive or negative trends indicated by the data. Include the extent to which tuition, fees, extramural funding, and other external sources cover the cost of the faculty.

From 2013 to 2019, the number of BBA marketing degrees awarded increased by 58% from 11 to 16. However, during the same period, enrollment dropped approximately 27.9% from 204 to 147 students. There can be multiple reasons for the seven-year decline such as the slowed Alaskan economy, lack of marketing and a strong brand, difficult admission process, enrollment barriers, non-innovation of curriculum, inflexible course delivery method, heighten online competition, enhanced tuition (20%), etc.

Due to lower enrollments, student credit hours, seat count, and FTE students, numbers have dropped in the seven-year period. In 2018, the SCH/FTEF, Enroll/FTEF, FTES/FTEF, class size, and class utilization dropped suggesting higher cost for teaching students. However, these number increased in year 2019.

Based on the number of CBPP Declared Majors and Degrees Awarded in the last five years, BBA marketing program undergraduate degree with a rank of #3, right after BBA Management, and BBA Accounting.

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

Specialized accreditation process and status

UAA Marketing BBA is AACSB accredited program, it is currently under re-accreditation process, which is scheduled for an AACSB accreditation review in March 2020. AACSB accreditation is synonymous with the highest standards of excellence for business schools and is the largest and most recognized specialized accreditation worldwide.

Currency of the curriculum and innovative program design

Marketing, together with Accounting, Management and Finance, form the core functions of Business. Accordingly, it has been an essential part of the Business curriculum at UAA – from its inclusion in the first Business courses at Alaska Community College (when in 1957 Marketing was listed as topic in BA111 Intro to Business course and in 1961 when Marketing (BA242) first emerged as its own distinct course. In 1971, an upper-level Marketing course (BA343) major was introduced as a core course in the BBA degree program and part of a 5 course major. The BBA-major in Marketing prepares students for entry-level marketing jobs in the business, non-profit and governmental sectors. Marketing is designated as a High Demand Job Area Program and accordingly contributes to UAA's mission to maintain and develop programs supporting workforce development and high-demand careers.

The BBA marketing program has evolved since its inception 48 years ago to meet Alaska's workforce needs. There have been five curriculum revisions (1983, 1990, 2000, 2011, and 2015). Since 2000, Marketing Research, Consumer Behavior, Marketing Management and Business Forecasting have remained the essential core courses of the Marketing Major. In the most recent curriculum revision (2015), BA A463 Branding and Content Marketing Strategies (3) and BA A480 Marketing Media Analytics were added as a requirement due to the important trend of marketing media, and social media content in marketing industry.

1971-72 UAA-Sr. College, Marketing (BA A343 listed as core course in BBA degree & as optional 4 course Major.

- Regulation Marketing Institutions & Channels
- Retailing
- Industrial Marketing

1983 UAA Marketing=8 course major

- Principles of Marketing
- Consumer Behavior Management
- Market Research
- Business Forecasting
- Product Promotion
- International
- Marketing Problems
- Organizational Theory

1990-UAA Marketing-7 Course Major

- Principles of Marketing
- Consumer Behavior
- Market Research
- Marketing Management
- Marketing Problems

- Business forecasting
 - Business Law
- 2000 UAA Marketing=7 Course Major
- Principles of Marketing
 - Consumer Behavior
 - Market Research
 - Marketing Management
 - Marketing problems
 - Personal selling
 - Business Forecasting
- 2011 UAA Marketing=6 Course Major
- Principles of Marketing
 - Consumer Behavior
 - Market Research
 - Marketing Management
 - Social Media Marketing
 - Business Statistics (BA375 or Econ312 or 429)
 - Elective: International Marketing
- 2015 UAA Marketing-7 Course Major
- Principles of Marketing
 - Consumer Behavior and Relationship Management
 - Market Research: Methods, Metrics and Strategies
 - Marketing Management
 - Branding and Content Marketing Strategies
 - Marketing Media Analytics
 - Business Statistics (BA375 or Econ312 or 329)
 - Elective: International Marketing

CORE course revision in 2015, BA A463 Branding and Content Marketing Strategies and BA A480 Marketing Media Analytics were added the BBA marketing as requirement. BA A463 Branding and Content Marketing Strategies Examines the content marketing strategies used to create, publish and distribute content for a target audience to attract new customers, including social media, blogs, visual content, and content assets such as tools, e-books and webinars. BA A480 Marketing Media Analytics introduces students to the field of marketing media analytics. Marketing media analytics focuses on how a business tracks the data specific to their use of social media, how and when to share information, what types of content drives the consumer, and the impact of marketing on the business.

Availability and indications of quality of distance offerings (e.g., Quality Matters, C-RAC standards, etc.);

Principles of Marketing and Consumer Behavior and Relationship Management are delivered at both classroom session and online session.

Marketing faculty received some Quality Matters (QM) training, accessibility training, and also received one-on-one course design support from the Academic Innovation & eLearning (AI&e) unit. The courses have not certified by QM yet.

Program Student Learning Outcomes assessment

High Impact practices student engagement and experiential learning

- BA A343 Principles of Marketing ---Students are required to complete case studies, multiple market simulation, and video exercises. Using Pearson student learning outcomes, the students pass rate is over 90% in the past three years.
- BA A381 Consumer Behavior and Relationship – Students are required to use introspective approach to study their own purchase behavior which are related to attitude commitment, use the functional theory of attitude to explain their relationship with the brand/product, the mechanism of defense, as well as advertising appeal.
- BA A347 International Marketing---Students are required to complete country snapshot for at least two countries, and offer marketing advice in the form of marketing insights, which is organized around of the global marketing and sales themes/principles. In addition, the students need to identify the top 3 product opportunities for that country and provide the “why” (use the data bases and information sources identified). The key here is to identify opportunities for market entry or market expansion.
- BA A460 Marketing Management requires student groups to participate market simulation competition. Student teams have placed in the top five in numerous categories from 2001 – 2019. The business management simulation includes over 500 business schools and leading corporations worldwide competing against each for top honors.
- BA A463 examines the content marketing strategies used to create, publish and distribute content for a target audience to attract new customers, including social media, blogs, visual content, and content assets such as tools, e-books and webinars.
- BA A480 examines marketing media analytics to understand how a business tracks the data specific to their use of social media, how and when to share information, what types of content drives the consumer, and the impact of marketing on the business.

One example of the marketing students readiness/ mastery upon completion of the Marketing major is their measured performance in the program’s capstone course (BA460) Marketing Management. This course utilizes the *Capstone Strategic Management Simulation*. The simulation provides the opportunity to run their own company and accordingly apply all the lessons and concepts learned in all their business and marketing courses. In the simulation students compete with other students in the class as well as thousands of other students simultaneously competing from over 500 other universities around the world. Once more, the simulation and accompanying exam have been designed to be in compliance with the Assurance of Learning Standards of the AACSB. UAA Marketing students have been competing since 2000 and in this period their performance in this global competition has been 17 top ten rankings including 2 at number 1.

Student support

Student Advising for all Marketing students is accomplished by the Student Advising Center to make sure students successfully matriculate. Each year, each marketing faculty member received a list of the students name and is responsible to advise the students for course selection, and program relevant issues.

UAA CBPP Marketing Scholarship--provides financial assistance to students at the University of Alaska Anchorage College of Business and Public Policy majoring in marketing...Award amount is \$500 per academic year.

UAA American Marketing Association Scholarship: provides financial assistance to students at the University of Alaska Anchorage College of Business and Public Policy majoring in marketing. Award amount is \$1,000 per academic year.

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

Identify and address program duplication resulting from the existence of a similar program or programs elsewhere in the University of Alaska statewide system. Is duplication justified, and if so why? Or do you have ideas for addressing duplication (course sharing, merging programs, etc.)?

The University of Alaska Fairbanks (UAF), School of Management (SOM) offers an BBA marketing concentration program that includes the choice of 9 credits from a set of 7 courses. The CBPP offers a BBA marketing degree. Below is a quick comparison chart.

UAA CBPP Marketing BBA Degree



BA A381 Consumer Behavior and Relationship Management
BA A383 Market Research: Methods, Metrics and Strategies
BA A460 Marketing Management
BA A463 Branding and Content Marketing Strategies
BA A480 Marketing Media Analytics
Business Statistics (BA375 or Econ312 or 329)
Elective: BA A347 International Marketing

UAF School of Management BBA Marketing Concentration



Complete three from the following: 9
BA F241 Advertising, Sales and Promotion
BA F436 Consumer Behavior
BA F443 Social Media Marketing
BA F445 Marketing Research
BA/SPRT F482 Sport Marketing
BA F490 Services Marketing
BA F491 Current Topics in Marketing

Key distinct differences between UAA and UAF's marketing programs:

- Marketing is only one of the BBA concentrations in business management. The students in UAF only need to choose 9 credits will fulfill the requirements of marketing concentration, in other words, the UAF students' exposure to the marketing content and knowledge is marginal. UAA has a marketing BBA degree and the students will need to complete at least 15 credits in marketing, the UAA's marketing students tend to have a more vigorous training in marketing.
- Three duplicated marketing courses between UAA and UAF
 - Principles of Marketing
 - Consumer Behavior
 - Marketing Research
- Delivery format of marketing courses, UAA and UAF both offer Principles of Marketing at regulation section as well as online section each semester.
- The enrollment of Principle of Marketing in UAA is usually twice, some semesters three times as many as UAF's Principles of Marketing.

Marketing program in UAA is more solid with a focusing on marketing theory, methodology as well as tools. Marketing students in UAA may desire more in-person social engagement with marketing professionals as well as faculty members. While some course sharing, such as Principles of Marketing, Consumer Behavior,

Marketing Research, may be possible, the graduating criteria for UAA is more robust. The students in UAA need to complete BA A375 Business Statistics, BA A460 Marketing Management, BA A463 Branding and Content Marketing Strategies, BA A480 Marketing Media Analytics, plus BA A347 International Marketing as elective.

5. Summary Analysis (500 words or less)

Use this section to reflect on the strengths of your program and ideas you have for moving forward.

UAA marketing BBA degree program has its unique strength. It's program has a more rigorous design, with emphasis on:

- Theory (Consumer Behavior)
- Methods (Business Statistics, Marketing Research)
- Tools (Marketing Research, Marketing Media Analytics)
- Strategies (Marketing Management)
- Market exposure (International Marketing)

Anchorage as Alaska's business center, the marketing students in UAA have more opportunities to work with local marketing firms to gain experiential learning opportunities. As one of the largest air cargo center in the United State and the of the hottest tourist destination, the students here in anchorage are exposed to the international business customers as well as international consumers daily. The marketing graduates may also be able to find their job in anchorage metropolitan area. UAA shall continue to be the education enter as well as the employment center of its BBA marketing program in the State of Alaska.

Reference:

<http://live.laborstats.alaska.gov/occ/occ.cfm?o=112021>

<https://www.bls.gov/emp/tables/occupations-most-job-growth.htm>

Skills of UAA Marketing BBA Alumni Possess (EMSI Alumni Insight Report 2018)

UAA Institutional Report