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- *College of Life Sciences*

- *Enhancing current structures*

1. *What challenges are posed by the current structure of IAB and CNSM [College of Natural Science and Mathematics] (specifically Biology and Wildlife).*
2. *What are structures that currently exist elsewhere (particularly in Tier 1 research universities) we might learn from?*
3. *What are the two structural options for IAB and B&W to position the programs for growth and what may be gained or lost under the two models?*

*Academic and research functions and structure — Joining efforts of some colleges or colleges and institutes has been included in many reports over the past decade. While there are often not a lot of cost savings in joining efforts, there can be synergies built and efficiencies in administration. Joining forces between the Institute of Arctic Biology and the College of Natural Science and Mathematics has been suggested on multiple occasions. We should reexamine this possibility in a positive and constructive way, always mindful of “doing no harm.”*



## History

## Major Programs, Centers, and Facilities

### Programs, Centers, and Major Projects

[Alaska Cooperative Fish and Wildlife Research Unit \(AKCFWRU\)](#)

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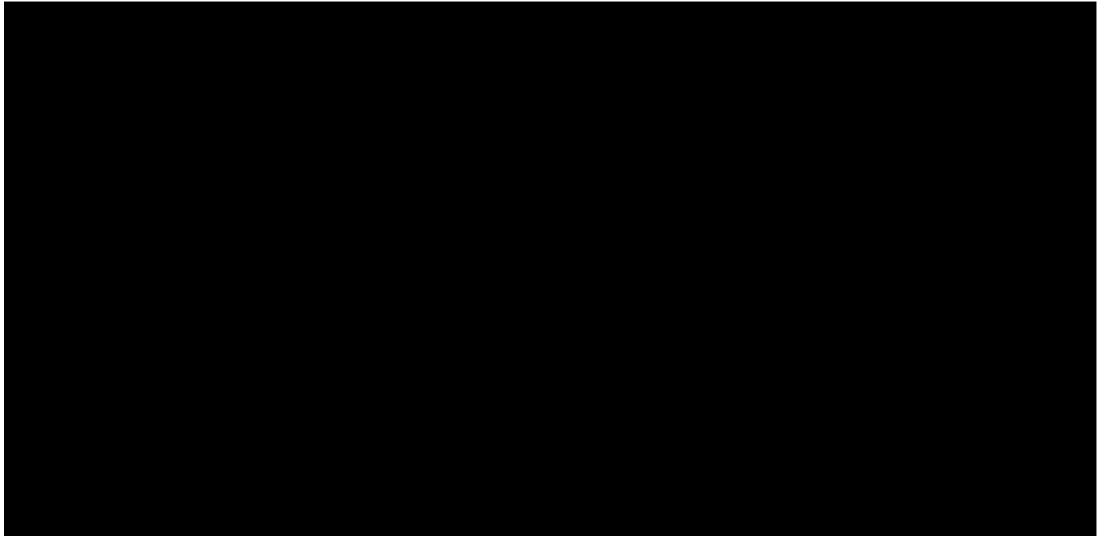








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*Fig. 4. Cha*



**for organizational function**

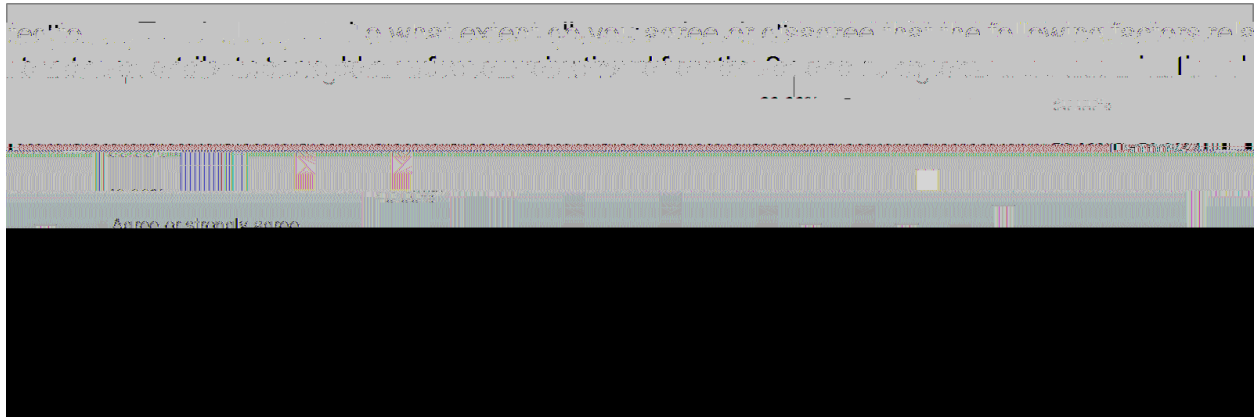


Figure 7. Percentages of faculty responses ( $n=24$ ) to survey question on factors related to organizational structure problems for organizational function. A. Feeling that some departments are forced to subsidize other departments. B. Inability to hire new faculty with joint IAB/CNSM contracts because of financial debt within CNSM. C. Each entity is reliant on different funding streams: IAB on research Indirect Cost Recovery (overhead from grants) and CNSM on tuition. D. Conflicts between missions of IAB and CNSM. E. The current structure of IAB and CNSM departments limits the growth pot







*Arizona State University (ASU)*

*Global Futures Laboratory (GFL).*

*The School of Life Sciences (SOLS).*





*e.g*









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*Option B: Enhancing current structures<sup>4</sup>*

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March 4, 2022

TO: Hajo Eicken, Director, International Arctic Research Center  
Diane Wagner, Chair, Biology and Wildlife  
Ktiuvin OøBtien, Biqchemiuvt { and Fiuhetieu  
Todd Brinkman, Wildlife  
Kelly Drew, Biomedicine  
Lorrie Rea, Water & Environmental Research Center  
Katrín Iken, CFOS/IMS  
Matt Seymour, Fiscal Officer, CNSM  
Carrie Stevens, Interior Alaska Campus  
Tazia Wagner, Graduate Student

FROM: Daniel M. White, Chancellor 

RE: Institute of Arctic Biology/Biology & Wildlife Organizational Task Force

Per the discussion that follows, I am forming an organizational task force to review the organization of IAB and the Biology and Wildlife Department. Dr. Eicken has agreeo54.60ng 2 Tf 795DC Q TT7 1 nCID 1 g

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1. Jointly appointed faculty have two supervisors, both of whom write performance reviews and share responsibility for faculty success. However, success has different forms in the department and the institute. Tension on new and untenured faculty is a burden to those faculty. Creating synergy between units and aligning expectations would likely improve efficiency, job performance and job satisfaction.
2. In many cases, but especially Biology and Wildlife Department and IAB, all faculty with a few exceptions are represented by both divisions. However, the two organizations have somewhat different needs relative to classes and programs. This is especially true as it relates to the breadth and depth of undergraduate and graduate offerings. Creating synergy between the academic and research programs would help align programmatic
3. Over the years, units have created entities (e.g., Engineering Science and Technology) to our institute structure that has resulted in internal competition and replication of services. Increased synergy between units may reduce the need for replicate services.

UAF has achieved greatness in research, in part, due to our history. I believe that it is precisely the structure of the institutes that has enabled many faculty members to flourish and our grant production (measured in \$/faculty) to be three times our peers! However, it is also the structure that is perfectly designed to get us where we are. With that in mind, the following questions arise:

- 1.



***Task Force membership***

*Associate Professor, Institute of Arctic Biology and Department of Biology & Wildlife*

*Professor, Institute of Arctic Biology & Department of Chemistry*







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**Different Structural Options (full table)**

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