

University of San Francisco
Masagung Graduate School of Management

Program Review Executive Education:
Professional MBA for Executives (EPMBA)
and
Certificate Programs

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October 3, 2003

University of San Francisco
Masagung Graduate School of Management
Program Review: Executive Education

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Program Review – Executive Summary

Degree Program

The Professional MBA for Executives program is a 15-month, highly integrated innovative program focusing on business problem-solving strategies. The curriculum adopts an academic stream framework. This approach helps sustain the academic focus of the business disciplines beyond a traditional course structure. By weaving topics through seven academic streams running the life of the program, emphasis is placed on the relationship of business tools and techniques in helping solve complex business problems. Building on the strengths of highly successful students, the program helps develop the confidence and skills necessary for the emerging business leader. Through the executive topics, the executive lecture series provide extensive opportunities for students to network with other current executive education students, Bay Area professionals and alumni. Personalization options exist at the end of the program. Specifically, students can enroll in elective MBA courses including international travel.

The program is framed by a foundation and completion module. The foundation module is a benchmarking experience helping the student exhibit areas of strength and assesses areas for improvement and further growth. This experience helps bring the new cohort together into an academic environment that will promote a strong learning community.

The completion module requires that the student demonstrate his/her ability to apply and integrate what they have learned throughout the program. By identifying an important problem, issue, or opportunity in their firm, designing and carrying out a practical project related to that problem, issue, or opportunity, the student ensures an effective transition back to their work life. Two intensive learning experiences in the program help provide a setting where students apply their learning through active role-playing using carefully planned case simulations.

This program is the direct result of a merger between the Executive MBA, a 21-month program started in 1990 and the Professional MBA, a 15-month program started in 2000. The integration of these two programs was based upon extensive community feedback which included faculty, student and business leaders. In this report some of the major student surveys, faculty updates and curriculum spreadsheets are included providing you with a sample of the extensive work that went into the revised program. Surveys and reports on all the work completed are available through the office of the Associate Dean for Graduate Programs.

In fall 2003 we welcomed the second cohort (San Francisco) of the Professional MBA for Executives. Student selectivity and quality is improving. The main factors used to determine who is accepted to the program (in order of importance) are: 1) quality of work experience, 2) academic capacity and achievement, and 3) GMAT score. It generally takes an executive education student 12 to 15 months to get ready for the program. Some of the major hurdles include working with employers to free up time to fit the academic coursework. We require our students to commit a minimum of 20 to 25 hours per week. Another important factor is securing family commitment and support. Students need to negotiate with their employers the level of financial support that they will receive.

Statistics for the entering class include average GPA of 3.2 and 9 years of experience. Our selectivity ratio is 2:1 (applicants: acceptance). As part of the selection process we promote diversity of students and industries. The fall 2003 has representation from education, financial services, technology (hardware, internet services, and software, design), and service firms.

One factor we closely monitor is student referrals. More than half of the entering class was referred to us by either current students and alums. All our accepted students are encouraged to speak with current students. We achieved a 90% + yield from those students we accepted to the program. I attribute this success to the highly positive feedback our applicants received from current students. Please note that in addition to the formal University evaluations conducted for each module, we solicit student feedback five times during the program's 15 month cycle. This feedback is summarized and reviewed with the faculty governance team who along with the Associate Dean, respond to student issues and concerns.

While in San Francisco we expect continued strong program demand with improving student quality, the North Bay's future is less certain. Economic conditions including significant employer cut backs in funding has led to a large number of students deferring the start of the program. Because we attract a very senior student (14 years average experience - North Bay class of 2004) there is an expectation that the program be mostly funded by the employer. The typical North Bay student has limited borrowing capacity. Many of these students own homes and are supporting young children in private school. While our reputation is strong, economic conditions play an important factor in determining the future viability of the North Bay program. As demand continues to grow in San Francisco we will have to carefully consider the opportunity cost of not adding a second cohort in San Francisco.

Another important consideration is how the executive education program complements the core MBA program. Early fall 2003 statistics indicate a drop in the number of part-time students entering the regular program. We are seeing an increase in demand for the executive education option a part-time program. This issue will be addressed as part of the MBA program review scheduled for next year.

Certificate Programs

Certificate programs have a long history at the school of business and management. Over the last few years the goal of certificate programs has been to help strengthen our business network. In developing short-term highly specialized programs for highly qualified students at premier companies we not only develop new skill sets but also showcase a high quality learning experience helping position USF in the pool of academic providers for future degree and non-degree programs.

Given the global nature of our school and program, we target sustained relationships in Europe (Finland and Czech Republic), Central and South America (Costa Rica, Honduras, Ecuador, Paraguay, Bolivia, Peru, Argentina, Chile, Uruguay, Guatemala, El Salvador, and Panama), and Asia (China and South Korea). These mid and senior

executives from private and public organizations are eager to better understand U.S. best practices. Through highly interactive classes, our faculty is exposed to the many challenges and issues facing these countries and regions. We make a point to include current USF students in the many planned activities and events helping them expand their global network.

Recognizing that we are a small school, we leverage the importance of San Francisco and the Bay Area through our executive education certificate programs. This helps us deliver on our promise to be a globally focused business school, while strengthening our local business relationships and building a strong reputation as a premier academic institution around the globe.

October 3, 2003

Masagung Graduate School of Management

Executive Education Certificate Programs

1. Global Management Programme

A 20 hour academic program for mid and senior executives. As of this August, we have launched this program in 12 cities, 10 countries. Colombia, Panama, Costa Rica, Peru, Ecuador, Guatemala, Honduras, Bolivia, Paraguay and Argentina. 206 participants in 2003. Planning for 320 participants in 2004. Key local corporate partners are Cisco Systems, HP and AMD.

2. Helia Business School, Finland

A 40 hour academic program that is an integral part of the HELIA MBA. Planning for 25 participants each year. Key local partners are FinPro and Nokia.

3. Czech Republic Executive Forum

A 30 hour academic program for senior executives. Planning for 14 participants each year. Key local partners are Sybase, Agilent and Medtronic/AVE.

4. Korea Advance Institute of Science and Technology (KAIST), South Korea

A 150 hour academic program for KAIST MBA students. Planning for 40 participants each year. Key local partners are AT and T Labs, Oracle, PalmSource and McKinsey & Co.

In the planning stage are programs with IQS/ESADE in Barcelona and Jiao Tong University in Shanghai, China.

As of August 23, 2003

University of San Francisco
 Executive Education - program comparison between the PMBA and EP MBA (3/2003)

| Professional MBA (SF cohort) | | Professional MBA for Executives | |
|-------------------------------------|----------------------|--|----------------------|
| <u>Stream</u> | <u># of sessions</u> | <u>Stream</u> | <u># of sessions</u> |
| LMC | | LMC | |
| Communications | 6 | Communications | 6 |
| Leadership | 7 | Leadership | 6 |
| Management | 14 | Strategy / Entrepreneurship | 9 |
| | | Global Strategy | 4 |
| Sub-Total | 27 | Sub-Total | 25 |
| FS | | FS | |
| Accounting | 11 | Accounting Financial | 8 |
| Finance | 13 | Finance | 8 |
| | | Accounting Managerial | 7 |
| | | Institutions & Markets | 7 |
| Business Plan | 3 | | |
| Sub-Total | 27 | Sub-Total | 30 |
| Economics | | Economics | |
| | 8 | | 9 |
| Sub-Total | 8 | Sub-Total | 9 |
| Information Systems | | Information Systems | |
| | 9 | | 10 |
| Sub-Total | 9 | Sub-Total | 10 |
| M | | M | |
| Marketing | 15 | MarkStrat | 10 |
| | | Marketing | 4 |
| Sub-Total | 15 | Sub-Total | 14 |
| ESRL | | ESRL | |
| ESRL | 11 | ESRL | 9 |
| | | ESRL - Ethics | 3 |
| Sub-Total | 11 | Sub-Total | 12 |
| DDOP | | DDOP | |
| Data Decisions | 13 | Data Decisions | 8 |
| Operations | 7 | Operations | 6 |
| Sub-Total | 20 | Sub-Total | 14 |
| | | EFs | 8 |
| Total Class Sessions | 117 | Total | 122 |

Executive Topics: A Framework
prepared fall, 2001

Executive topics (ET) are designed as an integral part of the EXECUTIVE MBA curriculum. Invitations are extended to outside corporate and/or government leaders to work with our EMBA class, engaging these students in the classroom by bridging course topics and bringing a unique executive perspective to the program.

An ET session consists of three major segments:

1. Case Study

Each executive invited to conduct an ET shares a "mini-case", organizational problem or challenge, a set of issues, etc. with the class (materials to accompany the case can be provided to students ahead of time, or presented day-of). A variety of pedagogical techniques (case study method, buzz groups, q & a, discussion groups & mini-presentations with executive response, etc.) are used to outline the nature of the problem, potential strategies, implications, AND recommendations. Interaction with the executive guest(s) (by virtue of Q & A, facilitation of discussion in small groups or the group at large) is designed to bring out the key issues surrounding the case and important "take-aways" or learning points. General learning points should be identified ahead of time, recognizing that new key learning points may emerge as a result of the case discussion.

2. State of the Industry

Each executive is expected to provide commentary/presentation/remarks regarding the state of the industry, current trends, discussion on key challenges facing the industry and/or company, relationship of the industry/company to other stakeholders (e.g. government, financial institutions, and strategic partners.) Remarks should focus on understanding the broader, strategic perspective.

3. Academic Connections and Best Practices

The last segment, closely coordinated with the sponsoring faculty member, provides a "set-up" or preview for courses to come and/or an "applications" discussion for courses preceding the ET. Remarks, presentation and topical discussion in this segment focus on the executive perspective of topics covered in the classes preceding or topics likely to be discussed in upcoming courses. This segment provides an opportunity for the executive and the class to look at linkages of courses essential to speaker expertise. A major emphasis of this segment is on "Best Practices" and the sharing of corporate experiences and lessons learned along the way.

Several assumptions AND EXPECTATIONS TO ENSURE a successful ET session:

- o Students are given a full bio on the speaker, advance reading if appropriate and any other related materials THAT REQUIRES REVIEW PRIOR TO THE ET.
- o Students come prepared by doing the reading, advance case work, if any, and have prepared questions and/or issues they would like to see addressed.
- o A faculty sponsor works with the ET speaker to share the learning outcomes for the session, serve as an intermediary between speaker and class prior to the ET, introduce the speaker and help facilitate the session as needed.
- o The faculty sponsor is available to help the ET in advance on topics related to pedagogical delivery.
- o The ET speaker receives a summary of the students, syllabi for relevant courses (either summary of learning goals or copies of appropriate syllabi) in advance.

**GPC Curriculum Meeting
November 21, 2000**

EMBA Update – Salvador D. Aceves

1. Conducted a survey of bay area 'EMBA' programs.

California State University at Hayward
Golden Gate University
Pepperdine University
St. Mary's College of California
Santa Clara University
Sonoma State University
University of California at Berkeley (evening program)
University of Phoenix

Information gathered includes:

- Program duration
- Total courses and units
- Contact hours
- International study trip
- Program logistics
- Total cost
- Work and management experience
- GMAT
- AACSB accredited

2. Surveyed current EMBA classes (total 3) and have sent letters to the last three graduating classes requesting the following feedback:

Program strengths
Program weaknesses or areas for improvement
Overall satisfaction with the EMBA educational experience

3. Propose an action plan to address and resolve:

EMBA program direction
Competitor differences
Targeted curriculum improvements

**Executive MBA Task Force
Proposed and completed changes
Salvador D. Aceves**

EMBA Tasks completed as of 2/5/01:

1. Approval of program compression to 17 months. The program will begin on Tuesday, September 4th 2001 and will conclude with a trip to Asia the week of January 13th, 2003.
2. Creation of an executive committee structure to sustain on-going curriculum revisions.
3. Announcement to the freshman EMBA class of program calendar and international trip changes
4. Blackboard site created and is functional
5. Student pages under construction
6. Formal feedback luncheon scheduled for March 16th

EMBA Tasks completed as of 1/16/01:

Recruiting changes

1. Use Lone Mountain for all information sessions
2. Order high quality promotional material for information sessions
3. Add information session calendar and rsvp capabilities on the web site
4. Require an on-line application through the web site
5. Include the PowerPoint presentation on the web site
6. Outreach to major local employers
7. Target global employers for participants
8. Incorporate Executive MBA into the Executive Education brochure and mail to targeted local companies
9. Develop an "evening with the program faculty" event to screen and inform prospective students
10. Target WSI, Businessweek and other publications that are aligned to the target group we are interested in attracting to our program

Proposed program changes

1. Increase the minimum experience required to 12 years
2. Require pre-MBA curriculum to update proficiency in accounting, statistics, economics and finance

Administrative changes

1. Reorganize staff – target date 2/28/01
2. Propose a committee structure to sustain course and program improvements
3. Encourage EMBA faculty to help identify other potential faculty who could teach in the program
4. Involve program alumni
5. Implement a student feedback and program assessment process

Proposed curriculum changes at the program level

1. Incorporate the foundation, intensive and completion module into the current curriculum
2. Split the international tour from a one two-week trip to two one-week trips
Europe or Latin America and Asia – focus of the first trip is to provide a general introduction to the issues of the region and insight to a broad group of industries
The second trip is a strategy-oriented trip that connects with their end-of program project
3. Compress the curriculum to 17 months
4. Introduce blackboard as a 'program portal' for general program and curriculum information

Proposed curriculum changes at the course level

1. Develop/update learning goals for each course
 2. Ensure that learning goals are congruent with program goals
 3. Ensure that program themes are reflected in all courses
 4. Review teaching material to ensure that learning goals are met
 5. Develop cases to integrate coursework
-



School of Business and Management



[Professional MBA for Executives](#)



[Program Faculty and Staff](#)

- [The Executive Lecture Series](#)
- [Contact Information](#)
- [Information Meeting - RSVP](#)
- [Jesuit Colleges and Universities](#)



[Students and Alumni](#)



[Sponsoring Organizations & Strategic Partners](#)



[Executive Programs](#)



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School of Business and Management



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Professional MBA for Executives

At USF, our first commitment is to the quality of your educational experience. With that in mind, the faculty has designed the Professional MBA for Executives by asking themselves what would be the ideal learning environment in today's complex, competitive, global environment. Here's what we, at USF are pleased to offer: small cohort based classes, a cutting edge curriculum, an innovative learning environment, high professional standards, individualized faculty attention and a commitment to excellence.

USF has a strong global reach, particularly in the Pacific Rim and a strong focus on business ethics. We also offer strong adjunct programs such as our Executive Lecture Series.

The Executive Lecture Series

This fall we launched the Executive Lecture Series as an integral part of the Professional MBA for Executives program providing a great opportunity for current executive education students and alumni to get together to exchange business cards and ideas as well as attend lectures by prominent business leaders and government officials.

[Online Application](#)

[Executive Education](#)

[Program Overview](#)
[Curriculum Framework](#)
[Schedule/Admission/Requirements](#)
[Contact Information](#)

[Information Meeting - RSVP](#)



Executive Education

The program will welcome a new cohort each September in San Francisco and each February in Santa Rosa.

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Program Faculty and Administration

Faculty Governance Team:

Salvador D. Aceves, Ed.D., University of San Francisco
Steve Alter, Ph.D., Sloan School of Management, MIT
Rex Bennett, Ph.D., University of No. Carolina, Chapel Hill
Karl Boedecker, Ph.D., Michigan State University
Barry Doyle, Ph.D., University of Oregon
Mike Middleton, Ph.D., Stanford University
Dayle Smith, Ph.D., University of Southern California

[Selected Teaching Faculty](#)

Program Support Team:

Gary Williams, Dean
Salvador D. Aceves, Associate Dean for Graduate Programs
Cathy Fusco, Senior Director for Graduate Programs
Carol Langlois, Associate Director for Graduate Programs
Kelly Tarry, Senior Program Coordinator, Executive Education

Joanna Woo, Program Coordinator, Executive Education



**Executive
Education**



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Executive Education Students and Alumni

[Executive Education](#)

Current Students

[Professional MBA for Executives, San Francisco Campus, Class of 2003](#)
[Professional MBA for Executives, North Bay Campus, Class of 2004](#)

Recent Alumni

[Professional MBA, North Bay Campus, Class of 2003](#)
[Executive MBA, San Francisco Campus, Class of 2003](#)
[Professional MBA, San Francisco Campus, Class of 2002](#)
[Executive MBA, San Francisco Campus, Class of 2002](#)
[Professional MBA, North Bay Campus, Class of 2002](#)
[Professional MBA, North Bay Campus, Class of 2001](#)

Student/Alumni Board

A small group of current students and executive education alumni will be invited to serve on this Board. The goal of the group is to provide input and feedback to both current students and to me that will help keep this program relevant and responsive to the needs of our community.



Executive Education

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SiteS

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| San Francisco Class of 2003 Student Directory | |
|--|--|
| Karen Auguste Purple Lynx | Jeff Milde Multi-Association Management |
| Douglas Biehn Landor Associates | Anish Patel GE Capital |
| Michael Breashears Wells Fargo & Co. | Jennifer Platt Grant Thornton |
| Gina Chun Francisco Partners, LP | Sherry Prescott CPP, Inc. |
| Laura Cochran Wells Fargo & Co. | Teresa Prignano Tendo Communications |
| Matthew Farrar Barclays Global Investors | Anthony Robinson Royal & SunAlliance Insurance Group |
| Timothy Freundlich Calvert Social Invest. Foundation | Gerard Roth Wells Fargo & Co. |
| Shlomi Gian Navis LLC | Matt Smith BioMedicines, Inc. |
| Matthew Giannini Salesforce.com | Richard Terry-Lloyd Salesforce.com |
| Elizabeth M. Gonzalez Wells Fargo & Co. | Krishna Tyner-DeWeerd Sun Microsystems, Inc. |
| Monika Hudson The MGT Group | Clifford Wagner Hewlett Packard |
| Mary Kalfsbeek MLK Human Resource Consulting | Alejandro Whitfield Charles Schwab & Co., Inc. |
| Rommel Mijares Presidio Labs, Inc. | |

[Students and Alumni](#)



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North Bay
Class of 2004 Student Directory

[Students and Alumni](#)

John Clark
Mead Johnson Nutritionals
Robin Clover
Fireman's Fund Insurance Company
Mark Hodgkinson
JDS Uniphase
Michael Hufnagel
Freedom Games, Inc.
Catherine Jorin
Culinary Institute of America
Thaddeus Musser
Insignia/ESG

Katherine Nordberg
Medtronic/AVE
Francisco Nunez
Meyer Family Cellars
Osiris Pedrosa
Optimizer Consulting
Jeffrey Schnack
Pinnacle Brands, LLC
Christinia Wohlgethan
California Culinary Academy



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SMS

3.6

Jeff Milde



Milde, Jeff
jmilde@mindspring.com
Class of 2003

EDUCATION

- 1995 BS, San Jose State University

BUSINESS EXPERIENCE

- 2002-present President/CEO, Multi-Association Management
- 2000-02 VP of Business Development, Multi-Association Management
- 1998-00 Project Manager, The Ferris Group

EPMBA Student Directory

Updated October, 2002

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Sponsoring Organizations & Strategic Global Partners - Executive Education

[Executive Education](#)

Roster of Past and Current Sponsoring Organizations

USF's first Executive Education program started in 1990 and has graduated more than 300 students. Graduates have been promoted to more responsible positions within their current companies, moved to different companies, and/or started their own businesses. Here is a partial list of [Sponsoring Organizations](#) participating in USF Executive Education programs.

Strategic Executive Education Partners

- Alta Direccion Escuela de Negocios - Sud America y Espana
- Harvard Business School - Boston, Massachusetts
- Hela Business School - Helsinki, Finland
- Institute of International Leadership Education - Prague, Czech Republic
- Korean Advanced Institute of Science and Technology (KAIST) - Seoul, South Korea



Executive Education



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Customized Certificate Programs

We are pleased to offer executive programs aimed at sharpening critical skills of individuals and organizations that promote business excellence.

Whether you are participating in one of our public seminars or a customized program designed specifically for your organization, our executive programs provide business executives with powerful ideas that promote innovative business practices. Our lectures and seminars are designed to ensure that:

Content represents leading edge research in the area.

Duration allows participants to integrate collaborative classroom learning into their professional life.

Learning methodologies promote an in-depth understanding and new insight. The USF business faculty and strategic partners will use simulations, case studies, interactive lectures and other innovative learning techniques aimed at creating the most effective and rewarding learning experience.

[Roster of Current and Former Clients](#)

For more information, please contact:

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Certificate Programs

Alta Direccion
Escuela de Negocios
May, June, September, &
October, 2003

KAIST
Summer, 2003

Institute of International
Leadership Education
September, 2003

Helia Business School
Fall, 2003



Executive
Education

University of San Francisco
School of Business and Management Application
Professional Master of Business Administration for Executives

1. Personal Information

Name: (Last, First, Middle)

E-mail:

Birthdate (mm/dd/yyyy):

Home Address:

Street:

City:

State:

Zip Code:

(Area Code) Phone Number:

Location: Santa Rosa or San Francisco

2. Present Position

Address of Organization:

Street:

City:

State:

Zip Code:

(Area Code) Phone Number:

Extension:

(Area Code) Fax Number:

| | | |
|-------------------------------|--|-------------|
| Name of Organization: | | |
| Title of Position: | | |
| Department: | | |
| Number of People Supervised: | Directly: | Indirectly: |
| Annual Compensation and Bonus | Please Select <input type="checkbox"/> | |
| Brief Description of Duties: | | |

3.10

3. Please list the work positions you have held, including different positions within the same organi

| Position | Firm or Organization | Location | Fr (mm/ |
|----------|----------------------|----------|------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**4. In chronological order, list all schools and colleges attended.
Be sure to have transcripts sent for all undergraduate and graduate work.**

| Name of Institution | City/State/Country | Entered (mm/yyyy) |
|---------------------|--------------------|----------------------|
| | | |
| | | |
| | | |
| | | |

5. School Majors:

| | |
|----------------------|-----------------|
| Undergraduate Major: | Graduate Major: |
|----------------------|-----------------|

6. Testing Requirements

| | |
|---|--------------------|
| <input type="checkbox"/> I have taken the Graduate Management Admission Test (GMAT) | Date (mm/dd/yyyy): |
|---|--------------------|

| | |
|--|--------------------|
| <input type="checkbox"/> I will take the Graduate Management Admission Test (GMAT) | Date (mm/dd/yyyy): |
|--|--------------------|

7.

degree, but did not complete the program, briefly describe why and the number of courses taken.

8. List fellowships, scholarships, honors, business awards, or recognition you have received.

9. List school, civic, business, professional activities in which you have participated.

10. Please outline a candid evaluation of yourself as a person, discussing in order of importance to personal characteristics you feel are your strengths and those you feel are your weaknesses. Submit in typed form – One page minimum.

11. Briefly outline your professional plans and career objectives. In your statement, tell why you want graduate study in the Professional MBA for Executives program, and what you expect to get from it. Submit in typed form – One page minimum.

After writing your essays, you may send them by attaching them to an email to stavns@usfca.edu, please insure that your FULL NAME is entered into the Subject Line.

12. Management area in which you are both experienced and proficient (check all that apply)

- | | | |
|---|--|--|
| <input type="checkbox"/> General Management | <input type="checkbox"/> Information Systems | <input type="checkbox"/> Human Resources |
| <input type="checkbox"/> Accounting | <input type="checkbox"/> Research and Development | <input type="checkbox"/> Telecommunication |
| <input type="checkbox"/> Finance | <input type="checkbox"/> Operation or Productions Management | <input type="checkbox"/> Other |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Engineering | |

13. How did you hear about the USF FMBA Program?

- Alumni Media Other

3.12

Employer Current Student

| |
|--|
| 14. Do you expect your organization to reimburse your tuition? Yes <input type="checkbox"/> |
| % \$ |
| If "No", state alternative source of tuition: |
| |

| |
|--|
| <input type="checkbox"/> I certify that the statements in this application are true to the best of my knowledge. |
|--|

Name:

Please Print your application before you submit

Submit Reset

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[USF](#) > [SOBAM](#) > [Executive Education](#)

The Executive Lecture Series - San Francisco Campus

Guest Speakers

Ms. Sabrina Simmons, Sr. Vice President & Treasurer at The Gap, Inc.
September 9, 2003
[Pacific Rim Conference Room: Lone Mountain Upper Campus](#)

Mr. Christopher Frothinger, CEO and Co-Founder, InfoCentricity
July 22, 2003
[Handlery Dining Room: Lone Mountain Upper Campus](#)

Mr. Fedele Bauccio, CEO & Co-Founder, Bon Appetit Management Co.
May 6, 2003
[Handlery Dining Room: Lone Mountain Upper Campus](#)

Mr. Willie Brown, Mayor of San Francisco
March 25, 2003
[Carnelian Room: BancAmerica Building](#)

Mr. Paul S. Otellini, President & COO, Intel
January 28, 2003
[Handlery Dining Room: Lone Mountain Upper Campus](#)

Mr. Robert Pope, Executive Director, Giant Steps Therapeutic Equestrian Center
November 5, 2002
[Carnelian Room: BancAmerica Building](#)

Mr. Bill Reid, CEO, Mechanics Bank
October 1, 2002
[Handlery Dining Room: Lone Mountain Upper Campus](#)

Dates for Future Executive Lecture Series Presentations
November 18, 2003

[Executive Education](#)

[Alumni RSVP](#)



Executive Education



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The Executive Lecture Series - *North Bay Campus in Santa Rosa*

Guest Speakers

September 4, 2003 - 6:00-9:00 pm

[Sharon Wright](#), Mayor, City of Santa Rosa

August 5, 2003 - 6:00-9:00 pm

[Rick Steighner](#), General Manager, [MicroMed Laboratories, Inc.](#)

June 17, 2003 - 6:00-9:00 pm

[Cathy Partmann Ravano](#), President, [Partmann Consulting, Inc.](#)

April 15, 2003 - 6:00-9:00 pm

[J. Barrie Graham](#), President & CEO, [Exchange Bank](#)

March 4, 2003 - 6:00-9:00 p.m.

[Stephen Cox](#), Principal, [Winzler & Kelly, Consulting Engineering](#)
[Cullen Williamson](#), CEO, [Mary's Pizza Shack](#)

Dates for Future Executive Lecture Series Presentations

September 4, 2003

October 28, 2003

January 13, 2004

March 9, 2004

[Executive Education](#)

[Alumni RSVP](#)



**Executive
Education**



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The Executive Lecture Series

This fall we launched the Executive Lecture Series as an integral part of the Professional MBA for Executives (EPMBA) program providing a great opportunity for current executive education students and alumni to get together to exchange business cards and ideas as well as hear business leaders talk about current issues affecting their organizations and industry. For Executive Lecture dates and information on our guest speakers, please click on the links below.

[San Francisco Campus](#)
[North Bay Campus in Santa Rosa](#)

[Executive Education](#)



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Jesuit Colleges and Universities in the United States

[Executive Education](#)

| | | | |
|----------------------|---|--------------|--|
| Alabama | Spring Hill College, Spring Hill* | Michigan | University of Detroit* |
| California | Loyola Marymount University, Los Angeles* Santa Clara University University of San Diego* University of San Francisco* | Missouri | Rockhurst College, Kansas City* St. Louis University* |
| Connecticut | Fairfield University, Fairfield* | Nebraska | Creighton University, Omaha* |
| Colorado | Regis University, Denver* | New Jersey | St. Peter's College, Jersey City* |
| District of Columbia | Georgetown University* | New York | Canisius College, Buffalo* Fordham University, New York* Le Moyne College, Syracuse* |
| Illinois | Loyola University, Chicago* | Ohio | John Carroll University, Cleveland* Xavier University, Cincinnati* University of Dayton* |
| Louisiana | Loyola University, New Orleans* | Pennsylvania | St. Joseph's University, Philadelphia University of Scranton* |
| Maryland | Loyola College, Baltimore* | Washington | Gonzaga University, Spokane* Seattle University* |
| Massachusetts | Boston College, Chestnut Hill* Holy Cross College, Worcester | W. Virginia | Wheeling College, Wheeling* |
| | | Wisconsin | Marquette University, Milwaukee* |



Executive Education

*Denotes schools with current exchange privileges



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Professional MBA for Executives

Information Meetings

[Executive Education](#)

San Francisco Campus

November 19, Wednesday, 6-7pm, Faculty Lounge, University Center. Please RSVP to 415.422.6314

North Bay Campus (Santa Rosa)

Thursday, October 2, 7-8pm, 416 B Street, Santa Rosa. Please RSVP to 707.527.9612.
Thursday, November 6, 7-8pm, 416 B Street, Santa Rosa. Please RSVP to 707.527.9612.
Thursday, December 11, 7-8pm, 416 B Street, Santa Rosa. Please RSVP to 707.527.9612.
Thursday, January 6, 2004, 7-8pm, 416 B Street, Santa Rosa. Please RSVP to 707.527.9612.



**Executive
Education**

Please contact Gail Edney at (707)527-9612 for a brochure.

3.18

Professional MBA Program Survey
San Francisco Cohort – class of 2002

Survey administered summer 2002 (N=19)

Scale: 1 2 3 4 5
Not well Extremely well

| | 1 | 2 | 3 | 4 | 5 | Mean | StD |
|---|---|---|----|----|----|------|-------|
| General | | | | | | | |
| 1. Program's ability to "forward" my career | 0 | 0 | 5 | 13 | 1 | 3.79 | .535 |
| 2. Quality of other students | 0 | 0 | 3 | 11 | 5 | 4.11 | .658 |
| Faculty | | | | | | | |
| 3. Real-world industry experience | 1 | 1 | 6 | 10 | 1 | 3.47 | .905 |
| 4. Teaching effectiveness | 0 | 1 | 2 | 16 | 0 | 3.79 | .535 |
| 5. Responsiveness to students' needs | 1 | 0 | 2 | 11 | 5 | 4.00 | .943 |
| 6. Accessibility (i.e., office hours, voice mail, e-mail) | 0 | 1 | 3 | 10 | 5 | 4.00 | .816 |
| 7. Ability to draw upon experience of students | 0 | 1 | 6 | 7 | 5 | 3.84 | .898 |
| 8. Faculty's ability to incorporate related issues and current events | 0 | 1 | 3 | 13 | 2 | 3.84 | .688 |
| Curriculum | | | | | | | |
| 9. "Interconnection" of courses | 1 | 1 | 8 | 6 | 3 | 3.47 | 1.020 |
| 10. Relevance of class work to my job/career | 0 | 2 | 6 | 8 | 3 | 3.63 | .895 |
| 11. Incorporation of current events into class discussion | 1 | 1 | 5 | 10 | 2 | 3.58 | .961 |
| 12. Appropriate degree of difficulty of course work | 0 | 2 | 4 | 10 | 3 | 3.74 | .872 |
| Teaching Methods | | | | | | | |
| 13. Quality of class discussions | 0 | 1 | 5 | 9 | 4 | 3.84 | .834 |
| 14. Quality of lectures | 0 | 0 | 4 | 11 | 4 | 4.00 | .667 |
| 15. Quality of case studies | 0 | 1 | 4 | 13 | 1 | 3.74 | .653 |
| 16. Quality of simulations | 0 | 3 | 4 | 8 | 4 | 3.68 | 1.00 |
| 17. Quality of team projects | 0 | 0 | 6 | 10 | 3 | 3.84 | .688 |
| Functional Areas | | | | | | | |
| 18. Overall quality leadership, management & communications | 0 | 2 | 6 | 6 | 5 | 3.74 | .991 |
| 19. Overall quality of financial skills | 0 | 0 | 2 | 4 | 12 | 4.56 | .705 |
| 20. Overall quality of information systems | 0 | 1 | 8 | 6 | 4 | 3.68 | .885 |
| 21. Overall quality of economics | 0 | 1 | 3 | 6 | 9 | 4.21 | .918 |
| 22. Overall quality of ethics, social responsibility and the law | 0 | 1 | 2 | 8 | 8 | 4.21 | .855 |
| 23. Overall quality of marketing | 0 | 1 | 1 | 13 | 4 | 4.05 | .705 |
| 24. Overall quality of data decisions and operations | 0 | 1 | 6 | 5 | 7 | 3.95 | .970 |
| 25. Overall quality of the first intensive | 1 | 2 | 5 | 7 | 4 | 3.58 | 1.122 |
| Administration | | | | | | | |
| 26. Communications between administration and students | 0 | 0 | 3 | 6 | 10 | 4.37 | .761 |
| 27. Responsiveness of administration | 0 | 1 | 2 | 3 | 13 | 4.47 | .905 |
| 28. Classroom facilities | 2 | 3 | 7 | 7 | 0 | 3.00 | 1.00 |
| 29. Technology use | 0 | 2 | 10 | 6 | 0 | 3.22 | .647 |
| Value/Quality | | | | | | | |
| 30. Overall, how would you rate the quality of your PMBA program to date? | 0 | 0 | 3 | 10 | 4 | 4.06 | .659 |

Sgs:7/31/02

Hi Everyone:

At Stephen Huxley's suggestion, I am going to develop a critique of the individual classes and the overall program for my Op Mgt paper. I realize that each of us is pressed for time this week with a paper due, a final exam and the Sun Tzu book to read, but I would greatly appreciate any effort you could put into completing this admittedly long survey. The questions are the same for each of the 17 classes we have taken to date (including Art Bells little 4-week class and the International Trip) so I estimate it should take about 17 minutes to complete – as I assume everyone has more or less formed their opinions on each of the classes.

The paper I put together with everyone's responses will indeed be turned over to the administration as they are in the process of re-working the program – so now's your chance to be heard!

Please print this out, complete and return to me at class sometime this Saturday. If you would like your anonymity, just place in my file at school. Below is a list of classes that we have taken, more or less in order just for an overview.

THANK YOU FOR YOUR HELP WITH THIS!!!!

1. Management & Leadership Dynamics – Dayle Smith
2. Information Systems – Steve Alter
3. Data Analysis and Decision Modeling – Mike Middleton
4. Marketing Management – Steve Calvert
5. Accounting Reporting & Analysis – Denis Nielson
6. Financial Institutions & Markets – Veitch
7. Executive Communications – Art Bell
8. Global Macroeconomics – Blakely
9. International Business Practices – Shenzo
10. Practicum overview – Bill Rogers & Hank Grimmick
11. International trip – Sal & Heinz
12. Strategic Management - Oren Harari
13. Entrepreneurship - Mark Cannice
14. Managerial Accounting -- Denis Nielson
15. Managerial Economics -- Jeremy Taylor
16. Operations Management -- Stephen Huxley
17. Finance -- Hugh Scott

Data Analysis and Decision Modeling – Mike Middleton

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Marketing Management – Steve Calvert

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Executive Communications – Art Bell

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Global Macroeconomics – Blakely

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Management & Leadership Dynamics – Dayle Smith

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Information Systems – Steve Alter

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Entrepreneurship – Mark Cannice

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Managerial Accounting – Denis Nielson

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

International trip – Sal & Heinz

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Strategic Management - Oren Harari

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

4.11

Accounting Reporting & Analysis – Denis Nielson

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) -- If current placement is fine check here _____.

Additional comments about the course _____

Financial Institutions & Markets – Veitch

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) -- If current placement is fine check here _____.

Additional comments about the course _____

International Business Practices – Shenao

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Practicum overview – Bill Rogers & Hank Grimmick

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) -- If current placement is fine check here _____.

Additional comments about the course _____

Finance – Hugh Scott

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Overall EMBA Program

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- The program was challenging _____
- The program met my expectations _____
- I am happy I took the program _____
- I would recommend the program to others _____

Additional comments about the program _____

Handwritten initials

Managerial Economics – Jeremy Taylor

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Operations Management – Stephen Huxley

1 – strongly disagree 2 – disagree 3 – neutral 4 – agree 5 – strongly agree

- I looked forward to taking this course _____
- The material was challenging _____
- The material was appropriate _____
- The textbook was appropriate _____
- The textbook was helpful _____
- The teacher was inspiring _____
- The teacher was challenging _____
- The teacher was fair _____
- The tests were appropriate _____
- The grading was appropriate _____
- The course was what I expected _____
- The course was useful _____
- I kept my textbooks _____

This course would be better placed earlier / later in the program (circle one) – If current placement is fine check here _____.

Additional comments about the course _____

Friends,

As the academic year comes to an end, I would like to update you on some of the major activities and initiatives underway in executive education.

Executive and Professional MBA Graduates

Two cohorts (41 students) of very talented individuals will participate in this spring's commencement exercises. A special thanks to the lead and teaching faculty who did a marvelous job. Thank you to my wonderful and talented team of Sue Stavn, Kelly Tarry and Angela Cerniglio in San Francisco, and Gail Edney in Santa Rosa for all their excellent work and program support. A special thanks to Maryann Noble, Director of the North Bay regional campus.

Consolidated Degree Program: Professional MBA for Executives (EPMBA)

Plans are well underway to welcome our first EPMBA cohort. Building on the strengths of the professional and executive MBA programs, this 15 month program has been well received by prospective applicants. Admission letters have been, or soon will be, mailed to over 20 very talented individuals. A welcome reception is scheduled for later this month and student orientations will take place in early June. All the students are currently employed averaging 10 years of work experience. A partial list of companies our students represent includes Wells Fargo, Hewlett Packard, The Sierra Club, Brobeck, Phleger and Harrison, New York Stock Exchange, Charles Schwab, Landor Associates, DreamWorks and Nortel Networks. I have attached a PowerPoint presentation that outlines the program and curriculum structure.

Business Plan completion

Congratulations to EMBA students Edward Krestner, Nicole Gutierrez and George Parkerson who won first place in the graduate category of USF's business plan competition. They were one of six finalists selected from over 50 entrants. A partial list of distinguished judges included David Beine of Benchmark Capital, Ronald W. Bachli of Belvedere Capital Partners, Reginald Chatman of Cisco Systems, and Scott Starling of Applied Materials.

KABF MBA students

Working in cooperation with Kabf, a Korean business school, 24 MBA students will spend 5 weeks at USF beginning this June. These MBA students are sponsored primarily by SK Telecom, Korea Telecom, and Samsung. Several USF faculty will participate along with local business organizations. A partial list of confirmed companies includes Sun Microsystems, Oracle, ATT Labs and McKinsey & Co.

OCSEC Professional Development Program

Working with a Singaporean professional consulting firm, this August we expect to welcome 40 mid-career professionals for a three-week US business seminar. Topics to be covered include US business practices, accounting and finance and the US legal system. These students will come primarily from Singapore, Hong Kong, Taiwan and Indonesia.

It was a pleasure to welcome several new faculty members to one or both of our executive education programs. New faculty teaching in either the executive or professional MBA program includes Prof. Les Myers, Prof. Roger Chen, Prof. Diane Roberts, Prof. Todd Sayre, Prof. Dayle Smith, Prof. Joel Oberstone, Prof. Robert Mefford, Prof. Oren Harari, Prof. and Prof. Karl Boedecker.

Kindly,
Salvador

Greetings,

Here is an update on executive education initiatives currently underway as well as other items of interest.

University of Alaska Anchorage.

I am pleased to inform you that we have forged an alliance with the University of Alaska Anchorage. The UAA College of Business and Public Policy is fully accredited by AACSB.

Starting this January we will be part of a Master in Global Supply Chain Management program. While the University of Alaska will grant the degree, the program will draw on faculty experts from Ohio State, Penn State, Arizona State, University of Tennessee and USF. This two-year program housed at USF, is aimed at middle to senior executives and is limited to 20 students per cohort. The program was developed with financial sponsorship from UPS, FedEx, Lynden, CSX Corporation, Totem Ocean Carriers and Alaska Airlines.

Pacific Union.

By the end of November, we will have engaged over 120 participants in the yearlong executive education training program specifically developed for Pacific Union Real Estate Group. Their first course focused on building negotiation skills. This spring they will focus on contract law.

There are currently several seminars, classes and visiting Universities already scheduled for next year. Please visit <http://www.usfca.edu/sobam/execprog/index.htm> for more information.

New University Vision and Mission statement.

Soon you will find in your box the most recent Board of Trustees approved University Vision, Mission and Values of the University of San Francisco. The vision statement reads:

The University of San Francisco will be internationally recognized as a premier Jesuit Catholic, urban University with a global perspective that educates leaders who will fashion a more humane and just world.

This new vision will continue to shape the scope and framework for all our executive education programs. I am honored to have been invited to serve as a USF delegate to the Western Conversations, a Jesuit conference that brings academicians together to explore and better understand how we help reconcile our Jesuit history and traditions into our learning community. You may know that in 1996 the Jesuit Universities in the U.S. graduated their 1 millionth student.

Asia Initiatives.

Next weekend I leave for South Korea to interview students for a joint program with Kaist University, a top 10 business school in Asia. I will be attending the APEC meeting in Shanghai and then our international advisory Board meeting in Hong Kong.

Community Forum.

At the end of June, 28 KAIST MBA students will participate in a month-long academic program. Confirmed companies participating include Oracle, AT&T Labs, and McKinsey & Co.

I am currently working with several Czech Republic business organizations to arrange for a delegation of senior and government business leaders to visit USF this fall.

Other items of interest –

This April, Cal State Hayward and USF will partner to host the executive MBA council regional conference. I am also pleased to welcome Wharton West as a new conference participant. Previous host institutions include University of Denver, Claremont College, BYU and Pepperdine University.

The Pacific Union professional development training program continues. Their next course will focus on legal matters closely followed by customer service training.

Over 80 executive education students and their families attended the last game of the USF basketball season as guests of the Gellert Family Business Resource Center.

Kindly,
Salvador

4
1
1
5

Greetings friends of executive education,

Late last fall I sent out an update on recent executive education activities. Here is a follow-up summary of recent events.

Recent student achievements –

This fall's business competition winner was Joe Henderson, professional MBA candidate (class of 2002) and CEO of Grey Matters. The North Bay Business Journal profiled him in their December issue.

Executive MBA candidate (class of 2002), George W. Parkerson, was recently selected as the Federal Deposit Insurance Corporation, Division of Supervision's Employee of the Year for 2001 for the San Francisco Region.

Executive MBA candidate (class of 2003), Scott K. Rosebrook, accepted the position of Managing Director for TD Securities – USA in New York. He now commutes from New York to continue his studies at USF.

Curriculum update and corporate outreach –

The professional MBA cohorts in Santa Rosa and San Francisco are both actively engaged in Markstrat, a strategy marketing simulation aimed at integrating academic theory with practical analysis and action. Prof. Rex Bennett, marketing professor and academic stream lead faculty, is coordinating this learning experience.

The executive MBA class of 2003 recently completed their first intensive. An intensive is an experiential learning activity that helps bring together a variety of multidisciplinary learning objectives. Led by Profs. Smith, Bell and Sayre, the intensive served as a backdrop to Prof. Les Myers presentation on corporate ethics. Prof. Myers led the second of seven executive topics that are part of the new executive MBA curriculum. Says one EMBA student after the intensive, "Intensive! Existing in an extreme degree. The intensive team ... created a (rich) environment ... hard for you guys to top."

I am pleased to be leading a team of seven executive MBA candidates (class of 2002) in phase I of a major consulting project at Genentech. Working with Finance Director Peter Gebert, we will be helping Genentech address the firm's top priority and help develop a cost system that will guide the firm in its new strategic direction. Results of our work will be presented to the CEO later this year.

Recent executives who met with our executive education students include Eolips Networks CEO Joe Bonocore, former CEO at NYNEX and WebEx CEO and founder Min Zhan. I want to personally thank Senior Associate Eugene Mousart and Prof. Shuangao Fu for their help in coordinating these two visits.

International visitors –

In early July, 17 students from Xavier College in Australia will visit San Francisco. Xavier College has a 123 year history. Prof. Mark Cronice will lead the academic activities for this group. In addition to their academic classes, Segal will welcome these students to their corporate offices.

| University of San Francisco Professional MBA for Executives (EPMBA) Budget for two cohorts (one in San Francisco and one in the North Bay) | | | |
|--|--------------------|------------------|--------------------|
| | SF cohort | NB cohort | Total |
| <i>Instructional and Governance Salaries</i> | | | |
| Faculty Salaries - Teaching | \$136,730 | \$136,730 | \$273,460 |
| Faculty Salaries - Intensives | \$45,200 | \$45,200 | \$90,400 |
| Faculty Salaries - Governance Team | \$47,460 | \$47,460 | \$94,920 |
| <i>Instructional support</i> | | | |
| Teaching materials | \$50,000 | \$40,000 | \$90,000 |
| Parking and food | \$27,467 | \$9,973 | \$37,440 |
| Sponsored events | \$23,000 | \$16,000 | \$39,000 |
| Sub-total faculty salaries and instructional support | \$329,857 | \$295,363 | \$625,220 |
| <i>Operational expenses</i> | | | |
| Advertising | \$35,000 | \$21,000 | \$56,000 |
| Brochure - program details and shared bi-annual update | \$7,500 | \$4,000 | \$11,500 |
| Office supplies, duplication and misc. other | \$12,000 | \$12,000 | \$24,000 |
| Lodging | \$0 | \$6,400 | \$6,400 |
| Executive education conferences and professional memberships | \$11,500 | \$6,500 | \$18,000 |
| Staff support | \$241,261 | \$241,261 | \$482,521 |
| Travel, alumni and corporate outreach | \$20,000 | \$12,000 | \$32,000 |
| Sub-total operating expenses | \$327,261 | \$303,161 | \$630,421 |
| Instructional and operational expenses total | \$657,117 | \$598,524 | \$1,255,641 |
| Projected revenue (adjusted for attrition - 2 SF and 1 NB) | \$1,007,400 | \$832,200 | \$1,839,600 |

| | September | October | November | December | January | February | March |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| University of San Francisco | | | | | | | |
| Professional MBA for Executives (EPMBA) | | | | | | | |
| Budget for class of 2003 - San Francisco | | | | | | | |
| (Based on a 25 student cohort) | | | | | | | |
| <i>Instructional and Governance Salaries</i> | | | | | | | |
| Faculty Salaries - Teaching (8) | \$5,650 | \$9,040 | \$6,780 | \$9,040 | \$11,300 | \$9,040 | \$9,040 |
| Faculty Salaries - Intensives (8) | \$11,300 | | | | | | \$11,300 |
| Faculty Salaries - Governance Team (1) (8) | | \$23,730 | | | | | |
| <i>Instructional support</i> | | | | | | | |
| Teaching materials (4) | \$50,000 | | | | | | |
| Parking and food (3) | \$3,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 |
| Sponsored events (2) | \$1,000 | \$2,000 | \$2,000 | | \$2,000 | | \$3,000 |
| Sub-total faculty salaries and instructional support | \$71,417 | \$36,237 | \$10,247 | \$10,507 | \$14,767 | \$10,507 | \$24,807 |
| <i>Operational expenses</i> | | | | | | | |
| Advertising | \$5,000 | \$5,000 | | | \$5,000 | \$5,000 | \$5,000 |
| Brochure - program details and shared bi-annual update | \$7,500 | | | | | | |
| Office supplies, duplication and misc. other | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 |
| Executive education conferences and professional memberships | \$1,500 | \$5,000 | | | | \$5,000 | |
| Travel, alumni and corporate outreach | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 |
| Support staff (5) (6) | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 |
| Sub-total operating expenses | \$31,079 | \$27,079 | \$17,079 | \$17,079 | \$22,079 | \$27,079 | \$22,079 |
| Instructional and operational expenses total | \$102,495 | \$63,315 | \$27,325 | \$27,585 | \$36,845 | \$37,585 | \$46,885 |
| Projected revenue (23 * \$43,800 adjusted for attrition) | | | | | | | |

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| | | | | |
|---|--|--|--|--|
| Notes: | | | | |
| 1. A \$14,000 stipend per faculty member has been committed. This covers curriculum oversight for one SF and one NB cohort. | | | | |
| 2. This includes the executive lecture series, downtown business luncheon and off-campus meetings | | | | |
| 3. 28 Saturdays @ \$10/student food, \$400/student parking; \$200/student dons dollars. | | | | |
| 4. \$2000/ student for books, WSJ, Financial Times and Economist | | | | |
| 5. Staff supporting this program - 1/2 Program manager, 1/4 secretary and 1 program coordinator. | | | | |
| 6. Support and staff salaries includes benefits @32.5% | | | | |
| 7. Expense categories are inconsistent with the University chart of accounts. | | | | |
| 8. Instructional salaries reflect an overload payrate and benefits @13% | | | | |

S S

| | February | March | April | May | June | July | August |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| University of San Francisco | | | | | | | |
| Professional MBA for Executives (EPMBA) | | | | | | | |
| Budget for class of 2004 - North Bay | | | | | | | |
| (Based on a 20 student cohort) | | | | | | | |
| <i>Instructional and Governance Salaries</i> | | | | | | | |
| Faculty Salaries - Teaching (7) | \$5,650 | \$9,040 | \$6,780 | \$9,040 | \$11,300 | \$9,040 | \$9,040 |
| Faculty Salaries - Intensives (7) | \$11,300 | | | | | | \$11,300 |
| Faculty Salaries - Governance Team (1)(7) | | \$23,730 | | | | | |
| <i>Instructional support</i> | | | | | | | |
| Teaching materials (4) | \$40,000 | | | | | | |
| Parking and food (3) | \$2,373 | \$373 | \$373 | \$373 | \$373 | \$373 | \$373 |
| Sponsored events (2) | \$1,000 | \$1,500 | \$1,500 | | \$1,500 | | \$2,000 |
| Sub-total faculty salaries and instructional support | \$60,323 | \$34,643 | \$8,653 | \$9,413 | \$13,173 | \$9,413 | \$22,713 |
| <i>Operational expenses</i> | | | | | | | |
| Advertising | \$3,000 | | | | \$3,000 | \$3,000 | \$3,000 |
| Brochure - program details and shared bi-annual update | \$4,000 | | | | | | |
| Office supplies, duplication and misc. other | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 |
| Lodging | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 |
| Travel, alumni and corporate outreach | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 |
| Support staff (5)(8) | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 |
| Executive education conferences and professional memberships | \$1,500 | \$2,500 | | | | \$2,500 | |
| Sub-total operating expenses | \$25,479 | \$19,479 | \$16,979 | \$16,979 | \$19,979 | \$22,479 | \$19,979 |
| Instructional and operational expenses total | \$85,802 | \$54,122 | \$25,632 | \$26,392 | \$33,152 | \$31,892 | \$42,692 |
| Projected revenue (19 * \$43,800 adjusted for attrition) | | | | | | | |

| September | October | November | December | January | February | March | April | May | Program Total |
|-----------|----------|----------|----------|----------|----------|----------|----------|----------|---------------|
| | | | | | | | | | |
| \$10,170 | \$10,170 | \$9,040 | \$9,040 | \$9,040 | \$6,780 | \$10,170 | \$9,040 | \$3,390 | \$136,730 |
| | | | | | \$11,300 | | | \$11,300 | \$45,200 |
| | | | | \$23,730 | | | | | \$47,460 |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| \$373 | \$373 | \$373 | \$373 | \$373 | \$373 | \$373 | \$373 | \$2,373 | \$40,000 |
| | \$1,500 | | \$1,500 | | \$2,000 | \$1,500 | | \$2,000 | \$9,973 |
| | | | | | | | | | |
| \$10,543 | \$12,043 | \$9,413 | \$10,913 | \$33,143 | \$20,453 | \$12,043 | \$9,413 | \$19,063 | \$295,363 |
| | | | | | | | | | |
| | | | | | | | | | |
| \$3,000 | \$3,000 | | | | | | | \$3,000 | \$21,000 |
| | | | | | | | | | \$4,000 |
| \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$12,000 |
| \$400 | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 | \$400 | \$6,400 |
| \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$12,000 |
| \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$241,261 |
| | | | | | | | | | \$6,500 |
| \$19,979 | \$19,979 | \$16,979 | \$16,979 | \$16,979 | \$16,979 | \$16,979 | \$16,979 | \$19,979 | \$303,161 |
| | | | | | | | | | |
| \$30,522 | \$32,022 | \$26,392 | \$27,892 | \$50,122 | \$37,432 | \$29,022 | \$26,392 | \$39,042 | \$598,524 |
| | | | | | | | | | \$832,200 |

| | September | October | November | December | January | February | March |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| University of San Francisco | | | | | | | |
| Professional MBA for Executives (EPMBA) | | | | | | | |
| Budget for class of 2003 - San Francisco | | | | | | | |
| (Based on a 25 student cohort) | | | | | | | |
| <i>Instructional and Governance Salaries</i> | | | | | | | |
| Faculty Salaries - Teaching (8) | \$5,650 | \$9,040 | \$6,780 | \$9,040 | \$11,300 | \$9,040 | \$9,040 |
| Faculty Salaries - Intensives (8) | \$11,300 | | | | | | \$11,300 |
| Faculty Salaries - Governance Team (1) (8) | | \$23,730 | | | | | |
| <i>Instructional support</i> | | | | | | | |
| Teaching materials (4) | \$50,000 | | | | | | |
| Parking and food (3) | \$3,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 |
| Sponsored events (2) | \$1,000 | \$2,000 | \$2,000 | | \$2,000 | | \$3,000 |
| Sub-total faculty salaries and instructional support | \$71,417 | \$36,237 | \$10,247 | \$10,507 | \$14,767 | \$10,507 | \$24,807 |
| <i>Operational expenses</i> | | | | | | | |
| Advertising | \$5,000 | \$5,000 | | | \$5,000 | \$5,000 | \$5,000 |
| Brochure - program details and shared bi-annual update | \$7,500 | | | | | | |
| Office supplies, duplication and misc. other | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 | \$750 |
| Executive education conferences and professional memberships | \$1,500 | \$5,000 | | | | \$5,000 | |
| Travel, alumni and corporate outreach | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 |
| Support staff (5) (6) | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 |
| Sub-total operating expenses | \$31,079 | \$27,079 | \$17,079 | \$17,079 | \$22,079 | \$27,079 | \$22,079 |
| Instructional and operational expenses total | \$102,495 | \$63,315 | \$27,325 | \$27,585 | \$36,845 | \$37,585 | \$46,885 |
| Projected revenue (23 * \$43,800 adjusted for attrition) | | | | | | | |

| Item | Amount | Category | Notes |
|--|--------|----------|-------|
| 1. A \$14,000 stipend per faculty member has been committed. The covers curriculum oversight for one SF and one NB cohort. | | | |
| 2. This includes the executive lecture series, breakfast business lunches and off-campus meetings. | | | |
| 3. 28 webinars @ \$10/student cost, 400/student parking, \$20/student core dollars. | | | |
| 4. \$200K stipend for books, WSJ, Financial Times and Economist. | | | |
| 5. Staff supporting the program - 1/2 Program manager, 1/4 secretary and 1 program coordinator. | | | |
| 6. Support and staff salaries includes benefits @22.5% | | | |
| 7. Expense categories are inconsistent with the University chart of accounts. | | | |
| 8. Instructions states reflect an overhead payroll and benefits @ 13% | | | |

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Salvador D. Acoves

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10/2/2003

| | April | May | June | July | August | September | October | November | December | Program Total |
|--|----------|----------|----------|----------|----------|-----------|----------|----------|----------|---------------|
| | | | | | | | | | | |
| | \$10,170 | \$10,170 | \$0 | \$0 | \$0 | \$0 | \$10,170 | \$9,040 | \$3,390 | \$136,730 |
| | | | | | | \$11,300 | | | \$11,300 | \$45,200 |
| | | | | | | | | | | \$47,460 |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | \$50,000 |
| | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$1,467 | \$3,467 | \$27,467 |
| | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$3,000 | \$2,000 | | \$4,000 | \$23,000 |
| | \$14,637 | \$14,637 | \$10,637 | \$14,637 | \$14,637 | \$22,547 | \$13,637 | \$10,507 | \$22,157 | \$329,857 |
| | | | | | | | | | | |
| | | | | | | | | | \$5,000 | \$35,000 |
| | | | | | | | | | \$750 | \$7,500 |
| | | | | | | | \$750 | \$750 | \$750 | \$12,000 |
| | | | | | | | | | | \$11,500 |
| | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$1,250 | \$20,000 |
| | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$15,079 | \$241,261 |
| | \$17,079 | \$17,079 | \$17,079 | \$17,079 | \$17,079 | \$17,079 | \$17,079 | \$17,079 | \$22,079 | \$327,261 |
| | | | | | | | \$30,715 | \$27,585 | \$44,235 | \$887,117 |
| | | | | | | | | | | \$1,007,400 |

University of San Francisco
School of Business and Management
Executive Education
Alta Direccion Escuela de Negocios v4

This agreement is made by and between the **University of San Francisco's Executive Education program** and **Alta Direccion** for the purpose of conducting an Executive Education program. The plan and fees are as follows:

Program Description

The program will use a hybrid model of technology, in-class lecture and class discussion and supported by company visit representatives. Once they arrive in the US, a series of lectures and interactive academic activities will be presented and introduced during a one-week period. Integrated into the course lectures are local company representatives. The purpose of the corporate representatives is to provide evidence and support for US business in action. The participants will hear from company representatives how business concepts are localized. The program will invite members of the Latin American business community in the Bay Area to network with the participants.

The Curriculum

This week will provide an immersion into global management. The curriculum is split into two phases. The main learning objectives are the understanding of business fundamentals, comparison and contrasting of US business practices in leadership, corporate governance, marketing and supply chain management.

Phase I - Technology

An intranet will be established to help prepare the students for their visit. Articles, links and background will all be available two months prior to the scheduled visits.

Phase II - Class Lectures

Class lectures will build upon Phase I of the curriculum and will introduce US business principles and practices. In greater detail, leadership for emerging global managers, corporate governance, marketing of global brands and supply chain management issues will all be part of the program.

Faculty:

Selected faculty from the School of Business and Management will be invited to participate. The main criteria to be used beyond subject matter expertise are familiarity with the intense nature of the proposed program and adaptability to the needs of the group.

Program schedule:

Phase I – Technology

Self-paced study and review. Students will spend as much time as necessary to prepare for their US visit and program.

Phase II – Lectures and in-class work (20 hours per group)

1 week of classroom instruction, review and assessment.

Class meeting time: Monday through Friday 9 to 5PM (with a 2 hour lunch break). One company visit and one industry panel will be incorporated into the program.

An Executive Education program certificate will be issued upon successful completion of the program.

Program tuition and fees based on two groups of up to 40 students

Program total (based on four groups) - \$54,000
(expecting four groups totaling 168 students for May and June)

Program total (based on four groups) - \$54,000
(expecting four groups for September and October)

Schedule:

Proposed are four one-week programs. Tentative dates are: May 19 to 23, 2003; June 8 to 13, 2003; June 22 to 27, 2003; September 21 to 26, 2003 and October 19 to 24, 2003.

Lodging, local travel and University access:

Lodging may be available during summer off-campus. Off-campus lodging will range from \$70 to \$90 per person per night based upon double occupancy. Daily breakfast (approx. \$12 per person per day) will be provided at the hotel.

Local travel to the University. It is recommended that students take taxi's to the USF campus. A shared taxi (four per auto) should cost approx. \$15 per each way.

Local travel to company visit. A bus will be reserved for the group to visit a local company. The estimated bus cost per coach (45 passengers per coach) is \$800.

A welcome lunch and orientation will be held the day prior to the start of the program. A graduation reception will be held on the last day of the program. Coffee will be provided on class days in the morning and soft drinks in the afternoon.

Students will be allowed to use most all of the University services while on campus. Please visit our web site at www.usfca.edu for a more detailed listing of activities and recreational services available.

Signature of Authorization Page

I hereby agree to the terms and costs of the Executive Program with the USF School of Business and Management. As a representative of ALTA DIRECCION, I will assure payment of \$54,000 (maximum 168 students for May/June.) And another maximum 168 for September and October for a fee of \$54,000 and fulfillment for this plan as described in the Agreement. ALTA DIRECCION will make off-campus housing arrangements with a local San Francisco hotel. ALTA DIRECCION is responsible for any off-campus housing deposit to secure such housing at a local San Francisco hotel if ALTA DIRECCION, at its discretion, deems such deposit is necessary.

Ricardo Greco Guinazu
President

Date

I hereby agree to the terms and activities of the proposal as outlined in the Agreement and Cost page. As a representative of the USF School of Business and Management and the Associate Dean of Executive Education, I hereby agree to the fulfillment of this contract, including without limitation:

1. Providing website presence for Program within www.usfca.edu
2. Providing Password-protected, Intranet access within www.usfca.edu for Program participants;

Dr. Salvador D. Aceves
USF School of Business and Management

Date



Management

Masagung Graduate School of

Executive Education

Global Management Programme

Integral en el Programa de Desarrollo Gerencial (PDG) v2



September 21 to 26, 2003

Paises Participantes:

Bolivia, Costa Rica, Ecuador, Honduras, Paraguay, y Peru



Management

Masagung Graduate School of

Executive Education

Global Management Programme

Introduction

Education and international experience play a vital role in the development of today's global leaders. By expanding their perspective, the global managers are able to recognize new business trends and opportunities. As companies expand to markets abroad, organizations need to develop corporate talent that is globally aware, flexible, and able to understand and adapt to the various social and cultural business norms.

This program will help the emerging business leader hear, question, participate, explore, and network with local business leaders. An academic foundation will highlight best practices and business know-how from distinguished academic and corporate leaders.

Una Vision Integradora - Un mundo complejo, diverso y global reclama de nuevas competencias para actuar exitosamente en el y la principal competencia es tener una perspectiva integral de la problematica empresaria.

Learning objectives

The main learning objectives for this program are:

1. To learn value creation business strategies that drives growth and profits and increase the competitiveness of the organization.
2. Compare and improve your understanding of business and management practices of U.S. companies and develop new managerial skills that help deliver greater value to the organization.
3. Broaden your international perspective and network with peers (USF Executive Education – MBA students) from U.S. companies and with world-class business school faculty.
4. Adapt to global trends, strategies for managing in a global marketplace, and tools to evaluate global and local market opportunities.
5. Improve your management and leadership capacity and learn skills that promote a team-focused collaborative work environment.
6. Learn how companies are interacting virtually with customers, suppliers and business partners in an effort to increase productivity and create value.

Objetivos – Dotar a los asistentes de una vision integradora y global de la gestion empresarial, en su doble dimension: horizontal y vertical.



Management

Masagung Graduate School of

Executive Education

Program structure

This intensive program encompasses a blend of theory and practice. You will be exposed to current conceptual and theoretical ideas, with a focus on business and problem-solving.

Lectures. Lectures will be delivered by academic leaders from the University of San Francisco School of Business and Management. Cases, local research, and group discussions will all be part of the academic discourse. Each faculty member is a recognized academic leader, researcher, and consultant to businesses.

Company Visits and Panel Presentations. Business presentations will complement classroom learning. By meeting and hearing from corporate leaders, you will be able to observe first-hand how the corporate climate influences the organizational success of these companies. At the same time, given the current level of business uncertainty, it is through personal observation that you will gain an appreciation for how these companies are reacting and restructuring to remain globally competitive.

Networking. The University of San Francisco is pleased to welcome students from all over the world. Some 1500 business students and over 8000 students in total are part of this learning community. You will have an opportunity to interact and socialize with current executive business students. This will become part of your global business network. Our students eagerly await your visit and look forward to both sharing with and learning from you.

Cultural Activities. The US culture can best be described as a collage of ideas and beliefs where individual rights are highly promoted and protected. Simply observing daily life will help provide a context to better understand the local tendencies and behaviors of the U.S. consumer and business manager.



Management

Masagung Graduate School of

Executive Education

Program faculty

The business faculty at University of San Francisco is vital to the quality and character of the University's activities. The business school's faculty continuously integrates concepts and techniques generated from on-going that in grounded in their academic discipline and supports the best of Jesuit education.

Prof. Dr. Salvador Aceves

Associate Dean for Graduate Programs

Professor of Accounting

School of Business and Management, University of San Francisco

Prof. Dr. Carlos Baradello

Visiting Professor of International Business

School of Business and Management, University of San Francisco

Prof. Dr. Rex Bennett

Professor of Marketing

School of Business and Management, University of San Francisco

Prof. Dr. Mark Cannice

Professor of Finance

School of Business and Management, University of San Francisco

Prof. Dr. Oren Harari

Professor of Management

School of Business and Management, University of San Francisco

Prof. Dr. Kathy Kane

Professor of Management

School of Business and Management, University of San Francisco

Prof. Larry Louie

Professor of Accounting

School of Business and Management, University of San Francisco

Prof. Rich Puntillo

Professor of Finance

School of Business and Management, University of San Francisco



Management

Masagung Graduate School of

Executive Education

Program location

One of the country's most attractive cities, San Francisco's hilly streets provide some gorgeous glimpses of the San Francisco Bay and its famous bridges. From the colorful and bustling Chinatown, to the Mission, to gay Castro, to clubby SOMA, the hippie Haight-Ashbury and an Italian North Beach, the City represents that which makes a city and the country a culturally rich and diverse community.

The San Francisco Bay Area is a region of incomparable beauty. To the North is the wine region, to the South are the ocean and the beautiful California coastline.



The University of San Francisco is located on a hilltop with spectacular views of the Pacific Ocean, the San Francisco Bay and the downtown skyline. With its unique location, the University integrates the city of San Francisco, the greater Bay Area and the influences of the Pacific Rim. This creates countless opportunities to blend theory and practice into classroom learning.

Sera un placer recibirlos en nuestra Universidad y tener la oportunidad de establecer una amistad que se pueda conservar por mucho tiempo.

Masagung Graduate School of Management

Executive Education

**Global Management Programme
September 21 to 26, 2003**

| SCHEDULE OF EVENTS (Agenda) | | |
|--|----------------|--|
| Day One – Sunday, September 21 | | |
| | 11:00AM | Bus Pick-up at Hotel – Fisherman's Wharf Holiday Inn |
| | 11:30AM | Program Overview and Welcome Lunch at the University of San Francisco Lone Mountain Campus – Handlery Dining Room (LM 100) |
| <i>Tour</i> | 13:30 to 16:00 | Guided Cable Car Tour of San Francisco |
| Day Two – Monday, September 22 | | |
| | 9:00 to 9:25 | Welcome Address – MC 250 <i>Dr. Prof. Gerardo Marin, Associate Provost and Professor of Psychology; Dr. Eugene Muscat, Senior Associate Dean, External Affairs</i> |
| | 9:30 to 12:30 | Lecture: Competitive Marketing Strategy – MC 250 <i>Prof. Dr. Rex Bennett</i> |
| | 14:30 to 17:30 | Executive Presentation: Building a Global Business – MC 250 <i>Mr. Walter T. (Jay) President/CEO Intecira Mountain View, CA http://www.intecira.us</i> <i>Mr. Freddie Saba, President/CEO Positive Group Corona Del Mar, CA</i> |
| Day Three – Tuesday, September 23 | | |
| | 9:00 to 12:00 | Lecture: Corporate Finance: Valuation – MC 250 <i>Prof. Rich Funtle</i> |
| | 14:00 to 17:00 | Lecture: Leadership – MC 250 <i>Prof. Dr. Kathy Kane</i> |

Management

Masagung Graduate School of

Executive Education

**Global Management Programme
September 21 to 26, 2003**

Day Four – Wednesday, September 24

| | | |
|--|---------------|--|
| | 9:00 to 12:00 | Lecture: Creating Value for Shareholders and Customers in the New Global Marketplace LM 100 Prof. Dr. Oren Harari |
| | | Free afternoon |

Day Five – Thursday, September 25

| | | |
|--|----------------|--|
| | 9:00 to 12:00 | Lecture: Entrepreneurship and Venture Capital – LM 141 Prof. Dr. Mark Cannice and Prof. Larry Louie |
| | 14:00 to 17:00 | Lecture: Globalization and Financial Performance – Lm 141 Prof. Dr. Carlos Baradello |
| | 17:00 to 18:00 | Program Closure and Reception – LM 100 |

Day Six – Friday, September 26

| | | |
|--|---------------|--------------------------------|
| | 8:00 to 14:00 | Corporate Visit: Glass Systems |
| | | |

Day Seven – Saturday, September 27

| | | |
|--|--|-------------|
| | | Return home |
|--|--|-------------|

Agreement of Cooperation

The University of San Francisco, School of Business and Management & Helia, Helsinki Business Polytechnic

This agreement is intended to facilitate and develop cooperation between the University of San Francisco and Helia. The agreement is made for the purpose of establishing collaboration in areas of interest and benefit to both parties. The cooperation aims at strengthening the academic programmes in the area of commerce with a marked emphasis on internationalization.

The general objective of the agreement is a long-term educational collaboration in the fields that are compatible with and relevant to the technological, business, industrial and cultural interests and needs of the countries concerned.

USF and Helia agree to cooperate in establishing the following initiatives, the details of which will be negotiated on a programme-by-programme basis.

1 Collaboration within the framework of the Helia MBA programme

The institutions will cooperate to enhance the internationalisation of the MBA@Helia programme by developing a customised programme for the benefit of Helia students visiting USF for a period of around two weeks for an agreed fee.

2 Faculty Exchange

The School of Business and Management and Helia invite and encourage their academic staff to visit as professors, researchers and lecturers on other types of projects. Faculty exchanges will be negotiated on an individual basis.

3 Joint Projects

Both institutions declare their intention to carry out joint projects, when possible, leading to research, teaching and consulting with corporate premises and whose mutual interest of the academic staff of each institution is expressed. The intent is to explore the extent to which various activities may help to support the learning process. Possible subject areas may include:

- * entrepreneurship
- * marketing
- * e-commerce
- * innovation

The intent is not to limit co-operative efforts in these areas, but rather to use these as a starting point for developing joint initiatives with an international focus through mutual consultation and agreement.

This agreement is effective upon approval by each institution and shall remain in effect for two (2) years or until terminated by either institution. Termination by one institution shall be effected in the event that the other institution gives at least twelve (12) months advance written notice of its intent to terminate. Termination shall be without penalty. This agreement is also subject to revision or modification or extension by mutual consent.

Dr Gary Williams
Dean
School of Business &
Management

Dr Ritva Laakso-Manninen
President
Helsinki Business Polytechnic

Signed on _____



School of Business and Management
Executive Education

Silicon Valley Digital Business Program

Specifically designed for Helia's MBA business program under the Helia / USF partnership agreement (v11)



San Francisco, California
November 3 to 14, 2002



School of Business and Management
Executive Education

Silicon Valley Digital Business Program

Introduction

Education and international experience play a vital role in the development of today's global leaders. By expanding their perspective, the global managers are able to recognize new business trends and opportunities. As companies expand to markets abroad, organizations need to develop corporate talent that is globally aware, flexible, and able to understand and adapt to the various social and cultural business norms.

The Helia – USF program is specifically designed for the graduate business student and provides a U.S. centric business perspective. The venue is the San Francisco Bay Area, home to the most vibrant business centers – the Silicon and Telecom Valley. While many regions of the world have attempted to replicate this concept, it is important to understand and observe the environmental, cultural, and academic infrastructure that has inspired and supports so many of the businesses that have influenced our global society.

This program will help the emerging business leader hear, question, participate, explore, and network with local business leaders. An academic foundation will highlight best practices and business know-how from distinguished academic and corporate leaders.

Learning objectives

The main learning objectives for this program are:

1. To learn value creation digital business strategies that drives growth and profits and increase the competitiveness of the organization.
2. Compare and improve your understanding of business and management practices of U.S. companies and develop new managerial skills that help deliver greater value to the organization.
3. Broaden your international perspective and network with peers (USF Executive Education – MBA students) from U.S. companies and with world-class business school faculty.
4. Adapt to global trends, strategies for managing in a global marketplace, and tools to evaluate global and local market opportunities.
5. Improve your management and leadership capacity and learn skills that promote a team-focused collaborative work environment.
6. Learn how companies are interacting virtually with customers, suppliers and business partners in an effort to increase productivity and create value.

Upon completion of the program, each participant will receive an executive education certificate of achievement from the University of San Francisco's School of Business and Management.



School of Business and Management Executive Education

Program structure

This intensive program encompasses a blend of theory and practice. You will be exposed to current conceptual and theoretical ideas, with a focus on digital business and problem-solving.

Lectures. Lectures will be delivered by academic leaders from the University of San Francisco School of Business and Management. Cases, local research, and group discussions will all be part of the academic discourse. Each faculty member is a recognized academic leader, researcher, and consultant to businesses.

Company Visits. Business presentations will complement classroom learning. By visiting with corporate managers, you will be able to observe first-hand how the corporate climate influences the organizational success of these companies. At the same time, given the current level of business uncertainty, it is through personal observation that you will gain an appreciation for how these companies are reacting and restructuring to remain globally competitive.

Networking. The University of San Francisco is pleased to welcome students from all over the world. Some 1500 business students and over 8000 students in total are part of this learning community. You will have an opportunity to interact and socialize with current executive business students. This will become part of your global business network. Our students eagerly await your visit and look forward to both sharing with and learning from you.

Cultural Activities. The US culture can best be described as a collage of ideas and beliefs where individual rights are highly promoted and protected. Simply observing daily life will help provide a context to better understand the local tendencies and behaviors of the U.S. consumer and business manager.



School of Business and Management
Executive Education

SCHEDULE OF EVENTS

Day One – Sunday, November 3

| | | |
|----------------|---------|--|
| Morning | 11:00AM | Program Overview and Welcome Lunch at the University of San Francisco Lone Mountain campus – Handlery Dining Room |
| Evening | 2:00PM | Guided Cable Car Tour of San Francisco |

Day Two – Monday, November 4

| | | |
|------------------|-----------------|--|
| Morning | 9:00 to 12:00PM | Lecture: Managing the Growing Company (Module 1) – Executive classroom Prof. Dr. Steve Brandt – Executive Classroom McLaren 150 |
| Afternoon | 2:00 to 5:00PM | Lecture: Strategic Planning (Module 2) – Executive classroom Prof. Dr. Steve Brandt - Executive Classroom McLaren 150 |

Day Three – Tuesday, November 5

| | | |
|------------------|-----------------|---|
| Morning | 9:00 to 12:00PM | Lecture: Digital Business Strategy (Module 1) – Executive classroom Prof. Dr. Mark Cannice - Executive Classroom McLaren 150 |
| Afternoon | 2:00 to 5:00PM | Lecture: Legal Aspects and Ethics of Digital Business– Executive classroom Prof. Dr. Karl Boedecker - Executive Classroom McLaren 150 |
| Evening | 6:00 to 9:00PM | Executive Lecture Series – A joint lecture and networking session with the USF Executive Education students and alumni Guest Lecture: Robert Pope Executive Director of "Giant Steps Therapeutic Equestrian Center" The Carnelian Room – BancAmerica Building 52nd floor |

Day Four – Wednesday, November 6

| | | |
|------------------|-----------------|--|
| Morning | 9:00 to 12:00PM | Lecture: Venture Capital – An American Perspective Prof. Rich Puntillo - Executive Classroom McLaren 150 |
| Afternoon | 2:00 to 5:00PM | Lecture: Leadership and Managing the Digital Firm – An American Perspective Prof. Dr. Dayle Smith – Executive classroom 150 |



School of Business and Management
Executive Education

| Day Five – Thursday, November 7 | | |
|---|-----------------|---|
| Morning | 9:00 to 12:00PM | Lecture: Beyond Strategic Planning – Building a Company (Module 3) <i>Prof. Dr. Steve Brandt</i> – Executive classroom 150 |
| Afternoon | 2:00 to 5:00PM | Lecture: Telecommunications – An American Perspective <i>Prof. Dr. Heather Hudson</i> – Executive classroom 150 |
| Evening | 6:00 to 8:00PM | Networking Reception with the USF Telecom Advisory Board and USF MBA Students |
| Day Six – Friday, November 8 | | |
| Morning | 9:00 to 12:00PM | Lecture: Business Planning – The Digital Entrepreneur (Module 2) <i>Prof. Dr. Mark Cannice</i> – Executive classroom 150 |
| Afternoon | 1:00 to 4:00PM | IBM |
| Day Seven – Saturday, November 9 | | |
| All Day | | Day Visit to Carmel by the Sea <i>Hotel departure at 7:00AM, estimated return at 11:00PM</i> |
| Day Eight – Sunday, November 10 | | |
| All Day | | PERSONAL TIME – Recommend a trip to the wine country |
| Day Nine – Monday, November 11 | | |
| Morning | 9:30 to 11:30AM | Corporate Visit – Proxim Headquarters (A wireless technology company) 935 Stewart Drive Sunnyvale, CA 94085 – <i>Hotel departure at 8:00AM</i> |
| Afternoon | 2:00 to 5:00PM | Corporate Visit: Cisco Systems Executive Briefing Center, 170 West Tasman Drive, San Jose, California 95134 |
| Evening | 7:30PM | Ice Hockey: Sharks v. NY Rangers (Sharks Arena) |



School of Business and Management
Executive Education

| Day Ten – Tuesday, November 12 | | |
|--|-----------------|---|
| Morning | 8:00 to 10:00AM | Corporate Visit – Wells Fargo Bank |
| Afternoon | 2:00 to 5:00PM | Corporate Visit – Women’s Technology Cluster 1207 Indiana Street, San Francisco, CA 94107 San Francisco based incubator which supports start-up enterprises |
| Day Eleven – Wednesday, November 13 | | |
| Morning | 7:30 to 8:30AM | Attend technology breakfast meeting at Stanford Business School Hotel departure time is 6:00AM |
| | 9:00 to 12:00PM | Finpro Silicon Valley Finland Trade Center 1900 Embarcadero Road, Suite 100 Palo Alto, CA 94303 |
| Afternoon | 2:00 to 5:00PM | Teles - National Technology Agency of Finland 111 West Saint John Street Suite 500, San Jose, CA 95113 |
| Day Twelve – Thursday, November 14 | | |
| Morning | 9:00 to 12:00PM | Breakfast Reception and Program Completion Ceremony Program Review. Academic Requirements Review. Prof. Dr. Steve Brandt – Argent Hotel |
| Afternoon | Afternoon | Depart to Helsinki |



School of Business and Management
Executive Education

Program faculty

The business faculty at University of San Francisco is vital to the quality and character of the University's activities. The business school's faculty continuously integrates concepts and techniques generated from on-going that is grounded in their academic discipline and supports the best of Jesuit education.

Prof. Dr. Salvador Aceves

*Associate Dean, Executive Education
Assistant Professor of Accounting
School of Business and Management, University of San Francisco*

Prof. Dr. Karl Boedecker

*Professor of Ethics, Social Responsibility and Law
School of Business and Management, University of San Francisco*

Prof. Dr. Steve Brandt

*Visiting Professor, School of Business and Management, University of San Francisco
Senior lecturer in Management, Emeritus
Stanford Graduate School of Management*

Prof. Dr. Mark Cannice

*Professor of Finance
School of Business and Management, University of San Francisco*

Prof. Dr. Heather Hudson

*Professor of Telecommunications
School of Business and Management, University of San Francisco*

Prof. Rich Puntillo

*Professor of Finance
School of Business and Management, University of San Francisco*

Prof. Dr. Dayle Smith

*Professor of Management
School of Business and Management, University of San Francisco*



School of Business and Management Executive Education

Program location

One of the country's most attractive cities, San Francisco's hilly streets provide some gorgeous glimpses of the San Francisco Bay and its famous bridges. From the colorful and bustling Chinatown, to the Mission, to gay Castro, to clubby SOMA, the hippie Haight-Ashbury and an Italian North Beach, the City represents that which makes a city and the country a culturally rich and diverse community.

The San Francisco Bay Area is a region of incomparable beauty. To the North is the wine region, to the South are the ocean and the beautiful California coastline.



The University of San Francisco is located on a hilltop with spectacular views of the Pacific Ocean, the San Francisco Bay and the downtown skyline. With its unique location, the University integrates the city of San Francisco, the greater Bay Area and the influences of the Pacific Rim. This creates countless opportunities to blend theory and practice into classroom learning.



School of Business and Management
Executive Education

U.S. Business Immersion Program

Specifically designed for KAIST's MBA business program under the KAIST / USF partnership agreement (v4)



San Francisco, California
June 27 to August 22, 2003



U.S. Business Immersion Program

Introduction

Education and international experience play a vital role in the development of today's global leaders. By expanding their perspective, the global managers are able to recognize new business trends and opportunities. As companies expand to markets abroad, organizations need to develop corporate talent that is globally aware, flexible, and able to understand and adapt to the various social and cultural business norms.

The KAIST – USF program is specifically designed for the graduate business student and provides a U.S. centric business perspective. The venue is the San Francisco Bay Area, home to the most vibrant business centers – the Silicon and Telecom Valley. While many regions of the world have attempted to replicate this concept, it is important to understand and observe the environmental, cultural, and academic infrastructure that has inspired and supports so many of the businesses that have influenced our global society.

This program will help the emerging business leader hear, question, participate, explore, and network with local business leaders. An academic foundation will highlight best practices and business know-how from distinguished academic and corporate leaders.

Learning objectives

The main learning objectives for this program are:

1. To learn value creation business strategies that drives growth and profits and increase the competitiveness of the organization.
2. Compare and improve your understanding of business and management practices of U.S. companies and develop new managerial skills that help deliver greater value to the organization.
3. Broaden your international perspective and network with peers (USF Executive Education – MBA students) from U.S. companies and with world-class business school faculty.
4. Adapt to global trends, strategies for managing in a global marketplace, and tools to evaluate global and local market opportunities.
5. Improve your management and leadership capacity and learn skills that promote a team-focused collaborative work environment.
6. Learn how companies are interacting virtually with customers, suppliers and business partners in an effort to increase productivity and create value.

Upon completion of the program, each participant will receive an executive education certificate of achievement from the University of San Francisco's School of Business and Management.



Program structure

This intensive program encompasses a blend of theory and practice. You will be exposed to current conceptual and theoretical ideas, with a focus on business problem-solving.

Lectures. Lectures will be delivered by academic leaders from the University of San Francisco School of Business and Management and local executives. Cases, local research, and group discussions will all be part of the academic discourse. Each faculty member is a recognized academic leader, researcher, and consultant to businesses.

Company Visits. Business presentations will complement classroom learning. By visiting with corporate managers, you will be able to observe first-hand how the corporate climate influences the organizational success of these companies. At the same time, given the current level of business uncertainty, it is through personal observation that you will gain an appreciation for how these companies are reacting and restructuring to remain globally competitive.

Networking. The University of San Francisco is pleased to welcome students from all over the world. Some 1500 business students and over 8000 students in total are part of this learning community. You will have an opportunity to interact and socialize with current executive business students. This will become part of your global business network. Our students eagerly await your visit and look forward to both sharing with and learning from you.

Cultural Activities. The US culture can best be described as a collage of ideas and beliefs where individual rights are highly promoted and protected. Simply observing daily life will help provide a context to better understand the local tendencies and behaviors of the U.S. consumer and business manager.



| SCHEDULE OF EVENTS | | |
|------------------------------------|-----------------|---|
| <i>Day One – Friday, June 27</i> | | |
| Afternoon | 4:30PM | Campus Tour |
| Evening | 7:00PM | Welcome Dinner at the University of San Francisco Lone Mountain campus – Handlery Dining Room |
| <i>Day Two – Saturday, June 28</i> | | |
| Afternoon | 2:30 to 5:30PM | Cable Car Tour of City (pick-up is at 331 Anza Street at 2:30pm) |
| Evening | 5:30PM | USF Student Hosts (attendance optional) |
| <i>Day Three – Sunday, June 29</i> | | |
| All Day | 7:30 to 5:30PM | Problem Solving Team Building Experiential Course (vehicles leave the dorm at 7:30am) |
| <i>Day Four – Monday, June 30</i> | | |
| Morning | 8:30 to 11:30AM | Program Overview. Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Afternoon | 1:00 to 3:30PM | Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Afternoon | 4:00 to 6:00PM | Driving Range (attendance optional) |



School of Business and Management
Executive Education

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|-------------------------------------|-----------------|--|
| Day Five – Tuesday, July 1 | | |
| Morning | 8:30 to 11:30AM | Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Afternoon | 1:00 to 4:00PM | Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Day Six – Wednesday, July 2 | | |
| Morning | 8:30 to 11:30AM | Corporate Visit – Oracle (Silicon Valley) (Strategy & Leadership) |
| Afternoon | 1:00 to 4:00PM | Corporate Visit – Oracle Strategy Moving Towards the Next Growth Platform Liz Wiseman, VP and Ben Putterman |
| Day Seven – Thursday, July 3 | | |
| Morning | 8:30 to 11:30AM | Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Afternoon | 1:00 to 3:00PM | Lecture: Value Creation – Applying A Global Strategy Prof. Roger Chen – University of San Francisco |
| Day Eight – Friday, July 4 | | |
| All Day | | PERSONAL TIME – Optional Tours: Stanford University or UC Berkeley |
| Evening | 5:00PM | Fireworks (attendance optional) |
| Day Nine – Saturday, July 5 | | |
| All Day | | PERSONAL TIME |



School of Business and Management
Executive Education

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|---|-----------------|---|
| Day Ten – Sunday, July 6 | | |
| All Day | | PERSONAL TIME |
| Day Eleven – Monday, July 7 | | |
| Morning | 8:30 to 11:30AM | Lecture: Current Trends in Telecom Industry Mukund Venkatesh McKinsey & Company |
| Afternoon | 1:00 to 3:00PM | Lecture: Current Trends in Telecom Industry Sun Microsystems |
| Evening | 7:00PM | Driving Range (attendance optional) |
| Day Twelve – Tuesday, July 8 | | |
| Morning | 8:30 to 11:30AM | Corporate Visit – Impresa |
| Afternoon | 1:00 to 4:00PM | Corporate Visit – Impresa Joe Bonocore, CEO |
| Day Thirteen – Wednesday, July 9 | | |
| Morning | 8:30 to 11:30AM | IT & Telecom Strategy Panel Presentation Hewlett Packard |
| Afternoon | 1:00 to 3:00PM | Project Framework |
| Afternoon | 3:30 to 6:00PM | Wine Tasting Seminar Pat Copeland, Hospitality Management |



School of Business and Management
Executive Education

| <i>Day Fourteen – Thursday, July 10</i> | | |
|---|--------------------|---|
| Morning | 8:30 to 11:30AM | Corporate Visit – A T & T Labs Demo Room New Product Development |
| Afternoon | 1:00 to 3:30PM | Corporate Visit – |
| <i>Day Fifteen – Friday, July 11</i> | | |
| All Day | 8:30AM | Carmel and Pebble Beach Tours |
| <i>Day Sixteen – Saturday, July 12</i> | | |
| All Day | | PERSONAL TIME |
| <i>Day Seventeen – Sunday, July 13</i> | | |
| ALL DAY | | PERSONAL TIME |
| <i>Day Eighteen – Monday, July 14</i> | | |
| Morning | 8:30 to 11:30AM | Corporate Visit – Palm Source Albert Chu, VP Business Development |
| Afternoon | 1:00 to 3:00PM | Corporate Visit – Palm Source Albert Chu, VP Business Development |
| Evening | 7:00PM | Driving Range (attendance optional) |



School of Business and Management
Executive Education

| <i>Day Nineteen – Tuesday, July 15</i> | | |
|--|-----------------|--|
| Morning | 8:30 to 11:30AM | Venture Management Perry Ha, Partner Athena Venture Group |
| Afternoon | 1:00 to 3:00PM | Lecture: Leadership Development Professor Dayle Smith – University of San Francisco |
| <i>Day Twenty – Wednesday, July 16</i> | | |
| Morning | 8:30 to 11:30AM | Venture Management Bill Park, CEO Digital Impact (Digi) |
| Afternoon | 1:00 to 3:00PM | Lecture: Leadership Development Professor Dayle Smith – University of San Francisco |
| Evening | 7:00PM | Team Project Research |
| <i>Day Twenty one– Thursday, July 17</i> | | |
| Morning | 8:30 to 11:30AM | Lecture: Leadership Development Professor Dayle Smith – University of San Francisco |
| Afternoon | 1:00 to 3:00PM | Lecture: Leadership Development Professor Dayle Smith – University of San Francisco |
| <i>Day Twenty two – Friday, July 18</i> | | |
| Morning | 8:30 to 11:30AM | Project Management |
| Afternoon | 1:00 to 7:00PM | Golf Tournament Presidio Golf Course |



School of Business and Management
Executive Education

| | | |
|---|--------------------|---|
| Day Twenty three – Saturday, July 19 | | |
| All Day | | PERSONAL TIME |
| Day Twenty four – Sunday, July 20 | | |
| All Day | | PERSONAL TIME |
| Day Twenty five – Monday, July 21 | | |
| Morning | 8:30 to 11:30AM | IT & Telecom Management or Sun Microsystems Dr. Hai Ping Jin CEO, Televigation |
| Afternoon | 1:00 to 3:00PM | IT & Telecom Management or Sun Microsystems Dr. Hai Ping Jin CEO, Televigation |
| Evening | | Baseball Game – Arizona Diamond Backs vs. San Francisco Giants Game begins at 7:15PM (attendance optional) |
| Day Twenty six – Tuesday, July 22 | | |
| Morning | 8:30 to 11:30AM | Project Management |
| Afternoon | 1:00 to 3:00PM | Project Management |



School of Business and Management
Executive Education

Program faculty

The business faculty at the University of San Francisco is vital to the quality and character of the University's activities. The business school's faculty continuously integrates concepts and techniques generated from on-going that in grounded in their academic discipline and supports the best of Jesuit education.

Prof. Dr. Betty Chung

Professor

Graduate School of Management, KAIST

Prof. Dr. Salvador Aceves

Associate Dean for Graduate Programs

Associate Professor of Accounting

School of Business and Management, University of San Francisco

Prof. Dr. Roger Chen

Professor of Management

School of Business and Management, University of San Francisco

Prof. Rich Puntillo

Professor of Finance

School of Business and Management, University of San Francisco

Prof. Dr. Dayle Smith

Professor of Management

School of Business and Management, University of San Francisco



School of Business and Management
Executive Education

Program location

One of the country's most attractive cities, San Francisco's hilly streets provide some gorgeous glimpses of the San Francisco Bay and its famous bridges. From the colorful and bustling Chinatown, to the Mission, to gay Castro, to clubby SOMA, the hippie Haight-Ashbury and an Italian North Beach, the City represents that which makes a city and the country a culturally rich and diverse community.

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