



**UA & MoPA SELF-STUDY & Program Overview of UPA (MA  
in Urban & Public Affairs), Proposed jointly by the Urban  
Affairs & Public Affairs Advisory Boards, College of Arts and  
Sciences, Fall 2016**

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## **Key Questions for Fall 2016 Academic Program Review**

1. What is your assessment of our proposal to merge Urban & Public Affairs and, more specifically, what is your assessment of the proposed UPA curriculum?
  2. We are inclined to offer just one degree in the program, an MA in Urban & Public Affairs. This is not a standard degree at most institutions and so we'd like your input on this.
  3. How would you approach marketing such a program?
  4. What key elements need to be in place for the success of this program?
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## **Overview**

We are pleased to present this self-study and analysis of our proposed program merger, bringing together the Master of Public Affairs (MoPA) & Practical Politics with the Master of Arts in Urban Affairs (UA) at USF. Both are based in the Leo T. McCarthy Center for Public Service and the Common Good, a University-wide center focused on community engagement in a variety of ways. The new program will be the Graduate Program in Urban and Public Affairs (UPA), offering a single MA degree. MoPA & UA are still relatively young programs, but we have learned that they work very well together, and that perhaps, at the current scale of graduate education at USF, they may work best as a single program. In what follows we discuss the rationale for the new program, briefly summarize the history of the two programs, and then describe the new curriculum proposal.

## **Why this program merger?**

We are proposing the creation of the Graduate Program in Urban and Public Affairs (UPA), which will combine the strengths and resources of our two existing McCarthy Center graduate programs. We have begun marketing for the merged program in Fall 2016, to begin accepting students for Fall 2017. In many ways the two programs are already run in tandem, sharing both a Faculty Director and

Administrative Director, as well as supplemental programming and overlapping courses. We see the merger as a natural evolution that will help us improve both programs, eliminate redundancies in the curricula, and learn from our 9 (combined) years of experience with this material and curriculum, which has taught us about ways that we can offer more to the students.

The new program is highly aligned with the [mission of the University](#), and with the mission of the [Leo T. McCarthy Center for Public Service and the Common Good](#) more specifically, with a core social justice mission, and an emphasis on community engaged learning. The university mission states that, “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.” To that end, the program combines public service and urban affairs to uniquely embody the stated goal to have a Jesuit education that is focused upon the urban environment.

With its local focus and engaged relationships with community partners, a combined program is ideally situated to achieve the University’s central mission to “offer(s) undergraduate, graduate, and professional students the knowledge and skills needed to succeed as persons and professionals, and the values and sensitivity necessary to be men and women for others.”

Furthermore, according to the 2028 Vision, the university has decided to emphasize community partnerships and engaged learning: “The university will draw from the cultural, intellectual, and economic resources of the San Francisco Bay Area and its location on the Pacific Rim to enrich and strengthen its educational programs.” UPA will allow the university to provide ethical and strong leadership to the developing Bay Area, giving back to its community.

Essentially, we see UPA in design, intent and more, as a flagship for the USF mission and the institution more broadly.

We also see great benefit to the students in this merger, fostering a greater sense of cohort and a more coherent focus on interdisciplinary research and practical skills serving career enhancement for both kinds of students. Finally, we see the newly articulated regional focus (described in detail below) as filling an important need for students

committed to improving and serving the diverse communities of the Bay Area.

### **The need for Urban and Public Affairs at USF**

The Bay Area region is a thriving and exciting metropolis, known for many things. Aside from natural beauty, it is perhaps best known nationally for its innovative forays into political and policy realms. Over the years, San Francisco and the region at large have pioneered policy measures on environmental issues, on gay rights, on housing policy and many other urgent social justice concerns of the day. The University of San Francisco has long played an important role in this dynamic, educating many of our key political leaders and remaining a central node for political activity over time. For many years, for example, local politicians found that training in our law school was the key to admission in City Hall.

In recent years, as the Leo T. McCarthy Center For Public Service and the Common Good was founded and expanded on campus, we identified the need for a program that focuses on the practical on-the-ground side of local politics with an emphasis on rich policy training paired with practical training in the mechanics of politics. Our approach to this need is very specific, however: we want our students to steep themselves in theories of social justice, in line with the mission of the university, to leave inspired to become public servants who forge new ideas with integrity and with a focus on marginalized populations. If we want to help shape a better Bay Area and a better world, we need to engage students in the vibrant living classroom of the region, and build partnerships with community groups that contribute to a thriving and growing University and community at large.

Our first experiment in meeting this need came in the form of the Public Affairs & Practical Politics MA; we later added Urban Affairs. Now, we're weaving these together to create the UPA program, bringing together the best elements of our existing Urban and Public Affairs programming. UPA offers an exciting and vibrant curriculum that trains students to understand and shape policy from both top down and ground up, providing strong training in the urban and metropolitan histories that shape our region. Building on this knowledge, students experience both classroom and hands-on training in the mechanics of politics and advocacy, so they can hit the ground

running when they leave us for careers in government, politics, or private sector positions that are engaged in the transformation of the region and far beyond, bringing their USF ethics to their communities of origin or wherever they go next. The program, as a core USF institution, also ensures important training in ethical leadership. We aim to produce graduates who can serve the common good from a position of ethical groundedness, one which values community-based thinking and research in the pursuit of a more socially just city, region and world.

The UPA program comes out of a history of developing graduate education through the McCarthy Center. Since at least 2008/9, staff and faculty in the Center have been interested in developing programming that would better link the center to “real world” problems facing the Bay Area. UPA brings together the expertise and experience forged over these years through Urban and Public Affairs.

## **Program History**

### **MoPA (Master of Public Affairs & Practical Politics)**

MoPA was created with the goal of harnessing the need for local political training, with the idea, as mentioned above, that San Francisco’s unique and active political sphere requires political training that is not adequately offered in existing Bay Area programs. We also saw that this was an unmet need among USF undergraduates who need further training to enter the field successfully. MoPA enrolled its first class in Fall 2010. It began as an 18-month program, and was later revised to expand to 2 years in Fall 2013; at that time the curriculum was revised as well.

The Program Learning Outcomes and Mission have been as follows:

### **I. MoPA Mission Statement**

The mission of the ***Master of Public Affairs and Practical Politics*** program is to prepare students for employment in various Public Affairs fields and/or for the pursuit of advanced degrees in politics, by educating them in the fundamental concepts of political communications, political management, community organizing and policy advocacy.

## II. MoPA Program Learning Outcomes

The goals of the Master of Public Affairs are that all students will:

- Demonstrate advanced skills in critical thinking, writing, research, statistics (quantitative reasoning), analysis, and oral communication suitable for political professionals;
- Comprehend theoretical models and concepts of democratic participation and accountability and demonstrate the capacity to apply these theories in various real-world political/community settings;
- Understand the nature of political power, mechanisms for aggregating interests, and realizing the common good;
- Interact and build relationships with well-placed political professionals from fields including campaigns, advocacy, community organizing, strategic communications, public policy, and public service;
- Experience the fast-paced world of politics and public affairs through an intensive internship;
- Develop expertise in campaigns, political media, political/community organizing, and/or public policy advocacy;
- Propose, design, and implement a comprehensive research project bridging theory and praxis;

The most recent curriculum (amended and approved 2013) looks like this:

### **Curriculum – Total units = 36**

#### **Core Courses**

##### *First Year*

MOPA 601: Pro-Seminar in Applied American Politics

MOPA 602: Writing for Public Affairs Professionals

MOPA 603: Quantitative Methods in Public Affairs

MOPA 604: Public Affairs and Applied Democratic Theory

##### *Capstone Year*

MOPA 641: Leadership for the Common Good

MOPA 642: Masters Capstone Project

## Electives

MOPA 611: Campaign Organization and Management  
MOPA 612: Non-Profits and Public Policy (cross-listed with UA 612)  
MOPA 613: Race, Organizing & Policy Advocacy (cross-listed with UA 613)  
MOPA 614: Strategic Communications

MOPA 621: Public Opinion and Political Behavior  
MOPA 622: Applied Political Psychology  
MOPA 623: Urban Politics: San Francisco (cross-listed with UA 623)  
MOPA 624: Lobbying and Governmental Relations  
MOPA 625: Grassroots Advocacy and Mobilization  
MOPA 626: Issue Advocacy  
MOPA 627: Policy Theme Course (cross-listed with UA 627)  
MOPA 628: Campaign Theory and Practice

MOPA 699: Directed Study

Public Affairs Fieldwork/Internship (400-hour requirement, not for credit; faculty have called for revision of this to 300-hours)

Brief course descriptions are available here:  
<https://www.usfca.edu/catalog/graduate/arts-sciences/public-affairs/courses>

In Fall 2013 a joint degree program with the law school was initiated, creating a **JD/MoPA** that can be earned in a total of four years, offering credit for overlapping requirements like the MOPA internship/ and JD externship. (This saves the student one year of school, if she were to separately earn one degree and then the next.)

From 2012-2015 MoPA faculty were involved in extensive discussions about curricular revision but these proposals were not formalized.

In general, the program was very successful at generating scholarship and skill-building that was relevant to the city and the urgent political questions of the day, from inequality to racism, to social justice questions of many kinds. In this sense it was a direct outgrowth of USF's broader mission, to engage with social issues in a positive and sustaining way. MoPA was also successful in building a highly

engaged adjunct faculty pool, who have proven very interested in helping to connect our students to internships and jobs in the field, producing our high success rate in placements in the world of politics and beyond (see appendix). More broadly, MoPA was an early experiment in MA education for the College of Arts & Sciences; since then, in addition to Urban Affairs, the college has created a host of new MA-level programs, and we've been learning from this experience.

MoPA faced a few challenges over the years, primarily in the turnover of its full-time faculty/ Academic Directors. Corey Cook (political scientist, PhD, associate professor at USF) was director for the McCarthy Center and spearheaded the creation of the program. Cook served as director during times of transition. Directors included David Latterman (political consultant, MA; 2010-12), and Sandra Brown (political geographer, PhD; 2013-15). Latterman sought to make the program practitioner-oriented, emphasizing skills over theory. Brown had the opposite inclination. David Ryan (Rhetoric and Language) offered leadership early in the program but is no longer involved, though he is still on campus. A new faculty member was hired in 2015 -- Lisa Feldstein (urban planner with background in politics, JD, PhD candidate). Though she was hired with the goal of eventually serving as MoPA director, she served one year as a regular FT faculty member, was not appointed to be director, and is now on leave; Feldstein has not been replaced.

Rachel Brahinsky (urban geographer, PhD) was appointed as interim director in June 2015, with the departures of both Brown and Cook from the university. She remains in the position now, though her teaching/ advising home is in Urban Affairs and Urban Studies. Staffer Angela Fleekop (MA) began working with MoPA when she was a program assistant in the McCarthy Center. While earning her MA degree in the USF School of Education, she helped Dr. Cook with the proposal for MoPA as part of her MA thesis research, and she later was appointed as Administrative Director for the program in 2012. The MoPA [Advisory Board](#) was created in 2014 and it eventually became active in helping to shape the program, meeting about twice per semester. The board worked for months on a major curricular revision last winter, but did not move to seek approval by the curriculum committee because it became clear that a larger program revision of some kind was going to be necessary.



The program has always had one faculty line, and that person was typically appointed as director. The position was designated as Full-Time Renewable Term. Teaching was carried out by that person as well as by FT faculty from Arts & Sciences Departments, primarily Politics, with some support from Rhetoric & Language, Philosophy and others; the FT faculty have largely taught the theory and history-based courses. PT faculty filled out the rest of the courses; many of them have been practitioners – for example, lobbyists teaching lobbying, campaign managers teaching campaign strategy.

Enrollments began strong, grew at first, and then fell. The goal for MoPA was to reach about 30 students per year; that goal was achieved in 2011 only. See enrollment chart below for detail. Perhaps equally significant has been a drop in applications each year as well; we don't have those numbers in this report, but can share them during the reviewer's campus visit. Various efforts have been tried to boost enrollment. Early on in the program a collaboration with the CORO foundation was established, for example, offering significant fee waivers to CORO graduates who had completed internships and coursework in American politics.

#### **MOPA Enrollment**

Year	Entering cohort size
Fall 2010	22
Fall 2011	30
Fall 2012	24
Fall 2013	21
Fall 2014	23
Fall 2015	17
Fall 2016	9

Source: USF enrollment database (Banner)

While it is hard to say whether enrollment struggles were due to internal or external concerns, there are several factors identified by faculty. The arrival of *new cognate programs on campus*, perhaps even including Urban Affairs, may have challenged MoPA's ability to increase or sustain sufficient enrollment. Other programs, like the new MA in Professional Communications program starting Fall 2016, which have overlap in course offerings, may also be drawing applicants away from MoPA.

Another factor may include the *cost of housing*, which has risen dramatically in the past five years in the Bay Area. This would be a factor for all USF students of course, but applicants certainly mention it more and more each year, and there is typically no on-campus housing for graduate students.

More broadly, the nature of graduate education at USF, where *programs each carry the full curriculum* for their students, and where there are ongoing barriers to cross-listing and sharing courses across programs, has created difficulty in managing the program. That is: students cannot take advantage of courses in other departments without difficulty, and when they do, the MoPA enrollments suffer.

Also, there is a *staffing issue*, which is that the program does not have a program assistant (USF's base level administrative support). The directors have managed in this absence by hiring graduate students on a regular basis and have benefitted from the administrative support of the McCarthy Center. Still, the advisory board believes that this lack of administrative support has been a key challenge.

Finally, effective *marketing* has been an ongoing source of discussion and debate.

That said, six cohorts of MoPA alumni remain very close to each other and to the program, and graduates have been incredible resources for each other and for each new round of students. Alumni respond with enthusiasm for calls for alumni events and are eager to host student interns and hire new graduates as they emerge. Please see the appendix for a list of internships held by students and a list of post-graduation job placements. Our career seminars, which Administrative Director Fleekop has developed specifically for our students, benefit tremendously from the participation of MoPA alums who, year after year, agree to help out with mock interviews, to speak about their career paths and to offer advice to others. Their generosity in this regard is powerful, and speaks to their confidence in USF and Public Affairs despite the turnover of leadership. This is the kind of participation that particularly benefits from the locally focused nature of the program. That is, we train students largely to work in local politics – rather than focusing on the national stage, which is well-covered by other institutions – and many of them do indeed remain in the region, making them accessible for ongoing interaction with USF.

## Urban Affairs

The Urban Affairs (UA) program was initiated in 2013, with its fourth cohort of students now entering the program in Fall 2016. The program was created to offer an emphasis on deep community-engaged research, and to serve the need of students looking to develop research and policy training that could serve them well in think-tank or policy development positions. By design, it was conceived of as different from Public Affairs in a few key ways: the urban research track is longer and more central to the curriculum, the core urban coursework has focused on policy and history rather than politics and campaigning, the internship is envisioned as more linked with thesis/capstone work. In many other ways it is similar, with similar faculty commitments, staffing structures, and unit requirements.

The Mission and Program Learning Outcomes are as follows:

### **I. Urban Affairs - Mission Statement**

The mission of the **Master of Arts in Urban Affairs** program is to prepare students for employment in various urban policy-related fields and/or for the pursuit of advanced degrees in urban and public policy by educating them in the fundamental concepts of metropolitan history, urban policy, and community-engaged urban research, while developing an urban-policy specialization through an independent capstone project.

### **II. Urban Affairs - Program Learning Outcomes**

The goals of the Masters Program in Urban Affairs are that all students will:

- Master foundational concepts of urban history, sociology, and politics, and demonstrate the capacity to apply these ideas in real-world settings;
- Demonstrate expertise in one or more areas of urban public policy;
- Contemplate models of social change and social justice while developing the requisite skills and knowledge to actuate change;

- Apply knowledge gained in the classroom in various and diverse community settings;
- Apply knowledge gained in the community to inform classroom learning and scholarship;
- Build networks through interactions with professionals from fields including public policy, advocacy, community organizing, and public service;
- Engage in meaningful career planning through both self reflection as well as through interactions with colleagues and professionals in the field;
- Contribute to the public discourse around contemporary urban policy issues;
- Demonstrate professional skills in writing, urban and participatory research, and policy analysis;
- Propose, design, and implement a research project that combines the conceptual and practical tools provided by the program.

The curriculum is as follows:

### **Curriculum: 36-unit program**

#### **Core Courses**

##### *First Year*

UA 601: History of Urbanism Seminar

UA 602: Issues in Urban Public Policy

UA 603: Global Cities

UA 604: Community-Based Research Methods in Urban Affairs

##### *Second Year*

UA 643: Urban Affairs Internship (Summer, Fall or Summer/Fall)

UA 641: Prospectus & Community-Based Research Practicum

UA 642: Masters Capstone Project

#### **Electives**

UA 611: Urban Field Study: San Francisco Bay Area

UA 612: Urban & Regional Planning

UA 613: Community Organizing and Policy Advocacy (rotating themes)

UA 614: Globalization, Social Justice & the City (rotating themes)

UA 615: Critical Sustainabilities

UA 616: Intro to GIS & Data Visualization

UA 617: Urban Public Finance

UA 620: Policy Theme Seminars (various topics: Housing, Urban Education, Land Use, Economic Development, Urban Racial Politics, etc.)

UA 620-01: Urban Food Policy

UA 620-02: Sustainable Design

UA 620-03: Housing, Community and Public Policy

UA 620-05: Urban Racial Politics

Urban Affairs Fieldwork/Internship (400-hour requirement, not for credit. Note that faculty have called for revision of this to 300-hours given the increasingly common need for students to work full time to pay their increasing Bay Area rent.)

Brief course descriptions are available here:

<https://www.usfca.edu/catalog/graduate/arts-sciences/urban-affairs/courses>

Faculty also maintain a “Guiding Document” with courses that they hope to create in the next curriculum revision, and other courses across campus that have been identified as potentially useful for our students:

#### **Relevant MoPA courses**

MOPA 611 Quantitative Methods

MOPA 612 Non-Profits and Public Policy

#### **Relevant Environmental Management (MA) courses**

607-01 Environmental Policy

680-02 SpTp Green Building

680-02 SpTp Urban Adaptation to Climate Change

680-03 Environmental Economics

#### **Relevant Law School courses**

Criminal Justice

Property Law

State and Local Government Law

Urban Issues Law

**UA Special Topics Seminars to add to the rotation in the future:**

Mapping the Solidarity Economy  
Urban Political Economy  
Urban Sociology  
Labor and Community Organizing  
California Cities (LA, Fresno, etc)  
Theories of Property  
Urban Education (in collaboration with School of Ed)  
Housing Preservation  
Gender & the City

In Fall 2013 a joint degree program with the law school was initiated, creating a JD/UA that can be earned in a total of four years, offering credit for overlapping requirements like the UA internship/ and JD externship. (This saves the student one year of school, if she were to first earn one degree and then the next, separately).

Faculty & Staff: In Urban Affairs, there has been no turnover in core faculty. The founding faculty director Rachel Brahinsky (urban geographer, PhD) was hired in June 2013 and remains in that position. She has recruited and hired all of the adjuncts, and has recruited full-time faculty from across campus to teach. Like MoPA, the program has a single FT faculty line and a 50% Administrative Director. UA also has a committed Urban Affairs-Urban Studies [Advisory Board](#) that meets about 4 times a year, though the board is not involved in day-to-day operations.

Fleekop, as Administrative Director for both Urban and MoPA, offers significant advising and support to students. Initially, the FT line in Urban Affairs was envisioned to serve both Urban Affairs and Urban Studies (undergrad major), but due to the extra needs in *Public* Affairs over the last couple of years, Brahinsky has been largely focused on the graduate programs. Given faculty turnover in MoPA, Brahinsky has taken on advising and management duties there in addition to duties in Urban Affairs.

The advisory boards believe that there is thus both an immediate and long-term need for another FT faculty position, perhaps one that can also serve graduate and undergraduate education. The faculty line in Urban Affairs has been a Full-Time Renewable Term position. As with Public Affairs, the program does not have a program assistant (base-

level administrative support). The directors have filled this gap by hiring graduate students on a regular basis and have benefitted from the administrative support of the McCarthy Center. Advisory board members believe that this gap in administrative support has been a key challenge.

The program has been very successful at generating student-written policy papers that speak to the key issues of the day and building student skills for broad job readiness in policy fields. See the appendix for posters showing the titles of their capstone/thesis projects. Though there are only two cohorts of graduates, students are already creating a career-chain effect, where they graduate and then immediately begin to support current students with internships, by serving on thesis committees, and by hiring our students in permanent jobs.

We have also had the privilege of seeing many students step out of the program directly into careers that match their MA research. Our intern at HomeBase, for example, continued on as a policy manager there, writing reports on proposals to ameliorate homelessness; another student leveraged his City Hall internship into a position in the new short-term rental oversight office, while writing his thesis on short-term rental policy (like AirBnB, etc); another began a career with the Warriors basketball team, where he has used his Urban Affairs training to develop community collaborations around development policy, directly out of his MA work; another studied the history and legacy of rent control policies and has gone on to become policy director of a leading local advocacy group on that issue. Other stories like these emerge each semester. See the appendix for a list of job and internship placements.

Student satisfaction has been very high among Urban Affairs graduates, with our exit surveys describing a sense of “life changing” work and broad appreciation for their colleagues and professors. The program has produced an incredible well of goodwill among students and faculty, where there is an attitude of collaboration and mutual support in learning, teaching and research. Cohorts have ranged from 5 to 17. The original goal/projection was to get the program up to about 18-20 after several years. The program reached that goal surprisingly quickly in its third year, but this fall we are challenged by having a very small cohort. The advisory board is inclined to view this as an anomaly since we have had no problems in the program thus far

aside from this. Faculty have noted that in year three (2016-17) the cohort was 1/3 *larger* than the year before.

#### **Urban Affairs Enrollment**

Year	Urban Affairs Enrollment
Fall 2013	11
Fall 2014	11
Fall 2015	18
Fall 2016	5

The enrollment dip does point to another challenge that both programs face, which is that graduate programs at USF do much of their own recruitment. There is a marketing team which travels to grad fairs and the like on behalf of all programs, but each program does additional events, advertizing and mailings. This is a key challenge for Urban and Public Affairs alike and will be a key challenge for UPA.

Observing the small cohorts this year, faculty believe that the merger will help us better navigate years like this in the future, assuming that blended cohorts can reach 15 easily in a low year, with higher goals of 20-30 for regular years.

#### **The Merger: Creating Urban & Public Affairs (UPA)**

As the curricula in both programs evolved we began to see more and more organic interest that points towards the need for a merger. MoPA's curriculum has been under regular revision; given the rotation of directors, this revision has not played out evenly or smoothly. Once Urban Affairs was developed each new MoPA faculty member observed that the Urban electives seemed very relevant for their students, and the students agreed, seeking to enroll in those courses often. This has been less true in the other direction, but some Urban students do seek out MoPA classes and those are the easiest for our students to take, because both programs have functioned on the same unit-per-course structure (not the case across campus). In sum, there have long been many classes that served both programs. So there has been an emerging interest in more official collaboration.

Now, given low enrollments in the current year, and the sense in the College and University that these two programs cannot independently support a full range of courses and faculty, this merger has become the obvious next step towards retaining positive aspects of the curriculum and better serving the students in the long term. Below we



provide a full description of the new proposed curriculum, which is under development by the faculty and subject to approval by the college curriculum committee and Provost.

The UPA curriculum will offer the richness of both degrees, with a restructured curriculum that retains most elements of the former programs, but in a new format that allows for broader curricular reach and a more logical workflow for students. Given large enough enrollments, the program will ultimately have two tracks, on practical politics and urban research, and all students will have the chance to broaden their interests with training in each track. With small cohorts, the distinctions between these two tracks will be defined largely by the topics pursued in capstone/thesis research, which should be linked to the internship. With larger cohorts, we would expand the distinctions between the tracks (this would be enabled by the capacity to offer more classes).

**New focus: the region.** One key shift in the new program is towards a broader metropolitan/ regional focus. We have long argued that our programs serve an important need for local –rather than national – training in policy and politics. With this new structure we continue in the same vein, but we think it's important for various reasons to expand our imagined community to include the Bay Area, rather than San Francisco alone. This will benefit students, will expand our vision for social change, and will help secure alumni in a broader range of careers.

Given the growing cost of living in San Francisco, to avoid this shift would also be neglectful of many populations who would benefit from a USF education but who might find a San Francisco-only focus too limiting. On the politics end, we do not seek to compete with programs that focus on national politics (like George Washington University); we think that the size of our faculty is limiting in this regard. So we want to continue to aim for a comparative advantage, focusing on the local, but expanding our sense of “local” to include the broader region and state. Our proximity to Sacramento also gives us a unique advantage to engage students who want to compare local versus state issues. Similarly, our urban training is rigorous, but we do not view large programs like UC Berkeley's Urban & Regional Planning department (for example) as direct competitors. We offer something different: locally oriented, interdisciplinary, and small, with high faculty attention and small classes.

As part of this vision, this new curriculum formalizes three different intensives as part of the curriculum, to help attract students who want field experiences beyond the hyper local. First, we will formalize our longstanding Washington DC intensive, which benefits from existing faculty expertise and alumni presence/engagement in Washington. That intensive has focused on campaigns but we will add a non-profit component to draw on the rich resources of DC's non-governmental sector. We would also like to add two more week-long opportunities, one in Sacramento focused on state-wide politics, and another in a city to be determined, focusing on urban community and economic development. It may take us some time to get all of these going, but ultimately these will help us expand student knowledge and contextualize their local course and fieldwork. The full curriculum is spelled out in the pages that follow.

### **Learning from our experience with MoPA and UA**

At the risk of redundancy, we review some of the lessons learned from this history here. In discussions with some of the founding and long-time faculty, it is clear that the *constant curricular revision* and *frequent faculty turnover* in MoPA have been key challenges. That is, it was often clear what was needed in terms of curricular change, but without one steady hand to implement changes, build relationships with faculty and more, the MoPA program has not yet come together as a whole in the ways that it should have. An additional impact of the turnover is that when there are *student issues*, there has been some inconsistency in response.

Another key challenge has been the *size of the program and the barriers to collaboration across the university*. That is, without the free ability to share courses across graduate programs or with undergraduate programs, the programs are left to provide "everything" for students. This doesn't always work – sometimes a student requires an elective that we can't offer, but which exists elsewhere on campus. We have done everything possible to get students into those classes, but there are significant barriers: The *number of units per course* is the most significant challenge. Graduate students pay per unit; our courses are 3-units each, many courses on campus are 2- or 4-units; courses in other schools on campus like the business school have a different price per unit. So if a student requires one of these classes, they have to pay more or we have to find a faculty member willing to offer an unpaid directed study to fill out the unit count for that student. We can explain this in more detail in person. The *impact on our own*

*enrollments* is another barrier. That is, when we send students to other programs for classes, our own classes are smaller, impacting our student-faculty ratios, and we are then seen as less valuable to the institution in financial terms.

In this revision we are proposing to formalize connections with other programs, to create a through-line from undergraduate programs to our own by initiating a 4+1 program with Politics and Urban Studies. We also want to encourage a broader discussion about the relationships between all graduate programs. The requirement for each program to stand on its own and offer a full array of courses strains budgets. It also makes student recruitment difficult because the programs alone cannot offer the array of options that a typical program in relationship to a college could.

Our faculty believe that the College of Arts and Sciences could benefit from the creation of a graduate division that works to link programs so they could share resources rather than compete. In the past there have also been conversations about building a broader “school of public affairs” that could include International Studies or Environmental Management, etc. Now the new Migration Studies and Professional Communications or Energy Systems could be added to that list, pending faculty buy-in.

To address the course-sharing problem we would like to revise the number of units per course with this merger (from 3 to a mix of 2-4-unit courses). This will enable course sharing with graduate programs that offer 4-unit courses. Some other new programs like Migration Studies offer 3-unit classes, so we regret that this new model will create a barrier to working with that program.

The biggest challenge with this aspect of the revision is that it could significantly *raise tuition* for the full program, and so this aspect of the new curriculum has not been finalized. Our advisory boards have voted to move towards 2- and 4-unit courses, and we hope that this review process will help us sort out how to do this without a major tuition hike. There is more detail on this below in the curriculum overview.

Finally, there is a parallel discussion underway about creating an online politics MA or certification at USF devoted to Veterans. If this

carries forward, we look forward to working with this program and potentially sharing curriculum.

## **UPA: Proposed Program Mission & Description**

**UPA Mission Statement:** The Master of Arts in Urban & Public Affairs prepares students for employment in various policy-related fields and/or for the pursuit of advanced degrees in policy and politics by educating them in fundamental concepts of metropolitan history, urban policy, democratic theory, political management, community organizing and advocacy, and community-engaged research, while developing a policy specialization through an independent capstone project.

**Description:** UPA combines rigorous graduate level seminars in urban studies, practical politics, and public policy with hands-on experience conducting applied research and engaging the community to provide students with the skills and knowledge to be effective and ethical leaders. The program is ideal for students wishing to become specialists in the unique challenges and opportunities posed by 21<sup>st</sup> century urban and regional policy and politics. Because the program provides a comprehensive background in urban history, political dynamics, and advocacy, combined with community based research, policy design and implementation, our graduates are uniquely equipped to help formulate and advocate for policy for a more equitable, livable and vibrant metropolitan region. Graduates will be able to pursue careers in city, state, and national government, nongovernmental organizations, and the private sector, to create and activate the policies of the future.

The program takes advantage of our location in San Francisco, one of the most dynamic urban environments in the United States, allowing students to develop practical research and advocacy skills from extensive engagement with the city. This two-year program combines core coursework in urban studies, public policy and research methods taught by USF faculty with elective courses offered by prominent practitioners in the field. It also has an innovative community-based-research requirement which will give students direct experience with conducting applied urban research, analyzing policy alternatives, and working deeply with local community-based organizations. All

students will complete a capstone project and internship, allowing them to develop their expertise in particular areas of urban, regional or public policy, while building the personal and professional networks that will position them for obtaining permanent employment upon graduation.

### **Who our students will be**

Students in the UPA program come from a variety of backgrounds, and they share a common interest in building towards careers that serve the common good. We have particularly strong recruitment experiences at the Idealist Fairs, which are national scale graduate fairs appealing to social-change-minded young people. Our students come from budding careers in non-profits and government, many are interested in politics and others are interested in working in policy development. See the appendix for a list of internship & job placements to get a sense of the range of institutions that students explore and land in through our programs. With our prior and current students in mind, we believe this program revision will help meet UPA student needs while serving the broader mission of the McCarthy Center and USF to contribute to the common good through ethical public service.

### **Curriculum**

UPA is a 2-year, XX-unit program, offering a range of 1- to 4-unit courses, along with a 300-hour internship and a capstone (thesis) project to culminate the degree.

There is also an option to complete the program as a part-time student over three years, but this is not a low residency option. The part-time program involves prioritizing the core courses first and then following with a final year of electives and capstone.

**Please note:** The total number of units for the program is still under discussion because of the unit change underway during the merger. If we simply move all of the classes from 3 to 4-units, then the cost of the degree would rise by at least \$14,000, which we believe would be problematic. The current cost for the existing programs, at 36 units, is about \$43,000 for the full two years at current rates per unit.

## **UPA Program Learning Outcomes**

At the end of the program, students will be able to:

1. Critically analyze problems in policy and politics using quantitative and qualitative research and analysis, and communicate this analysis through effective oral and written communication;
2. Develop and evaluate urban/ regional/ public policy, drawing on broad theories of policy and politics, while learning to situate models of social change within historical and regional contexts;
3. Demonstrate a theoretical, practical, and ethical understanding of community change, including public policy advocacy, campaigns, and/or political/community organizing.
4. Contribute to informed public discourse around contemporary political and urban policy issues and take a reflective, collegial stance towards addressing issues in public policy, advocacy, community organizing, politics, and public service.

## **Sample Course Map and Academic Catalog**

**Note** that the units-per-course here are still under development.

### ***Fall Semester, Year One***

1. History of Urbanism 4 units
2. Applied Democratic Theory 4 units
3. Elective 1-4 units
4. Career development seminar (program requirement, 0-units)

### ***Spring Semester, Year One***

1. Issues in Public Policy (includes quantitative research methods) 4 units
2. Urban & Regional Planning (includes community-based/qualitative research methods) 4 units
3. Elective, 1-4 units

4. Career development seminar (program requirement, 0-units)

### ***Summer***

1. Internship (program requirement, 0-units)
2. Elective or Intensives (when available, optional, 1-6 units)

### ***Fall Semester, Year Two***

1. Capstone Research Practicum 1 unit
2. Electives, 4-8 units

### ***Interession***

1. Intensives (when available, optional, 1 unit)

### ***Spring Semester, Year Two***

1. Masters Capstone Project 2 units
2. Applied Ethics for Policymakers
3. Two Electives, up to 4 units

## **Full Course List**

### **Core Courses**

#### *First Year*

UPA 601: History of Urbanism  
UPA 602: Issues in Public Policy  
UPA 603, A&B: Career Development Seminar  
UPA 604: Community-Based Research Methods

#### *Core Electives*

UPA 605: Applied American Politics  
UPA 606: Urban & Regional Planning

#### *Second Year*

UPA 640: Internship (Summer)  
UPA 641: Capstone Research Practicum  
UPA 642: Applied Ethics for Policymakers  
UPA 643: Masters Capstone Project

### **Electives**

UPA 610: Critical Approaches to GIS & Data Visualization  
(Full GIS curriculum is available through GsAL)  
UPA 611: Urban Field Study: San Francisco Bay Area

UPA 612: Globalization, Social Justice, & the City  
UPA 613: Critical Approaches to Urban Sustainability  
UPA 614: Housing, Community and Public Policy  
UPA 615: Urban Public Finance  
UPA 616: Applied Economic Geography  
UPA 617: Non-Profits and Public Policy  
UPA 618: Race, Organizing & Community Power  
UPA 619: International Perspectives on Democratic Theory  
UPA 620: Urban Education  
UPA 621: Urban Racial Politics  
UPA 622: The Politics of Land Use  
UPA 623: Economic & Community Development  
UPA 624: Transportation Planning

UPA 630: Applied Political Skills Seminars (630-01, 02...), 1-2  
units  
Grassroots Advocacy and Mobilization,  
Campaign Organization and Management,  
Policy Advocacy,  
Polling and Public Opinion,  
Political Communications

UPA 699: Directed Study (by instructor permission)

### **Elective Intensives**

**(When available, 1-2 weeks, Intersession or Summer)**

UPA 650: Sacramento Intensive (1 unit)  
UPA 651: Washington DC Intensive (1 unit)  
UPA 652: Community Development Intensive (rotating cities)  
(1 unit)

### **Course Delivery**

**Schedule:** Courses will continue to be offered on weekday afternoons and weeknights. [Some faculty are urging a move to all-night classes; this is still under debate.]

Students are able to work while in the program, though they may need some flexibility in their jobs. Attending part-time helps with this, but some of our core classes will continue to meet in the afternoon (from about 3pm onward). We would offer some of the shorter courses (1 unit) on Saturdays. If the college determines that even more weekend



courses would improve enrollments, we could move in that direction, but thus far there has not been sufficient interest among our students to merit such a move.

**Faculty:** The program will be taught by both full-time USF faculty and by part-time faculty who have experiential knowledge in the field.

About half of the classes will be offered by USF faculty, drawing on the rich expertise of our Politics, Urban Studies, African American Studies, Sociology and other departments and programs. Practitioners, with whom we work very closely, are chosen based on proven expertise in the field and teaching ability. We have found that many people who are active in urban and public affairs matters in the city jump at the chance to help shape the program. These people include longtime public servants, as well as active campaign managers, journalists, and think tank researchers, and others who have been happy to teach and help train and eventually hire our students.

The merged program may begin with just a single dedicated faculty member, who will also serve as director. The advisory boards contend that the program will not thrive and survive without more faculty dedicated to it, so we are excited to generate a new path for recruitment of full-time faculty in the near future. The boards contend that tenure track lines will be preferable for these positions.

### **Non-degree students**

We would like to pursue offering certain classes to the general public at a reduced rate. These non-degree students would not receive credit towards a MA, but would benefit from the public-facing practical curriculum that we offer. We see this as beneficial both for current students, who would enjoy contact with activists and advocates from the community, and to community members, who regularly inquire about access to our courses. We would clarify that only a few seats in each course could be held for the general public. This would also benefit our enrollment, ensuring that certain classes could remain on the books each semester. For this to be beneficial and successful, the price point would have to be competitive with local schools. The Political Skills Seminars would be ideal for this, as would a few key electives, like Urban Public Finance.

## **Catalog Course Descriptions**

New course descriptions and learning outcomes are under development for this program. See MoPA and UA descriptions above for many of these.

## **Collaborations on Campus**

We are committed to developing and expanding collaborations on campus. We aim to:

- Continue dual degree program with the Law School – UPA/JD.
- Offer preferred admission and select joint courses with Urban Studies and Politics.
- Create 4+1 programs with Urban Studies and Politics
- Develop joint courses across graduate programs. We seek advice from the dean's office on how to manage the unit-differentials that make this challenging.
- Continue collaborations with programs like the GsAL, which has been providing GIS training to our students for the last couple of years.

## **Academic Advisory Board**

UPA will maintain its own advisory board, which would involve a merger of the prior boards, while dividing from Urban Studies (the undergraduate major (Urban Studies will have its own board that is independent of the graduate program with some overlapping key faculty, including the UPA director). Faculty are currently discussing the new formulation, which will include most of the same people. Currently, the advisory boards are as follows, with primary campus affiliation:

### **Joint Urban Affairs-Urban Studies Advisory Board**

Jesse Anttila-Hughes (Economics)

Rachel Brahinsky (Urban Affairs)

Kathleen Coll (Politics)

David Donahue (McCarthy Center)

Pedro Lange-Churion (Urban Studies)

Keally McBride (Politics)

Noriko Milman (Sociology)

Tanu Sankalia (Urban Studies)

James Taylor (Politics)

Seth Wachtel (Architecture)

Maggie Winslow (MSEM)  
John Zarobell (International Studies)  
James Zarsadiaz (History)

### **Master of Public Affairs Advisory Board**

Rachel Brahinsky (Urban Affairs)  
David Donahue (McCarthy Center)  
Lisa Feldstein (Public Affairs, on leave)  
Ken Goldstein (Politics)  
Rebecca Gordon (Philosophy & Public Affairs)  
Kevin Hickey (Public Affairs)  
Keally McBride (Politics)  
Genevieve Negron-Gonzalez (Education)  
Brian Weiner (Politics)

### **Comparable Programs (Market Survey)**

This not an exhaustive list, but what we have seen is that there are not many programs that combine the Urban and Public Affairs degree, though the two concepts are often combined, via Public Affairs and Urban Planning or Urban Studies or other combinations.

The first on the list here, Louisville, combines the two as a single doctoral degree. The required courses in that program are very similar to those that we plan to offer. The question is whether this move – to offer a slightly uncommon degree – is an advantage or disadvantage for us.

#### **Combined Urban and Public Affairs Programs:**

University of Louisville, PhD in Urban and Public Affairs (PhD only)  
<http://louisville.edu/upa/programs/phd>

Cleveland State University, Urban Studies and Public Affairs, Ph.D.  
[http://catalog.csuohio.edu/preview\\_program.php?catoid=19&poid=4040&hl=%22Urban+Studies+and+Public+Affairs%22&returnto=search](http://catalog.csuohio.edu/preview_program.php?catoid=19&poid=4040&hl=%22Urban+Studies+and+Public+Affairs%22&returnto=search)

University of Delaware, Master in Urban Affairs and Public Policy (also offered as a PhD) <https://www.sppa.udel.edu/graduate-education/graduate-education/m-a-in-urban-affairs-public-policy>

Portland State, College of Urban and Public Affairs (but no Urban Affairs degree, instead has wide variety of degrees)  
<https://www.pdx.edu/cupa/graduate-and-doctoral-programs>

### **Public Affairs: Comparable MA Degrees**

The University of Texas at Austin, Master of Public Affairs with specialization options  
<https://lbj.utexas.edu/degreeprograms/mpaff/specializations>

Princeton University, Woodrow Wilson School of Public and International Affairs, <http://www.princeton.edu/graduate-academics/programs/mpa>

University of Wisconsin at Madison, Master of Public Affairs  
<https://www.gradsch.wisc.edu/mas/details/view/G837>

Indiana University Bloomington, Master of Public Affairs  
<https://spea.indiana.edu/masters/degrees-certificates/public-affairs/index.html>

Indiana University Northwest, Master of Public Affairs  
<http://www.iun.edu/spea/graduate/master-of-public-affairs.htm>

Indiana University South Bend, Master of Public Affairs  
<https://www.iusb.edu/mpa/>

Indiana University-Purdue University Indianapolis, Master of Public Affairs <http://spea.iupui.edu/future/graduate/mpa/>

University of Missouri-Columbia, Master of Public Affairs  
<https://truman.missouri.edu/degrees-programs/mpa/>

The University of North Carolina at Greensboro, Master of Public Affairs <http://www.uncg.edu/psc/mpa/>

Western Carolina University, Master of Public Affairs  
<http://www.wcu.edu/learn/departments-schools-colleges/cas/casdepts/poliscipublicaffairs/political-science-and-public-affairs-academic-programs/mpa/>

The University of Texas at Dallas, Master of Public Affairs (scroll down about halfway) <http://www.utdallas.edu/epps/public-affairs/degrees.html>

Washington State University, Master of Public Affairs  
<https://cas.vancouver.wsu.edu/master-public-affairs>

**Doctorate in Public Affairs:**

University of Colorado Denver, PhD in Public Affairs  
<http://www.ucdenver.edu/academics/colleges/SPA/PhD/Pages/default.aspx>

**Urban Affairs: Comparable MA Degrees**

Hunter College (CUNY) Master of Science in Urban Policy and Leadership (MSUPL) <http://www.hunterurban.org/master-of-science-in-urban-policy-and-leadership>

Portland State University, Master of Urban Studies  
<https://www.pdx.edu/usp/master-of-urban-studies-mus>

Temple University, Master of Arts in Urban Studies  
<http://www.cla.temple.edu/gus/graduate/masters-of-arts/>

Fordham University, Urban Studies  
[https://www.fordham.edu/info/22661/master\\_of\\_arts\\_in\\_urban\\_studies](https://www.fordham.edu/info/22661/master_of_arts_in_urban_studies)

Long Island University, Masters Program in Urban Studies  
<http://www.liu.edu/Brooklyn/Academics/Schools/College-of-Liberal-Arts-and-Sciences/Programs/Div3/UrbanStudies/MA-US>

University of Delaware, Master of Arts in Urban Affairs and Public Policy <https://www.sppa.udel.edu/grad-education/graduate-education/m-a-in-urban-affairs-public-policy>

Boston University, Master of Urban Affairs  
<http://www.bu.edu/met/programs/graduate/urban-affairs/>

Loyola University, Chicago, Master of Public Policy and Urban Affairs Program  
<http://luc.edu/muapp/prospectivestudents/programdescriptions/>

Cleveland State University, Master of Science in Urban Studies  
<https://www.csuohio.edu/urban/msus/msus>

Harvard Kennedy School, Social and Urban Policy Concentration  
<https://www.hks.harvard.edu/degrees/masters/mpp/curriculum/pacs-and-concentrations/sup-concentration>

LIU Brooklyn, Master in Urban Studies  
<http://www.liu.edu/Brooklyn/Academics/Schools/College-of-Liberal-Arts-and-Sciences/Programs/Div3/UrbanStudies/MA-US>

**Urban Affairs, Certificate Programs:**

American University (public policy analysis; U.S. foreign policy; women, policy & political leadership)  
<http://www.american.edu/degrees.cfm?alpha=S-Z&degree=gcert>

University of Akron, Public Administration and Urban Studies  
<https://uakron.edu/paus/academics/graduate-programs/paus-certificate-program.dot>

DePaul University, Metropolitan Planning and Development Graduate Certificate <http://las.depaul.edu/academics/certificates/Pages/metro-planning-development-certificate.aspx>

The New School, Master of Science in Urban Policy Analysis and Management <http://www.newschool.edu/public-engagement/ms-urban-policy-analysis-management/>

## Appendices

### A. List of Key Faculty & Staff

This is a selection of core or representative faculty who have taught in the program. Still others contribute via the Advisory Boards, see names above; Additional CVs available upon request.

1. FT: Rachel Brahinsky, Angela Fleekop (staff), Keally McBride, Tanu Sankalia, Brian Weiner, Ken Goldstein, Kathleen Coll, James Taylor, Dave Donahue. , Lisa Feldstein (currently on leave)
2. PT: Kevin Hickey, Rebecca Gordon, Ed Harrington, Donnie Fowler, Nicole Derse, Egon Terplan, Michelle Glowa, Tim Redmond, Diana Negrin, Tenoch Flores.
3. Bios are online, available here:
  - i. UA <https://www.usfca.edu/arts-sciences/graduate-programs/urban-affairs/faculty>
  - ii. MoPA <https://www.usfca.edu/arts-sciences/graduate-programs/public-affairs/faculty>
4. CVs for many of our faculty are being provided separately for the reviewers. Any missing CVs are available upon request.

### B. Data on Current Faculty and Students

(A1) Demographics: race, gender etc.

(A2) Internship and job placements:

Visualization on job-placement success

Lists of recent internship and career placements

(A3) Posters from recent UA & MoPA Capstone/thesis presentations (with project titles)

## A.1: Demographics: Race & Gender of Students and Faculty –

**Table (1): Number of Urban Affairs Students, Trends in Ethnic Background and Gender**

Semester	Fall 2013	Spr. 2014	Fall 2014	Spr. 2015	Fall 2015	Spr. 2016
<b>African American</b>	3	2	2	2	3	3
<b>Asian</b>	0	0	0	0	2	3
<b>Hispanic or Latino</b>	1	1	4	4	9	8
<b>International</b>	3	3	3	3	1	1
<b>Multi-Racial</b>	0	0	1	1	1	1
<b>Native American</b>	0	0	0	0	0	0
<b>Pacific Islander</b>	0	0	0	0	0	0
<b>White</b>	4	4	10	10	10	10
<b>Unknown</b>	0	0	1	1	1	2
<b>Total</b>	<b>11</b>	<b>10</b>	<b>21</b>	<b>21</b>	<b>27</b>	<b>27</b>
<b>Male</b>	3	3	8	8	14	14
<b>Female</b>	8	7	13	13	13	13

*Source: Center for Institutional Planning and Effectiveness (CIPE)*

**Table (2): Number of Public Affairs Students, Trends in Ethnic Background and Gender**

Semester	FA '11	SPR '12	FA '12	SPR '13	FA '13	SPR '14	FA '14	SPR '15	FA '15	SPR '16
<b>African American</b>	2	0	3	3	6	3	8	8	10	10
<b>Asian</b>	7	2	6	4	5	1	3	3	2	2
<b>Hispanic or Latino</b>	11	8	10	4	10	6	9	9	10	10
<b>International</b>	4	2	2	1	2	2	4	4	4	4
<b>Multi-Racial</b>	0	0	1	1	1	0	2	2	2	2
<b>Native American</b>	1	1	1	0	0	0	0	0	0	0
<b>Pacific Islander</b>	1	1	1	1	0	0	0	0	0	0
<b>White</b>	20	12	24	12	16	5	8	6	6	4
<b>Unknown</b>	3	2	5	3	9	4	6	7	6	6
<b>Total</b>	<b>49</b>	<b>28</b>	<b>53</b>	<b>29</b>	<b>49</b>	<b>21</b>	<b>40</b>	<b>39</b>	<b>40</b>	<b>38</b>
<b>Male</b>	17	8	16	11	18	7	14	14	14	13
<b>Female</b>	32	20	37	18	31	14	26	25	26	25

*Source: Center for Institutional Planning and Effectiveness (CIPE)*



**Table (3): Number of Faculty Affiliated with BOTH Public Affairs and Urban Affairs, Trends in Age, Ethnic Background and Gender**

Age	Under 36		36-45		46-55		56-65		Over 65		Total	
Gender	M	F	M	F	M	F	M	F	M	F	M	F
African American	0	0	0	0	0	0	0	0	0	0	0	0
Asian	0	0	0	0	0	0	0	1	0	0	0	1
Hispanic or	0	1	0	0	0	0	0	0	0	0	0	1

**Table (4): Number of Faculty Affiliated with Public Affairs, Trends in Age, Ethnic Background and Gender**

Age	Under 36		36-45		46-55		56-65		Over 65		Total	
Gender	M	F	M	F	M	F	M	F	M	F	M	F
African American	0	0	0	1	1	1	0	0	1	0	2	2
Asian	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic or Latino	0	0	1	0	0	0	0	0	0	0	1	0
International	0	0	0	0	0	0	0	0	0	0	0	0
Multi-Racial	0	0	0	0	1	1	0	0	0	0	1	1
White	0	1	3	1	4	1	3	0	2	0	12	3
Unknown	1	0	2	0	1	0	0	0	0	0	4	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>20</b>	<b>6</b>

*Source: Center for Institutional Planning and Effectiveness (CIPE)*

<b>Latino</b>													
<b>International</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Multi-Racial</b>	0	0	0	0	1	0	0	0	0	0	0	1	0
<b>White</b>	1	0	0	2	0	0	0	0	1	0	2	2	
<b>Unknown</b>	0	0	1	0	0	0	0	0	0	0	1	0	
<b>Total</b>	1	1	1	2	1	0	0	1	1	0	4	4	

*Source: Center for Institutional Planning and Effectiveness (CIPE)*

**Table (5): Number of Faculty Affiliated with Urban Affairs, Trends in Age, Ethnic Background and Gender**

Age	Under 36		36-45		46-55		56-65		Over 65		Total	
Gender	M	F	M	F	M	F	M	F	M	F	M	F
<b>African American</b>	0	0	0	0	1	0	0	0	0	0	<b>1</b>	<b>0</b>
<b>Asian</b>	0	0	0	1	1	0	1	0	0	0	<b>2</b>	<b>1</b>
<b>Hispanic or Latino</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>International</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>Multi-Racial</b>	0	0	0	0	0	0	0	0	0	0	<b>0</b>	<b>0</b>
<b>White</b>	0	1	1	0	0	0	1	0	0	0	<b>2</b>	<b>1</b>
<b>Unknown</b>	0	0	0	0	0	1	2	0	1	0	<b>3</b>	<b>1</b>
<b>Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>3</b>

*Source: Center for Institutional Planning and Effectiveness (CIPE)*

**(A2) Internship and job placements:**

- i. Visualization on job-placement success**
- ii. Lists of recent internship and career placements**

## Careers and internships by the numbers



80%

of students are employed  
within 6 months

---

number of internships that  
led to full-time jobs

---



25%



11%

number of jobs secured via  
faculty or alumni connection

---

number of above average  
internship evaluations

---



89%



17%

number of internship supervisors  
who consistently host our  
students (2+ years)

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# — MASTER OF ARTS IN URBAN AFFAIRS —



## INTERNSHIPS – RECENT PLACEMENTS

**Center for Urban Education  
and Sustainable Agriculture**  
*San Francisco, California*

**New Jersey Institute for  
Social Justice**  
*Newark, New Jersey*

**Mayor's Office of  
Communications**  
*San Francisco, California*

**NYC Department of  
Education, Division of Early  
Childhood Education**  
*New York City*

**Livable City**  
*San Francisco, California*

**Race Forward**  
*Oakland, California*

**City and County of  
San Francisco**  
*San Francisco, California*

**Marin County Office  
of the Sheriff**  
*San Francisco, California*

**Housing Rights Committee**  
*San Francisco, California*

**Swords to Plowshares**  
*San Francisco, California*

**South of Market Community  
Action Network**  
*San Francisco, California*

**Community Food and  
Justice Coalition**  
*San Francisco, California*

**San Francisco Office of  
Economic and Workforce  
Development**  
*San Francisco, California*

**City of Albany Community  
Development Department**  
*San Francisco, California*

**Coleman Advocates for  
Children and Youth**  
*San Francisco, California*

**Qilombo: A Radical  
Community Social Center**  
*San Francisco, California*

**HomeBase: Advancing  
Solutions to Homelessness**  
*San Francisco, California*

**Golden State Warriors**  
*San Francisco, California*



UNIVERSITY OF  
SAN FRANCISCO

Master of Arts in Urban Affairs  
Master of Public Affairs

### Master of Arts in Urban Affairs

Early Career Path information for the first two cohorts (May 2015 and 2016 graduates):

Job title	Organization
Policy Director	SF Tenants Union
Director of Public Affairs	Golden State Warriors
Director of Global Youth Programs	Global Youth Movement (GYM Oakland)
Research Associate	HomeBase, The Center for Common Concerns (SF)
Transportation Planning Intern	AC Transit (Oakland)
Design Intelligence Coordinator	Woods Bagot Architects, SF
Associate Director of Major Gifts, School of Management	University of San Francisco
Urban Planning and GIS Associate	Urban Strategies Council (Oakland)
Field Operations Special Advisor	New York City Department of Education
Bilingual Outreach Community Coordinator	Department of Elections, City & County of SF
Lead Courier	Farmgirl Flowers
Youth Health Alliance Coordinator	Engage SF, McCarthy Center for Public Service, USF
Analyst	Office of Short Term Rentals, Office of the City Administrator, City & County of SF
Transportation Planner	Division of Rail and Mass Transportation, Caltrans (Sacramento)



# — MASTER OF PUBLIC AFFAIRS —



## INTERNSHIPS - PLACEMENTS

**Assemblymember  
Marc Levine**  
*Sacramento, California*

**Oakland Food Policy Council**  
*Oakland, California*

**API Equality**  
*Los Angeles, California*

**Vote Hemp, Inc.**  
*San Francisco, California*

**All Walks of Life, Inc.**  
*Atlanta, Georgia*

**Storefront Political Media**  
*San Francisco, California*

**Governor's Office of  
Planning and Research**  
*Sacramento, California*

**City Attorney's Press Office**  
*San Francisco, California*

**Children Now**  
*Oakland, California*

**Ground Floor Public Affairs**  
*San Francisco, California*

**Supervisor Jane Kim**  
*San Francisco, California*

**Bay Area Rapid  
Transit (BART)**  
*San Francisco, California*

**City Administrator's Office**  
*San Francisco, California*

**Hands on Bay Area**  
*San Francisco, California*

**Green for All**  
*San Francisco, California*

**Office of Homeland Security,  
Asylum Office**  
*Houston, Texas*

**Supervisor David Chiu**  
*San Francisco, California*

**Coleman Advocates**  
*San Francisco, California*

**T4A**  
*San Francisco, California*

**The White House, Office of  
Management and Budget**  
*Washington D.C.*

**Dept. of Labor**  
*San Francisco, California*

**Senator Kevin DeLeon**  
*Sacramento, California*

**Atlas Project**  
*Washington D.C.*

**Alameda Labor Council**  
*San Francisco, California*



**(INTERNSHIPS - CONTINUED)**

**Supervisor Eric Mar**  
*San Francisco, California*

**City Administrator's Office**  
*San Francisco, California*

**California Criminal Justice Campaign**  
*San Francisco, California*

**50+1 Strategies**  
*San Francisco, California*

**SF Immigrant Rights Commission**  
*San Francisco, California*

**Assemblymember Ricardo Lara**  
*Sacramento, California*

**Dumbo Business Improvement District**  
*New York City*

**Supervisor David Chiu**  
*San Francisco, California*

**Office of the Mayor**  
*San Jose, California*

**Department of Public Health**  
*San Francisco, California*

**Meridian Pacific, Inc.**  
*Sacramento, California*

**Causa Justa**  
*San Francisco, California*

**US Senator Harry Reid**  
*Washington D.C.*

**Oakland Police Department**  
*Oakland, California*

**National Council of La Raza**  
*Los Angeles, California*

**San Francisco Foundation**  
*San Francisco, California*

**Young Audiences of Northern California**  
*San Francisco, California*

**San Francisco Police Department**  
*San Francisco, California*

**California Budget Project**  
*Sacramento, California*

**Office of the Mayor**  
*New York City*

**Leland Yee for Mayor Campaign**  
*San Francisco, California*

**Bevan Duffy for Mayor Campaign**  
*San Francisco, California*

**Votizen PAC**  
*San Francisco, California*

**Habitat for Humanity**  
*San Jose, California*

**BizWorld Foundation**  
*San Francisco, California*

**Emerge California**  
*Oakland, California*

**East Meets West Foundation**  
*Oakland, California*

**National Research Media**  
*Washington D.C.*

**Alameda County Supervisor Keith Carson's Office**  
*Alameda, California*

**California Clean Money Action Fund**  
*San Francisco, California*

**Barbary Coast Consulting**  
*San Francisco, California*

**Golden State Warriors**  
*San Francisco, California*

**Permanent Mission of Saudi Arabia to the UN**  
*New York City*

**Office of the State Treasurer, California Tax Credit Allocation Committee**  
*Sacramento, California*

**SCN Strategies**  
*San Francisco, California*

**Supervisor Norman Yee's Office, District 7**  
*San Francisco, California*

**Black Women Organized for Political Action**  
*Oakland, California*

**Office of Assemblymember Bill Quirk**  
*Sacramento, California*

**Institute for Responsible Nutrition**  
*San Francisco, California*

**American Lung Association**  
*Oakland, California*

**Asian Pacific Islanders American Public Affairs Association**  
*Sacramento, California*

**Asian & Pacific Islander Wellness Center**  
*San Francisco, California*

**California Association of Non-Profits**  
*San Francisco, California*

**City Attorney, Press Office**  
*San Francisco, California*

**Coleman Advocates for Children and Youth**  
*San Francisco, California*

**Golden Gate Restaurant Association**  
*San Francisco, California*

**Hands on Bay Area**  
*San Francisco, California*

**Latino Community Foundation**  
*San Francisco, California*



## JOB PLACEMENTS

**Senior Account Executive**  
Yoswein New York  
New York City

**Program Manager - Global  
Corporate Citizenship**  
Netsuite  
San Mateo, California

**Legislative Aide**  
Supervisor Mark Farrell  
San Francisco, California

**Manager of Public Relations**  
Stanford Health Center  
Stanford, California

**Capital Budget and Economic  
Development Coordinator**  
United Healthcare Workers West  
San Francisco, California

**Direct Support Professional**  
Misericordia  
Chicago, Illinois

**Program Manager,  
Businesswomen for Citizenship**  
NALEO Education Fund  
Washington, D.C.

**Operations Manager**  
Nvest, Inc.  
San Francisco, California

**Manager of Public Policy and  
Community Engagement**  
California Family Health  
Council  
Berkeley, California

**Vice President**  
Latino Community Foundation  
San Francisco, California

**Founder and Director**  
PolitiHacks  
San Francisco, California

**Deputy Public Affairs Officer**  
United States Navy  
Atsugi, Japan

**Regulatory Case Coordinator,  
Electronic Transmission Rates**  
PG&E Corporation  
San Francisco, California

**Senior Project Manager**  
Barbary Coast Consulting  
San Francisco, California

**Communications Manager**  
Education Trust-West  
Oakland, California

**Senior Staff to the Director**  
SF Department of Public Health  
San Francisco, California

**Organizer**  
International Federation of  
Professional & Technical  
Engineers (IFPTE Local 21)  
Martinez, California

**Appointee, North Carolina  
Teacher Advisory Committee**  
State of North Carolina, Office  
of Governor Pat McCrory  
Raleigh, North Carolina

## **(JOBS - CONTINUED)**

### **Deputy Campaign Manager**

Alliance for Citizenship  
Washington, D.C.

### **Education Analyst**

University of California  
San Francisco, California

### **Program Associate**

American College of  
Emergency Physicians  
(ACEP), California Chapter  
Sacramento, California

### **Account Executive**

Redwood Pacific Public Affairs  
Sacramento, California

### **Director, Civic Innovation**

Civic Consulting, USA  
New York City

### **Planning Expert, Directorate, General Annual Programs and Conjunctional Evaluations**

Undersecretariat of State  
Planning Organization, Turkey  
Ankara, Turkey

### **Deputy Executive Director of Field Operations, Division of Early Childhood Education**

NYC Department of Education  
New York City

### **Staff**

Senator Lois Wolk  
Sacramento, California

### **Partner**

The Adriel Hampton Group  
Los Angeles, California

### **External Affairs Liaison**

California State Controller, Los  
Angeles Office  
Los Angeles, California

### **Senior Communications Specialist**

Square Trade  
San Francisco, California

### **Senior Development Associate**

Marin Community Clinics  
Marin County, California

### **Communication Coordinator**

Sonoma County Department  
of Health Services  
Sonoma, California

### **Operations Manager**

Hands on Bay Area  
San Francisco, California

### **Outreach Manager**

University of California,  
Continuing Education of the Bar  
Oakland, California

### **Asylum Officer**

Department of Homeland  
Security  
Washington D.C.

### **Government and Community Relations Manager**

Bay Area Rapid Transit (BART)  
Oakland, California

### **Legislative Aide**

Jane Kim for Supervisor  
San Francisco, California

### **Community Organizer**

San Diego Community  
Organizing Project  
San Diego, California

### **Research Assistant**

Public Profit  
Oakland, California

### **Navigator**

Stanford Hospital  
Palo Alto, California

### **Legal Assistant**

Department of Human  
Services, State of Georgia  
Atlanta, Georgia

### **Deputy Director**

Mayor's Office of  
Neighborhood Services  
San Francisco, California

### **Field Coordinator**

National Skills Coalition  
Washington, D.C.

### **Development Coordinator**

World Wildlife Fund  
San Francisco, California

### **Social Media and Volunteer Coordinator**

City of San Carlos  
San Carlos, California

### **Director of Business Development**

Craneway Pavillion  
Richmond, California

### **Communications Associate**

Charles and Lynn Schusterman  
Family Foundation  
San Francisco, California

### **Public Information Officer**

City and County of San  
Francisco, Port of San Francisco  
San Francisco, California

### **Council Policy and Legislative Aide**

San Jose Mayor's Office  
San Jose, California

### **Communications and Public Policy Associate**

Golden Gate Restaurant  
Association  
San Francisco, California

### **Campaigns Associate**

Care2  
Tallahassee, Florida

**(A3) Posters from recent UA & MoPA Capstone/thesis presentations**





MASTER OF ARTS IN URBAN AFFAIRS

# CAPSTONE

S Y M P O S I U M

*FRIDAY, APRIL 22*

*9:15-5:15PM*

*MALLOY 230*

9:15 AM SHANNON SIMONDS

*Aligning an Olympic Vision: Is Sustainability Possible?*

10:00 AM AMANDA SMITH

*Access to Access: Are Immigrants Fully Served Under the Affordable Care Act?*

10:45 AM NOLIZWE NONDABULA

*We Are the Ones We Have Been Waiting For: The Rise of Black Feminsim within the Black Liberation Movement*

11:30 AM SPENCER ROBERT

*Ham Time: Old Technology for a New Age of Emergency Management*

12:15 AM STEPHANIE SMITH

*Food Access in the Heart of the City*

1:45 PM ALANA ROTTI

*Prostitution and Sex Trafficking: Intersections and Influence, with Policy for Modern Age*

2:30 PM CHRISTOPHER BARDALES

*In Defense of Sanctuary: An Immigration Policy for an Age of Uncertainty*

3:15 PM GREG BRAND

*The Solidarity Economy: Transitioning to a Sustainable Path for Uncertain Future*

4:00 PM KEN EBY

*Lessons from the Best Worst Job Ever*

4:45 PM PETE BYRNE

*Sharing in the Urban Context: Love all, Trust Few, Do Wrong to None*



MASTER OF PUBLIC AFFAIRS

CAPSTONE

SYMPOSIUM

MAY 16—17

9:15-6PM DAILY

MASONIC BUILDING - ROOM 228

MONDAY MAY 16

- 9:15 AM

HENRY ODIASE

What is the role of local government in facilitating the integration of immigrants? A case study of San Francisco
- 10:00 AM

KIRAN PARMAR

Separate but unequal: an analytical look at the safety policies and infrastructure for bicyclists in San Francisco.
- 10:45 AM

BEN BISCOCHO

Preserving Kapwa-Exploring the effects of displacement on Filipinos in San Francisco
- 11:30 AM

ENRIQUE AGUILAR

Increasing Voter Participation in San Francisco
- 12:15 PM

SEBASTIAN CONN

The Politics of Place & Urban Leadership: Lessons from Oriole Park at Camden Yards
- 1:45 PM

MONICA LAZO

Education Inequality-Misappropriation of Bonds and the consequences it has on Richmond's Children of Color.
- 2:30 PM

TOM SILVERMAN

The Rational Proceduralist Legitimacy of Labor Union Agency Fees
- 3:15 PM

JESS ANDREPONT

Soon to be Underwater Treasure: a Case Study of Treasure Island
- 4:00 PM

CHARLETTE VINEY

Child Trafficking Prevention in High Trafficked Areas
- 4:45 PM

BRIDGET MAHONEY

Polarization within the American Public
- 5:30 PM

JASMINE CONRAD

Fault Lines: A look at the fissures between cultural capital and independent artists in San Francisco
- 6:00 PM

COLLEEN BUGANSKI

The Human Cost of Cost Benefit Analysis

TUESDAY MAY 17

- 9:15 AM

BREEANNA DECKER

Do local government partnerships with philanthropic and community based organizations enhance marginalized communities?
- 10:00 AM

LIZA SHI

Biased OPT Extension for STEM Students Leads to Disproportionate H1B Turnouts
- 10:45 AM

JOANNE WANG

Searching for Jobs-Housing Balance in Silicon Valley
- 11:30 AM

ALEX ARCHER

Pathways to Completion in Higher-Education
- 12:15 PM

AMELIA NEAL

Community Engagement and School Reform
- 1:45 PM

JOSEPH IGBINWEKA

Physical Mobility: Income Mobility for Low-Income People: Analysis on the mismatch between central city transit and location of job for low income people in the Bay Area
- 2:30 PM

HANOUF KHALLAF

Veto Syria: Explaining the Power of the United Nations Security Council and the Syrian Refugee Crisis
- 3:15 PM

REBECCA MCDOWELL

Policy Recommendations for Addressing the Need to Access Fresh and Nutrient Dense Foods within the Supplemental Nutrition Assistance Program
- 4:00 PM

TREVOR MARTIN

The California Faction Forum: Disclosing Undue Influence in the Citizen's Initiative Process
- 4:45 PM

MARQUISE FOSTER

Do savings from the "Twitter Tax Break" match Tech philanthropy efforts in Mid-Market San Francisco?