**University of San Francisco**

**School of Management**

**PNA Department**

**Meeting Summary**

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| Date: 08/14/14 |  | Start Time: 2:30 p.m. |  | End Time: 4:15 p.m. |  | Location: MH 310 |  |

**Attendance:** Larry Brewster; Rich Callahan; Kim Connor; Frank Gigliotti; Ron Harris; Catherine Horiuchi; Tim Loney; Tony Ribera; Marco Tavanti; Richard Waters

**Agenda:** *Introductions and welcome; approval of meeting notes for Dept. Meeting; discussion of MPA Curriculum Revise and Approval; Homeland Security proposal; MNA Full-time Program Implementation; MPA and MNA faculty search – area focus and outreach strategy; review of MPA and MNA program descriptions; schedule for spring semester*

**Agenda: Materials distributed in advance of the meeting to all faculty**

1. MPA and MNA Program Descriptions Requested by Associate Dean Veitch
2. Administrative update of Summer, 2014
3. Notes of May, 2014 meeting
4. MPA Advisory Board meeting notes of May 28, 2014 and Board member bios
5. Meeting notes of Department Retreat April, 2014 on MPA revision
6. Revised Flow chart of courses for proposed revised MPA program
7. Cyber Security Graduate Certificate Program Background

**Introductions and Welcome:**

Rich Callahan introduced the new MNA Program Director, Marco Tavanti to the group. His office will be located at 101 Howard Street. Rich is pleased that we have brought on Marco, as well as new adjunct faculty, to navigate and negotiate the landscape of nonprofits, both locally and internationally. Each department member introduced him or herself, and mentioned their teaching emphases.

**Approval of the May 2014 meeting minutes:** all approved, except for Marco who abstained.

**MPA Curriculum Revise and Approval:** Rich Callahan pointed out that we agreed to the proposed changes in May, and he asked if there is consensus to seek approval from the GPC (a handout was distributed related to the flow of courses). Advantages of the MPA revision include: allowing our MPA students to take classes with other students outside the program during Intersession; 22-month program; no required course in the summer after the students walk in the May commencement ceremony; and we drop the Integrative Seminar, and focus on Ethics/Leadership as the final course to launch MPA students’ next phase of their career.

Larry added that it has been difficult to keep students motivated over the summer after they walk in the May, so this will solve that problem. Ron suggested looking at PA 632, Public Policy Analysis and Implementation. Catherine said that it is important for our students to know the difference between microeconomics and macroeconomics before they take Policy Analysis; if not, they won’t be able to make their case when they get to the final project. Students need to be able to read a budget, understand cost and the finance of public budgeting (short and long-term), and understand that economics is important in terms of demographics. Ron suggested moving some of the heath care content into Public Policy Analysis. Rich believes that this is very doable. PA 611 has very explicit components (social determinants of health, and VA information via Kaiser); our students dive into health care in this course. For Public Policy Analysis, and Program Evaluation, we need to maintain a specific health track. Students receive health care information in the following courses: PA 611; PA 660; PA 632; and PA 680. Rich asked Ron to consider whether he prefers two 2-unit electives in Health, or one elective in Heath and the second elective in another course emphasis. Ron said that the Big Data course will work with the proposed Cyber Security program. Catherine said that she would like to create an IT- light course that can help students handle real-world situations.

Marco asked about the differences between the current MPA program and the proposed revision. Rich answered that the program course load drops from 39 to 38 units, we merge the HR course into the Management and Organizational Behavior course, and we drop the Capstone course and then add in 2-units of electives. We combine the Budget course with Finance & Economics, and go from 6 to 4-units.

Marco asked how this compares with other programs in the School. Catherine said that we went to a 39-unit MPA program to beef-up the content, and Larry added that this also helped to satisfy NAASPA requirements. Catherine said that we tabled the 3 to the 4-unit course shift until we took care of the MPA Online program. We are a primarily an in-service MPA program, so that satisfies NASPAA. Catherine said that 3-unit courses disadvantage the faculty, and it is harder to get faculty from other departments to agree to teach our courses. This change will make it easier for faculty to volunteer to teach, for example, a 2-unit MNA course and vice-versa. As faculty, we do as much work with a 3-unit course as we do with a 4-unit course. Marco asked about WASC accreditation, and Catherine said that WASC does not care about specialized graduate programs.

Ron asked about Intersession, and Rich said that the revision keeps the Intersession course schedule; therefore, with the proposed change, full-time faculty members will be available all year long. Catherine pointed out that faculty are contracted from the first day of the fall semester, including Intersession, through the last day of the spring semester; faculty are not contracted for summer. Per Rich, the Budget and Economics course does lock the faculty member teaching that course into a summer schedule. Catherine said that too many courses are scheduled for summer; it is better to offer more during Intersession. This also solves the problem that NASPAA identified; some of our required courses are taught over the summer when full-time faculty are not contracted to teach, and therefore we hire adjunct faculty in their place.

It was pointed out that the proposed MPA revision actually encompasses 40 units not 36. One suggestion, to correct the oversight, is to change the total program units from 39 to 38. Per Larry, our students will still graduate sooner, pay one less unit, and this will look better for NASPAA. A discussion followed as the best way to spread out the 38 units throughout the 22-month program. Catherine suggested dropping PA 638 from 4 to 2-units. She also suggested asking our Advisory Board members to review the proposal. Catherine said that we should identify what we are adding to each course (moving from 3 – 4 units), and Richard W. added that we should also identify the courses that will absorb the lost content from the dropped courses. Ron asked about the time line for completion. Rich said that if we do not receive approval from the GPC by late September/early October then we will not get this in in time for the School of Management Student Recruitment and Marketing staff to recruit for 2015. Ron said that it will take a team to make this happen; he and Richard W. worked together to revise the MNA program, and he will need help to revise MPA. Catherine agreed that it is a big thing to launch something new because they are already assigning classrooms for next fall.

Larry asked about revising the MPA Online program. Kim said that a complete revision is scheduled for next spring. Catherine said that the online program will remain 3-units and the on the ground program will be 4-units. Rich said that we need to phase-in the online unit change. If we did change online to 4-units, it would solve the overloading of on-line students ‘over the summer’ problem.

Rich Callahan asked for volunteers to be on the committee to revise the MPA program. Ron volunteered to do the mapping that Richard W. did for the MNA program. Rich will work with Ron to come up with 4-5 bullet points/learning outcomes for each course. Kim will send Ron the learning outcomes for PA 620. Marco volunteered to work with Rich and Ron on the MPA revision. Richard W. wondered if students will compare the 38-units for the MPA program to the 36-units for the MNA program. Marco said that it is more important to look at the differences between our program and our external competitors, rather than compare our program to other programs within USF. Rich said that students who enroll under the new program structure will take one extra week of class per month; however, they will take one less course over the summer (one course instead of two). Marco said that we could rename PA 638 E-Governance; this was in existence before. Rich said that the MPA program revision approval would not lock us into the titles for our courses; we could still come up with cool names for our courses.

Rich went around the table and asked whether or not everyone was okay with the discussion.

**MNA Full-Time Program Implementation:** Per Richard Waters, discussion has begun to develop a full-time 13-month MNA program proposed to start fall semester of 2015. We plan to look at internship opportunities, a younger student base that does not require two years work experience, incorporate an international focus, and also look at other Jesuit institutions. Rich added that classes will be held Tuesdays, Wednesdays, and Thursdays, which will give the students an opportunity to do internships on Mondays and Fridays. We will offer the same shell of course names but not the same syllabi; therefore, a lot of work needs to be done before we can launch the new program. Per Richard W., our current first year (fall and spring semesters) will be consolidated into one fall semester, and our current second year (fall and spring semesters) will be consolidated into one spring semester; in addition, one course will be taken post commencement to satisfy the program requirements. Marco said that we’ve done a good job; he wants to look at the content/topics, and see how it can be launched. Rich proposed that we delegate the launch to Marco, who will work with Elisabeth Merkel, the Director of Graduate Admissions, and give Marco the say on the timing of the launch. Rich asked if others were okay with this. Marco wants to rely on our suggestions, as well as look at how our courses compare to outside institutions. Larry said that we should be promoting programs now if we want to launch in 2015. Per Richard W., because we only recruit in the fall semester we should look at fall 2016 as a start time. Kim suggested that we market the program to our own undergraduate students. **Motion formally and unanimously approved by the Department to delegate to Marco as MNA program chair the decision on starting in 2015 for the Full-time MNA.**

**Homeland Security Proposal:** Ron began by stating the problem - that no one knows how to define this. The U.S. has been engaged in cyber warfare with other countries and now these countries are retaliating by doing the same thing to us. Industries have infrastructure in place, an information system model that is vulnerable and subject to attack because these systems are all connected. Public employees are not informed about information command structure. How does this relate to this proposal? We can train students (public and private), and we can work with different sectors of government, including law enforcement. We could develop an Introduction to Homeland Security course and maybe select a couple courses from our other programs. Kim asked if this will be a certificate program. Ron said that we could start with a certificate and then develop a degree program. Catherine said that 80 – 90 percent of our students want an Information Security emphasis, and that we have a functional course, Information Systems, in place. The reason that the program is not larger is because of resource constraints. Wherever there is a symposium, we could find the people who want to work with us. She added that we should get into the management aspect of this; our niche public and nonprofit students are terrified of cyber attacks. Tony said that cyber crime/cyber security is the theme of the next symposium. Tony will put together an agenda and send it to Catherine. Ron asked, if we focus on Homeland Security, is it cyber or something else such as law enforcement? Tony said that Homeland Security is a collaborative effort, not just law enforcement, and added that one mistake we make is to believe that we can do everything; rather, we need community to help. Putting an executive program together emphasizing cyber crime could be very good. Marco mentioned Emergency Management, the Philippines, and other recent disasters. Cyber is important in terms of the need to reestablish lost communication lines, and earthquake disasters, specifically, could be the route or umbrella for us. He believes that a certificate program could be approved.

**Decisions Made and Policies Approved:**

* Conceptually, as it is laid out in our documents, the department faculty formally approved a 38-unit revision to the MPA program. Rich and Ron, with the help of Marco, will present to faculty, via e-mail, the learning outcomes we want to achieve for 8 courses and a couple of electives. The completed document will be presented to the GPC committee for review in late September/early October. (Tony moved to accept and Larry seconded.)
* Marco will move ahead on developing a new full-time MNA program, and he will negotiate with School of Management administrators as to the timing of the launch. (Larry moved to accept and Richard W. seconded.)
* The department members support search lines for new MNA and MPA faculty. (Tony moved to accept and Larry seconded.)

**Action Items to be addressed after the meeting:**

* Rich asked that the faculty review the spring 2015 schedule of classes and send their teaching preferences to him.
* Add the following items to next month’s meeting agenda: update on regional campuses; Tony and Ron will create an agenda for a workshop to discuss the proposed Cyber Security (program or certification). Rich would like to devote 45 minutes to discuss this topic.
* Department faculty will read the MPA and MNA write-ups and send any suggestions to Rich Callahan; he will make changes before the docs are sent to Dean Davis for review.