

University of San Francisco

School of Management

PNA Department

Meeting Summary

Date: 10/07/14	Start Time: 11:00 a.m.	End Time: 12:30 p.m.	Location: MH 405
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**Attendance:** Larry Brewster; Rich Callahan; Kim Connor; Frank Gigliotti; Ron Harris; Monika Hudson; Tim Loney; Tony Ribera; Marco Tavanti; Richard Waters

**Agenda:** *Introductions and welcome; approval of meeting notes for Dept. Meeting of August, 2014; discussion of AGI Program Revision; Update on AGI in Rome; MNA Full Time Program Market Study Proposal; Extension of pilot “2 year preferred, not required” MPA admission; MPA and MNA faculty search update; MPA Program revise up date.*

**Agenda:** **Materials distributed in advance of the meeting to all faculty**  
1) Draft minutes of August 2014 meeting  
2) Academic Global Immersion program proposal

**Introductions and Welcome:** Marco joined the discussion via telephone, and all introduced themselves so Marco was clear who was in attendance.

**Approval of the August 2014 meeting minutes:** Larry moved to accept the minutes and Tony seconded; it was noted that the department met with Dean Davis in September and no meeting minutes were taken (as far as we know).

**Discussion of AGI Program Revision:** Ron and Marco attended the most recent AGI meeting; they talked with Roger Chen and initiated the process of reviewing the draft. Two AGI syllabi were reviewed and the attendees were satisfied. Our department was not aware of the draft policy instituted by the previous dean. Our plan was approved, and we will seek approval from the GPC Committee on Friday, 10/10. (Ron cannot attend that meeting, and Roger Chen invited Marco to attend.) It was suggested that a sub-committee of AGI be created and Ron volunteered to participate. A handout showing the process for obtaining approval for an AGI was distributed. Marco shared three points with our group that resulted from the AGI discussion and a subsequent meeting with Gerardo Marin: 1) the approval process does not include anything about assessment, which surprised him; 2) Marco would like to do a symposium in the spring in order to showcase what AGI students are doing; 3) the AGI process should begin at the department level because we need to respond to the internal needs of our students rather than apply them generically. Ron added that students have the impression that the AGIs are not meaningful academically. Per Roger Chen, some past AGIs have not been academically rigorous, and do not show how travel (via an AGI) is relevant to the student’s career and learning process. Ron suggested that rather than individual faculty members creating their own AGI syllabi, the department members should be the other eyes to review it. Rich Callahan said he sees several action items resulting from our discussion: 1) Do we want Marco to be the proxy at the next GPC meeting and have Ron’s vote? (Ron is fine with this.); 2) account for Assurance of Learning with any proposal; 3) any proposal should be discussed at the department level before GPC; 4) student candidates should be able to show relevance to academic and professional life; 5) Any AGI program must align precisely with University

requirements for International programs. Rich Callahan (acting outside the role of department chair) made a motion to approve these action items. Ron Harris seconded the motion. All approved, and the motion passed unanimously. Marco made a few more points, including: the AGI in Rome is in alignment with our mission, embedded with our program, and can provide both an interesting conversation and strengthen our partnerships with other Jesuit Universities; the AGI will provide exposure for our School; we can show how these AGIs can help students direct their careers and their value systems. He said that follow-up is important, and noted that most of the students who plan to attend the AGI in Rome are from older MNA cohorts; therefore, Marco is making the Intersession 2015 course a 2 + 1 (a two-credit course with one extra credit extension). Rich added that the students who attend the 3-unit AGI are allowed to substitute this for another course in which the student already has experience. Larry asked what will the students substitute and Rich said that the individual student is allowed to decide. Currently, per Marco, 7 MPA and 8 MNA students plan to attend the AGI in Rome. Our students can also join the AGI in Buenos Aires, and one student is interested in Dubai. Therefore, more of our students (beyond the 15) plan to attend an AGI during Intersession. Kim asked if graduate students from other departments are allowed to attend our AGI to Rome. Rich answered yes, the students are allowed to join our AGI; however, they are not being encouraged to do so by their departments. Rich summarized the discussion in three points: 1) 2 credit + 1 credit AGI course; 2) the student picks a course to substitute with the approval of the department chair; 3) the default course is the AGI in Rome. Rich added that Marco will keep us updated as he develops relationships with companies in Rome, and asked Marco to send Frank the recent approved AGI proposal and Frank will send a copy to the department members. (After the meeting, Marco emailed the proposal to all.) Rich said that the AGI to Rome gives us a great leg-up in terms of marketing our program. It is a remarkable distinction. In one year, our MNA Program has gone from a regional program to a statewide program and now to an international program. Rich said that Margot Frye is great to work with, and pointed out that the work Marco has done on this is amazing. We are silently applauding him. Rich asked all to send any suggestions directly to Marco.

**Full-Time MNA Program:** Marco will have a longer meeting with Dean Davis about the FT MNA program. The Dean's office is more inclined to hold off on this. Marco had a meeting with Richard Stackman about marketing tweaks that would attract a different audience. Richard had suggestions about cooperatives, etc. Good opportunity to think about how we want to present ourselves in terms of marketing. Dean Davis may not be ready for a fall '15 start, but Marco may have a different perspective on Friday. Rich said that the dean wants to do a marketing study first, and Rich can move forward with Margot Frye. He added that if we do a market study through Hanover, it would not be possible to launch in fall '15. Our School has two paid slots for a Hanover study; plus, with the faculty search, Dean Davis may think that we are overcommitted. Per Rich, if anyone has questions about the Hanover study, send them to Marco today or tomorrow (10/7 or 10/8/14). Rich asked if there was anything to add. For AACSB, they look for a 50/50 Full-Time vs. Adjunct Faculty ratio. Currently, Marco and Richard Waters are teaching 50% of the MNA courses but that will end after one year unless they accept overload. Even if the FT MNA program is delayed, we will still be under 50% FT Faculty ratio. Dean Davis meets with the program directors every Monday afternoon, and she meets with department chairs the alternate Mondays. Rich asked that Tony Ribera be invited to the Program Director meetings.

**MPA and MNA Faculty Search Update:** Per Rich Callahan, Dean Davis asked for requests for faculty lines. Rich has submitted the request, and the dean is meeting with the provost to discuss this matter. Marco will write a follow-up note to Dean Davis about the MNA Faculty line. Rich said that the dean asked whether or not we are meeting our percentages, and Rich told her that yes, we are, because we teach as overload. This negatively impacts the time we could be devoting to research. Dean Davis is writing an exclusion of MPA from AACSB (others at the meeting agree that is the case) and Rich assumes that the MNA program will be included in AACSB. In addition, the Analytics and the MSIS programs have asked to be excluded from AACSB. Rich took a moment to thank the faculty for offering to teach overload. For NASPAA, we met the 50/50 faculty ratio in every region except for one. Frank will send a copy

of the spreadsheets in the NASPAA folder on the T-Drive. Rich asked if there is a NASPAA accreditation for MNA; Richard Waters does not know of this. Marco said that maybe under NACC but not programs for accreditation. NASPAA's process is about mission. He added that we should stress quality. It was decided that we would continue this discussion at the next meeting.

Rich asked if we were still in agreement to offer MNA in San Jose (at the regional campus instead of MPA). Monika asked about the rationale for this decision. Rich said that recruitment for the San Jose campus two years ago was 6 – 7 students, and last year the cohort was cancelled. This year, we have 4 students so far and we may end up at 10. In addition, the San Jose State campus is one block away. The advantages of offering the MPA cohort in Sacramento is that there are more distinctions, and both Catherine and Rich have connections in the area. Richard Waters added that a positive for starting an MNA cohort in San Jose is that a substantial number of students from that area are already in our program. He asked different groups in the San Jose area and the consensus is that, yes, they want to join the program but it is impractical to come up to San Francisco to take classes because of work constraints. The bigger picture is to establish funding opportunities and partnerships with tech companies who have a legitimate connection/interest in the Nonprofit sector. Rich Callahan added that this also opens up our program to students in the Central Valley. Richard Waters said that we are already getting 40% of our student from that region even with the current marketing strategies. Monika said that we also need to look at marketing and outreach for potential MPA students; currently, there is no marketing effort being expended by the San Jose regional campus staff; none of the staff go out to recruit. Rich Callahan proposed that we formally ask both Mike Webber, in his new role overseeing the regional campuses, and Dean Davis for permission to develop the MNA for a launch in spring or fall. Richard Waters added that whenever they start we need to alternate semesters between MNA and MPA student recruiting. The proposal, by Rich Callahan, is as follows: the department has proposed that we start an MNA program spring '16 in San Jose; once we begin, we will alternate semesters between MNA and MPA starts. Richard Waters approved and Larry seconded. Rich asked that Frank draft up a note summarizing this proposal and send to him, and Rich will take our proposal to Dean Davis.

**Extension of pilot “2 year preferred, not required” MPA admission:** Per Rich, in retrospect this policy has hurt our enrollment numbers. Emily (Graduate Admissions) is good at making solid recommendations. If we change the requirement, it will open up a wider pool of applicants. Rich pointed out that we only approved this for one year and he would like to revisit. Larry said that he has been impressed with our students over the past few years and recommended making this extension permanent. Kim added that changing the 2-year experience requirement from required to preferred created more diversity in our student population, and attracts younger students who may be more enthusiastic and less jaded than their older counterparts. She said that even after two weeks into the writing course, the students' writing has greatly improved. Larry motioned to make the extension permanent; Kim seconded. The motion passed unanimously.

**MPA Program Revise Update:** Rich thanked Ron Harris for his work on the GPC, specifically the MPA program revision. Ron and Rich worked together to implement the following changes: 1) first year students will take the HAS concentration, which is the only change in the sequencing of courses. 2) Catherine agreed to teach the IT course; the Quantitative Analysis course will be moved to the summer and the IT course will be moved from Summer to Fall/Spring in order for Catherine to teach. Rich asked if he has overlooked anything, and wants to make sure that it meets department approval so that Emily and Elisabeth can begin work on recruiting. Rich said that he cannot thank Ron enough for speaking to the GPC; Dan Blakely was very helpful, as was Roger Chen, the Chair of the GPC. The summer semester is not more condensed, it is spread out now, though we may want to do 4 full days and one half day instead of 11 class sessions. Currently, summer courses run from the end of May to the beginning of August. If we move to a summer intensive and switch to full days instead of half days, students will get the month of August off. Ron said that he prefers not to teach in the summer and this may create a bottleneck for students due to lack of faculty coverage. Rich noted that we will have faculty coverage. Per Ron, the upside is there will only be one course for students to focus on over the summer; the downside side is if the course moves too fast and they get through all

the material before the course ends. A discussion followed as to the implications of the new summer schedule on the faculty's ability to teach. Rich said that the issue is the contract; this is a structural response, not an individual response. Monika pointed out that some faculty are on year-long contracts; therefore, Quant faculty could teach for our program over the summer, and Rich mentioned that Vijay Mehrotra has shown interest in teaching for us. Rich added that it is good that students can focus on quant/big data in their summer course, and said that he wants to leave this topic open for discussion.

**Other Items:** Larry asked for a 2 - 3 year teaching schedule. Per Rich, we do have course projections, and added that Laura said introducing a new program will create more teaching opportunities for faculty; therefore, we should not worry about a shortage of courses to teach. Frank will ask Laura to send the email she had sent to Rich about the projections directly to Larry. Tim asked if the AGI is available to online students. If so, it would be a great marketing tool. Rich said he would be okay with the online students attending the AGI. Per Richard Waters, currently 6 MNA students are planning to go abroad, which leaves only 4 remaining in the cohort. He noted that there have been challenges in the past getting a course approved with only 4 students enrolled. He wants to make sure that these students are not negatively impacted by their cohort members' decision to attend an AGI. Rich said that we will add this to our next meeting's agenda. Kim questioned the MPA title change, core value-driven. She said that she is not sure what that means. Rich said he will remove that if there are no objections. He also asked the group to let him know by the end of the week if anyone has a problem with sequencing. The next meeting will be held on November 4<sup>th</sup>, from 11 a.m. – 12:30 p.m.

#### **Decisions Made and Policies Approved:**

- Larry moved to accept the minutes of the August 14<sup>th</sup> meeting and Tony seconded
- Rich Callahan (acting outside his role as department chair) made a motion to approve the following action items related to AGIs: 1) Marco will be our proxy at the next GPC meeting and have Ron's vote; 2) any AGI proposal will account for Assurance of Learning; 3) any proposal should be discussed with the department before it is brought to the GPC; 4) student candidates should be able to show relevance to their academic and professional life; 5) Any AGI program must align precisely with University requirements for International programs. Ron seconded the motion, and it passed unanimously.
- Tony Ribera will now be invited to attend the Program Directors' meeting (every other Monday).
- Rich Callahan made the following proposal: the department has proposed that we start an MNA program spring '16 in San Jose; once we begin, we will alternate semesters between MNA and MPA starts. Richard Waters approved and Larry seconded. (Frank will write up a draft summarizing the proposal and send to Rich.)
- Larry moved to make the extension of the pilot "2 year preferred not required" MPA Admission policy permanent. Kim seconded the motion, and it passed unanimously.

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

- Marco will send Frank the recent AGI approved proposal and Frank will send a copy to everyone. (Marco sent an email directly to all directly after the meeting, with the approved proposal attached.) Rich asked all to send any suggestions about the AGI directly to Marco.
- Rich passed around a marketing handout and asked everyone to feel free to mark it up and get back to him.
- Rich asked anyone who has questions about the Hanover study to send their questions to Marco today or tomorrow.
- Marco will write Dean Davis a note following up on our request for an additional MNA Program Faculty position.
- Frank will make a copy of the spreadsheets/charts in the NASPAA folder on the T-Drive (that breakdown FT vs. Adjunct faculty teaching percentages per semester by region) and send to all.

- For the next meeting agenda: review 2 - 3 year course projections; discuss potential accreditation for the MNA program; the impact of the AGI on students who choose not to travel abroad; discuss BSM in general (including law enforcement). Tony Ribera will talk about this. We will leave the topic of MPA course sequencing open for discussion.