

University of San Francisco

School of Management

Department of Public and Nonprofit Administration

Meeting Summary

Date:	04-07-15	Start Time:	10:10 a.m.	End Time:	11:30 p.m.	Location:	MH 405
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Attendance: Rich Callahan, Larry Brewster, Kim Connor, Frank Gigliotti, Ken Goldstein (via phone), Ron Harris, Tim Loney, Tony Ribera, Marco Tavanti, Richard Waters

Agenda: Introductions and welcome; Approval of meeting notes for Dept. Meeting of March 3rd, 2015; GPC Best Practices Discussion with MPA and MNA Directors (a. request for action plan reports - MNA and MPA); MPA 4-unit course development (a. rolling courses are offered, b. two faculty members, one Advisory Board member, one outside expert, c. with PA 711 PA as a Field: Callahan, Brewster, Kronenberg, Agarwal, d. and PA 723 Budgeting, Finance, Econ: Horiuchi, Callahan, Speers, Merritt); Recruitment Report - CIPE; Regional Campus Draft Report of Mike Webber; Programs: MPA - April 1st (Anne Kronenberg); MNA - May 14th (Advisory Board Meeting); MNA - May 30th (Jesuit Refugee Services).

Materials distributed in advance of the meeting to all faculty:

- 1) Draft minutes of March 3, 2015 meeting
- 2) CIPE Recruitment Report
- 3) MNA Action Report to GPC
- 4) MPA draft Action Report to GPC

I. Approval of Meeting notes for Dept. Meeting of March 3, 2015: Tony made a motion to approve the minutes and Tim seconded. All approved. Rich asked Frank to send two electronic files to the new Associate Dean for Graduate Programs, Tony Patino (one file containing the PNA department meeting agendas, and one file containing the approved PNA department meeting minutes (both from the current academic year) and copy Dean Davis and Barry Doyle. In addition, Frank will ask Tony if he prefers hard copies of the documents, and invite him to our next department meeting on May 5th.

II. GPC Best Practices Discussion with MPA and MNA Directors (a. request for action plan reports - MNA and MPA): Barry Doyle and Roger Chen met with the program directors to talk about best practices, and asked each director to respond (in writing) with an action plan on best practices. Marco did a great job with MNA. In summary, Marco said that the meeting was positive; it allowed the directors to share what they were doing behind the scenes, and to identify common features across programs. For example, the MSOD program interviews all prospective candidates; the question posed was: is this something all programs should do? Rich said that the MSOD program conducts Skype interviews to address an admission's problem; Rich sends new recruiter Emelie Whiting a copy

of the course syllabus and exemplar student papers from the first and second course in the MPA program. Rich added that they are looking for what is unique to the program, as well as Jesuit values and beliefs. Kim said that ethicist Peter Singer proposes a new way to evaluate utilitarian impact based on the good you can accomplish earning high salaries in the financial industry. Here is a NYT article that describes Singer's concept of "effective altruism": http://www.nytimes.com/2015/04/05/opinion/sunday/nicholas-kristof-the-trader-who-donates-half-his-pay.html?_r=0. Rich asked Marco to send his draft of the MNA action plan report tomorrow, and Rich will send out the MPA action plan report. Kim said that she could highlight the mission module for the INTD program and send it to him. Rich stressed that response time is important, and asked all to list bullet points, etc., and get back to Marco and Rich on their action plans by the end of the week, if not within the week. Rich said that we do not need to interview our prospective students via Skype because it would not uncover some of the issues we encounter. Marco added that the advantage (of the GPC Best Practices discussion) is to have additional documentation for AACSB in writing to document how we are improving. Rich agreed, and said that this is one of the few meetings he has attended where people learn from one another, and he commends Roger and Barry. Tim will look into this and make comments specific to the On-line MPA program. Rich said that our program is the most complex in terms of delivery. Larry said that he is amazed that USF does not require peer evaluation. Michael O'Neill observed anyone teaching who wanted to be observed, and Larry found his comments helpful.

III. MPA 4-unit course development: (a. rolling as courses are offered; b. two faculty members, one Advisory Board member, one outside expert; c. with PA 711 PA as a Field: Callahan, Brewster, Kronenberg, Agarwal; d. and PA 723 Budgeting, Finance, Econ: Horiuchi, Callahan, Speers, Merritt): For the MPA course development, we transition from 3 - 4 units on a rolling basis, rather than try to do it all at once. We will redo and develop the syllabi, and Rich recommends that we do this by semester. It is important that we have at least 2 faculty members involved in any syllabi review. For course MPA 611, Larry, Rich, and Anne Kronenberg will work on it, and PK Agarwal will help us think about the technology side. PK Agarwal is the former CIO for the state and one of the most knowledgeable IT people in California. Larry added that PK spoke to his class and he was great. Rich said that for MPA 723, we have Catherine Horiuchi in Sacramento and JoAnne Speers (who wrote the government handbook); JoAnne has good ideas, and she has taught for us before. In addition, we have Susan Merritt, a member of the MPA Advisory Board. Tony had invited Susan to speak for his class but unfortunately she could not make it this time. She is fantastic! Tony added that San Francisco is the most savvy police department in the area in terms of technology because of Susan. Kim said that On-line MPA student Lori Dutra, from the Potrero Hill Police Station, offered us a tour. This could be an interesting event. Rich said that he has talked with Joanne Speers and Catherine Horiuchi, but he has not yet talked with Anne Kronenberg, PK Agarwal, or Susan Merritt - he wanted to make sure everyone is okay with this. Rich, outside of his role as Program Chair, made the following motion (that this be our formal approach): 1. Rolling courses as offered as opposed to all at once; 2. At least 2 of our full-time faculty members work on any one course (in addition to one advisor member and one outside member). Larry seconded the motion, and all approved.

IV. Recruitment Report - CIPE: In reference to the CIPE that was distributed prior to the meeting, Rich asked if there are any action items we should be taking. Marco said that we admitted 22 - 24

prospective students; only 12 have deposited to date. On May 1st, a faculty panel will speak in relation to MNA to give prospective students exposure to the program. On May 4th, there is a Meet the Directors event in which prospective students will have an opportunity to participate in a class. Richard Waters said he has had about 8 of these students in his class. Marco is working with Margot Frey on an update of the webpage. Per Rich, the MPA webpage is delayed in listing recent adjuncts, and Rich asked Frank to work with Margot Frey and Sara Reiner, Director, and Marketing Manager (respectively) of Marketing and Communications, to stay on top of this. Marco feels that the prospective student numbers are low, and Larry wondered about follow-up. Marco said that there is a gap between application and deposit, and added that the interview process can bring in these prospective students who may opt not to come into the program. Marco is also in the process of developing a survey for students. Rich said that he uses a feedback form that he gives to his students to complete; Rich will share the form with Frank to distribute to all. Tony said that he used this form and it has been effective. Larry said that he is interested in how students feel about the structure of the program (Saturdays, etc.). Rich asked about the regional strategy for MNA. Marco said that we did get approval for the MNA in San Jose beginning Spring 2016. Rich said that we need to open a channel of communication with the San Jose campus. Richard Waters contacted Emelie Whiting, Assistant Director of Graduate Recruiting and Admissions, to get a list of the names of the recent graduates from the peninsula. Per Richard, it took three and a half weeks to get an answer of "no". Only the Alumni office can have access to alumni e-mails. Michelle Owen, Coordinator, Alumni Relations and External Relations, is coordinating some announcement to these students (that will come from Richard Waters) and the responses will go to Richard indirectly. Marco said that he had the same experience - they could not release alumni e-mails to him. Richard Waters said that it is the policy not to give them out, but also it supposedly affects their metrics in terms of the effectiveness of reaching out to alumni. Rich said that he will bring this issue up at the Department Chairs' meeting, and Marco will bring it up at the Program Directors' meeting. Richard Waters said that Emelie has been great, though. Rich said that he ties this back to Mike Webber. They may have 6 - 8 staff members at the San Jose campus Open House, but they do not know anything about the MPA program. Rich said that we will place recruitment issues on next month's meeting agenda. Reviewing the MNA recruitment numbers, Marco said that there are 28 this year as opposed to 26 last year; fewer admitted this time than last year, though currently 12 students have deposited whereas last year at this time there were 14. Rich asked all to look at the 2013 fall and summer starts; between 2013 and 2014, the continued strength is the rewrite of the program. Rich said that for MPA the applications are slightly down and the admit numbers are significantly down. In the fall of 2012, 21 admitted and 9 deposited and there was a class of 30. It's been significantly down this year. During this discussion, Ken Goldstein called in from Washington, D.C.; Ken is a professor of Politics at USF, as well as an adjunct who teaches PA 670 for the MPA program, and who has built on the previous work by Ron Harris. Rich asked everyone to introduce themselves, and said that Ken has an idea for an AGI Intersession (a 2 or 4-unit course) for students who want to go to Washington, D.C. Ken mentioned that there is a whole group of people (in Washington, D.C.) who may be interested in our programs. The California Society is very active; they come to D.C. for a couple of years and may be ready to come home to California to study or opt for the program online. Rich asked Frank to make a note for Rich to follow-up with Emelie Whiting for outreach with Ken Goldstein (concerning these students who may want to come back and join the MNA or MPA programs). Rich will make phone calls to 8 students, and pointed out that Ron and himself are on the Admissions committee. Ron said

that it has been helpful meeting the applicants, and it got him to think about how he is teaching and to whom he is teaching. Ron said that we will be in San Francisco, Sacramento, and On-line, and mentioned that Desiree Shaw, Director of the Pleasanton campus, does not know why we no longer recruit for the MPA program in Pleasanton. She said she could be ready in a year. It was mentioned that the MPH and Urban Affairs Program with Corey Cook are in Pleasanton. Kim said that Desiree recruits more than anyone but BSM was dropped. Now, they've added BSM to the fall schedule in Pleasanton. Rich said that the Pleasanton Campus staff have effectively recruited for MPA spring 2012; 11 - 12 students, and one dropped out right away. Rich added that MSOD asked not to continue in Pleasanton. Rich wondered why is Desiree asking us (about recruiting in Pleasanton for MPA) and not Mike Webber. Per Rich, Mike said that he would recruit anywhere they think a program can go. Rich will talk with Dean Davis, and then with Mike Webber if people are interested. Rich said that he would do whatever people (in our department) want him to do. Ron said that, according to Desiree, there is a lack or breakdown of communication. Larry said that since the merger there have been 3 deans, and each one has had a different but negative reaction to the regions. Per Ron, Mike Webber said that we are 100% committed to the regions. Rich said that is why we are going to San Jose for MNA. Returning to the recruitment numbers, Tim said that the On-line MPA numbers are discouraging for summer (ranging from 8 - 10). Rich said that we analytically have to break down these numbers for the On-line MPA, and added that Tim will write to Abbey and get the summer recruitment numbers separated from fall. Looking at the report, Rich said that the MBA full-time applications rose from 173 - 231, and 81 have been admitted as opposed to 53 (at the same time) last year, and added that it looks like recruitment is spending a lot of energy on the MBA. Richard Waters said that people want full-time school because students are unemployed and they can get loans. Kim said that the part-time MBA students feel like they are treated as second-class; they put together an online course to teach them Case Study. There are other problems with the MBA. Larry said that they have more scholarship money (than our program). Rich said that no other program (other than the full-time MBA) has significant increases in enrollment.

V. Regional Campus Draft Report of Mike Webber: Tony will send Mike Webber's report about the regions. Tony is on a strategic task force that Dean Davis created, and there is a focus on regional campuses. In addition to Tony, Gleb Nikitenko, Emelie Whiting, Moira Gunn, Larry Brewster, and Ron Harris are also members. Per Tony, they had a good, interactive meeting with Mike Webber and he shared his comprehensive report with the group (35 pages). When branch campuses were part of the former College of Professional Studies, all were run the same way; now, the only one left from that era is Desiree Shaw in Pleasanton. All regions are different; therefore, there are consistency and communication issues. Mike Webber does not want to strongly criticize the regional directors. The problem is that the regional directors do not even know what their role is in the region. Per Rich, Mike Webber is drafting two documents: a draft of the strategy report, and a 3 - 4 page matrix report (decentralized vs. centralized). One example of the problem is that no staff in Santa Rosa, including the librarian, works on Monday evenings. Rich said that Mike Webber valued the discussion with the task force; he wants to build on the report, and he welcomes feedback. Tony said that the task force would continue to meet with Mike Webber. Ron said that he met with Mike Webber in Sacramento in December. All the directors are saying that they are recruiters and not office managers. They have a 1980's mentality of 9 - 5. Ron thanked everyone who replied to the FLC survey, and for all the information about teaching at regional campuses. Rich encouraged Ron to share the information with

Dean Davis and the Associate Deans. Tony made a suggestion to cross train people at the different campuses, so that people can work as a team. Kim said it is about hospitality. Larry said that we need more programs across campus in the regions so there is more energy. Rich said that the courses should be structured so that BSM and MPA students, or other graduate students, can meet each other and also introduce each other.

VI. Programs: MPA April 1st (Anne Kronenberg); MNA May 14th (Advisory Board Meeting; MNA May 30th (Jesuit Refugee Services): Kim attended the Anne Kronenberg event, and said that it was very much from the heart, humorous (she started with substance and saved the Academy Awards discussion till later), was approachable, and she spoke warmly about USF. It was a great event! Rich agreed, and said that approximately 50 - 60 people attended. The mayor's chief of staff joined us, Steve Cava was there, and 4 - 5 students in Marco's class stayed to attend. Marco said that he is defining better who will be the MNA Advisory Board members; the Chair of the Board is Annabelle Green – Lavelle, Board member and Co-Founder of the Global Heart Network Foundation, an international dealing with global trends. On May 30th, the symposium USF4Freedom will take place; USF4Freedom.org is the website. Marco is still trying to connect with a UN agency, and he is coordinating with David Batstone (Not for Sale) and with Jesuit Refugee Services. Rich asked Ken Goldstein to write-up a 2-unit AGI in Washington, and added that the 3 features of the MNA and MPA programs are: 1. Driven by the values of the University and Jesuit values; 2. All full-time faculty members have strong practitioner experience in the fields they are teaching (at least 80%); and 3. Intersession AGIs. Richard Waters said that this is a great match - Washington, D.C. - and Rich said that he would keep him in the loop.

Decisions made and Policies Approved: Rich, outside of his role as Program Chair, made the following motion: 1. Rolling courses are offered as opposed to all at once; 2. At least 2 of our full-time faculty members work on any one course (in addition to one advisor member and one outside member). Larry seconded the motion, and all approved.

Action Items to be addressed after the meeting: Rich asked Frank to send two electronic files to the new Associate Dean of Graduate Programs, Tony Patino (one file containing the PNA department meeting agendas, and one file containing the approved PNA department meeting minutes from the current academic year) and copy Dean Davis and Barry Doyle. In addition, Frank will ask Tony if he prefers hard copies of the documents, and invite him to our next department meeting on May 5th.

Rich asked Marco to send his draft of the MNA tomorrow, and Rich will send out the MPA action plan. Rich stressed that response time is important, list bullet points, etc., and get back to Marco and Rich on their action plans by the end of the week, if not within the week. In addition, Tim will look into this and make comments specific to the On-line MPA program.

Per Rich, the MPA webpage is delayed in listing recent adjuncts, and Rich asked Frank to work with Margot Frey and Sara Reiner to stay on top of this.

Rich said that he uses a feedback form that he gives to his students to complete; Rich will share the form with Frank to distribute to all.

Rich asked Frank to make a note for Rich to follow-up with Emelie Whiting for outreach with Ken Goldstein (concerning these students who may want to come back and join the MNA or MPA programs).

Rich said that he will bring up this issue (of lack of direct access to alumni e-mails) at the Department Chairs' meeting, and Marco will bring it up at the Program Directors' meeting.

Place recruitment issues on next month's meeting agenda.

Tim will write to Abbey and get the summer recruitment numbers (for the On-line MPA Program) separated from fall.

Tony will send Mike Webber's comprehensive report about the regions.

Rich encouraged Ron to share the information from the FLC survey with Dean Davis and the Associate Deans.

Rich asked everyone to pencil in what courses they want to teach for the spring '16 semester (on the spreadsheets provided) and return the sheets to Frank by the end of the day.