

University of San Francisco

School of Management

Department of Public and Nonprofit Administration

Meeting Summary

Date:	12-01-15	Start Time:	11:00 a.m.	End Time:	12:30 p.m.	Location:	MH 405
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Attendance: Rich Callahan, Larry Brewster, Kim Connor, Frank Gigliotti, Ken Goldstein (on phone), Ron Harris, Catherine Horiuchi, Monika Hudson, Tim Loney (on phone), Tony Ribera, Marco Tavanti, Richard Waters. Guest: Fr. Donal Godfrey

Agenda: Moment of silence to remember Art Karshmer; Introductions - all faculty to Donal Godfrey, S.J.; Introduction to discussion on Jesuit Mission, Fr. Godfrey; Discussion of faculty interest in a retreat; Dean Davis' request for public administration speakers series; Upcoming Programs

Materials distributed in advance of the meeting to all faculty:

- 1) Draft minutes of November 3, 2015 meeting
- 2) Summer and Fall, 2016 schedule

The meeting began with Rich announcing Tony Ribera as the new interim department chair, and all applauded. Rich said Dean Davis sent an announcement to everyone, and Tony graciously accepted. Larry congratulated Rich on his book, and on several writing projects.

I. Moment of silence to remember Art Karshmer: Rich asked all to take a moment to remember Art Karshmer, a colleague of all of ours. University Ministry organized a beautiful service for Art. Larry spoke about Art, and said that he had the privilege of inviting him into the College of Professional Studies. Comments included: he was a terrific human being and had a great sense of humor. Fr. Donal remembered his playfulness, and said that Art and Judy had a wonderful partnership. He remembered that at one gathering, Art was standing at the back of the room. When asked why, Art announced *that was as far Judy would allow*. Rich said that Art's identical twin brother, who spoke at the memorial, was as irreverent and humorous as ever. One of Art's favorite stories, about the gift of a mechanical fox for this brother, was retold.

II. Introductions - all faculty to Donal Godfrey, S.J.: All introduced themselves to Fr. Donal.

1. Tony Ribera, Director Institute for Law Enforcement Leadership and incoming Department Chair
2. Catherine Horiuchi, Director, Master of Public Administration
3. Marco Tavanti, Director, Master of Nonprofit Administration
4. Kim Connor, faculty for Ethics and Leadership

5. Richard Waters, faculty for MPA and MNA program
6. Larry Brewster, faculty in MPA and BSM
7. Frank Gigliotti, Program Staff
8. Ron Harris, Director of Health Services Administration concentration
9. Tim Loney, Associate Director On-line MPA
10. Ken Goldstein, USF Department of Politics, and Director of USF Washington Center
11. Monika Hudson, faculty in MPA and BSM program, and in Department of Entrepreneurship
12. Rich Callahan, Chair, Department of Public and Nonprofit Administration

III. Introduction to discussion on Jesuit Mission, Fr. Godfrey: (the following draft notes were taken by Rich Callahan during the 45 minute discussion, and shared with Dean Davis, Associate Deans Tony Patino, Peggy Takahashi, and Barry Doyle, Karl Boedecker, Cheryl Cain, and the PNA department members, in an e-mail dated 12/1/15.)

Council on University Ministry- three co-directors, and Donal serves with 20 members: Sonny Manual, SJ, co-director, Julia Dowd, Director of University Ministry, co-director, Mike Duffy, Lane Center Director, co-director.

Accept people where are they. Serve on national group discussing Jesuit mission at US Jesuit University. How do we engage the mission? How are we doing now? Are there ways to do so more deeply?

Faculty discussion:

- ❖ What is the current mission?
- ❖ Strong alignment of MPA and MNA degree program with university mission
- ❖ Discussion of university mission and MPA program mission
- ❖ School of Management mission statement is still developing
- ❖ Challenge of academia is contemporary relevance- how does these statements have impact
- ❖ Bottom line is to give students a good education and to care about the students as persons, that love our students- that love for students separate USF- if uncomfortable with loving them then need to change
- ❖ With USF President Privett, would spend an hour on a discussion on an article related to the mission of USF
- ❖ As faculty how steeped am I in Ignatian spirituality?
- ❖ Are there inspirational articles that should be read and discussed
- ❖ Speakers series
 - for future for MPA,
 - current MNA speaker series,
 - in past speakers series on "Change the World"
- ❖ Are there ways to build in on-going and systematic ways
- ❖ How to build on the care and love of students?
- ❖ How to build on Jesuit study of spiritual texts and secular texts to see how we are in accord? How do we lead?
- ❖ What does it mean to be educated at a Catholic, Jesuit University?
- ❖ How to profoundly connect
- ❖ What draws students? Rigor and care for students- to hold to high standards- difficult in practice
- ❖ For School of Management, faculty data base includes a section for Ignatian related activity- institutionalizes

- ❖ In course work intentionally include Ignatian work- practice Ignatian Examine, do an entire section on Ignatian ethics, readings that include El Salvador martyrs
- ❖ Students experience
- ❖ A freedom to talk about these issues without judgment or secular encroachment
- ❖ Leave people the space to engage, and can be anyway that students and faculty
- ❖ Appreciate this discussion, wish more time, students and faculty all oriented toward public service
- ❖ Go further towards integration in our own work and throughout the schools, on issues of ethics, sustainability, global responsibility, refugee responsibility
- ❖ Integrate in nonprofit administration these values, and Ignatian principles of pedagogy
- ❖ The CTE, but at Loyola Chicago have a Center for Ignatian Pedagogy
- ❖ Jesuit Foundation at USF started video
- ❖ When conflict between academic administration and Jesuit values- a tension that exists between the reality of a business and the ideals
- ❖ Discussion of faculty on Paul Farmers, *Mountains Beyond Mountains* on tensions between values and cost of business enterprise
- ❖ How to get to doing more, *magis?*
- ❖ Live that tension
- ❖ Graduate students get into the work- each group that works with an underserved population, engaged in a greater extent and fully embrace the mission
- ❖ The niche of USF-
- ❖ The accreditation process is mission oriented,
- ❖ Gives students an opportunity to develop the vocabulary to describes their own spirituality
- ❖ This discussion is not talked about enough, about mission, about being a Catholic institution-
- ❖ Close to Fr. Steve Katsouras, SJ, while at USF- why USF is different- change the world from here- but every university says that- what separates USF- is the values and then actually teaching the skills –
- ❖ Greater variance at USF in the abilities of the students- USF will take chances on students and look to coach up
- ❖ USF in DC program in consortium- brings economic, ethnic, and first generation students- USF provides strong support
- ❖ Believe in the mission- USF tries to coach student up
- ❖ Reading of *Journal of Jesuit Business Education*- does a great job of integrating Ignatian thought- using articles in MPA Integrative Seminar-
- ❖ Include in a range of courses, including Jesuit Superior Generals Fr. Kolvenach, 1989 Santa Clara speech and Fr. 2010, Mexico City speech as well as other Jesuit authored articles
- ❖ Jesuit mission is owned by everyone- cuts across everything- a university, that is Catholic and Jesuit
- ❖ Brings work of individual
- ❖ Include use of *Heroic Leadership*, by Chris Lowney, strong on Ignatian, pillars of leadership, and strong on leadership

Conclusion: Donal Godfrey

- ❖ Very encouraging to hear what faculty are doing - but how to make this explicit and on-going to generate new ideas and new understanding, build in explicit conversations, in intentional and strategic moments
- ❖ Encourage faculty to go to retreats and to join University Ministry Human Resources, including Fr. Greg Boyle's retreat, and upcoming speaking at Tony Ribera's Law Enforcement Symposium

IV. Discussion of faculty interest in a retreat: Rich asked all, what topics to cover. Tony said a nice venue we can use is the Olympic Club at lake Merced. He suggested a 9 - 2 agenda, with a break for lunch. We could invite Dean Davis, and then wrap things up after lunch. We can collaborate through emails and one-on-one discussions and put something together. He's thinking March. During our department meeting in February we could solidify things, and the retreat will take the place of our March meeting. Tony said that he asked and the Olympic Club is open to this retreat. Larry said that it would be nice to get off campus. Catherine said we should stick with a Tuesday. Frank and Tony will start working on the logistics. Tony said that one of the things we need to do is to try to reach decisions on agenda items. Like Fr. Donal's conversation today, we can be more reflective: online education, regional campuses, etc. Great if we can come out of the retreat with a sense of accord about the direction we want to go with these issues. Tony mentioned that Emelie Whiting is resigning from USF - she's great. Larry said that the most troubling issue is the continued turnover of key personal, which is out of control in this School. Tony said it's comprehensive career development - we don't have this at USF. If we approach this more than as a career, a vocation... Larry said that he personally hopes that what comes out of the retreat is an agreement about where we want to put our scant resources (time and energy) on regional campuses and online. Some of these things are out of our control. What do we want to highlight in our marketing materials? We need to come to some agreement amongst ourselves and make our case to the dean. Enrollments are down and he predicts they will continue to go down, and there will be pressure for us to produce. Tony said we all know the ambiguity of recruitment, particularly at the regional campuses, and faculty members are spread thin. From a University perspective, we're not making money online. Rich said that, for online, Kim and Larry like it. He does not like it, and can only do a percentage of what he can do on-ground. Everyone has different experiences. Larry agreed that it is not for everyone. Kim said that without online incorporated into on-ground courses (hybrid BSM, MNA and MPA) students wouldn't be able to have one weekend off a month. It makes us more marketable. Rich said that he has had a good experience with the hybrid model. Larry said that we haven't gathered enough data to make informed decisions. Tony said that Marco mentioned tracking students, and Tony added that he's been negligent tracking former students. He should be sending an email blast to all former students when he has a good article to share. Catherine said, for example, how do I establish an email list? - we need more resilience and robustness. In two years, there may be changes to the online program that may make us more in the black than the red, and it will mean other changes. Tony said he thought about Alumni and External Relations, but that department is focused on financial and professional, not the personal. Kim said we should set aside part of the retreat for mission. For the retreat, we could each bring in a piece that we use in our classes to promote/discuss the mission. Larry said that it's important we have a facilitator. Tony said the problem is that facilitators don't know the players and what they bring to the table. Larry said that whomever facilitates is left out of that conversation. Tony said he is more comfortable not having an outside facilitator. Rich will shoot his notes to Tony for follow-up.

V. Dean Davis' request for public administration speaker series: Rich said that Anne Kronenberg was a great precedent. Her talk is on video and accessible by students. Tony said that he also had Frank Jordan as a speaker. Rich will send Catherine the link to the Anne Kronenberg video. Larry said it would be nice if we had a master list kept current. Catherine said we don't do a good job at

this. Tony suggested an online library for Public Administration - simply putting links together in an organized fashion. Monika said that for the University-wide community, the repository is already there. If we populate it, it can be accessible for current students and alums. A librarian is in charge of that, and Kim said we could start with Penny Scott (Reference Librarian/Business Specialist). Rich said that the repository does not include videos, only published articles. He found Shawn Calhoun (Associate Dean and Dept. Head of Access Services) great to work with. Tony said that he would reach out to Penny and get a grip on how we can collaborate with them. Kim mentioned Jessica Lu for online.

VI. Upcoming Programs: Rich passed out a sheet titled *Center for Research, Artistic, and Scholarly Excellence*. He has served on the discussion group for the past year, and February 11th, 2016 is the kick-off event. As a department, we've donated a small amount - \$300. Christina Yeh and Sara Khan are the two co-directors for CRASE. Look for notices; a post card is in our mailboxes.

Action Items to be addressed after the meeting: Rich will send the part of the minutes about Art to Judy Karshmer.

Frank and Tony will start working on the logistics for a spring retreat.

Rich will send his notes about the retreat discussion to Tony for follow-up.

Rich will send Catherine the link to the Anne Kronenberg video.

Tony will reach out to Penny Scott about collaborating on an online repository for the department.