

University of San Francisco

School of Management

Department of Public and Nonprofit Administration

Meeting Summary

Date:	11-04-14	Start Time:	11:00 a.m.	End Time:	12:35 p.m.	Location:	UC 502
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Attendance: Rich Callahan, 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 October 7, 2014; San Jose MNA program status – Spring 2016; Regional Campus Travel to San Francisco semester policy; *Phi Sigma Alpha* new President selection; update on MPA On-line enrollment and Carol Bakter; On-line Syllabus revision process; HSA potential for On-line – and for HSA regions On-line; MNA Full time Program Market Study Proposal; Internship Policy – MNA & MPA; MPA Program revise up date.

Materials distributed in advance of the meeting to all faculty:

- 1) Draft minutes of October 7, 2014 meeting

Rich Callahan noted that Richard Johnson III is now a member of the Economics, Law, and International Business department (ELIB). Richard Johnson III will continue to teach in MPA or BSM and will do his service with the ELIB department.

I. Approval of Meeting notes for Dept. Meeting of October 7, 2014: Tony motioned to approve and Marco seconded. All approved. Per Rich, the meeting minutes are working well and show that we are a real working department.

II. San Jose MNA program status – Spring 2016: Rich said that Dean Davis wants to set up a meeting to discuss dropping MPA and recruiting for MNA in San Jose, Spring '16. Mike Webber wrote a long, supportive note; Marco will forward to all. Dean Davis wants to do a pre-meeting before we meet with the Provost. Rich will set up this meeting that will include himself, Marco, and Richard Waters. Marco brought up an item related to MNA, and said that the School has received a donation of one million dollars; an internal committee has been formed, including himself and Dean Davis, and Marco has agreed to draft something up. Marco noted that the donation was made to the fund in the name of Dr. Oren Harari whose legacy is about leadership (mostly private). Marco hopes that we can use some of the money to help us either with the existing degree or a specialization. Mike Webber is enamored by Social Entrepreneurship, so all specialties, from MBA to MPA, can focus on the fourth sector.

III. Regional Campus Travel to San Francisco semester policy: Mike Webber does not support requiring MNA students to travel to San Francisco for class – same as for MPA students. Richard Waters said that the only difference is the Healthcare Concentration. Ron agrees that the students from the regions are happy to be with their colleagues. Rich proposed that anyone who does the health piece in the region has to come to San Francisco to complete the other piece; the remaining students can stay in the regions and are not required to travel to San Francisco. It is better to have happy students in the regions rather than force them to come to San Francisco. Tony noted that he does not have the same experience; BSM 301 students from Sacramento came down to SF and it was a really good day. Diane Ngo, an executive for UCSF and a USF MPA graduate, was the guest speaker. Rich said that we can hold this out as an option, and proposed the following: 1) we will no longer require MPA students to come to San Francisco; 2) we will require HSA students to come to San Francisco; for students' initial course, all students will make their presentations for the last class session in San Francisco (MPA & HSA). Rich will circulate the above to other department members who could not attend this meeting. Ron said that it makes sense to keep the groups separate, by region, because they are not working together (with non-cohort members). Ron asked if On-line students are allowed to take a ground class as a course substitution. Rich would not encourage this because we are too overextended at this point with course revisions for the MPA On-line courses, etc.; however, he is okay with regional students taking a hybrid course. Tim mentioned that when we went On-line, we thought we would have 40-50 students enrolled in our Healthcare concentration, and added that we could handle on the ground students taking On-line courses. Rich said that if San Jose and Sacramento students are having a good experience with the Healthcare program as is, let's leave it; they may not like the commute but they do like interaction. Tony suggested that we tell students that good networking is part of good administration. Rich said that he does say this over and over. He tells students that they have to work together, and yet when they have the option to choose group members they always choose members of their own cohort. No one sends a stronger message than he does but it is not working. Ron suggested that if we stay with our policy about enrollment numbers then it would handle itself. Marco said that one possible alternative is John Bansavich, the Director of CIT, who can help us incorporate programs like Zoom for students who are unable to physically attend class. Ron said that at his former school, LSU, students from different regions convened at the same time. Rich said that we would make this discussion the subject of our December meeting; we will focus on two items and come up with a game plan (similar to our retreat).

Final motion, per Rich:

1) We will offer all courses on all campuses; MNA and MPA students are not required to travel to San Francisco; 2) if sufficient students in HSA want to go to San Francisco, then we will hold their classes here; 3) faculty teaching MPA 611 in both regions will try to coordinate their classes in San Francisco for the their last 611 class session. Richard Waters approved the motion and Tim seconded. All approved.

IV. Phi Sigma Alpha new President selection: Richard Johnson III was president of the local chapter of Phi Sigma Alpha. Per Marco, five members are MNA students. Ron Harris volunteered to serve as president. Rich said that this service will be good for Ron's tenure, and added that we will need to work with Wilita Sanguma to get Ron into this group. Rich made the motion (outside of his role as Department Chair) that we appoint Ron Harris for a full year term to Phi Sigma Alpha, Honor Society for Public Administration. Thirty to forty students are typically in attendance at the ceremony,

and we will read the students' names. Tony seconded the motion; all approved. Marco will be presenting for Nu Lambda Mu. Rich sent a nice note to Richard Johnson III to thank him for his service, and asked if there is anything else we need to do. Tim suggested that we acknowledge Richard Johnson III's presidency at the dinner if he does not attend.

V. Update on MPA On-line enrollment and Carol Bakter, and HSA potential for On-line – and for HSA regions On-line: Rich said that the number of admitted students does not look strong. The deadline to apply is December 5th. Rich spoke with Carol Bakter who insisted on Pearson's recruitment problems, though MNA is better. Carol hired a full time person from Australia with the intention of migrating away from working with Pearson and taking the On-line program into our shop at USF. Tim said that he has not heard this; the Pearson contract is up in three years. Rich pointed out that only Kim, Tim and Tony have been with this program since its inception. Tim asked how we want to handle reimbursement if On-line students choose to take on the ground courses. We have committed to have our On-line students spend more, come on ground to take more courses. Rich said that the reimbursement question is in Carol's court. Ron said that Pearson gets less money. Per Rich, currently Pearson receives over sixty percent of all tuition revenue, and he said that Carol does not want Pearson to develop the HSA. If we do an On-line HSA concentration, we will do it in house. 1) We need department approval, and 2) this cannot be an add-on for no additional compensation. A 3-unit course release is barely compensation for the work involved. Rich asked if the members present are fine with asking for resources for On-line course development, and added that if On-line students take on the ground courses, Carol Bakter has to figure this out. Tim said that he wants to resolve the reimbursement question, and asked that if we take over recruitment, are we going to double our numbers? Per Rich, we need to recruit either 20 or 40 students and nothing in between. Ron said that he invited Mike Webber to Pleasanton and Larry Brewster will also attend. Rich added that the University President considers the program to be a virtual branch campus. Ron said, if that is the case, it has the same issues as the other branch campuses: number of students to be recruited, etc. Rich reminded all that this is three years away (when our contract with Pearson ends). Rich said that HSA is the strongest degree to offer On-line, but let's not get locked in. Maybe it's Quantitative Methods or maybe it's MPA. Tim said that if he had the chance to start over, he would not put the MPA program On-line; he would go with the MNA program instead because there is less competition. USC does now offer it.

VI. On-line Syllabus revision process: Rich said that he and Tim have been approached about revising the syllabus at the highest point of the workload. Tim said that he has a different view. We have 5 semesters, not 3. This was negotiated between USF and Pearson, and added that we have not done many significant revisions to PA 611 and PA 670, and PA 636 has not changed much. From a management point of view, once we get feedback, if there are significant issues then Tim will go to the faculty. Rich said that this is a problem if we are teaching from a syllabus that is 3 years old; he changes his syllabus every semester. Tim said that we are in charge of the syllabus and Pearson schedules the designers. There is a structural process to revise the syllabus. We control the content; we create the content. Tim said that there is a different dynamic between teaching online and on the ground. For On-line courses, we need to get the information and any changes in early. If the workload is a lot now, it will get worse once we take on all aspects of the On-line program ourselves. Ron agreed that it is good to refresh the syllabus but the timing is problematic now, and Ron asked if there

is a stipend to do a revision. Rich said that we would put this into the budget. Ron suggested a stipend of \$500 - \$1,000, and asked that faculty members get paid even if they do not teach the course. Tim said that, per the original contract, \$6,000 was allotted to design the courses. Marco asked if the cost of maintenance was stipulated in the original contract. Tim said that whoever developed the original curriculum was paid (e.g. Ron for PA 680, and Richard Waters for PA 685). PA 670 was a big exception - a lot of work. Rich said that Tim has a schedule and faculty will be contacted next week if the course they are teaching is up for revision. Tim said that there would not be major changes, just minor revisions and maintenance. Tim listed the 6 courses that need minor or major changes to the syllabus: 611; 623; 632; 644; 670; and 680. Rich will follow up with Catherine Horiuchi; does she see a potential problem with faculty who are not in our department (e.g., Richard Johnson III) designing and/or redesigning our On-line courses? Rich pointed out that there are two pieces that we have not discussed: 1) expected equivalencies between the two programs (On-line and ground); for ground, we cannot revise the course less than a month from the start. 2) No discussion about what is in the best interest of the students. We only get between an 8 – 20 % response rates to the student surveys, so we cannot use them. Tim listed the ratio of student responses to the survey per course: 611 (15 enrolled/11 responses); 623 (20 enrolled/10 responses); 632 (11 enrolled/4 responses); 644 (20 enrolled/11 responses); 670 (6 enrolled/4 responses); 680 (5 enrolled/2 responses). Per Rich, we are now at about a 40 – 55% response rate. Although this has improved, it is still low. Tim said that we need systems in place to get this improved. Richard Waters said that he has never received notification from Pearson to get the survey to the students, and suggested that we offer an incentive to improve the response rate. For example, one point for adhering to the Honor Code, or 5 points added to their grade score if they take the survey. Rich asked Tim if he could propose this to Pearson. Rich asked if anyone had anything to add on this topic. Tim reiterated that if we want to continue to manage the On-line program as it is, that is fine; however, if we want more control, then it will be a lot more work down the line for faculty. Tim is also concerned about scheduling problems due to Financial Aid, and Rich said that we need to set up a meeting with Financial Aid to discuss the issue of summer semester units not meeting the federal requirements for student loans.

VII. MNA Full time Program Market Study Proposal: Marco, working Margot Frey's department, is looking at similar programs in other Schools, and he is giving Margot's team guidance as to where to look (e.g., other Jesuit Schools, IStar, NOVA, interviewing students, etc.). Marco will handle the national and international part. Rich said that Margot Frey is a great person to work with, and he suggested academic contacts, and CEOs; last time, important academic contacts were missed. Richard Waters said he would go through his contact list and send names to Marco. The following is a sample list of suggestions from the group: Leadership Bay Area (AFP Chapters); Director of the Irvine Foundation; Wellness Foundation; The San Francisco Foundation; East Bay Community Foundation; CAL HealthCare Foundation, Oakland; Silicon Valley Community Foundation; Gordon and Betty Moore Foundation; Tides Foundation; NGOs – Room to Read (John Wood); Local NPs – Bevan Duffy, Office of the Mayor's Head of Homelessness; The Trust for Public Land; Peninsula Open Space Trust (POST); The Treehouse Guys; S. Service: Health NP; Environmental N.P.; Housing and Economic Development; Mental Health. Rich asked if there were any other questions about the Hanover study, as we have been asked to give Hanover specific guidelines. Ron asked Dean Davis about finding out more information about Health Services. Marco said they are trying to

squeeze this in because it is the end of the year and we have a contract with them. Rich believes that the dean does not have confidence in Hanover. Marco said that we need aggregated data to help (more than what we have now). Monika said that we need to ask whom are they targeting; one problem is that they do not reach out to certain groups (e.g., people of color). Rich asked: 1) are they asking the question that Monika is asking? 2) If they are, then how are they asking this? How are they differentiating the market? One problem is that when you make cold calls you do not get to the person you need to talk with. Monika said that ARNOVA is very diverse with many women, for example. Marco said that if we do not give them guidelines and specifics, they would not survey them. Rich is concerned that this may not help if there is no confidence in Hanover. He wants the program to succeed and believes in it deeply and in our ability to teach it. Richard Waters said that the issue is methodological clarity. What is being done? Marco believes that we need to help massage/redirect this in a more comprehensive way. Richard asked if we could suggest very specific questions that move Hanover away from simply looking at websites and switch the focus of quantitative questions. We need to target the right people we want to attract. It is a matter of giving them the questions to ask. Marco said that is a good suggestion, though he is not sure what our contractual relationship is with Hanover. Rich said that one problem is that two-thirds are women, so it is harder to reach out to men. Marco said that when they receive good guidelines we get back a good report, and vice-versa.

VIII. Internship Policy – MNA & MPA: copies of the PNA Internship Policy and Procedure were distributed. Per Marco, people will require more experiential activities. Currently, two students are doing an internship. A 2-credit hour elective can substitute for an internship. Right now, it is Pass/Fail and not instructionally centered; Marco wants the instructor to play a bigger role. Ron said that the two projects he is working on are: the Leo T. McCarthy Center for the Common Good, and a conventional forum - now looking at Service learning. This would be a good model for us. Monika said that Service learning and internships are two different things. Service learning is instruction in the field – what the student is provided back; internships are more opportunities for students to gain experience - their application of learning, versus Service learning which is joint learning with the institution. Ron said that organizations want to put students to work, building out a way for movement for our students. Marco said that he wants a more instructional center for students, and asked if we can create a combination of Service learning and internships. Tim said that this would be a good recruiting tool. Ron asked if we can assign faculty the hours, or ask the Department Chair to reduce hours. Monika said that Service learning is load-intensive with no compensation. Ron said that at LSU the Department Chair took the hours under her name and then coordinated with faculty; there was a full time Internship Director. Marco suggested that we maintain internships under Career Services but also have faculty involved. Perhaps these could be Independent Studies? Monika said that there is no compensation for Independent Study courses during summer/fall, but there would be compensation for summer semester courses, and added that she has done Independent Study courses with MPA students and has done matching (HR or Budget, more technical). Marco suggested making this an elective for those who want to do it. Rich proposed a 2-unit internship opportunity for students in the MPA and MNA programs. Marco said that MBA internships are already on the books. Richard Waters suggested creating a Special Topics course so that faculty could get compensated. Rich said that he is interested in offering internships; when he posed the question to the department members present no one raised their hand. Rich said that we would add this as an agenda item for next time: how to operationalize the idea of setting up internships. Monika said that the issue is a lack of support

structure. Rich said that we can create a Special Topics in PNA course, and Richard Waters added that we could draw from both MPA and NPA. Per Rich, next time, we will discuss two items for 20 minutes each, and Marco reiterated the need to have some conversation about the experiential issue. Tim asked who is the contact for AGI. Marco is the contact, and Marco said that there is so much more work involved for the experiential piece – more work than teaching, even though he receives 3-units course load compensation.

Ron made a motion to adjourn and Marco seconded. The meeting ended at 12:35 p.m.

Decisions Made and Policies Approved:

Rich Callahan proposed that 1) We will offer all courses on all campuses; MNA and MPA students are not required to travel to San Francisco; 2) if there are sufficient HSA students in a region the HSA courses will be taught there. If not HSA students will need to go to San Francisco; 3) faculty teaching MPA 611 in the fall semester in a region will try to coordinate their classes in San Francisco for their last class. Richard Waters approved the motion and Tim seconded. All approved.

Rich Callahan made the motion (outside of his role as Department Chair) that we appoint Ron Harris for a full year term to Phi Sigma Alpha, Honor Society for Public Administration. Tony seconded the motion and all approved.

Action Items to be addressed after the meeting:

Marco will forward Mike Webber's note to all (supporting our intent to recruit for MNA in San Jose, Spring '16, rather than recruit for MPA). Rich will set up a pre-meeting with Dean Davis, which will include himself, Marco, and Richard Waters, prior to the meeting with Provost Turpin.

Rich will circulate the new student travel to SF policy to other department members who could not attend this meeting.

Rich will ask Catherine Horiuchi if she sees a potential problem with faculty who are not in our department designing and/or redesigning our On-line courses.

Tim will propose to Pearson the idea of adding an incentive to encourage students to complete the On-line surveys, and Rich asked all to send him their ideas to increase student response rates.

We need to set up a meeting with Financial Aid to discuss the issue of On-line students' summer semester units not meeting the federal requirements for student loans.

For our next meeting, we will discuss two items for 20 minutes each: 1) we will look at various ways to create more opportunities for classroom interaction among students from different campuses. (See **Regional Campus Travel to San Francisco semester policy** discussion, above; 2) we will discuss how to operationalize the idea of setting up internships.