



UNIVERSITY OF  
SAN FRANCISCO

School of Education

EXECUTIVE SUMMARY

Academic Program  
Review School of  
Education

DEPARTMENT/PROGRAM

Catholic Educational Leadership  
Master of Arts and Doctorate Programs

EXTERNAL REVIEWERS

Dorothy McCrea, Santa Clara University Educational Leadership  
Faculty Member  
Sandria Morten, Clinical Assistant Professor, Assistant Director for  
Inclusive Practices, Greeley Center for Catholic Education, Loyola  
University Chicago

CAMPUS VISIT

May 3<sup>rd</sup> and 4<sup>th</sup>, 2018

The external review team read the *Self Study* written by the faculty in USF's Organization and Leadership Department; reviewed the curriculum, course syllabi and evaluations; interviewed faculty, students, and staff; and met with the Dean, Associate Deans and other relevant members of the campus community. Prior to their visit, the reviewers were also provided with USF's Vision, Mission, Values Statement and other university materials.

**1. How did the external review committee rate the quality of the program – excellent, very good, good, adequate, or poor? How does the program compare with benchmark top-tier programs nationally? Please provide a brief rationale for the external review committee's rating.**

The committee gave the program a rating of **very good**. They stated that this rating was based on the significant McGrath grant and the School of Education's commitment to the program. They noted that the program leadership is strong and that proposals for improvement are "on target." The team stated that "the CEL program has the capacity to evolve into a premier program that will garner further national attention."

## **2. What are the most important general issues that emerged from the external review process?**

### *Curriculum and Instruction*

The report notes, “As evidenced by reviewing the self-study and syllabi, observation of a class, and interview with faculty and students, the curriculum of CEL is relevant and rigorous and the faculty is committed to its continual improvement. Students recommended the intentional integration of the following skills into the curriculum: career development (interview process, job application, development of a portfolio), marketing and fundraising, and management of boards of directors, communication, and grant writing. “

Additionally, the faculty has defined program outcomes and has begun the process of mapping these outcomes across courses. The committee recommends the continuation of the mapping process, including developing a comprehensive assessment plan for program outcomes.

### *Faculty and Staff*

The committee noted that the two full-time faculty members were “highly qualified” with “extensive experience in educational leadership” and that the faculty has “contributed to fundamental research and scholarship which blends the mission of the program to Jesuit values.” They also noted that students “have high respect for the scholarship and teaching ability” of the faculty.

Recommendations included providing the faculty with continued additional marketing and recruitment support. The committee noted that sustained recruitment efforts will be critical as the program grows in capacity. They also recommended that the program focus on hiring adjuncts with Catholic leadership backgrounds to support the program. Finally, they encouraged the program to forge a closer relationship with the Diocese of San Francisco.

### *Students*

In reference to the student body, the committee noted that overall, “it is evident that the learning environment is rich and fosters the mission of the university.” The program encourages students to pursue research topics that “address the most pressing challenges” in Catholic education and supports them in presenting at conferences. The committee noted that this primes students to make significant contributions to the field of Catholic Education.

Regarding alumni, the committee noted that the alumni they interviewed had positive experiences in the program and since graduating missed the community aspect. Therefore, they recommended that the program pursue opportunities to reconnect and strengthen the alumni network.

### *Diversity*

The committee reported, “There is a clear commitment to overall diversity within

the CEL program.” The program has intentionally recruited a diverse student population, which is supported by the faculty which has expertise in serving diverse student populations. The faculty works with the McGrath Institute for Jesuit Catholic Education and the Office of Admissions and Communications at the SOE to sponsor events that focus on social justice issues. Recent events have focused on issues concerning transgendered students, sanctuary schools, undocumented students, and issues regarding the LGBT community. The commitment to diversity is also reflected in the curriculum.

#### *Resources*

The committee commended the CEL faculty and School of Education administration for securing the McGrath gift which offers scholarships to Catholic educators and aligns with the mission of the University. They stated that additional funds should be allocated towards supporting the faculty in their marketing and outreach efforts.

### **3. What specific recommendations for improving the program’s quality has the external review committee made to the Dean?**

#### *Curriculum:*

The committee recommends the continuation of the mapping process, including developing a comprehensive assessment plan for program outcomes.”

#### *Faculty:*

The program should continue to support the process of identifying adjunct faculty with Catholic leadership expertise. Additionally, they recommend that the program forge a closer relationship with the Diocese of San Francisco.

#### *Marketing and Outreach:*

The committee noted that as the program grows in capacity it will be important to provide additional support and focus on marketing and recruitment efforts. They also suggested that as the program grows, a staff member should be hired to manage communications to students and alumni and plan events.

#### *Alumni:*

The report encouraged CEL to develop stronger relationships with alumni of the program by providing opportunities to reconnect and network.

### **4. In the opinion of the external review committee, is the program following the University’s strategic initiatives?**

Yes, the committee commended the program for its alignment with the University’s mission and goals. Additionally, they stated that, “CEL has aligned its vision to the existing

strategic plan for the School of Education and has clearly articulated goals which are mission driven and impact all aspects of the program.”

**5. In what way is the program contributing to the goal of making the University of San Francisco a premier Jesuit, Catholic urban university with a global perspective that educates leaders who will fashion a more humane and just world?**

The external reviewers state in the report, “After reading the self-study and visiting the campus it is evident that the mission of the CEL program is aligned with the overall mission of the university. There is a genuine commitment to advancing Jesuit Catholic traditions which views learning as a humanizing, social activity rather than a competitive exercise. The program seeks to develop each individual to be a person of service who respects and promotes the dignity of every person.”

**6. What is the timetable for the response to the external review committee’s recommendations for program improvement? What can the Office of the Provost do to appropriately respond to the review?**

The next step is for the full-time faculty members of program to develop an Action Plan based on the Self Study and the External Reviewers’ Report. This action plan will then be reviewed by the Dean and Associate Dean. The deans will scope resource implications and provide recommendations. Based on the agreed upon *Action Plan*, the Office of the Provost can assist the program by allocating necessary resources to implement those actions.

**7. What general comments or issues, if any, are crucial to understanding the reviewers report?**

There are no additional comments or issues that are crucial to understanding the report.