

Community Partnerships and Executive Education: The Benefits for Admissions

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- Why partnerships are so unattractive and so enticing
- A detailed look at one partner program
 - Initial need
 - Formative research
 - Program design
 - Implementation
- Compromise: the heart of partnership
- Benefits
- Further research

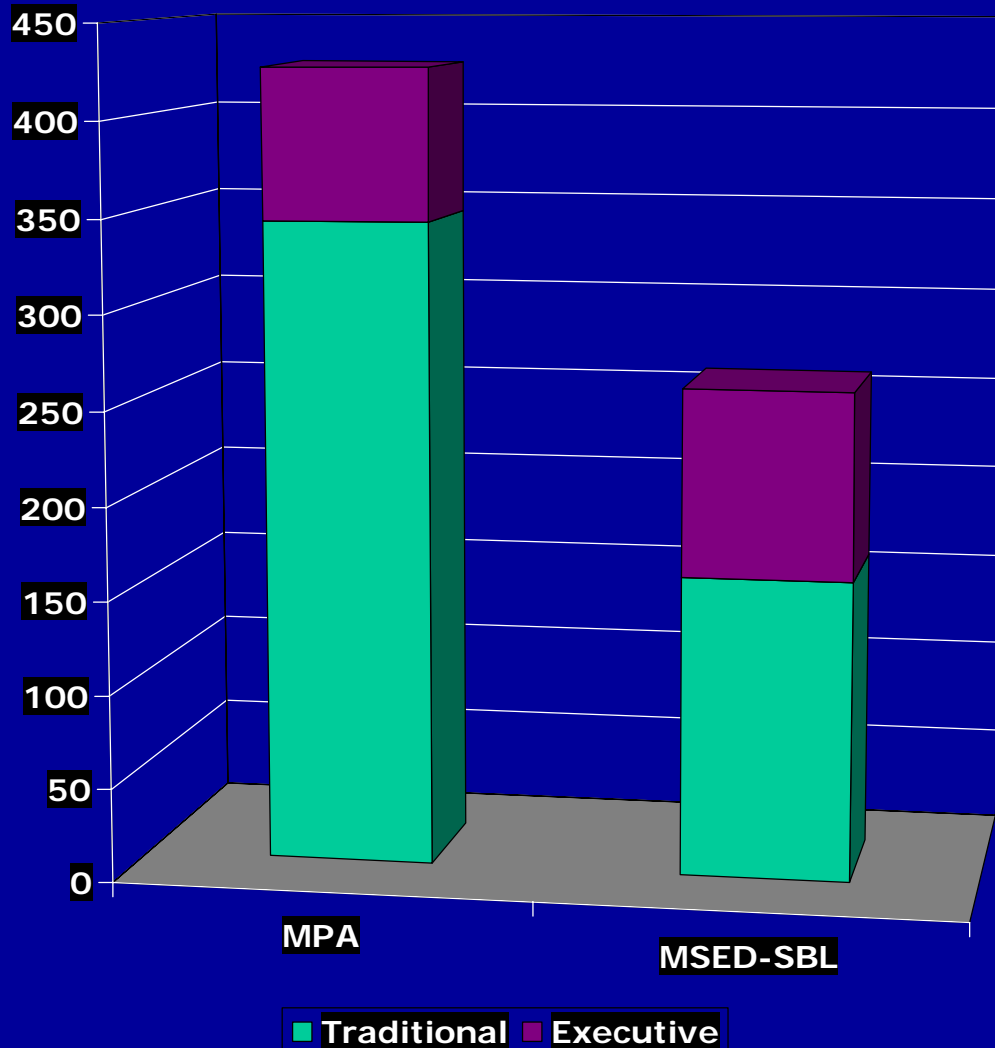
SPA's Mission

“ . . . to enhance the performance of governmental and nonprofit institutions in New York and the nation in the interest of effective and equitable public service and public policy in a diverse society . . . ”

Academic Programs

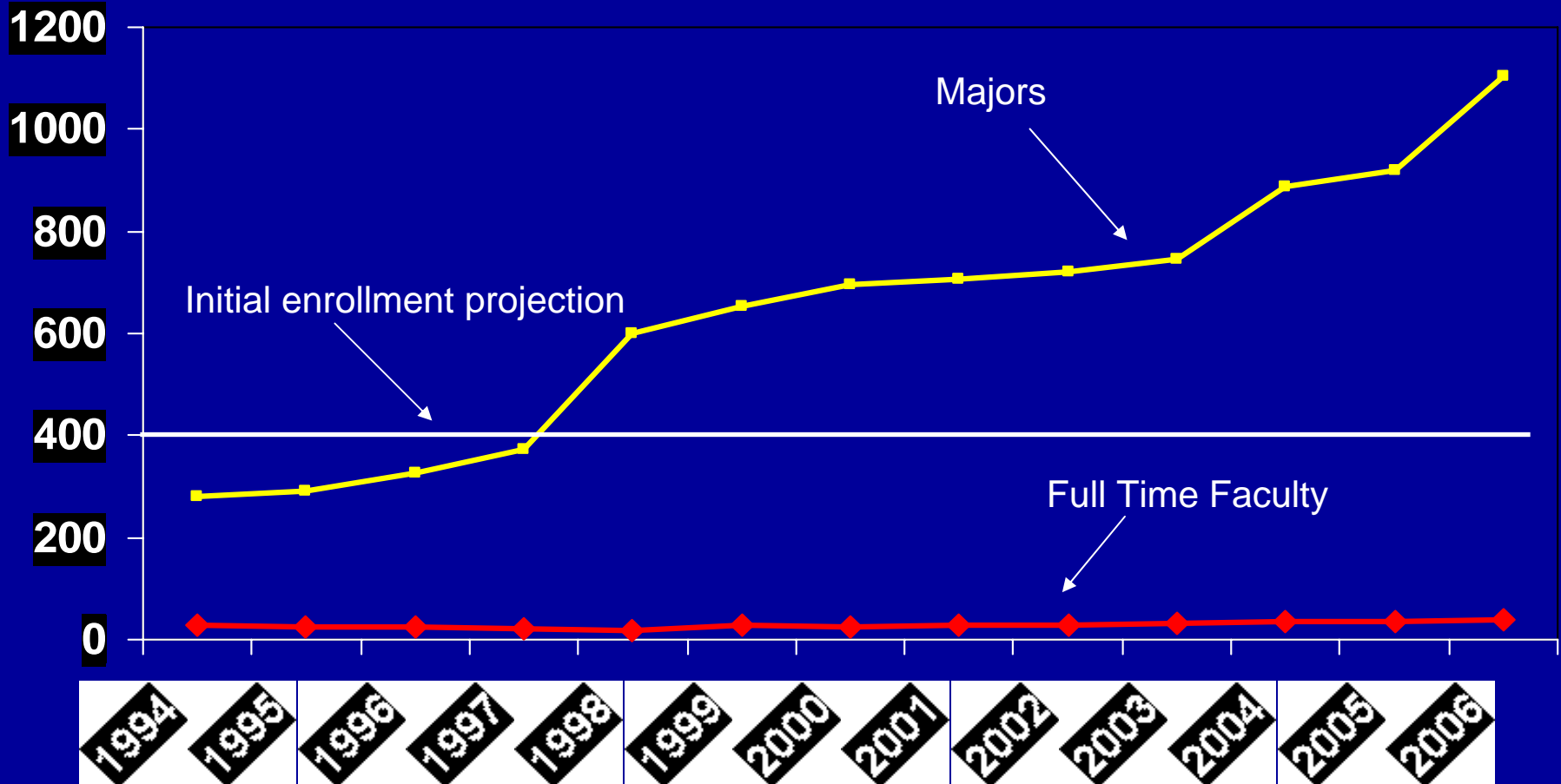
- Degrees offered:
 - Master of Public Administration (MPA)
 - Master of Science in Educational Administration & Supervision (MSED)
 - Master of Science in Higher Education Administration (MSED-HEA)
 - Bachelor of Science in Public Affairs (BSPA)
- Non-degree teaching: Introduction to Public Affairs

Fall '06 Graduate Degree Students



- 686 grad students
 - 426 MPA
 - 260 MSED
- Executive Partnerships with:
 - United Way of NYC
 - NYC Leadership Academy
 - Dept. of Ed. Region 9
 - New Visions for New Schools
 - National Urban Fellows

SPA Major Enrollment, 1994-2006



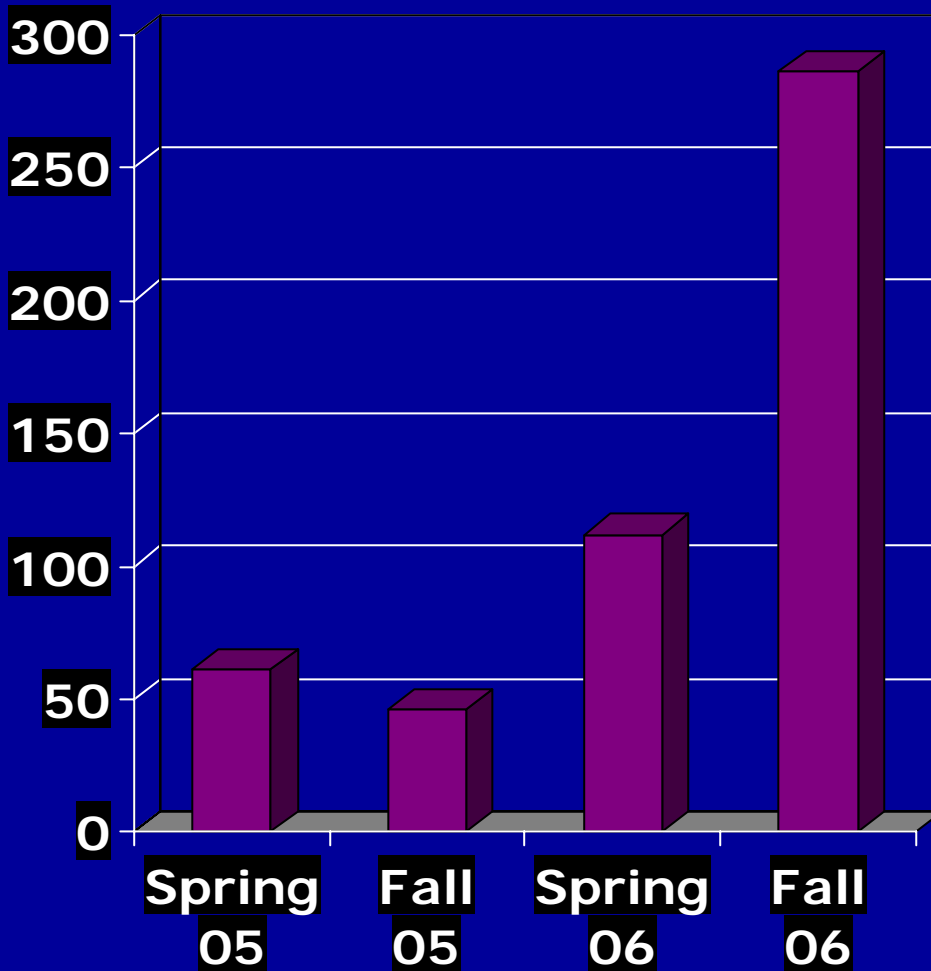
Executive MPA Program: XMPA

- Small class size (25 students)
- Saturday classes (35 Saturdays each year for two years)
- Team-teaching (faculty members teaching with practitioners)
- Cohort style (students begin and end the program together)
- A delivery system that recognizes the students as busy professionals:
 - Books
 - meals
 - laptop
 - student services are all taken care of by our administrators

Non-Degree Executive Programs

- United Way New York City
- New York City Housing Authority
- Children's Aid Society
- Greater New York Hospital Association
- Health and Hospitals Corporation
- Partnership for After School Education
- Hispanic Federation
- The Mexican Consulate

Noncredit Partner Programs



- Steady Growth
 - <60 spring '05
 - >250 fall '06
- Many partners
 - Partnership for After-School Education
 - NYC Health & Hospitals
 - The Hispanic Federation
 - Greater NY Hospitals
 - NYC Housing Authority
 - Children's Aid Society
 - United Way of NYC

One Partner Program: The UWN NYC

Small scale collaborations, 1994-2001

Anecdotes

2001

2001

Baruch engaged to research nonprofit executive transition

Consultation Design of Focus Groups, Fielded: Curriculum Co-Development

2002

2002

Clear pattern of transition and resistance to training

Survey & Curriculum Co-Development

2003

First Credit-seeking class admitted

Spring 2004

Fall 2004

First noncredit class admitted

Key Characteristics of this Partnership

- A relationship preceded the specific engagement
- Both sides were willing to enter into one another's folkways
- Both sides were willing to learn and to compromise
- ***The cost-benefit equation for Baruch changed dramatically because UWNYP is an umbrella***

Curriculum Overview

- 10-session, half-day, 1x/weekly
- Mix of academic and practitioner faculty
- A mentor/coach to provide coherence across sessions
- A capstone to:
 - Assess professional development
 - Provide immediate institutional benefit
- Regular involvement of EDs

Compromises

- From Baruch
 - Length of engagement
 - Ceding some admissions control in noncredit programs
 - Community vetting of curricula
- From UWNYS
 - Step away from process/skill only
 - Agree to include core classes in credit-bearing model
 - Agree to admissions standards
 - Agree to quality pricing

Baruch-side Logistics

- Coordination initiated by administration
 - Protect faculty time
 - Anticipate and manage conflict
- Faculty participate:
 - By choice
 - For additional compensation, not load
- Program fees cover executive program staff
- Each program has a champion

Problems with Partner Programs

- Pressures for academic compromise
 - Organization-specific training rather than generalized instruction
 - Processes and skills may be valued over theory and context
- Pressure on traditional programs
 - Competition for faculty time
 - Cannibalization
- The sheer logistical burden

Promise of Partner Programs

- New streams of students
- Different pricing possibilities
- Financial support for a design phase
- Exposure of faculty to on-the-ground institutional practice
- A chance to influence an institution directly, not just a student

Benefits for Enrollment Management

- Large audience
- Feed credit-bearing programs
- Increased institutional resources
- A marketing network
- Expand alumni base
- Expand network for employment/Career Services
- Improve traditional curricula
- Recruitment message that school is true to its mission

Further Development & Research

- What long term impact do such programs have on:
 - The careers of participants?
 - The perception of PD in the sector?
 - Sector performance?
- Is there an institutional tipping point where benefits diminish?
- Will programs continue to survive leadership transition?

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