



August 28, 2017

Ruth V. Watkins
Senior Vice President for Academic Affairs
205 Park Bldg.
Campus

RE: Graduate Council Review
MIAGE Program

Approved
R. Watkins 9-7-17
D. Kieda 9-7-17

Dear Vice President Watkins:

Enclosed is the Graduate Council's review of the Master of Science in International Affairs and Global Enterprise (MIAGE) Program. Included in this review packet are the report prepared by the Graduate Council, the Program Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

After your approval, please forward this packet to President David Pershing for his review. It will then be sent to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

David B. Kieda
Dean, The Graduate School

Encl.

XC: J. Steven Ott, Interim Director, MIAGE Program
Elizabeth Henke, Program Manager, MIAGE Program
Lina Svedin, Director, Program of Public Affairs
Cynthia Berg, Dean, College of Social and Behavioral Science

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The Graduate School - The University of Utah

**GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT
FOR ACADEMIC AFFAIRS AND THE ACADEMIC SENATE**

March 27, 2017

The Graduate Council has completed its review of the **Master of Science in International Affairs and Global Enterprise (MIAGE) Program**. The External Review Committee included:

Audie Klotz, PhD
Professor of Political Science
Maxwell School of Citizenship and Public Affairs
Syracuse University

Mario A. Rivera, PhD
Regents' Professor
School of Public Administration
University of New Mexico

The Internal Review Committee of the University of Utah included:

L. Scott Benson, MD, PhD, MPH
Assistant Professor (Lecturer)
Department of Family and Preventive Medicine

Caren J. Frost, PhD
Research Professor
College of Social Work

Johanna Watzinger-Tharp, PhD
Associate Professor
Department of Linguistics

This report of the Graduate Council is based on the self-study submitted by the MIAGE Program, the reports of the external and internal review committees, and comments on the reports from the Interim Program Director. The dean of the College of Social and Behavioral Science indicated her agreement with the Interim Director's comments.

PROGRAM PROFILE

Program Overview

The mission of the Master of Science in International Affairs and Global Enterprise (MIAGE) Program is to meet the needs of businesses, INGO/NGOs, and governmental organizations for employees who are globally sensitive and understand foreign countries and cultures from social, political, and economic perspectives. The MIAGE program was established jointly in 2008 among the David Eccles School of Business (DESB), the S.J. Quinney College of Law (SJQCL), and the College of Social and Behavioral Science (CSBS). The program offers a Master of Science degree.

The MIAGE program has an Interim Director, Professor Steven Ott, who is very capable and has put forward extraordinary effort to carry out the mission of the program. The mission is also well-supported by the Program Manager, Elizabeth Henke, and faculty governance representatives from the other two constituent colleges. Until July 2016, the MIAGE program was a freestanding program reporting directly to the CSBS dean. In July 2016, an umbrella program called the Program of Public Affairs was created to facilitate the administration of the MIAGE program as well as the Master of Public Administration and Master of Public Policy programs. Under the new organization, the MIAGE director reports to the director of the Program of Public Affairs (Lina Svedin), who reports to the CSBS dean.

Since its establishment, the MIAGE program has survived and even thrived despite several adversities, including the unexpected loss of the founding director, Professor Stephen Reynolds, and the resulting lack of formalized policies and standards.

The MIAGE program has not developed a long-range plan, which may change upon the appointment of a permanent director. Meanwhile, the program has implemented several incremental changes, particularly in its curriculum.

Faculty

The MIAGE program has no faculty lines of its own. Faculty are associated with the program in four ways: serving as the Program Director and the faculty governance of the program; teaching core courses offered by the MIAGE program; teaching core MIAGE courses that are offered by other departments; and teaching frequent electives of the MIAGE students. There is a good distribution of faculty ranks, including 9 Professors, 4 Associate Professors, 6 Assistant Professors, and 2 Instructors.

It is difficult to assess the diversity among the faculty of the program, as faculty from three colleges and beyond participate in the program, and the participation is dynamic. However, there is good diversity within the governance of the program. Prior to July 1, 2016, there was one white male, one white female,

and one Asian male in governance. At present there is one white male, one white female, and one African-American female in governance.

There is no information about faculty scholarship, service, or RPT issues as the MIAGE program does not have faculty of its own.

Students

The MIAGE student body is a small and diverse group that expresses satisfaction with the program. Since 2012, enrollment has been 8-9 students per year. Female students account for roughly half of enrolled students. The program has been successful in recruiting students from underrepresented ethnic groups. Since 2013, about 20% of enrolled students are from these groups. According to the self-study, the MIAGE program is pleased by the numbers of Hispanic/Latino/a enrollments since 2012, as this ethnic group is the largest minority in Utah and the surrounding states and the program has made major efforts to recruit this group of students. The program is continuously seeking African American, Native American and Pacific Islander students and recognizes this is an area to improve. The students appreciate the flexibility of their class schedule, which allows them to meet their job and family responsibilities while attending the program.

The students are generally happy with the policy that allows them to adjust their program according to their interests and are satisfied with academic advising. Some students suggested that courses be grouped into a few designated foci, arguing that these foci would help them build particular skills. The Program Director, however, would prefer informal course foci rather than formal ones amid a concern that the formal group would reduce course flexibility. According to comments of internal reviewers and program alumni, the program should make more effort to encourage students to elect quantitative courses. The program may leverage help from the proposed advisory board and program alumni to emphasize the importance of these quantitative courses to current students.

Both internal and external reviewers recognized the current students' desire to study in a relatively large cohort that provides opportunities to work on projects with each other.

Curriculum

Currently, the master's degree requires 39 credit hours plus 3 hours of internship if applicable. The curriculum is divided into seven core courses and six elective courses. Students are also required to complete an independent Major Research Paper (MRP) and demonstrate advanced proficiency in a second international language.

Students find the current curriculum to be manageable even for students with a full-time job. Alumni noted that the courses are good and "practically oriented." The strategic updating of the curriculum that was sought for by the program faculty is under way. Both internal and external reviewers suggested that a supervisory committee be assembled for each student that would be the primary advising resource for students working on their MRPs. Currently, the Interim Director is solely responsible for managing and grading all MRPs.

Program Effectiveness and Outcomes Assessment

Through 2015-16, program outcomes were assessed through alumni surveys, comprehensive examinations, and the MRPs. After reviewing an outcomes assessment conducted in 2015, the program's faculty governance decided to replace the comprehensive examinations with a Capstone Seminar. The governance believe that it is important to have a culminating assessment of what students have learned in the program. MRPs have been incorporated into the Capstone Seminar as of Spring 2017.

The internal reviewers noted that the MIAGE program's outcomes assessment was underdeveloped and attributed the gap to the unexpected passing of the founding director. The Interim Director responded that there would be an introduction of case study analyses and the MIAGE rubric in the Spring 2017 Capstone Seminar to assess students' mastery of the MIAGE learning outcome competencies. The internal reviewers also suggested conducting alumni surveys to ascertain where students are settling for their first jobs and if the MIAGE program aligns with the skill sets needed for these jobs and their later careers. The Interim Director indicated that such surveys will begin in Spring Semester 2017.

Facilities and Resources

The MIAGE program is temporarily located in the old Law School (Building 73) until 2018. According to the Interim Director, a more defined space plan is emerging. The program has a limited operating budget and generates modest student credit hour revenue. Nevertheless, the program is sufficiently staffed (0.85 FTE Program Manager, 1.0 FTE Administrative Assistant, 1.0 FTE Finance Coordinator, and 0.5 FTE Graduate Assistant). The Interim Director and the Program Manager are in charge of the most significant share of responsibilities, including marketing, recruiting and admission, internship and job placement, scheduling, and advising. The internal reviewers suggested defining all faculty and staff responsibilities with detailed descriptions. Both internal and external reviewers expected the program to put more mechanisms in place to help students find internship opportunities. An example of such mechanisms are an alumni association and an advisory board.

COMMENDATIONS

1. The MIAGE program responds well to the needs of businesses, INGO/NGOs, and governmental organizations for employees who are globally sensitive and understand foreign countries and cultures from social, political, and economic perspectives. This mission is in line with economic and social development trends in Utah.
2. The MIAGE program successfully integrates faculty and expertise from three schools/colleges and offers a truly interdisciplinary and distinct educational opportunity to students.
3. The faculty governance of the MIAGE program, led by Interim Director Steven Ott with the assistance of Program Manager Elizabeth Henke, has provided strong leadership and stabilized the program during extraordinary challenges. Collegiality among the director, administration staff, faculty and students has also contributed to the stability.

4. The recently established Program of Public Affairs within the College of Social and Behavioral Science has provided additional leadership and staff support to the MIAGE program, which is an important boost to the stability and sustainability of the program.

RECOMMENDATIONS

1. Update the program's mission and vision, taking into consideration the effective role the program plays in preparing students for an internationalized domestic economy that includes Salt Lake City itself. This unique feature should be embraced and promoted.
2. Ensure that student supervisory committees meet requirements of the Graduate School.
3. Implement various changes aimed at building the program. These could include adopting a cohort model (with an annual cycle and a strategically planned size), recruiting from the International Studies major here, removing the requirement for the GRE, and creating scholarships. Courses that include select undergraduates ("slash courses") might provide an opportunity for recruitment as well as bolstering class enrollment.
4. The administration of the program should formalize policies and guidelines that govern practices and education in the program. Course content, including syllabi with learning objectives, should be formalized so that course content and schedules will not change dramatically between different instructors.
5. The program should strengthen its ties with the local community, local employers, and alumni in order to increase scholarship, internship and job placement opportunities. A MIAGE advisory board is recommended as a means to strengthen these ties. Professor Ott is uniquely positioned to set up this board given his extraordinary network within the University of Utah and the community.
6. The program should consider diversifying training experiences to meet different student needs. In addition to the Major Research Paper (MRP) described in the program self-study, entrepreneurial and academically intensive options (e.g., writing a traditional research paper) could be valuable supplements. This will require support from faculty of the three colleges and the MIAGE program community.

Submitted by the Ad Hoc Committee of the Graduate Council:

Mingnan Chen (Chair)
Assistant Professor, Department of Pharmaceutics and Pharmaceutical Chemistry

Valeria Molinero
Professor, Department of Chemistry

MASTER OF SCIENCE IN INTERNATIONAL AFFAIRS AND GLOBAL ENTERPRISE (MIA GE)
OBIA PROFILE*

Master of Science in International Affairs and Global Enterprise									
	Year								
	2008	2009	2010	2011	2012	2013	2014	2015	2016
Faculty									
Headcount									
With Doctoral Degrees (Including MFA and other terminal degrees, as specified by the institution)									
Full-time Tenured	1	1	1	1	1	1	1	1	1
Full-time Non-Tenured									
Part-time									
With Master's Degrees									
Full-time Tenured									
Full-time Non-Tenured									
Part-time									1
Other									
Full-time Tenured									
Full-time Non-Tenured									
Part-time									
Total Headcount Faculty									
Full-time Tenured	1	1	1	1	1	1	1	1	1
Full-time Non-Tenured									
Part-time									1
FTE (A-1/S-11/Cost Study Definition)									
Full-time (Salaried)									
Teaching Assistants									
Part-time (May include TA's)									

*Many fields are blank because of the interdisciplinary nature of the MIA GE program.



Memorandum of Understanding MIAGE Program Graduate Council Review 2016-17

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on June 23, 2017, and concludes the Graduate Council Review of the Master of Science in International Affairs and Global Enterprise (MIAGE) Program. Ruth V. Watkins, Senior Vice President for Academic Affairs; Cynthia Berg, Dean of the College of Social and Behavioral Science; Lina Svedin, Public Affairs Programs Director; J. Steven Ott, MIAGE Interim Director; Elizabeth Henke, MIAGE Program Manager; David B. Kieda, Dean of the Graduate School; and Katharine S. Ullman, Associate Dean of the Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the review summary report presented to the Graduate Council on March 27, 2017. The working group agreed to endorse the following actions:

Recommendation 1: Update the program's mission and vision, taking into consideration the effective role the program plays in preparing students for an internationalized domestic economy that includes Salt Lake City itself. This unique feature should be embraced and promoted.

Program leadership is very receptive to this suggestion and agrees that, for many students, the ability to work internationally while living locally is an attractive option that takes advantage of the distinctive economic environment here. Both a faculty advisory group as well as an external practitioner board, which includes three graduates of the program, have been formed and will help to articulate a new mission and vision that is well-aligned with the strengths and unique features of this program. These new components are anticipated to be complete by September 2017, with a broader strategic plan to follow by December 2017.

Recommendation 2: Ensure that student supervisory committees meet requirements of the Graduate School.

While the program is in compliance with Graduate School rules, in the past getting wide faculty engagement, particularly as lead supervisors on committees, has been challenging and the Interim Director largely served this role. The program has been implementing changes that promote dispersal of this responsibility. Currently, the faculty who teach the Capstone Seminar takes this lead role, with other faculty members joining committees to review projects in their realm of expertise. Formation of the faculty advisory group is also intended to create a cadre of faculty with a more committed tie to the program, who will in turn serve

as committee chairs. While a system that directly compensates faculty for their efforts is desired, Dean Berg also brought up some tactics that provide incentive but do not require a large investment of resources. First, publications that result from efforts invested in working with MIAGE students would be viewed as a benefit by faculty. This aligns with the option now being planned for an academically-oriented research paper as a final project alternative, which will likely lead to publications. Another practice that has been effective in a different context is to recognize advisors at landmarks of contribution – such as a certain number of students advised – with a publicized award and modest honorarium (~\$500). Dean Berg expressed willingness to implement something along these lines to see if it would be effective in broadening faculty involvement. Finally, related to the topic of Graduate School requirements, Beth Henke was complimented for the MIAGE Program's excellent Graduate Handbook, noted to be clear and comprehensive.

Recommendation 3: Implement various changes aimed at building the program. These could include adopting a cohort model (with an annual cycle and a strategically planned size), recruiting from the International Studies major here, removing the requirement for the GRE, and creating scholarships. Courses that include select undergraduates ("slash courses") might provide an opportunity for recruitment as well as bolstering class enrollment.

The program is pursuing many of these suggestions: changing to an annual admittance cycle, targeting their recruitment, and removing a strict requirement for the GRE. Scholarships were not discussed, except to note their importance, particularly if the program were to restructure to have more required MIAGE classes. However, in written comments, Interim Director Ott noted that the MIAGE students currently benefit from a wide range of competitive fellowships and assistantships at a level that cannot be reliably sustained. Strategies to address this need will need to be formulated. Right now, a practical cap of 20 on the cornerstone MIAGE courses dictates the cohort size. The program is already close to this size, with steady interest via channels such as the WICHE Program and in-state universities, including Brigham Young University, UVU and USU. But maintaining a high quality group of students at this number is an ambitious goal. Related to this, the group discussed the possibility of creating further flexibility in the future with a hybrid online model, complemented by regular networking events. This approach seems especially reasonable considering the large fraction of working students (~85%). Exciting collaborations are currently under development with particular departments to build synergy by offering graduate certificates or joint degrees. Updates to the Graduate School should include outcomes of discussions underway with Economics and Social Work, as well as developments being considered with Public Health and Law. SVP Watkins brought up taking a more targeted, proactive recruitment approach for international students. All agreed that the MIAGE Program is ideally suited to attract international students, who would have affinity with the program mission and may particularly align with a joint MPP/MIAGE program. Further, international students would be especially valued and welcomed by peers in this internationally-focused program. This is a conversation that SVP Watkins would like to continue in the future.

Recommendation 4: The administration of the program should formalize policies and guidelines that govern practices and education in the program. Course content, including syllabi with learning objectives, should be formalized so that course content and schedules will not change dramatically between different instructors.

There is strong agreement that creating overarching guidelines is an important step to stably achieve program goals. An MOU, focused on expectations and responsibilities for program involvement, has been delivered to Dean Berg and will next be sent to the deans of the David Eccles School of Business and the S.J. Quinney College of Law. Clearly communicating the needs of MIAGE Program students with particular departments has been an effective way to align learning outcomes, rather than being overly rigid about precise course content. Coupled with course review by the curriculum committee, this ensures that classes used to fulfill MIAGE requirements are appropriately aligned. Recent changes bolster the learning outcome assessment loop with rubric-based analysis of case studies during the Capstone Seminar and will provide further information and feedback.

Recommendation 5: The program should strengthen its ties with the local community, local employers, and alumni in order to increase scholarship, internship and job placement opportunities. A MIAGE advisory board is recommended as a means to strengthen these ties. Professor Ott is uniquely positioned to set up this board given his extraordinary network within the University of Utah and the community.

An External Practitioner Advisory Council has been established, with their first meeting to be held in June 2017. This group, which includes MIAGE alumni as well as employers of MIAGE graduates and interns, has representatives from business, INGOs, and government entities. Director Ott notes in his written comments that, "In addition to providing input to the program about external realities, the board should be helpful in providing students with access to and connections for post-graduation employment, internships, applied program projects and possibly financial assistance." The Graduate School looks forward to learning about contributions of the Board in future updates.

Recommendation 6: The program should consider diversifying training experiences to meet different student needs. In addition to the Major Research Paper (MRP) described in the program self-study, entrepreneurial and academically intensive options (e.g., writing a traditional research paper) could be valuable supplements. This will require support from faculty of the three colleges and the MIAGE program community.

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Efforts to diversify options for final projects are already underway. Ideas being developed that have strong endorsements from the Faculty Advisory Group and the Practitioner Advisory Council include writing a structured case study, performing a policy analysis, or developing an entrepreneurial business or INGO project plan in collaboration with The Foundry/Entrepreneurship Center. These will be formalized as options for implementation in Fall Semester 2017.

Comments related to this MOU, although not to specific recommendations, included recognition of the benefits that have come from organizing the Public Affairs Programs as a unit. Dean Berg is commended for helping to navigate this set-up. The three professional degree programs under this umbrella have all benefited from synergy in their operations and from having Professor Lina Svedin as a central, energetic leader. The MIAGE Program has also been fortunate to have both Professor Ott at the helm, as well as Beth Henke as its dedicated and proactive Program Manager. SVP Watkins particularly commended this leadership team for stabilizing and invigorating the MIAGE Program, making it a legacy to Stephen Reynolds, the founding director, while pushing it in new and exciting directions. It is striking how well the MIAGE Program collaborates with and leverages resources on campus, from the Lassonde and Hinckley Institutes to Career Services. An internal search for a new director will soon be underway. Identifying a candidate well-suited to the demands of this position is clearly crucial for the future success and stability of the MIAGE Program, but the new director will have the advantage of building on a robust program infrastructure. With all this said, Interim Director Ott emphasized the need for increased resources. Following up on options with SVP Watkins, who recognizes the value of this program, will be helpful.

This memorandum of understanding is to be followed by regular letters of progress, upon request of the Graduate School, from the Director of the MIAGE Program. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed. In addition, a three-year follow-up meeting may be scheduled during AY 2019-20 to discuss progress made in addressing the review recommendations.

Ruth V. Watkins
Cynthia Berg
Lina Svedin
J. Steven Ott
Elizabeth Henke
David B. Kieda
Katharine S. Ullman



David B. Kieda
Dean, The Graduate School
August 28, 2017