External review – very clear about the Director position

Untenable –

A lot responsibility without authority

A lot of work – 70% of time is administering program

Labor intensity of Tribal Governance Concentration

No spare time – always reactive. Very difficult to do M&O. Very difficult to lead.

Helps to stabilize – so it isn’t such a heavy rotation and provides stability to the program

Total apps: 127 (+ 1 Hyogo + 3 EF)

Completed apps this year: 122

First round (61 completed)

46 admitted

A1 – 38 (81%)

A2 - 9 (19%)

15 on hold

2 complete, too late to consider

Second round (55 completed)

15 on hold from first round (1/2 under 3.0 GPA; ½ weaker candidates)

1 on hold – can’t calculate GPA

A1 – 18

A2 – 11

Hold – 10 (below 3.0)

Admission committee disagree - 2

Deny – 14

Any sustained growth needs stability at the Director level

Purpose

Coordination

Communication

Empowerment

Staff are left unmanaged – unled.

Leading – almost none of my time on managing (crisis management). Curriculum development, hiring and feeding/caring adjuncts, leading general MPA governance.

Something always suffers

60/40 – 40/60; 40/60; 60.

60/40 – if Director only taught electives

Right now, can’t afford to lose Director position out Core.

Managing, training, etc. adjuncts.

Quality of program