

2018 President's Report





Message From the President

Dear Friends:

As I look back over the past year, I'm struck by the ways that the University of San Diego's many challenges and successes have been met and celebrated with the enthusiastic engagement of our robust Torero family.

I am thankful and humbled by the efforts of our alumni, parents, trustees, faculty, staff and students in exceeding our \$300 million fundraising goal, the most ambitious in the university's history. *Leading Change: The Campaign for USD* raised in excess of \$317 million, a truly impressive collective effort.

While we celebrate the success of the *Leading Change* campaign, we are building upon its momentum with our strategic plan, *Envisioning 2024*. We have a clear road map to the future that will distinguish USD from other great universities as we approach our 75th anniversary in 2024.

The campus is abuzz — quite literally — with the most ambitious long-term deferred building maintenance plan in the university's history. The *Renaissance Plan* aims to restore legacy buildings and engage in strategic new construction across campus.

Clearly, the University of San Diego is moving in the right direction. But if we are to fulfill our mission and help restore civil dialogue to the public discourse, we must uphold the dignity of every person while also protecting freedom of expression. As an academic community, we continue to call on the better angels of our nature to fulfill our vision of setting the standard for an engaged, contemporary Catholic university where innovative Changemakers confront humanity's urgent challenges.

I believe we are more than up to the task of meeting them. Please join me in celebrating the past year as you reflect upon USD successes in the pages that follow.

Sincerely,

James T. Harris III, DEd
President, University of San Diego

MISSION STATEMENT

The University of San Diego is a Roman Catholic institution committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community and preparing leaders who are dedicated to ethical conduct and compassionate service.

VISION STATEMENT

The University of San Diego sets the standard for an engaged, contemporary Catholic university where innovative changemakers confront humanity's urgent challenges.

2018 Year in Review

WINTER/SPRING

In January, **Retired Army Maj. Gen. William M. Matz Jr '73 (MA)** (pictured below) had his official swearing-in ceremony as the new Secretary of the American Battle Monuments Commission. General Matz, who had been nominated in December 2017, was sworn in by Deputy Secretary Robert J. Dalessandro in Washington, D.C.

MBA students at USD now can gain a competitive advantage through a **new concentration in business analytics**. The School of Business announced the new MBA concentration in late February, making USD the first in the San Diego region to offer a concentration in the fast-growing field, which uses applied analytical skills to make data-driven business decisions.



The **Peace Corps** announced that the University of San Diego is ranked 16th among medium schools on the agency's 2018 Top Volunteer-Producing Colleges and Universities list, released in February. USD has ranked as a top volunteer-producing school for three consecutive years. A total of 224 alumni have served as volunteers. (Pictured below is Thomas Nolan '13 during his Peace Corps service in Colombia.)

In March, the Burnham-Moores Center for Real Estate within the School of Business announced that the **undergraduate real estate program ranked highest** out of 28 schools nationwide according to the 2018 College Factual undergraduate real estate program rankings.



Also in March, **Christine Enger '93 (BA)** entered the West Coast Conference Hall of Honor. In her time at USD from 1989-93, she was a three-time All-WCC selection, was twice named to the WCC's All-Academic team, and as a senior led the Toreros to their first NCAA Women's Tournament berth on the strength of her ability to rebound and block shots. (Enger is pictured at center in the photo below.)

In April, the School of Business undergraduate **international business program was ranked second in California** and eighth in the nation by College Factual, which subsequently ranked the business school first in California among schools offering undergraduate business, management and marketing degrees.



Building community is at the core of what started as the Office of Volunteer Services, became the Center for Community Service-Learning, and is now the **Karen and Tom Mulvaney Center for Community, Awareness and Social Action**. The center celebrated its 30th anniversary this spring. "We're a learning community, first and foremost, so building community is very important to us," explains center director Chris Nayve '98 (BA), '06 (JD), '07 (MBA). "Members of our team talk about the relationship side of this type of work and doing it over the long haul."



Sam Scholl '01 (BA) was introduced as USD's new men's basketball head coach in early April. The longtime Torero played two seasons under Brad Holland and was an assistant under Holland for seven seasons, headed to Santa Clara for eight seasons as an assistant before returning to his alma mater the past three years. "I definitely love him as a coach," said **Isaiah Pineiro '18 (BA)**, USD's leading scorer and rebounder this past season. "He's a great guy. I trust him with my career."



The university's Joan B. Kroc School of Peace Studies bestowed its **Medal of Peace to Forest Whitaker** in April, in recognition of his international work as a humanitarian, peacebuilder and UNESCO Special Envoy for Peace and Reconciliation. The Medal of Peace, created in 2007 as part of the Kroc School's dedication, is awarded to extraordinary individuals who've contributed significantly to build peace with justice and have dedicated themselves to the pursuit of shaping a better world.



Alumni UNIVERSITY of SAN DIEGO Honors

Ten extraordinary members of the USD family were recognized at the **2018 Alumni Honors** celebration on Saturday, April 28. The 2018 recipients (pictured at left) were Sister Virginia Rodee, RSCJ, '57 (BA), '74 (MA); Tracy Reines '94 (BA); Sue Snyder, head women's volleyball coach; John Della Volpe '89 (BA); Cindy Steckel '10, PhD, RN, NEA-BC; Eleonora-Markella Mantika '06 (MA); William "Bill" Brennan '96 (BBA); Vickie E. Turner '82 (JD); Catherine "Caity" S. Riddle Meader '10 (MA) and Rasheed Behrooznia '02 (BS/BA).

The university was proud to announce in late May it won the national **2018 Operation Hat Trick Service Award**, which recognized USD's outstanding efforts to support the recovery of wounded U.S. combat service members and veterans through its sale of USD hats that are co-branded by Operation Hat Trick. In recognition for the award, Operation Hat Trick donated \$10,000 to the Travis Manion Foundation on behalf of USD.

A \$10 million gift from **Rafaela '61 (BA), '77 (MA) and John Belanich** will provide state-of-the-art classrooms, laboratories and student innovation spaces for the university's Shiley-Marcos School of Engineering. "This amazing gift will give us space where our students can practice being the Changemakers that will change the world," said Dean Chell Roberts.



Christina Saad was named USD's President for a Day in late April. During the course of the day, she fulfilled duties normally assigned to President James Harris, while he attended Saad's classes and other activities. As part of her day, she presented a \$1,000 check — which each USD President for a Day receives to donate to a charity of their choice — to Sarah Cooper, executive director of YALLA SD. (Saad is pictured above, at left, with Cooper.)



More than 2,000 students participated in May's **commencement** ceremonies. These graduates celebrated the culmination of their hard work, after years of putting in countless hours academically while participating in clubs, Greek life, athletics, community service projects, plays, concerts, competitions, faith retreats, study abroad and other activities.





SUMMER

June marked USD's second annual **Torero Takeover**, which featured 23 events planned throughout a single day, open to the more than 25,000 USD alumni living in San Diego County. Social, educational and physical activities, many of which are connected to alumni-owned businesses and alumni-run organizations, resulted in a fun time for all.

The **University of the Third Age (U3A)** celebrated 40 years of lifelong learning in 2018. The university's longest-running community outreach program, U3A keeps those age 55 and older engaged and informed by offering topical information from experts such as police officers, medical doctors, USD faculty members and others.

In late June, USD's Shiley-Marcos School of Engineering welcomed 40 high school students to campus for the annual **GenCyber Academy of Excellence**. Funded through a National Security Agency grant, the program occurs twice during the summer, offering college-bound 10th, 11th and 12th graders with insight into the cybersecurity field. Selected from more than 200 applicants, students were introduced to the cybersecurity industry.

In June, USD's Center for Peace and Commerce (CPC) hosted its first **Global Social Innovation Challenge**, an entrepreneurial showcase of ideas from college students worldwide, and the results lived up to the event's international billing. Teams representing Ghana, Ireland and Mexico emerged as the biggest winners, earning the largest shares of CPC's \$50,000 seed-funding prize pool, and gained increased awareness for their projects, all of which were inspired by the United Nations' 17 Sustainable Development Goals.

University of San Diego cross country and track runner **Shea Ricketts '18 (BA)** earned the 2018 West Coast Conference Female Sportsmanship Award and the Toreros claimed the Student-Athlete Advisory Committee (SAAC) Community Service Award, announced June 8 by the conference. Ricketts (below, right) was selected based on her dedication to being a strong representative of the WCC, USD, her team and herself. She showcased value-based leadership and character, exemplified through her acts of sportsmanship.

Four University of San Diego baseball players on the 2018 roster were selected in the **Major League Baseball First-Year Draft**, which ran June 4-6. Right-handed pitcher Paul Richan was the first Torero drafted, going 78th overall to the Chicago Cubs. Toreros catcher Jay Schuyler (pictured) went in the seventh round, 199th overall, to the Cincinnati Reds. On the final day of the 40-round draft, two more Toreros had their name called. Left-hander Nick Sprengel was chosen by the Tampa Bay Rays in the 15th round (450th overall) while third baseman Brhet Bewley was a 32nd-round selection (962nd) by the Kansas City Royals.





Wine Classic

UNIVERSITY OF SAN DIEGO

July's 10th annual **Wine Classic** was a celebration, not just of fine wine and food but of USD's students. All net proceeds from the event — including the Vintners Dinner, tickets, silent auction, the luxury Napa wine vacation getaway raffle, wine wall and more — support the USD Alumni Endowed Scholarship Fund. To date, the Wine Classic (pictured, at left), presented by the USD Alumni Association Board of Directors, has raised more than \$450,000 for student scholarships.



After 40 years, 419 football games and 1,171 men's basketball games, USD's **head athletic trainer Carolyn Greer** (below, left) stepped aside in July. It was an emotional farewell for one of the first female head athletic trainers at a Division I university. Sitting inside the Student Life Pavilion on a sun-kissed summer morning, Greer said, "I have so much love for this place." USD men's basketball all-time leading scorer Johnny Dee loves her right back. "She's the best," he said. "I never missed one game in four years. Part of that, to me, is God's grace. And then the major part was 'Momma C' always making sure I was ready."

More than 60 USD students took part in a 10-week summer research project at the inaugural **Summer Research Colloquium** on campus. Participants included McNair Scholars (below) and others from the Office of Undergraduate Research. Projects were grouped by subject, including life and physical sciences, social sciences, engineering, math and computer science, the humanities and creative works. Students connected with faculty mentors who coached them on public speaking and presentation skills.



This summer saw a new plant bloom on campus. The latest addition to the Kroc School's knowledge toolbox arrived; the **EnergiPlant**, a structure produced by Primo Wind, was installed in front of the Kroc Institute for Peace and Justice. The EnergiPlant is a collection of large petals that serve as a "wind generator," four "leaves" that each have a solar panel and LED lighting below, a long stem where the wind/solar controller can charge a battery, and a three-pronged base that are benches and have USB ports to charge a cellphone or tablet. The EnergiPlant is also a WiFi hotspot.





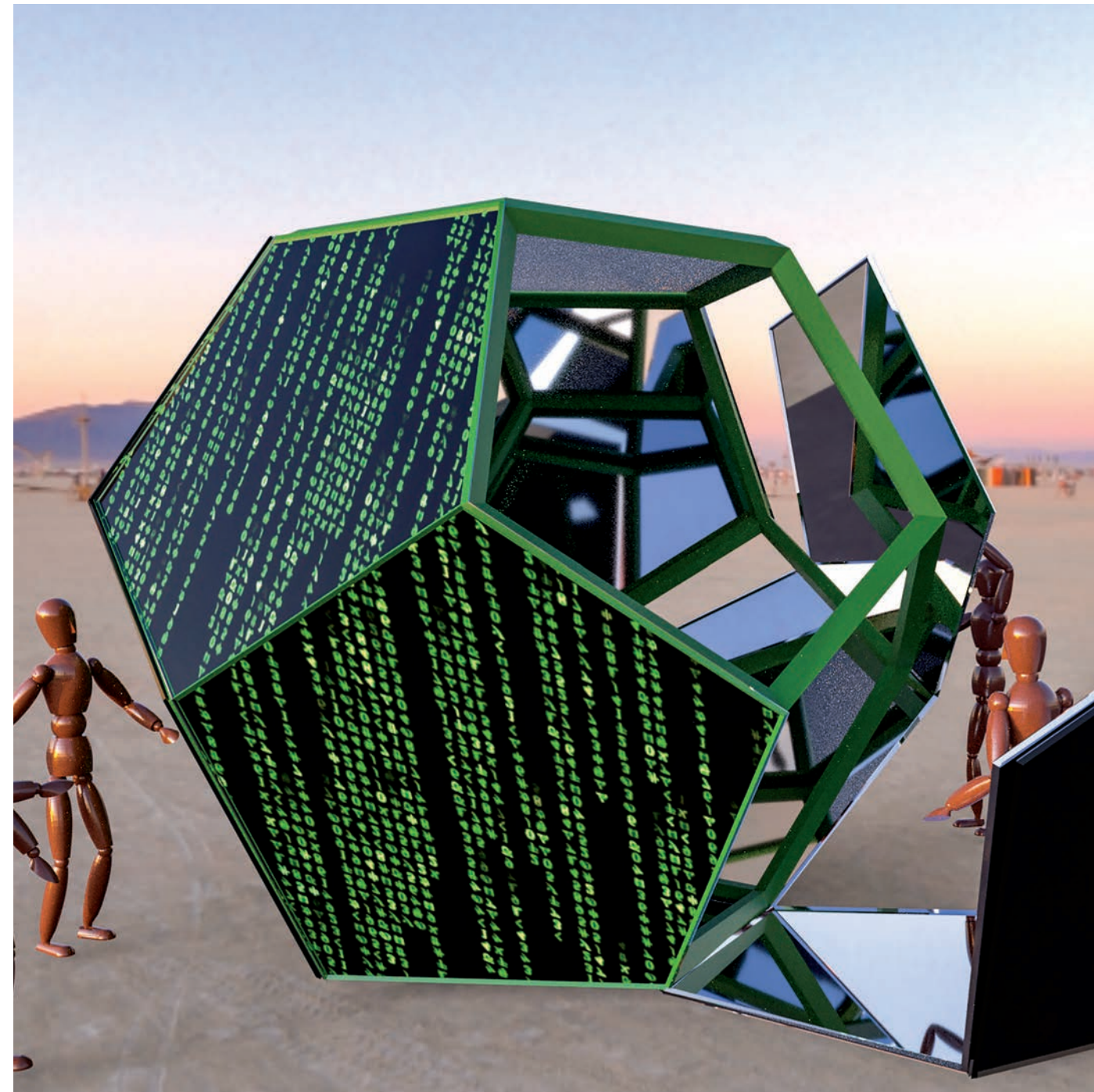
In late July, the University of San Diego Toreros set a school record with 150 scholar-athletes named to the 17th annual **West Coast Conference Commissioner's Honor Roll** for the 2017-18 academic year. The honor roll, which recognizes scholar-athletes who have balanced athletic success with academic excellence, had more than 1,450 students over the course of five seasons who qualified for honors. (Pictured above is biology major Samantha Fairweather '21, whose 4.0 GPA earned her the WCC's "gold honors" status.)

The Old Globe and University of San Diego Shiley Graduate Theatre Program announced the hiring of **Jesse J. Perez** as its new director late this summer. Perez is an accomplished actor, choreographer, director, and professor who came to San Diego after 12 years of distinguished teaching at the Juilliard School in New York. He joins the faculty of USD's Department of Theatre and oversees the internationally renowned Master of Fine Arts in Acting program, which is a joint effort between USD and The Old Globe.



Art and technology lovers got a treat when the University of San Diego officially unveiled **Unfolding Humanity** in late August. The massive 30-foot interactive metal sculpture (pictured, right) calls attention to the connection and contrast between humanity and technology. The sculpture is a dodecahedron with pentagonal walls that unfolds under human power, an engineered design that alludes to Albrecht Dürer's 500-year-old unsolved problem on unfolding polyhedra.

Professor Emeritus of Art **Therese Truitt Whitcomb**, the first and only graduate of the San Diego College for Women in 1953 and whose connection spanned every decade of the University of San Diego's existence, passed away in mid-August at the age of 87. Whitcomb became a full-time professor in the Department of Fine Arts in 1969. Among her many accomplishments were the founding of USD's art history program and Founders Gallery. The inaugural director of institutional design received an honorary Doctor of Letters by then-USD President Mary E. Lyons in 2015. (Whitcomb is pictured below, at left, with Dr. Lyons.)





Leading Change™

THE CAMPAIGN FOR USD

FALL

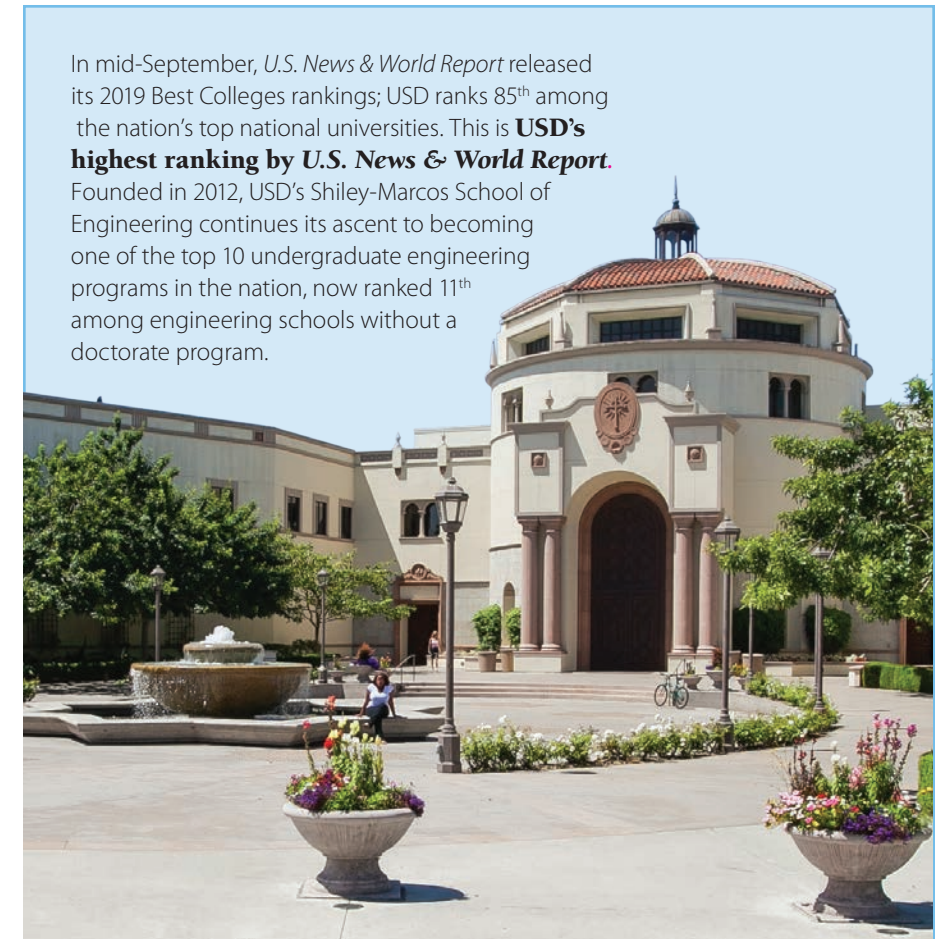
In mid-September, the University of San Diego celebrated the completion of **Leading Change: The Campaign for USD**, which raised more than \$317 million. This was the largest fundraising campaign in the history of the university. Among the many milestones reached during the course of the campaign were 233 new scholarships, a total of 105,023 gifts — including 10,607 from students — 20,336 first-time donors and \$3 million from USD employees.

The University of San Diego Small Business Development Center officially changed its name to **the Brink** this fall. “Our new center is built to empower startups and innovators that are on the brink of success and our new name reflects that,” said Mysty Rusk, the center’s director. The Brink is housed in the School of Business and is one of only a handful of its kind in the country. The center is a partnership between five schools: the School of Business, Shiley Marcos School of Engineering, Joan B. Kroc School of Peace Studies, Continuing and Professional Education and School of Leadership and Education Sciences. In mid-December, the Brink was named the highest ranking business incubator/accelerator in the region by the *San Diego Business Journal*.

In late September, it was announced that a \$1.5 million gift from Carol Vassiliadis to the College of Arts and Sciences has established the **A. Vassiliadis Director of the Humanities Center**, which will be held by the center’s current director, Brian Clack, PhD. This donation ensures that funding for the director and his vision is fully supported. “Mrs. Vassiliadis has been delighted with the expansive nature of the center and its unique collaboration with University Galleries,” said Dean Noelle Norton.

The Fall 2018 **first-year undergraduate student class** was the largest in the university’s history. Officially, USD has 1,310 new first-year students in the Class of 2022 and an additional 298 new undergraduate transfer students. Of note is that this was also USD’s most diverse class of first-year students in the university’s history as well as the most academically talented as measured by grade point average (3.91) and SAT score (1275).

In mid-September, *U.S. News & World Report* released its 2019 Best Colleges rankings; USD ranks 85th among the nation’s top national universities. This is **USD’s highest ranking by U.S. News & World Report**. Founded in 2012, USD’s Shiley-Marcos School of Engineering continues its ascent to becoming one of the top 10 undergraduate engineering programs in the nation, now ranked 11th among engineering schools without a doctorate program.





Once again, **Homecoming and Family Weekend** drew droves of alumni, parents and students to campus to celebrate over the course of a fantastic weekend that included the Big Blue Bash featuring J Boog, Tribal Theory and student DJ Andrew Lam. Also of note were campus tours, “classes without quizzes,” a visual arts alumni exhibition, a reception honoring Golden Toreros, a plethora of reunions, knowledge transfer events, a picnic and tailgate party prior to the USD vs. Dayton football game.

This fall marked the Kroc School’s newest degree program, the **Master of Science in Conflict Management and Resolution**. The degree, which can be completed in nine months and has a 30-unit curriculum, “mainly targets working professionals in different fields (health, education, police, military, etc.), who want to gain an understanding of conflict analysis as well as developing tools for conflict management and resolution, including mediation, negotiation, facilitation and dialogue,” said Necla Tschirgi, the Kroc School’s associate dean and a distinguished professor who helped shape the development of the degree program.

In mid-October, **the Department of Mathematics** celebrated its new, dynamic, state-of-the-art environment for student collaboration, faculty research and community gathering. The centerpiece is a new Math Studio, which is expected to serve as an incubator and promoter of a radical, physical experience in mathematics research, borrowing ideas from manufacturing, art studios and design thinking. Glass walls, open spaces, and easy navigation are part of the design, allowing fresh new pedagogical approaches and environments that can better reflect and advance mathematics for the 21st century. Construction of the new space was made possible by a generous \$1 million grant from the Fletcher Jones Foundation.

Along with launching the full 10-month master’s degree in business analytics program in October, the University of San Diego School of Business was ranked **#1 MBA in San Diego** by *Bloomberg Businessweek* and moved up 21 spots in the national ranking. (Pictured below is Dean Jaime Alonso Gómez, PhD, alongside Associate Dean Stephen Conroy, PhD, discussing the ranking.)



In mid-November, the Institute of International Education (IIE) Open Doors ranked **USD’s study abroad program first in the nation** among top doctoral-granting institutions. This is the 11th straight year that the university’s study abroad participation has been recognized by IIE as among the nation’s top study abroad programs. The report, which covers the 2016-17 academic year, noted that more than 76.5 percent of USD’s undergraduate students participated in some form of study abroad experience before graduating. USD offers more than 75 different study abroad programs.

The University of San Diego **master’s in supply chain** program is among the top programs in North America, and second-best in California, according to Gartner Inc.’s 2018 rankings. USD’s supply chain master’s program ranked 25th on the list highlighting those with the best curricula, real-world experience and industry reputations. Eighty-eight supply chain programs in the U.S. and Canada were considered for this ranking.

Late November’s **Torero Tuesday** was an unprecedented success. USD’s version of the national day of giving — which occurs each year on the Tuesday after Thanksgiving — raised more than \$338,000 to provide critical financial support for USD students. “Torero Nation came together to paint the day blue and show their Torero pride,” said Philip Garland, senior director of annual giving and stewardship. More than 900 alumni, parents and friends contributed to the effort.



December’s beloved campus tradition, **Lessons and Carols**, brought the campus community together with the public to gather in Founders Chapel and enjoy one another’s company in the joyous Christmas season. Through poignant readings from the Old Testament and New Testament interspersed with beautiful music, the congregation reflected on the birth of Jesus.



Leadership

EXECUTIVE OFFICERS

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 Andrew T. Allen, PhD, Vice President, Institutional Effectiveness and Strategic Initiatives
 Gail F. Baker, PhD, Vice President and Provost
 Msgr. Daniel J. Dillabough '70, Vice President, Mission and Ministry
 Terry Kalfayan, CPA, Vice President, Finance and Chief Financial Officer
 Richard P. Virgin, Vice President, University Advancement
 Ky Snyder, Vice President, University Operations
 Carmen M. Vazquez, MSW, CSW, Vice President, Student Affairs

DEANS

Theresa Byrd, EdD, University Library
 Stephen Ferruolo, JD, PhD, School of Law
 Jane M. Georges, PhD, RN, Hahn School of Nursing and Health Science
 Jaime Alonso Gómez, PhD, School of Business
 Nicholas Ladany, PhD, School of Leadership and Education Sciences
 Patricia Márquez, PhD, Joan B. Kroc School of Peace Studies
 Noelle Norton, PhD, College of Arts and Sciences
 Chell A. Roberts, PhD, Shiley-Marcos School of Engineering

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 Luis Maizel, Vice Chair
 Sister Carolyn Osiek, RSCJ, ThD, Secretary
 Jeffrey Martin, Treasurer

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 Darlene Marcos Shiley, Chair Emerita
 Susanne Stanford, Esq. '75
 Sandra Stangl

Note: Current as of publication date. For the most recent leadership information, go to sandiego.edu/about/leadership.

2017-18 Financial Operations

TOTAL OPERATING REVENUE, GAINS AND OTHER SUPPORT*

	2017-18	2016-17	2015-16
Tuition and fees, net of student aid	\$ 253,212,723	\$ 241,413,247	\$ 231,318,439
Grants and contracts	16,321,093	16,573,985	16,715,954
Contributions	18,437,189	19,739,854	26,758,359
Investment income, net	20,261,967	17,347,396	15,640,220
Sales and services of auxiliary enterprises	49,551,405	48,607,426	47,612,336
Athletics, recreation and other	7,397,043	6,348,726	5,753,475
Total	\$365,181,420	\$350,030,634	\$343,798,784

OPERATING FUNCTIONAL EXPENSES*

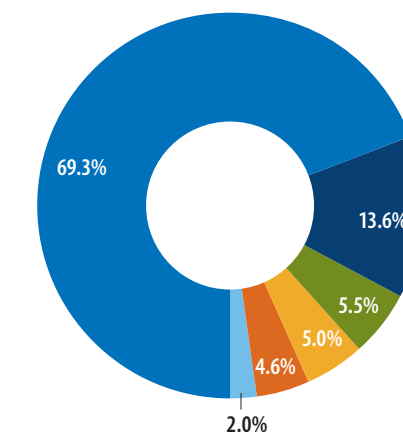
	2017-18	2016-17	2015-16
Educational and program expenses	\$ 210,815,722	\$ 208,765,026	\$ 199,927,484
Auxiliary enterprise expenditures	43,081,541	43,010,258	42,959,225
Management and general expenses	73,417,908	69,385,724	67,810,718
Total	\$327,315,171	\$321,161,008	\$310,697,427

INCREASE IN COMBINED NET ASSETS*

	2017-18	2016-17	2015-16
Unrestricted net assets	\$ 64,513,330	\$72,398,636	\$ (1,373,039)
Temporarily restricted net assets	34,716,518	15,975,869	(14,311,358)
Permanently restricted net assets	3,961,016	4,239,811	4,114,873
Overall increase in net assets	\$103,190,864	\$92,614,316	\$(11,569,524)

*Fiscal year ending June 30.

SOURCES OF 2017-18 OPERATING REVENUE, GAINS AND OTHER SUPPORT



■ Tuition and fees, net of student aid
 ■ Sales and services of auxiliary enterprises
 ■ Investment income, net
 ■ Contributions
 ■ Grants and contracts
 ■ Athletics, recreation and other

Giving to the University

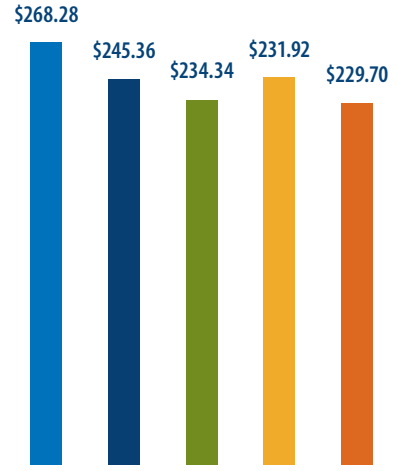
\$268.28M

2017-18: Financial Aid Awarded

7,247

2017-18: Students Awarded Financial Aid

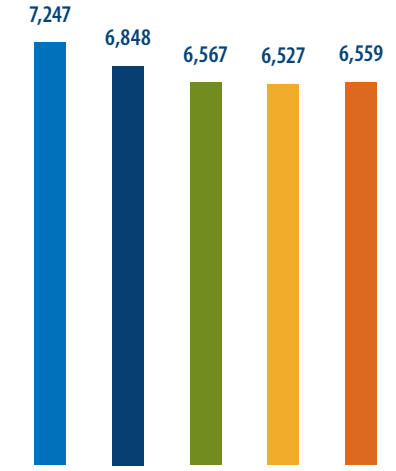
FINANCIAL AID AWARDED*
(dollars in millions)



2017-18 2016-17 2015-16 2014-15 2013-14

*These figures include all sources of aid.

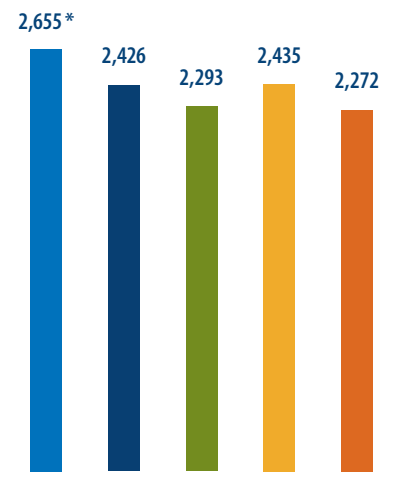
STUDENTS AWARDED FINANCIAL AID*



2017-18 2016-17 2015-16 2014-15 2013-14

*These figures include all sources of aid.

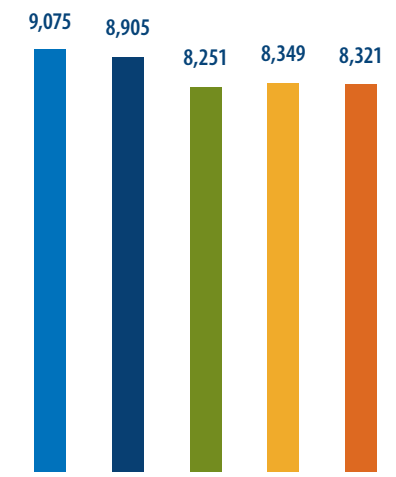
DEGREES AWARDED*



2017-18 2016-17 2015-16 2014-15 2013-14

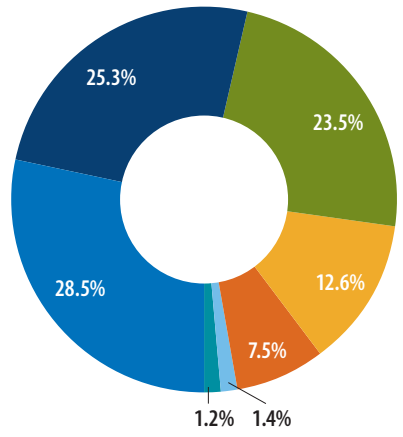
*Based on year-end estimates.

FALL ENROLLMENT



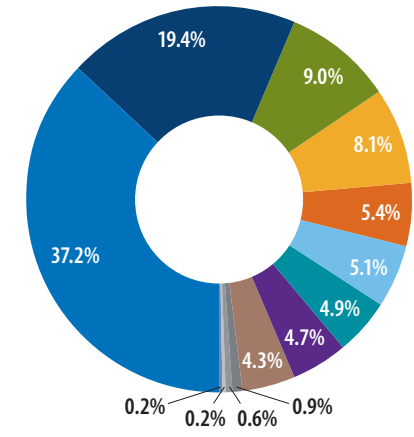
2017-18 2016-17 2015-16 2014-15 2013-14

2017-18 SOURCES OF TOTAL CONTRIBUTIONS



- Parents
- Alumni
- Foundations
- Community/Friends
- Corporate
- Faculty/Staff
- Other Donors

2017-18 DESIGNATIONS OF CONTRIBUTIONS



- School of Business
- Shiley-Marcos School of Engineering
- General Scholarships/Financial Aid
- Buildings
- Athletics
- School of Law
- Other Restricted
- School of Leadership and Education Sciences
- College of Arts and Sciences
- Joan B. Kroc School of Peace Studies
- Hahn School of Nursing and Health Science
- Restricted Unassigned
- Unrestricted

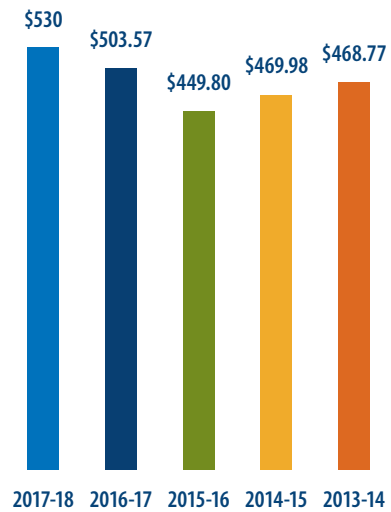
Since its founding, the University of San Diego has achieved distinction on many levels. It has outstanding faculty and exceptional students, innovative undergraduate and graduate programs, centers and institutes, acclaimed community outreach efforts and competitive men's and women's athletic programs. The generous support of donors has helped make the university a preeminent institution of Catholic higher education.

\$530M

2017-18: Endowment Fund

ENDOWMENT FUND

(dollars in millions)

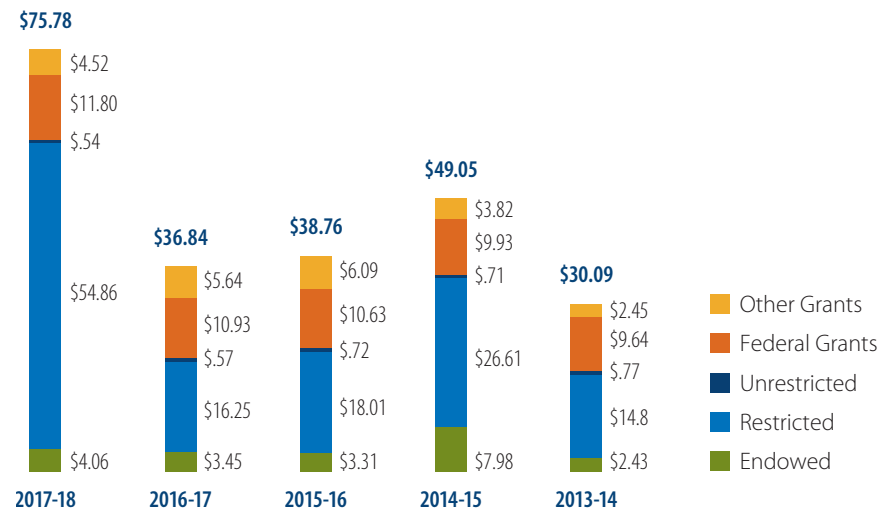


\$75.78M

2017-18: Gifts and Grants

TOTAL GIFTS AND GRANTS*

(dollars in millions)



*These figures are unaudited and subject to change. Final year-end results may vary from those reported here.





5998 Alcalá Park, San Diego, CA 92110-2492
(619) 260-4600 / sandiego.edu

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