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1990

*Two
Decades
of
Achievement*



*A
Review
of
Author E. Hughes'
Presidency
at the
University
of
San Diego*

1971-1991



University of San Diego

I am pleased to present your personal copy of the 1990 President's Report. Because you have a vested interest in the University of San Diego, I know you will appreciate this review of our progress.

Author E. Hughes

P.S. Thank you for your financial support.

D

Dear Friends,

The past two decades have marked an unparalleled period in the history of the University of San Diego. In 1971, when I joined the university as president, the institution was barely beyond infancy; it has blossomed and matured in the succeeding 20 years to earn regional and national distinction. USD's faculty, students and academic programs have achieved numerous noteworthy accomplishments.

The past 10 years, in particular, have been an exciting and rewarding decade at Alcalá Park.

Bold new academic ventures such as the marine studies, electrical engineering and international business programs have been launched to meet community needs. Through the generous support of many loyal benefactors, USD completed one capital fund-raising campaign for more than \$15 million and is close to completing a second for \$47.5 million. Sociology Professor Judy Liu was named California Professor of the Year in 1990—a prime example of the excellent teaching faculty who serve the university.

Despite much change, the university's basic mission remains unaltered. USD is still committed to the vision expressed by its founders, a vision rooted in the principles of academic excellence, the liberal arts tradition and strong teaching. A USD education still emphasizes religious orientation, traditional values and a holistic approach—all built on the foundation of Catholicism and a belief in God and in the dignity of each human being.

This 1990 President's Report summarizes the highlights of USD's past 20 years. These highlights—indeed all of the university's achievements—represent the combined energies of many, many members of the USD family. All of you who have supported the university's efforts these past two decades share in the remarkable record USD has compiled.

As we review our journey to date, let us renew our commitment to the university and its future.

Author E. Hughes

Author E. Hughes, Ph. D.
President

page one

1 9 7 2

Merger of College for Women and College for Men and School of Law finalized.

Schools of Business Administration and Education founded.



1 9 7 3

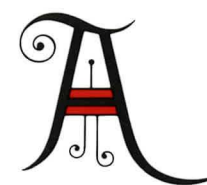
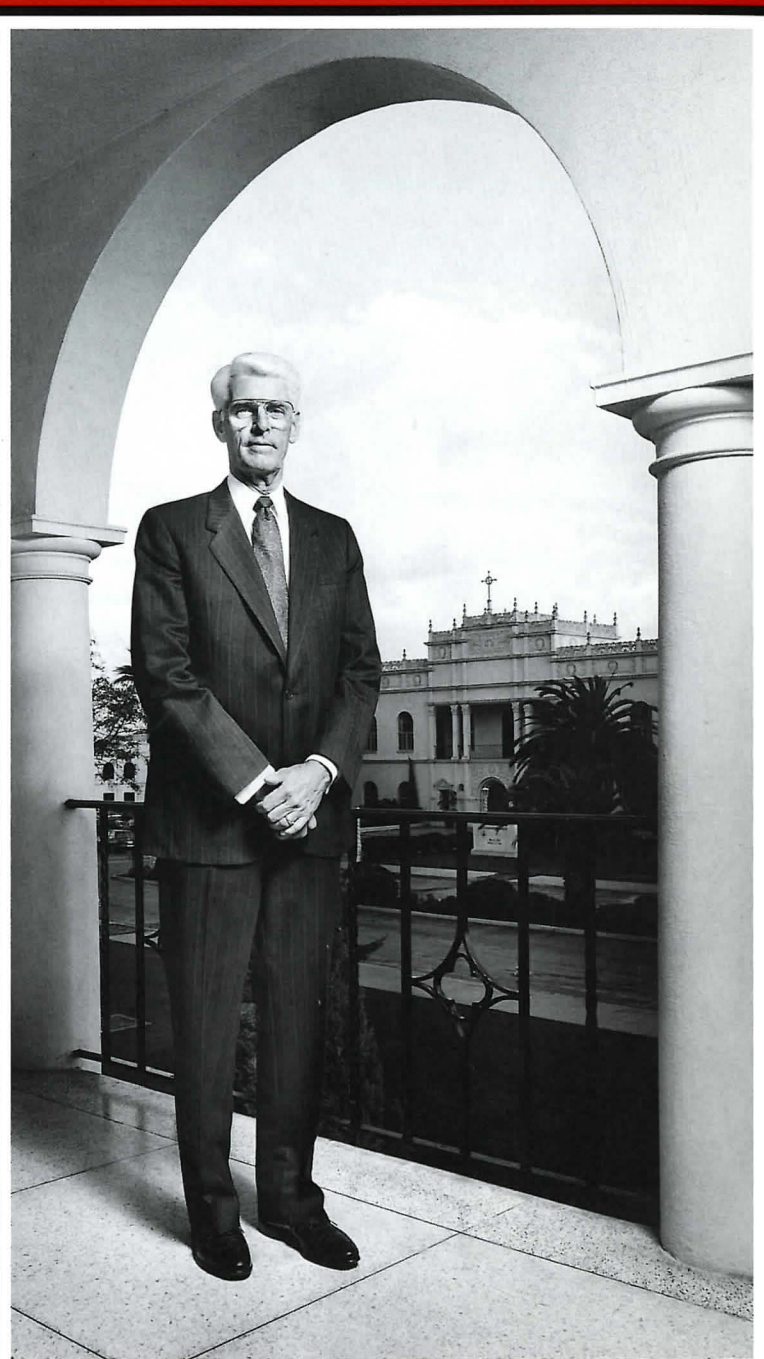
School of Business Administration inaugurates master of business administration program.

Football team reaches the NCAA Division III national semifinals before losing to Wittenberg, 21-14.

1 9 7 4

Hahn School of Nursing founded and Dr. Irene Palmer appointed dean.

Freshman Preceptorial program introduced to link professors with students beginning college life.



Arts and Sciences

The College of Arts and Sciences has served as the educational heart of USD since the college's 1952 founding, preparing all students with the historical perspective and communication skills critical to problem-solving in a modern society. During the past 20 years the university has enriched the liberal arts experience by introducing innovations such as a Freshman Preceptorial and an Honors Program, and reorganizing core course requirements into a Foundations Curriculum. In addition, the college introduced bold new academic ventures, including a marine studies program offered in cooperation with the Hubbs Marine Research Center, Sea World Research Institute, and a master of fine arts in dramatic arts program created in conjunction with the Old Globe Theatre.



Business Administration

The School of Business Administration has flourished since its founding in 1972, growing from approximately 200 students and six faculty to more than 1,200 undergraduate and 400 graduate students and 54 full-time faculty today. Among the school's distinctions which have earned it glowing marks from the San Diego business community: a master of international business graduate program ranked among the top 15 in the nation, a full-time faculty whose members all hold doctorates, and Olin Hall, one of the most modern business school facilities in the nation, complete with state-of-the-art audio-visual, computer and communication equipment.

*Author E. Hughes, Ph.D.
President*

The past two decades have marked an unparalleled period in the history of the University of San Diego. In 1971, when I joined the university as president, the institution was barely beyond infancy; it has blossomed and matured in the succeeding 20 years to earn regional and national distinction.

page three

1 9 7 5

Student enrollment tops 3,100.

Men's tennis team wins second of back-to-back NCAA Division II titles.

1 9 7 6

The university grants 536 degrees at commencement.

1 9 7 7

Hahn School of Nursing offers first classes leading to a master's degree.



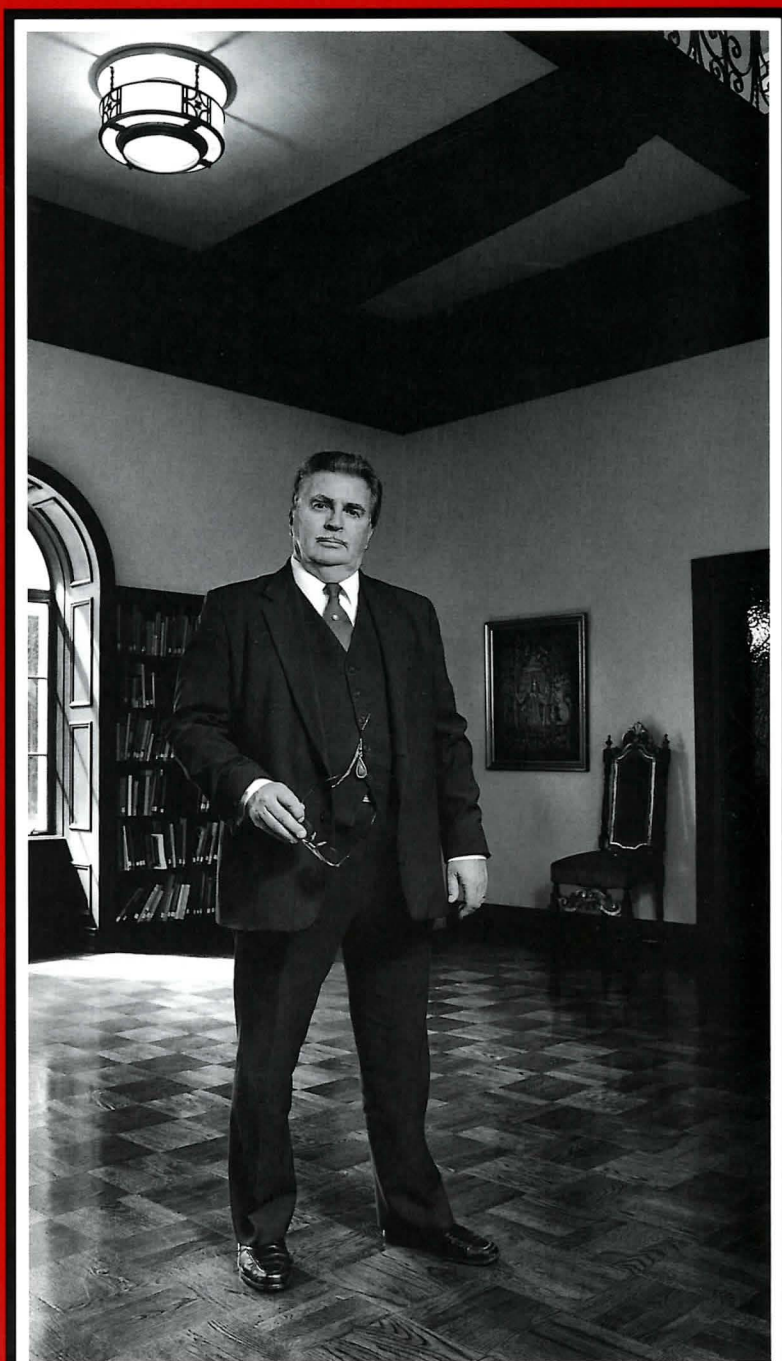
First men's and women's crews

1 9 7 8

Honors Program initiated to provide specialized study for students of high academic ability.

1 9 7 9

School of Education offers first doctoral degree courses in educational leadership.



*Raymond S. Brandes, Ph.D.
Dean, School of
Graduate and
Continuing
Education*

A dynamic holistic education has evolved within our independent Catholic university in the past 20 years to symbolize USD as a teaching institution uniquely concerned about the welfare and future of each student. The opportunity for faculty research, publication and consultancies has sharpened the connection of the curriculum to the world around us so that our students of all backgrounds can become productive citizens.



Catholic Tradition

The Catholic tradition permeates all dimensions of USD—from the classroom to the baseball diamond. That tradition has called the university since

its founding to treat each individual with dignity and to examine the Catholic legacy as the basis for a continuing search for meaning in contemporary life. Among the primary examples of the university's commitment to these historical roots during Dr. Hughes' presidency: a vibrant Campus Ministry program, a burgeoning community volunteer program and a continued emphasis on course requirements for all students in philosophy and religious studies.



Diversity

USD seeks to reflect and serve the community of which it is a part. Consequently, the university has undertaken serious efforts in the past several years

to recruit and support a more racially and culturally diverse campus community. One sign of this commitment: minorities composed 26 percent of the 1990 fall freshman class. The drive to diversify at all levels of the university will remain a priority in the future.



Education

The School of Education has matured rapidly in the 19 years since its 1972 creation. Academic offerings have evolved from courses for undergraduates

and graduates seeking California credentials in teaching, administration and counseling to such ground-breaking programs as a master of marriage, family and child counseling, a doctorate in leadership, and an American Humanics degree for students considering careers in non-profit organizations. The school moved to new quarters in Harmon Hall in 1984.

page five

1 9 8 0

School of Business Administration receives "blue ribbon" accreditation from the American Assembly of Collegiate Schools of Business.

College of Arts and Sciences receives \$50,000 National Endowment for the Humanities grant to develop team-taught, interdisciplinary ethics courses.

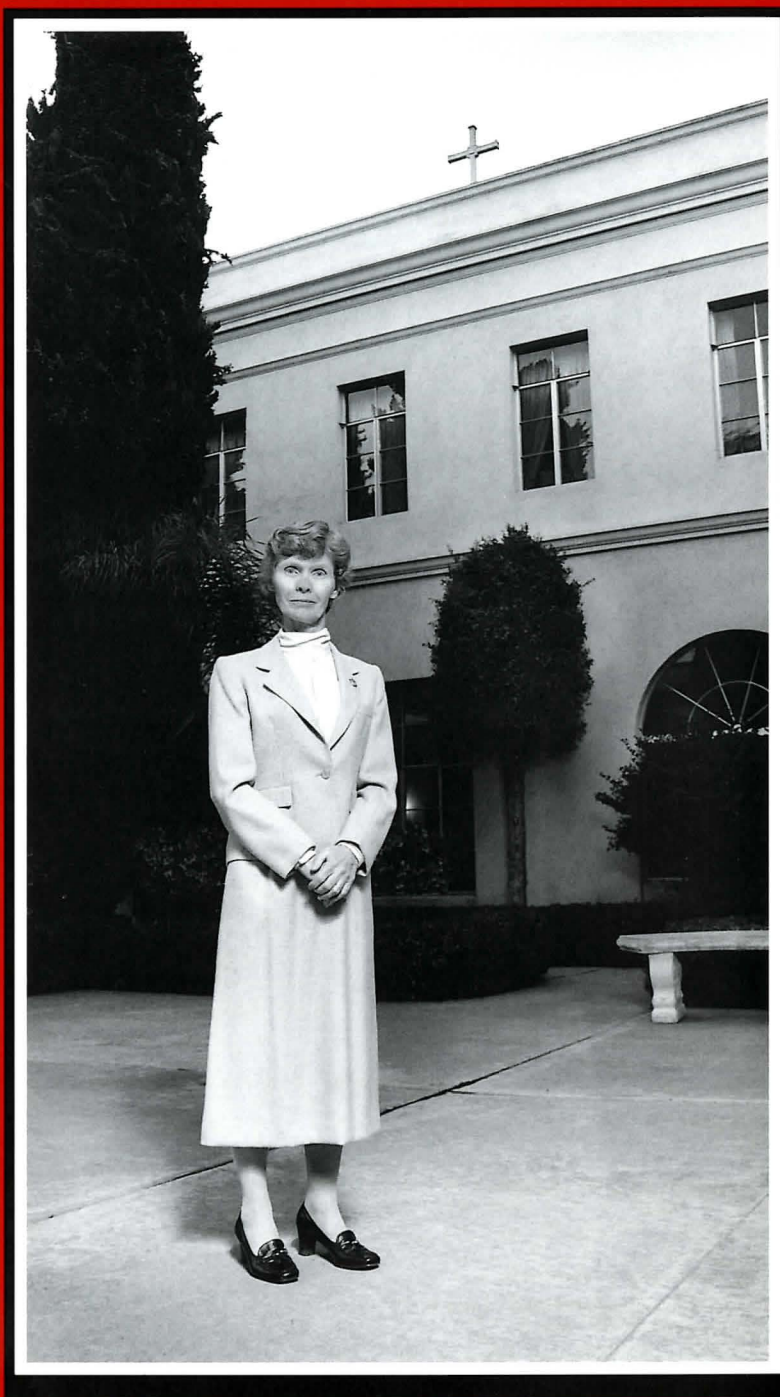
The Center for Public Interest Law begins operations to make the regulatory agencies of state government more visible and accountable.

1 9 8 1

New dormitories open at east end of campus, swelling the full-time resident population to more than 1,500.



Valley housing



*Sr. Betty Walsh, RSCJ
Professor of English*

The medieval universities were places where scholars and students, some of the greatest thinkers of our western civilization, gathered to engage in the dialectic of truth. Medieval scholars sought to bring every aspect of human knowledge into a relationship with God. There were many approaches, many modes of belief. This was the origin of the Catholic university. As the University of San Diego has evolved during the past 20 years this quest has remained the central focus of its educational mission.



Finances

After 20 years of prudent management of USD's financial resources, the university stands on firm financial ground for the short term. The annual operating budget has balanced for 17 consecutive years. From a long-term perspective, increasing the university's endowment remains a priority. The "Education for a New Age" fund-raising campaign, now in its final phase, will add some \$31 million to the endowment.



Grounds

Alcalá Park's beautiful grounds and standout facilities provide a campus environment unmatched at most colleges in the nation. Numerous construction projects completed during the past two decades have furnished USD with the facilities needed to educate students into the next century. Among the construction highlights: Olin Hall (1984), home to the School of Business Administration; the Hahn University Center (1986), hub of student life; and the Pardee Legal Research Center (1990), a state-of-the-art home for legal research.



Holism

A founding precept from which the university has never wavered is the concept of providing students with a holistic education—one that incorporates intellectual, physical, social and spiritual development. Why? USD subscribes to the conviction that an excellent education has as much to do with learning to live as it does with learning to make a living. That's why the university has initiated such programs as Freshman Orientation, Campus Ministry retreats and intramural sports over the years.

1 9 8 2

Academic Computing becomes a separate university department with goal of continuously studying the role of computers on campus.

An undergraduate major in computer science and the Naval Recruit Officer Training Corps (NROTC) program are introduced.

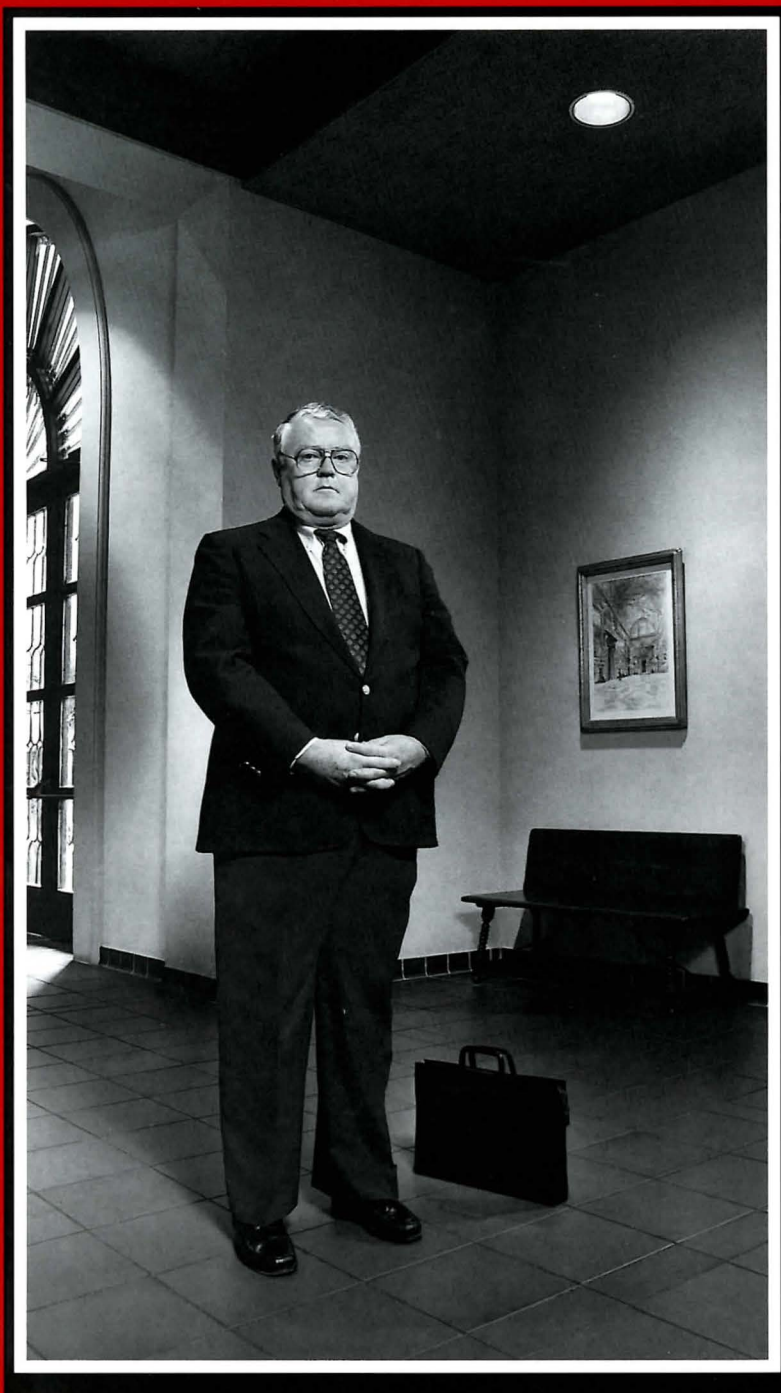
The Habn School of Nursing graduate program receives accreditation from the National League for Nursing.

1 9 8 4

Three new campus buildings are dedicated: Manchester Executive Conference Center, the Helen K. and James S. Copley Library and Olin Hall.

The Habn School of Nursing announces plans to offer a doctorate in nursing.

Men's basketball squad wins the West Coast Athletic Conference title.



*Thomas F. Burke,
M.A.
Vice President for
Student Affairs and
Dean of Students*

I see it that the programming in student affairs considers the total student—body and soul—which means that we try to conduct activities which have a clear developmental goal. Every program and experience should try to help students develop intellectually, spiritually, psychologically, physically and morally. We strive to challenge students to discover their full potential as a creature of God and a leader in the world.

I

Internationalism

Considerable campus attention has been devoted to developing a stronger focus on the increasingly international dimension of daily life. USD's location—on the shores of the Pacific and a short distance from the international border with Mexico—makes it fertile territory for developing such perspective. Among the efforts undertaken to date to nurture an international outlook: the addition of foreign study components in courses across the curriculum, introduction of language courses in Japanese and Chinese, and creation of a master of international business degree program.

J

Journey

The university has been embarked on an incredible journey seeking ever greater heights of educational excellence since its beginning. That journey has been blessed the past two decades by the dedication of thousands of men and women—ranging from faculty and staff to generous financial benefactors. Because of that dedication, USD has climbed into the upper echelons of private universities in the nation and faces the future filled with optimism.

K

Knowledge

USD's purpose can be summarized in a single idea: the pursuit of knowledge. That pursuit is carried out in an academic atmosphere designed to foster freedom of inquiry and expression rooted in the Catholic tradition. During the last 20 years USD has confirmed its commitment to this pursuit by encouraging its students to explore the world both inside and outside their classrooms. Thus—in addition to classwork—students complete internships with San Diego organizations, volunteer their time with community service groups and bring nationally known speakers to campus.

page nine

Dr. Hughes challenges the faculty and administration during a major campus address to internationalize the undergraduate curriculum and create a greater global awareness among students.



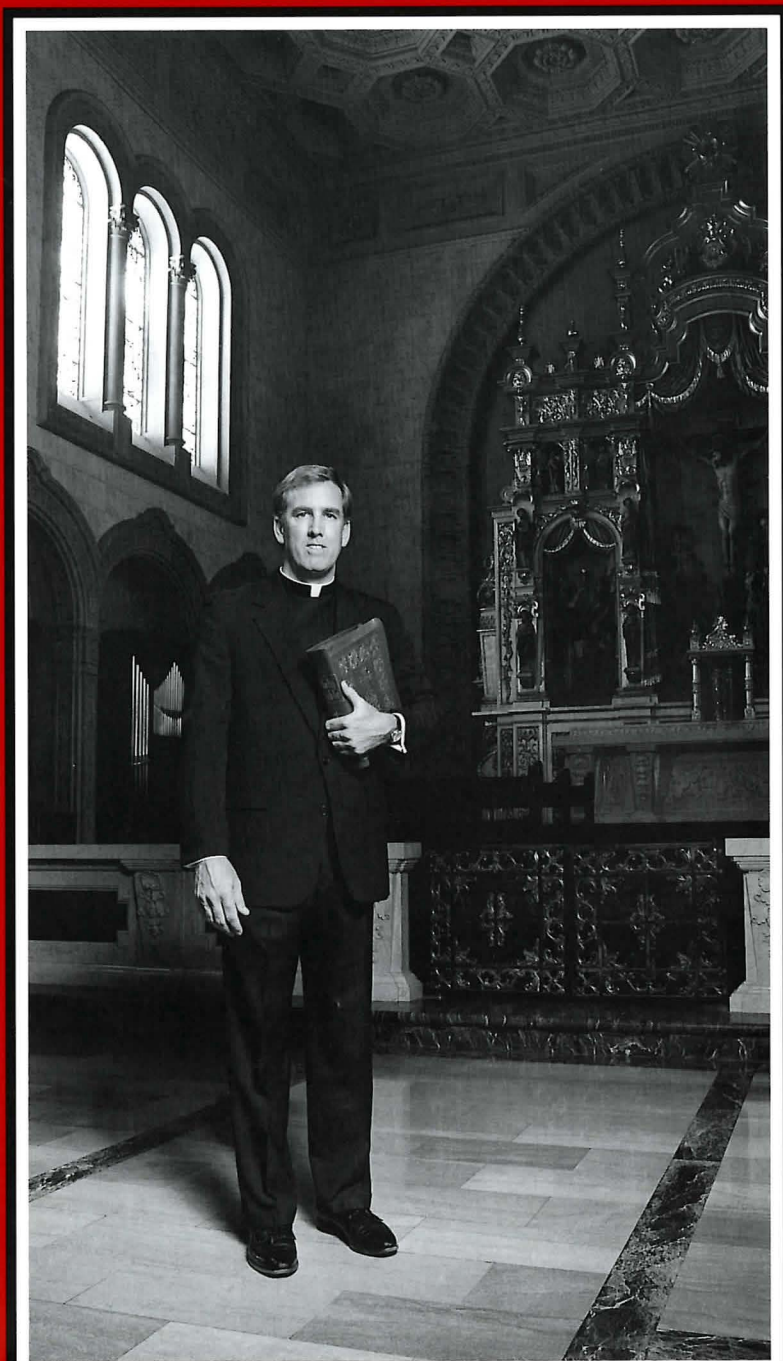
Copley Library

Institute of Christian Ministries is founded to offer courses for both professional and lay people in ministry.

Hahn School of Nursing hosts national conference on "The Economics of Health Care: Challenges and Imperatives for Nursing."

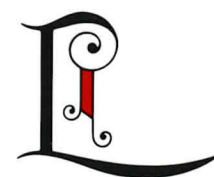
School of Law co-sponsors national conference on "The Press, Libel and American Freedom."

School of Business Administration initiates master of international business program.



*Fr. Michael J. McKay
Campus Chaplain
and
Director of
Campus Ministry*

USD is characterized by its commitment to values and virtues arising from the active faith-life of its faculty, staff, students and alumni. This faith-life is the foundation and consistent force which energizes and informs the educational mission of the institution and joins the community together in common cause.



Law School

The largest law school south of Los Angeles now stands poised to take its place among the great law schools in the country. A faculty sprinkled with nationally known legal scholars daily challenges a student body of more than 1,100. Programs in public interest, the environment and international relations are highly regarded. The school's new Pardee Legal Research Center (1990) gives it one of the top research facilities in the United States. Alumni represent a growing force in the San Diego-area legal community.



Merger

The 1972 birth of USD from the merger of the San Diego College for Women and the College for Men and School of Law and the 1971 appointment of Dr. Author Hughes as president stand as pivotal points in the institution's history. The young university melded from the best of its predecessor institutions has thrived since that merger, growing to fulfill the vision of its founders, who sought to build a great Catholic university in San Diego.



Nursing School

The Hahn School of Nursing fulfilled San Diego's need for topflight nursing education when the school was founded in 1974. In the succeeding 17 years the school has enriched its academic stature, offering undergraduate and graduate programs, including a doctoral program instituted in 1985. The school moved into its current modern facility, the Hahn School of Nursing, in 1978. Today, USD nursing alumni serve in leadership roles throughout the San Diego health care community.

General education requirements are revised into a Foundations Curriculum emphasizing written communication skills, classic and contemporary issues, and mathematics.

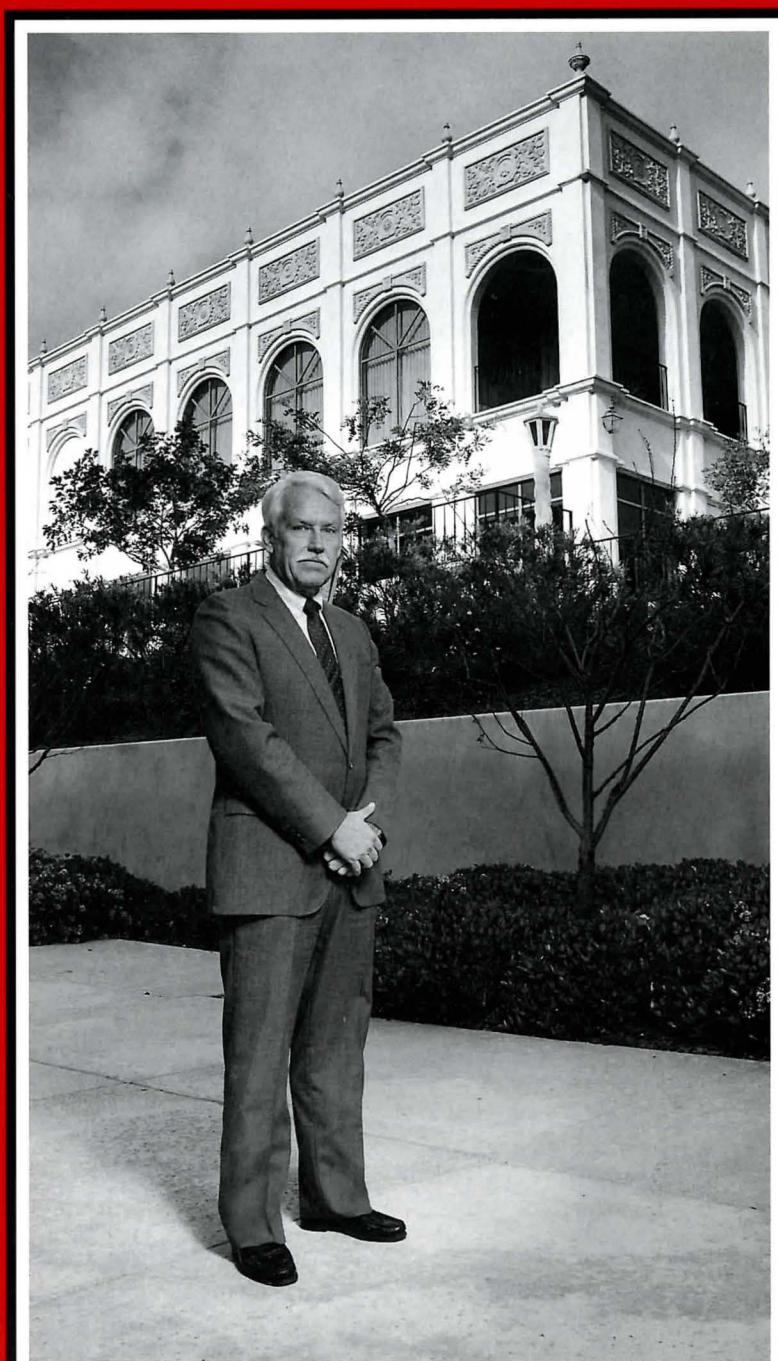
Some 65 nationally recognized moral philosophers from throughout the country meet on campus for USD's first "Forum on Human Values."



Dr. Thomas Kanneman

An academic program in electrical engineering is launched.

A delegation from China attends a landmark School of Law conference organized to analyze juvenile problems in the People's Republic of China and the United States.



James M. Burns,
D.B.A.
Dean, School of
Business
Administration

When Art Hughes arrived 20 years ago the School of Business didn't exist. Thanks to his extraordinary leadership, today the school enjoys the respect of the local and regional business community. This success is built upon a powerful tradition of teaching excellence combined with a clear focus on the total development of the individual.



Optimism

Optimism has characterized the spirit of the university community since the institution's birth. USD's people—from the dedicated faculty who enthusiastically support their eager students to the generous trustees who invest millions of dollars in the university's future—have expressed an ongoing optimism about this institution which has carried it to remarkable levels of accomplishment in a short historical time frame.



Professors

USD professors form the backbone of the university's educational experience. Their commitment to teaching students and providing opportunities for close student-teacher interaction distinguishes a USD education from that offered by other universities in the region. A tangible sign of the faculty's preparedness: more than 90 percent of the 239 full-time faculty hold a doctorate or terminal degree in their field. Among the full-time teaching faculty for graduate programs, 100 percent hold doctoral degrees.



Quality

The university's commitment to quality education has remained unyielding—from the classroom to the playing field. One independent verification of that quality: the accreditations earned by USD's schools, including the Hahn School of Nursing by the National League for Nursing, the School of Business Administration by the American Assembly of Collegiate Schools of Business and the School of Law by the American Bar Association and the Association of American Law Schools.

A master of fine arts in dramatic arts program is founded in conjunction with San Diego's Old Globe Theatre.

Hahn University Center opens to provide campus with a central location for dining and student activities.

The men's basketball team earns a trip to the NCAA post-season tournament for the second time in four years, compiling a school record 24-6 mark.

USD students finish second out of 119 teams in the annual American Trial Lawyers Association mock trial competitions in Washington, D.C.

For the second year in a row, a team of graduate business students wins the International Collegiate Business Policy Games.

*Dr. Allan Bloom, author of the best seller *The Closing of the American Mind*, headlines a daylong USD conference on ethics and leadership.*



Sr. Sally Furay, RSCJ, Ph.D., J.D. Provost and Vice President

President Art Hughes' leadership has spanned a 20-year period of solid academic achievement at the University of San Diego. Central to USD's realization of academic excellence has been Dr. Hughes' goal to develop a strong faculty characterized by intellectual curiosity and creativity in their teaching and research, and committed to USD's mission. These qualities are evidenced by USD's coherent general education program; its focus on ethics in curriculum, its interdisciplinary and honors courses, and preceptorial program; its emphasis on internationalization of the curriculum; and its establishment or strengthening of graduate programs, including professional doctorates.

R

Reputation

The university has garnered a growing reputation for academic excellence during the past two decades. Evidence abounds to support that claim.

Among the highlights: in 1990 *U.S. News and World Report* ranked USD the fourth best regional college in the western United States, San Diego businesses aggressively recruit business school graduates, and sociology Professor Judy Liu was named 1990 California Professor of the Year by the nation's largest association of educational institutions.

S

Students

Enrollment has grown significantly, moving from less than 2,500 in 1971 to 6,027 in the fall of 1990 as the university added programs and facilities

designed to serve additional students. A student body which in earlier years was composed mainly of Southern California residents now counts nearly half its students from outside California. The 1990 entering freshman class held a mean high school grade point average of 3.35 in college preparatory classes and mean SAT scores of 492, verbal, and 539, math.

T

Teaching

The teaching-learning process is the focal point of the university's daily activities. That commitment remains as firm today as when USD's founders

first voiced the concept. The university has cultivated a fertile teaching-learning environment by hiring professors whose first priority is teaching, by keeping the student-teacher classroom ratio to 18:1, and by providing professors with the up-to-date resources required to challenge their students in new dimensions.

Enrollment reaches 5,858.

American Humanities program introduced to train students for leadership positions with service groups such as Girl Scouts.

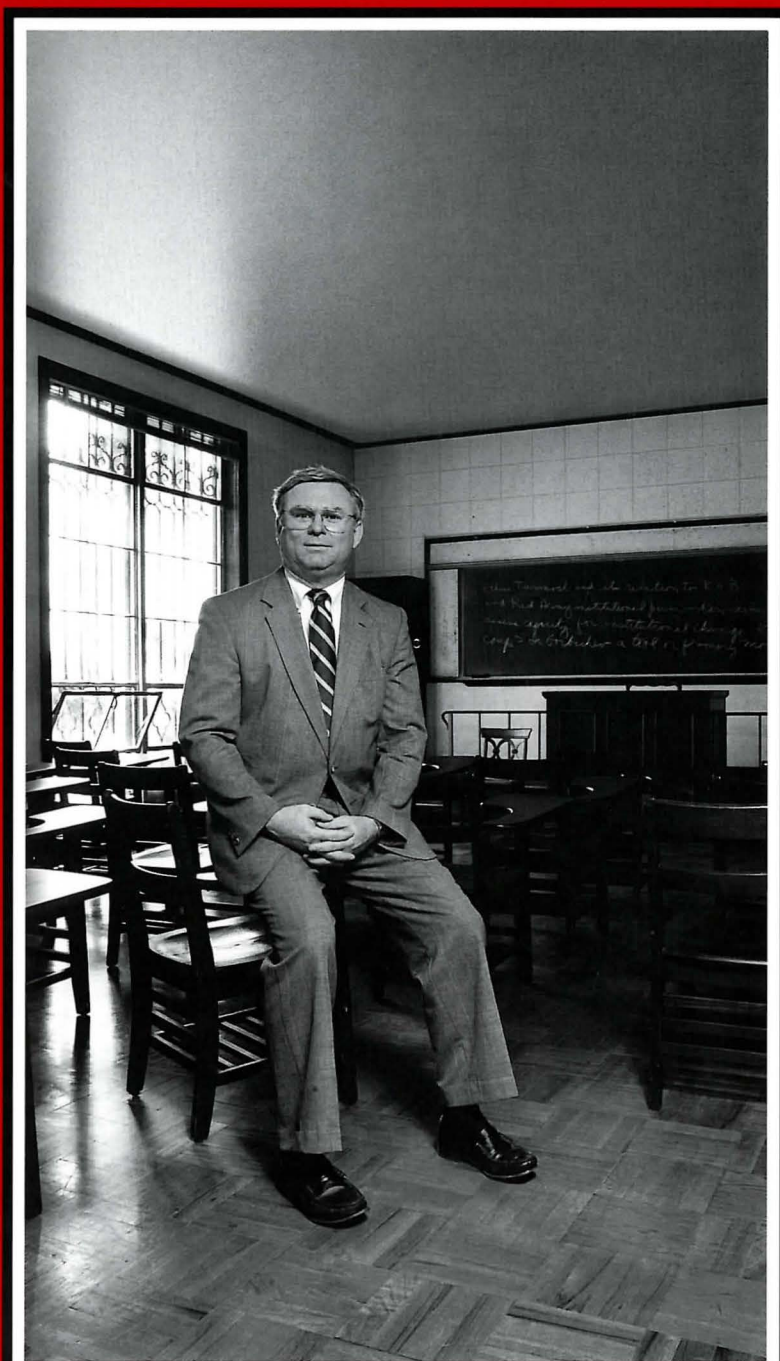
American University Distinguished Professor of Ethics and Professions Clarence Walton discusses ethics at a special campus lecture.

Mother Teresa visits campus and challenges her listeners to truly love their neighbors.



Business Professor Joan Anderson receives her second Fulbright Scholar Grant in two years, this one to fund research at the Central Bank of Ecuador in Quito, Ecuador.

Law Professor Robert Fellmeth receives a \$409,000 grant from the Weingart Foundation to create the California Children's Advocacy Institute.



*Patrick F. Drinan, Ph.D.
Dean, College of Arts and Sciences*

The liberal arts core of USD has generated and helped sustain significant intellectual accomplishments the past 20 years. The values component of general education, represented by religious studies and philosophy, has continued to be an axial phenomenon in this regard. Writing skills and internationalization of the curriculum have become integral not only to undergraduate but also professional and graduate education. Innovations in language instruction and undergraduate student participation in scientific research also have produced new dynamics that will ripple throughout the liberal arts at USD.



Unlimited

An unlimited future awaits USD. Challenges await, too, particularly concerns over the cost of private higher education and the desire to diversify the student body and campus community racially and culturally. But past challenges have only spurred the university to seek creative solutions. There is every reason to believe that philosophy will prevail in the future—particularly when so many care so deeply about USD and the importance of its values-oriented educational mission.



Values

An education steeped in values such as honesty, integrity, compassion, loyalty, freedom and justice remains at the core of the USD experience. The university believes those values should be both "taught" within the fabric of the curriculum and "caught" within the ethos of the campus. That belief is reflected in many forms, ranging from academic courses in philosophy and religious studies to student activities such as Campus Ministry retreats and house-building expeditions to Tijuana.



Winning

The university has enjoyed considerable success in the sporting arena over the years—proof that an emphasis on academics is compatible with victories on the playing field. Among the sports high points from USD's past 20 years: the men's basketball team captured the West Coast Athletic Conference championship in 1987 with a school-record 24-6 mark, the men's tennis squad won NCAA Division II national tennis championships in 1974, '75 and '78, and the men's and women's crew teams won the California Cup at the San Diego Crew Classic in 1986.

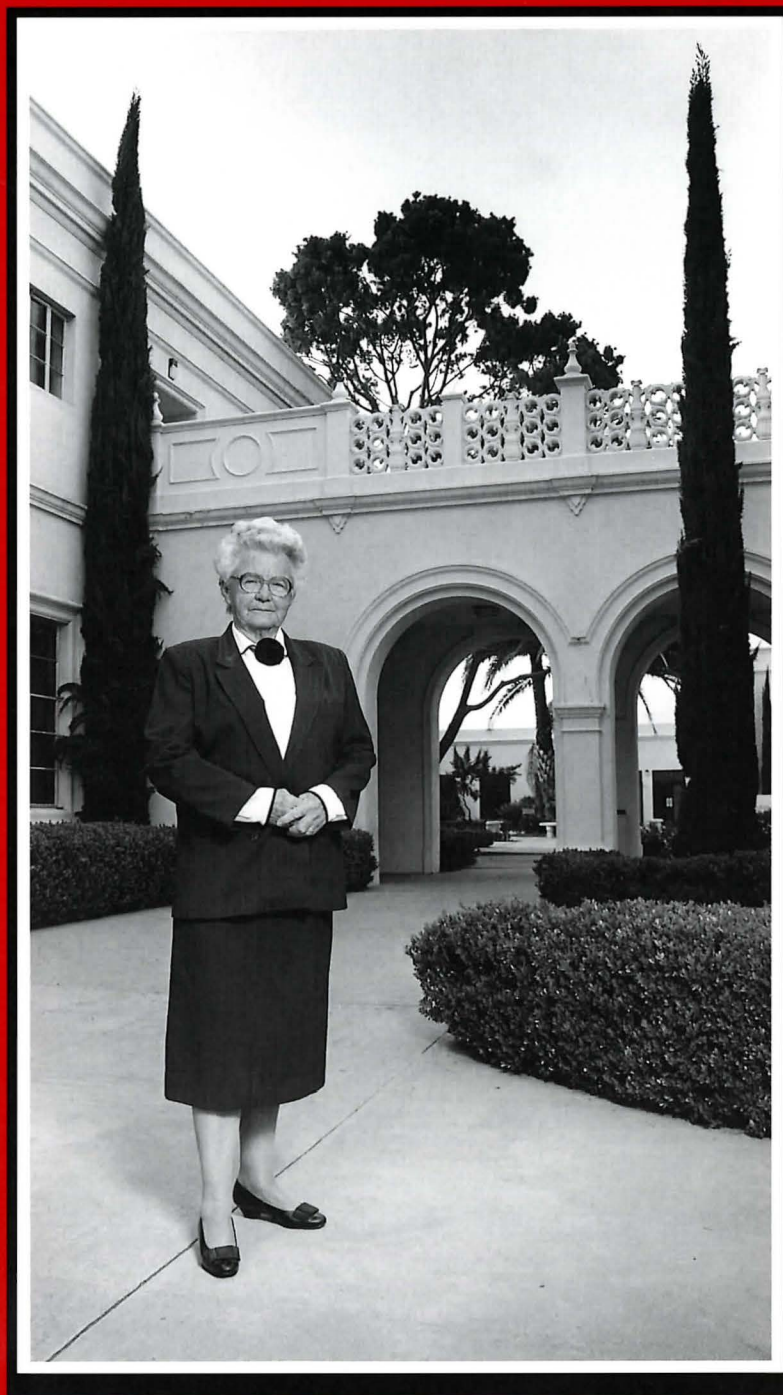
USD announces its largest fund-raising effort in history: a \$47.5 million campaign designed to raise funds primarily for endowed faculty chairs and fellowships, and student scholarships.



Manchester Family Child Development Center

Provost and Vice President Sr. Sally Furay, RSCJ, receives the Association of Catholic Colleges and Universities' Theodore M. Hesburgh Award, honoring her contributions to higher education.

The Center for Nursing Research awards a \$370,000 grant to Dr. Mary Quaybagen, professor of nursing, to fund a study on the effects of a family-based program of cognitive stimulation in Alzheimer families.



X factor

Nearly every successful organization can point to some attribute which propels it to a level of success unattainable by its competitors. At USD, that

factor is the character of the people who commit their lives to ensuring the success of the university. Time and time again during the past 20 years, an individual or group of individuals has stepped forward in a time of need to supply an idea, a plan or financial resources. That strength of character represents invaluable treasure to the university.



Youthfulness

In 1947 the university's Alcalá Park campus was nothing more than a barren mesa overlooking Mission Bay. By 1972, enrollment topped 2,500 and a newly

merged University of San Diego was operating. By the fall of 1990, enrollment was more than 6,000, several modern new facilities were constructed and *U.S. News and World Report* had rated USD the fourth best regional college in the West. How many institutions of similar youth can point to such remarkable progress? Very few. That fact alone portends a university future filled with great expectations.



Zeal

Unbridled zeal for USD's educational mission among faculty, students, alumni and other supporters has provided much impetus for the university's

achievements of the past two decades. That kind of continued devotion will play a critical role in shaping the university's future—a future grounded in the traditions that have proven so fruitful to date.

*Sr. Helen Lorch, RSCJ
Assistant Professor
of History*

With faith in God and a deep commitment to students, the Religious of the Sacred Heart have always strived to enrich the educational environment at USD. We thank God daily for the blessings we have reaped over the years.

1 9 9 0

*State-of-the-art
Pardee Legal
Research Center
opens.*

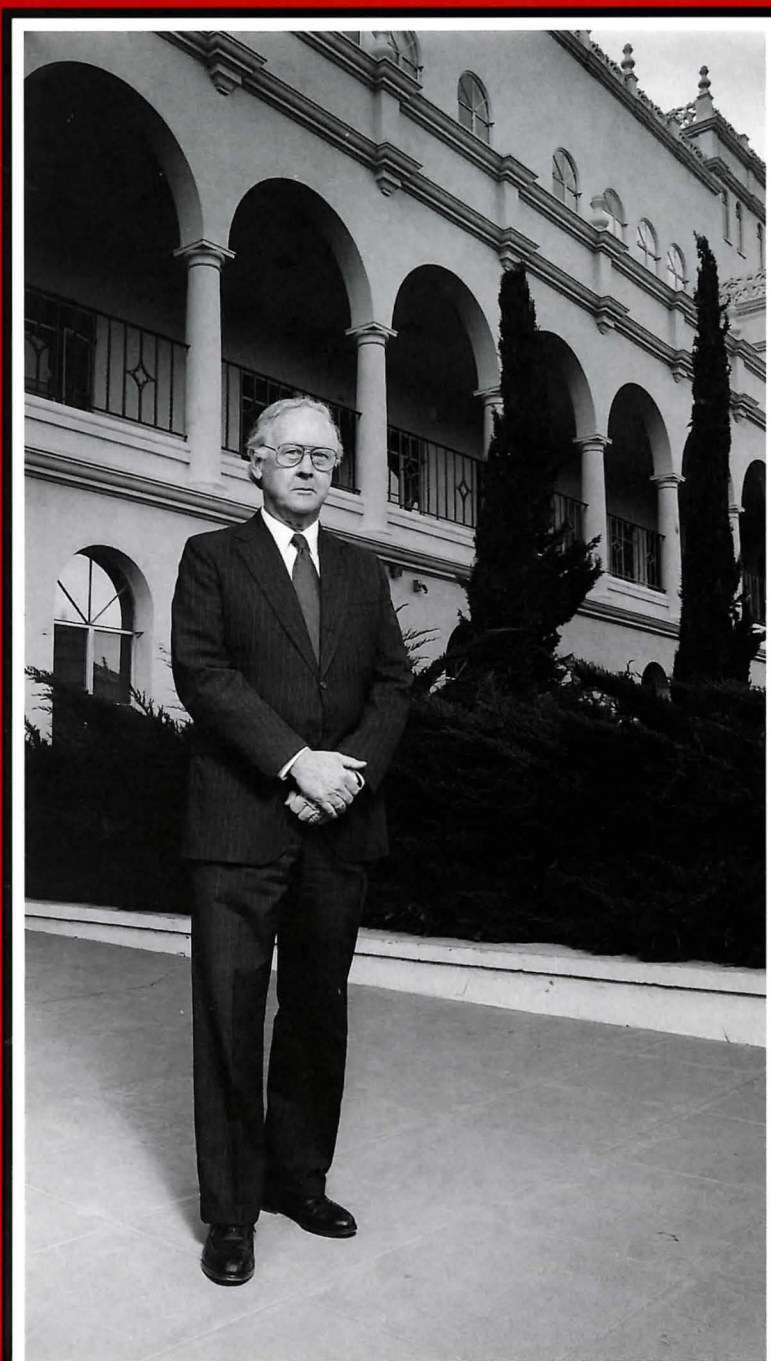


*Student Anastasia
Hyll receives a
Student
Humanitarian
State Award from
Campus Compact,
a national
organization
comprised of
colleges and
universities
committed to
volunteerism. Hyll
was honored for her
dedication the
previous three
years to USD's
literacy program.*

*U.S. News and
World Report
rates USD the
fourth best regional
college in the West
in an annual
survey.*

*Bob and Dolores
Hope address the
undergraduate
class during
commencement
ceremonies in
Torero Stadium.
USD grants 1,348
undergraduate,
graduate and law
degrees.*

*Fall semester
enrollment reaches
6,027.*



*John D. Boyce,
B.E.E.
Vice President of
Financial Affairs*

*Over the past 20
years, the physical
and financial
condition of the
university has
vastly improved,
allowing USD to
make great strides
toward achieving
its goals. Through
conservative finan-
cial administration
and successful
capital fund -
raising campaigns,
the university has
been able to greatly
expand and update
its academic,
housing and recrea-
tion facilities, thus
providing an
inspiring physical
environment for the
overall development
of our students.*



Overview

The University of San Diego is an independent Catholic institution of higher education located on 180 acres overlooking San Diego's Mission Bay.

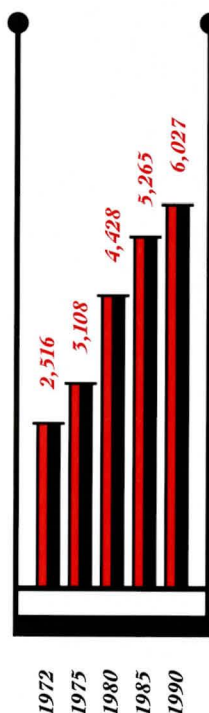
USD is known for its commitment to teaching, the liberal arts, the formation of values and community involvement. The institution takes pride in the personalized approach and holistic view of students it brings to the educational process.

Chartered in 1949, USD enrolls more than 6,000 students who may choose from more than 50 undergraduate and graduate degree programs. The university's academic units include the College of Arts and Sciences, and the Schools of Business Administration, Education, Law and Nursing. The School of Graduate and Continuing Education coordinates the graduate programs of all schools with the exception of the Law School.

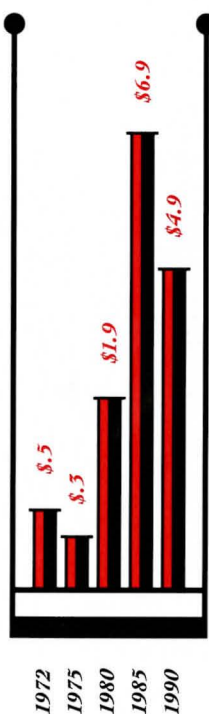
Throughout its history, USD has remained committed to the ideals of liberal education and to recognizing the dignity of men and women as human beings and as creatures of God. As a Catholic institution, the university is committed to examination of the Catholic tradition as the basis of a continuing search for meaning in contemporary life.



Enrollment



Total Gift Income (Dollars in millions)



Gift Support

Nearly 5,000 individuals, corporations and foundations demonstrated their commitment to USD by making financial gifts totaling \$4.87 million during 1989-90.

The gift total included \$2.59 million for the "Education for a New Age" capital campaign and \$2.28 million for the Annual Fund.

Gifts to the capital campaign—a \$47.5 million fund-raising campaign aimed primarily at increasing the university's endowment—boosted the campaign to more than \$32 million by the winter of 1991.

Annual Fund gifts support student scholarships, faculty projects and provide technical and computer equipment essential to maintaining USD's competitive standing in higher education.

Financial Operations

Statements of current unrestricted fund revenues, expenditures and transfers for the year ending August 31.

Revenues	1990	1989
Tuition	\$55,663,698	\$49,923,158
Government grants	684,351	584,144
Private gifts, grants and other contracts	809,262	854,380
Athletics, recreation and other	346,434	267,454
	57,503,745	51,629,136

Sales and services of auxiliary enterprises	15,243,712	14,213,192
Other sources	1,750,154	1,683,362
Total Revenues	74,497,611	67,525,690

Expenditures and Mandatory Transfers

Education and general	51,564,128	46,934,545
Auxiliary enterprises	11,939,665	10,797,991
Mandatory transfers for debt service and matching grants	2,189,859	3,516,313
Total Expenditures for Mandatory Transfers	65,693,652	61,248,849

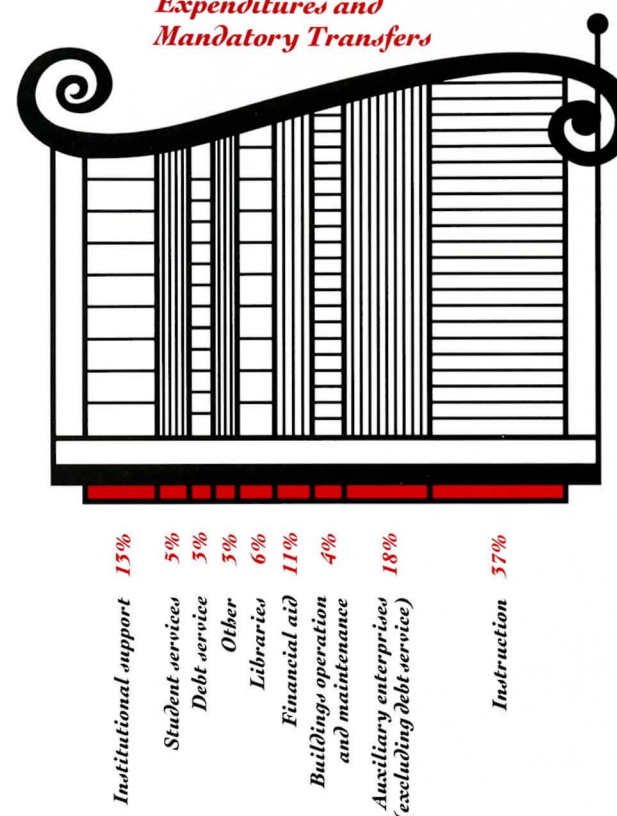
Nonmandatory Transfers

	8,544,141	6,083,073
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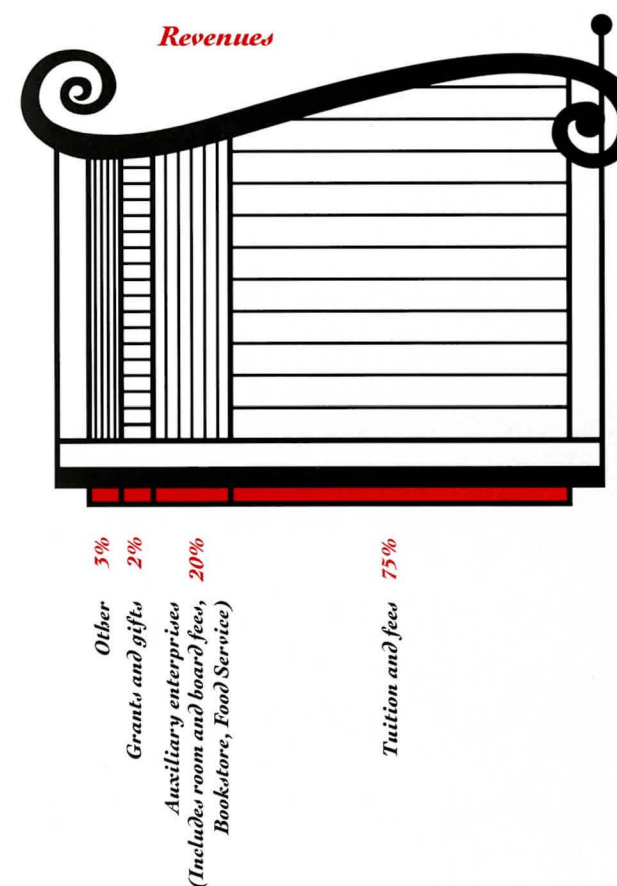
Net increase in Fund Balance	\$ 259,818	\$ 193,768
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Current Unrestricted Fund Balance	\$ 1,184,408	\$ 924,590
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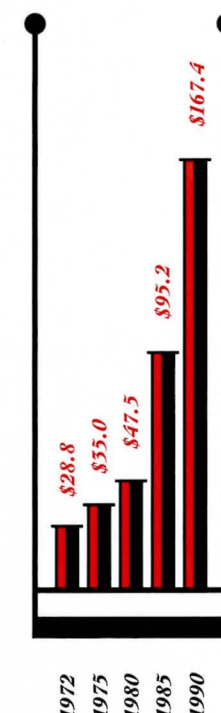
Expenditures and Mandatory Transfers



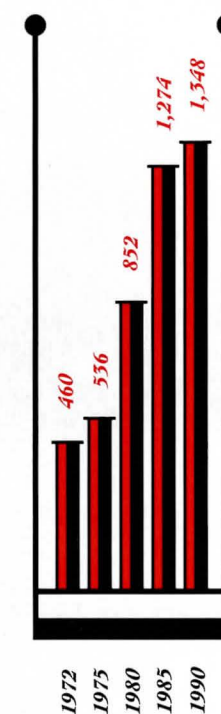
Revenues



Total Assets (Dollars in millions)



Degrees Awarded



Trustees

Chairman of the Board

Ernest W. Hahn
Chairman of the Board,
The Hahn Company

Vice Chairman of the Board

Daniel W. Derbes
President, Signal Ventures

Secretary of the Board

Rev. Msgr. I. Brent Eagen
Pastor, Mission San Diego de Alcalá

Treasurer of the Board

A. Eugene Treppe
President,
Treppe Investment Company

Frank D. Alessio
Investor

Manuel Barba, M.D.

R. Donna Baytop, M.D.
Medical Director,
Solar Turbines, Incorporated
Sr. Rosemary Bearss, RSCJ
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