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2017 PRESIDENT'S REPORT





VISION STATEMENT

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

MESSAGE FROM THE PRESIDENT

Dear Friends,

Reflecting upon my first two years at the University of San Diego, I am very thankful for all of the support, advice and counsel from Torero family members, the local community and friends of USD. These opportunities for listening and dialogue have enabled me to better understand and appreciate the unique characteristics of the university.

Our *Envisioning 2024* strategic plan is the culmination of our collective thinking; it outlines the pathways and goals that distinguish USD from other great universities. Our efforts are helping to shape a clear vision for the future as we look ahead to our 75th anniversary in 2024, guided by Vice President Andrew Allen's leadership role in the Office of Institutional Effectiveness and Strategic Initiatives. As part of this effort, we have created a strategic initiatives fund to pilot new ideas to help us achieve our vision. The entire campus — including students, faculty and staff — was asked to submit ideas for consideration. More than 70 proposals were received, which have since been narrowed down to 28 for further review and discussion. The review process will conclude early in 2018, when the initiatives that will be funded are announced.

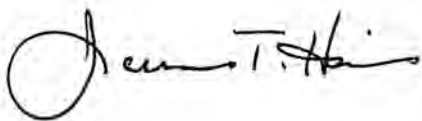
Also of note is the Renaissance Plan, which aligns the university's operations with the *Envisioning 2024* strategic plan, manifesting our shared responsibility to care for all that has been entrusted to us. As the most ambitious long-term building maintenance plan in USD's history, this 10-year plan will focus on reducing deferred maintenance projects, restoration of select legacy buildings and strategic new construction.

Momentum for our ambitious vision is made possible by the success of our comprehensive campaign, *Leading Change: The Campaign for USD*. To date, \$278 million of our \$300 million goal has been raised. Part of that success is due to recent gifts, including the largest gift in the history of the School of Business, \$20 million from the Don Knauss family to accelerate the construction of a new business school complex. Our recent Founders Gala was the most successful in our history, which was held on Veterans Day as a salute to veterans. The gala raised \$1.3 million for scholarships, including a new, endowed scholarship fund dedicated to USD student veterans.

We continue to be ranked highly in a number of areas from a variety of esteemed entities. Find details regarding these acknowledgments of the success of the USD community's collective efforts in the pages that follow.

This publication provides an overview of only a few of the notable accomplishments of the university in 2017. Please take a few moments to peruse this report and learn more about how the University of San Diego is committed to changing the lives of our students who, in turn, can change the world. I invite you to join us. Together, we can set the standard for an engaged, contemporary Catholic university where innovative Changemakers confront humanity's urgent challenges.

Sincerely,



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





THE 2017 YEAR IN REVIEW

WINTER/SPRING

In January, *U.S. News & World Report* listed USD's **online Master of Education program among the nation's best** in its 2017 ranking of online graduate education programs. USD is ranked 22 out of nearly 250 schools in the 2017 *U.S. News & World Report's* "Best Online Graduate Education Programs." Our online MEd is offered through the School of Leadership and Education Sciences (SOLES) and combines the content expertise of SOLES faculty with the online program management expertise of USD's Professional and Continuing Education. Also of note, in March, **the Hahn School of Nursing and Health Science Master's Program in Nursing** was ranked 28 in the nation, rising six spots from the previous year. The program ranks 2nd in California.

Associate Vice President for Athletics Bill McGillis arrived on campus in January. Most recently serving as athletics director at the University of Southern Mississippi, McGillis (pictured, at left) replaced Ky Snyder, who was promoted to COO and vice president of university operations. McGillis is excited about his new role: "There's great tradition here, a history of achievement and growth, and yet, USD is a young university. I look forward to a well-integrated athletics program that contributes to the mission of the university," he said.

In February, USD announced the creation of the **Center for Ethics, Economics and Public Policy**. The center, established with \$1.8 million in gifts from seven donors, advances rigorous, interdisciplinary teaching and scholarship on the impact of social

norms, markets and public policies on human freedom, well-being and justice. The center — a collaborative effort between the College of Arts and Sciences and School of Business — is devoted to promoting research and teaching that bridges the gap between philosophy, economics and political science.

This spring, USD and the Diocese of San Diego announced several initiatives to **enhance and strengthen Catholic education** across San Diego communities. The Torero Promise Program provides a clear pathway for students at the Diocese's Catholic high schools to continue their education at USD. Also of note is a new program by the School of Leadership and Education Sciences, which began offering a Masters and Credential cohort program for teacher candidates. The Academy for Catholic Teaching (ACT) will prepare highly qualified credentialed school educators to teach in San Diego's Catholic schools.

April's **Alumni Honors** event celebrated the stellar achievements of 10 of USD's most prestigious alumni. The 2017 recipients (pictured, above right) were recognized for volunteer service, contributions to humanitarian causes, athletic excellence, outstanding career achievement or the promise they show as emerging leaders in their fields. The honorees were: Shannon Smith '86 (BA, BBA); Capt. (sel.) Heather C. King '14 (PhD); Hon. Roosevelt Z. Willie, Bsc, LLB, '11 (MA); Michele L. Moore '85 (BBA); Michael Kaplan '72 (JD); Ali Troost '11 (BA); Mathew E. Craig '03 (BS/BA), MBA; Julie Chavez '94 (BA); A. Barry LaForgia '76 (JD); Marsha McDonald '86 (MA).





In April, **Gail F. Baker, PhD** was appointed as USD's new provost and vice president of academic affairs. A distinguished leader with more than 30 years of experience in higher education, Baker (pictured, above right) succeeded **Andrew T. Allen, PhD**, who served as vice president and provost since 2013. "I am extremely blessed to have found a campus of kindred spirits," said Baker. "I look forward to helping to bring the *Envisioning 2024* strategic plan to fruition and further developing USD's strong liberal arts curriculum and outstanding graduate, law and professional programs."

Senior cornerback **Jamal Agnew '17** was selected in the fifth round of the 2017 NFL draft by the Detroit Lions in late April, becoming only the second Torero to be drafted. (Josh Johnson was selected in the fifth round in 2008 by Tampa Bay.) Agnew (pictured, below right) is a two-time defensive MFP and a first team All-Pioneer Football League performer. He finished his USD career as the program's all-time leader in passes defended.

In May, USD announced a **first-of-its-kind concurrent dual degree program** that combines a JD from the School of Law and an MA in Peace and Justice from the Joan B. Kroc School of Peace Studies. The JD/MA Peace and Law Dual Degree is designed as a four-year commitment. Students spend the first year completing required coursework through the law school. The second year is devoted to Peace and Justice coursework, and the final two years involve a hybrid curriculum from both schools. "History shows that there cannot be true peace without justice," said Stephen Ferruolo, dean and professor of law at USD's School of Law. "

At the end of the 2016-2017 academic year, **History Professor Iris Engstrand retired** after 48 years at Alcala Park. Author of more than 20 books, Engstrand (pictured, center right) is an accomplished scholar of Latin American, Mexican and Spanish history and was recently awarded the Order of Isabel la Católica by the King of Spain for outstanding contributions to the history of Spain in the Americas. Engstrand joined the College for Men faculty four years before it merged with the College for Women and the School of Law to create the University of San Diego.

In May, Olivia Gonzalez '17 (pictured, left) switched places with USD President James Harris as **USD's second "President for a Day."** Among the highlights of her day were touring City Hall, meeting San Diego Mayor Kevin Faulconer, and talking with a cross-section of the community at a Fireside Chat on campus. For Harris, the day started early. He joined the track team's 6:00 a.m. workout, spent time with the Student-Athlete Advisory Committee and attended Honors Program student presentations. His favorite part of the day was "watching Olivia shine in her role as president. People who met Olivia came away knowing that if she's an example of a USD student, then we're in a very good position."





SUMMER

Sister Virginia Rodee '57 (BA), '74 (MA)

retired from her position as assistant vice president for Mission and Ministry this summer. A protégé of Mother Rosalie Clifton Hill, Sister Rodee (pictured, above right) has been a fixture on campus for many decades. "I think Mother Hill would be so very pleased with the campus today and the advances since the merger," she said in a conversation with *USD Magazine*. "It's a bigger and better university."

In early June, 12 **new astronaut candidates** were welcomed and celebrated at a ceremony hosted at NASA's Johnson Space Center. Two University of San Diego alumni, Matthew Dominick '05 (BS/BA) and Jonathan Kim '12 (BA) were among the seven men and five women named to the elite program. The candidates were part of the largest astronaut class since 2000 and were selected from a "record-breaking" 18,300 applicants, according to NASA.

Over the course of the summer, the finishing touches were completed on **Paseo de Colachis**. The beautiful pedestrian mall stretches from The Immaculata to Copley Library. The new plaza (pictured, left) includes a large functional oval lawn designed for student activities, a drought-resistant garden and various gathering spaces, including a grand fountain and study niches.

In June, **seven Torero baseball players** were selected in the 2017 Major League Baseball Draft: catcher/designated hitter Riley Adams (Toronto, 3rd round), first baseman Roman Garcia (Houston Astros, 19th round), right-handed pitcher Jonathan Teaney (Cleveland Indians, 20th round), outfielder/catcher Colton Waltner (Minnesota Twins, 21st round), right-handed pitcher Sean Barry (Chicago Cubs, 21st round), left-handed pitcher Troy Conyers (Atlanta Braves, 23rd round) and outfielder Hunter Mercado-Hood (Los Angeles Dodgers, 31st round). Additionally, junior left-handed pitcher Nick Sprengel earned a spot on the USA Collegiate National Team and played against China and Cuba.





In July, the Council for Advancement and Support of Education (CASE) Board of Trustees appointed **USD President James T. Harris, DEd**, board chair for the 2017-19 term. Originally appointed to the CASE board in 2015 as chair-elect, Harris now leads the 30-member board, which serves as the organization's primary governing body setting policy, establishing and monitoring CASE's annual budget, overseeing the organization's assets and ensuring sound management of the international association.

In August, **USD Chemistry Professor Tammy Dwyer, PhD, was honored** in Washington, D.C., by the American Chemical Society (ACS), the world's largest scientific society with more than 157,000 members. Dwyer was chosen for the 2017 class of ACS Fellows, recognizing scientists for outstanding accomplishments and contributions to science, the profession and ACS. Dwyer led efforts to make her department and the University of San Diego a leader in undergraduate research and has conducted extensive work on the structure of DNA.



Associate Professor Jane Georges, PhD, was named **interim dean of the Hahn School of Nursing and Health Science** in July. Georges (pictured, left) joined the School of Nursing in 1996 as a faculty member and has filled numerous leadership roles over the years, including more than a decade as chair of USD's Institutional Review Board.

In August, *The Princeton Review's* 2018 edition of "The Best 382 Colleges," named USD the most beautiful campus in the nation. In addition, USD was one of only 24 universities in the country to earn a perfect score on *The Princeton Review's* Green Rating, placing the university on *The Princeton Review's* prestigious Green Honor Roll. The University of San Diego was also ranked 10th by the Sierra Club as one of the Top 20 Coolest Schools in the Nation, due to being "ahead of the curve when it comes to sustainability."





FALL

This fall, USD had **the most diverse first-year class in its history**, with 1,210 first-year students with equal or better academic credentials than their counterparts in 2016. The class of 2021 hail from 39 states, two U.S. territories and 30 countries; 18 percent report that they are the first in their family to attend college, and 39 percent are from underrepresented populations.

This fall, Gerry Rodrigues '97 became the **new president of the USD Alumni Association**, succeeding Heather Dooley '02, '05 (MEd). Rodrigues (pictured, above right) vows to work to "connect all the members of our Torero family to the university and to each other by creating a wide variety of programs and activities."

In September, *U.S. News & World Report* released its **2018 Best Colleges rankings**, and the University of San Diego was the youngest independent university among the Top 100 institutions. USD is tied for 90th in the nation. *U.S. News & World Report* also recognized USD in five other areas: Best Engineering Schools Whose Highest Degree is a Bachelor's or Master's, 12th; Best Colleges for Veteran's, 52nd; Best Business Programs, 109th; and A+ Schools for B Students.

The largest alumni gathering of the year brought thousands of Toreros to campus from all parts of the world in October for Homecoming and Family Weekend. The multi-day event featured tailgating, class reunions, affinity reunions and the ever-popular Big Blue Bash. The USD football team turned in a dominating performance in the October 14 homecoming game, defeating Kentucky's Morehead State, 56-27. The victory was USD's 16th straight Pioneer Football League win, a new league record, and it was the team's 29th straight home PFL win. That same day, the 18th-ranked USD volleyball team swept the Portland Pilots 3-0 inside the Jenny Craig Pavilion.





Leading Change: The Campaign for USD

has raised \$278 million. “We are now 92 percent toward our goal of raising \$300 million,” said campaign chair James D. Power IV ‘85. “In these final months of the campaign, I encourage everyone to make the most of this new momentum.” The comprehensive campaign promises to raise funds for capital projects, scholarships and program and faculty support.

On the National Day of Giving in late November, USD launched its second **Torero Tuesday**, which encouraged alumni and friends of the university to come together and donate to student scholarships, academic programs and athletics. The collective effort raised \$243,000 in a single day. “The biggest surprise this year was how many more donors participated on Torero Tuesday. Last year, we had 411 donors, this year 772. That’s nearly double!” said Philip Garland, senior director of Annual Giving.

Founders Gala (highlights pictured below left) took place on Veterans Day, Saturday, November 11, in support of student scholarships and to pay tribute to military veterans. The black-tie evening featured unique silent and live auctions, the Fund-A-Torero Veteran paddle-raise, an exquisite dining experience and an unforgettable after party. Proceeds supported the Founders Endowed Scholarship Fund and established a new, endowed scholarship fund dedicated to USD student veterans. The event was attended by a record-topping 600 guests and raised an unprecedented \$1.3 million. The inaugural Founders Gala was held in 2009 as the culminating celebration of USD’s 60th anniversary. Since then, the gala has been held every other year and brings together alumni, parents, trustees, corporate partners and friends in the spirit of philanthropy to support scholarships for USD’s undergraduate, graduate and law students.



In late November, President Jim Harris announced that USD received a **\$20 million leadership gift from Board Chair Don Knauss and his wife, Ellie** (pictured, right with President Jim Harris and Dean Jaime Gómez). The gift will launch the final planning and construction of a new School of Business complex adjacent to Olin Hall, which will also undergo a renovation. The new building will be named for Don and Ellie Knauss. Their gift will be leveraged to raise additional gifts and financial resources for the complex, which will expand the School of Business footprint at USD from the existing 48,000 square feet to more than 120,000 square feet. The project is expected to cost approximately \$67 million and be completed in 2022. Check out the video at sandiego.edu/knauss-gift.



LEADERSHIP

Executive Officers

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Gail F. Baker, PhD, Vice President and Provost
Andrew T. Allen, PhD, Vice President, Institutional Effectiveness and Strategic Initiatives
Msgr. Daniel J. Dillabough '70, Vice President, Mission and Ministry
Terry Kalfayan '88, '05, CPA, Vice President, Finance and Chief Financial Officer
Timothy L. O'Malley, PhD, Vice President, University Relations
Ky Snyder, MSHTM, Vice President, University Operations
Carmen M. Vazquez, MSW, CSW, Vice President, Student Affairs

Deans

Jaime Alonso Gómez, PhD, School of Business
Theresa Byrd, EdD, University Library
Stephen Ferruolo, JD, PhD, School of Law
Jane M. Georges, PhD, RN, (Interim Dean) Hahn School of Nursing and Health Science
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
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Susanne Stanford, JD '75
Sandra Stangl

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For the most recent list of trustees, go to sandiego.edu/about/administration/board-of-trustees.php.

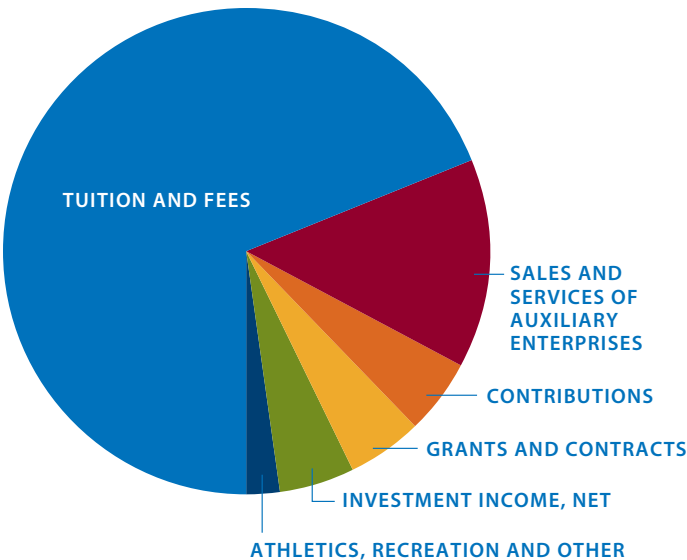


2016-17 FINANCIAL OPERATIONS

The University of San Diego is committed to upholding the highest standards of honest behavior, ethical conduct and fiduciary responsibility with respect to university funds, resources and property. Following is an accounting of resources and activities by combined net asset categories for the fiscal year ending June 30, 2017.

SOURCES OF 2016-17 UNRESTRICTED REVENUE, GAINS AND OTHER SUPPORT

Tuition and fees, net of student aid	69%
Sales and services of auxiliary enterprises	14%
Contributions	5%
Grants and contracts	5%
Investment income, net	5%
Athletics, recreation and other	2%



TOTAL OPERATING REVENUES, GAINS AND OTHER SUPPORT

	2016-17	2015-16	2014-15
Tuition and fees, net of student aid	241,413,247	231,318,439	226,974,041
Grants and contracts	16,573,985	16,715,954	13,748,403
Contributions	19,739,854	26,758,359	22,892,444
Investment income, net	17,347,396	15,640,220	13,879,530
Sales and services of auxiliary enterprises	48,607,426	47,612,336	45,307,949
Athletics, recreation and other	6,348,726	5,753,475	5,215,578
TOTAL	\$350,030,634	\$343,798,784	\$328,017,945

OPERATING FUNCTIONAL EXPENSES

Educational and program expenses	208,765,026	199,927,484	187,152,932
Auxiliary enterprise expenditures	43,010,258	42,959,225	42,648,539
Management and general expenses	69,385,724	67,810,718	63,719,239
TOTAL	\$321,161,008	\$310,697,427	\$293,520,710

INCREASE IN COMBINED NET ASSETS

Unrestricted net assets	72,398,636	(1,373,039)	26,971,477
Temporarily restricted net assets	15,975,869	(14,311,358)	(8,885,519)
Permanently restricted net assets	4,239,811	4,114,873	4,134,694
OVERALL INCREASE IN NET ASSETS	\$92,614,316	(\$11,569,524)	\$22,220,652

FINANCIAL AID AWARDED*

(number of students/millions of dollars)

2015-16	6,567 / \$234.34
2014-15	6,527 / \$231.92
2013-14	6,559 / \$229.70
2012-13	6,418 / \$225.55

Note: These figures include all sources of aid.

2016-17

FINANCIAL AID AWARDED

\$245.36 M
6,848 STUDENTS



DEGREES AWARDED*

2015-16	2,293
2014-15	2,435
2013-14	2,272
2012-13	2,321

*Based on year-end estimates.

2016-17

DEGREES AWARDED

2,426



FALL ENROLLMENT

Fall 2016	8,508
Fall 2015	8,251
Fall 2014	8,349
Fall 2013	8,321

FALL 2017

ENROLLMENT

8,905

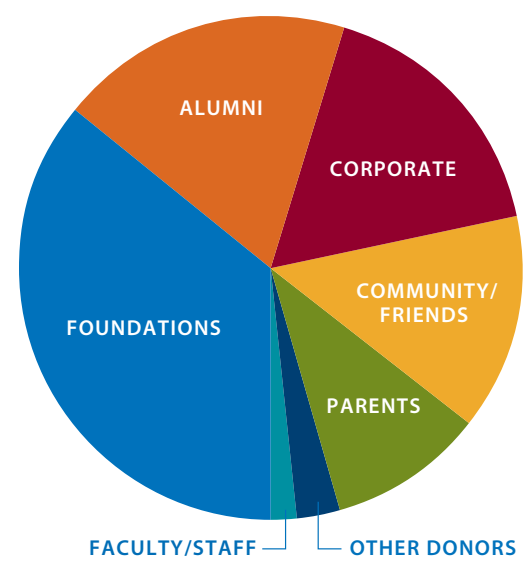


GIVING TO THE UNIVERSITY

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.

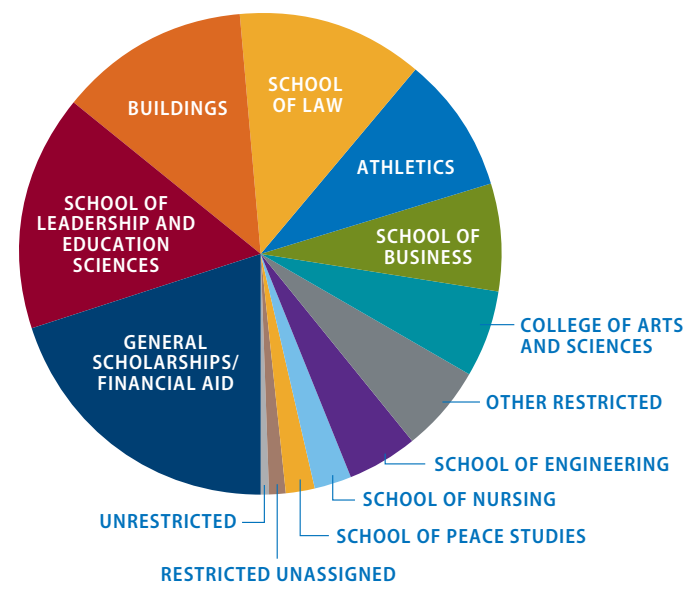
2016-17 SOURCES OF TOTAL CONTRIBUTIONS

Foundations	36.1%
Alumni	18.9%
Corporate	16.9%
Community/Friends	13.9%
Parents	9.9%
Other Donors	2.8%
Faculty/Staff	1.5%



2016-17 DESIGNATIONS OF CONTRIBUTIONS

General Scholarships/Financial Aid	20.0%
School of Leadership and Education Sciences	16.0%
Buildings	12.7%
School of Law	12.6%
Athletics	9.2%
School of Business	7.1%
College of Arts and Sciences	5.9%
Other Restricted	5.8%
Shiley-Marcos School of Engineering	4.7%
Hahn School of Nursing and Health Science	2.4%
Joan B. Kroc School of Peace Studies	2.1%
Restricted Unassigned	1.0%
Unrestricted	0.5%





TOTAL GIFTS AND GRANTS* [MILLIONS]



ENDOWMENT FUND [MILLIONS]

2015-16	\$449.80
2014-15	\$469.98
2013-14	\$468.77
2012-13	\$395.59

2016-17
ENDOWMENT
\$503.57
MILLION





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