Opportunity and Challenge Profile

University of San Francisco
Search for the Provost and Academic Vice President
San Francisco, California

The University of San Francisco (USF), a diverse, urban, Jesuit Catholic university with a global perspective, invites nominations and applications for Provost and Academic Vice President. The Provost will help lead the university as it continues to distinguish itself as a premier academic institution firmly rooted in Jesuit values and dedicated to educating leaders who will fashion a more just, humane, and sustainable world. USF seeks a Provost who, working with the university leadership, faculty, staff, and students, will provide perspective, vision, and inspirational leadership as the university builds upon its 160 years of academic excellence and commitment to social justice.

USF is recognized nationally and internationally for its tremendously diverse student and faculty population and its global perspective. Established as San Francisco’s first institution of higher education in 1855, the University of San Francisco is deeply embedded in the intellectual, spiritual, economic, and cultural life of one of the most innovative, diverse, and dynamic cities in the world. USF presently serves over 10,000 undergraduate, graduate, and professional students in Arts and Sciences, Education, Law, Management, and Nursing and Health Professions and has 1033 faculty members including 474 full-time faculty, 1,029 staff, and an operating budget of over $400 million.

Reporting directly to President Paul J. Fitzgerald, S.J., and acting as President in his absence, the Provost leads the academic and student life divisions. As chief academic officer, the Provost and Academic Vice President is expected to:

- Partner with the President and university leadership to advance the mission, values, and strategic vision of the university;
- Unite the community around a shared vision for academic excellence and distinction and create a strategic plan to achieve this shared vision;
- Lead the university budget process so that the mission, vision, and values of the university are supported in a way that furthers a culture of trust and transparency;
- Provide leadership in the maintenance and enhancement of comprehensive and strategic enrollment and retention plans that satisfy USF’s mission and its financial objectives;
- Strengthen community and enhance university-wide shared culture, communication, and cooperation between students, faculty, adjuncts, staff, alumni, trustees and administrators;
- Further develop an environment in which diversity in all its forms is valued and foster the creation of programs that increase inclusive excellence among all university constituencies.

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document. All confidential nominations, inquiries, and applications should be directed to the parties listed at the conclusion of this document.

Isaacson, Miller
About the University of San Francisco

The University of San Francisco distinguishes itself as a diverse, socially responsible learning community of high quality scholarship and academic rigor, sustained by a “faith that does justice.” The university draws from the cultural, intellectual, and economic resources of the San Francisco Bay Area and the global perspective it brings to bear on its educational programs.

The university offers over 100 degree programs and more than 70 majors, minors, and concentrations. Academics at USF are driven by a focus on intellectual rigor, innovation, and transformative learning experiences. The university is of sufficient size and breadth to offer excellence in teaching, applied research, and service, and a highly personal student experience thanks to its 15:1 student to faculty ratio.

USF’s faculty is diverse, talented, and productive, winning more national awards and grants than at any other time in the university’s history. For example, three faculty scholars won coveted Guggenheim Fellowships in 2011, and USF was among the top 10 research universities in the nation in the number of Fulbright scholars in 2009-10. The university highly values its full-time faculty, as well as its part-time and adjunct faculty, who are integral to accomplishment of the academic mission.

Full-time faculty and librarians are organized as the University of San Francisco Faculty Association (USFFA), an AFT-affiliated unit. Part-time faculty, clerical staff, and public safety officers are represented by separate unions. The economic provisions of the current USFFA Collective Bargaining Agreement expire on June 30, 2016, while the full agreement expires on June 30, 2018. Faculty members participate in planning, program approval, and peer evaluation through their election or appointment to committees in their respective schools and colleges, and also by appointment to ad hoc committees.

The University of San Francisco welcomes a highly diverse student body reflecting San Francisco’s rich multiculturalism. Over 30 percent of the university’s students are first-generation; US News and World Report ranks USF as 8th among national universities for the ethnic range of its student body and 7th in international student enrollment in its 2015 rankings. USF students include military veterans as well as citizens from more than 60 different countries.

USF is frequently recognized for its contribution to the common good. Forbes magazine and The Princeton Review rank USF among the top 25 most entrepreneurial campuses. USF is ranked 106th on the list of national universities in the 2015 US News and World Report and has been on the Corporation for National and Community Service’s President’s Honor Roll for six years in a row. Rooted in service, the university is classified as a community-engaged institution by the Carnegie Foundation for the Advancement of Teaching. Furthermore, it is one of five universities in the nation to be honored as a 2012 Higher Education Civic Engagement Award recipient.

In addition to its campus in San Francisco, USF has a long, distinguished history of providing working adults the opportunity to further their education through its branch campuses. These campuses are located in Downtown San Francisco, Sacramento, Santa Rosa, San Jose, and Pleasanton and offer full services conveniently located nearby students’ homes and workplaces. Online degree programs are available in a growing number of fields.

The Mission

The mission of the University of San Francisco is to promote learning in the Jesuit Catholic tradition. The university offers undergraduate, graduate, and professional students the knowledge and skills needed to succeed as persons and professionals, as well as the values and sensitivity necessary to be men and women for others.
The university distinguishes itself as a diverse, socially responsible learning community of high-quality scholarship and academic rigor sustained by a faith that does justice. USF draws from the cultural, intellectual and economic resources of the San Francisco Bay Area and its location on the Pacific Rim to enrich and strengthen its educational programs.

Core Values

Among its core values, USF identifies excellence as the standard against which all its activities are measured.

The university's core values include a belief in and a commitment to:

- The Jesuit Catholic tradition that views faith and reason as complementary resources in the search for truth and authentic human development, and that welcomes persons of all faiths or no religious beliefs as fully-contributing partners to the university;
- The freedom and the responsibility to pursue truth and follow evidence to its conclusion;
- Learning as a humanizing and social activity rather than a competitive exercise;
- A common good that transcends the interests of particular individuals or groups;
- Reasoned discourse rather than coercion as the norm for decision-making;
- Diversity of perspectives, experiences and traditions as essential components of a quality education in a global context;
- Excellence as the standard for teaching, scholarship, creative expression, and service;
- Social responsibility in fulfilling the university’s mission to create, communicate and apply knowledge in a world shared by all people and held in trust for future generations;
- The moral dimension of every significant human choice: taking seriously how and who we choose to be in the world;
- The full, integral development of each person and all persons, with the belief that no individual or group may rightfully prosper at the expense of others; and
- A culture of service that respects and promotes the dignity of every person.

University of San Francisco Today

The University of San Francisco’s President, Paul J. Fitzgerald, S.J., was appointed in April 2014 by the USF Board of Trustees. Fr. Fitzgerald has worked in higher education for more than 20 years and was previously the senior vice president for academic affairs at Fairfield University in Connecticut, where he oversaw the recruitment and retention of faculty, developed curricula, and worked with deans to direct academic programs. Prior to that, he worked at Santa Clara University as senior associate dean for the College of Arts and Sciences. He has served on the boards of trustees at Loyola University Chicago and Loyola Marymount University in Los Angeles.

In 2008, the University of San Francisco adopted its current strategic plan, USF 2028. This plan enumerates the strategic priorities that guide the university’s decisions and that enable leadership to plan and to allocate resources effectively. These priorities include the following:

- Communicate USF’s distinctiveness among colleges and universities.
- Build and maintain an efficient, attractive and distributed campus environment that supports teaching and learning.
• Deliver an academically rigorous education that gives students the knowledge, skills, values, sensitivities and motivations to succeed in a chosen profession, field or career while contributing to a more humane and just world for all.
• Recruit and retain an outstanding, diverse faculty and staff committed to USF’s Jesuit Catholic tradition of educating students to their full potential by challenging them to wrestle with fundamental questions of purpose and meaning in a global context.
• Implement a campus-wide integrated enrollment plan that aligns university goals and aspirations with capacity—physical, human, and financial.
• Utilize technology to extend USF’s reach, enrich the learning environment, enhance student engagement, and support institutional decision-making.
• Ensure fiscal stability so that USF can flourish and advance its mission in a dramatically complex and unpredictable global financial environment.

Role of the Provost and Academic Vice President

As its chief academic officer, the Provost and Academic Vice President is expected to provide vision and robust leadership as the university builds upon its 160 years of academic excellence and commitment to social justice and community engagement. The Provost reports directly to the President and is a member of both the President’s cabinet and the university’s leadership team. Along with the President, the Provost is a key spokesperson for the academic mission and an advocate for academic excellence, inclusiveness, and the traditions and values of the institution. The Provost oversees the university’s operating budget, which is approximately $400 million.

The Provost leads the academic and student life divisions, secures resources for university programming within the university’s planning and budgeting process, fosters the development of faculty, and exercises oversight of contract negotiations with the faculty associations. The Provost has oversight of all academic and student life programming and administrative oversight for the multiple services which support these programs. The Provost oversees the appointment and promotion of faculty and librarians; the selection of academic administrators; the approval of curricula; and the establishment of policies for the library, academic support services, admissions, financial aid, and university life. The Provost represents the university to various external constituencies and assumes additional responsibilities as assigned by the President. For more information on the Office of the Provost see http://www.usfca.edu/provost/.

Key Opportunities and Challenges for the Provost and Academic Vice President

The Provost assists the President in determining and implementing the university’s strategic priorities, while responding to the rapidly-changing environment in higher education. In all aspects of the job, the Provost aligns the university’s activities with its vision, mission, and values, including the creation of a campus environment that promotes “the full integral development of each person and all persons.” In order to do so, the Provost will be expected to address the following opportunities and challenges:

Partner with the President and university leadership to advance the mission, values, and strategic vision of the university

President Fitzgerald has established a clear and compelling vision and agenda for the University of San Francisco: that it is a definitively Jesuit Catholic university in the finest tradition, which in all its enterprises supports the ideal of social justice; a university widely known for academic excellence; and a university with a global perspective that leverages the diversity and cultural richness of San Francisco. The university as a whole has embraced this vision with enthusiasm and a readiness to move forward in making it a reality. As a team player, the Provost will, with energy and initiative, prioritize, plan for, and move to implement this broadly- embraced vision of the university. In particular, the Provost will share the university vision with the broader USF community and to enhance external partnerships that extend the in-classroom experience to the greater San Francisco environment and beyond.
Unite the community around a shared vision for academic excellence and distinction and create a strategic plan to achieve this shared vision

The USF community shares the ambition to reach ever-greater heights of academic excellence and to be even more widely recognized as a premier Jesuit Catholic institution. The value of a USF education should be widely understood and celebrated in California and beyond. To achieve these goals in the increasingly competitive higher education environment, it is critical to have a common understanding of what makes a USF education truly distinct and a clear roadmap to further define and differentiate USF. The Provost must be an innovative thinker who can critically assess the university’s current position and articulate a compelling vision for the future, both by reviewing existing programs and identifying opportunities for programmatic innovation and growth at the main Hilltop campus and the multiple branch campuses. Along with university leadership, the Provost will establish a clear set of priorities and plans to achieve this vision, ensuring that decisions are made in a collaborative and transparent way and communicated broadly.

Lead the university budget process so that the mission, vision, and values of the university are supported in a way that furthers a culture of trust and transparency

The Provost provides leadership in the expression of the university’s goals through the allocation of resources. The Provost must be an advocate for the academic, student life and enrollment management functions of the university and promote budget decisions at the President’s Cabinet level that allocate the resources necessary to implement the university’s mission and vision.

Like many private universities today, USF is highly dependent on tuition and increasingly concerned about the rising cost of education generated by higher expectations for academic quality, access, state-of-the-art facilities, adoption of technology, and student services. The university’s long-term viability requires that it be ready to embrace change, respond to new opportunities, create and enhance programs that are points of distinction for USF, and successfully navigate economic challenges. The Provost must be able to think creatively about new educational models and ways to reach students, while always ensuring that the principles and tenets of a Jesuit education are upheld and that the programs of USF remain accessible and of exceptionally high quality. She or he must be willing to take bold steps and empower the deans and faculty to experiment and pursue ideas about new sources of revenue, particularly in the professional schools.

Provide leadership in the maintenance and enhancement of a comprehensive and strategic enrollment and retention plans that satisfy USF’s mission and its financial objectives

USF is currently refining its comprehensive enrollment model, which will address issues of recruitment, retention, access, diversity, graduation rates, optimal size, and financial aid. The university, which is 98% dependent on fees from tuition, room, and board, has a relatively low discount rate (27% overall undergraduate). The Provost will take the lead in shaping the plan by building systems and structures that encourage university-wide collaboration and coordination.

Student engagement begins even before a student sets foot on campus, continues during the educational process through graduation, and culminates with active and dedicated alumni. Students should be engaged intellectually, spiritually, and socially and given options to explore new interests outside the classroom while being challenged to excel within it. They should have affordable housing options and access to services that enrich the educational experience. As USF serves both full- and part-time undergraduate, graduate, and professional students, both full- and part-time, at the Hilltop campus, as well as at the branch campuses and online, the Provost needs to understand and be attentive to the varying needs of different students and ensure that all have access to a high-quality educational experience.
Strengthen community and enhance university-wide shared culture, communication, and cooperation between students, faculty, adjuncts, staff, alumni, trustees and administrators

USF is a complex mid-sized university. The Provost will need to continue to build bridges among the administrative and academic units of the university, as well as with students. Venues for discussion and communication are needed to foster university-wide conversation, cooperation and shared culture. It is of the utmost importance that the Provost work actively and visibly with all constituencies to support their work, to set expectations for cooperation and for excellence, and to conduct the university’s affairs with transparency, collegiality, respect, and discernment.

Further develop an environment in which diversity in all its forms is valued and foster the creation of programs that increase inclusive excellence among all university constituencies.

USF is strongly committed to diversity in all forms, and views diversity and inclusion as hallmarks of excellence and social justice. The student body is among the most diverse in the nation, but the university would like even more diversity among faculty and staff. The next Provost will identify resources and establish programs that support an atmosphere that welcomes and celebrates diversity, including differences in social and economic backgrounds, lifestyle, gender, race, ethnicity, political affiliation, religion, sexual orientation, and gender identity. This atmosphere will nurture the unique gifts of all members in accordance with the mission and values of the Jesuit Catholic tradition. He or she will support and enhance existing programs, cultural centers, and professional diversity training in order to sustain the institution’s commitment to inclusive excellence and social justice. The Provost must also thoughtfully champion effective and inclusive support for international students as an important component of USF’s diverse and inclusive community.

Qualifications and Characteristics

The University of San Francisco is searching for an exemplary leader who will build on USF’s history and strengths to reach new levels of cohesion, excellence, and quality. The university seeks a proven leader in the field with a distinctive record of achievement. The candidate should demonstrate all or most of the following:

- An earned doctorate from an accredited institution and sufficient academic and scholarly achievement to be eligible for an appointment as a tenured full professor in an academic discipline at USF
- Significant experience as a senior university administrator
- Significant experience in the oversight of planning and budgeting processes
- Demonstrated success in developing creative academic and co-curricular programs
- An understanding of academic excellence that integrates academic rigor with challenging co-curricular experiences and personal development
- An understanding of and commitment to the vision, mission, and core values of USF
- Experience with regional and specialized accreditation
- Innovative use of technology in teaching, communicating, and collaboration
- Ability to create and nurture a supportive environment that utilizes transparent processes to foster intellectual vitality, creativity, student learning, and outstanding teaching, research, and service
- A demonstrated commitment to and record of serving students (e.g., understanding, listening and being sensitive and responsive to their needs and concerns) and active participation in student activities and events that encourage social, professional, and intellectual growth and development.
- An understanding of management within a unionized higher education environment
Commitment to affirmative action, ethical leadership, and diversity in all its forms, as well as experience in promoting and implementing the learning opportunities offered by a diverse community

Ability to work effectively with the university across all schools/colleges, the university’s trustees, and as a member of the university’s leadership team

Integrity, transparency and a sense of humor

Location

The position is located in San Francisco, California. San Francisco is one of the top tourist destinations in the world, ranking 35th out of the 100 most visited cities worldwide. It is renowned for its cool summers, fog, steep rolling hills, eclectic mix of architecture, and landmarks including the Golden Gate Bridge, cable cars, Alcatraz Island, and its Chinatown, among many other attractions. The city is also a primary banking and finance center, with more than 30 international financial institutions. San Francisco ranks 18th in the world's top-producing cities and 12th in the top twenty global financial centers. USF was San Francisco’s first university and the city provides USF students with an extended classroom — interning and volunteering from City Hall to Fortune 500 companies to Silicon Valley startups; serving schools and nonprofits; immersing themselves in the art, culture, adventure, and natural beauty of the City by the Bay.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the end of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/5397. Electronic submission of materials is strongly encouraged.

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The University of San Francisco is an equal opportunity institution of higher education. The University does not discriminate in employment, educational services and academic programs on the basis of an individual’s race, color, religion, religious creed, ancestry, national origin, age (except minors), sex, gender identity, gender expression, sexual orientation, marital status, medical condition (cancer-related and genetic-related) and disability, and other bases prohibited by law. The University reasonably accommodates qualified individuals with disabilities under the law.
Appendix I: USF Schools and Colleges

**College of Arts and Sciences**
256 full-time faculty (2014-2015)
86 majors/minors/special programs
49 degrees

**School of Law**
Accredited by ABA (American Bar Association)
38 full-time faculty (2014-2015)
J.D. program, 3 LLM program, and 3 dual degree programs (JD/MBA, JD/MoPA, JD/UA)

**School of Education**
Programs accredited by CCTC (California Commission on Teacher Credentialing)
42 full-time faculty (2014-2015)
Over 20 credential, masters, and doctoral programs

**School of Management**
Programs accredited by AACSB (Association to Advance Collegiate Schools of Business)
82 full-time faculty (2014-2015)
16 degrees

**School of Nursing and Health Professions**
Programs accredited by CCNE (Commission on Collegiate Nursing Education)
56 full-time faculty (2014-2015)
16 degrees

**Gleeson Library/Geschke Center**
23 Faculty Librarians; 24 Library staff
4 million print volumes and physical resources
360,247 electronic resources
Supports all undergraduate and graduate programs.