

Dear Colleagues,

I hope that you have had a restful and rejuvenating break and are returning to work — whether on campus or remotely — with a renewed sense of possibility and promise for the year ahead.

I write to inform you of changes within the provost's team and academic leadership, effective as of the start of this semester. Taken together, I believe that these changes will:

- provide the expertise and staffing we need to **implement the strategic plan**;
- better position the university to advance our vision of **global social justice and inclusive academic excellence**; and
- enhance budget and data transparency and accelerate the path to **fiscal thriving**.

The following changes are underway:

1. **New Vice Provost for Global Education, Immersions, and Strategic Initiatives:** Please join me in congratulating Anastasia Vrachnos as she steps into a new portfolio. As associate vice provost for global initiatives, Anastasia has worked collaboratively with academic partners, administrative leaders, and business units across campus to advance the international scope of the university's teaching and research and has elevated the global dimensions of the university's strategic planning conversations. In her new role, she will also coordinate strategic planning implementation and communications, oversee academic planning at Star Route Farms, and lead cross-divisional strategic initiatives that advance the academic enterprise. This move builds capacity in the provost's team to advance the strategic priorities and actions laid out in the **strategic plan** and ensures that we bring expertise on internationalization, global initiatives, and immersions into all conversations within the provost's team.
2. A **New Vice Provost for Budget, Planning, and Strategic Analysis** will replace the current position of vice provost for institutional planning, budget, and analytics. Later this month, I will launch a search for the new vice provost position. The vice provost will lead efforts to align the university's budget with the vision and priorities articulated in the strategic plan, working collaboratively with university stakeholders. The vice provost will leverage budget analysis to support deans, academic leaders, and other managers in developing effective business models for institutional thriving. Please **complete this form** if you would like to nominate yourself or someone else to serve on the search committee.
3. The **Office of Budget and Planning**, under the seasoned leadership of Associate Vice Provost Michael Harrington, will temporarily report directly to me while we undertake a search for a new vice provost. Michael will co-lead CIPE, serve as UBAC tri-chair, and will work closely with the provost's team and deans to leverage institutional resources to support growth and strategic priorities.
4. **Connecting Academic Innovation, Inclusive Excellence, and Institutional Effectiveness:** In order to bring our institutional and market research functions into closer relationship with educational effectiveness functions and support for academic program innovation, two offices in the Center for Institutional Planning and Effectiveness (CIPE) — the Office of Institutional Research and Analytics (OIRA) and Office of Market Research — will move into the division headed by Shirley McGuire, senior vice provost for curricular innovation and inclusive excellence. Shirley will work closely with Joe Henson, associate vice provost for institutional research and analytics, to support a university-wide culture of data engagement and transparency. The OIRA team, under Joe's leadership, will continue to provide clear and actionable information using dynamic reporting tools.
5. **A Focus on Our Additional Campuses:** Please congratulate Associate Vice Provost for Educational Effectiveness Deborah Panter as she steps into an expanded role, taking on the development of our additional campuses, working with campus directors, program directors, and deans to co-create and implement a strategic vision for our educational programs serving students in Sacramento, Orange County, and beyond. In the conversation I hosted on this topic, we heard about untapped opportunities to enhance our visibility and reach through our regional locations. Deborah brings to the role considerable expertise in educational effectiveness and quality; she has served as our WSCUC Accreditation Liaison Officer, guiding the university through a successful reaccreditation review, revitalized the University Assessment Committee, and co-led the university-wide Continuity of Instruction working group. She and her team have also implemented the new curriculum approval process and built and managed our state authorization process.
6. **Resche Hines**, founder and CEO of TriviumBi and former assistant vice president of institutional research and effectiveness at Stetson University, will join us on a temporary basis during the spring 2022 semester as a special advisor. Resche will focus on strategic plan implementation and assessment, and using data to enhance inclusive excellence.

I recognize that USF has been through a lot of change in leadership positions, and I do not undertake a reorganization of this scale lightly. I know that change can be unsettling and take a toll on our community, even when it is change that is about *Magis* — committing to doing more for our mission and our community. I believe that it is important to ensure that we have the team we need to implement an ambitious and exciting strategic plan, to identify internal talent, and match it with the opportunities for service within USF. I thank you in advance for your support and patience as we navigate this transition and prepare for the important work ahead.

At the start of the New Year, many of us take time to set intentions for the year ahead, and to reaffirm “*nia*” — purpose and direction. The USF Board of Trustees' enthusiastic acceptance of the **strategic plan** — a community-driven, living document — offers us a roadmap forward and a platform for collective intention-setting. In the coming weeks and months, there will be many opportunities for participation as we move toward implementation. For now, I encourage each of us to reflect on what it means to be an institution dedicated to the principles articulated in the plan — diversity, inclusiveness, care and equity, academic excellence, innovation, global focus and responsibility, transformative social and environmental justice — and to consider how your unique talents and energy can contribute to our common goals.

Warmly,



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Office of the Provost

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