

Dear Colleagues,

As we take bold steps to respond to the Strategic Plan's call to re-imagine Jesuit education and build a path toward financial sustainability, the contributions of every member of our community are critical. Faculty, librarians, and staff are invited to join Strategic Plan implementation working groups and to participate in a series of information and consultation sessions. This semester, these conversations will focus on our work to transform and refresh our academic programs and core curriculum and to grow enrollment and tuition revenues. They are designed to gather community input on current projects and future opportunities, and to strengthen a culture of collaboration, shared governance, and co-design.

Our ability to care for our students and to educate for justice requires an equal commitment to investing in ourselves. As part of our efforts to "make USF an extraordinary and equitable place to work," the provost's team is offering two workshop series designed to provide tools for success as well as space for sharing and support. The first, *Transformational Leadership*, shares strategies for authentic leadership that fosters cura personalis while empowering those with whom we engage. The second, *Faculty and Librarian Excellence and Equity*, offers professional development opportunities for all faculty and librarians, and seeks to build communities of affinity for BIPOC and underrepresented faculty. These sessions focus on topics suggested by many of you, and I encourage you to contact our office with any ideas for future sessions.

Toward 2027: Strategic Plan Updates and Invitation to Join Working Groups

I am grateful to the **Strategic Plan Advisory Council** (SPAC) for their work over the summer to establish structures for implementing the Strategic Plan. The council is a widely representative body established last May to advise on and coordinate the strategic plan implementation process, liaise with academic and administrative units on the work already under way, and review the progress and deliverables of the strategic plan working groups.

We have also constituted **Working Groups #5 (ensuring USF is an equitable and extraordinary place to work) and #6 (developing inclusive and participatory shared governance structures)** and I want to thank those of you who are serving and who nominated colleagues. Both working groups plan to hold their initial meetings this month to map out the work ahead. The remaining working groups will be launching in October. To nominate yourself or others, **please complete this form** by Sept. 30.

All of these and future opportunities to engage can be found on the **Strategic Plan website**, which, thanks to the Office of Marketing Communications, has been updated to foreground the implementation phase of our work. Additionally, with the help of ITS, we have launched a **USF Strategic Plan Slack workspace** (use the USF Workspace Directory to look up "USF Strategic Plan" and then request to join the workspace). There, you can join up-to-the-moment discussions of the working groups and the Advisory Council, ask questions, or see the latest progress reports as they develop. If your department would like to invite a representative of the Advisory Council to attend a future team meeting, you can do so through the website.

Clear communication, information-sharing, and accountability will be essential as we work to ensure that these university-wide efforts are aligned with existing strategic plans within the college, schools, and administrative departments. The SPAC and I will be liaising with academic and administrative leaders to capture the strategic efforts and projects already underway in the schools and units and ensure we are properly reflecting those efforts in the broader strategic work. Each month, we will hold a public forum on one of the strategic plan goals, hosted by the relevant working group, giving the community an opportunity to hear how that group is approaching its charge, sharing its progress, and inviting broader participation. The first of these monthly forums, for Working Group #5, will be held Tuesday, **Oct. 18. Register here »**

Implementing the Integrated Strategic Enrollment Plan (ISEP)

Over many months, staff members from our graduate programs, Student Life, and Strategic Enrollment Management completed the **Integrated Strategic Enrollment Plan** (ISEP), USF's first five-year roadmap for enrollment and tuition revenue growth and optimization through a holistic focus on recruitment and retention. Implementation is already underway on many of the projects described in the plan, from initiatives to strengthen international and Bay Area recruitment, to efforts to make transfer articulation information clearer and more accessible. My office is also partnering with deans to develop action plans to bolster graduate recruitment and enrollment, and with Student Life to launch a task force to develop data-informed interventions to improve retention and equitable outcomes.

ISEP progress reports will be shared with the USF community twice a year. A first detailed review of the ISEP implementation activities will be presented **Oct. 27. Register to attend »**

Transformational Leadership Workshops

This series of workshops will provide supportive tools and dialogue for staff, faculty, and librarians, to support their success as leaders who seek to empower, create equitable change and foster an ethic of self-care. The series will launch on **Oct. 4** with a session entitled, "BurnED Out: Addressing Burnout and Compassion Fatigue in the Workplace." Future sessions are being designed around topics such as how to build capacity for having difficult conversations, hiring for diversity, equity and inclusion, and managing and empowering teams. **Registration and information about these sessions can be found online »**

Faculty and Librarian Excellence and Equity Series

Curated by Sheila Smith McKoy, vice provost of Equity, Inclusion and Faculty Excellence, this series supports faculty and librarians with sessions tailored to their professional development as we slowly heal from the pandemic and strive to animate and make actionable our commitment to anti-racism, diversity, equity, and inclusion. The first session, "Strategies for Success and Self-Care" will be held on **Sept. 29**. Future sessions will focus on creating community for early-career BIPOC faculty and Gerardo Marín fellows, and on applying an ADEI lens to the tenure and promotion review process. **Find the confirmed dates and registration links online »**

Innovating Jesuit Education Series

In coming months, we will also be engaging in a series of important conversations around curricular innovation and the evolution of our academic programs. The first conversation will focus on "Reimagining the Core Curriculum" and will be hosted by Senior Vice Provost Shirley McGuire. The Joint University Curriculum Committee (JUCC) has recommended the formation of an exploratory task force to review and revise the core and we will be launching that process in partnership with faculty leadership later this semester. **Dates and registration information for the Innovating Jesuit Education series can be found here.**

I also hope you will join us for one of the forthcoming events co-sponsored by the provost's office in celebration of Latinx Heritage Month. The **Latinx Heritage Lecture on Religion and Public Life**, organized and co-sponsored by the Department of Theology & Religious Studies, the Joan & Ralph Lane Center for Catholic Social Thought & the Ignatian Tradition, University Ministry, Latin@-Chican@ Studies, and Gender and Sexualities Studies is a series of annual lectures in honor of Latinx Heritage Month. The inaugural lecture will be given by Miguel Díaz, retired US ambassador to the Holy See, and the author of *Queer God de Amor*. Please join us on Sept. 29 at 5:30 p.m. **in person** or **register for the webcast**.

And this Saturday, Sept. 24, from 6–9 p.m., I encourage you to join our Latinas Unidas & L.U.N.A. student organizations as they host a Latinx Heritage Celebration in McLaren Conference Center. **RSVP online »**

Warmly,



Chinyere Oparah
Provost and Vice President of Academic Affairs

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