

The Ten Most Important Innovators in the History of the University of San Francisco

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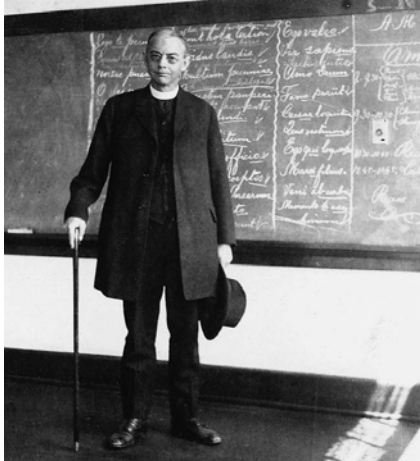
The Random House Dictionary of the English Language defines the word *innovate* as: (1) to introduce something new; make changes in anything established; (2) to introduce (something new) for or as if for the first time; and (3) to alter.

Based on this definition, below is a list of the 10 people (in chronological order) that I consider to be the most important innovators in the history of the University of San Francisco, regarding the changes they made to enhance the development of the institution.

1. Antonio Maraschi, S.J., the founding president of the University of San Francisco, unequivocally introduced something new to San Francisco: its first institution of higher education. The school was first known as St. Ignatius Academy when it opened its doors to three students on October 15, 1855. Fr. Maraschi secured approval from the local archbishop for the school and adjacent St. Ignatius Church, borrowed the money to build a one-room school house, recruited students, hired faculty, introduced the first curriculum, secured a charter from the State of California to issue college degrees, and obtained the requisite financing to keep the school afloat during difficult times. Fr. Maraschi built his institution in the “wilderness” of towering sand dunes along an undeveloped cow path, and some people thought that the Jesuit priest had taken leave of his senses (a frequent comment made about innovators) to build a school and church in such a remote part of the city. But Fr. Maraschi believed that Market Street was “certain to be the main artery of a fine city. Here we will build,” he said, “and wait.” He lived until 1897, long enough to see his innovation flourish, to be free of debt, and to develop into one of the premier colleges in the Jesuit constellation of national and international institutions.



2. Joseph Neri, S.J., professor of natural sciences at St. Ignatius College from 1869 to 1892, was one of the most innovative scientists of his era, or any era. This world-class scientist taught physics and chemistry, published scholarly papers, gave numerous public science lectures, and was the first person to demonstrate electric light to the citizens of San Francisco. Fr. Neri’s use of electricity in San Francisco was a decade before Edison’s invention of the incandescent lamp, and his work put St. Ignatius College on the map in the Bay Area and throughout the nation. In pursuing his investigations, Fr. Neri was the first scientist to use a storage battery and a magnetic



modeled on those pioneered by Fr. Neri.

3. The Sullivan Brothers (Matthew and Jeremiah) were the founders of the University of San Francisco School of Law, a major institutional innovation for the school and the city. These first-generation Irish brothers graduated from St. Ignatius College and formed one of the most successful law firms in the history of San Francisco. Matthew Sullivan was a leader of the Progressive Party in San Francisco, served on the San Francisco Board of Supervisors, and was appointed Chief Justice of the California Supreme Court in 1914. Jeremiah Sullivan was elected a San Francisco County Superior Court judge, and served as president of

the Bar Association of San Francisco and the California State Bar Association, before being appointed associate justice to the California Supreme Court in 1927. These brothers used their enormous legal and political influence to found the USF School of Law, and to sustain it during its first critical decades. Matthew was the first dean of the law school, and served as dean for 22 years. He was also crucial in other university initiatives, including the purchase of the Masonic Cemetery, just north of St. Ignatius Church, where much of the university now stands. Jeremiah Sullivan was also instrumental in the creation of the law school, served as one of its first professors, and was active in his alma mater's alumni association, serving as its founding president. He helped organize and serve as master of ceremonies for major alumni events for more than 40 years.



4. Herbert Flynn, S.J., served as the institution's first dean of the College of Arts and Sciences from 1925 to 1934, a critical period in the development of the University of San Francisco. From 1921 to 1925, Fr. Flynn developed and taught courses in English, classics, and philosophy at St. Ignatius College. During this period, the pages of the *Ignatian*, the school's literary magazine,

were replete with photos and notes about Fr. Flynn's efforts as a faculty adviser to a host of student organizations, including the student body government of the law school, debating societies, and various literary clubs and organizations. In 1925, Fr. Flynn helped organize the



departments of Arts, Sciences, and Philosophy into the new College of Arts and Sciences, and he was named its first dean. Fr. Flynn served in that capacity from 1925 to 1934, a period of significant growth in the college. He oversaw major curriculum changes and strongly influenced the enhancement of the debating societies, the drama program, and athletics. He helped develop an innovative evening program in 1925, and the institution's first summer session in 1932. Fr. Flynn's legacy continues at USF. At every commencement, the Father Flynn Award is given to the graduating senior who has, throughout the

entire undergraduate curriculum, maintained the highest grade point average. Every year, at the Fr. Hubert "Hub" Flynn Athletic Hall of Fame dinner, former USF student athletes and teams are inducted into the USF Hall of Fame.

5. Edward Whelan, S.J., was the last president of St. Ignatius College, and after the institution changed its name in 1930, the first president of the University of San Francisco. Fr. Whelan did much more, however, than serve as president of the school when it changed its name. He oversaw the move of the institution from its location in the "shirt factory," on the corner of Hayes and Schrader streets, to its current location on Fulton Street; presided over the building of the Liberal Arts Building (now Kalmanowitz Hall), the first academic building on the new campus; played a critical role in the purchase of property that significantly increased the size of the campus and ensured its eventual growth; and successfully guided the institution through the first years of a major worldwide depression. At the beginning of his administration, Fr. Whelan helped develop a new College of Commerce and Finance (now the School of Management) and an evening division, which admitted women to the institution for the first time in its history. These innovations, plus growth in the undergraduate College of Arts and Sciences and the School of Law, propelled the enrollment of the institution from 444 students in 1925 to 1,099 in 1929. The institution's move to its current location on Fulton Street, the fund-raising and legal efforts necessary to extend the campus to Golden Gate Avenue, and the institution's spectacular Golden Jubilee Celebration are all significant university milestones, for which Fr. Whelan deserves enormous credit.





6. William Dunne, S.J., served as USF's president for 16 years, longer than any other individual. From 1938 to 1954, he guided the institution through the end of a major economic depression, a world war that drained the university of nearly all of its students, a consequent economic crisis due to the Depression and the war, an upsurge in enrollment following the war that seriously taxed the physical resources of the university, the beginning of the most significant building campaign in the history of the school, and a host of other university innovations ranging from the creation of a board of regents to the development of significant new academic programs. From the beginning of his presidency, Fr. Dunne faced severe economic problems stemming from the

longest economic depression in the nation's history; and in the third year of his presidency, the beginning of a world war that led to an enrollment decline that almost closed the university. Fr. Dunne helped offset the student decline by securing an on-campus military training program at USF, known as the Army Specialized Training Program (ASTP). When that program was discontinued in 1944, however, enrollment dropped to less than a 100 students. In the face of a major financial deficit, Fr. Dunne successfully launched a fundraising effort that kept the doors open at the university through the end of the war in 1945. After the war, the university faced a new challenge: an unprecedented enrollment increase catalyzed by the return of veterans under the GI Bill of Rights. Facing a severe space shortage, and looking toward the long-term growth of the university, Fr. Dunne established the first board of regents in the institution's history to help develop a master plan for the university, to raise money, and to launch a major building campaign that first bore fruit in the completion of the Gleeson Library in 1950 and that provided the underpinning for other buildings on campus, such as Phelan Hall (the first student residence hall), completed after Fr. Dunne left office in 1954. Fr. Dunne was also committed to the development of innovative academic programs, and under his administration, USF began a department of education for the training of teachers, initiated a graduate division, and launched the School of Nursing.

7. Arthur Furst, a distinguished university professor of chemistry, was one of the world's leading researchers in cancer and toxicology. He taught at USF in 1944 and again from 1947 to 1981, and remained active in research and publishing long after his "retirement," continuing to bring USF national and international acclaim because of his innovative work. Before the American Cancer Society and National Cancer Institute were established, Dr. Furst became one of the first scientists in the world to develop an effective chemotherapy drug that could be given orally to fight cancer. He also conducted pioneering studies on the role of metals in causing and treating cancer. His discoveries firmly established



him as the world's foremost authority on toxicology. He also conducted innovative research on brain chemistry, nutritional disorders, and environmental problems. Dr. Furst helped develop the USF master's degree in chemistry, published scores of scientific papers, brought millions of federal dollars to USF, and received numerous awards for his work, which was used by research centers worldwide. He developed USF's Institute of Chemical Biology in 1961 and involved USF students and colleagues in all aspects of his research. Many of his scientific papers were co-authored with students, who often went on to become university professors, researchers, and medical doctors.

8. John Lo Schiavo, S.J., served as USF's president from 1977 to 1991, during which the institution was significantly transformed, financial stability was restored, the endowment grew, a successful fundraising campaign was initiated, enrollment increased, Lone Mountain was acquired, the Koret Health and Recreation Center was built, and a multitude of innovative academic programs were successfully launched. Under Fr. Lo Schiavo's leadership, the REACH capital fund campaign became the largest and most successful fundraising effort in the history of the institution up to that time. That campaign enabled USF to add a wing to Kendrick Hall and to purchase the Lone Mountain College property, one of the most significant land acquisitions in the institution's history. Another capital campaign in the mid-1980s, underpinned the construction of the Koret Health and Recreation Center in 1989, a state-of-the-art facility to serve students, faculty and staff, alumni, and the surrounding community. Fr. Lo Schiavo's presidency was also marked by significant growth in the university's endowment, and by the elimination of



the school's long-standing debt. A host of innovative academic programs were developed during Fr. Lo Schiavo's presidency, including the hospitality management, Swig Judaic Studies, Asia Pacific Studies, sports and fitness management, environmental management, and nonprofit organizational management programs. He also initiated development of the Center for the Pacific Rim. Fr. Lo Schiavo made the difficult and ethically correct decision to suspend the university's Division I intercollegiate basketball program in 1982, after repeated recruitment and other violations of rules established by the NCAA. He reinstated the program in 1985. More than 30 years later, Fr. Lo Schiavo's decision to suspend the university's basketball program is still

referenced in articles addressing the topic of ethics and sports. After his retirement as president, Fr. Lo Schiavo became USF's chancellor, advising the president and serving as a significant leader in alumni relations and fundraising activities. He raised a significant portion of the funds for Kalmanowitz Hall, and for the Center for Science and Innovation, named in his honor.

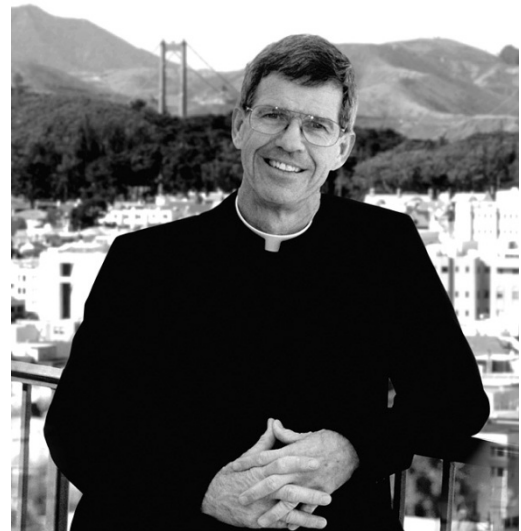
9. **Jennifer Turpin** began at USF in 1991 as an assistant professor of sociology. She published extensively, received tenure and promotion to associate professor, and served as chair of the sociology department before becoming associate dean of the College of Arts and Sciences. As associate dean and a newly-minted full professor, she oversaw the development and implementation of an innovative core curriculum, the development of a four-unit course model, and the complete reorganization of the writing program. Dr. Turpin's selection as dean of the College of Arts and Sciences in 2003 marked the first time in the history of the university that a woman occupied that position. While dean, she oversaw the implementation and evaluation of an innovative undergraduate and graduate curriculum and the creation of 23 new graduate and undergraduate degree programs and minors in the college.



Her selection as USF's provost in 2010 was the first time in institutional history that a female held that position. As provost, she has overseen the development and implementation of many other innovative programs and degrees throughout the university, and she was instrumental in launching the university's first online degree programs. In 2010, Dr. Turpin outlined a university-wide initiative, Stay on Track, to significantly enhance student persistence. Among the first outcomes of this initiative was the development of the Center for Academic and Student Achievement (CASA) to increase the percentage of USF undergraduate students retained after one year and who graduate in four years. One of the most significant contributions of Jennifer Turpin is in fostering gender and ethnic diversity at the university. While an assistant professor, she founded and coordinated the first women's studies program in the history of USF. As dean, she successfully recruited 83 new full-time faculty members, 59% who were women and 38% who were minorities. In her first years as provost, she selected five additional women for the provost council. Representative of her innovative approach to higher education, Jennifer Turpin was named by the *San Francisco Business Times* to the list of the most influential women in the Bay Area for the third consecutive year in 2013. The list recognizes 150 outstanding women professionals who make a difference in their companies, industries, and communities.

10. **Stephen Privett, S.J.** Innovation has been a hallmark of Fr. Privett's presidency that began in September 2000. During his first months in office, he and his leadership team drafted a new Vision, Mission, and Values Statement for the university, which was widely circulated to the USF community for comment and changes. This unique document has set USF on a new course of action for 13 years. Following the ideals of this mission statement, USF became one of the first schools in the nation to require that all of its undergraduate students complete at least one course in service-learning prior to graduation. Under Fr. Privett's leadership, and representative

of his commitment to social justice, USF extended healthcare benefits to all adults legally-domiciled with USF employees, establishing USF as the first Jesuit Catholic University in the nation to make a healthcare commitment to same-sex partners, non-married other-sex partners, and financially dependent family members. Fr. Privett was also instrumental in securing major gifts underpinning a host of innovative social justice institutes and programs, including the Leo T. McCarthy Center for Public Service and the Common Good, which exemplifies the mission's theme of educating for a just society, and draws students from a variety of academic programs that are interested in service to the poor. Another new institute, the Lane Center for Catholic Studies and Social Thought, focuses on the insights of Catholic thought on contemporary social problems and on immersion programs to underdeveloped countries. Fr. Privett personally led the university's leadership team to El Salvador, Nicaragua, Mexico, and California's Central Valley to foster an understanding of the mission and to introduce the school's leaders to some of the poorest communities in the Western Hemisphere. Fr. Privett was chosen in July 2010 to serve as the chair of the California Campus Compact, a coalition of leading universities that works to advance civic and community engagement on their campuses.



In 2006, USF's commitment to social justice in the local and global community was recognized by the Carnegie Foundation for the Advancement of Teaching, which designated USF as one of only 76 *community engaged* colleges and universities in the nation. USF also earned placement on the Corporation for National and Community Service President's Honor Roll for Community Service for seven consecutive years. This award recognizes universities nationwide that support innovative and effective community engagement programs. In 2012, USF was selected as one of five universities in the nation to receive the Higher Education Civic Engagement Award from the Washington Center for Internships and Academic Seminars, for its contributions to the community, leadership and professional achievement, and enrichment of student learning. Fr. Privett's administration has also implemented several major campus improvements, including the completion of the Koret Law Center at the School of Law; a new wing (Malloy Hall) for the School of Management; a major renovation of the oldest academic building on campus (Kalmanowitz Hall); significant remodeling of the Lone Mountain campus; the renovation of Fromm Hall, and the building of the John Lo Schiavo, S.J. Center for Science and Innovation. Fr. Privett's legacy will include successful fundraising campaigns, endowment growth, development and implementation of outstanding academic programs, growth in student enrollment and diversity, successful recruitment of a diverse and talented faculty and staff, creation of an outstanding management team, and promotion of social justice on the international level.