



University of San Diego  
**SCHOOL OF LEADERSHIP  
AND EDUCATION SCIENCES**

**SOLES 2024**

**Current Strategic Initiatives**

Updated 01/28/2020

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**Goal 1:** Prepare students to lead purposeful lives with successful careers in leadership, education, counseling and therapy in the 21st century.

<b>Activity/ Initiative/ Event</b>	<b>Brief Description</b>	<b>Individual/ Department/ Institute/ Center</b>	<b>Date(s)</b>
Academic Program Review MOU	Committed our efforts to: 1. Clarify the identity of the department that connects all programs. 2. Identify core department learning-outcomes that weave together the various programs. 3. Create intentional pathways to the programs in the department. 4. Intentionally engage alumni in all of the programs in the department. 5. Build a culture of sharing best practices across all department programs. 6. Develop a plan for engaged academic advising and effective orientations. 7. Address the polarity between the masters programs and the doctoral program. 8. Develop a student friendly schedule void of scheduling conflicts for students, to the extent that is feasible. 9. Develop additional internal and external partnerships for student engagement. 10. Continue to recruit and retain students of color.	Department of Leadership Studies	Fall and ongoing
Academy of Catholic Teaching (ACT)	Train and support new teachers in Catholic schools using the three pillars of the UCCE: service through teaching, community involvement, and spiritual development. Fellows earn dual credentials, complete Changemaking projects with Catholic schools in Malawi, and become leaders within the Catholic Diocese.	Dr. Jez, Department of Learning & Teaching; Diocese of San Diego	Fall and ongoing
Certificate in International School Counseling	A certificate program within the School Counseling Specialization to provide students and community members the opportunity to learn about International School Counseling across the world.	Dr. Cameron, Department of Counseling & Marital and Family Therapy	Ongoing
Changemaking through Global Courses	International Changemaker projects and symposiums- collaboration with USD SOLES students and educators from South Africa,	Dr. Jez, Department of	Ongoing

	Tanzania, and Jamaica embedded within the EDSP 589i and 579i courses.	Learning & Teaching	
Character Education Resource Center	Provide character education resources to educators, students, parents, and the community.	Character Education Resource Center	Ongoing
Conscious Leadership Development	Develop leaders who have the capacity to practice value-based conscious leadership and engage in a deep way with themselves and others.	The Nonprofit Institute	Ongoing
Conversations of Color	Creates a space for SOLES students and faculty of color to connect, share and receive resources for academic, professional and personal growth.	Dean's Office	Ongoing
Co-Teaching as a Model for Teacher Candidates	Implementation of co-teaching within dual credential program to model a practice that candidates will be asked to do in the profession in alignment with Collaboration for Effective Educator Development, Accountability and Reform (CEEDAR) center (National Consortium) initiative.	Department of Learning & Teaching	Bi-annually
Dual credential program	Integrated program for preparing teachers for general education and special education populations in inclusive classrooms.	Department of Learning & Teaching	Ongoing
E2E Micro-grants	Sub-awarding 15 microgrants to STEM innovation partnerships between Kearny High School and USD faculty and students.	Jacobs Institute	Ongoing through Feb 2020
Ethnic Studies Partnership with SDUSD	Partner with San Diego Unified School District to support implementation of their new ethnic studies graduation requirement in four areas: course development, learning technology, professional development, and program evaluation. Collaboration focuses on community responsive curriculum and instruction.	Dr. Fabionar, Department of Learning & Teaching	Ongoing
Faculty grant program	Facilitating the process of reviewing and awarding grants for faculty scholarship and global course development.	Global Center	Ongoing
Global Study programs	Coordinating Global Study programs that equip students to function in environments characterized by cultural diversity.	Global Center	Ongoing
Health Resources and Services Administration (HRSA) training grants	Student stipends, faculty and student professional development, curriculum enhancement, integrated care learning collaboratives, community partnership funding to support training to benefit vulnerable communities, recruitment events at HBCUs and HSIs, and creation of digital resource library.	Department of Counseling & Marital and Family Therapy; Hahn School of Nursing	Ongoing

Integrated Teacher Preparation Program (ITPP)	Offer four-year integrated program pathways to an undergraduate degree (BA) and single-subject teaching credential in six science and math majors, with particular emphasis on bringing in qualified transfer students.	Dr. Daley, Department of Learning & Teaching, College of Arts and Sciences; Undergraduate Admissions; San Diego Community College District	Ongoing
International Rescue Committee	Supporting our teacher candidates in providing responsive mediation to address the needs of refugee background students with limited or interrupted formal education through trauma-informed, literacy, and content-based instruction.	Dr. Molina, Department of Learning & Teaching	Ongoing
International Visiting Scholar program	Facilitating the arrival, onboarding and support of international visiting scholars to collaborate with our faculty in teaching, research and mentoring students to be globally competent.	Global Center	Ongoing
NROTC Prep Program	Provides one year full tuition/room & board scholarship for one year prep and upon successful completion, will be awarded full 4 year NROTC scholarship. Target is 1st gen, low income and diverse background.	NROTC; SOLES; Provost; Admissions	Ongoing
On-Boarding	Ensuring incoming graduate students are aware of the available resources that can aid in their success and development.	SOLES Admissions & Dean's Office	Ongoing
Pactful	A social good innovation app for teens and teachers.	Jacobs Institute	Ongoing
PhD Student development for Higher Education instruction	PhD students co-teach (alongside experienced instructors) undergraduate Leadership Minor courses.	Department of Leadership Studies	Every semester
Project VisMO	\$1M NSF grant to study visuospatial and mathematical thinking with ELL students at South Bay Union School District	Jacobs Institute	Ongoing
Public policy certificate	Creating a public policy concentration for MA students across SOLES; will provide a diverse set of students with essential policy and advocacy skills.	Department of Leadership Studies (Non Profit)	Ongoing
Remake Learning Days	Supporting three days of live events in the San Diego region as part of the Remake Learning Days initiative, awarding \$250 stipends to participating organizations; in collaboration with	Jacobs Institute	Spring 2020

	San Diego County of Education and Altitude Learning.		
Restorative Justice for K12 Educators	Restorative justice in education provides the training and support for schools to become educative in response to student misbehavior by focusing on repairing harm and engaging growth mindset. Restorative practices meet the need to address urgent questions of equity, inclusion and violence prevention in the K-12 setting.	Center for Restorative Justice	Ongoing
SOLES Innovation Lab	A redesigned flexible-use classroom and dedicated learning experience specialist to support STEM, design thinking, and collaborative learning models.	Jacobs Institute	Ongoing
SOLES Annual Diversity, Inclusion, and Social Justice Excellence Showcase	Provides a space for faculty, staff, and students across SOLES to showcase their work as it relates to diversity, inclusion, and social justice across all departments in SOLES.	Dean's Office	Annual
SOLES Graduate Student Writing Center	The mission of the SOLES Graduate Student Writing Center is to provide all students, of all skill levels and at all stages of the writing process, with access to free writing coaching to support the discovery and development of their potential as emerging writers.	Dr. Herrera & SOLES Graduate Student Writing Center Advisory Group	Ongoing
Special Topics in Conscious Leadership	Provide unique leadership development targeting kids and teens, athletes and coaches, and mindful leaders.	The Nonprofit Institute	Ongoing
SOLES Student Career Development Workshops	Career Development workshops support students in career exploration and professional development skills and strategies.	Dean's Office	Fall and spring
SOLES Mentor Collective	Mentor program continues for newly-admitted students matched with continuing students and recent graduates.	Dean's Office	Ongoing
Student and Faculty Engagement	Partner with faculty to provide responsive fee-for-service research and consulting to support local nonprofits and develop student capacity for research and consulting.	The Nonprofit Institute	Ongoing
TESOL Program	Developing knowledge, skills, and dispositions in teacher candidates to work with immigrant, migrant, refugee, international and other marginalized groups, so that they can be prepared for teaching English as an international/transnational language within local and global context through purposeful fieldwork	Dr. Molina, Department of Learning & Teaching	Ongoing

	experiences in the 21st century.. Teacher candidates are also prepared to conduct practitioner-based research to improve their instructional practice or understand a phenomenon within context.		
Undergraduate to Masters in NLM Masters ('4+1')	Creating a pipeline for undergraduate students to receive MA in Leadership and Nonprofit Management in shortened time period	Department of Leadership Studies (Non Profit)	Ongoing

**Goal 2:** Expand access and demonstrate inclusive excellence to benefit the learning and success of all students and to advance educational equity and become a first-choice school of education sciences for underrepresented students.

<b>Activity/ Initiative/ Event</b>	<b>Brief Description</b>	<b>Individual/ Department/ Institute/ Center</b>	<b>Date(s)</b>
Academic Program Review MOU	Committed our efforts to: 1. Clarify the identity of the department that connects all programs. 2. Identify core department learning-outcomes that weave together the various programs. 3. Create intentional pathways to the programs in the department. 4. Intentionally engage alumni in all of the programs in the department. 5. Build a culture of sharing best practices across all department programs. 6. Develop a plan for engaged academic advising and effective orientations. 7. Address the polarity between the masters programs and the doctoral program. 8. Develop a student friendly schedule void of scheduling conflicts for students, to the extent that is feasible. 9. Develop additional internal and external partnerships for student engagement. 10. Continue to recruit and retain students of color.	Department of Leadership Studies	Fall and ongoing
Academy of Catholic Teaching (ACT)	Train and support new teachers in Catholic schools using the three pillars of the UCCE: service through teaching, community involvement, and spiritual development. Fellows earn dual credentials, complete Changemaking projects with Catholic schools in Malawi, and become leaders within the Catholic Diocese.	Dr. Jez, Department of Learning & Teaching; Diocese of San Diego	Ongoing
Admissions	Scholarship review and analysis in process to ensure access to funding and support of first generation and underrepresented students in graduate programs.	Dean's Office	Fall
Changemaking through Global Courses	International Changemaker projects and symposiums, collaboration with USD SOLES students and educators from South Africa,	Dr. Jez, Department of	Ongoing

	Tanzania, and Jamaica embedded within the EDSP 589i and 579i courses.	Learning & Teaching,	
Conscious Leadership Development	Develop leaders who have the capacity to practice value-based conscious leadership and engage in a deep way with themselves and others.	The Nonprofit Institute	Ongoing
Conversations of Color	Creates a space for SOLES students and faculty of color to connect, share and receive resources for academic, professional and personal growth	Dean's Office	Bi-annually
Co-Teaching as a Model for Teacher Candidates	Implementation of co-teaching within dual credential program to model a practice that candidates will be asked to do in the profession in alignment with at Collaboration for Effective Educator Development, Accountability and Reform (CEEDAR) center (National Consortium) initiative.	Department of Learning & Teaching	Bi-annually
Developing Women Leaders	To develop the leadership capacity of women leaders in a variety of organizational settings and contexts	The Nonprofit Institute	Ongoing
Dual credential program	Integrated program for preparing teachers for general education and special education populations in inclusive classrooms	Department of Learning & Teaching	Ongoing
E2E Micro-grants	Sub-awarding 15 microgrants to STEM innovation partnerships between Kearny High School and USD faculty and students.	Jacobs Institute	Ongoing through Feb 2020
Equinox Project	Inspire the general public, young professionals, and decision makers to be informed and engaged in crafting better solutions to regional challenges.	The Nonprofit Institute	Ongoing
Ethnic Studies Partnership with SDUSD	Partner with San Diego Unified School District to support implementation of their new ethnic studies graduation requirement in four areas: course development, learning technology, professional development, and program evaluation. Collaboration focuses on community responsive curriculum and instruction.	James Fabionar, Department of Learning & Teaching	Ongoing
Health Resources and Services Administration (HRSA) training grants	Student stipends, faculty and student professional development, curriculum enhancement, integrated care learning collaboratives, community partnership funding to support training to benefit vulnerable communities, recruitment events at HBCUs and HSIs, and creation of digital resource library.	Department of Counseling & Marital and Family Therapy; Hahn School of Nursing	Ongoing
Impact Measurement	Provide training in research and evaluation practices to community-based organizations.	The Nonprofit Institute	Ongoing
Integrated Teacher Preparation Program (ITPP)	Offer four-year integrated program pathways to an undergraduate degree (BA) and single-subject teaching credential in six science and math majors, with particular emphasis on bringing in qualified transfer students.	Dr. Daley, Department of Learning & Teaching; College of Arts and	Ongoing



		Sciences; Undergraduate Admissions; San Diego Community College District	
International Rescue Committee	Supporting our teacher candidates in providing responsive mediation to address the needs of refugee background students with limited or interrupted formal education through trauma-informed, literacy, and content-based instruction.	Dr. Molina, Department of Learning & Teaching	Ongoing
Leadership Development	Provide contemporary, evidence-based leadership development and coaching.	The Nonprofit Institute	Ongoing
NROTC Prep Program	Provides one year full tuition/room & board scholarship for one year prep and upon successful completion, will be awarded full 4 year NROTC scholarship. Target is 1st gen, low income and diverse background.	NROTC; SOLES; Provost; Admissions	Ongoing
On-Boarding	Ensuring incoming graduate students are aware of the available resources that can aid in their success and development.	SOLES Admissions & Dean's Office	Ongoing
Organizational Capacity	Provide a comprehensive set of programs and services aimed at building organizational capacity to the benefit of the nonprofit sector and larger community.	The Nonprofit Institute	Ongoing
Outdoor Leaders Initiative	Develop the next generation of diverse leadership both in business and nonprofits who will champion the health and vitality of our great outdoors.	The Nonprofit Institute	Ongoing
Pactful	A social good innovation app for teens and teachers	Jacobs Institute	Ongoing
Remake Learning Days	Supporting three days of live events in the San Diego region as part of the Remake Learning Days initiative, awarding \$250 stipends to participating organizations; in collaboration with San Diego County of Education and Altitude Learning.	Jacobs Institute	Spring 2020
Restorative Justice for K12 Educators	Restorative justice in education provides the training and support for schools to become educative in response to student misbehavior by focusing on repairing harm and engaging growth mindset. Restorative practices meet the need to address urgent questions of equity, inclusion and violence prevention in the K-12 setting.	Center for Restorative Justice	Ongoing
Rx for Restorative Justice	"Prescribing Restorative Justice in the Health Professions." Includes collaboration with the Association of American Medical Colleges to bring restorative practices to academic medicine, particularly to address issues of bias and harassment.	Center for Restorative Justice	Ongoing

SOLES Innovation Lab	A redesigned flexible-use classroom, and dedicated learning experience specialist to support STEM, design thinking, and collaborative learning models.	Jacobs Institute	Ongoing
Special Topics in Conscious Leadership	Provide unique leadership development targeting kids and teens, athletes and coaches, and mindful leaders	The Nonprofit Institute	Ongoing
Specialization within the PhD	Launched the PhD specialization: Leadership for International School Leaders and engaged in efforts to admit a second cohort of students. This program will enhance SOLES' international presence and thus respond to SOLES' Strategic Goal to expand access and demonstrate inclusive excellence to benefit the learning and success of all students.	Department of Leadership Studies	Ongoing
STEAM Academy	STEAM Academy is an innovative educational venture, providing youth in the San Diego community with quality, university professor- lead instruction in mathematics, engineering and the arts. STEAM Academy makes this rich learning experience possible for youth whose families could not normally afford such an experience.	Dr. Spencer, Dean's Office in collaboration with the College of Arts and Sciences and the Shiley Marcos School of Engineering	Annually
STEAM Youth and Community Conference	This free, annual, one-day community event educates and engages members of the Linda Vista and greater San Diego communities in STEM educational experiences and opportunities. Scientists, mathematicians, educators, engineers and artists from across the USD campus as well as from industries throughout San Diego provide interactive and informative workshops to attendees who include parents, families, youth, and educators.	Dr. Spencer, SOLES Dean's Office in collaboration with the College of Arts and Sciences and the Shiley Marcos School of Engineering	Annually
SOLES Mentor Collective	Mentor program continues for newly-admitted students matched with continuing students and recent graduates.	Dean's Office	Ongoing
Student and Faculty Engagement	Partner with faculty to provide responsive fee-for-service research and consulting to support local nonprofits and develop student capacity for research and consulting	The Nonprofit Institute	Ongoing
TESOL Program	Developing knowledge, skills, and dispositions in teacher candidates to work with immigrant, migrant, refugee, international and other marginalized groups, so that they can be prepared for teaching English as an international/transnational language within local and global context through purposeful fieldwork	Dr. Molina, Department of Learning & Teaching	Ongoing

	experiences in the 21st century. Teacher candidates are also prepared to conduct practitioner-based research to improve their instructional practice or understand a phenomenon within context.		
Undergraduate to Masters in NLM Masters ('4+1')	Creating a pipeline for undergraduate students to receive MA in Leadership and Nonprofit Management in shortened time period.	Department of Leadership Studies (Non Profit)	Ongoing

**Goal 3:** Infuse the entire university with a spirit and practice of changemaking, where innovation and entrepreneurship lead to positive change.

<b>Activity/ Initiative/ Event</b>	<b>Brief Description</b>	<b>Individual/ Department/ Institute/ Center</b>	<b>Date(s)</b>
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Academy of Catholic Teaching (ACT)	Train and support new teachers in Catholic schools using the three pillars of the UCCE: service through teaching, community involvement, and spiritual development. Fellows earn dual credentials, complete Changemaking projects with Catholic schools in Malawi, and become leaders within the Catholic Diocese.	Dr. Jez, Department of Learning & Teaching; Diocese of San Diego	Ongoing
Campus PRISM	The Campus PRISM Project (Promoting Restorative Initiatives for Sexual Misconduct) includes an international team of researchers and practitioners who are deeply invested in reducing sexual and gender-based violence by exploring how a restorative approach may provide more healing and better accountability.	Center for Restorative Justice	Ongoing
Changemaking through Global Courses	International Changemaker projects and symposiums-collaboration with USD SOLES students and educators	Dr. Jez, Department of	Ongoing

	from South Africa, Tanzania, and Jamaica embedded within the EDSP 589i and 579i courses.	Learning & Teaching,	
Conscious Leadership Development	Develop leaders who have the capacity to practice value-based, conscious leadership and engage in a deep way with themselves and others	The Nonprofit Institute	Ongoing
Cultivating a Culture of Care	The Community of Human Resources (CHR@USD) has a very broad cross-campus constituency that includes faculty, staff and administrators. CHR@USD creates excitement and engagement for the diverse employees of USD by cultivating a culture of care through activities and programs that promote service leadership, rewards and recognition, and community outreach.	SOLES Committee Members: Elaine Poeu-En and Amanda Ford	Ongoing
E2E Micro-grants	Sub-awarding 15 microgrants to STEM innovation partnerships between Kearny High School and USD faculty and students	Jacobs Institute	Ongoing through Feb 2020
End Food Waste Alliance	The mission of the End Food Waste Alliance is to engage in collaborative efforts, cross-school conversations, and consciousness raising to adopt, develop, and implement methods and strategies to end food waste at USD.	Dr. Herrera & Kiyonna Navarro, SOLES, in collaboration with others across campus	Ongoing
Equinox Project	Inspire the general public, young professionals, and decision makers to be informed and engaged in crafting better solutions to regional challenges.	The Nonprofit Institute	Ongoing
Geographic Information Systems (GIS) Course	Develop and teach a course with faculty from the College of Arts and Sciences & the School of Engineering to examine the impact of urban design and cities (physical and social infrastructure) on social justice, public health, and other social outcomes. This is a methods course that will teach graduate students spatial analysis and GIS.	Department of Leadership Studies (Non Profit)	Fall
Health Resources and Services Administration (HRSA) training grants	Student stipends, faculty and student professional development, curriculum enhancement, integrated care learning collaboratives, community partnership funding to support training to benefit vulnerable communities, recruitment events at HBCUs and HSIs, and creation of digital resource library.	Department of Counseling & Marital and Family Therapy, Hahn School of Nursing	Ongoing
International Rescue Committee	Supporting our teacher candidates in providing responsive mediation to address the needs of refugee background students with limited or interrupted formal education through trauma-informed, literacy, and content-based instruction.	Dr. Molina, Department of Learning & Teaching	Ongoing

Outdoor Leaders Initiative	Develop the next generation of diverse leadership both in business and nonprofits who will champion the health and vitality of our great outdoors	The Nonprofit Institute	Ongoing
Public policy certificate	Creating a public policy concentration for MA students across SOLES; will provide a diverse set of students with essential policy and advocacy skills	Department of Leadership Studies (Non Profit)	Ongoing
Rapid Response	Work with asylum seekers.	Mulvaney Center; Han School of Nursing; Department of Counseling & Marital and Family Therapy	Ongoing
Restorative Justice Network of Catholic Campuses	Recognizing a natural alignment between the philosophy of restorative justice and the guiding ideals of the Catholic social tradition, the RJNCC encourages Catholic campuses to articulate and cultivate restorative principles and to assist each other in strengthening interest, commitment, and implementation of restorative practices on their campuses.	Center for Restorative Justice	Ongoing
Restorative Justice for K12 Educators	Restorative justice in education provides the training and support for schools to become educative in response to student misbehavior by focusing on repairing harm and engaging growth mindset. Restorative practices meet the need to address urgent questions of equity, inclusion and violence prevention in the K-12 setting.	Center for Restorative Justice	Ongoing
SOLES Innovation Lab	A redesigned flexible-use classroom and dedicated learning experience specialist to support STEM, design thinking, and collaborative learning models	Jacobs Institute	Ongoing
SOLES Volunteering	SOLES staff and administrator volunteer day at the Jacob Cushman San Diego Food Bank	SOLES	Annual
SOLES-Giving	A SOLES wide collection drive to benefit local nonprofit organizations (such as Monarch School)	Dean's Office	Annual
Student and Faculty Engagement	Partner with faculty to provide responsive fee-for-service research and consulting to support local nonprofits and develop student capacity for research and consulting.	The Nonprofit Institute	Ongoing
Sustainability	Creates a climate and culture in SOLES that understands, cares about, and values sustainability; promotes accountability and behaviors that are sustainable; strives to improve operational and administrative behaviors that promote and support sustainability.	SOLES Sustainability Committee	Ongoing

TESOL Program	Developing knowledge, skills, and dispositions in teacher candidates to work with immigrant, migrant, refugee, international and other marginalized groups, so that they can be prepared for teaching English as an international/transnational language within local and global context through purposeful fieldwork experiences in the 21st century. Teacher candidates are also prepared to conduct practitioner-based research to improve their instructional practice or understand a phenomenon within context.	Dr. Molina, Department of Learning & Teaching	Ongoing
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**Goal 4:** Encourage the integration of knowledge and research (scholarship) to address questions within and across the disciplines of leadership, education and counseling and therapy- impacting communities with local specificity and global implications.

<b>Activity/ Initiative/ Event</b>	<b>Brief Description</b>	<b>Individual/ Department/ Institute/ Center</b>	<b>Date(s)</b>
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Board Governance	Provide strong expertise in board recruitment and development to promote good governance for nonprofits.	The Nonprofit Institute	Ongoing
Campus PRISM	The Campus PRISM Project (Promoting Restorative Initiatives for Sexual Misconduct) includes an international team of researchers and practitioners who are deeply invested in reducing sexual and gender-based violence by exploring how a restorative approach may provide more healing and better accountability.	Center for Restorative Justice	Ongoing
Certificate in International School Counseling	A certificate program within the School Counseling Specialization to provide students and community members the opportunity to learn about International School Counseling across the world.	Dr. Cameron, Department of Counseling & Marital and	Ongoing



		Family Therapy	
Cultivating a Culture of Care	The Community of Human Resources (CHR@USD) has a very broad cross-campus constituency that includes faculty, staff and administrators. CHR@USD creates excitement and engagement for the diverse employees of USD by cultivating a culture of care through activities and programs that promote service leadership, rewards and recognition, and community outreach.	SOLES Committee Members: Elaine Poeu-En and Amanda Ford	Ongoing
Curriculum Audit	Revisions to all the core MA of Leadership Studies courses to ensure that the “pillars” of social justice, internationalization, and interculturalization are sufficiently embedded in each class. This supports our commitment to multiculturalism and social justice.	Department of Leadership	Ongoing
Developing Women Leaders	To develop the leadership capacity of women leaders in a variety of organizational settings and contexts.	The Nonprofit Institute	Ongoing
End Food Waste Alliance	The mission of the End Food Waste Alliance is to engage in collaborative efforts, cross-school conversations, and consciousness raising to adopt, develop, and implement methods and strategies to end food waste at USD.	Dr. Herrera & Kiyonna Navarro, SOLES, in collaboration with others across campus	Ongoing
Equinox Project	Inspire the general public, young professionals, and decision makers to be informed and engaged in crafting better solutions to regional challenges	The Nonprofit Institute	Ongoing
Geographic Information Systems (GIS) Course	Develop and teach a course with faculty from the Schools of Ocean and Environmental Science and Engineering to examine the impact of urban design and cities (physical and social infrastructure) on social justice, public health, and other social outcomes. This is a methods course that will teach graduate students spatial analysis and GIS.	Department of Leadership Studies (Non Profit)	Fall
Impact Measurement	Provide training in research and evaluation practices to community-based organizations.	The Nonprofit Institute	Ongoing
Inform Policy and Action	Produce and disseminate original research.	The Nonprofit Institute	Ongoing
Initiative on Social Science Research in a Digital Age	This is a modest initiative involving a small number of faculty and doctoral students with specialized skills that explores, among other things, the use of video for conducting and displaying social science research. The initiative has generated a number of studies and digital research products. The group has	Dr. Donmoyer, Department of Leadership Studies	Ongoing

	made a number of conference presentations to date.		
Leadership Development	Provide contemporary, evidence-based leadership development and coaching	The Nonprofit Institute	Ongoing
Organizational Capacity	Provide a comprehensive set of programs and services aimed at building organizational capacity to the benefit of the nonprofit sector and larger community	The Nonprofit Institute	Ongoing
Outdoor Leaders Initiative	Develop the next generation of diverse leadership both in business and nonprofits who will champion the health and vitality of our great outdoors	The Nonprofit Institute	Ongoing
Research & Writing Group	A cross-disciplinary group that supports faculty in their scholarship and research	SOLES	Ongoing
Restorative Justice Network of Catholic Campuses	Recognizing a natural alignment between the philosophy of restorative justice and the guiding ideals of the Catholic social tradition, the RJNCC encourages Catholic campuses to articulate and cultivate restorative principles and to assist each other in strengthening interest, commitment, and implementation of restorative practices on their campuses.	Center for Restorative Justice	Ongoing
Rx for Restorative Justice	“Prescribing RJ in the Health Professions.” Includes collaboration with the Association of American Medical Colleges to bring restorative practices to academic medicine, particularly to address issues of bias and harassment.	Center for Restorative Justice	Ongoing
San Diego Regional Climate Collaborative	Advance regional solutions to climate action planning through a network of cities and public agencies working together.	The Nonprofit Institute	Ongoing
SOLES Annual Diversity, Inclusion, and Social Justice Excellence Showcase	Provides a space for faculty, staff, and students across SOLES to showcase their work as it relates to diversity, inclusion, and social justice across all departments in SOLES.	Dean’s Office	Annual
Specialization within the PhD	Launched the PhD specialization: Leadership for International School Leaders and engaged in efforts to admit a second cohort of students. This program will enhance SOLES’ international presence and thus respond to SOLES’ Strategic Goal to expand access and demonstrate inclusive excellence to benefit the learning and success of all students.	Department of Leadership Studies	Ongoing
Sustainability	Create a climate and culture in SOLES that understands, cares about, and values sustainability; promotes accountability and behaviors that are sustainable; strives to improve operational and	SOLES Sustainability Committee	Ongoing

	administrative behaviors that promote and support sustainability.		
Undergraduate to Masters in NLM Masters ('4+1')	Creating a pipeline for undergraduate students to receive MA in Leadership and Nonprofit Management in shortened time period	Department of Leadership Studies (Non Profit)	Ongoing

**Goal 5: Engage our communities in deep, democratic and meaningful partnerships, with a shared vision and collaborative effort.**

<b>Activity/ Initiative/ Event</b>	<b>Brief Description</b>	<b>Individual/ Department/ Institute/ Center</b>	<b>Date(s)</b>
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Academy of Catholic Teaching (ACT)	Train and support new teachers in Catholic schools using the three pillars of the UCCE: service through teaching, community involvement, and spiritual development. Fellows earn dual credentials, complete Changemaking projects with Catholic schools in Malawi, and become leaders within the Catholic Diocese.	Dr. Jez, Department of Learning & Teaching; Diocese of San Diego	Ongoing
Board Governance	Provide strong expertise in board recruitment and development to promote good governance for nonprofits.	The Nonprofit Institute	Ongoing
Campus PRISM	The Campus PRISM Project (Promoting Restorative Initiatives for Sexual Misconduct) includes an international team of researchers and practitioners who are deeply invested in reducing sexual and gender-based violence by exploring how a restorative approach may provide more healing and better accountability.	Center for Restorative Justice	Ongoing

Certificate in Arts and Culture	Developed a certificate program within the MA in Nonprofit to provide students and community members the opportunity to closely examine complex issues in leadership in the Arts and Culture nonprofit sector. This certificate will enhance SOLES' local community presence.	Department of Leadership Studies	Fall
Changemaking through Global Courses	International Changemaker projects and symposiums- collaboration with USD SOLES students and educators from South Africa, Tanzania, and Jamaica embedded within the EDSP 589i and 579i courses.	Dr. Jez, Department of Learning & Teaching,	Ongoing
Character Education Resource Center	Provide character education resources to educators, students, parents, community	Character Education Resource Center	Ongoing
Conscious Leadership Development	Develop leaders who have the capacity to practice value-based conscious leadership and engage in a deep way with themselves and others	The Nonprofit Institute	Ongoing
Co-Teaching as a Model for Teacher Candidates	Implementation of co-teaching within dual credential program to model a practice that candidates will be asked to do in the profession in alignment with at Collaboration for Effective Educator Development, Accountability and Reform (CEEDAR) center (National Consortium) initiative.	Department of Learning & Teaching	Bi-annually
Dean's Student Advisory Committee	Allow students voices to be heard. Participants at each meeting should include members representing multicultural leadership groups, each academic program, and graduate student orgs that have SOLES representatives.	Dean's Office	Ongoing
Developing Women Leaders	To develop the leadership capacity of women leaders in a variety of organizational settings and contexts	The Nonprofit Institute	Ongoing
E2E Micro-grants	Sub-awarding 15 microgrants to STEM innovation partnerships between Kearny High School and USD faculty and students	Jacobs Institute	Ongoing through Feb 2020
End Food Waste Alliance	The mission of the End Food Waste Alliance is to engage in collaborative efforts, cross-school conversations, and consciousness raising to adopt, develop, and implement methods and strategies to end food waste at USD.	Dr. Herrera & Kiyonna Navarro, SOLES, in collaboration with others across campus	Ongoing
Equinox Project	Inspire the general public, young professionals, and decision makers to be informed and engaged in crafting better solutions to regional challenges.	The Nonprofit Institute	Ongoing

Ethnic Studies Partnership with SDUSD	Partner with San Diego Unified School District (SDUSD) to support implementation of their new ethnic studies graduation requirement in four areas: course development, learning technology, professional development, and program evaluation. Collaboration focuses on community responsive curriculum and instruction.	Dr. Fabionar, Department of Learning & Teaching	Ongoing
Faculty grant program	Facilitating the process of reviewing and awarding grants for faculty scholarship and global course development.	Global Center	Ongoing
Global Study programs	Coordinating Global Study programs that equip students to function in environments characterized by cultural diversity.	Global Center	Ongoing
Health Resources and Services Administration (HRSA) training grants	Student stipends, faculty and student professional development, curriculum enhancement, integrated care learning collaboratives, community partnership funding to support training to benefit vulnerable communities, recruitment events at HBCUs and HSIs, and creation of digital resource library.	Department of Counseling & Marital and Family Therapy, Hahn School of Nursing	Ongoing
Impact Measurement	Provide training in research and evaluation practices to community-based organizations.	The Nonprofit Institute	Ongoing
Inform Policy and Action	Produce and disseminate original research.	The Nonprofit Institute	Ongoing
International Rescue Committee	Supporting our teacher candidates in providing responsive mediation to address the needs of refugee background students with limited or interrupted formal education through trauma-informed, literacy, and content-based instruction.	Dr. Molina, Department of Learning & Teaching	Ongoing
International Visiting Scholar program	Facilitating the arrival, onboarding and support of international visiting scholars to collaborate with our faculty in teaching, research and mentoring students to be globally competent.	Global Center	Ongoing
Johnson Fellows Program	Providing learning and support to local teacher leaders for inclusion.	Department of Learning & Teaching, Dr. Stolz	Ongoing
Leadership Coaching Certificate	Developed steps to ensure this program will be on track for ICF accreditation which will attract a greater number of community members to the program and facilitate connections with the community.	Department of Leadership Studies	Fall
Leadership Development	Provide contemporary, evidence-based leadership development and coaching	The Nonprofit Institute	Ongoing

NROTC Prep Program	Provides one year full tuition/room & board scholarship for one year prep and upon successful completion, will be awarded full 4 year NROTC scholarship. Target is 1st gen, low income and diverse background.	NROTC, SOLES, Provost, Admissions	Ongoing
Organizational Capacity	Provide a comprehensive set of programs and services aimed at building organizational capacity to the benefit of the nonprofit sector and larger community.	The Nonprofit Institute	Ongoing
Outdoor Leaders Initiative	Develop the next generation of diverse leadership both in business and nonprofits who will champion the health and vitality of our great outdoors.	The Nonprofit Institute	Ongoing
Pactful	A social good innovation app for teens and teachers.	Jacobs Institute	Ongoing
Project VisMO	\$1M NSF grant to study visuospatial and mathematical thinking with ELL students at South Bay Union School District.	Jacobs Institute	Ongoing
Public policy certificate	Creating a public policy concentration for MA students across SOLES; will provide a diverse set of students with essential policy and advocacy skills	Department of Leadership Studies (NP)	Ongoing
Rapid Response	Work with asylum seekers.	Mulvaney Center; Hahn School of Nursing; Department of Counseling & Marital and Family Therapy	Ongoing
Remake Learning Days	Supporting three days of live events in the San Diego region as part of the Remake Learning Days initiative, awarding \$250 stipends to participating organizations; in collaboration with San Diego County of Education and Altitude Learning.	Jacobs Institute	Spring 2020
Restorative Justice Network of Catholic Campuses	Recognizing a natural alignment between the philosophy of restorative justice and the guiding ideals of the Catholic social tradition, the RJNCC encourages Catholic campuses to articulate and cultivate restorative principles and to assist each other in strengthening interest, commitment, and implementation of restorative practices on their campuses.	Center for Restorative Justice	Ongoing
Restorative Justice for K12 Educators	Restorative justice in education provides the training and support for schools to become educative in response to student misbehavior by	Center for Restorative Justice	Ongoing

	focusing on repairing harm and engaging growth mindset. Restorative practices meet the need to address urgent questions of equity, inclusion and violence prevention in the K-12 setting.		
Rx for Restorative Justice	“Prescribing RJ in the Health Professions.” Includes collaboration with the Association of American Medical Colleges to bring restorative practices to academic medicine, particularly to address issues of bias and harassment.	Center for Restorative Justice	Ongoing
San Diego Regional Climate Collaborative	Advance regional solutions to climate action planning through a network of cities and public agencies working together.	The Nonprofit Institute	Ongoing
Special Topics in Conscious Leadership	Provide unique leadership development targeting kids and teens, athletes and coaches, and mindful leaders.	The Nonprofit Institute	Ongoing
STEAM Academy	STEAM Academy is an innovative educational venture, providing youth in the San Diego community with quality, university professor-lead instruction in mathematics, engineering and the arts. STEAM Academy makes this rich learning experience possible for youth whose families could not normally afford such an experience.	Dr. Spencer, Dean’s Office in collaboration with the College of Arts and Sciences and the Shiley Marcos School of Engineering	Annually
STEAM Youth and Community Conference	This free, annual, one-day community event educates and engages members of the Linda Vista and greater San Diego communities in STEM educational experiences and opportunities. Scientists, mathematicians, educators, engineers and artists from across the USD campus as well as from industries throughout San Diego provide interactive and informative workshops to attendees who include parents, families, youth, and educators.	Dr. Spencer, SOLES Dean’s Office in collaboration with the College of Arts and Sciences and the Shiley Marcos School of Engineering	Annually
Student and Faculty Engagement	Partner with faculty to provide responsive fee-for-service research and consulting to support local nonprofits and develop student capacity for research and consulting.	The Nonprofit Institute	Ongoing
Sustainability	Create a climate and culture in SOLES that understands, cares about, and values sustainability; promotes accountability and behaviors that are sustainable; strives to improve operational and administrative behaviors that promote and support sustainability.	SOLES Sustainability Committee	Ongoing



TESOL Program	Developing knowledge, skills, and dispositions in teacher candidates to work with immigrant, migrant, refugee, international and other marginalized groups, so that they can be prepared for teaching English as an international/transnational language within local and global context through purposeful fieldwork experiences in the 21st century. Teacher candidates are also prepared to conduct practitioner-based research to improve their instructional practice or understand a phenomenon within context.	Dr. Molina, Department of Learning & Teaching	Ongoing
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