

Subject: Continuing to Build Our Leadership Team and Growth Potential

Date: Fri 1/18/2019 8:39 AM

After nearly 18 months of a restructured leadership team, moving from a Dean and Chief Operating Officer to a Dean, three Associate Deans (Roxanne, Ed, and Hugo) and a Chief Administrative Officer (Doug), we have been able to consolidate and focus in highly productive ways. We have also been able to identify new opportunities for Extension, in particular with Campus Departments through the SAPD initiative. Our performance last fiscal year was beyond expectations. This happened in part because we reduced a number of system redundancies, we focused on specific priorities, we controlled costs, and we grew revenue. Everyone should feel excited and appreciated for what we accomplished and it appears we are on a similar path this fiscal year.

This memo is to inform you of additional staffing moves I am taking in order to continue the momentum we have already built and absorb a significant array of new requests and responsibilities coming from Campus' desire to expand innovative initiatives in its summer session, in pre-college campus outreach, in Masters of Advanced Studies and advanced certificate programs through SAPD. Our strengths in market research, business intelligence, and new program development in the academic arena, our marketing and student support infrastructure, as well as our nimbleness in the development of new tools for instructional delivery including on-line learning are being called upon campus-wide. On each of these, Extension staff have been asked to not only weigh-in but also assume leadership for new initiatives, all of which are also contributing to our bottom line through earned revenue and contracts.

What this all means organizationally is that, effective February 1st, we'll do the following:

- **Hugo Villar**, our Associate Dean for Professional and Continuing Education, will restructure his operation to allow for growth by appointing Laura Fandino as an Assistant Dean, with initially Health Care Education as well as Arts and Languages reporting directly to her. Business Technology, OAPED, and Corporate & Community Outreach will continue to report directly to Hugo.
- **Josh Shapiro** will also have the title of Assistant Dean for Research Affairs, reporting to Hugo, so that he can build a team around campus market research initiatives, community research initiatives, and evaluation, including new tools and delivery systems for education in the future.

- As Director of Academic Services, **Liz Kelly** will now report directly to Hugo in order to draw on her competence and experience, not only for Extension-anchored programs but for the numerous new academic initiatives that are on the horizon especially with Campus.
- **Morgan Appel** will start working directly with Ed Abeyta as Assistant Dean for K-12 Professional and Continuing Education. The alignment of our work in pre-college outreach with students and parents and the fine work Morgan has been doing with teachers and school leadership is essential to our realizing the tremendous opportunities that lie ahead with Academic Connections and Sally Ride Science, to name only a few.
- We will also be embarking on an open recruitment for a senior-level person in International Programs reporting directly to Roxanne Nuhaily. The responsibilities of this individual will be to help us with new business development, in particular partnership opportunities across the UCSD campus and internationally.

As you can see, we are primarily repositioning already talented individuals to take on more leadership responsibility as the need for ongoing communication and implementation of new initiatives with new partners is taking place. We are very excited by the central role Extension is beginning to play in the pre-college and post-baccalaureate arenas for the campus. We are also committed to continuing to serve the more than 83,000 enrollments with increased attention to our students' and clients' needs via innovative forms of delivery and relevant new programming.

Thank you again for all your good work and support.

A handwritten signature in black ink, appearing to read "Gary Walsh". The signature is fluid and cursive, with a long, sweeping underline that extends to the left.