I. Strengthening our Jesuit Mission, Vision and Values
   A. Hire CDIO and constitute President’s Diversity Advisory and Action Council.
   B. Incorporate endowment opportunities for Jesuit identity into capital campaign.
   C. Articulate how to monitor Institute for Spirituality and Social Justice.

II. Adapting the Jesuit Educational Tradition and Strengthening the Cura Personalis of our Students
   A. Continue process of planning for launch of Core Curriculum in Fall 2015 (including FYS and FYCP).
   B. Define engaged learning, develop asset map and research base-line of current participation.
   C. Define/develop innovation platform that can be a part of each student’s My Xavier Way.

III. Promoting Cura Apostolica: The University’s Financial and Organizational Health
   A. Establish strategic enrollment plan that clearly delineates the size of the institution, programs to be offered, academic/demographic/geographic profile, financial need for all student populations and incorporates pricing, discount rate and net revenues. Develop relevant analytical tools. Plan adopted by Board in September 2015 and used to recruit the Fall 2017 class.
   B. Develop interim targets as part of FY16 budget for achieving the following by 2020: 3% operating margin, full funding of depreciation, full funding of operating reserves target.
   C. Managerial Accounting System will be operational and transitioned over to Financial Planning and Budgeting by June 30, 2015.
   D. Continue execution of capital campaign (FY15 target: $61.8MM). Specifically incorporate Student Recreation Center as campaign priority.
   E. Establish Trustee Task Force for Student Recreation Center, define scope of responsibilities and designate appropriate internal staff to work with it.

IV. Advancing Xavier’s Identity and Brand
   A. Hire Chief Marketing Officer. Establish data analytical needs that will support CMO and strategic enrollment plan referenced in III-A above.
   B. Monitor initial year of Magis strategic athletic plan implementation
   C. Articulate three-year strategic plan for innovation
I. Strengthening our Jesuit Mission, Vision and Values
   A. All areas (departments/centers/offices/colleges/divisions) will create professional development plans to support and maximize the appropriation of Xavier’s Jesuit identity at the individual and group level. The Center for Mission and Identity will support the fulfillment of the plans. Give particular attention to “mission animator” areas (diversity and inclusion, sustainability, community engagement, interfaith dialogue, local and global solidarity, etc.). (Plans completed by summer, 2016).
   B. After hiring CDIO and constituting the President’s Diversity Advisory and Action Council, develop strategic plan for diversity and inclusion that proceeds from our Jesuit Identity and supports the Xavier Way. On-board CDIO.

II. Adapting the Jesuit Educational Tradition and Strengthening the Cura Personalis of our Students
   A. Launch new Core Curriculum (including First-Year Seminars and First-Year Co-Curricular Passport Program).
   B. Develop My Xavier Way template as key over-arching strategy for alignment behind the post-graduation success of our student. (Launch in 2016-2017.)
   C. Articulate process and timeline for assessing all student learning programs (academic and non-academic) against core curriculum SLO’s on appropriate cycle.
   D. Launch MA in Consumer Analytics (Spring 2016).
   E. Develop/implement/expand innovation related academic programs appropriate to each particular college. In particular, launch School of Arts and Innovation.
   F. On-board new Dean of the College of Social Science, Health, and Education. Determine appropriate responsibilities in new Dean’s office and staff accordingly.

III. Promoting Cura Apostolica: The University’s Financial and Organizational Health
   A. Develop strategic Human Resources plan that supports The Xavier Way.
   B. Define financial management expertise by June 30, 2015, develop plan for enhancing appropriate financial expertise at relevant local levels in University and roll out (in concert with HR), with buy-in and leadership of Cabinet.
   C. Continue execution of capital campaign (FY16 target: TBD).

IV. Advancing Xavier’s Identity and Brand
   A. On-board Chief Marketing Officer, and develop and implement year one of a brand/marketing action plan with particular emphasis on enrollment areas (undergrad and graduate/financial aid/retention, etc.).
   B. After defining engaged learning and developing baseline measures, choose tactics to move closer to goal (each student/every semester) and implement.
   C. After developing plan for deepening innovation across University, implement initial year.
   D. Monitor second year of implementation of Magis strategic athletic plan.
   E. Alumni office defines and implements plan to foster valuable social and professional networks.
   F. Articulate five-year strategic plan for community engagement to support/advance engaged learning and respond to Carnegie feedback.