XAVIER UNIVERSITY 2019-20 GOALS
(Red font indicates first-tier University goal; Blue font indicates second-tier University goal.)

I. ENROLLMENT AND STUDENT SUCCESS:
Recruit Class of 2024 at targeted size, diversity, quality and discount rate. Develop, prioritize and fund key strategies to support University strategy to align sticker price and selectivity with key Jesuit, Big East and private competitors. Similarly, identify and fund strategies to strengthen retention toward 90% target, with associated graduation rates; continue to target 98% student success rate.

II. ENTERPRISE RISK MANAGEMENT:
With assistance of KPMG, undertake new ERM analysis, develop mitigation strategies and connect to both University strategy and governance.

III. COLLEGE OF NURSING:
Hire an Interim Dean to serve two years against an Expectations Document that has been thoroughly vetted with faculty. Agree on next-step expansion sites and programs with Orbis/GCE and how to leverage facilities for additional programming in off-site programs. Open offsite ABSN programs in Columbus and Cleveland.

IV. DIVERSITY AND INCLUSION:
Continue to execute on Diversity and Inclusion Strategic Plan, with special attention on faculty and staff hiring. Address issues raised by Staff Advisory Committee feedback, and from Campus Climate “Pulse” Survey as well. Execute with distinction the October 2019 Universities Studying Slavery Conference.

V. FACILITIES:
Complete planning for new residence hall (and associated solution to dining hall issues) both in terms of design and funding and gain Trustee approval in time to open residence hall in fall 2021. Complete HUB move in and agree upon capital plan for post-HUB space shifts, with special attention for the Champions Center. Finalize Deferred Maintenance Plan, with special attention to McDonald Library, and communicate to campus. Earmark incremental $1.5MM in M&R funding in FY2021 budget.

VI. HIGHER LEARNING COMMISSION (HLC) SELF-STUDY:
Successfully prepare for Spring 2021 HLC site visit; leverage preparatory process to seed deliberate campus conversations on the future of the University.

VII. ACADEMIC PLAN:
Develop Vocational Discernment Program through the CFJ in AY2019 and launch AY2020. Continue robust process of scanning local, regional and select national markets for appropriate curricular initiatives; review results annually with Direct Reports Group and Integrated Student Success Committee of the Board. Reach broad participation in the Immersive Learning Program by AY2020. Apply Academic Program Health/Managerial Accounting System (APH/MAS) across all academic programs and develop actionable goals for each academic program.
VIII. **FINANCIAL PLAN:**
Complete the 5-year financial plan, to include robust capital plan and commitment to 4% operating margin. Develop formal internal structure to filter and evaluate ideas and opportunities for generating alternative revenues and launch at least one such project. Launch strategic supplier initiative and undertake 6-Sigma, beginning in Financial Administration. Begin conversations with DR group concerning cost containment options.

IX. **MARKETING:**
Develop specific marketing plan with broad input to support enrollment strategy regarding sticker price and selectivity.

X. **HUMAN RESOURCES:**
Complete the strategic workforce review and execute on the resulting plan through focused organizational development, to include professional development and skills training. Implement new processes designed to increase diversity of faculty and staff and monitor for compliance and effectiveness. Fund the third year of staff market adjustment and assess results.

XI. **UNIVERSAL APOSTOLIC PRIORITIES:**
Develop process to recommend to University as a whole nature of specific discernment we will follow to embed these priorities more deeply in our culture.

XII. **CAMPUS SAFETY AND SECURITY:**
Successfully onboard Rob Warfel, new Director of Campus Safety and Security. Finalize comprehensive Campus Emergency Management Plan and roll out with effective communication and training.

XIII. **DEVELOPMENT:**
Target end-of-year campaign goal and achieve or exceed, to include incremental $5MM in HUB commitments. Fully implement the new Customer Relationship Management system, beginning in Development and extending across campus.