

## XAVIER UNIVERSITY 2020-2021 GOALS

Several scenarios for next academic year are now being developed for University and Board feedback, along with a base budget forecasting a reduction in actual FY 2019-2020 revenues of 8%; additional, more conservative budget projections are likewise being readied. We cannot say now which (if any) of these scenarios will be the correct one for the upcoming year. Similarly, we cannot say now with any certainty what the specific revenue situation of the University will be in the upcoming year.

Therefore, the most important goals for the University in 2020-2021 will be:

- 1) To address the particular challenges of the upcoming year proactively and manage to a positive operating margin; and
- 2) To end the year with a multi-year plan that is already being executed upon, designed to ensure the University's long-term success. Plan should include and privilege the restoration of salary and benefit cuts undertaken in light of the COVID-19 crisis.

Both of the above goals will be executed mindful of the following:

- the need to align all programs and staffing with current and reasonably projected enrollment levels (taking into account the anticipated demographic challenges projected in 2025 and beyond);
- our Jesuit Catholic mission, vision and values, including the recently promulgated Universal Apostolic Preferences of the Society of Jesus;
- our commitment to diversity, inclusion and equity;
- our Strategic, Academic, and Facilities Master Plans;
- our Enterprise Risk Management plans;
- and our intention to close the "Together. For Others." Capital Campaign by June 30, 2021.

In addition to the above, we will:

- 3) Successfully recruit Xavier's 35<sup>th</sup> President.
- 4) Successfully complete our HLC re-accreditation.
- 5) Give particular attention to strengthening our important enrollment streams by:
  - Implementing as feasible the results of the refreshed Master Enrollment Plan, including the revised work of the Student Success Integration Task Force and the new Regional Strategy of the Enrollment Office;
  - Leveraging the expertise of our new partners to re-establish and expand graduate on-line programs; and
  - Continuing to develop our ABSN programs in their three current sites and advancing the planning for the first out of state expansion.