



Dear Colleagues,

I am writing you today to announce the start of the fiscal year 2020 budget development process. As in past years, we will look to the strategic plan to guide resource allocation decisions in the coming months. As you begin to think about the needs in your departments for the year ahead, I ask you to keep the following strategic priorities in mind.

- *New academic programs*: invest in new graduate, undergraduate and certificate programs
- *Digital strategy and innovation*: expand the College's use of technology in ways that enhance student learning and enrich the student experience
- *Student recruitment and engagement*: redesign the website and support student recruitment efforts to achieve our enrollment goals and provide students the support they need to be successful
- *Diversity*: continue to create a more diverse and inclusive community through hiring practices, enrollment strategies, and support systems
- *Institutional resources*: continue to provide resources for the comprehensive campaign and campus master plan

Steve Beauregard, Assistant Vice President for Planning and Budget, will provide details regarding the budget process in the coming days. While resources are limited, senior leadership and I will make every effort to balance these priorities with operating needs across the College. I also invite you to continue to think about how existing resources in your departments can be reallocated to fund new proposals.

As I mentioned at the community gathering, even as we begin formulating next year's budget, the College will turn its attention to developing a strategic plan for the subsequent five years. I am grateful for your dedication to the College and look forward to working with you on these important initiatives in the months ahead.

Sincerely,

A handwritten signature in black ink that reads "Fr. John".

Fr. John