Dear Colleagues,

As we approach the end of the fall semester and calendar year, we are pleased to share the status of several planning, operational, and strategic initiatives.

**Strategic Planning and New Initiatives**

First, we are grateful to the many faculty, librarians, and staff across campus who are working very hard in close collaboration and with exceptional leadership to support the implementation of the 2019-20 Strategic Plan's core initiatives. The USF Strategic Plan 2019-2023 has been designed to guide us through the fiscal year 2020-2021 and beyond, addressing the fundamental challenges we face, and ensuring我们 are: 

- **Student Success, Retention, and Equity:** A cross-functional team is working on key initiatives to support our mission, including new strategies to improve student engagement and retention.
- **Curriculum Transformation:** The USF Strategic Plan also calls for us to "reimagine Jesuit education to accelerate the development of a more just and sustainable world through transformative education in the arts and sciences." Following are updates on progress in key areas:

**Munson-Williams-Packard (MWPA) and the University Budget Council:**

- **Munson-Williams-Packard (MWPA) Foundation:** The ongoing process of selecting a new artistic director for MWPA is being managed by a board of trustees, a search committee, and the University Budget Council (UBAC). The MWPA Foundation Board will then select the new director, who will need to be approved by the University Budget Council (UBAC) and the President's Cabinet.
- **University Budget Council (UBAC):** The fiscal year 2020-2021 budget will prioritize student academic support, health, safety, and well-being. We expect very few discretionary proposals to be approved, and those that are approved will be reviewed and recommended by the University Budget Council (UBAC) and the President's Cabinet.

We have made several important budget decisions regarding projects, investments, and expenditures in the weeks and months ahead. These decisions will be informed by a combination of factors, including forecasting, prioritization, and resource allocation.

**Involving the Arts in the Arts:**

- **Sculpture**
- **Theatre**
- **Design**
- **Music**
- **Dance**

With the generous support of UW alumns and benefactor Eileen Kaiser, we are very excited to complete the first of two phases of renovations in the Performing Arts Center (PAC). In January 2023, we will be opening the PAC's performance and event space and starting the beautiful, new grand staircase to its 1909 theater. The next phase involves renovating the theater into a multi-purpose space that will allow us to welcome a wider audience of arts and culture.

**The Renovation of the Theatre:**

The future of the theatre is just one component of the development of the Arts Institute of Art and Design, which includes funding from the $100 million gift of the Ansin Foundation, Foundation for the Arts. The institute will significantly expand our capacity for research, creative expression, and performance, and will be a destination for arts and culture.

**Budget Update**

As we approach the end of the fiscal year, it is important to note that the Office of Planning and Budget (OPB) has been involved in considerable work to align the university's enrollment with the budget. The budget process involves making tough decisions about priorities and allocations of resources. This year, we have focused on ensuring that our enrollment status is balanced with our budgetary needs.

- **Undergraduate Admissions:** The undergraduate admissions team is working hard to ensure that we meet our enrollment goals and align our budget with our financial projections.

**Preliminary Enrollment Numbers:**

We are very pleased with the preliminary enrollment numbers for the fall semester. The university has maintained its commitment to providing a high-quality education for our students. We have also worked hard to ensure that our budget is aligned with our financial projections.

**The Undergraduate Admissions Process:**

- **Fall 2020:** The university received approximately 4,000 applications for fall 2020 admission, including 2,000 applications from domestic students and 2,000 applications from international students.

We are committed to ensuring that our budget is aligned with our financial projections and that we have the resources to support our students. We are also committed to ensuring that our budget is aligned with our financial projections and that we have the resources to support our students. We are dedicated to providing a high-quality education for our students and to ensuring that our budget is aligned with our financial projections.

**Closing Remarks:**

As we approach the end of the fall semester and calendar year, we are grateful to our students, faculty, and staff for their hard work and dedication. We are also grateful to our donors and supporters for their ongoing support.

Thank you for your continued support.

Sincerely, 

Paul J. Fitzgerald, S.J.
President

Eileen Fung
Interim Provost and Vice President of Academic Affairs