



## CONCORD UNIVERSITY

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# Strategic Plan 2015-2020 FINAL REPORT

September 29, 2014

Pending the Approval of the WVHEPC.



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## Background

Higher education faces a period of great disruption, from stakeholders both internal and external. The expectations of students, parents, legislators and governors have shifted strongly toward an outcomes based view, with a renewed emphasis on supporting students in completing a degree and connecting to their career and academic goals. This focus on outcomes occurs within a shift of the business model away from governmental support and a reliance on student-driven revenue streams. Finally, new delivery vehicles for learning are emerging which are challenging roles and responsibilities within colleges and universities, and changing student expectations of how learning will occur.

It is within this environment that Concord University's new strategic plan was forged. The plan is grounded on a refocusing of the "job to be done" for Concord's students, and a renewed connection of our liberal arts foundation to the world of work. We build off of this foundation to reconsider where and how learning will occur for our students. Finally, the plan examines Concord's business model to ensure that we will have the resources necessary to invest in our future and our student's success.

Ultimately, this strategic plan will serve as our road map for the next five years. Achieving our goals and meeting the needs of our students will require the courage to face these disruptions head on, and reconsider how our time, talent and treasure are used in the service of student success. It is only in this way that Concord can support the needs of the State and region in which we live and learn and work.

## Creating a Shared Future Vision

The success of any institution depends upon an ability to create and communicate a shared future vision; simply put, to answer the question "where are we going?" Concord began its strategic planning process with this critical question. The strategic planning team felt that any shared future vision should include these components.

- **Student Success** - Student success is improved, including retention and graduation rates. In addition, the University is leveraging its institutional aid resources more effectively to recruit and retain students.
- **Location** - Concord is physically located in Athens, but with a broader virtual presence beyond the current campus. The town of Athens is a more attractive destination for students, faculty, staff and area business, due in part to the University's partnership with town leadership. The facilities on campus are improved, with significant gains made in reducing deferred maintenance.

- **Financial Health** - The University's financial health is improved, with sufficient net resources generated to create a larger reserve fund, improve faculty and staff compensation, and allow for investment in new initiatives.
- **Campus Community** - Culture at the University reflects a true community - a "we" instead of a "them/us". The campus community understand the interrelatedness of their work, and the need to work together to achieve success.
- **People** - The University employs the right number of people to get the work of the institution done effectively, and attracts people with the right "fit".
- **Quality** - Chief among our attributes is a continued commitment to quality and to public service.
- **Data** - Data is readily available and informs decision-making. This use of data supports better storytelling at the institution and the level of transparency and accountability at the University is high.
- **Technology** - The right tools are available to support the work of the University and allow for collaboration.

Building upon these parameters, the University ultimately shaped a shared future vision.

### Concord University Shared Future Vision

*Concord University will be a distinctive institution serving a larger and more diverse body of students. With a commitment to continued quality, the University will define success in terms of lifelong student success, with a focus on outcomes such as graduation rates/degree production and the achievement of student career, educational and life goals post-graduation.*

*Programs and services will be offered from a more vibrant main campus, but also from a broader virtual and off-site presence. Advantageous strategic partnerships will be forged to offer quality programs and services.*

*Finally, Concord will be more financially self-sufficient, able to properly support its high quality programs and services, and to generate resources for investment in its future.*



## Structure and Process

The strategic planning effort was accomplished by the Strategic Planning Committee with involvement of the entire campus community. Concord University's Strategic Planning Committee was comprised of representatives from the Board of Governors, the administration, the faculty, staff and students (see Appendix A for a listing of Strategic Planning Committee members).

The work of the Planning Committee was overseen by a Steering Committee. The Steering Committee developed the plan within parameters established by the full Planning Committee, reporting back to the full committee at various milestone dates. The plan was vetted by the entire campus community throughout its development by means of open meetings, input through email at [planning@concord.edu](mailto:planning@concord.edu), through constituent representatives on the Committee or through the Committee Chair. This three-tiered approach of planning by the Committee, vetting by the Steering Committee with input from the campus community brought forward the most pertinent information for assessment and consideration for the Plan.

As part of the process, all faculty, staff, and students were given the opportunity to respond to a SWOT survey. This survey sought information about what members of these constituent groups believe are the University's current strengths, weaknesses, opportunities, and threats. Thereafter, the Committee created an initial draft of a shared future vision of the University and created various scenarios as possible foundations for a strategic plan.

Ultimately, the new strategic plan will be presented to the University's Board of Governors and the West Virginia Higher Education Policy Commission (HEPC) for approval. It is anticipated that the plan will be drafted by August of 2014 and will be subsequently presented to the Board and the HEPC.

A summary of the Strategic Planning Committee's meetings is included in Appendix B of this report.

To view Concord's current mission statement click [HERE](http://www.concord.edu/about-concord/mission) (hyperlinked to <http://www.concord.edu/about-concord/mission> )

To view Concord's 2009-2014 Strategic Plan click [HERE](http://www.concord.edu/administration/presidents-office/strategic-plan-2009-2014) (hyperlinked to <http://www.concord.edu/administration/presidents-office/strategic-plan-2009-2014> )

## Scenarios/Framework

The two central components of the strategic planning process are the creation of a shared future vision for Concord University (noted above), and the development of scenarios to test how the University might achieve that vision.

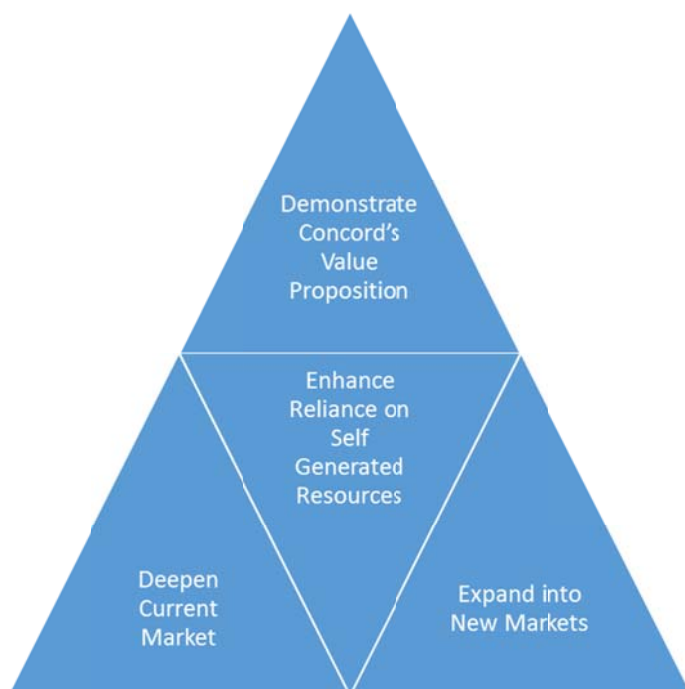
Building upon the shared future vision, the Committee assessed the critical strategic goals Concord needed to consider. These goals focused broadly on four key areas: 1) Demonstrating the University's value proposition; 2) Deepening its current market; 3) Expanding into new markets; and 4) Enhancing reliance on self-generated resources. In this instance, "value proposition" was defined as clearly identifying how the University can best address the needs expressed by students, parents and other stakeholders. These four goals are captured in Figure 1 below.


To achieve these goals, the Strategic Planning Committee created several scenarios. A narrowed list of scenarios included the following:

### *Demonstrating Value Proposition*

1. "Career Focused Liberal Arts" - This scenario emerged from conversations around Concord's value proposition. Recognizing the increased demand from students and parents to provide clear opportunities to student goals post-graduation, the Committee discussed creating opportunities for each degree program to expose students to career and post baccalaureate education options beginning in their freshman year or as soon as they transfer to Concord. These opportunities could include mandatory experiential learning requirements for each degree, networking with alumni, and career assessment.

**Figure 1**





### *Capturing the Current Market*

2. “Seamless Education Pathways” - The Committee felt that a robust future for Concord would likely include strengthened strategic partnerships with area education entities, including K-12, community college and other 4 year public and private providers. These partnerships could include shared services models to reduce cost and increase service levels. In addition, Concord could move beyond mere articulation agreements to create truly integrated educational pathways, allowing students to move fluidly between institutions and complete their undergraduate and graduate experience at Concord. These partnerships may also include graduate institutions, including professional schools that can provide a seamless path for Concord graduates. Finally, the University will increase retention rates as a result of its focus on its value proposition, and the support structures in place at the University.

### *Expanding Into New Markets*

3. “Enhancing the Campus, Expanding the Borders” - This scenario focused on making Concord’s main campus and the surrounding Athens area a more vibrant environment for students, faculty and staff. In addition, the University would look to grow its current market by offering more programming on-campus and in Beckley, and beyond Athens and Beckley via more robust “virtual” offerings.

### *Enhancing Reliance on Self-Generated Resources*

4. “Earn Our Own Way” - Recognizing the current downward trend in State-funding support, the University will need to prepare for a financial future that is more dependent on revenue generated by the University itself. This includes tuition and fees, auxiliary revenue, and fundraising. In addition, the University will likely need to pay more attention to the return on investment from existing resources.

### **Next Steps - Due Diligence and Developing Tactics**

As a next step, the Steering Committee vetted these scenarios, obtaining input from the full Committee and the campus community at large. The Steering Committee began the process of drilling down more deeply on each scenario to perform its due diligence. This included collecting relevant data, conducting viability testing, and developing tactics. Details regarding the specific tactics are included in the attached matrix for the strategic plan (see “Concord Matrix for Strategic Prioritization Consolidated 8-25-14”).

## 1. *Demonstrate Value Proposition*

This scenario emerged from conversations around Concord's value proposition. Recognizing the increased demand from students and parents to provide clear opportunities to student goals post-graduation, the Committee discussed creating pathways for each degree program that would expose students to career and post-baccalaureate education options beginning in their freshman year. These pathways could include mandatory experiential learning requirements for each degree, networking with alumni, and career assessment.

The Steering Committee defined "career focused liberal arts", both for internal purposes and for branding/marketing externally and shared it with the Full Committee for discussion. The definition is "A liberal arts education provides students with broad knowledge and empowers individuals by preparing them to deal with complexity, diversity, and change. It helps students develop strong and transferable intellectual and practical skills such as communication, analysis and problem-solving skills, and to demonstrate the ability to apply knowledge and skills in real-world settings. The Liberal Arts are an essential component of every Concord education and provide the foundation for success in a career. They inform the Program of General Studies, which all Concord students must complete, regardless of their major or program. In addition, Concord offers majors in a variety of fields traditionally regarded as being among the Liberal Arts and Sciences. Concord will provide concrete practical ways to make students aware of the career options which their course(s) of study open to them, and to begin doing so very early in their time at Concord. Through this effort, Concord will prepare its students for a lifetime of professional work. This may include, especially in our professional programs, an initial job after graduation, but all our programs will also prepare students for potential career changes later in life. It is also understood that we will prepare students for a lifetime of further education, both formal (e.g. graduate or professional school) or self-administered."

After performing its due diligence, the Committee developed tactics focused on the following areas:

1. Create a tangible, easily accessible Center for Career Focused Liberal Arts on campus
2. Establish clear goals and expectations for student, faculty and staff regarding their roles in achieving and supporting the new value proposition
3. Identify success stories, events and appropriate marketing to promote the value proposition



## *2. Deepen the Current Market*

The Committee felt that a robust future for Concord would likely include strengthened strategic partnerships with area education entities, including K-12, community college and other 4 year public and private providers. These partnerships could include shared services models to reduce cost and increase service levels. In addition, Concord could move beyond mere articulation agreements to create truly integrated educational pathways, allowing students to move fluidly between institutions and complete their undergraduate and graduate experience at Concord. These partnerships may also include graduate institutions, including professional schools, to provide a seamless path for Concord graduates. The University will also need to increase retention rates to achieve its strategic growth goals, utilizing its new value proposition and new student support structures to accomplish this retention goal. Finally, investment will need to be made on the main campus and in the current town/gown relationship with the goal of attracting and retaining students, faculty and staff.

### **a. Strategic Partnerships**

After performing its due diligence regarding strategic partnerships, the Committee developed tactics focused on the following areas:


1. Identifying partnerships with other institutions of higher education in the form of dual admissions programs, core course articulations, 2+2 agreements, shared professional development, and shared 'specialty' faculty
2. Creating opportunities to showcase Concord and focus on stakeholders at likely feeder institutions
3. Identifying partners to support student "career focused" needs

### **b. Creating Seamless Educational Pathways**

1. Determine and correct possible "pain points" in the student experience with transferring and moving through their Concord career, including prior learning assessment, flexibility in general education and advising
2. Focus on top programs of transfer into Concord and facilitate the transfer process

### **c. Increase Retention**

1. Develop better data analysis structures for determining and disseminating baseline, projection and monitoring of retention targets

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2. Establish retention targets at the division/department level
  3. Reactivate a committee to focus on retention issues and implementation of best practice
  4. Expand services to Veterans, transfer students, and those in need of academic support services
  5. Continue/expand on-campus employment opportunities for students aligned with their career-focus

**d. On Campus, including Housing and Residential Life**

1. Increase resources for student activities in order to enhance the quantity and quality of student activities and create a more vibrant campus life
2. Create a plan of finance to address capital needs for student housing and campus facilities and to promote utilization of Concord facilities by the greater Athens community

**e. Town Gown**

1. Establish joint events with the Town of Athens to enhance social and cultural offerings for student, faculty, staff and town residents

**3. *Expand Into New Markets***

This scenario focused on growing Concord's market by offering more programming in Beckley and beyond Athens and Beckley via more robust "virtual" offerings. While supporting additional investments in Beckley to capture more of the market there, the Strategic Planning Committee did not recommend the creation of any new physical locations for Concord beyond the Athens and Beckley campuses.

**a. Off Site and Virtual**

1. Increase number of full programs at the current Beckley site
2. Increase number of on-line offerings

**4. *Enhance Reliance on Self-Generated Resources***

Recognizing the current downward trend in State funding support, the University may need to prepare for a financial future that is more dependent on revenue which the University generates on its own. This includes tuition and fees, auxiliary revenue and fundraising. In addition, the University will likely need to pay more attention to the return on investment

from existing resources.

Through the due diligence process, the Committee created multi-year funding scenarios using targets for State support, tuition and fees, etc.

1. Conduct a review of the administrative services portfolio to identify opportunities for service enhancement and cost savings
2. Conduct an academic portfolio review in phases to: 1) identify opportunities for increased productivity; and 2) examine the portfolio mix

## ALIGNING WITH THE STATE MASTER PLAN

Throughout Concord University's strategic planning process, careful attention was paid to the State of West Virginia's Master Plan (Leading the Way 2013-18). The State Master Plan focuses on three "focal areas" - access, success and impact. Concord's strategic plan aligns with the State Plan in important ways.



Access

Review of financial aid allocation and yield  
Development of new strategic partners  
Expansion of off-site and virtual offerings

Success

Increase in retention  
Development of seamless pathways  
Academic portfolio review

Impact

Connection to the world of work through Concord's new value proposition - "Career Focused Liberal Arts"

This close alignment with the State Master Plan ensures that Concord's strategic investments will fit seamlessly into the State goals.

## THE STRATEGIC PLAN AND THE CONCORD BUSINESS MODEL

One of the four areas of focus under the strategic plan is Concord's business model - "enhancing reliance on self-generated resources". The intent of the business model reconfiguration was

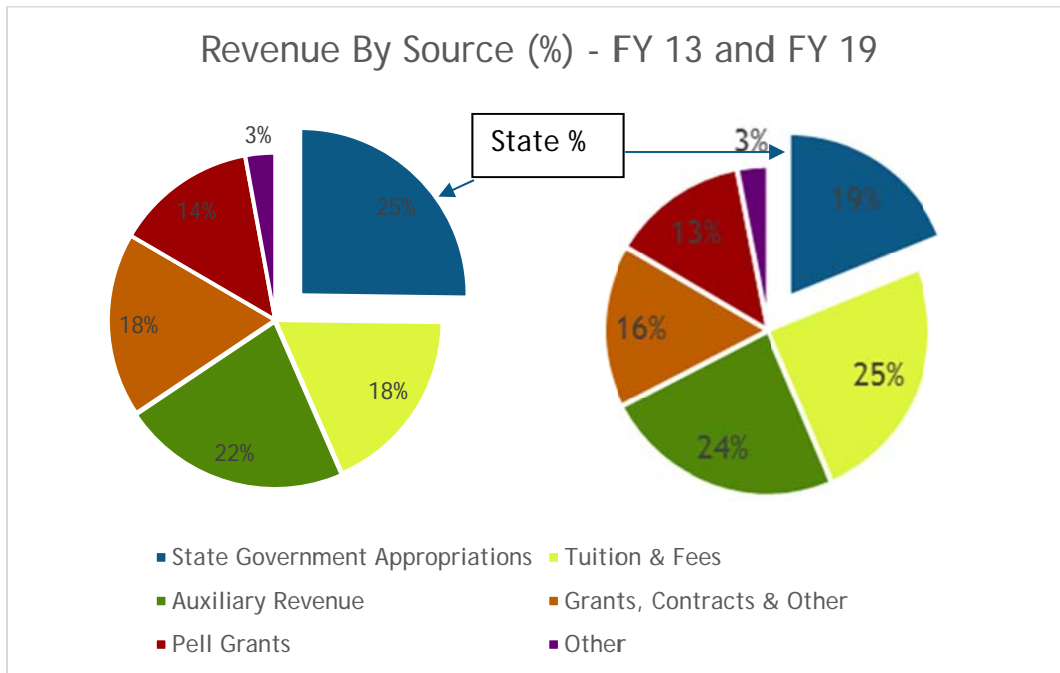
threefold: 1) to develop a balanced budget model that reduced reliance on State funding; 2) to create a reserve fund for the University; and 3) to fund the strategic plan.


To test Concord’s ability to achieve these three business model goals, the University created a five year pro forma model of revenue and expense. This model is shown in Appendix C.

Concord’s business model projections are built upon a foundation of conservative growth in enrollment and pricing, combined with a change in the mix of resources from State-provided to self-generated resources. The model specifically assumes the following:

- Annual net enrollment growth of approximately 2% to reach an FY 2019 goal of 2,800 FTE students
- Tuition price increase of 5% annually
- Resident enrollment of 950
- Increase in annual giving to the institution to reach \$200,000
- Annual 2% increase in salaries and benefits
- Continued decline in State support, from 25% to 19% of total revenue

Figure 1, Revenue by Source





In reviewing the five year projected revenue and expense model for Concord, several findings emerge:

1. Concord continues to adjust to the changing external environment in State resource allocation in order to provide a balanced budget;
2. A restructuring of revenue and expense could further allow for the creation of a limited cash reserve of \$1 million; and
3. Funding for investment in the strategic plan is limited.

Given the opportunities for additional investment in Concord's operations and facilities, creating a reserve for the University may be challenged in some parts of the campus community. A healthy institution, however, depends in part on the ability to provide sufficient liquid resources to support day-to-day operations and seasonal cash flows. Best practice would suggest creating a minimum reserve of 10% for an institution. The current business model projection looks to achieve a \$1 million reserve by FY 2019 - far less than the approximately \$4 million that might be realized under a 10% target. Even at this lower target, Concord will be well served by enhancing its liquidity.

Despite the positive features of the business model projection, it appears unlikely that Concord will be able to generate new resources to fund its strategic plan initiatives, estimated to be approximately \$4 million over the plan's five year life (Table 1). Given this lack of new resources, Concord will need to initiate several reallocation studies for its administrative services and academic portfolios. The goal of these studies would be to identify opportunities for income generating programs, efficiencies, and the reallocation of existing resources toward strategic initiatives that would better support Concord's mission and the success of its students.

Table 1

Projected Strategic Plan Five Year Investment Costs

	<b>Total</b>	<b>Personnel</b>	<b>Operating</b>	<b>Capital</b>
<b>Value Proposition</b>	656,500	656,500	-	-
<b>Strategic Partners</b>	219,872	149,872	70,000	-
<b>Seamless Pathways</b>	469,000	365,000	104,000	-
<b>Retention</b>	25,000	-	25,000	-
<b>Town Gown</b>	230,000	-	200,000	30,000
<b>Student Housing</b>	8,000	-	8,000	-
<b>New Markets</b>	2,390,600	2,071,600	186,000	133,000
<b>Business Model</b>	80,000	-	80,000	-
<b>TOTAL</b>	<b>\$ 4,078,972</b>	<b>\$ 3,242,972</b>	<b>\$ 673,000</b>	<b>\$ 163,000</b>

While significant, the total five year investment envisioned under the strategic plan would be allocated over time, allowing the institution to absorb new positions, operating investments and capital spending at an appropriate pace. Secondly, the allocation of these resources can be tied to Concord's return on investment (enrollment growth, net revenue, giving, etc.) and either increased or decreased as those returns are realized. Finally, much of the funding for the plan is anticipated to come from reallocated resources. As such, the strategic plan investments may not represent an increase in total spending at Concord.



## PRIORITIZATION

The Committee focused its phase 1 recommendations on initiatives that had no cost or a lower cost impact. These phase 1 initiatives were felt to create a foundation upon which the future work of the strategic plan could be built, while allowing Concord time to implement its strategic reallocation strategies for the FY 2016 budget and beyond.

### Value Proposition


1. Create a Center for Career Focused Liberal Arts on campus, which includes the career services center, training site for faculty and staff, space for student meetings and information distribution/sharing.
2. Revise job description for VP/Academic Dean to reflect a primary responsibility to implement the University's career focused liberal arts value proposition.
3. Identify examples of alumni in all major fields who have had successful careers.
4. Develop the requirements for all students to have an internship or experiential learning experience prior to graduation. All students will participate in 6 "units" of career focused, experiential learning as part of their curriculum. These units may include internships, externships, student teaching experiences, campus student employment that relates to possible career paths (e.g., graphic arts for Admissions or Advancement), research opportunities, and other similar activities that are appropriate for individual disciplines.
5. Utilize existing career fair to showcase career focused liberal arts throughout all academic programs.

### Strategic Partners

1. Identify educational institutions to maintain contact via mail, email, visits. This includes feeder high schools and community colleges.
2. Create partnerships w/other institutions of higher education with core course articulations, 2+2s, shared professional development, shared 'specialty' faculty, and graduate programs.
3. Create Memorandums of Understanding with area Adult Basic Education (ABE) centers to prepare non-traditional students for better college success.

### Seamless Pathways

1. Conduct policy audit to determine policies that may prohibit/limit seamless pathways; involve stakeholders in designing acceptable alternatives.

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2. Conduct focus groups/surveys to identify pain points, awareness of services/programs, and perceptions of current services/programs and what other services are needed).

### **Retention**

1. Conduct needs assessment and ongoing data analysis to determine needs and areas of improvement.
2. Revive the Retention Committee to utilize and assess best practices.
3. Establish division/department level retention goals and strategies for retention.

### **Town/Gown**

1. Co-sponsor an event with Athens and Concord, e.g. local micro-beer and wineries, and bands; street fair in fall and spring.
2. Create an action plan for improved customer service to students.
3. Increase awareness of the benefits of living on campus as well as the facilities provided on campus and within the residence halls.

### **Off Site/Virtual**

1. Identify academic programs for full program offering at Beckley site.
2. Identify academic programs for on line offering.

### **Business Model**

1. Complete an Academic and Administrative Program and Service Review.
2. Establish baseline and targets for deferred maintenance.



**Appendix A**  
**Listing of SWOT and Strategic Planning Committee Members**

**SWOT Committee**

Chuck Elliott	Chief Information Technology Officer
Mohan Pokharel	Assistant Professor of Management
Alecea Standlee	Assistant Professor of Sociology


**Steering Committee**

Charles Becker	Vice President of Business & Finance
Charles Brichford	Professor and Chair of the Division of Humanities
Marshall Campbell	Director of Human Resources, Chair of the Strategic Planning Committees
Rick Dillon	Vice President of Administration & Associate Dean of Students
Chuck Elliott	Chief Information Technology Officer
Marjie Flanigan	Vice President of Student Affairs & Dean of Students
Kevin Garrett	Athletic Director
Jacqueline Nottingham	Chief Enrollment Management Officer
Amy Pitzer	Editorial Assistant/Representative of the Classified Staff
Jane Smith	Vice President and Academic Dean
Sarah Turner	Director of Alumni Affairs and Executive Director of the CU Alumni Association
Susan Williams	Associate Professor and Chair of the Division of Social Sciences/ Faculty Senate President/Director of the Beckley Center

**Full Strategic Planning Committee**

The Full Strategic Planning Committee includes all the members of the Steering Committee in addition to the individuals listed below:

Member	Representing
Alice Hawthorne-Allen	Sciences, Mathematics and Health
David Ball	Fine Arts
Cheryl Barnes	Dean's Office & Division of Education
Sarah Beasley	Retention and the Academic Success Center
Kevin Bennington	Fine Arts
Cody Boone	Students
Carolyn Cox	Classified Staff
Frederick Davidson	Business Division
Charlotte Davis	Business Division
Tom Ford	Sciences, Mathematics and Health
Ryan Hallows	Humanities
Elliot Hicks	Chairman of Board of Governors
Sally Howard	Social Sciences
Gary Hylton	Classified Staff and BOG Member
Tracy Luff	Social Sciences
Joseph Manzione	Humanities
Cathy Matherly	Classified Staff



Full Strategic Planning Committee - Continued

Member	Representing
Tammy Monk	Advancement and Career Services
David Moore	Students
Brace Mullett	BOG member
Terry Mullins	Education
Susie Rogers	Board of Governors member
Chelsey Rowe	Students
Connie Shumate	Library
Gerry VonVille	Physical Plant Director
Pam Wallace	Students



## ***Appendix B*** ***Summary of Strategic Planning Committee Meetings***

### ***October 10, 2013 - Strategic Planning Retreat***

The President organized a retreat on October 10, 2013, at which attendees comprised of administrators, faculty, staff and students examined the current external environment of higher education nationally and regionally, and considered Concord's response to that environment, initiated the development of Concord's shared vision of the future, established deliverables under a proposed strategic planning process, determined stakeholder engagement, structure, process, and timeline for a strategic planning process, and examined the relationships between the strategic planning process and other planning initiatives at Concord University.

The attendees developed a shared vision of the University which included an expanded virtual presence, a healthier financial situation, an integrated campus culture, more faculty with an improved "fit", continued quality of education, enhanced transparency and data availability, improved technology, and improved deployment of University resources to aid in student recruitment and retention.

A framework for accomplishing these goals was established including the creation of a Strategic Planning Committee and a Steering Committee which would explore the interests expressed by the Strategic Planning Committee.

### ***February 4, 2014 - Strategic Planning Steering Committee and Full Committee Meeting***

The Strategic Planning Steering Committee met to develop a plan of action for investigating the full Committee's agenda. The full Strategic Planning Committee met in order to develop a shared future vision statement, introduce business models to test the future vision statements, confirm processes, deliverables, and timelines for the project, and confirm a communication plan.

### ***February 5, 2014 - Campus Wide Launch Meeting***

The Campus Wide Launch meeting presented the findings of the Strategic Planning Committee to the Concord University campus, shared the planned process with the campus community, and answered questions.

### ***February 25, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to discuss refining the shared future vision statement and to schedule future meetings to finalize a description of the scenarios defined by the Strategic Planning Committee on February 4th.

### ***March 4, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to finalize the description of the shared future vision and the scenarios to be vetted and to plan the meeting schedule going forward.

### ***March 13, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee began to plan the due diligence that it needed to perform to test and further define the goals and scenarios, including determining what is financially feasible. The Committee also agreed to research if other institutions are defining themselves as "career focused liberal arts" and, if so, how they are doing it. The Vice President of Business and Finance agreed to create a financial spreadsheet that allows the institution to compare different financial scenarios.

### ***March 27, 2014 - Strategic Committee Steering Committee Meeting***

The Steering Committee continued to perform its due diligence on the goals and scenarios, including defining "career focused liberal arts" and discussing how to create seamless educational pathways for Concord's students.

### ***April 4, 2014 - Strategic Committee Steering Committee Meeting***

The Steering Committee continued to perform its due diligence on the goals and scenarios, including possible partnerships and ways to improve retention. It also planned for the upcoming meeting with the Full Committee and the campus-wide update meeting.

***April 9, 2014 - Full Strategic Planning Committee Meeting***

The Steering Committee updated the Full Committee on the goals, scenarios, and the status of the due diligence. The Full Committee provided comments and suggestions for planning and moving forward. A campus-wide meeting was held, updating campus constituents and discussing any questions or concerns.

***April 21, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to hear and discuss a "due diligence" report on career focused liberal arts. A "town/gown" subgroup was created. The Steering Committee also planned milestone dates for going forward. Dates were also scheduled for the Chair to again report out to the Classified Staff Council, the Faculty Senate, and the Student Government Association.

***April 30, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee heard reports from the various working groups about proposed tactics to achieve the goals and scenarios of the strategic plan. A work group was also established for possible off-site and virtual opportunities.

***May 6, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee worked on Retention tactics and possible partnerships that would benefit Concord and its students. The Town/Gown work group gave a report on its discussions. The Committee also planned to list tactics for each strategic goal into a form matrix provided by Rick Staisloff.

***May 13, 2014 - Strategic Planning Steering Committee Meeting***

The Vice President of Business and Finance presented a financial strategic plan spreadsheet that allows the University to consider the effect of different financial variables such as total enrollment, housing and dining numbers, tuition, and personnel expenses. Additionally, the Retention work group reported on its discussions and recommendations.

***May 20, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee heard reports from the various working groups about proposed tactics to achieve the goals and scenarios of the strategic plan. It also discussed the various tactics developed by the work groups for the matrices.

***May 29, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee reviewed the matrices for the various strategic goals for a gap assessment, to determine reasonable metrics and assign responsibilities for these tactics.

***June 10, 2014 - Strategic Planning Report to Board of Governors***

The Board of Governors received an informational report on the status of strategic planning.

***July 14, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to review the proposed tactics listed on the consolidated matrices regarding the various strategic goals.

***July 28, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to review and discuss the amended consolidated matrices regarding the strategic goals.

***August 15, 2014 - Strategic Planning Steering Committee Meeting***

The Steering Committee met to discuss the amended matrices and the draft strategic report.

***August 21, 2014 - Full Strategic Planning Committee Meeting***

The Full Committee reviewed the draft strategic plan, received a report from the Steering Committee, and discussed the plan, including its scenarios and tactics.

***September 9, 2014 - Full Strategic Planning Committee Meeting***

The Full Committee discussed questions raised after having reviewing the draft strategic plan, including questions raised by their constituent members.

Appendix C  
Five Year Business Model Projection

Concord University Business Model Projection for Strategic Planning Project 7/7/2014							
Fiscal Year	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
<b>Assumptions</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Enrollment Change	-0.63%	-1.25%	-2.50%	1.93%	1.89%	1.86%	2.00%
Tuition & Fee Increase	5.00%	5.00%	7.00%	5.00%	5.00%	5.00%	5.00%
State Approp Unrestricted	0.42%	-9.94%	-1.66%	-3.32%	-3.43%	0.00%	0.00%
Payroll Costs (Mercer Scale, Increment & Promotions)	5.10%	-2.33%	1.00%	2.00%	2.00%	2.00%	2.00%
Utilities	-3.40%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Costs	1.94%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Auxiliary Revenue Increase	-1.34%	4.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Enrollment (Fall FTE)	2,689	2,656	2,589	2,639	2,689	2,739	2,794
Occupancy Headcount	875	875	900	925	950	950	950
Tuition & Fees (In-State per semester)	2,858	3,001	3,211	3,372	3,540	3,717	3,903
<b>OPERATING FUNDS GROUP</b>							
<b>Operating Revenue</b>							
State Government Appropriations	10,206,804	9,192,692	8,838,000	8,500,000	8,200,000	8,000,000	8,000,000
Tuition & Fees	7,387,881	7,660,634	7,991,956	8,553,609	9,151,446	9,787,684	10,482,609
Auxiliary Revenue	8,974,995	8,427,000	8,841,127	9,268,448	9,709,326	9,903,512	10,101,582
Grants, Contracts & Other	7,213,903	6,848,000	6,848,000	6,848,000	6,848,000	6,848,000	6,848,000
Pell Grants	5,546,051	5,573,781	5,601,650	5,629,658	5,657,807	5,686,096	5,714,526
Advancement	-	40,000	50,000	75,000	100,000	200,000	200,000
Other	1,169,468	1,058,893	1,064,187	1,069,508	1,074,856	1,080,230	1,085,631
<b>Total Operating Group Revenue</b>	<b>40,499,102</b>	<b>38,801,000</b>	<b>39,234,921</b>	<b>39,944,223</b>	<b>40,741,434</b>	<b>41,505,522</b>	<b>42,432,349</b>
<b>% Revenue Growth</b>	<b>0.94%</b>	<b>-4.19%</b>	<b>1.12%</b>	<b>1.81%</b>	<b>2.00%</b>	<b>1.88%</b>	<b>2.23%</b>
<b>Operating Expenses:</b>							
Salaries & Wages	17,968,908	16,809,000	16,977,090	17,316,632	17,662,964	18,016,224	18,376,548
Benefits	4,251,667	4,210,000	4,252,100	4,337,142	4,423,885	4,512,363	4,602,610
Supplies & Other	9,742,315	9,632,000	9,824,640	10,021,133	10,221,555	10,425,987	10,634,506
Utilities	1,721,759	1,519,000	1,534,190	1,549,532	1,565,027	1,580,677	1,596,484
Student Financial Aid (increased by .005% each yr)	4,654,007	4,308,000	4,351,080	4,394,591	4,438,537	4,482,922	4,527,751
Depreciation	2,526,360	2,263,000	2,217,740	2,173,385	2,129,917	2,129,917	2,129,917
<b>Total Operating Expenses</b>	<b>40,865,016</b>	<b>38,741,000</b>	<b>39,156,840</b>	<b>39,792,415</b>	<b>40,441,886</b>	<b>41,148,090</b>	<b>41,867,817</b>
<b>Net Surplus or (Deficit)</b>	<b>(365,914)</b>	<b>60,000</b>	<b>78,081</b>	<b>151,809</b>	<b>299,548</b>	<b>357,432</b>	<b>564,532</b>
<b>Reserves Goal - Total</b>	-	-	50,000	150,000	450,000	750,000	1,000,000
<b>Annual Addition to Reserves</b>	-	-	50,000	100,000	300,000	300,000	250,000
<b>Net Surplus or (Deficit)</b>	<b>(365,914)</b>	<b>60,000</b>	<b>28,081</b>	<b>51,809</b>	<b>(452)</b>	<b>57,432</b>	<b>314,532</b>
	-	-	-	-	-	-	-

Appendix C is presented as a sample tool and provides an ability to test various assumptions under the plan. If Concord realizes growth above the conservative estimate depicted, additional investment will be possible for the University. The spread sheet as shown here reflects a conservative take on possible enrollment, state funding and investments in the University. The Committee felt it was important to be aware of this conservative approach, in order to test three key goals: 1) creating a balance budget; 2) creating a cash reserve of at least \$1 million over 5 years; and 3) providing funding for the strategic plan.