

## Welcome

PR/Award Number: **P031A200093**  
 Grantee Name: **Concord University**

Reporting Period: **10/1/2020 to 09/30/2021**  
 Program Officer: **Don Crews (don.crews@ed.gov)**

## Grant Identification

## General Information

<b>PR Award Number:</b>	P031A200093	<b>Unit ID:</b>	237330
<b>Program:</b>	Title III - Part A Strengthening Institutions		
<b>Grantee Name (Institution Name):</b>	Concord University		
<b>Address 1:</b>	1000 VERMILLION ST		
<b>Address 2: (Optional)</b>			
<b>City:</b>	ATHENS		
<b>State:</b>	WEST VIRGINIA	<b>Zip:</b>	24712 <b>Zip + 4:</b>
<b>Project Title:</b>	CU Forward: Concord University Title III		
<b>Institution Type/Control:</b>	4-year Public	<b>Grant Type:</b>	Individual Development Grant

## Project Director

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## Additional Contact Person Information

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## Grant and Report Information

<b>Grant Award Year:</b>	10/01/2020
<b>Reporting From:</b>	10/1/2020 to 09/30/2021
<b>Grant End Year:</b>	09/30/2025
<b>Program Officer:</b>	Don Crews (don.crews@ed.gov)
<b>Total Duration of Grant:</b>	5 Yrs

## Section 1

### Section 1: Executive Summary

All questions are limited to 1500 characters or less (approximately 250 words) unless otherwise stated. Keep in mind that all questions, unless otherwise stated, pertain to the reporting period indicated above.

**1. The goals of Titles III, V, and VII grants are to strengthen an institution's capacity to serve low-income and minority students. Use the following questions to summarize how your grant is enabling your institution to fulfill the legislative intent of the Titles III, V, or VII program during the most recently completed grant period.**

Concord University implemented year 1 of the Title III grant, entitled CU Forward, providing additional capacity to service a number of low-income, first-generation students.

**1a. Summarize the impact your institution's Titles III, V, or VII grant has had on enrollment this year.**

During the 2020-2021 academic year enrollment has stabilized at 1,807 students with little change (4.2% decline) from the previous year. Even during some times of uncertainty with the Covid-19 pandemic, some of this stabilization results from the efforts of Concord University's Title III program, CU Forward. Concord has implemented efforts to provide more online academic offerings, strengthen online student supports and provide more career services infrastructure. Data and institutional research have also informed strategic decision-making. With this being year 1 of the grant, there is still room for growth.

**1b. Summarize the impact your institution's Titles III, V, or VII grant has had on graduation rates this year.**

Four-year graduation rates increased from 24% to 28% and six-year graduation rates have decreased from 40% to 38%. Overall, the Title III grant has allowed for more supports for online students which we attribute to the increase in four-year graduation and subsequent decrease in six-year graduation rates. The supportive measures that have been implemented will work toward continuous improvement.

**1c. Summarize the impact your institution's Titles III, V, or VII grant has had on student persistence/retention this year.**

Student retention has increased from 59% to 64% in the first year of the grant illustrating a positive impact on student retention. As this grant began a few months into the Covid-19 pandemic when the need for online student supports and relevant online academic offerings skyrocketed, with the grant providing a direct impact initially. The supportive measures that have been implemented will work toward continuous improvement.

**1d. Summarize the impact your institution's Titles III, V, or VII grant has had on fiscal stability this year.**

The award of the Title III grant in October 2020 was very timely due to the Covid-19 pandemic. This was a time of great uncertainty in higher education. This grant provided dedicated funds to support much-needed supports for online students when many of our academic offerings had to migrate online.

**2. Based on the goals set forth in your comprehensive development plan and/or grant application, summarize the major milestones reached during this grant period.**

In the first year of the CU forward grant, Concord kickstarted this new program. Staff was hired including Project Director, Student Services Specialist, Online Instructional Design Coach, and a Program Assistant. The Concord Title III steering committee continued to provide guidance on grant activities, with subcommittees formed for specific grant activities/objectives. Concord actively engaged with external program evaluations with regular, monthly meetings. A market analysis was initiated with an external firm determining potential new programs and expansion of existing programs as noted in the grant proposal. This process will be complete in year 2, to be reported in the 2021-22 APR report providing data for evidence-based decisions on new or the expansion of online programming. The process to develop the Office of Institutional Research has been initiated in a year-long strategic planning process with an external firm. This is slated to be complete in year 2, to be reported in the 2021-22 APR report.

**3. What additional ways do you think the Education Department can support you in implementing the grant project?**

The Department of Education has been very supportive during the first year of the CU Forward program. We look forward to continued guidance and collaboration as Concord requests changes to the budget and grant structure in year 2.

**4. Has your institution's project(s) contributed to evidence-based (a) research, (b) knowledge, (c) practice, and/or (d) policy over the past year?**

Yes  No

**5. If your institution has experienced any unexpected outcomes because of this project, which affect, for better or worse, its capacity to fulfill the goals of the legislation, tell us about them here. Additionally, tell us about any challenges, such as natural and national disasters, that you have had during the reporting period or that you anticipate in the coming year which may affect your ability to meet the goals of your grant. Include, if applicable, your institution's plans to combat these challenges.**

The CU Forward project was written prior to the Covid-19 pandemic and implemented a few months into the pandemic.

The pandemic presented some challenges in hiring staff creating delays in getting the project fully staffed and moving forward. Therefore, Concord has identified that the project structure may need to be updated to allow the institution to effectively pursue the grant objectives. Concord has proposed a change on grant structure that would add a director of Institutional Research to oversee the development of the Office of Institutional Research. This was originally a function of the project director, however, we have determined through multiple hiring cycles for the project director and evaluation of the workload, that the positions would need to be split. We will continue working with our program officer to formalize this request.

**6. Under the competition for which your grant application was funded, did you respond to any Education Department evidence standards?**

Yes  No

**7. Have you conducted any formative evaluation relating to your grant?**

Yes  No

**7a. If yes, summarize the results of the formative evaluation.**

A market analysis was implemented in year one and is currently underway. Slated for completion in Spring 2022.

**7b. Have the results of the formative evaluation yielded any improvements in your projects and/or campus?**

Not to date, as it will be completed in year 2 of the grant, Spring 2022.

**8. If you have conducted any other program evaluation, assessment, or research related to the grant, please summarize your results.**

Program evaluation was completed for year 1. External Evaluation indicated that significant progress is being made toward goals and objectives. Also includes recommendations next steps for year 2 of the project.

**9. Please attach any evaluation results including formative evaluations, summative evaluations, journal articles, presentations, and publications relating to your grant projects. These documents may provide greater detail of your results, or items that you would like to highlight.**

Title\_III\_Report\_Year\_1.pdf

Please indicate if the assessments were conducted by an evaluator hired specifically to monitor the grant, your institution's research office, or grant personnel (director, etc.).

Yes  No

**Section 2: Institutional Profile**

**Institutional Measures (GPRA indicators):**

The Government Performance and Results Act of 1993 (GPRA) is a statute that requires all Federal agencies to manage their endeavors and corresponding results. Each agency states what it intends to accomplish, identifies the resources required, and periodically reports its progress to Congress. It is expected GPRA indicators will contribute to improvements in accountability for the expenditures of public funds, improve congressional decision-making through more objective information on the effectiveness of Federal programs, and promote a new government focus on results, service delivery, and customer satisfaction. As of 2017, the GPRA indicators for Title III, Title V, and Title VII grants within the Higher Education Act (HEA) are (1) Enrollment, (2) Retention, (3) Graduation, and (4) Fiscal Stability.

**2A Institutional Measures (GPRA Indicators)**

Complete the following table up through the current Reporting Period. Your "Total Fall Enrollment" and "Fall to Fall Retention %" should come from the Fall Census Data.

Grant Year Collection Year	Pre-Grant (2019-20)	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)
Total Fall Enrollment	1,886	1,807				
Fall-to-Fall Retention %	59	64				
4-Year Graduation Rate (2- & 4-Year)	24	28				
6-Year Graduation Rate (4-Year)	40	38				

**2B Institutional Leadership**

1. Have there been changes in institutional leadership (presidents, vice-presidents, provosts, etc.) or in the Grant Leadership (project director, activity director, etc.)?

Yes  No

1a.If yes, how has this affected the grant?

In July 2021, the Vice President for Business and Finance, Dr. Charles Becker, retired. However, the new VP was hired, John Galatic, and was able to begin employment prior to the retirement of Dr. Becker. This change did not significantly affect grant operations.

2. Have there been changes in grant leadership (project director, activity director, etc.)?

Yes  No

2a.If yes, how has this affected the grant?

The grant began in October 2020 in the middle of the Covid-19 pandemic. This presented some unique challenges in hiring a project director causing some delay, taking several months to get qualified candidates, and ultimately made a selection. The hiring committee extended an offer for a candidate to begin in January 2021, however, the candidate withdrew their acceptance of the offer right before the start date. The hiring committee then reviewed more applicants and ultimately selected, Dr. James Powell, as program director, beginning employment in March 2021. Dr. Powell then resigned in July 2021. A new search was conducted and Melanie Farmer was selected as the program director, beginning October 1, 2021. The lack of consistent leadership delayed the start of some of the program objectives, however much has been accomplished in early year 2.

All staff positions were hired in year 1, 2020-21. The Program Assistant was hired in March 2021, Student Services Specialist in June 2021 and Online Instructional Design Coach in August 2021. The delay in onboarding staff was due to hiring challenges during the Covid-19 pandemic and delays in hiring a director. This slightly delayed the initialization of some grant activities and objectives. However, Since the full staff has been onboarded grant activities have flourished.

**2C Accreditation**

1. Which is your institution's primary accrediting agency? [Please check only one]

Middle States Commission on Higher Education

New England Association of Schools and Colleges, Commission on Institutions of Higher Education

**The Higher Learning Commission of the North Central Association of Colleges and Schools**

**Northwest Commission on Colleges and Universities**

**Southern Association of Colleges and Schools, Commission on Colleges**

**Western Association of Schools and Colleges Accrediting Commission for Community and Junior Colleges**

**Western Association of Schools and Colleges Senior College and University Commission**

**Other (please specify)**

**Accreditation Changes**

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1. Has the accreditation of your institution changed since you began the project (e.g., status changes or the addition of new programs)? (Include guidance around accreditation changes in user manual and FAQs).

**Yes**  **No**

**2D Audit**

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1. Institutions that expend \$750,000 worth of federal funds in one year must complete an audit annually pursuant to 2 CFR part 200, subpart F. Were you required to complete an audit pursuant to 2 CFR part 200, subpart F?

**Yes**  **No**

2. If yes, has an audit pursuant to 2 CFR part 200, subpart F been completed?

**Yes**  **No**

2b. If no, why hasn't an audit pursuant to CFR part 200, subpart F been completed? When do you plan to complete the audit?

The audit is in process and will be completed late March 2022.

**2E Endowment**

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1. Do you have an Endowment Challenge Grant that has not matured?

**Yes**  **No**

2. Are grant funds from this award being used for an endowment activity?

**Yes**  **No**

3. Do you have an endowment activity on a previous award not matured?

**Yes**  **No**

If yes to any of the above questions, you will be required to complete the FY 2022 Endowment Financial Report (OMB 1840-0564) by the deadline. The report is available on the EFRS tab in this system.

## **Section 3: Grant Project Status and Budget**

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### **3A Project Objectives**

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#### **1. What is the overall goal of your grant?**

CU Forward has three primary goals:

Goal #1: Increase affordable access to general education and market-driven degree programs through online courses

Goal #2: Student engagement with innovative career exploration through research and internships that lead to graduation and a career

Goal #3: A robust and transparent office of Institutional Research that supports the campus community in making better evidence-based decisions

These goals ultimately will improve the student experience providing high-quality, meaningful degrees that lead to a career.

#### **2. What is the expected long-term impact of the grant project on the institution?**

The CU forward grant is expected to increase enrollment, graduation, the percentage of students moving directly into a career, and decrease cost for a more affordable degree through decreased time to graduate.

**3B Grant Activities**

**Number of Grant Activities: 3**

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**Grant Activity 1/3**

**Activity Description:**

Goal 1: Increase affordable access to general education and market-driven degree programs through online courses

**Objective 1/9**

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**Objective Description:**

1.1.A Increase HS Students engaged with dual enrollment or college-readiness courses to 200 students

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Headcount of HS students engaged in dual enrollment, early entrance, or college readiness courses. No percentage of increase was proposed for year 1, 10/1/2020 to 9/30/2021. The proposed increase toward the objective of 200 will occur at 25% or 50 students each year for years 2-5. Baseline collected in year 1 at 29 students.

<b>Measure Type:</b>	<b>Date Measured:</b>	<b>Frequency Measured:</b>
Project	09/30/2021	annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	29.00

**Objective 2/9**

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**Objective Description:**

1.1.B Increase undergraduate/graduate students online course taking by 10% (Baseline 1070) to 1,177

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Fall headcount of Undergraduate and graduate students enrolled in online courses. No percentage of increase was proposed for year 1, 10/1/2020 to 9/30/2021. The proposed increase toward the objective of 10% increase to 1,177 students will occur at 25% or 27 students each year for years 2-5 which will begin reporting in the 2021-22 APR.

<b>Measure Type:</b>	<b>Date Measured:</b>	<b>Frequency Measured:</b>
Project	09/30/2021	annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 3/9**

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**Objective Description:**

1.1.C Increase adult learners engaged with online degree programs by 10% (Baseline 426)

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Fall headcount of adult learners in online degree programs. No headcount increase was proposed for year 1, 10/1/2020 to 9/30/2021. The proposed increase toward the objective of 10% increase will occur at 10% in year 2 and 30% in years 3-5 which will begin reporting in the 2021-22 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 4/9**

**Objective Description:**

1.1.D Increase the percentage of undergraduate students completing online courses and earning grades of C or better to 82% (Baseline 77.5%) 1.5% increase in years 3-5 of project.

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percentage of undergraduate students completing online courses and earning grades of C or better. No percentage of increase was proposed for year 1, 10/1/2020 to 9/30/2021. The proposed increase toward the objective of increasing to 82% of students will occur at 33% or 1.5 percentage points each year for years 3-5 which will begin reporting in the 2022-23 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 5/9**

**Objective Description:**

1.2.A Sixty percent of all faculty teaching online will participate in professional development and 90% will report an increased competency for incorporating online coursework. The baseline was established in Fall 2021 for the number of faculty that would constitute 60% (78 Faculty). Competency was recorded in Fall 2021 and indicated the second measurable outcome.

**Objective Status:** On schedule

**Performance Measure 1/2**

**Performance Measure Description:**

Percent of faculty participating in professional development beyond the initial QM training and competency as established in a post-training survey. Baseline collected in year 1 (Baseline is reported under actual, 10/1/2020 to 9/30/2021). The proposed increase toward the 60% participation (78 faculty) will occur at 25% of faculty each year for years 2-5 of the grant.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	78.00

**Performance Measure 2/2**

**Performance Measure Description:**

Percent of faculty participating in professional development reporting a 90% increased competency for incorporating online coursework. This will be collected through a survey as faculty engage with professional development Survey Questions developed in year 1, begin data collection in year 2. Will be reported in the year 2, 2021-22 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 6/9**

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**Objective Description:**

1.2.B Students report satisfaction with online courses increasing 10% annually

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Student online coursework satisfaction as reported in the National Survey of Student Engagement (NSSE). Students are surveyed by the NSSE every two years with the first round in the grant period occurring in grant year 2, Spring 2022. The progress on this objective will be reported in the APR for 2021-22.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** bi-annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 7/9**

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**Objective Description:**

1.3.A Increase the percentage of students completing online courses and earning grades of C or better to 82%

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percentage of students completing an online course with a letter grade of C or better. Baseline 77.5%. The proposed increase toward the 82% will occur at 33% or 1.5 % points each year for years 3-5 of the grant, therefore there is no reporting for year 1, 10/1/20 - 9/30/21.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 8/9**

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**Objective Description:**

1.3.B Fifty percent of students provided support services through the Center for Academic and Career Development

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percent of the student body that received services from the Center for Academic and Career Development. Baseline was included in the original proposal in 2019. The updated baseline for this performance measure is 1,665 from 2020-2021. A proposed increase of 25% will occur in year 2 and 50% increase in years 3-5. No reporting for year 1, 10/1/20-9/30/21.

**Measure Type:** Project      **Date Measured:** 02/01/2022      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 9/9**

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**Objective Description:**

1.3.C Increase retention of students served by the Center for Academic and Career Development to 70%.

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percentage of students who receive services from the Center of Academic and Career Development who retain in that semester. Baseline of 57% was established in the 2020-21 academic year, year 1 of the grant. The proposed increase of 25% will continue in years 2-5 to be reported in the 2021-22 APR report.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	57.00
/	/
100	100
	<b>57%</b>

**Grant Activity 2/3**

**Activity Description:**

Goal 2: Student engagement with innovative career exploration through research and internships that lead to graduation and a career.

**Objective 1/9**

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**Objective Description:**

2.1.A Forty percent of courses will be embedded with career services.

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percentage of the total number of courses with career services information embedded in the course. Baseline will be established in year 2 with the implementation of the career services content, reported in the 2021-2022 APR . Increases of 25% per year will occur in years 2-5.

**Measure Type:**

Project

**Date Measured:**

09/30/2021

**Frequency Measured:**

annually

**Data Type:**  Raw Number

Ratio

Target	Actual
0.00	0.00

**Objective 2/9**

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**Objective Description:**

2.1.B Forty percent of faculty will receive professional development to embed career services

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Percentage of faculty receiving professional development on embedding career services into courses. Baseline will be established in the 2021-22 academic year, year 2 of the grant. Professional Development is proposed to occur in years 3-5 of the grant.

**Measure Type:**

Project

**Date Measured:**

09/30/2021

**Frequency Measured:**

annually

**Data Type:**  Raw Number

Ratio

Target	Actual
0.00	0.00

**Objective 3/9**

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**Objective Description:**

2.1.C Increase in students reporting engaging in career planning with faculty to 3.0 NSSE average (Baseline 2.6)

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Students reporting engaging in career planning with faculty as measured by the National Survey of Student Engagement. NSSE is completed every 2 years, next in Spring 2022, year 2 of the grant. This will be reported in the 2021-22 APR. Proposed growth of 5% annually in years 2-3 and 10% increase in year 5 to the 3.0 average.

**Measure Type:**

Project

**Date Measured:**

09/30/2021

**Frequency Measured:**

bi-annually

**Data Type:**  Raw Number

Ratio

Target	Actual
0.00	0.00

**Objective 4/9**

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**Objective Description:**

2.2.A Increase number of alumni partnerships to 150 (Baseline 0)

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Count of alumni network participants. The Alumni Network program initiated in year 1 proposes growth of 20% or 30 partnerships each year for years 1-5 of the grant. Year 1 showed growth to 24 participants. The goal was not met for year 1 however, was met in early year 2. This is due to delays in onboarding staff resulting in a later start on this activity.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
30.00	24.00

**Objective 5/9**

**Objective Description:**

2.2.B Thirty percent of students will engage with the alumni network (No current baseline; surveys)

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of students engaging with the alumni network is measured by student engagement tracked with the alumni network. The network was developed and initiated in year 1, however, the proposed 10% growth each year will occur in years 3-5. Therefore, no reporting is provided for year 1, 2020-21 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 6/9**

**Objective Description:**

2.3.A Increase percentage of students participating in internships to 60% (baseline 49%)

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of students participating in internships is measured by the National Survey of Student Engagement. NSSE is completed every 2 years, next in Spring 2022, year 2 of the grant and Handshake software. This will be reported in the 2021-22 APR. Baseline 49% with proposed growth of 3% annually in years 2-5.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 7/9**

**Objective Description:**

2.3.B Increase percentage of students participating in undergraduate research to 40% (Baseline 25%)

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of students participating in undergraduate research is measured by the National Survey of Student Engagement. NSSE is completed every 2 years, next in Spring 2022, year 2 of the grant and new Handshake software. Handshake is implemented in year 2 of the grant, Spring 2022 This will be reported in the 2021-22 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 8/9**

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**Objective Description:**

2.3.C Fifty percent of students provided support services from the Center for Academic and Career Development

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of students provided support services from the Center for Academic and Career Development is measured by the tracked services from the center. Tracking mechanism was established in year 1, student level data (banner ID) will be used to track service participation. Progress toward proposed growth of 25% each year for years 2-5 will be reported in the 2021-22 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 9/9**

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**Objective Description:**

2.3.D Increase retention of students provided services by the Center and engaged with internships/research to 70%

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The retention of students provided services from the Center and are engaged with internships/research is measured by the tracked services from the center. Tracking mechanism identified in year 1 to be developed in year 2. Progress toward proposed growth of 25% each year for years 2-5 will be reported in the 2021-22 APR.

**Measure Type:** Project      **Date Measured:** 09/30/2021      **Frequency Measured:** annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Grant Activity 3/3**

**Activity Description:**

Goal #3: A robust and transparent office of Institutional Research that supports the campus community in making better evidence-based decisions

**Objective 1/4**

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**Objective Description:**

3.1.A Increase stakeholder views and usage of data dashboards as reported through a survey to 50%

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of stakeholder views of data dashboards is measured by a survey. The survey is developed in year 1 and will be applied in year 2 to collect baseline. The baseline will be reported the 2021-22 APR.

<b>Measure Type:</b>	<b>Date Measured:</b>	<b>Frequency Measured:</b>
Project	09/30/2021	annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 2/4**

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**Objective Description:**

3.1.B Increase stakeholder use of data for evidence-based decision making as reported through a survey to 30%

**Objective Status:** Change in schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of stakeholders use of data for evidence-based decision-making is measured by a survey. The survey is developed in year 1 and will be applied in year 2 to collect baseline. The baseline will be reported on the 2021-22 APR.

<b>Measure Type:</b>	<b>Date Measured:</b>	<b>Frequency Measured:</b>
Project	09/30/2021	annually

**Data Type:**  Raw Number  
 Ratio

Target	Actual
0.00	0.00

**Objective 3/4**

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**Objective Description:**

3.2.A Increase the number of campus committees that include IR as a supporting resource to 15.

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

Count of the campus committees that include IR as a supporting resource. The count will be measured beginning in year 2 as the IR office is being developed and year 1 and early year 2. The count will be reported in the 2021-22 APR.

<b>Measure Type:</b>	<b>Date Measured:</b>	<b>Frequency Measured:</b>
Project	09/30/2021	annually

Data Type:  Raw Number

Ratio

Target	Actual
0.00	0.00

**Objective 4/4**

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**Objective Description:**

3.2.B Increase PD for all levels of Concord University (including administration, faculty and staff) to share data to develop a culture of evidence-based decision making to 75% of all faculty, staff and administration

**Objective Status:** On schedule

**Performance Measure 1/1**

**Performance Measure Description:**

The percentage of faculty participating in professional development for evidence-based decision making will be measured beginning in year 2 by participation in such activities. Therefore, no data is collected in year one, as the activities have not yet occurred. The proposed 25% increase will be implemented in years 2-5 of the grant to achieve 75% total.

**Measure Type:**

**Date Measured:**

**Frequency Measured:**

Project

09/30/2021

annually

Data Type:  Raw Number

Ratio

Target	Actual
0.00	0.00

**3C Budget**

Enter your budget. If you click the "changes" box, a text field will display within that section for you to enter a line item budget narrative explaining the changes

A	B	C	D	E	F	G	H	I	
Budget Category	Carryover Balance (Previous Year)	Actual Budget	Total Budget (B+C)	Expenditure	Non-Federal Expenditure	Carryover Balance (Current Year)(D-E)	Carryover Percentage (G/D as %)	Next Year's Actual Budget	Change
Personnel	0.00	212,750.00	212,750.00	60,153.53	0.00	152,596.47	71.73	212,750.00	<input type="checkbox"/>
Fringe Benefits	0.00	71,275.00	71,275.00	10,835.24	0.00	60,439.76	84.80	71,275.00	<input type="checkbox"/>
Travel	0.00	20,000.00	20,000.00	4,238.34	0.00	15,761.66	78.81	16,000.00	<input type="checkbox"/>
Equipment	0.00	0.00	0.00	54,719.89	0.00	-54,719.89	0.00	50,000.00	<input checked="" type="checkbox"/>

**Please state the changes made to Equipment below:**

Equipment originally allocated in the budget for year 2 was expended in the year 1 budget. This equipment was needed earlier than anticipated due to the strain of the Covid-19 pandemic requiring upgrades to the network supporting online course development.

Supplies	0.00	18,000.00	18,000.00	12,249.37	0.00	5,750.63	31.95	15,000.00	<input type="checkbox"/>
Contractual	0.00	85,000.00	85,000.00	64,749.98	0.00	20,250.02	23.82	35,000.00	<input type="checkbox"/>
Construction	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<input type="checkbox"/>
Endowment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	<input type="checkbox"/>
Other	0.00	40,000.00	40,000.00	28,155.00	0.00	11,845.00	29.61	49,000.00	<input type="checkbox"/>

A	B	C	D	E	F	G	H	I	
Budget Category	Carryover Balance (Previous Year)	Actual Budget	Total Budget (B+C)	Expenditure	Non-Federal Expenditure	Carryover Balance (Current Year)(D-E)	Carryover Percentage (G/D as %)	Next Year's Actual Budget	Changes
<b>Total</b>	<b>\$0.00</b>	<b>\$447,025.00</b>	<b>\$447,025.00</b>	<b>\$235,101.35</b>	<b>\$0.00</b>	<b>\$211,923.65</b>		<b>\$449,025.00</b>	

**3D Summary Budget Narrative**

Please explain budget changes, as needed, particularly the use of funds from cost savings, carryover funds and other expanded authorities changes to your budget. Provide an explanation if you are NOT expending funds at the expected rate. Describe any significant changes to your budget resulting from modifications of Grant activities.

**1. Have all funds that were to be drawn down during this performance period been drawn down?**

No  Yes

**2. Did you have any unexpended funds at the end of the performance period?**

No  Yes

**If you did, explain why, provide the amount, and indicate how you plan to use the unexpended funds (carryover) in the next budget period.**

\$235,101.35 has been expended for year 1, 2020-2021 year resulting in \$211,923.65 in funds remaining. The project had delays in start-up, largely due to the Covid -19 pandemic. Much of the personnel budget was not expended due to delays in hiring staff for the program. This resulted in remaining personnel funds in year 1. Fringe costs were lower than anticipated, as they are person-specific. Little travel could occur during this period to the Covid-19 travel bans and restrictions imposed by the State of West Virginia over the majority of the year.

Carryover funds will be utilized to purchase additional needed equipment, software to facilitate student retention, additional resources for career services, the library, and for online course development. With loosening restrictions, funds can be used from travel for developing the Alumni network and with businesses to facilitate more internship opportunities.

**3. Do you anticipate any changes in your budget for the next performance period that will require prior approval from the Department (as designated by EDGAR, 34 CFR 74.25 and 80.30, as applicable).**

No  Yes

**Describe any anticipated changes in your budget for the next budget period (see EDGAR, 34 CFR 74.25 and 80.30, as applicable).**

We can anticipate a rebudget to reallocate funds in year 2 to support program activities. We will also be requesting a change in grant structure to add a position for Institutional Research.

**4. Is this a cooperative arrangement grant?**

No  Yes

**5. Many grantees include community partners, other institutions of higher education, and secondary schools in their work. Please complete the table below (if applicable) with information related to any partners that you might be working with on your grant. Also describe if and how these partners roles have changed, and whether this had any impact on your ability to achieve your approved project objectives and/or grant activities.****6. Do you wish to make any changes in the grant's activities for the next budget period?**

No  Yes

**7A. Were there any changes to key personnel during this reporting period?**

No  Yes

**7B. If yes, did you receive approval from your Program Officer?**

No  Yes

**8. Have you met your goals and objectives as outlined in your approved activities for this reporting period?**

No  Yes  Partially

**9. Provide any other appropriate information about the status of your project including any unanticipated outcomes or benefits from your project in the space below:**

**Section 4: LAAs**

**LAAs**

Grant Activity	LAAs	Total Dollars Spent
<p><b><u>Grant Activity 1:</u></b></p> <p>Goal 1: Increase affordable access to general education and market-driven degree programs through online courses</p>	<p><b><u>LAAs:</u></b></p> <ul style="list-style-type: none"> <li>• Development and improvement of academic programs <b><u>Dollars Spent: \$25,750.00</u></b></li> <li>• Purchase of library books, periodicals, microfilm, and other educational materials, including telecommunications program materials. <b><u>Dollars Spent: \$17,806.00</u></b></li> <li>• Tutoring, counseling, and student service programs designed to improve academic success. <b><u>Dollars Spent: \$28,827.26</u></b></li> <li>• Creating or improving facilities for Internet or other distance learning academic instruction capabilities, including purchase or rental of telecommunications technology equipment or services. <b><u>Dollars Spent: \$54,719.89</u></b></li> </ul>	<p><b>\$127,103.15</b></p>
<p><b><u>Grant Activity 2:</u></b></p> <p>Goal 2: Student engagement with innovative career exploration through research and internships that lead to graduation and a career.</p>	<p><b><u>LAAs:</u></b></p> <ul style="list-style-type: none"> <li>• Other Activity : Strengthening student services including career preparation and readiness to pursue a career. <b><u>Dollars Spent: \$43,827.29</u></b></li> </ul>	<p><b>\$43,827.29</b></p>
<p><b><u>Grant Activity 3:</u></b></p> <p>Goal #3: A robust and transparent office of Institutional Research that supports the campus community in making better evidence-based decisions</p>	<p><b><u>LAAs:</u></b></p> <ul style="list-style-type: none"> <li>• Other Activity : Strengthening University's use of Institutional data and infrastructure to support evidence-based decision making <b><u>Dollars Spent: \$64,170.91</u></b></li> </ul>	<p><b>\$64,170.91</b></p>
<p><b>Total Dollars Spent on All Activities</b></p>		<p><b>\$235,101.35</b></p>

## Section 5: Institutionalization

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### Grant Activity 1

Goal 1: Increase affordable access to general education and market-driven degree programs through online courses

#### Financial Cost (\$)

127,103.15

#### Approved Line Items

Salary and fringe - Online Instructional Design Specialist, Program assistant (partial)

Travel - Professional Development Online Instructional design specialist

Equipment - Network Core

Supplies - Computers for staff

Contractual - Market Analysis

Other - Software for course development/ enrichment, external evaluation (partial expense)

#### Institutionalization Plan

Grant is in year one, however, institutionalization is planned to be maintained by each department with the IT infrastructure in place.

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### Grant Activity 2

Goal 2: Student engagement with innovative career exploration through research and internships that lead to graduation and a career.

#### Financial Cost (\$)

43,827.29

#### Approved Line Items

Salary and fringe - Student Support Specialist, Program Assistant (partial)

Travel - Professional Development Student Support Specialist, Outreach to businesses and alumni

Supplies - Computers for staff

Contractual - Career Services Software, external evaluation (partial expense)

#### Institutionalization Plan

Grant is in year one, however, institutionalization is planned to be maintained by the Center for Academic and Career Development with continuous implementation of career and internship infrastructure developed.

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### Grant Activity 3

Goal #3: A robust and transparent office of Institutional Research that supports the campus community in making better evidence-based decisions

#### Financial Cost (\$)

64,170.91

#### Approved Line Items

Salary and fringe - Project Director, Program Assistant (partial)

Supplies - Computers for staff

Contractual - Data Dashboard Software, external evaluation (partial expense)

#### Institutionalization Plan

Grant is in year one, however, the Project Director will continue to oversee IR activities with institutionalization with tiered institutional funds beginning in year 3.

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## 2. In the space provided below please explain any notable experiences you have had in institutionalizing this project. Please list any considerable challenges, successes, or failures.

Concord University determined that the Project Director position as written was a challenge. The project director would also serve as the Director of Institutional Research. Through the hiring process and some additional research, it became apparent that these are two very different skillsets. Therefore, the institution will be requesting a change in grant structure, separating the duties of the Project Director and the Director of Institutional Research into two positions. This would add a position to the grant, but would not change the budget, goals, or objectives. With this new structure, the grant objectives will be achieved more efficiently and effectively, and formalizing the institutionalization of the grant activities after the conclusion of the project.

## 3. Has the grant facilitated or contributed to bringing additional resources to your institution, for example, new Federal, State, or local dollars that can be attributed partly to your grant activities? Please explain.

Data provided from the market analysis will be utilized in the development of federal/state grants and appropriation requests to provide funds to support a nursing program at Concord.

## Certification

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You do NOT need to send a signed certification form to ED or upload a signed certification form.

### 1. Reporting Period

10/1/2020 to 09/30/2021

### 2. PR Award Number

P031A200093

### 3. Project Title

CU Forward: Concord University Title III

### 4. Recipient Information

Name: Concord University

Address: 1000 VERMILLION ST , ATHENS, WEST VIRGINIA 24712

### 5. Contact Information

Name: Melanie Farmer

Title: Senior Director of Institutional Effectiveness / Title III Program Director

Phone: (304)-384-6314 Ext:

Email: mfarmer@concord.edu

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### 6. Authorized Representative

(The Institutions President or someone with the institutional authority to sign off on federal sponsored agreements) **To the best of my knowledge and belief, all data in this performance report are true and correct.**

#### Name

John Galatic

#### Email

jgalatic@concord.edu

#### Phone

(304)-384-5190

#### Date

03/18/2022

### Report Submitted

This report was submitted by **John Galatic** on **03/18/2022**.

If you have additional questions, or need to make changes, please [contact](#) the Help Desk or your Program Officer.

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