

CONCORD UNIVERSITY STRATEGIC PLAN



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The Way Forward 2023

Approved by the Board of Governors: March 17, 2020

Effective July 1, 2020

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CONCORD UNIVERSITY

The Way Forward 2023

Introduction

From our humble beginnings in 1872 as a state normal school for teacher preparation, Concord University (CU) has grown and developed into a regional university transforming and enriching lives throughout Central Appalachia and beyond. This institutional and regional development has been accomplished through continuing excellence in teaching and learning, intellectual and creative activities, community service, and civic engagement by our faculty, staff, students, and alumni over nearly 150 years.

After the University developed its strategic plan, *Journey to Distinction 2020*, the external operating environment for higher education became significantly more disruptive and competitive. These changes have brought forth new threats and opportunities, which will be addressed through this update of our new strategic plan, *The Way Forward 2023*.

This plan is developed under two overarching and interdependent themes, which are stated simply as: “**Revitalize the University**” and “**Sustain the University**”. Under these broad themes more than a dozen strategic issues and opportunities were considered. The immediate, existential priorities led CU to select the following as the top strategic goals to be achieved by 2023:

- 1) **Revitalize Enrollment** – to stabilize and increase enrollment and reverse declining enrollment trends
- 2) **Enhance the Student Experience** – to enhance the distinctly positive Concord Experience for students
- 3) **Foster University Renewal** – to accelerate CU’s progress from a surviving to a thriving institution
- 4) **Enhance Self-sufficiency** – to continuously improve financial self-sufficiency and decrease reliance on state allocations

The Strategic Planning Steering Committee (“Steering Committee”) considered a number of strategies for achieving each broad high-level goal, selected a limited number of focused strategies to be deployed, and presented the strategies to the Strategic Planning Taskforce (“Taskforce”). In addition to endorsing the mission and vision statements, the Taskforce helped identify initiatives to achieve specific objectives for each strategic goal. Targets and metrics were adopted to assess progress on each initiative and help keep each initiative moving forward.

The plan addresses key and interrelated components of the University, each of which contribute to, and enable, our success. With this plan as a guide, we will allocate our time, talent, energy, and other resources to move forward with execution of the top goals. We will focus on these initiatives and yet not ignore other aspects of university operations, which must be maintained at a high level of effectiveness and efficiency, as listed in the plan section entitled, Ongoing Commitments.

Our outstanding faculty, staff, students, and alumni are key to achieving enrollment growth, creating the Concord Experience, and maintaining a thriving university. We appreciate the significant number of constituents (faculty, staff, students, and others) who contributed to the planning process, whether

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through focus groups, surveys, teams, or workshops. Without broad collaboration and input the plan would lack credibility. Thank you for helping to craft a path forward during these turbulent times in higher education.

CU initiated strategic planning efforts in 2018, as it began to consider, affirm, and update the purpose and mission of the university. Since that time, constituents have been engaged in planning activities to provide insight into their thoughts concerning the important work CU does and their aspirations for CU's future success. With consideration of constituent input, the Steering Committee developed, and the Taskforce endorsed, the following statement of purpose:

CONCORD UNIVERSITY

Statement of Purpose

PURPOSE

Concord exists to improve the quality of life of the people and communities we serve.

VISION

Concord, the university that transforms and enriches lives throughout Central Appalachia and beyond.

Concord University will expand its capacity to provide transformative educational experiences that empower students and alumni to enrich their lives and communities. Concord will increase its impact on the region and the world through the leadership and service of our informed and civic-minded students, alumni, faculty, and staff.

MISSION

The mission of Concord University is to improve the lives of our students and communities, through innovative teaching and learning, intellectual and creative activities, and community service and civic engagement.

Concord University provides accessible, affordable, high-quality, and student-centered teaching and learning opportunities strengthened by integrated support services and co-curricular programs.

Concord's rigorous, market-driven programming provides current professional knowledge and essential communication, numerical, and critical thinking and reasoning skills, necessary for life-long success in a dynamic and culturally diverse world.

Concord's mission immerses people in intellectual inquiry to expand knowledge, encourages and supports creative activities and the arts, and contributes to community engagement and economic development to enhance the quality of life in the region and beyond.

Concord's mission will achieve our vision to transform lives, enrich our communities, and prepare leaders for service regionally, nationally and internationally.

Strategic Issues and Questions

The Steering Committee reviewed constituent feedback from focus groups, surveys, teams, and workshops, as well as articles and commentary, to determine the strategic issues facing Concord University (“CU”). The key strategic issues (opportunities) identified during the review included, but were not limited to, the following.

Strategic Issue - Affordability

What must CU do to decrease the net tuition gap to make a CU education more affordable for students in the region?

Strategic Issue – Academic and Support Services Portfolio Mix

How will CU quickly develop and offer the best mix of quality, learner-centered programs and services? How will we accelerate and increase completion? How will we make our services available when, where, and how students want to access them?

Strategic Issue – Competitiveness

How will CU outcompete other education service providers generally and those nearby colleges particularly? How will CU market and communicate its value proposition as the best total solution to a student’s educational needs?

Strategic Issue – Declining Enrollment

How will CU address declining enrollment, which threatens the viability and sustainability of CU? How will CU remain relevant as demographics and society change? How will CU reach non-traditional students and better serve in high schools?

Strategic Issue – Institutional Effectiveness

What must CU do to improve the outcomes of its programs and services to enhance student success? How will CU enhance the quality of its teaching and learning to develop student potential both inside the classroom and out? How will we measure learning and student success and assure that students are career-ready?

Strategic Issue – Economic and Community Development

The State of West Virginia, particularly Southern West Virginia, is severely economically depressed with counties in the region identified as among the most distressed in the US. How will CU enhance its impact in economic and community development?

Strategic Issue – Financial Performance

CU’s financial performance outcomes are insufficient to sustain and invest in operations and build reserves to fund talent and capital improvements. How will we affect a turnaround; grow revenues; streamline operations; eliminate non-value added services; reduce sprawl; and fund new programs?

Strategic Issue - Talent

Having top talent in place in key roles to provide effective, high quality programs and services creates a sustainable competitive advantage. How will CU recruit, place, compensate, develop, and retain the right people in the right role for effective, high quality programs and services? How will CU improve as a great place to work, learn, and serve? Diversity is becoming a business imperative.

Strategic Issue – Student Experience

How will CU provide an extraordinarily positive student experience? How will CU accelerate learning and provide more experiential learning opportunities?

Strategic Issue – Infrastructure

How will CU make available contemporary and well-maintained facilities, technology, and other structures to support quality programs and services?

The Steering Committee recognized that not all challenges and issues were catalogued in the list above. The plan will focus its efforts on “what matters most” in terms of potential for high impact.

Plan Summary

The Way Forward

The Steering Committee considered the myriad of challenges, strategic issues, opportunities, and threats facing Concord University. While sorting the issues, two broad strategic themes emerged, which are to *Revitalize the University* and to *Sustain the University*. Under these two themes, the Steering Committee identified and selected a limited number of goals, strategies, and initiatives or projects to be pursued during the three-year planning cycle. The goals, strategies, and initiatives were vetted with the Taskforce and revised accordingly. The plan is summarized below.

Strategic Theme 1. Revitalize the University

To strengthen, energize, and revitalize Concord University to vigorously pursue and carry out its mission.

<h4>Strategic Goal 1.1 – Revitalize Enrollment</h4>
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<p><i>To stabilize student enrollment by Spring 2021 and reverse declining enrollment trends by Fall 2024.</i></p>
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Key Performance Indicators

- Semester Enrollment (Spring to Spring) – Internal data
- Fall Student Headcount – IPEDS data
- Fall Student FTE – IPEDS data
- Resident Hall Occupancy (Headcount) – internal data

Strategy 1.1.1 – Comprehensive Marketing

To create a compelling attraction for students to being part of the *Concord Experience* through development and implementation of a comprehensive marketing plan.

1.1.1.A. Initiative – Marketing Plan Development and Implementation

To develop and implement a comprehensive marketing plan addressing each component of a contemporary service marketing plan, including distinctive competencies, service offerings, prices and discounts, place or delivery, promotion, people (talent), service and support processes, and physical evidence (credentials).

Strategy 1.1.2– Student Pipeline Development

To develop new, and reinvigorate existing, pipeline activities and implement best practices in student pipeline development.

1.1.2.A. Initiative – Partnership Development

To increase development of partnerships and participation with local feeder schools to enhance interaction with students, involvement with faculty, and exposure to higher education and Concord University.

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Strategic Goal 1.2 – Student Experience

To enhance the distinctly positive Concord Experience for the student annually from June 30, 2020 forward.

Key Performance Indicators

- National Survey of Student Engagement (NSSE) scores - external
- Level of participation in NSSE - external
- Graduation or Completion Rates – Institutional Data
- Year to Year Persistence – Institutional Data
- Semester to Semester Persistence (Fall to Spring; Spring to Spring) – Institutional Data
- First Time Freshmen Retention (60-63% or higher) – Institutional Data
- Assessment of Educational Goals – Program Data
- Measure linked to student course evaluations – TBD

Strategy 1.2.1 – Student Engagement

To adopt a comprehensive student engagement plan and model utilizing best practices.

1.2.1.A. Initiative – High Impact Educational Practices

To assess and expand the use of High Impact Educational Practices to enhance student success, including an expanded comprehensive transitional experience.

1.2.1.B. Initiative – Process Improvement

To implement continuous improvement processes to enhance service excellence, communication, shared governance, and student experience.

1.2.1.C. Initiative – Comprehensive Career Services

To develop the career services program to integrate with academic programs and expand and streamline the capture and maintenance of data concerning graduates and graduate outcomes.

Strategy 1.2.2 – Academic Excellence

To foster quality student/learner focused academic programs, enhance faculty development and innovation, and integrate career services to enhance student success, engagement, and completion.

1.2.2.A. Initiative - Academic Innovations

To accelerate and facilitate both innovative enhancements to current offerings and development of new marketable offerings with extant or reallocated resources in fields of demand and with high career potential.

1.2.2.B. Initiative - Student Success

To accelerate development of innovative approaches to student experience in the classroom, assure university student learning goals are contextualized and built into each course, and initiate proactive advising.

1.2.2.C. Initiative – Academic Culture

To analyze the current, and define the emerging, academic culture to continue ensuring quality programming during transitions to address current technological, economic and social realities.

Strategy 1.2.3 – Mental Health

To implement best practices in student mental health to enhance student well-being and success.

1.2.3.A. Initiative -- Comprehensive Mental Health Management Plan

To develop and implement a comprehensive mental health management plan to prevent and mitigate the impact of mental health issues on student success.

Strategic Theme 2. Sustain the University

To stabilize and improve CU's financial performance outcomes annually.

Strategic Goal 2.1 – University Renewal

To accelerate CU's progress from a surviving to a thriving institution by June 30, 2023.

Key Performance Indicators

- Achieve breakeven or better for FY 2020*
- Achieve breakeven or better for FY 2021*
- Achieve 1% positive contribution to net margin in FY 2022; and, 2% in FY2023*
- Reduce overall operating expenses by 1.5% annually from FY 2021 base, for the life of the plan*
- Build cash reserves by \$500K annually from FY 2020 base*

*Audited financial statement

Strategy – 2.1.1 Renewal Plan

To implement a comprehensive, integrated financial renewal plan for Concord University.

2.1.1.A. Initiative – Comprehensive Financial Planning

To accelerate development and implementation of financial plans to stabilize finances through targeted cost reduction, enhanced revenues, and expanded resource reallocation.

Strategy – 2.1.2 External Relations

To enhance the University's outward focus and relationship building with business, educational institutions, non-governmental agencies and not-for-profits, and governmental agencies.

2.1.2.A. Initiative – Educate Governmental Leadership

To expand advocacy with, and education of, governmental officials, particularly at the state level.

2.1.2.B. Initiative: Joint Degrees

To develop joint degree program offerings through public higher education partnerships.

Strategic Goal 2.2 – Enhance Self-Sufficiency

To continuously improve financial self-sufficiency and decrease reliance on state allocations through raising funds from alternate sources, year-to-year from June 30, 2020.

Key Performance Indicators

- Annual Gifts (unrestricted)
- Fundraising (total gifts, including unrestricted)

Strategy 2.2.1 – Alternate Revenue Sources

To increase philanthropic support through the annual fund, fundraising campaign(s), and grants to fund scholarships, technology, capital projects, and programs.

2.2.1.A. Initiative – Fundraising

To accelerate planned fundraising to make greater sums available for restricted and unrestricted use, including potentially funds for innovation.

2.2.1.B. Initiative – Grants and Awards

To increase pursuit of grants and awards from business and industry, foundations, and agencies.

Ongoing Commitments

- Participatory leadership and shared-governance
- Competitive, market-based and equitable pay
- Strong general education core in the liberal arts tradition
- Diversity, inclusion and multi-cultural experiences
- Transparency and data-informed decision-making
- Higher Education Policy Commission Shared-Services and Institutional Oversight
- Institutional Effectiveness – continuous improvement
- Safe and secure environment
- Discovery, application, and integration of knowledge
- Innovation and creative activities
- Community impact and service: community and civic engagement and leadership
- Environmental Sustainability

END OF PLAN TEXT -- APPENDICIES FOLLOW

APPENDIX A **Key Definitions Supporting Planning** **(Follows the order of activities completed in the planning process)**

Strategic Plan

The strategic plan is a narrative “map” that communicates where an institution wants to go and identifies how it intends to get there.

Purpose - Why

Purpose is an institution’s reason for existence; not what it does, but why it does what it does.

Vision - Future

Vision is a vivid description of a desired future state. The best visions are vivid, compelling, well understood, and help tie measurable goals to improved capability in carrying out the mission.

Mission – The institution’s job – a mission that matters

Mission articulates the institution’s purpose and the major activities in which it is engaged and, by incorporating its particular values, differentiates it from other institutions engaged in similar activities.

Values

Values are core beliefs and guiding principles that govern daily behavior, communication, decision making, and leadership in an institution.

Strategic Theme

Strategic Themes represent particular areas of emphasis that drive an institution in pursuit of its vision, usually supported by one or more specific goals. Effective strategic planning identifies a limited number of themes, i.e., six or fewer.

Goal – Where we are going

Goals are large-scale efforts that, when accomplished, move the institution closer to its vision. Effective goals are those that are subject to assessment, i.e., SMART. [Smart Goals: Specific, Measurable, Actionable, Realistic, and Time bound.]

Strategy – How are we going to get there

Strategy represents a particular approach in pursuit of an organization’s vision, usually in support of one or more specific goals. A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to an identified problem. Also, the art and science of planning and marshalling resources for their most efficient and effective use.

Initiatives – What are we going to do, specifically

Initiatives are specific major activities that are supportive of specific goals. They represent the priorities for new or reallocated resources.

Key Performance Indicators

Key Performance Indicators are metrics used to assess performance to targets.

Tactics

Tactics are the individual elements of an initiative and may be included in an implementation plan and budget.

APPENDIX B

Strategic Planning Process

Structure

The multi-constituent Strategic Planning Steering Committee (“Steering Committee”) led the development and decision making for the strategic plan. The Steering Committee included representative membership from the faculty, staff, Board, and administration. The faculty membership included the President of the Faculty, faculty representative to the Board of Governors, and a variety of faculty from each College. The staff participants included the Chair of the Classified Council, staff representative to the Board of Governors, and other staff members. The highly participatory Steering Committee membership was engaged, contemplative, and serious regarding its charge to craft a plan to help set CU’s future course.

The work of the Steering Committee was periodically vetted by a multi-constituent Strategic Planning Taskforce (“Taskforce”.) The Taskforce reviewed, considered, suggested revisions, and endorsed the work of the Steering Committee on the Statement of Purpose, Priorities, and Plan.

The Taskforce was Co-Chaired by a faculty member and a staff member, each of whom also served on the Steering Committee. The Taskforce membership included all members of the Steering Committee, plus additional faculty, staff, and SGA representatives.

Process

The university utilized an integrated, collaborative strategic planning process that involved all constituent groups in each phase of the planning process beginning with the Board in Fall 2018. Constituent engagement included participation in workshops, town halls, faculty plan days, Student Government Association meetings, responses to surveys, and constituent participation on the Steering Committee and Taskforce. All faculty and staff members were invited to participate in meetings of the Taskforce, regardless of membership on the Taskforce.

Participants in all activities provided valuable data and information that the Steering Committee considered as it crafted the plan.

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APPENDIX C **Concord University's Service Marketing Mix**

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APPENDIX D Strategic Planning Steering Committee 2021 – 2023 Plan

Member	Department	Constituency
Dr. Cory Williams	Communication Arts	Faculty / Board
Dr. Amberlyl Malkovich	English	Faculty
Dr. Sarah Whittaker	Social Work	Faculty
Dr. Ida Mills	Social Work	Faculty
Dr. Thomas Ford	Natural Sciences	Faculty
Dr. William Williams	Education	Faculty
Dr. David Ball	Fine Arts	Faculty
Dr. Kendra S. Boggess	Administration	Staff / Cabinet
Dr. Charles Becker	Business and Finance	Staff / Cabinet
Dr. Peter Viscusi	Academic Affairs	Staff / Cabinet
Mr. Jamie L. Boggs	IT	Staff
Dr. Sarah Beasley	Student Affairs	Staff / Cabinet
Dr. Alice Hawthorne Allen	Academic Affairs / Dean	Faculty / Staff
Ms. Amy Pitzer	Marketing and Communications	Staff
Mr. Douglas Moore	Library	Staff / Board
Mr. Dan Fitzpatrick, Facilitator	Operations, Planning, and HR	Staff / Cabinet
Mr. Cayce Will	IT	Staff / Cabinet

Strategic Planning Taskforce 2021 -2023

Member	Department	Constituency	
Dr. Darla Wise	Biology	Faculty	
Dr. Thomas Ford	Biology	Faculty	
Dr. Roy Ramthun	Business and RTM	Faculty	
Dr. Susan Williams	Business and RTM	Faculty	
Dr. Maxwell Deaton	Business and RTM	Faculty	
Dr. Sarah Whitaker	Education	Faculty	
Dr. Nancy Burton	Education	Faculty	
Dr. David Ball	Fine Arts	Faculty	
Dr. Laura Wamsley	Health Sciences	Faculty	
Dr. David Campbell	Health Sciences	Faculty	
Dr. Amberlyl Malkovich	Humanities	Faculty	
Dr. Johnathan Berkey	Humanities	Faculty	
Dr. Lisa Darlington	Math and Computer Science	Faculty	
Mr. Lonnie Bowe	Math and Computer Science	Faculty	

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Dr. Joe Allen	Physical Sciences	Faculty	
Dr. Steve Kuehn	Physical Sciences	Faculty	
Dr. James White	Social Sciences	Faculty	
Dr. Ida Mills	Social Work and Sociology	Faculty	
Dr. Patricia Nishimoto	Social Work and Sociology	Faculty	
Dr. Cory Williams	Communication Arts and Media	Faculty / Board	
Dr. Willy Williams	Education	Faculty / Faculty President	
Dr. Tom McKenna	Academic Affairs	Faculty / Staff	
Dr. Alice Hawthorne-Allen	Academic Affairs	Faculty / Staff	
Mr. Randy Keaton	Aramark	Partner	
Ms. Shelia Conner	Follett	Partner	
Ms. Tina Brown	WFF	Partner	
Dr. Shelia Womack	Academic Success Center	Staff	
Ms. Christie Lamb	Admissions	Staff	
Mrs. Alicia Besenyei	Advancement	Staff	
Mrs. Kathy Ball	Bonner	Staff	
Mr. Wayne Hebb	Facilities	Staff	
Ms. Rose Preston	Human Resources	Staff	
Mr. Jamie Boggs	Information Technology	Staff	
Ms. Melanie Farmer	Office of Sponsored Programs	Staff	
Ms. Amy Pitzer	Communications / Marketing	Staff	
Ms. Susie Lusk	Registrar's Office	Staff	
Mr. Billy Fraley	Residence Life	Staff	
Mr. Andrew Sulgit	Student Affairs	Staff	
Mr. Doug Moore	Library	Staff / Board	
Dr. Peter Viscusi	Academic Affairs	Staff / Cabinet	
Dr. Kathy Liptak	Academic Affairs	Staff / Cabinet	
Mr. Rick Dillion	Administration	Staff / Cabinet	
Mr. Kevin Garrett	Athletics	Staff / Cabinet	
Mr. William Allen	Enrollment	Staff / Cabinet	
Dr. Chuck Becker	Fiscal Affairs	Staff / Cabinet	
Dr. Sarah Beasley	Student Affairs	Staff / Cabinet	
Mr. Alvin White	Multi media	Staff / CSC Chair	
Mr. Dan Fitzpatrick	Operations / HR	Staff/Cabinet	
Mr. Colton Ramsey	SGA Board Representative	Student	
Ms. Taylor Carter	SGA President	Student	

Taskforce Chairs and Facilitators

Dr. Sarah Whittaker, Co-Chair, Faculty

Dr. Sarah Beasley, Co-Chair, Staff

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Dr. Ida Mills, Co-Facilitator, Faculty
Mr. Dan Fitzpatrick, Co-Facilitator, Staff

APPENDIX E Collaborative Strategic Planning Activities

PRELIMINARY PLANNING

July 24, 2018, Board of Governors' Retreat – *Purpose of Higher Education* presentation; Purpose of the University presentation; Mission, Past, Present and Future; Next steps in planning

August 8, 2018, Faculty Plan Days – *Purpose of Higher Education* presentation; Mission History presentation

PESTEL

January 24, 31 (two sessions), and February 20, 2019 (two sessions) – Focus-group meetings open to all campus constituents re: external environment data gathering for **PESTEL Analysis**

SWOT

April 22, 2019 – Faculty Executive Board, Strategic Planning Workshop – SWOT

April 22, 2019 – Cabinet, Strategic Planning Workshop - SWOT

May 1, 2019 - Student Government, Strategic Planning Workshop - SWOT

May 1, 2019 – Academic Council, Strategic Planning Workshop - SWOT

PURPOSE

January 31, 2019, Purpose of Higher Education Presentation by Dr. Thomas McKenna, for constituent participants in focus group

July 25, 2019 – Constituents' Mixer at President's House Re: ***Purpose of the University***

FACULTY ASSIGNMENT

April 25, 2019, Faculty Assembly – Faculty asked to consider Aspirations, Advantages, and Attractions over the summer and to be prepared to discuss at Plan Days in the fall.

ASPIRATIONS, ADVANTAGES, and ATTRACTIONS

August 12, 2019, 1:00 PM to 4:00 PM - Faculty Strategic Planning Workshop on Aspirations, Advantages, and Attractions – Three sections – 87 faculty participants

September 11 and 19 (two sections), 2019 – low participation in focus groups - used a survey open to all campus constituents with wide participation

MISSION AND VISION

September 5, 2019 - Strategic Planning Steering Committee (SPSC) organizational meeting including Board, faculty, and staff representatives as appointed by the President

September 10, 2019 – Vision Sub-Group

September 17, 2019 – External Environment Sub-group

September 18, 2019 – Mission Sub-Group

September 19, 2019, SPSC – Vision and Mission development; External Environment and Gap Analysis

September 24, 2019, SPSC – Vision and Mission development

October 1, 2019, SPSC – Vision and Mission development – adopted draft

October 5, 2019, Strategic Planning Taskforce (SPTF) organizational meeting; all campus constituent groups are represented on the Taskforce and all faculty, staff, and SGA representatives are invited to participate in any Taskforce meeting; presentation on collaborative, integrated strategic planning; HLC Criteria re: Mission; SPSC Mission and Vision presented with working groups providing feedback to refine the Mission and Vision
October 8, 2019, SPSC – revised Working Vision and Mission, incorporating feedback from the SPTF

STRATEGIC FOCUS

October 17, 2019, SPSC – performance planning and strategic imperatives (reviewed 2009 and 2015 plan goals); initiated discussions of focus areas and strategic goals

October 24, 2019, SPSC – reviewed handout Strategic Aims (Three-Pronged Cycle) and PowerPoint: Steering Goals Possibilities in quest for strategic themes and priorities

October 29, 2019, SPSC – reviewed and considered goals for the planning period; adopted preliminary focus areas; considered Handout: Prompts for Strategic Goals

November 5, 2019, SPSC – adopted two overarching focus areas: Revitalize the University and Sustain the University

November 12, 2019, SPSC – preliminarily identified two broad goals under the revitalization focus and one broad goal (two-parts) under the sustainability focus; began to identify strategies and initiatives to meet the goals adopted

STRATEGIC GOALS, STRATEGIES, AND INITIATIVES

November 19, 2019, SPSC – reviewed and adopted concept of strategy map of goals, strategies, and initiatives and horizon thinking; selected strategies and preliminary initiatives; identified a number of tactics or short-term actions recommended for the current fiscal year prior to adoption and implementation of the new Strategic Plan for FY 2021-2023.

November 21, 2019, SPTF – presented and discussed mission and vision, strategy map for communicating goals, strategies, and initiatives; and the horizon tool; SPTC endorsed the Mission and Vision, Focus Areas, Strategic Goals, and Strategies. Participants were placed into three teams to identify additional initiatives for consideration by the SPSC

December 3, 2019, SPSC – developed preliminary plan documents

December 10, 2019, SPSC - continued development of plan documents.

December 12, 2019, SPTF – submitted preliminary plan documents to Taskforce for feedback

December 17, 2019, SPSC – revised preliminary plan documents as needed and initiate discussions on how to best communicate the plan to the campus community and gather feedback

January 8, 2020, Faculty Seminar and Workshop – The draft plan summary was reviewed with faculty during Spring Plan Week; Faculty participated in three workshop sessions, with small groups selecting and addressing an initiative of choice

January 16 and 22, 2020, Staff Seminar and Workshops – The draft Plan Summary was reviewed with staff and staff provided feedback and comments on plan and select initiatives

February 6, 2020 Student Government Association (SGA) – following review of the Plan Summary presentation, student leaders provided feedback on the Draft Plan and selected initiatives of choice

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February 11, 2020, Final Draft of Strategic Plan completed and submitted to the Campus Community and Board for review and comment

February 21, 2020, Board – Comments to be received Taskforce

March 3, 2020 President provides Final Draft of Plan to Board recommending adoption

March 17, 2020 – CU Board of Governors adopts The Strategic Plan for 2020-2023

March 17, 2020

APPENDIX F PESTLE Analysis to Complement SWOT

(Redacted)

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APPENDIX G

SWOT Analysis

(Redacted)

APPENDIX H STRATEGY MAP

Concord University Strategy Map FY 2021 - 2023

<i>Purpose Statement</i>	Concord University exists to improve the quality of life of the people and communities we serve through high impact teaching and learning, intellectual and creative activities, and community service and civic engagement.								
<i>4 Strategic Goals</i>	Theme 1.0 Revitalize the University					Theme 2.0 Sustain the University			
	1.1. Revitalize Enrollment To stabilize student enrollment and reverse declining enrollment trends	1.2. Enhance the Student Experience To enhance the distinctly positive Concord Experience for students			2.1. Stabilize & Improve Finances To accelerate CU's progress from a surviving to a thriving institution		2.2. Enhance Self-Sufficiency Reduce dependence on state allocations		
<i>8 Strategies</i>	1.1.1. Compelling Attraction Comprehensive Market Planning	1.1.2. Pipeline Development Develop new and reinvigorate current student pipelines	1.2.1. Student Engagement Comprehensive Student Engagement Plan	1.2.2. Academic Excellence To foster quality student and learner focused academic programs	1.2.3. Mental Health To implement best practices in student mental health	2.1.1. Financial Renewal Financial Reorganization - Revise Business Model and expense	2.1.2. External Relations To enhance the University's outward focus and relationship building	2.2.1. Accelerate Fundraising To increase philanthropic support	
	<i>14 Initiatives</i>	1.1.1.A. Marketing Plan Develop and implement a comprehensive marketing plan	1.1.2.A. Partnership Development Partnerships with local schools; Department plans; learn from internal best practice examples	1.2.1.A. High Impact Practices Assess, plan and improve high impact practice utilization and effectiveness	1.2.2.A. Academic Innovations Innovations to current and develop new offerings	1.2.3.A. Mental Health Management Comprehensive Student Mental Health Management Plan	2.1.1.A. Renewal Plan Stabilize, enhance revenues, eliminate cost, reallocate resources	2.1.2.A. Government Relations Educate State governmental officials on educational matters	2.2.1.A. Fundraising Accelerate fundraising
<i>14 Initiatives</i>	1.2.1.B. Process Improvement Implement continuous improvement processes	1.2.1.C. Career Center Comprehensive career services center	1.2.2.B. Student Success Classroom innovation and build in Ed Goals into each course	1.2.2.C. Academic Culture Maintain quality during transitions to address current realities	2.1.2.B. Joint Degrees Develop joint degrees with other public institutions	2.2.1.B. Grants and Awards Increase pursuit of grants and awards			