



# **Strategic Plan**

*Next Steps on The Way Forward 2026*

Adopted September 12, 2023

Concord University Board of Governors

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# INTRODUCTION

## Concord University *Next Steps on The Way Forward 2026*

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 150 years.

When the University adopted its new strategic plan on March 17, 2020, ***The Way Forward 2023***, the external operating environment for higher education had become significantly more disruptive and competitive. Emerging threats and opportunities were addressed in the plan, which then became effective July 1, 2020.

Before the ink was dry, COVID 19 became a Pandemic that changed, well, everything. Remote work became the norm; classes were digitized and virtual; “pivot” became the byword of the day. Did we mention everything changed? Well, not actually everything – the University’s commitment to students’ health, safety, and education remained front and center.

Concord emerged from the COVID-19 pandemic in a stronger position than it entered it in 2020 with a number of strategic initiatives successfully executed despite emergency operations, remote work, and stretched capacities. The faculty and staff performed admirably during the period, quickly developing capabilities to pivot – that word again - in order to provide student instruction and services under adverse conditions. Consequently, Concord is better aware of its capacity to rapidly adapt to changing circumstances and to continue to carry out its mission.

Although the new post-COVID world is different, our Strategic Planning Themes remain vital and vibrant:

Since beginning the journey on *The Way Forward 2023*, Concord has revitalized the University, which is vibrant and beginning to thrive. Now, Concord must continue to “**Reinvigorate the University**” and “**Sustain the University**”. Under these broad themes, the previously identified themes and goals remain relevant and even more, essential priorities. The top strategic goals to be achieved by 2026 include:

1. **Grow Enrollment** – to increase enrollment and reverse declining enrollment trends experienced during the past decade
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 Financial Self-sufficiency** – to continuously improve financial self-sufficiency and decrease reliance on state allocations

A limited number of focused strategies to be deployed were reviewed, considered, and affirmed. Targets and metrics were adopted and affirmed to assess the progress on each initiative and help keep each initiative moving forward.

The strategic 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. In fact, many of the initiatives from the 2023 plan are continued and built upon in this plan.

As noted in prior plans, 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 through focus groups, surveys, teams, or workshops. Without broad collaboration and input, the plan would lack credibility. To our participating constituents, thank you for helping to craft a path forward during these turbulent times in higher education.



# STATEMENT OF PURPOSE

## PURPOSE

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

## WORKING VISION

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

## WORKING 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 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.

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 Planning Steering Committee • October 8, 2019  
Adopted by Concord University Board of Governors • March 17, 2020  
Affirmed Strategic Planning Team • December 2, 2022*

# STRATEGIC ISSUES AND QUESTIONS

The Steering Committee (2019) and Workshop Participants (2022-2023) 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 identified during the reviews include, but are not limited to, the following:

## **Strategic Issue – Academic Excellence**

What must CU do to maintain quality and excellence in teaching and learning in the rapidly emerging environment of alternative credentials, rise of institutional partnerships, and increasing options for online delivery.

## **Strategic Issue – Academic Relevance**

What must CU do to remain relevant and to continue meeting its mission? How does CU keep its portfolio of offerings fresh, timely, and responsive? How does CU enhance its flexibility and access to higher education that will include a vast array of hybrid and online offerings and non-degree credentials? How do we best prepare students for new ways of work, and career preparation?

## **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 and reduce time to completion? How will we make our services available when, where, and in the ways, students want to access them?

## **Strategic Issue – Competitiveness**

How will CU out-compete 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? What are the CU distinctive competencies that are not readily duplicated?

## **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, those with some college but no degree (SCND) and better serve in secondary 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 on economic and community development?

## **Strategic Issue – Financial Performance**

CU's financial performance outcomes are insufficient to sustain and systematically invest in operations and build reserves to fund talent and capital improvements. How will we 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 roles for effective, high quality programs and services? How will CU improve as a great place to work, learn, and serve? Diversity, Equity, and Inclusion are becoming business imperatives.

### **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?

*Not all challenges and issues were cataloged in the list above. The plan will focus its efforts on “**what matters most**” in terms of potential for high impact and sustainability.*





# PLAN SUMMARY

## Next Steps on The Way Forward

While sorting through the issues in 2019 and again in 2023, two broad strategic themes emerged, which are to *Revitalize, rather, to Reinvigorate the University and to Sustain the University*. Under these two themes, the Steering Committee and Workshop Participants identified and selected a limited number of goals, strategies, and initiatives or projects to be pursued during the three-year planning implementation cycle. The goals, strategies, and initiatives were vetted with constituents in planning workshops and revised accordingly.

The strategic plan is summarized below.

### Strategic Theme 1 • Reinvigorate the University

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

#### Strategic Goal 1.1 • Grow Enrollment

To grow student enrollment by 3% annually from fall 2023 through fall 2026.

##### Key Performance Indicators

- Semester Enrollment (Spring to Spring) – Internal data
- Fall to Fall Retention First-time Freshmen
- Fall Student Headcount – IPEDS Data
- Fall Student FTE – IPEDS Data
- Resident Hall Occupancy (Headcount) – Internal Data

#### Strategy 1.1.1 • Create a Compelling Attraction

To create a compelling attraction for students to become 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 multi-state 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).

##### 1.1.1.B Initiative • Demonstrate the Return on Investment (ROI) of Higher Education

To demonstrate the high ROI on higher education in the minds of today's potential students including traditional, non-traditional, and some college no degree (SCND) individuals.

#### 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 • Community Partnership Development

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

### 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 – Institutional Data
- Assessment of Educational Goals – Institutional Data

## 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 integrate continuous improvement processes to enhance institutional effectiveness, service excellence, communication, shared governance, and student experience.

### 1.2.1.C Initiative • Comprehensive Career Services

To migrate to a life-long career services support model to incorporate student intent variables into curriculum selection and integrate with academic programs, increased transition to work or graduate / professional school enrollment, expand and streamline the capture and maintenance of data concerning graduates and graduate outcomes, and optimize remote alumni career support.

### 1.2.1.D Initiative • Service Excellence

To create campus wide service experiences that meet or exceed user expectations in every encounter.

## 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, for example, growth of non-degree credentials, stackable credentials, etc.

### 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, for example, increased use of predictive analytics and other emerging methodologies such as: Artificial Intelligence, skills-based learning, and competency-based education.

### 1.2.2.C Initiative • Academic Integrity

To demonstrate academic integrity within existing, and in newly emerging, academic programming, to value our academic identity as a small comprehensive, regional public institution with rigorous standards, while continuing to embrace creative innovation and best practices in higher education.

## Strategy 1.2.3 • Mental Health and Safety

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

### 1.2.3.A Initiative • Comprehensive Mental Health Management Plan

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

### 1.2.3.B Initiative • Change and Stress Management

While accelerating change, develop and implement processes for management of stress associated with the pace and process of change to enhance productivity and performance among all constituent groups.

### 1.2.3.C Initiative • Campus Security

To mitigate risks from emerging issues, potential threats, and ongoing concerns to enhance and maintain a high level of safety on campus, including addressing the risks associated with cyber-attacks.

## 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 a minimum of 1% contribution to net position annually
- Limit impact of non-grant expenses to average inflation indexes
- Build cash reserves by \$500,000 annually from FY 2023 base\*
- Annually budget indirect expense recovery grant funds via Office of Sponsored Programs

*\* Audited financial statement*

### Strategy 2.1.1 • Renewal Plan

To maintain 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.

#### 2.1.1.B Initiative • Accelerate Responsiveness

To enhance agility and speed in response to emerging disruptions, opportunities, the ability to manage through crisis, and alignment of awards and recognition for meritorious performance.

#### 2.1.1.C Initiative • Financial Aid Renewal

To rapidly educate team members and revise processes to transition to new Financial Aid (FAFSA) requirements adopted by the Department of Education (2023) and optimize matrix for Aid awards.

### Strategy 2.1.2 • External Relations

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

#### 2.1.2.A Initiative • Government Relations

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

### 2.1.2.B Initiative • Institutional Higher Education Partnerships

To develop program offerings through greater collaboration through higher education partnerships with traditional and non-traditional providers, for example, joint degrees.

## Strategy 2.1.3 • People Development

To equip employees with the skills, knowledge, and attitudes needed to reach University goals and excel in current and future roles.

### 2.1.3.A Initiative • Leadership Development

To develop current employees with identified potential to take on increasing levels of responsibility, manage the stresses of leadership, and foster high relational as well as management acumen.

### 2.1.3.B Initiative • Leadership Mentoring

To develop a mentoring and coaching program that will enhance the development and effectiveness of current and future leaders.

## Strategic Goal 2.2 • Enhance Financial 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)
- Grants and Contracts (number of awards and dollar value of new awards)

## 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 the pursuit and awarding of grants and gifts from business and industry, foundations, and agencies, including leveraging state deferred maintenance funds to obtain additional grant funding.

# ONGOING COMMITMENTS

Participatory Leadership and Shared Governance

Competitive, Market-Based and Equitable Pay

Strong General Education Core In The Liberal Arts Tradition Providing Critical Thinking, Communication, Interpersonal Skills, and Perspectives

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

# 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 marshaling 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

## Collaborative Strategic Planning Activities

### Structure

*The plan update for 2023-2026 utilized a fast-track process with multi-constituent workshops and existing organizational forums such as Faculty Plan Days and State of the University general assemblies to aid updates to the Strategic Plan.*

*Participants in all activities provided valuable data and information that was utilized to update the plan.*

Date	Activity
August 9, 2022	Opening Week – Faculty: State of the University, including finance update
August 10, 2022	Opening Week – Faculty: Issues in Higher Education (President and Provost) <i>(See PowerPoint)</i>
September 14, 2022	State of the University – Staff: including finances, and Issues in Higher Education
December 2, 2022	Strategic Planning Retreat – Faculty, Staff, Students, Board (~ 50): <i>(See Agenda)</i> Presentations: Strategic Plan Updates; Mission and Vision affirmed; PESTEL Analysis Workshop
January 5, 2023	Spring Plan Day – Faculty: Results of PESTEL Analysis PPT; Group Discussion Sessions on Strategic Questions <i>(See report on Faculty Discussions)</i>
January 27, 2023	Strategic Planning Retreat – Faculty, Staff, Students, Board: Results of PESTEL Analysis PPT; Discussion of Strategic Issues; Identification of Imperatives and Initiatives
August 9, 2023	Review of proposed Strategic Plan with Faculty
August 29, 2023	Review of proposed Strategic Plan with Strategic Planning Workshop participants
September 12, 2023	Present proposed Strategic Plan to the Executive Committee of the Board for action
September 12, 2023	Present proposed Strategic Plan to the Board of Governors for action
September 13, 2023	Strategic Plan Reveal to Staff

# APPENDIX C

## Strategic Planning Workshop Participants

**FYE June 30, 2014 - FYE June 30, 2026**

Participant	Department	Constituency
Kevin Slayer	Student Government Association	Student
Kelly Adkins	Student Government Association	Student
Grace Galliger	Student Government Association	Student
Amberlie Wilson	Student Government Association	Student
Shea Boothe	Fiscal Affairs	Staff
Natasha Morgan	Admissions	Staff
Loran Morgan	Fiscal Affairs	Staff
Jacob Abrams	Title III	Staff
Elizabeth Cahill	Fiscal Affairs	Staff
Darrick Scott	Student Support Services	Staff
Christi Lamb	Enrollment	Staff
Chelsey Rowe	HR (Risk)	Staff
Carly Kestner	Financial Aid	Staff
Bill Fraley	Facilities	Staff
Anna Hardy	Housing	Staff
Andrew Sulgit	Enrollment	Staff
Amy Pitzer	Communications	Staff
William Williams	Education	Faculty
William Miller	Health Sciences	Faculty
Thomas Saladyga	Geography	Faculty
Susan Robinett	Business	Faculty
Stephen Kuehn	Geology	Faculty
Raymond Smith	Social Work	Faculty
Manjunath Burdekar	Psychology	Faculty



Logan Browning	Business	Faculty
Lisa Darlington	Math	Faculty
Laura Wamsley	Health Sciences	Faculty
Joseph Allen	Geology	Faculty
Joan Pendergast	Social Work	Faculty
David Chambers	Biology	Faculty
Cory Williams	Communications	Faculty
Anthony Patricia	English	Faculty
Anita Deck	Social Work	Faculty
Amberly Malkovich	English	Faculty
Doug Moore	Library	Board/Staff
Stella Dunn	Student Government Association	Board/Student
Sarah Turner	Advancement	Administration
Sarah Beasley	Student Affairs	Administration
Ron Hamilton	IT	Administration
Kevin Garrett	Athletics	Administration
Kendra Boggess	President's Office	Administration
Kathy Liptak	Provost's Office	Administration
Ed Huffstetler	Provost's Office	Administration
David Cannon	Fiscal Affairs	Administration
Alice Hawthorne Allen	Provost's Office	Administration
Dan Fitzpatrick	HR/Ops	Facilitator/Administration

# APPENDIX D

## PESTLE Analysis Results

*(Redacted)*

# APPENDIX E

## Strategy Map

### PURPOSE STATEMENT

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.

Strategic Goals	Theme 1.0 Reinvigorate the University					Theme 2.0 Sustain the University			
	1.1 Grow Enrollment		1.2 Enhance the Student Experience			2.1 University Renewal			2.2 Enhance Financial Self-Sufficiency
	To grow enrollment by 3% annually from Fall 2023 to Fall 2026		To enhance the distinctly positive Concord Experience for students			To accelerate CU's progress from a surviving to a thriving institution			Reduce dependence on state allocations
Strategies	1.1.1 Compelling Attraction	1.1.2 Pipeline Development	1.2.1 Student Engagement	1.2.2 Academic Excellence	1.2.3 Mental Health and Safety	2.1.1 Renewal Plan	2.1.2 External Relations	2.1.3 People Development	2.2.1 Alternate Revenue
	Create a compelling attraction to students to the Concord Experience	Develop new and reinvigorate current student pipelines	Comprehensive Student Engagement Plan	To foster quality student and learner focused academic programs	To implement best practices in student mental health	To maintain a comprehensive dynamic renewal plan	To enhance the University's outward focus and relationship building	To equip CU employees for successful execution on CU priorities	To increase grants, contracting, and other revenue sources
22 Initiatives	1.1.1.A Comprehensive Marketing Plan	1.1.2.A Community Partnership Development	1.2.1.A High Impact Educational Practices	1.2.2.A Academic Innovations	1.2.3.A Mental Health Management	2.1.1.A Comprehensive Financial Plan	2.1.2.A Government Relations	2.1.3.A Leadership Development Opportunity	2.2.1.A Fundraising
	Develop and implement a comprehensive student-focused marketing plan	Partnerships with local schools, businesses, and agencies	Assess, plan, and improve high impact practice utilization and effectiveness	Innovations to current and develop new offerings	Comprehensive Student Mental Health Management Plan	To update and maintain the comprehensive financial plan	Educate State officials on educational matters	Develop employees with identified potential for current and future role	Accelerate fundraising initiatives, including CU Ascend Campaign
22 Initiatives	1.1.1.B Demonstrate ROI Value		1.2.1.B Process Improvement	1.2.2.B Student Success	1.2.3.B Change and Stress Management	2.2.1.B Accelerate Responsiveness	2.1.2.B IHE Educational Partnership	2.1.3.B Leadership Mentoring	2.2.1.B Grants and Awards
	Demonstrate the ROI/value of a Concord Education		Improvement of institutional processes, particularly those affecting students	To develop innovative student experiences including AI	Getting comfortable with change	To enhance agility and response to emerging opportunities and threats	Build relationships leading to expanded offerings	To develop a mentoring and coaching program	Increase pursuit of grants and awards
22 Initiatives		1.2.1.D Service Excellence	1.2.1.C Career Services Improvement	1.2.2.C Academic Integrity	1.2.3.C Campus Safety and Security	2.1.1.C Financial Aid Renewal			
		Experiences exceed user expectations every time	Contemporary career services model	Programs consistent with CU's academic standards	To optimize safety and security, including persons, property and IT	To develop competencies with new Financial Aid rules from Dual Enrollment and Predictive Analysis			



# Thank You!

Thank you to all campus constituents for their participation and collaboration to establish the Strategic Plan for 2024-2026.

Your continuous support, effort, and adherence is greatly appreciated.

