

Executive Summary by Strategic Plan Goal

DRAFT - As of 1/14/20

	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	
Strategic Plan	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Estimated Investment 10 Years
Goal 1 - Enhancing Academic Excellence and Preparing Graduates to Thrive in a Changing Economy	\$ 31,027	\$ 1,092,974	\$ 1,134,794	\$ 1,178,816	\$ 1,225,153	\$ 1,273,928	\$ 1,325,269	\$ 1,379,310	\$ 1,436,194	\$ 1,496,072	\$ 11,573,537
Goal 2 - Increasing Access to Higher Education and Ensuring Student Success	\$ 297,789	\$ 2,674,920	\$ 3,771,869	\$ 4,450,619	\$ 5,434,590	\$ 5,847,717	\$ 6,125,803	\$ 6,419,007	\$ 6,728,162	\$ 7,054,148	\$ 48,804,624
Goal 3 - Fostering an Inclusive and Safe Campus Culture that Values and Encourages Individuals to Participate in a Free and Respectful Exchange of Ideas	\$ 369,327	\$ 698,660	\$ 706,455	\$ 670,429	\$ 688,930	\$ 753,413	\$ 727,808	\$ 748,231	\$ 816,228	\$ 791,164	\$ 6,970,646
Goal 4 - Strengthening Scholarship - Advance Scholarship, Service Learning, and Community Development for the Public Good	\$ 8,000	\$ 285,205	\$ 292,201	\$ 300,082	\$ 307,869	\$ 316,085	\$ 324,752	\$ 333,895	\$ 343,542	\$ 353,720	\$ 2,865,351
Goal 5 - Elevating Financial Sustainability and Prosperity	\$ 915,918	\$ 1,135,760	\$ 1,058,666	\$ 1,198,609	\$ 1,272,490	\$ 1,304,913	\$ 1,362,016	\$ 1,421,944	\$ 1,508,852	\$ 1,550,901	\$ 12,730,070
Grand Total Estimated Investments needed	\$ 1,622,060	\$ 5,887,520	\$ 6,963,986	\$ 7,798,556	\$ 8,929,032	\$ 9,496,056	\$ 9,865,648	\$ 10,302,388	\$ 10,832,978	\$ 11,246,005	\$ 82,944,229
Optimize the efficiency of our use of faculty resources where possible to serve the needs of our students, without compromising academic excellence and educational quality		\$ 707,721	\$ 1,457,906	\$ 2,252,465	\$ 3,093,385	\$ 3,982,733	\$ 4,922,658	\$ 5,915,394	\$ 6,963,263	\$ 8,068,682	\$ 37,364,206
Increased Revenue Due to Improved Retention		\$ 131,715	\$ 395,491	\$ 800,162	\$ 1,236,874	\$ 1,707,242	\$ 2,213,260	\$ 2,757,029	\$ 3,340,758	\$ 3,966,773	\$ 16,549,305
Increased Revenue from implementing an International Enrollment Strategy		\$ 483,718	\$ 1,191,220	\$ 1,919,647	\$ 2,659,507	\$ 3,312,660	\$ 4,013,810	\$ 4,808,394	\$ 5,659,961	\$ 6,526,006	\$ 30,574,922
Increased Support from Foundation		\$ 250,000	\$ 500,000	\$ 750,000	\$ 1,000,000	\$ 1,250,000	\$ 1,500,000	\$ 1,750,000	\$ 2,000,000	\$ 2,250,000	\$ 11,250,000
Estimated Expense Reduction/ Increased Revenue	\$ -	\$ 1,573,154	\$ 3,544,617	\$ 5,722,274	\$ 7,989,765	\$ 10,252,634	\$ 12,649,728	\$ 15,230,817	\$ 17,963,982	\$ 20,811,461	\$ 95,738,432
(Additional Funds Needed) Surplus Funds Available	\$ (1,622,060)	\$ (4,314,365)	\$ (3,419,369)	\$ (2,076,281)	\$ (939,266)	\$ 756,578	\$ 2,784,080	\$ 4,928,429	\$ 7,131,003	\$ 9,565,456	\$ 12,794,203

Note: The financial modeling noted above does not include estimates for additional financial aid support, expansion of the Educational Opportunity Program (EOP), cost increases associated with expanded hours of operation, advising software enhancements, a student application and Physical Infrastructure.