

CINCINNATI CHRISTIAN UNIVERSITY

STRATEGIC PLAN

2008-2013

Approved by the Board of Trustees
May 9, 2008

Preamble

Our Mission

The mission of Cincinnati Christian University is to teach men and women to live by biblical principles and to equip and empower them with character, skills, insight, and vision to lead the church and to impact society for Christ.

Mission Summary:

Building Christian leaders to serve the church and shape the world.

The Need

This school exists because:

- New and established churches need faithful, creative, well-informed leaders to preach God's Word and serve God's people;
- The workplace needs Christian leaders with high ethical standards;
- Our city and our world need well-educated Christian citizens who can communicate God's grace and truth interpersonally and cross-culturally;
- Students need the opportunity to study under faithful, Bible-believing professors who will shape their worldview and motivate them to honor God in all their endeavors.

Our Vision:

Reaching millions by teaching thousands.

Our Heritage

Since 1924, Cincinnati Christian University has been committed to:

- Communicating Biblical truth;
- Producing servant-leaders who love Jesus Christ and model excellence in areas such as preaching, church leadership, education, business, counseling and pastoral care;
- Applying the ideals of Biblical authority, Christian unity, and effective evangelism to the current culture with passion and relevance.

Strategic Differentiators

What makes CCU different from other colleges and universities? Among institutions of higher learning, *we are Christian*. Among Christian colleges, *we are a Bible college and seminary with Scripture and ministry at the core of our curriculum and the heart of our mission*. Among Bible colleges and seminaries, *we have a unique connection to the undenominational churches associated with the Restoration Movement*. Among these churches, *we are strategically located in an urban center in the geographical heart of America*.

Our Values

Cincinnati Christian University exists to serve the Lord and His church. Therefore, we want to do all things to the glory of God, with a Christ-like attitude, relying on the Holy Spirit's power. We want to meet and exceed the reasonable expectations of our supporting churches, our students, our community, and our employees.

The decisions we make, and our daily interactions with others both on and off campus, are guided by these deeply-cherished values:

1. **MINISTRY:** *We call our students to bear maximum fruit as servants of Christ.*
2. **SCRIPTURE:** *A CCU education is grounded in a high view of God's inspired Word.*
3. **LOVE:** *We value people. Christ calls us to love one another, to love those who don't know the Lord—even to love our enemies. CCU seeks to create an atmosphere of genuine compassion and encouragement for our students, employees, alumni, and neighbors.*
4. **ETHICS:** *Christian values shape our campus culture and our interactions with others.*
5. **LOYALTY TO OUR HERITAGE:** *We promote the ideals of Biblical authority, Christian unity, and effective evangelism espoused by the Restoration Movement.*
6. **QUALITY EDUCATION IN AN ATMOSPHERE OF FAITH:** *We blend academic excellence with the practical side of ministry.*

Strategic Plan

Organizational Leadership and Planning

Objective: *Accomplish our vision of doubling CCU's enrollment by 2017 to equip twice as many Christian leaders to serve the church and shape the world.*

Goal 1: Demonstrate teamwork and united, purposeful leadership.

Strategies:

- Emphasize campus-wide involvement in chapel and/or other corporate worship experiences.
- Continue building positive relationships and healthy interpersonal communication at all levels including students, faculty, staff, alumni, trustees, and community groups.
- Model team leadership by involving all members of the President's Cabinet in creation of the Strategic Plan and implementation of the plan in their departments.
- Continue to engage the Synergy Team in twice-monthly meetings for constructive problem-solving to improve employee morale and increase interdepartmental communication.

Milestones:

- 5% increase in attendance at monthly CCU Spotlight meetings for 2008-09 compared to 2007-08.
- Measurable improvement in morale reflected in the annual employee survey.
- Continue to build our team of prayer partners who pray regularly and strategically for CCU, bringing the total number of prayer partners to 200 by June 30, 2009.

Goal 2: Begin implementation of a new 10-year Academic Master Plan, which will provide the strategic framework and overall direction for the university's priorities over the coming decade.

Strategies:

- Create the plan collaboratively under the leadership of the Vice President for Academic Affairs.
- Gather input from CBC faculty, CBS faculty, the Academic Cabinet, the Academic Affairs Committee of the Board of Trustees, the Strategic Planning Assessment Team, and the full Board of Trustees.
- Assure that the Academic Master Plan is fully integrated with our plans for Enrollment and Campus Development.

Milestones:

- Complete Academic Master Plan by October 31, 2008, and seek approval by the Board of Trustees at their regular meeting in November 2008.
- Hold an integrated planning meeting in February 2009 that brings together the key elements of the Academic, Enrollment, and Campus 10-year plans.

Goal 3: Create and begin to implement a 10-year Enrollment Master Plan to carry out the strategic goals identified in the Academic Master Plan.

Strategies:

- Create the plan collaboratively under the leadership of the Vice President for Leadership Development.
- Gather input from the Admissions Departments of CBC, CBS, and CALL, the faculty, the President's Cabinet, the department of Student Life, the President's Advisory Board, and the Board of Trustees.
- Investigate strategies for adjusting our tuition and scholarship rates to reflect the actual cost of attendance at CCU—to ensure that dollars invested in scholarships are being used strategically to advance the mission of CCU.
- Accomplish this goal without compromising our mission or weakening our academic standards.

Milestone:

- Complete plan by October 31, 2008, and seek approval by the Board of Trustees at their regular meeting in November 2008.

Goal 4: Implement a targeted marketing strategy focused on recruiting new students and building stronger relationships with alumni and donors.***Strategies:***

- Conduct market research so we will learn who our students are, where to find more of them, and do so at a lower cost.
- Form relationships with the marketing media that match our demographics and continue working with those that produce the best results. Carefully track which media supply us with the most new students to maximize the dollars spent.
- Always negotiate the best possible rate for advertising so we can do more at less cost.
- Focus marketing dollars during the most pertinent times for recruiting (August-October and January-March), coinciding with “open houses” for the CALL program.
- Implement an Internet marketing strategy including a new website to enhance online community with prospective students, donors and alumni.
- Create and implement an internal marketing plan to keep our faculty, staff, and students informed about what is happening in marketing the university and to find ways of encouraging and recognizing those who successfully recruit students to attend CCU.
- Use media and advertising outlets such as billboards, bus stops, buses, radio, TV, print, and direct mail.
- Strategically place advertising to target the recruitment of minority students.
- Integrate the use of focus group research into ad placement, purchases and other marketing-related decisions.

Milestones:

- Internal marketing plan in place by August 31, 2008.
- New website fully operational by November 1, 2008.

Goal 5: Continue to implement our 10-year Campus Master Plan to carry out the strategic priorities identified in the Academic Master Plan.***Strategies:***

- Have the Director of University Planning, Director of Operations, and HiFive Development oversee improvements as specified in the campus plan.
- Conduct stakeholder meetings to update the Campus Plan and revise or modify it as needed.
- Have the Chief Financial Officer in collaboration with the President and the Vice President for Advancement monitor funding potential for new projects based on CCU's financial status and the progress of the Beyond the Walls campaign, with each major step subject to approval by the Board of Trustees.

Milestones:

- In Crouch Hall, install new boiler during summer 2008.
- In President's Hall, install new roof during summer 2008.
- In President's Hall, upgrade fire alarms during summer 2008.
- Purchase and demolish of the house at 2824 Claypole Avenue during summer 2008.
- In Rine Hall, remove asbestos during summer 2008.
- In Alumni Hall, install fire alarm during summer 2008.
- In Restoration Hall, install fire alarm during summer 2008.
- Improve the Athletic department area by fall 2008.
- Relocate Integrated Student Services Center by fall 2008.
- Complete construction of new Entry Pavilion, the adjoining Outdoor Plaza, and the Integrated Student Services Center by December 31, 2008.
- Complete design and permitting for the new residence hall, and groundbreaking for construction to be carried out during 2009.
- In President's Hall, install wayfinding package by January 1, 2009.

Goal 6: Implement CCU's emergency response plans to ensure the safety and well-being of all members of our campus family.

Strategies:

- Continue regular meetings of CCU's Emergency Response Team (ERT).
- Improve CCU's capability of communicating with all constituents in the event of an emergency.

Milestones:

- The ERT will meet at least three times during the 2008-09 school year.
- Provide updated Emergency Plan information to all faculty and staff at pre-semester meetings in August 2008.
- At least 90% of all CCU's faculty and staff and 80% of CCU's students will be participating in the new emergency text/voice message system by December 31, 2008.

Academics

Objective: We will continually develop a faculty, curriculum and support resources ready, willing and able to teach an ever larger and wider student body to live by biblical

principles, equipped and empowered with character, skills, insight and vision to lead the church and impact society for Christ.

Goal 1: We will provide leadership for academic programs that provide improved and expanded instruction in areas focused on CCU's mission.

Strategies:

- Focus on professional development for the faculty.
- Revise faculty evaluation and tie it to remuneration.
- Evaluate and improve support resources (library, academic support, grad assistants, bookstore, IT, student life).

Milestones:

- Review faculty development plans for all faculty members by the deans by September 30, 2008; all faculty have planned and approved development plans by May 30, 2009.
- Implement revised faculty evaluation system in the 2008-09 academic year with 1/3 of faculty completing the process and receiving feedback by May 30, 2009.
- Administer survey of faculty on support resources in October 2008, seeking 80% or better positive response in all areas of academic support.

Goal 2: As educators, we will communicate in a timely, meaningful and effective way in all interactions with all constituencies.

Strategies:

- Encourage faculty to respond to messages within 24 hours.
- Encourage faculty to return graded papers within one week.
- Empower faculty and staff to reduce "run around."

Milestones:

- IDEA aggregate results showing 80% of responses at 4 or 5 for "provided timely feedback."
- In self-evaluation, faculty self-report responses per standards with 80% compliance.
- Effective academic advising will be reviewed with all faculty in both divisions in faculty meetings with discussion of ideas to eliminate "run around."

Goal 3: We will expand our educational outreach to bring greater global impact.

Strategies:

- Explore development of global partnerships (Seminary of the Nations, study abroad).
- Permeate curriculum with urban/intercultural emphasis.

Milestones:

- Bill Weber to report back on visit to Ghana Christian University College as potential partner for study abroad in fall 2008.

- Andrew Wood to continue to explore and report on prospects for partnership for study abroad at Lakeview Bible College in Chennai, India, in spring 2009.
- Assessment measures to show 80% of students at acceptable or exemplary levels in cross-cultural categories.

Goal 4: We will deliberately develop and modify programs to impact a broader constituency.

Strategies:

- After assuring the quality and health of our Indian Creek extension site, explore the possibility of additional sites for CALL and seminary classes.
- Plan resources for a more diverse student body.
- Develop programs for more professional disciplines.
- Establish Curricular Advisory Board.
- Give ongoing attention to retention in CBC.

Milestones:

- Additional recruitment and marketing resources devoted to Indy in 2008–09, beginning with “first-class-free” initiative for seminary, and an evaluation in January 2009, seeking 20% increase in overall Indy enrollment.
- Academic Master Plan completed October, 2008, with plan for additional site and preliminary budget of needed resources.
- John Edmerson to receive released time to serve as Ethnic Students Minister (provisional title), with evaluation of strategies and activities in January and June 2009.
- Academic Cabinet to take up organization and recruitment of Curricular Advisory Board in fall semester with the objective of the board meeting for the first time in March 2009.
- Institutional Research to develop accurate measures of retention for CBC for regular reporting.

Goal 5: Our faculty will express a more enthusiastic personal commitment to CCU’s mission.

Strategies:

- Correct de-motivators.
- Continue to establish fair salaries.
- Establish mission-driven criteria for evaluation, tied to promotion and remuneration.

Milestones:

- Growing positive attitudes toward work at CCU reflected in surveys and faculty group meetings.
- Faculty pay raises to be evaluated per revenues by October 30, 2008, in pursuit of parity with national salary averages for theological faculty.
- Implementation of revised faculty evaluation policy in 2008–09 with 1/3 of faculty completed by May 30, 2009.

Leadership Development

Objective: *Encourage and provide vision and direction for each department and their directors as they train CCU students to be Christian leaders.*

Goal 1: Student Life -- Identify and evaluate areas of Student Life which need strengthened and facilitate the necessary changes.

Strategies:

- Strengthen RA training.
- Raise the standard of our students' conduct.
- Set a new plan for retention which involves both the fall and spring semesters.
- Make sure Student Life needs are being addressed in CBC, CALL, and Seminary.
- Improve communication to other departments on campus and to the students.
- Continue to improve our undergraduate Christian Service program.
- Continue to improve job placement and career counseling services for our students in church-related professions and in other career paths.
- Under the leadership of the Ethnic Students Minister, continue to improve our ministry with students from varied ethnic backgrounds.

Milestones:

- Lunch with each team by July 2008.
- Team Goals reviewed and discussed by July 2008.
- Fewer write-ups on students for disciplinary problems.
- Presentation of a report to the President's Cabinet in September 2008, about the retention results (goal: 3% improvement).
- Positive evaluations by the deans of each school by June 2009.
- Positive responses to student events, including some with greater depth of spiritual and intellectual challenge: Answers in Genesis tour, lecture series, commuter study breaks, Community Service Day, fall college picnic, Potter's Ranch event, etc.

Goal 2: Athletics -- Continue to move CCU's athletics program to new levels of excellence.

Strategies:

- Accomplish a successful move to NAIA, including compliance with all NAIA requirements and implementation of CCU's new scholarship structure for athletes.
- Continue to raise the standards for athletes by requiring them to attend chapel at least once per week and establishing D-Groups as a part of each team.
- Raise \$50,000 in the next year to support athletic programs.

Milestones:

- Mark Harden to begin serving as full-time assistant athletic director in July 2008.
- Communicate goals of athletic department to faculty, staff, and students by September 2008.
- Receive positive evaluation by faculty/staff and students of raised standards in May 2009.

- Retain coaches, athletic director and assistant athletic director for the 2008-09 season.
- Raise \$20,000 in support for athletic programs by October 2008; \$20,000 by January 2009; \$10,000 by June 2009.

Goal 3: Campus Ministry -- Challenge and deepen the faith of every person at Cincinnati Christian University.

Strategies:

- Continue to focus our students' attention on personal spiritual development and assure that spiritual growth is a priority university-wide.
- Continue to improve worship leading consistency. Studios, RAs, LEAD students, and athletes will have chapel requirements. Our theme for the year will be developed in consultation with student leaders.

Milestones:

- Increase in chapel attendance and One Hour for 2008-09 compared to 2007-08.
- Positive evaluation of chapel and D-groups by students and faculty/staff in December 2008, and April 2009.
- Review each tool's effectiveness to evaluate spiritual progress in June 2009.

Goal 4: LEAD Program (Leaders Education And Development) -- Continue to establish the components of the ministry, support the leaders, and financially support the scholarships.

Strategies:

- Add 10 more students to the program starting in fall 2008.
- Continue the mentoring program with the 10 students who were part of the program in 2007-08.
- Raise additional money to fund the LEAD scholarships through the Roy Mays Leadership Fund.

Milestones:

- 20 LEAD students participating in the program in August 2008.
- Positive evaluation by mentors and LEAD students in May 2009.
- \$25,000 raised and 30 sponsors committed for LEAD by June 2009.
- Thirty annual sponsors committed by June 2009.

Goal 5: Initiate a Student Career Services Department.

Strategies:

- Meet with Chuck Proudfit, founder of *At Work on Purpose*, for consultation and development of the program.
- Develop a counseling–advisement team from within CCU's faculty/staff.
- Make students aware of the new career services program in the fall of 2008 as well as the career counseling currently available in the counseling center.

Milestones:

- Meet with Chuck Proudfit in June 2008 to brainstorm.
- Develop the counseling team in June/July 2008.
- Open the “office” in August 2008 and advertise it to students in the fall.

Outreach

Objective: *We will make the most of our strategic urban location to actively serve as a resource center and ministry partner for our community and for churches and para-church ministries that desire to partner with us.*

Goal 1: **Expand the ministry of CCU's Center for Church Advancement to assist churches and their leaders.**

Strategies:

- Write grant applications to help underwrite some of the CCA's expenses.
- Expand the number of consultants working with churches through the CCA.
- Have every CCA-sponsored conference finish in the black.

Milestones:

- Grant submitted by December 2008.
- New Assistant Director by July 1, 2009.
- Consulting training conducted during the fall 2008.
- Brochure developed and mailed for CCA by December 2008.
- More attendees at each conference in 2008-09 than in 2007-08.
- Each conference in 2008 self-supporting.

Goal 2: **Use the Center for Urban and Global Outreach (CUGO) to provide recruitment, training, and networking services for students in ethnic diversity, urban ministry, and missions. Expand and promote the CUGO ministry to churches and across the CCU campus.**

Strategies:

- Raise \$50,000 through grants for upcoming projects.
- Develop a missions mindset throughout the university.
- Market CUGO to more churches, especially in Cincinnati.
- Ensure the success of the Urban Scholars program.

Milestones:

- \$50,000 raised by June 2009.
- Two new Urban Scholars in the fall 2008.
- \$250,000 raised in five years for Urban Scholars.
- Ethnic student minister hired to begin July 2008.
- List of churches contacted by CUGO by June 2009.

Advancement

Objective: *Raise the funds that will support CCU in accomplishing her mission. Build relationships, explain the mission and vision of CCU, and serve the church and the people who support CCU.*

Goal 1: **Build relationships with current students, potential new students, alumni and friends.**

Strategies:

- Church relations staff will recruit students at churches and other events. Plan five regional events that will build relationships with potential students, alumni, and friends.
- Plan three yearly events on campus: Leadership Luncheon to reach community leaders, Alive! to reach senior adults, and Impact! for alumni and friends.
- Lead a minimum of three tours on campus for community, business, and church leaders and new CCU employees.
- Mentor CCU students.
- Exhibit at the National Missionary Convention and the North American Christian Convention, and hold receptions for alumni and friends at these events.
- Lead in planning and constructing a Habitat for Humanity House project with involvement from CCU students, faculty, and staff, and community volunteers.
- Bring names of prospective students to the CCU Admissions departments for follow-up.

Milestones:

- Mentor a minimum of three students during 2008-09.
- Minimum of 250 total people at the regional events.
- Minimum of 800 total people on campus for the three yearly events.
- At least 30 new people tour campus through Advancement tours.
- 2,000 brochures distributed at convention exhibits.
- Minimum of 400 alumni and friends (total) at NMC and NACC receptions.
- Completion of the building of Habitat for Humanity house on Claypole Avenue during the 2008-09 school year.

Goal 2: Through presentations at churches, explain CCU's mission and vision and the Beyond the Walls campaign.***Strategies:***

- Present Beyond the Walls through the efforts of President Faust, Wally and Barbara Rendel and faculty and staff.

Milestone:

- Present Beyond the Walls in at least 30 churches in 2008-2009.

Goal 3: Serve the churches and the people who support CCU.***Strategies:***

- Have the Church Relations staff preach in churches.
- Have the Church Relations staff conduct leadership training courses.
- Offer free estate planning seminars.

Milestones:

- Church Relations staff preach in at least 30 churches in 2008-09.
- Church Relations staff lead several leadership training sessions for church staff in 2008-09.

- Offer free estate planning seminars on campus twice in 2008-09.
- In at least 2 churches, offer free estate planning seminars in 2008-09.

Goal 4: Raise the necessary funds for our operational budget to pay for the university's annual needs. Raise funds for the Beyond the Walls campaign that will move CCU toward designated Celebration Points in our overall campaign goal.

Strategies:

- Reach our first Celebration Point for Beyond the Walls campaign.
- Protect the current income for the annual budget through excellent lines of communication and gratitude shown to current donors.
- Broaden the school's income.
- Regain support of churches who gave at one time but are not currently supporting CCU.
- Continue Beyond the Walls visits and presentations to individuals and churches.
- Continue to raise up prayer warriors.

Milestones:

- Celebration Point of \$3,000,000 by December 31, 2008.
- Communicate with existing donors through *CCU514*, personal visits, and on and off-campus events.
- Make specific presentations to churches asking for increased annual financial support in 2008-09.
- Increase phone and personal visits to churches who supported CCU in the past, asking them to renew their support for CCU by giving again.
- Communicate to more prayer warriors through e-mail in 2008-09 about our specific prayer needs, lifting up CCU and the fundraising efforts in prayer.

Financial Services

Objective: We will develop the financial resources to support a larger student body and an upgraded campus, pursuing our vision without incurring unreasonable debt. Position CCU to achieve greater financial stability by building a financial foundation that minimizes dependency on current circumstances and revenue trends, and maximizes freedom in vision casting.

Goal 1: Establish a financial model that drives informed decision-making in the areas of:

- *Revenue generation (tuition, room and board, gifts)*
- *Institutional aid, salaries, overhead and facilities*
- *Recruiting*
- *Debt management*
- *Healthy proactive budget cycle*

Strategies:

- Work forward from the strategic plan to model how it translates to dollars.
- Work backward to establish financial feasibility of the strategic plan.
- Plan farther in advance beyond the next year or two.

- Involve revenue producing departments in the modeling process.
- Challenge trustees to determine debt repayment philosophy.
- Work on budget throughout the year rather than once a year.

Milestones:

- Refine the use of the Strategic Scorecard report and the ongoing process of measuring performance in 2008-09.
- Identify direct and indirect costs associated with achieved strategic institutional goals in 2008-09.
- Conduct critical analysis of those departments producing revenue and a challenge for more departments to think strategically of ways to contribute in 2008-09.
- Present a financial model for specific sections of the strategic plan to the Finance Committee at the trustees meeting in November 2008.
- Budget issues will be regularly discussed with the President's Cabinet throughout 2008-09.

Goal 2: Nurture CCU toward a more mature financial relationship with the Lord and achieve a more stable financial foundation that is not so dependent on current circumstances and revenue trends. Foster a stronger sense of security for donors, students and employees, allowing more freedom in vision casting and allowing us to be dependent on God because He can trust us with more, rather than having an atmosphere of “desperation dependence.”

Strategies:

- Set long-term and permanent goals that are separate from enrollment and project fundraising.
- Establish a group in 2008-09 who will devote attention to long-term and permanent goals.
- Identify key areas to focus our long-term “savings.”
- Engage trustees and advisors to think in terms of 10 years out about the financial picture of CCU.
- Go beyond an operational budget that predicts and measures year-to-year activity and operational goals to a longer term big picture of CCU finances.

Milestones:

- Create a list of items leading CCU toward a more financially stable 2009-10.
- Set measurable long-term savings goals in 2008-09.
- Present 10-year goals to the Finance Committee of the Trustees by November 2009.
- Create a 10-year operational budget.

Goal 3: Develop and live out a culture that inspires our employees to strive for excellence and serve in the image of Christ in every area of their work. Achieve an environment that fosters passion for the mission, passion for people and passion for excellence.

Strategies:

- Improve communication to employees about the “big picture” and their place in the photograph.
- *Always* put the customer first. Look for new ways to improve customer service that values the customer and empowers the employee.
- Be like JESUS! Continually reinforce a servant’s heart and servant leadership to our employees.
- Reward employees according to their performance.

Milestones:

- Form a new initiative in 2008-09 that makes heroes of our faculty and staff by telling their stories.
- Improve staff and faculty evaluations regarding customer service and set specific customer service goals for 2008-09.
- 100% employee participation in Noel Levitz customer service training by fall 2008, and provision for ongoing training for all new employees thereafter.
- Develop a performance-based reward system apart from pay raises by fall 2009.

Goal 4: Maintain an unqualified (excellent) accounting services rating for CCU in accordance with Generally Accepted Accounting Practices that reports and measures fiscal responsibility as well as excellent financial accountability that stands up to outside scrutiny.

Strategies:

- Stay informed about current accounting trends and changes in the area of higher education.
- Look for ways to hold ourselves to a higher standard of excellence.
- Annually review and refine our accounting processes, policies and internal controls.

Milestones:

- Provide strategic continuing education in 2008-09 for Bob Williams and Matt Carswell.
- Talk to the Better Business Bureau in fall 2008 about their reporting requirements.
- Fulfill “ONE Award” application in 2008-09 as a way of assessing our overall institutional management processes.
- Maintain “clean” audit status, endorsed by ECFA and accrediting agencies in fall 2008.

Goal 5: Manage the facilities of CCU so they are a reflection of CCU’s mission and the kingdom of God.

Strategies:

- Determine a level of care that is appropriate for the condition of CCU facilities.
- Regularly determine what improvements need to be made to existing facilities and grounds.
- Develop a long-term maintenance plan similar to the campus plan.
- Hire well-trained, qualified facilities staff.

Milestones:

- Present a maintenance plan to the Trustees by the November 2008 meeting that coincides with the budget.
- Create a standard of maintenance developed by Troy Justice and HiFive beyond the campus plan by fall 2009.
- By May 2010, funds will be allocated in the budget as a reserve for future improvements.
- Fall 2009 form a list of short-term and long-term improvements needed to our existing facilities.