**Future Business Model**

**April 22, 2015**

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<th>Scope</th>
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| **Geographic Area Served** | • Primarily within Minnesota  
• Regions (mostly urban) with high concentration of diverse students  
• U.S. states that lack capacity to meet full demand for higher education  
• Countries where recruitment for international students is feasible | • North Dakota as marketing focus |
| **Customers Served**    | • Undergraduate degree seekers (traditional-aged students, online adult learners, and diverse/international students)  
• Post-Secondary Educational Opportunity (PSEO) and College in the High Schools (CIHS) students  
• Non-degree seeking adults  
• Partners engaged in rural economic development and workforce development in the NW region and the state | • Graduate students |
| **Programs and Services Offered** | • Current academic programs  
• Possible new programs in: areas in which our existing faculty have expertise; pathways programs to graduate and professional programs that exist at the TC campus; and there is employment demand for graduates (e.g., ag education, pre-nursing, exercise science and wellness, veterinary technology, data management, data security, STEM secondary education); and niche liberal arts programs that fit within UMC mission  
• Grand challenges majors and minors (e.g., global major/minor certificate)  
• Continuing education (CEU) and professional development programs for which there is strong regional demand and faculty expertise  
• Services: notebook computer program/support; Academic Success Center and other academic support; Bursar’s Office; Advising and placement support; Career Services; Internships; Service Learning and Community Engagement; diversity and equity initiatives; student leadership development and opportunities  
• Outreach and service to the NW region and state (e.g., Center for Rural Economic Development) | • Graduate programs  
• Associate degrees  
• Performing arts  
• Fine arts  
• Nursing |
| **Funding Sources**     | • State support  
• Tuition (including third party payers like GI Bill, employer reimbursement)  
• Grants  
• Alumni gifts  
• Private investments, particularly unrestricted gifts  
• Funding for special populations  
• Camps & conferences (summer)  
• Funding for international students  
• Corporate gifts (e.g., ag businesses) & scholarships for programs of interest | • Copyrights & patents  
• EPSCoR  
• Private donations with restrictions straying from UMC mission |