



2023-2028 STRATEGIC PLAN



MISSION STATEMENT

Concordia University, Nebraska is an excellent academic and Christ-centered community equipping men and women for lives of learning, service, and leadership in the church and world.

VISION STATEMENT

Concordia University, Nebraska will cultivate a community of academic excellence grounded in the Word of God and the Lutheran Confessions to be SALT and LIGHT in the home, church, and world.





PRIORITIES AND OBJECTIVES

1. ENROLLMENT

A clear and compelling picture and plan for undergraduate & graduate enrollment that enables us to achieve a predictable and manageable overall enrollment.

- a. Across a set of distinct academic sub-cultures (curation groups), create and implement initiatives to build an on-campus undergraduate enrollment of 1,300+ students by 2027, with a student academic/performance population of 45% or higher.
- b. By curating best-fit undergraduate students, offering a Christ-centered and academically rigorous education, allocating proper resources, and embracing student input, meet or exceed a first-year retention of 85% by 2027.
- c. Offer a collection of meaning-rich, academically rigorous, and Christ-centered graduate programs that address the needs of Christians in the church and world and regularly serves at least 825 (14,850 credits sold) or more graduate students annually by 2027 with a term-to-term retention rate of 90%, and a graduation rate of 65%.





PRIORITIES AND OBJECTIVES

2. PHILOSOPHY OF CHRISTIAN HIGHER EDUCATION

A shared educational philosophy that explains & clarifies what is distinct & shared about a Concordia education, and that clearly communicates what prospective and current students can expect.

- a. Develop a succinct University-wide educational philosophy statement that explains and clarifies what is distinct & shared about a Concordia education.
- b. Clearly communicate the philosophy to internal and external audiences.
- c. Meaningfully integrate the philosophy across all areas of the campus, being mindful of the respective vocations, abilities, and roles of those in the campus community.





PRIORITIES AND OBJECTIVES

3. OUTREACH

A clear and compelling picture and plan for living out our mission while reaching, serving, and blessing audiences beyond the campus community with the knowledge, wisdom, and gifts of the Concordia community.

a. Clarify, optimize, and evaluate the existing University institutes with the goal of extending their impact as valued and sought-after resources for relevant and faithful Lutheran Christian scholarship, education, and/or service to the family, church, and world.

b. Develop and implement an operational structure to include University Relations, Engagement and Outreach efforts that build new partnerships, strengthen existing partnerships and deepen a strong and positive relationship with external stakeholders, including, but not limited to the LCMS and local and state partners.

c. Support, encourage, and celebrate faculty and student scholarship (with a priority upon work at the intersection of faith and one's discipline or critical issues in the family, church, and world) by securing funds to support scholarship, providing resources to guide scholarly efforts, and implementing a strategic communication plan that consistently promotes faculty and student scholarship.





PRIORITIES AND OBJECTIVES

4. LIFELONG FAITH FORMATION AND FLOURISHING

A clear and compelling picture and plan for ongoing, community-wide faith formation, workplace culture & climate, and professional development that equips us to strengthen our impact and ability to boldly, faithfully, and effectively, live out our mission.

- a. Offer a robust array of ongoing learning opportunities that faculty, staff, and students value as a means of ongoing faith formation and equipping them to live out Concordia's mission boldly, faithfully, and effectively.
- b. Cultivate a distinctly Christian workplace climate and culture that contributes to high faculty & staff engagement and develop and implement our own self-measurement tool that aligns with our values and biblical worldview.
- c. Implement a learner-centered, gospel-predominant vision (model) of professional development for faculty and staff that is grounded in a holistic perspective that supports individual and institutional needs related to quality of life, workplace effectiveness, institutional sustainability, and well-being.





PRIORITIES AND OBJECTIVES

5. FINANCIAL STRENGTH

Devise and implement a financial model that creates greater strength and stability from which to live out the University mission while removing financial barriers for students to attend and graduate without debt that would hinder their life and callings postgraduation.

- a. By 2027, achieve a financial model, through the development of a holistic roadmap, that provides financial sustainability through defined, measurable metrics, that ensures alignment of operating and capital resources with missional goals.
- b. Implement a fully funded work study initiative that removes financial barriers for qualified students to attend and graduate from Concordia (with 5% or more of CUNE students participating annually).

