

CONCORDIA LEADS

THE PLAN FOR 2030

WE LEARN, WE LEAD, FOR THE SAKE OF THE WORLD. Rooted in the freedom of God's love and grace, we will educate resourceful 21st-century learners to become accomplished professionals, courageous citizens, and transformational leaders who build a world more joyful and more just.

1. TRANSFORMATIONAL LEARNING

Knowing the fast-evolving nature of global communities and of the human work that sustains them, Concordia will offer a transformative education that shapes 21st-century learners ready to address complex challenges in their professional, public, and personal lives with agility, imagination, and moral insight. To realize this goal, Concordia will:

A. Enact an interdisciplinary and issue-based approach to teaching and learning that embraces integrative learning as a defining characteristic of a Concordia education.

- i. Reorganize academic programs and the daily calendar to focus time, resources, and creativity for integrative learning and innovation.
- ii. Leverage the expertise of all faculty and staff so that students can integrate their academic and co-curricular experiences, reflecting on the value of these experiences and applying them to challenges in college and after.
- iii. Design a new common curriculum focused on collaborative, interdisciplinary approaches to meeting contemporary challenges and addressing big problems.
- iv. Develop an alternative within the common curriculum that serves as an experimental space for new teaching and learning experiences that challenge traditions and encourage risk.
- v. Link the discoveries of integrative learning to a practice of vocational discernment leading all students to clarify and embrace next steps in their personal and professional lives, during and beyond college.

B. Construct for all undergraduates a global Concordia education focused on engaging the compelling challenges that transcend cultural, ideological, and national borders.

- i. Affirm the intellectual power and perspective of increased domestic and international diversity in those who learn, teach, and work at Concordia.
- ii. Shape the new common curriculum around challenging problems of regional significance and global scope.
- iii. Build intercultural and interfaith competencies and relationships for learning, dialogue, and shared service.
- iv. Seek accessible student opportunities for learning in diverse settings beyond the classroom, both in the United States and around the world.

C. Expand Concordia's footprint in pre-college and post-baccalaureate education, under the leadership of the Continuing Studies Office (CSO) and across college departments and programs.

- i. Establish policies and overarching priorities for credit and non-credit programming offered through the CSO, including evaluation criteria and revenue growth and management.
- ii. Engage Concordia graduates and others as learners continuing their education for career advancement and personal growth, and as professionals sharing their expertise and experience with students.

2. EXCELLENCE THROUGH DIVERSITY

Recognizing that a transformative education calls us to learn across difference, Concordia will affirm a diversity of identities, experiences, and perspectives as a condition of institutional excellence, leading all who study and work here to honor difference with respectful understanding and to practice courageous citizenship for the common good. To realize this goal, Concordia will:

A. Become a diverse and inclusive college community in which every member feels a sense of belonging.

- i. Implement training programs and initiatives to increase intercultural understanding and communication among college faculty, staff, and students.
- ii. Recruit, support, and graduate a diverse student body that celebrates interdependence, joins in dialogue, and is supported in a culture that adapts to its students.
- iii. Recruit and support a diverse faculty and staff who model the experiences, curiosity, and commitment that the faculty and staff seek to instill in our students.

B. Learn through discovery of difference and lift up a common humanity.

- i. Incorporate diversity of identity, experiences, and perspectives into a new common curriculum.
- ii. Deepen relationships that arise from a multi-faith community committed to the practice and study of religion, meaning, values, and faith.
- iii. Broaden campus arts offerings to reflect the growing diversity of the campus community and create more inclusive cultural expressions.

C. Create an educational endeavor, shared between Concordia Language Villages and Concordia College, worthy of national attention, that builds public support for global understanding and language and cultural study.

- i. Establish a task force from those engaged in global, language, and cultural education at Concordia, to identify the intersections of expertise at Concordia and opportunities to exercise thought leadership in civil dialogue and shared problem-solving.
- ii. Identify programming that is distinctly defined with respect to participants, supporters, and scope of operations.
- iii. Secure sponsorship both for the budget and for the national visibility of this programming.

3. WHOLENESS AND HEALTH OF THE COMMUNITY

Understanding the desire for individual wholeness and right relationships with neighbors near and far, Concordia will cultivate the growth and well-being of students, faculty, and staff; demonstrate resilience in response to change; and practice transformational leadership to work collectively for the greater good of neighbors and the planet. To realize this goal, Concordia will:

A. Devise and implement faculty and staff professional development programs to achieve personal, professional, and institutional goals.

- i. Build the capacity of faculty and staff to achieve the college's strategic initiatives of transformative education and learning across difference.
- ii. Initiate a formal professional development program for staff.

B. Build and implement practices that foster well-being and spiritual growth among all who learn and work at Concordia.

- i. Deepen, expand, and practice a campus ministry of daily living embodied in radical hospitality and belonging, wholeness in student development, and faith active in love of neighbors, local and global.
- ii. Establish a center for holistic health that reimagines the college's current student counseling and health services through a service model that develops students into proactive caretakers of their own health and wellness.
- iii. Redefine faculty and staff roles, responsibilities, and organizational processes to capitalize on individual strengths and interests, to tend to the well-being of our faculty and staff, and to carry out the shared priorities of the college.
- iv. Ensure that a review and revision of the daily calendar contributes to the well-being of faculty, staff, and students.

C. Deepen the college's connections with the local region, working in collaboration with partners committed to building stronger communities.

- i. Expand integrative learning and PEAK opportunities in partnership with local organizations.
- ii. Enhance the college's infrastructure, support, and coordination of community engagement.
- iii. Work with community partners to increase resilience to adapt and flourish in the face of climate change and ecological decline.
- iv. Collaborate with Moorhead and Fargo partners on community development projects in arts, athletics, education, and sustainability.

D. Exercise bold leadership in responding to climate change, ecological decline, and environmental injustice.

- i. Develop and implement a climate action plan that sets out strategies and timelines for reducing carbon emissions.
- ii. Promote ecological health and reduce the negative ecological and environmental impacts of college operations.
- iii. Make sustainability, climate change, and resilience key aspects of the curriculum and other educational experiences for all students.

4. FINANCIAL FOUNDATION

Seeing clearly higher education's dual challenge of affordability and learning excellence, Concordia will pursue entrepreneurial strategies to raise revenue, attract investment, streamline operations, and raise both institutional visibility and enrollment market share. This endeavor will engage the entire college community in creating, through its choices and actions, a Concordia that learns and leads for the sake of the world. To realize this goal, Concordia will:

A. Pursue the growth and diversification of revenue streams to support Concordia's mission.

- i. Increase the Concordia endowment to no less than \$200 million, no less than half of which is devoted to financial aid that offsets student tuition costs.
- ii. Guide investment of endowment funds, under the leadership of the Board of Regents, to support the goals of the college plan.
- iii. Reduce tuition costs for students and families through transformative philanthropy that increases funding for institutional aid and through a new consideration of students' on- and off-campus work during their college years.
- iv. Identify strategic opportunities and execute recruitment activities for enrollment growth. Areas of strategic focus will include targeted geographic territories, academic programs with capacity and demand, increased access and diversity, and the optimization of net tuition revenue.
- v. Create, fund, and execute an integrated marketing plan pursuing increased institutional visibility, market share, and understanding of the college's mission, distinction, and vision for the future.

B. Demonstrate responsible organizational stewardship to maximize Concordia's human and physical resources.

- i. Review and revise college organizational structures to facilitate institutional flexibility, growth, and efficiency.
- ii. Identify and communicate benchmarks for employee compensation to increase Concordia's competitiveness in hiring, retaining, and supporting its faculty and staff.
- iii. Prepare an updated plan for campus buildings and grounds that supports strategic initiatives and anticipated campus needs.