

CONCORDIA-CHICAGO



CONCORDIA
UNIVERSITY
CHICAGO

Christ at the Center

STRATEGIC PLAN 2027–2029

*Addressing a
changing higher
education landscape.*

Mission

Steadfast in Jesus Christ as revealed in the Holy Scriptures, Concordia University Chicago promotes academic rigor in its liberal arts and professional programs; grounds students in objective truth, integrity, and excellence; and practices faithfulness to the Confessional teachings of the Lutheran Church—Missouri Synod, as it forms students for vocations in church, family, and the world.

Vision

Concordia University Chicago is a Christ-centered Lutheran university where truth, freedom, and vocation form students for lives of influence and service for the common good.

Our Core Values

As a Christian university of The Lutheran Church—Missouri Synod, we, at Concordia University Chicago, value:

- **Christian Faith:** The Christian faith is an integral part of our community.
- **The Individual:** As a member of God's creation, each person is unique and is blessed with inherent worth.
- **Excellence:** We strive for excellence in who we are and what we do.
- **Integrity:** Our community demonstrates the accord between our beliefs and practices.
- **Service:** Recognizing and addressing the needs of others is a response to God's love for us, and a reflection of God's love for them.

PRESIDENT'S MESSAGE



God has entrusted Concordia University Chicago with a remarkable mission—promoting academic rigor, grounding students in truth, practicing faithfulness, and forming students for their God-given vocations. As we look ahead, our new FY27–FY29 strategic plan reflects our commitment to that mission as we move toward a longer-term vision set for the University.

While our 15-year plan articulates where we believe God is leading Concordia-Chicago in the decades ahead, this three-year strategic plan identifies the priorities and actions that will bring us closer to that future.

Over the next three years, we will strengthen academic programs that prepare students for their vocations, prioritize enrollment and student success, and open new opportunities for growth through the upcoming Answer the Call campaign. Each initiative has been developed with a shared purpose: to faithfully steward the gifts God has entrusted to us while ensuring that Concordia-Chicago is well positioned to serve students in a rapidly changing world.

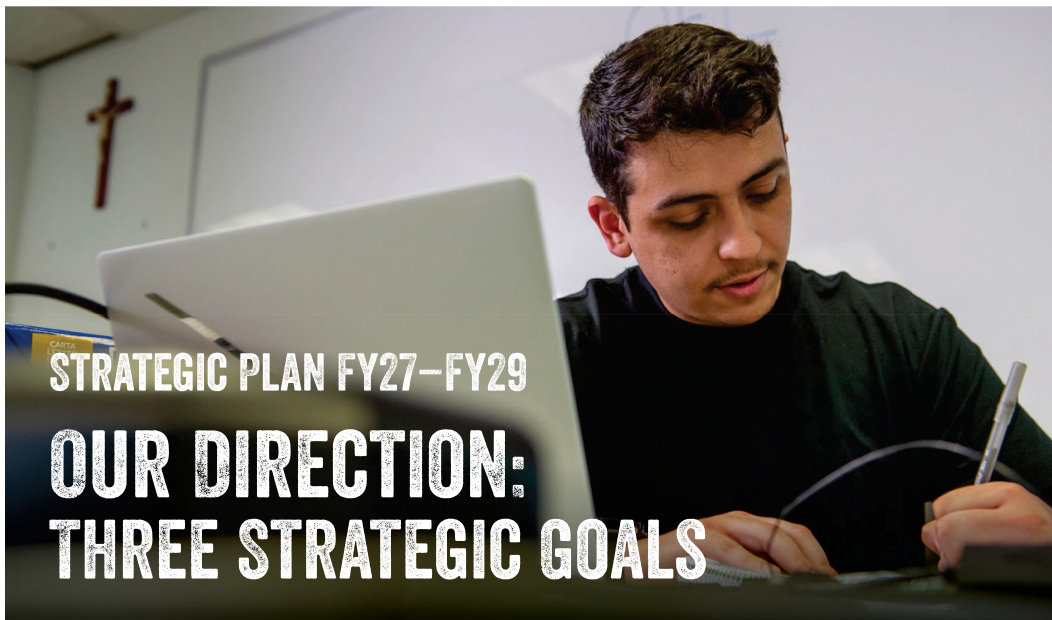
I am grateful for the dedication, expertise, and partnership of all those who contributed to this plan's development—and even more so—to those who join us in its implementation. **Together, we move forward with Christ at the center.**

A handwritten signature in black ink that reads "Russell P. Dawn".

Dr. Russell P. Dawn,
University President

Our 15-year plan brings us to a future in which CUC ...

- Is nationally recognized for Christ-centered academic excellence
- Attracts students through reputation and outcomes
- Sustains its mission through stewardship and diversified revenue
- Completes key campus master plan improvements
- Supports faculty, staff, and students in their vocations



GOAL 1: FOCUSED

Enhance our reputation for academic excellence with Christ at the Center

Academic excellence is central to Concordia University Chicago's mission and future. By strengthening programs that prepare students for meaningful vocations—including growing opportunities in health and science—CUC equips graduates to serve the Church, their families, and their communities, and the world with knowledge, compassion, and purpose.

This includes:

- Prioritizing mission-aligned and high-demand academic programs
- Focusing on experiential learning and vocation formation, with an ethics foundation
- Expanding Lutheran and church partnerships
- Increasing national visibility as a Christ-centered institution of higher education

"Academic excellence is more than what we teach; it is how we prepare students to think critically, serve faithfully, and use their gifts to make a meaningful impact in their vocations, communities, and the world."

Suzanne Walsh, PhD, ATC, Dean, College of Health, Science & Technology



GOAL 2: ACCOUNTABLE

Increase enrollment, student success,
and stewardship

A thriving university creates opportunities for students to grow, belong, and succeed while ensuring the institution remains strong for generations to come. By investing in the student experience and stewarding resources wisely, CUC strengthens both its community and its long-term sustainability.

We will focus on:

- Delivering a Christ-centered formative experience for every student
- Driving growth in undergraduate and graduate enrollment in high-priority programs
- Implementing strategic facility and campus improvements
- Stewarding operational effectiveness and efficiency

"Concordia prioritizes a whole person learning experience that encourages students to step outside their comfort zone. This formidable and enriching experience allows students to maximize their CUC experience while also preparing them for a life of service and impact!"

Kyle Thoms, Assistant Vice President for Undergraduate Enrollment
Sean Yerkes, Assistant Vice President for Graduate & ADP Admission



GOAL 3: FORWARD

Grow philanthropy through the Answer the Call campaign

Faithful generosity advances the mission of Concordia University Chicago and expands what is possible for future generations. Through Answer the Call, CUC invites alumni, donors, and partners to invest in a Christ-centered future and help strengthen the people and programs that shape lives of service.

During this three-year period, we'll be:

- Launching the Answer the Call campaign and engaging donors
- Increasing investment in facilities to support our high-priority academic initiatives
- Focusing on growth in endowment and annual giving
- Strengthening storytelling and alumni connections

"We are blessed to be able to grow philanthropy through Answer the Call - and by extension strengthen our Christ-centered mission - by enhancing donor relationships, expanding alumni and donor engagement, assuring flexible funding, and increasing philanthropic gifts for our highest priority strategic investments."

Scott D. Ward, PhD, Associate Vice President for Development



WHY THIS PLAN, WHY NOW

Higher education is changing rapidly. Institutions across the country are navigating questions of identity, sustainability, and value. Concordia University Chicago is choosing clarity.

This three-year strategic plan's goals are intentionally focused and measurable, allowing us to remain nimble, yet firmly rooted in the Truth of the Gospel.

This plan reflects our commitment to:

- Academic excellence
- Faithful stewardship
- Service to the Church, family, and world

To learn more about the strategic plan please contact:

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Christ at the Center

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