

VISION 2024 STRATEGIC PLAN

LOOKING TO THE FUTURE

While higher education and our world look drastically different than they did when Concordia was founded in 1893, our focus remains on preparing students to lead lives of meaning and purpose as they serve God and humanity. A dynamic, well-owned strategic plan allows us to grow in our ability to serve more students. These are not just words on a page, but embodied statements that take shape as we work together. Informed by the values espoused by our promise statement, our strategic goals outline how we fulfill our mission and achieve our vision.



1 Grow Enrollment

- Grow enrollment to 7,000 students: 4,000 undergraduate and 3,000 graduate
- Engage external marketing expertise to market program outcomes under a unified brand
- Add new relevant academic programs (two undergraduate and two graduate, annually)
- Create additional transfer-friendly practices and policies
- Increase affordability through pricing strategies and endowment growth
- Build a standardized internship/research/practical experience
- Engage hiring best practices to secure employees who have mission fit, are highly talented and provide a diverse workforce

2 Increase Persistence to Graduation

- New Freshmen: 65% five-year completion rate
- Transfer Students: 65% three-year completion rate
- Graduate Students: 80% three-year degree completion rate
- Increase affordability through pricing strategies and endowment growth
- Enhance and expand community, alumni and professional connections for students
- Create opportunities for meaningful interactions between students and faculty over professional and career connections
- Purposefully engage in professional development for faculty and staff focusing on technology and cultural competency
- Develop majors and learning experiences that prepare students for meaningful work in their vocation
- Utilize Student Achievement Measure to assess graduation outcomes for transfer students

3 Maintain Quality, Relevant Curriculum to Ensure Transition to Job or Grad School

- Employment or continued education within nine months of graduation: 90% undergraduate and graduate, 65% knowledge rate of graduates' post-graduation career activities
- 100% of students engage in meaningful career experience as part of their degree program.
- Ensure all majors are connected to career outcomes with embedded liberal arts concepts in the context.
- Increase number of undergraduate students engaged in internships, research, and credit for life experience.
- Enhance career services engagement with students entering the workforce.
- Enhance partnerships with corporations for the purpose of hiring graduates or engaging students in internships.
- Strengthen assessment for quality improvement in academic and support programming

4 Strengthen Financial Position

- Grow total net assets by \$5.0 million per year
- Reduce long term debt by \$900,000 per year
- Achieve annual operating net of \$1.1 million
- Increase support from alumni and friends focused on gifts to the Opportunity Fund, estate planning, and endowment growth

5 Accent Our Christ-Centered Purpose as a Lutheran University

- Communicate with confidence what makes CSP distinct as a Christ-centered Lutheran university committed to serving a diverse population
- Increase overall LCMS enrollment by 10%
- Increase opportunities for faculty, staff, and students to discover and develop their professional and vocational callings
- Re-conceptualize CSP University Ministry for student engagement on-ground and online

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CSP



MISSION

The **MISSION** of Concordia University, St. Paul, a university of The Lutheran Church—Missouri Synod, is to prepare students for thoughtful and informed living, for dedicated service to God and humanity, for enlightened care of God’s creation, all within the context of the Christian Gospel.



VISION

The **VISION** of Concordia University, St. Paul is to be a Christ-centered, nationally prominent Lutheran university known for excellence and innovation that fosters success for all students.



PROMISE

The **PROMISE** of Concordia University, St. Paul is to empower you to discover and engage your purpose for life, career and service in a dynamic, multicultural, urban environment where Christ is honored, all are welcome, and Lutheran convictions inform intellectual inquiry and academic pursuits.



GOALS

The **GOALS** to fulfill our mission and vision:

1. Increase enrollment to 7,000 students
2. Increase persistence to graduation
3. Maintain quality, relevant curriculum to ensure the transition to job or graduate school
4. Strengthen financial position
5. Accent our Christ-centered purpose as a Lutheran University

To support CSP in fulfilling this strategic plan, make a gift at: one.csp.edu/give