

Our Core Values

CHRIST-CENTERED

We are anchored in Jesus Christ and aspire to serve Him and His church in all that we do.

STEWARDSHIP

We practice faithful stewardship of our God-given time, talents, and treasures.

EXCELLENCE

We expect excellence in all our endeavors to support CUW's mission.

TRUTH & INTEGRITY

We speak truth and display integrity in all our relationships.

INTEGRATION OF FAITH & LEARNING

We integrate faith and learning.

GLOBALLY-MINDED

We are global-minded in ministry, education, and outreach.

TRANSFORMATIONAL LEARNING

We engage students in transformational learning.

COMMITMENT TO SOCIETY

We are committed to influencing society in light of our Christian life-view.

Our Critical Targets & Goals

STUDENT & FACULTY GROWTH & DEVELOPMENT

Our students and faculty integrate faith and learning as they strive for academic excellence and demonstrate their faith through service to Christ, church, and the world.

SERVANT LEADERSHIP

Curricular and co-curricular endeavors inspire Concordia community members to embody service and leadership in a Christ-like manner.

CULTURE OF ASSESSMENT

CUW assesses all processes, programs, and people involved in the fulfillment of our mission.

FINANCIAL RESOURCES

CUW attracts students to enroll, and inspires stakeholders to contribute the financial resources that enable the university to pursue its mission.

FACILITIES STRATEGY

CUW designs its facilities to emphasize stewardship that glorifies God and creates beautiful and functional places for its constituents.

MANAGED GROWTH

CUW manages growth by balancing existing programs with new opportunities in a mission-minded, data-driven, and fiscally responsible manner.

COMMUNITY/STAKEHOLDER/EXTERNAL COMMUNITY

CUW serves its internal and external communities in a Christ-like manner; this service is so valuable they become vested in its mission.

Adult Education Unit

Purpose Statement

Concordia University's School of Adult Education is charged with carrying out the mission of the University by providing practical, relevant, accelerated undergraduate and graduate degree programs to the non-traditional (adult) student. Like the traditional degree programs, the programs in the School of Adult Education are founded in the Christian Liberal Arts tradition of the University.

Primary Responsibilities

1. Offer **excellent education** for adult students
2. Recruit and develop high **quality faculty**
3. Develop **new academic programs**
4. Explore **new geographical offerings and delivery systems**
5. Assure that **facilities** meet standards of quality and efficiency
6. **Assess** all academic and operational activities
7. **Market** programs effectively

Critical Targets & Goals

We respond effectively to **changing demographics**.

Administration and faculty are actively engaged in **curriculum development and instructional improvement**.

Our academic programs address **current market needs**.

Our **facilities** offer clean, comfortable, modern settings for learning.

We meet or exceed our **financial goals**.

Academic and operational **decisions** are driven by assessment data.

Adult Education Goals & Objectives

Goal #1 Changing Demographics We respond effectively to changing demographics.

2007-2008	2008-2009	2009-2010
1. By fall of 2007, increase our market and communication with Milwaukee Area Technical College (MATC) by 50%. MMC	1. By spring of 2009, develop not less than five relationships with new businesses in the immediate area. MMC	
2. By spring of 2008, enhance our Community Business Organization (CBO) relationships by at least 30%. MMC		
3. By fall of 2008, implement a mentoring program with Adult Education, Graduate and Design Your Future students. MMC		
4. By April 30, 2007 develop staff biographies for posting on CUW Indianapolis web page. I		
5. By September 1, 2007 solicit and post student testimonials on CUW Indianapolis web page. I		
6. By June 30, 2008 increase by 80 students the new student enrollment in undergraduate programs. I		
7. By June 30, 2008 increase MBA student enrollment to 15 students. I		
8. 25% increase in student enrollment by FY 2008-09. SC		
9. Host a meeting of local human resource managers in the Menomonee Valley area in 2007. SC		
10. In 2007, develop a day Criminal Justice program. SC		
11. In 2007-08, increase MBA population by 15%. SC		
12. By the spring 2008, the New Orleans center will enhance the web and email marketing instrument to better meet our current needs. NO		
13. By the fall of 2007, the New Orleans Center will introduce and market/recruit for a Health Care Program. NO		

	2. By September 2009, we will have at least two corporate sponsored approved degree/certificate programs operational. B	1. By September 2010, curriculum programs especially targeted for Latino students will result in our enrollment being 20% of Latino descent. B
2007-2008	2008-2009	2009-2010
		2. By September 2011, we will graduate 20 students per year in programs designed to attract retired or pre-retired individuals. B
14. By December 1, 2007, complete articulation agreements will be in place with MATC, Lakeshore Tech, and Moraine Park Tech. Also consider dual enrollment plans. ME		
15. By December 1, 2007, complete articulation agreements will be in place with MATC, Lakeshore Tech, and Moraine Park Tech. Also consider dual enrollment plans. ME		
16. By June 2008, 20% of Mequon grads within previous year will be enrolled in CUW MBA. ME		
17. By September 2007, develop a student mentoring program. ME		
18. Develop student service activities to support students under 25 by July 1, 2007. MA		
19. Create a staff development program with quarterly assessments by May 1, 2007. MA		
20. Begin a MBA core sequence group in Fall, 2007, of at least 8 students. W		
21. Begin a Health Care Administration cohort of at least 8 students in Fall, 2007. W		
21. By June 2008, establish Memorandum of Understanding with Saint Louis Community College and an Articulation Agreement with Jefferson College. STL		3. By June 2010, offer a Masters in Education program for teachers who already have certification with an enrollment of ten students. STL

	3. By September 2009, the Appleton Center will increase the number of its students coming from the health, social service, and education sectors by 15% over the current student population. A	
	4. By December 2009 the Appleton Center will transition 10% of each graduating class into the MBA program. A	
2007-2008	2008-2009	2009-2010
22. By July 1, 2007 we will have adjusted our advertising to leverage local internet through our partners at Ramac, Gateway Technical College and KABA. K		
23. By May 30, 2008 we will have implemented the MBA program with in class instructors in Kenosha and at Ramac and have enrolled 20 students. K		
24. By June 30, 2008 we will have enrolled 20% of Kenosha's 2007 graduates in the MBA program. K		
25. By June 30, 2008 we will have contacted corporations and other businesses represented in Ramac and KABA and have informed them of our off site MBA, BM and HR degree programs. K		
26. Select classroom site in the EauClaire/ Menomonie area by May 31, 2007. NW		
27. Select classroom site in the Wisconsin Rapids area by May 31, 2008. NW		
28. Develop new financing options for students GB	5. Establish Alumni organization GB	
29. Revise Banner PIN distribution process to allow	6. Develop retention program and	

dissemination during admissions GB	increase retention to 80% GB	
30. Conduct routine student surveys on satisfaction, advertising and faculty GB		

Adult Education Goals & Objectives

Goal #2 Curriculum Development and Instructional Improvement Administration and faculty are actively engaged in curriculum development and instructional improvement.

2007-2008	2008-2009	2009-2010
1. By fall 2007, enhance faculty participation in conferences by 60%. MMC		
2. By 2008, implement in-class instructors for the onsite MBA program. MMC		
3. By November 1, 2007 solicit and post faculty testimonials on the CUW Indianapolis web page. I		
4. By June 30, 2008 all active faculty members will be using WebCT. I		
5. Increase the number of Latino instructors by five (5) no later than 2008. SC		
6. In 2007, develop a coherent plan between Dr. Ehlke, Director Walsh, and Milwaukee South to address Liberal Arts courses taught from the Hales Corners and Kenosha Centers. SC		
7. By the September of 2007, the New Orleans Center will develop a more effective plan to utilize the senior faculty through revised policy and formal structure. NO		
8. By June of 2008, 50% of faculty will be observed teaching in class. NO		
9. By September 2008, all faculty will incorporate available technology into every class. B		
10. By September 2007, one senior faculty member will present a new idea (based on research or conference attendance) for instructional improvement at each faculty meeting. B		
11. By July 2008, 80% of Mequon faculty will have attended a faculty development workshop within past year. ME	1. By July 2009, there will be two new majors. ME	
15. Develop policy to restructure sr. faculty committee to have a representation for each of the content areas with specific curriculum improvement objectives outlined by June 1,		

2007. MA		
16. Create an improved work area for faculty by Sept 1, 2007. MA		
17. Beginning in Fall, 2007, offer bi-annual instructor workshops in Wausau. W		
18. Fifty percent of faculty to be trained on WebCt by end of 2007. W		
2007-2008	2008-2009	2009-2010
19. By 2007, develop an annual instructor mini-conference to be held at the Saint Louis Center in July with a local participation rate of 80%. STL		1. By June 2010, Saint Louis faculty and administrators will develop three course modules: A History of Saint Louis, Influential Cinema and Art II. STL
		2. By 2010, increase attendance at bi-annual faculty meetings to at least 60% of active faculty. A
		3. By September 2012, the Appleton Center will recruit and hire at least one “Appleton-based” faculty member for every course offered. Activities will apply to each new major as it is added. A
21. By September, 2007 we will have selected and trained the 8 faculty that are needed to teach our first two MBA cohorts. K		
22. Recruit and hire adjunct faculty in the Eau Claire/Menomonie area beginning June, 2007. NW		
23. Recruit and hire adjunct faculty in the Wisconsin Rapids area beginning June, 2008. NW		
24. Position the Business Management program as the market leader by partnering with NWTC via a dual enrollment program. GB	Increase Core curriculum offerings, particularly in science, history and math. GB	
25. Develop marketable Minors in Sales, Marketing and Project Mgmt, to enhance the value of the Bus Mgmt program. GB	Offer Religious Studies Major / Minor GB	
26. Involve Senior Faculty in curriculum development and		

assessment process GB		
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Adult Education Goals & Objectives

Goal #3 Market Needs Our academic programs address current market needs.

2007-2008	2008-2009	2009-2010
1. By 2008, develop and implement a resource/workshop for students lacking in their writing skills. MMC		
2. By 2008, generate enough interest to have students in the Health Care Administration, Theology, and Social Work programs – by 15-20 students per program. MMC		
	1. By January 1, 2008 offer the BSN Completion program to the Indianapolis metro area. I	
4. By September of 2008, the New Orleans center will develop certificate programs with the business community and/or business partnership with our undergraduate and MBA programs. NO		
5. By June 2008 the New Orleans center will add 12 MBA students. NO		
6. By September 2008, we will have completed a survey of the community (employers/no-profits/others) with a minimum of 200 respondents. B		
7. By July 2007, conduct a marketing survey of current students ME		
8. By June 2008, 20 Health Care students will be enrolled at Mequon. ME		
9. By January 2008, CJ and HR majors will be available online. ME		
10. Develop an articulation agreement with MATC for each content area, including BSN by January, 2008. MA		
11. Develop relationships with local hospitals and clinics for recruiting purposes, by end of 2007. W		
12. Offer MBA core classes and one concentration starting in Fall, 2007. W		

13. By 2007, offer two more undergraduate programs in Theology and Health Care Administration with an annual enrollment of ten students. STL		1. By 2012, offer graduate programs in Education, Criminal Justice and Business Administration with an at least ten students for Education and CJ and at least thirty for the MBA. STL
11. By May 2008 recruit and hire faculty for HCM and Theology courses. A		
2007-2008	2008-2009	2009-2010
12. By June 2008 enroll 10 MBA students. A		
13. By September, 2007 we will have launched the Criminal Justice degree major to Gateway Technical College students and offered on the Gateway Kenosha campus for a cohort of 12 students. K		
14. By July, 2008 we will have completed articulation agreements with Gateway Technical College for the Business Management, Human Resources and Liberal Arts majors. One cohort of 12 will be running on a Gateway campus for both the Business Management and the Human Resources majors. K		
15. By July, 2008 I will have completed and submitted a Project Management certificate program for approval. K		
16. Beginning June, 2007, recruit students for both undergrad and MBA programs in the Eau Claire/Menomonie area. NW		
17. Beginning June, 2008, recruit students for both undergrad and MBA programs in the Wisconsin Rapids area. NW		
18. Hire part time admissions person in January, 2008 for Eau Claire/Menomonie site. NW		

Adult Education Goals & Objectives

Goal #4 Facilities Our facilities offer clean, comfortable, modern settings for learning.

2007-2008	2008-2009	2009-2010
1. By 2008, add art work and decorative items to the campus. MMC		
2. By 2008, increase lower lobby by adding more seating and signage options. MMC		
3. By January 1, 2008 develop a plan to assess the geographical location of the CUW Indianapolis Adult Education Center. I		
4. Create a student lounge area in 2007. SC		
5. Update the appearance of the South Center. SC		
6. By March of 2008, the New Orleans center will have assessed our current location strengths/weaknesses and developed a future plan of action for the location of the center. NO		
7. By the fall of 2007, the New Orleans center will assess the facility’s physical needs (desk and chairs), technology needs, and future capital needs which will be projected into the 2008-2009 budget. NO		
8. Effective April 1, 2007 the New Orleans center will facilitate the effective use of the facility during the weekday business hours by offering the facility to business/professional/certificate use. NO		
	1. By September 2009, we will have a minimum of one corporate booking per quarter as a go to location for video-conferencing needs. B	1. By September 2010, 25% of the available weekly daytime hours will be used for daytime corporate or non-profit training. B
		By September 2010, Mequon adult education will be located off-campus. ME

<p>9. Update facility to include an improved computer lab, added classroom space, lounge and study area for students by Sept 1, 2007. MA</p>		<p>3. Explore land purchase options to move into an updated facility with updated equipment and furnishings by 2012. MA</p>
<p>2007-2008</p>	<p>2008-2009</p>	<p>2009-2010</p>
		<p>4. By the Fall of 2010, move to a new classroom site in Wausau to be shared with all other Concordia graduate classes held in Wausau. W</p>
<p>10. By June 2008, add two more computers to the computer lab and update the laptops. STL</p>	<p>2. By December 2009, re-carpet the center. (This is at the end of our lease.) STL</p>	
		<p>5. By 2010 replace existing chairs in classrooms and in administrative offices and incidental furniture. A</p>
<p>11. By September, 2007 we will have completed updating of Kenosha class rooms 1 through 5 with new chairs. K</p>		
<p>12. By December 30, 2008 we will complete the renewal of the facility lease for Kenosha. K</p>		
<p>13. Select classroom site by May 31, 2007 for Eau Claire/Menomonie site. NW</p>		
<p>14. Select classroom site by May 31, 2008 for Wisconsin Rapids site. NW</p>		
<p>15. Upgrade physical appearance of the Center: replace all carpeting, repaint all walls, replace classroom and office chairs, replace classroom tables that show wear. GB</p>	<p>3. Replace classroom laptops GB</p>	<p>6. Investigate purchase of 'Smartboards' for classrooms GB</p>
<p>16. Provide LCD projectors that hang from the ceiling. GB</p>		

Adult Education Goals & Objectives

Goal #5 Financial Goals We meet or exceed our financial goals.

2007-2008	2008-2009	2009-2010
1. By 2008, increase all of our networking opportunities by 50% for all program offerings. MMC		
2. By 2008, enhance our communication and participation with inactive students by 50%. MMC		
3. By spring of 2008, enhance our Community Business Organization (CBO) relationships by at least 30%. MMC		
4. By January 31, 2008 conduct student surveys in the areas of marketing and student satisfaction. I		
5. Evaluate the contractual services (Security, Sign Repair, etc.) to determine if we are receiving the best offers in 2007. SC		
6. Become proficient in budget management for the South and Hales Corners locations in 2007. SC		
7. By May of 2008, the New Orleans center will develop a 5 year financial plan including capital improvements. NO		
8. By June of 2008, the New Orleans center will meet its budget goals for the 2007-2008 fiscal year. NO		
		1. By September 2010, non-academic revenues produce revenue that at least equals annual lease charges. B
9. By July 2008, we will increase referrals by 30%. ME		
10. Decrease the 06/07 attrition by 30% through improved student services during the 07/08 school year. MA		

11. Increase AE enrollment in the 1 st quarter 07-08 by 50% over 06-07. (need 32 students) MA		
12. Increase MBA enrollment in 07-08 by 15 students. MA		
13. Increase number of students by at least 16 by the end of 2007. W		
		2. By June 2012, 25% of revenue will be generated from graduate programs. STL
2007-2008	2008-2009	2009-2010
		3. By June 2012, increase annual revenue by 10% every year. STL
14. By September 2007 reduce the “Inactive” segment of our student population by 5%. A		
15. By August 2008 hire a half-time admissions counselor. A		
16. By June 30, 2008 we will expand our off site classroom cohorts offered at Ramac from 4 to 6 without expanding our physical facility and capital investment except for possibly a small monthly office lease fee of approximately \$300 per month. K		
17. By June 30, 2008 we will have expanded our off site Criminal Justice cohorts offered at Gateway technical College from zero to three without expanding our physical facility and our capital investment. K		
18. Recruit at least 10 students to begin classes in September, 2007 in Eau Claire/Menomonie. NW		
19. Recruit at least 10 students to begin classes in September, 2008 in Wisconsin Rapids. NW		
20. Offer undergrad classes in Bus Mgmt & Criminal Justice during daytime hours. GB		

Adult Education Goals & Objectives

Goal #6 Decisions Academic and operational decisions are driven by assessment data.

2007-2008	2008-2009	2009-2010
1. By 2008, develop alternatives to assist students with their GPA averages by 30%. MMC		
2. By fall 2007, improve MBA recruitment promotion, and communication processes by 50%. MMC		
3. By 2008, develop and implement workshops for instructors to improve their grading feedback skills by 40%. MMC		
4. By June 30, 2008 generate \$750 in class room rental fees. I		
5. In 2008, conduct a “satisfaction survey” of the students at South and Hales Corners that include demographics on “Why Concordia.” SC		
6. In 2008, create an email system of all students and adjuncts for South and Hales Corners. SC		
7. By September 2007, we will add one new degree program at the Beloit Center every two years. B		
8. By September 2008, we are a center for non-profit excellence by being self-funding and beyond break even. B		
9. By October 2007, we will have established agreed-upon benchmark measures in key areas related to retention, persistence, faculty performance, etc. ME		
10. By July 2008, the admissions officer will have a conversion ratio of 20%. ME		
11. Use data driven decision making to recruit and retain students during the 07/08 year. MA		
12. By June 2008, enhance the STL website by adding a virtual tour and staff biographies. STL		

13. By June 2008, conduct student surveys in the areas of marketing and student satisfaction. S 14.		
2007-2008	2008-2009	2009-2010
15. By December 2007, complete implementation of 2006 Assessment recommendations. A		
16. By June 2008 create and administer to all students, a survey regarding student services at the Appleton Center. A		
17. By June 30, 2008 we will have completed and assessed the Spring 2007 term's non start information and have drawn conclusions re: our 2007 – 2008 marketing plan needs to be modified. K		
18. By May 31, 2008 we will have implemented the recommendations of the Adult Education 2007 Assessment retreats. K		
19. By July 2007 we will be completing stop out calls for each term and the number of resuming students will increase from 10 to 15 per term. K		
20. Offer Health Care Administration and MBA classes in Eau Claire/Menomonie beginning in September, 2007. NW		

