

STRATEGIC PLAN

Table of Contents

	Page
Introduction.....	i
Our Core Values	1
Our Critical Targets & Goals.....	2
Academic Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	3
Objectives.....	4
Adult Education Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	8
Objectives.....	9
Advancement Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	22
Objectives.....	23
Enrollment Services Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	26
Objectives.....	27
Finance & Administrative Services Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	28
Objectives.....	29
Information Technology Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	31
Objectives.....	32
Student Life Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	35
Objectives.....	36

STRATEGIC PLAN

Table of Contents

	Page
Introduction.....	i
Our Core Values	1
Our Critical Targets & Goals.....	2
Academic Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	3
Objectives.....	4
Adult Education Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	8
Objectives.....	9
Advancement Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	22
Objectives.....	23
Enrollment Services Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	26
Objectives.....	27
Finance & Administrative Services Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	28
Objectives.....	29
Information Technology Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	31
Objectives.....	32
Student Life Unit	
Purpose - Primary Responsibilities - Critical Targets & Goals	35
Objectives.....	36

Introduction

The following pages lay out the strategic plans for moving Concordia University Wisconsin toward the outcomes established by the Board of Regents as recorded in the Board's Policy Manual. These plans are aligned with the *core values* and *mission* of the university.

The first page of this strategic plan identifies the *core values* adopted by the faculty, administration, and Board of Regents. The second page lists the *critical targets and goals* established by President Ferry and his administrative council. They reflect the analysis of past plans, current trends, and strategic thinking by these leaders.

This is not the first strategic plan for Concordia University Wisconsin. Throughout Dr. Ferry's tenure as President a strategic plan has been used to guide the initiatives and activities of his leadership team. This plan builds off of this previous work.

The work on this strategic plan began about 18 months ago. It has involved dialogues with the Regents and Foundation, focus groups with faculty and staff, interviews of key stakeholders, the assistance of Growth Design consultants, and Gonser Gerber Tinker consultants.

Each vice president engaged members of his team to help develop the critical targets for his area of responsibility. The planning process required each one to integrate the *primary responsibilities* within his unit with the university's *critical targets and goals*. This integration led to the development of *measurable objectives* for each goal.

Each year the *measurable objectives* will be reviewed and updated. The objectives are listed in three columns. The first column lists objectives for the 2007-2008 school year. The second column is for the 2008-2009 school year. The third column is for year three and beyond.

Operational plans are developed by each unit to help us achieve these objectives. Each vice president oversees the operational plans for his unit. The Dean of each school has also developed a set of *critical targets and goals*. These plans are aligned with Academic Unit part of this *strategic plan*.

The CUW website contains definitions and descriptions of the planning process used by the leaders of the university in developing this plan. The Process Planning Model is found at http://cuw.edu/Academics/presidents_office/planning_process.html

Special thanks to the members of the President's leadership team for their work in helping to develop this strategic plan for our Concordia University Wisconsin!

Dr. Patrick Ferry	President
Al Prochnow	Executive Vice President and Chief Operating Officer
Dr. William Cario	Senior Vice President for Academics
Duane Hilgendorf	Senior Vice President for Advancement
Dr. Michael Besch	Vice President for Adult & Continuing Education
Ken Gaschk	Vice President for Enrollment Services
Dr. Andrew Luptak	Vice President for Student Life
Thomas Phillip	Vice President for Information Technology

May this strategic plan be a catalyst to change and blessing, a blessing that makes this university *Living Stones Built on Christ!*

Dr. Ross Stueber
Assistant to the President for Governance & Planning

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.

Academic Unit

Purpose Statement

The academic endeavor at Concordia University Wisconsin creates and delivers distinctive, excellent, integrated faith-based academic experiences leading to students' growth in faith, knowledge, character, and service.

Primary Responsibilities

1. direct and lead strategic **academic planning**;
2. encourage, assess, and develop **excellent teaching**;
3. promote and assess **student learning**.

Critical Targets & Goals

Academic Planning CUW Academics balances requirements for growth and development with its financial resources, including facilities strategies, to manage growth in all academic areas.

Culture of Assessment CUW Academics develops assessment processes that permeate the fabric of the institution to inform and support excellent teaching and learning.

Excellent Teaching The CUW community develops and supports effective conditions for the teaching/learning process.

Servant Leadership Curricular endeavors inspire Concordia faculty and students to embody service and leadership in a Christ-like manner.

Student Growth and Development Our students integrate faith and learning as they strive for academic excellence and demonstrate their faith through service to Christ, Church, and world.

Academic Goals & Objectives

Goal #1 Academic Planning CUW Academics balances requirements for growth and development with its financial resources, including facilities strategies, to manage growth in all academic areas.

2007-2008	2008-2009	2009-2010
1. Concordia’s pharmacy program will have achieved the first steps in the accreditation process by June 2008.	1. Concordia will have hired faculty, recruited students, and designed a pharmacy school building by June 2009.	1. Concordia enrolls its first class of students into its professional pharmacy program by June 2010.
2. Concordia will have all the approvals needed by 1 July 2007 to start DNP in August 2008.	2. Concordia will have enrolled and begun to teach its first DNP class of students.	
3. The Academic office will have an organizational plan for E-Learning initiatives by March 2008.	3. The E-Learning organizational structure will be in place and functional by July 2008.	
4. The Academic Office will prepare a plan for a culture of scholarship by June 2008.	4. The Academic Office has enlisted faculty support for a culture of scholarship plan by April 2009.	2. The culture of scholarship plan is institutionalized in the 2010 budget.
5. The Academic Office will develop a process to determine the level of faculty staffing for academic programs by June 2008.		
6. The Registrar’s Office will test an on-line degree-audit program on one traditional undergraduate program by June 2008.	5. The Registrar’s Office provides on-line degree audit program for all traditional undergraduate programs by June 2009.	
7. Concordia will have a plan for adding traditional undergraduate science labs, pharmacy school space by March 2008, and an environmental education center by June 2008.	6. Concordia has built traditional undergraduate science labs and pharmacy school space by June 2009.	3. Concordia has begun construction of the environmental education center by June 2010.
8. CUW’s EEPAT team will develop a 5-year plan for environmental outreach and test a program to a middle school class by June 2007.	7. Director of Environmental Outreach will provide environmental outreach for 20 school groups by June 2009.	
9. Concordia’s Photography lab will move adjacent to the other Art rooms by October 2007.		
10. Concordia’s traditional undergraduate E-Learning programs will have curriculum developed for use by August 2008.	8. Concordia’s traditional undergraduate E-Learning programs begin to offer E-Learning options in some courses by December 2008.	4. Concordia’s traditional undergraduate E-Learning programs have instituted a plan for offering their majors through E-Learning by December 2009.

Academic Goals & Objectives

Goal #2 Culture of Assessment CUW Academics develops assessment processes that permeate the fabric of the institution to inform and support excellent teaching and learning.

2007-2008	2008-2009	2009-2010
1. The Office of Institutional research will receive all 2006-07 annual student learning outcome assessment reports by August 2007.		
2. The Academic Office works with the Faculty Assessment and Faculty Development Committees to include Concordia's 9 principles of good teaching in academic program assessments by June 2008.		
3. The new student rating form is evaluated and piloted by faculty and revised by June 2008.	1. The new student rating form is implemented in all traditional undergraduate courses in hard copy by December 2009.	1. The Office of Institutional Research institutes on-line faculty/course student rating forms of all CUW courses by February 2010.
4. The Office of Institutional Research creates a timeline for administration of all university-wide assessment instruments by December 2007.		

Goal #3 Excellent Teaching The CUW community develops and supports effective conditions for the teaching/learning process.

2007-2008	2008-2009	2009-2010
1. The Academic Office will create a new program for training and orienting adjunct instructors by June 2008.		
2. The Academic Office will work with Academic Technology Committee and IDC to provide appropriate technology training for faculty by June 2008.		
3. A joint IDC/IT/ATC task force will research options for WebCT replacement by June 2008.	1. The Academic Office and IT Department will have a recommendation to replace WebCT by February 2008.	1. CUW faculty and staff will have been trained on the new learning management system by September 2009.

Academic Goals & Objectives

Goal # 4 Servant Leadership Curricular endeavors inspire Concordia faculty and students to embody service and leadership in a Christ-like manner.

2007-2008	2008-2009	2009-2010
1. The Library will scan 10% of CUW’s rare books and LCMS records for on-line accession by June 2008.	1. The Library will scan 25% of CUW’s rare books and LCMS records for on-line accession by June 2009.	1. The Library will scan 40% of CUW’s rare books and LCMS records for on-line accession by June 2010.
2. The CUW Green Committee will bring to Administrative Council 5 ways to conserve energy and money at the Mequon campus by December 2007.		
3. The Academic Office will work with Deans to identify, encourage, train, and promote academic leaders by June 2008.	2. All academic departments will have a succession plan for department chairs by May 2009.	
4. The Academic Office will present plenary faculty with a revised intellectual property proposal by December 2007.	3. CUW’s intellectual property proposal will become faculty policy by December 2008.	
5. The Academic Office will work with EEPAT Committee and Interim Director, Environmental Education Programs, to develop and test plans for Environmental Education Outreach programs by June 2008.	4. The Director of Environmental Education Programs will expand development of the Environmental Education Outreach to serve a number of Milwaukee school constituencies by June 2009.	

Academic Goals & Objectives

Goal #5 Student Growth and Development Our students integrate faith and learning as they strive for academic excellence and demonstrate their faith through service to Christ, Church, and world.

2007-2008	2008-2009	2009-2010
1. By December 2007, Academic Office and Student Life will present a plan for living/learning community options for new Coburg Hall.	1. CUW will open learning/living communities in new Coburg in August 2008.	
2. Design Your Future program will have a successful first year, evidenced by retention of 80% of its students in May 2008.	2. DYF program will have successfully taught its 2 nd and 1 st cohorts and retain 80% of their students by May 2008	1. 50% of DYF's first cohort will have transferred to Mequon campus to finish their degree by June 2008
3. CUW will collaborate with the National Middle School Association to host a conference in the summer of 2008.		
4. By 1 July 2008 Academic Office will have implemented a proactive and comprehensive retention plan for traditional undergraduate students.		
5. The Office of Institutional Research creates a timeline for administration of all university-wide assessment instruments by December 2007.		

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 dissemination during admissions GB	6. Develop retention program and 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		

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
9. Update facility to include an improved computer lab, added classroom space, lounge and study area for students by Sept 1, 2007. MA		3. Explore land purchase options to move into an updated facility with updated equipment and furnishings by 2012. MA

2007-2008	2008-2009	2009-2010
		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
10. By June 2008, add two more computers to the computer lab and update the laptops. STL	2. By December 2009, re-carpet the center. (This is at the end of our lease.) STL	
		5. By 2010 replace existing chairs in classrooms and in administrative offices and incidental furniture. A
11. By September, 2007 we will have completed updating of Kenosha class rooms 1 through 5 with new chairs. K		
12. By December 30, 2008 we will complete the renewal of the facility lease for Kenosha. K		
13. Select classroom site by May 31, 2007 for Eau Claire/Menomonie site. NW		
14. Select classroom site by May 31, 2008 for Wisconsin Rapids site. NW		
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	3. Replace classroom laptops GB	6. Investigate purchase of 'Smartboards' for classrooms GB
16. Provide LCD projectors that hang from the ceiling. GB		

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 class room 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		

Advancement Unit

Purpose Statement

The Advancement Dept exists to help University stakeholders experience the fulfillment of their charitable objectives supporting their personal values while helping the University reach its greatest potential.

Primary Responsibilities

1. Identify current and potential stakeholders through database development and management, research, and referrals.
2. Continually expand the data base of influential and affluent stakeholders through communications, communications, contact, community involvement and research by the Advancement Staff and other University leaderships (VP's, Deans, faculty, and staff)
3. Cultivate stakeholder relationships through personal contacts, communications program and research.
4. Connect stakeholders with the mission and ministry of the University by asking for their commitment of financial resources, personal talents, and influence.
5. Steward stakeholder relationships with abundant thanks and communication.
6. Provide leadership and support for comprehensive campaigns.

Critical Targets & Goals

Data Entry Systems Banner is sufficiently developed and data entry systems integrated throughout all divisions and departments so that potential donors are available for development by the Advancement staff.

Servant Leadership Internal stakeholders provide servant leadership throughout the community and thereby connect community members with the mission and ministry of Concordia.

Stakeholders Stakeholders are well informed about mission fulfillment at the University and feel compelled to support it.

Comprehensive Campaign Through the comprehensive campaign, every stakeholder is given the appropriate opportunity to use their gifts of financial resources, personal talents, and personal influence to advance the vision of the University.

Recognition Every contributing stakeholder feels appropriately recognized and appreciated.

Advancement Goals & Objectives

Goal #1 Data Entry Systems Banner is sufficiently developed and data entry systems integrated throughout all divisions and departments so that potential donors are available for development by the Advancement staff.

2007-2008	2008-2009	2009-2010
1. By July 30, 2007, Banner research begins producing 10 individuals each month with the capacity for a major or estate gift .	1. By June 30, 2009, Banner has increased to 100,000 names.	
2. By June 30, 2008, Banner research is able to produce clean mailing lists within a 7 day request.		

Goal #2 Servant Leadership Internal stakeholders provide servant leadership throughout the community and thereby connect community members with the mission and ministry of Concordia.

2007-2008	2008-2009	2009-2010
1. By June 30, 2008, every Advancement director is actively involved in at least one community organization in such a way that Concordia becomes known among the group’s membership or constituents.	1. By June 30, 2009, every V.P. and Dean, with the support and encouragement of the University President, involves themselves in a community group in such a way that Concordia becomes known among the group’s membership or constituents.	
2. By June 30, 2008, every Advancement director, through their community involvement, has identified at least 5 new potential stakeholders to add to Banner.	2. By June 30, 2009, every V.P. and Dean, through their community involvement, has identified at least 2 new potential stakeholders to add to Banner.	
	3. By June 30, 2009, every Advancement director holds a leadership position in an organization outside of Concordia.	

Advancement Goals & Objectives

Goal #3 Stakeholders Stakeholders are well informed about mission fulfillment at the University and feel compelled to support it.

2007-2008	2008-2009	2009-2010
1. By December 31, 2007, an annual calendar of University communications is established. This calendar includes all mailings and publications from all departments targeted at both internal and external stakeholders.		
2. By June 30, 2008, a clearing and approval process is followed for all communications to stakeholders .		

Goal #4 Comprehensive Campaign Through the comprehensive campaign, every stakeholder is given the appropriate opportunity to use their gifts of financial resources, personal talents, and personal influence to advance the vision of the University.

2007-2008	2008-2009	2009-2010
1. By December 31, 2008, 1000 stakeholders have been personally visited by a member of the Advancement staff.		
2. By June 30, 2008, financial commitments to the comprehensive campaign have reached \$15 million.	1. By December 31, 2009, financial commitments to the comprehensive campaign have reached \$25 million.	
3. By December 31, 2008, 100 volunteer stakeholders have been trained and equipped to ask other stakeholders for campaign commitments.		

Advancement Goals & Objectives

Goal # 5 Recognition Every contributing stakeholder feels appropriately recognized and appreciated.

2007-2008	2008-2009	2009-2010
1. By December 31, 2007, every financial gift is recognized with a thank you phone call attempt within 48 hours of receipt in the Advancement department.		
2. By December 31, 2007, a system is in place so that every donor is thanked for their gift systematically at least 7 times within one of the gift.		
3. By June 30, 2008, a plan is developed to recognize non-financial donors for their contribution to the University.		
4. By December 31, 2008, a celebration is held to thank non-financial donors for their contribution to the University.		

Enrollment Services Unit

Purpose Statement

The Enrollment Services unit at Concordia University Wisconsin exists to recruit qualified students who fit our mission for traditional undergraduate and graduate studies.

Primary Responsibilities

1. Recruit **traditional undergraduate students** for the university
2. Recruit **graduate students** for the university
3. Manage the **financial aid services** for students at the university

Critical Targets & Goals

Traditional Undergraduate Students Enrollment Services successfully recruits traditional undergraduate students who embrace the mission of CUW.

Graduate Students Enrollment Services successfully recruits graduate students who embrace the mission of CUW.

Financial Aid Enrollment Services provides financial aid which enables students who embrace our mission to afford an education at CUW and the university to manage its resources effectively.

Enrollment Services Goals & Objectives

Goal #1 Traditional Undergraduate Students Enrollment Services successfully recruits traditional undergraduate students who embrace the mission of CUW.

2007-2008	2008-2009	2009-2010
1. By August 2008, 650 new students will have enrolled in the traditional undergraduate programs.		
2. By August 2008, document scanning of admissions data will be utilized to enter data into the Banner system.		
3. By August 2008, minority enrollment will increase by 50 additional students.		
4. By August 2008, the average ACT score for incoming freshmen will increase from the previous year.		
5. By August 2008, the average grade point average for incoming freshmen will increase from the year before.		

Goal #2 Graduate Students Enrollment Services successfully recruits graduate students who embrace the mission of CUW.

2007-2008	2008-2009	2009-2010
1. By August 2008, there will be a 20% increase in enrollment in graduate programs from the previous year.		
2. By August 2008, the Occupational Therapy program will have a waiting list for acceptance into the program.		
3. By August 2008, the Physical Therapy program will have a waiting list for acceptance into the program.		
4. By August 2008, we will double the enrollment in EAG cohort programs.		
5. By August 2008, document scanning of admissions data will be utilized to enter data into the Banner system.		

Goal #3 Financial Aid Enrollment Services provides financial aid which enables students who embrace our mission to afford an education at CUW and the university to manage its resources effectively.

2007-2008	2008-2009	2009-2010
1. By August 2008, we will attain a 35% discount rate for financial aid.		
2. Within 5 working days of receiving a student file, an award letter will be sent to the student.		

Finance & Administrative Services Unit

Purpose Statement

The Business & Administrative Services unit at Concordia University Wisconsin manages the business functions, human resources activities, the maintenance of grounds and facilities, and all construction projects.

Primary Responsibilities

1. Business Affairs
2. Human Resources
3. Maintenance & Facilities
4. Construction

Finance & Administrative Services Goals

Business Affairs: Payables and Receivables are current and stakeholders, customers, and vendors are satisfied with our service.

Employees: Employees find fulfillment in their service to Concordia.

Facilities: Existing facilities are maintained to provide a safe and clean environment, and in optimal condition for university functions.

Construction: Approved new construction is built on time, within budget, and to established quality levels.

Finance & Administrative Services Goals & Objectives

Goal #1 Business Affairs: Payables and Receivables are current and stakeholders, customers, and vendors are satisfied with our service.

2007-2008	2008-2009	2009-2010
1. By September 1, 2007, a reorganization of the Accounts Receivable area will be completed with a new Receivables Manager in place.		
2. The Internal Audit recommendations relative to Accounts Payable will be implemented per schedule contained in the final reply document.		

Goal #2 Employees: Employees find fulfillment in their service to Concordia.

2007-2008	2008-2009	2009-2010
1. The Internal Audit recommendations relative to Human Resources will be implemented per schedule contained in the final reply document.		
2. A comprehensive faculty salary planning document and procedure will be implemented by June 2008.		
3. A completed employee handbook will be available for all employees by June 2008.		

Goal #3 Facilities: Existing facilities are maintained to provide safe, clean, and in optimal use for university functions.

2007-2008	2008-2009	2009-2010
1. The annual capital improvement plan approved by the Board of Regents in the May 2007 meeting will be completed per schedule.		
2. A written documentation of maintenance quality standards will be developed by December 2008.		

Finance & Administrative Services Goals & Objectives

Goal # 4 Construction: Approved new construction is built on time, within budget, and to established quality levels.

2007-2008	2008-2009	2009-2010
1. By August 30, 2007, the First floor Luther construction is complete and ready for occupancy.		
2. By August 30, 2007, the bluff project is complete and lake access is available to students and community.		
3. By December 1, 2007, 160 units are available for use by students in the new Coburg residence hall .	1. By August 1, 2008, the Coburg project is completed with 356 units available for occupancy.	
4. Phase I of the Athletic Field Renovation is completed per contractual schedule.		
5. The Campus Master Plan is updated to include elements of the \$54 million campaign by May 2008.		

Information Technology Unit

Purpose

We are IT –a service oriented organization whose purpose is to create an environment wherein technology directly supports Christ centered, transformational learning through the creation, deployment, integration, management, and training of current and emerging technology: enterprise information systems, communications, instructional support, and related services.

Primary Responsibilities

1. Management of campus computer resources – University personnel & student computing labs at Mequon and CUW remote campuses.
2. Management of information network resources with special attention to security, resilience to intrusion, adequate and redundant capacity.
3. Management of communication systems – Telephony, campus CATV, web services, and email.
4. Management of enterprise information resources – University business finance, student records, development constituent records.
5. Management of Auxiliary Services – Duplication, inbound / outbound mail.
6. Academic technology resources – Audio visual resources, instructional design center, and advanced course delivery systems

Critical Targets & Goals

Educational Technology Educational technology empowers academic programs to deliver effective and efficient student centric learning opportunities.

Ubiquitous Information Access Ubiquitous information access provide any time – any place access to University information services.

Business Systems Operations Business systems operations provide reliable, secure, efficient enterprise information and communication services

Technology Support Resources Technology support resurces coordinate technical requirements, provide technical guidance, and identify specifications for renovations and new building projects.

Information Technology Goals & Objectives

Goal #1 Educational Technology Educational technology empowers academic programs to deliver effective and efficient student centric learning opportunities.

2007-2008	2008-2009	2009-2010
1. E-Learning course framework will be developed by the IDC by Fall of 2007.	1. A minimum of 6 Training Workshops and corresponding E-learning modules developed to teach the teacher in E-learning Course Development during FY 2008.	
2. 2 additional classrooms will be remodeled by September of 2007 for advanced technology use: Video Conferencing for MBA & Educational Technology Classroom.		
3. Course Management System (currently WebCT) will be re-assessed for contract extension or replacement by June 2008		

Goal #2 Ubiquitous Information Access Ubiquitous information access provide any time – any place access to University information services.

2007-2008	2008-2009	2009-2010
1. Luminus Portal will be installed before Fall semester 2007 in conjunction with other CUS schools with a minimum number of information channels including: Banner Web Services, E-mail integration, Single sign-on, and a non-Banner Service access.		
2. Investigate and recommend SharePoint or other similar products by Fall 2007 to provide document sharing and collaboration tools for Academic Document Management . (Syllabi & Faculty vita)		
	1. Temporarily augment our Helpdesk with outsourced 7 x 24 support coverage before Fall 2007 while transitioning services to self-help services by Fall of 2008	
	2. Mobile workforce (currently Blackberry) integration with university information systems by June 2009.	

Information Technology Goals & Objectives

Goal #3 Business Systems Operations Business systems operations provide reliable, secure, efficient enterprise information and communication services

2007-2008	2008-2009	2009-2010
1. Implement Voicemail Upgrade by August of 2007 (end-of-life replacement).		
2. Replace at least 2 copiers by Fall of 2007.		
3. Revise the On-line Admissions process by January 2008 with the features: <ul style="list-style-type: none"> • Quick-admit minimizing the processing time from submission to class enrollment • Integration with E-commerce services • Ease-of-use custom or 3rd party interface integrated with Banner 		
4. Constituent management system recommendations for Admissions & Advancement by June 2008.		
5. Develop a written Risk management plan for IT services by June 2008.		
	1. Catch up Life-cycle replacement of computers, servers, network by Fall 2009. <ul style="list-style-type: none"> • 1 ½ times replacement of Staff & Lab Computers • 1 ½ times replacement of Servers 	1. Catch up Life-cycle replacement of computers, servers, network by Fall 2009. <ul style="list-style-type: none"> • 1 ½ times replacement of Staff & Lab Computers • 1 ½ times replacement of Servers • Faculty Laptop replacement • Move campus networking hardware onto 7-year replacement cycle
		2. Transition the Enterprise Information System and underlying Oracle Database from a VMS operating system to Red Hat Linux by Fall of 2009 in conjunction with a CUS-wide mandate.

Information Technology Goals & Objectives

Goal #4 Technology Support Resources Technology support resources coordinate technical requirements, provide technical guidance, and identify specifications for renovations and new building projects.

2007-2008	2008-2009	2009-2010
1. New Coburg Technology Requirements by Fall 2007.		
2. Transition of PBX to VoIP for New Coburg by Fall of 2007.		
3. Next Generation Network Access Control implemented in New Coburg data switches by Fall of 2007.		
4. Student Mailboxes added to Heidelberg by Fall 2007.		

Student Life Unit

Purpose Statement

The Division of Student Life seeks to help students develop by providing opportunities which create a *purposeful, open, just, disciplined, caring, and celebrative community*.

Primary Responsibilities

1. **strategic planning** within the Division of Student Life.
2. enhance the **quality of out-of-classroom life of students**.
3. enhance **student service delivery systems**.
4. conduct a program of **professional staff development**.

Critical Targets & Goals

Strategic Planning: . . . organize and lead the development and yearly review of the Division's strategic plan;

Quality of Life: . . . lead, coordinate, assess and assist staff in the creation and maintenance of programs which enhance the quality of the out-of-classroom life of students

Student Service Delivery Systems: . . . direct, monitor and assist Division members in developing, enhancing, and assessing student service delivery systems which includes but is not limited to the health, safety and conduct of students

Staff Development: . . . direct, lead, and assess a program of **professional staff development**.

Student Life Goals & Objectives

Goal #1 Strategic Planning: The Division and Vice President will organize and lead the development of and yearly review of the Division’s strategic plan.

2007-2008	2008-2009	2009-2010
1. Annually review identified statistics compiled by the Division and annually publish these statistics by July 15 (annual Division Statistical Report).		
2. Annually review strategic plan using, in part, the Division Statistical Report and make appropriate policy, procedure and initiative changes.		

Goal 2 Quality of Life: The Division and the Vice President will lead, coordinate, and assess programs which will enhance the quality of the out-of-classroom life of students.

2007-2008	2008-2009	2009-2010
1. Beginning with the 2007 – 08 school year, the Division will administer the Student Satisfaction Survey and Core Survey on a biennial basis (one survey per year).		
2. From the surveys results and the annual Statistical Report, the Division will annually select two or three underprovided programs/services to focus upon.		
3. From the 2-3 selected underprovided programs/services, the Division, under the leadership of the Vice President, will develop an intervention plan to address the selected programs/services.		
4. A written report will be filed in the Office of the Vice President regarding the level of success of the intervention plans , due May 1 of each year		
5. The Vice President of Student Life will continue to be a vocal proponent of the necessity to build a student union .		
6. Beginning in the fall of 2007, the Vice President in consort with each service provider, will conduct student focus groups to assess student satisfaction with a given service/program.		

Student Life Goals & Objectives

Goal 3 Student Service Delivers Systems: The Division and the Vice President will direct, monitor, and assist Division members in developing, enhancing, and assessing student service delivery systems which includes but is not limited to the health, safety and conduct of students.

2007-2008	2008-2009	2009-2010
1. By September 1, 2007, the Vice President will development a 4 year rotational assessment schedule of the program and service under the Division using CAS Standards (Council for the Advancement of Standards in Higher Education).		1. Following one cycle of this assessment plan , the division will evaluate the effectiveness of the plan (due April 15, 2010).
2. By December 1, 2007, the Vice President will conduct a staff training program for Division members on using CAS Standards in assessment.		
3. By April 15, 2008, a report of the first year’s assessment will be do in the Vice President’s Office.		
4. By August 1, 2008 initiatives will be developed by each assessed area (2007 - 08 school year) regarding the results of the assessment; report filed with the Vice President.		

Goal #4 Staff Development: The Division and the Vice President will direct, lead, and assess a program of professional staff development.

2007-2008	2008-2009	2009-2010
1. By September 30, 2007, the Vice President, the Dean, and Directors will develop a model for Division staff development .		
2. By October 30, 2007, the Division will begin implementation of the staff development program.		
3. By April 15, 2007, the Division will assess the staff development plan and make appropriate recommendation to the Vice President for implementation in the 2007 – 09 school year.		