This year’s annual report features the powerful perspective of our students and how their lives were impacted by their experiences here at Concordia University Wisconsin.
The turn of the page on the calendar from June 30 to July 1 went mostly unnoticed on campus. For those who pay particular attention to the fiscal year, that date marked the end of record-keeping for 2012–13 and the beginning of that endeavor anew for 2013–14. The start of a new fiscal year, however, does not come with all the fanfare and hoopla of the New Year’s Eve to New Year’s Day celebration. Extraordinary crowds did not squish together in Times Square waiting with rapt attention to see the shiny ball descend as the final seconds of June ticked away. Fireworks were not launched into the sky—unless folks were getting a head start on Independence Day activities. Champagne bottles were not uncorked and toasts were not made to the new fiscal year and no chorus of Auld Lang Syne was sung in the background. The midsummer move from June to July does not normally qualify as a momentous occasion.

At Concordia, we have been blessed over the years in so many ways, and the end of most recent fiscal years has given us the opportunity to reflect with gratitude upon God’s goodness and generosity. Concordia has had a run of successful years with robust enrollments, generous donor support, and return on investments that have strengthened the University’s financial position. This allows us to focus on what truly is Concordia’s bottom line—our mission as “a Lutheran higher education community committed to helping students grow in mind, body, and spirit for service to Christ in the Church and the world.” In the pages of this Annual Report, you will get a glimpse of that mission in action.

While it may have passed unnoticed, the flip of the calendar from June to July was a truly historic moment. On July 1, 2013, Concordia University Wisconsin and Concordia University Ann Arbor merged to form one University with two distinct residential campuses. No doubt, that story will be featured more prominently in next year’s annual report and every other one that follows as we observe the unfolding of this new reality.

I cannot begin to express my appreciation for and admiration of colleagues and coworkers on both campuses for their energy and effort embracing this challenge and making the new model a reality. Truly, this has been an example of what Concordia’s tagline calls, “Inspiration in Action.”

Patrick T. Ferry
CUW and CUAA President
WHEN YOU GRADUATE, DESCRIBE HOW YOU’LL FEEL?

“I’ll feel accomplished with everything I’ve achieved throughout my years here at CUW, and proud that no matter what struggles, I was able to get through it with the support I received.”

KERRI TOLBERT ’14
Psychology
Minor: Social Welfare
Overall, exciting opportunities continue to present themselves as the School of Arts and Sciences works to prepare men and women to be thoughtful and articulate people of faith who contribute in meaningful ways to their families, communities, and cultures.

» Discussion has begun with community and campus stakeholders concerning the possible addition of a fine arts center to provide much needed space for the visual and performing arts.

» In response to the continued growth in undergraduate enrollment, the School of Arts and Sciences has added eight new faculty members.

» Infrared spectroscopy equipment was a great addition, as well as several labs and classrooms being remodeled or upgraded.

» A number of programs in the School of Arts and Sciences have been revised, and there are several in the approval process or in development. Those include: theatre, video game design, environmental science (to be added to the current environmental studies and graduate environmental education), a bachelor of fine arts, a master of science in computer science, and a PhD in art education (which would be the only program of its kind at a Christian institution in the country).

» Changes to the liberal arts core are being discussed with a goal of facilitating 4-year graduation rates and thereby addressing concerns over the cost of higher education.

» Additionally, the process has begun of designating individual courses as “writing intensive” — an idea borrowed from our sister school, Concordia University Ann Arbor (CUAA). Students will then be required to include a certain number of such courses in their academic programs with the overall goal of strengthening student writing.
CUW’s School of Business Administration continues to see tremendous enrollment growth. Numerous recognitions for its programs affirm the quality of the education students are receiving. There are even plans for a new School of Business building, which makes this an exciting time for the School.

» The School of Business Administration (SOBA) has been ranked by numerous publications for its MBA program: #1 in size by the Business Journal, #1 top graduate online program by US News and World Report, top 50 ranking quality and value by geteducated.com and mbaonline.com.

» CUW’s School of Business Administration has experienced exceptional growth in recent years. In order to continue serving our students in the best possible environment to enhance their learning experience, we are planning for additional academic space.

» For the sixth year in a row, the traditional enrollments for the undergraduate program have increased, resulting in record enrollments for the School.

» The School of Business Administration is doubling enrollments every 3-4 years due to the continued addition of new programs. This trajectory is expected into the future as new programs will continue to come online, meeting the needs of future students.
WHAT HAS BEEN YOUR FAVORITE PART OF ATTENDING CUW SO FAR?

"The commitment to an upstanding ethical culture."

CUW IN ONE WORD:

driven
DO YOU THINK CUW HAS CHANGED YOU AS A PERSON?

"Of course, it’s changed me for the better. I’ve grown as a student, an athlete, a Christian, and an educator. I am a better person."

JONATHAN BALSMAN ’14
Lutheran Secondary Education - Math
Minor: Theology
Undergraduate students participated in a record number of service projects within their communities. These included developing Family Math Nights and Teaching the Faith Workshops.

CUW began a PEP (Preferred Educational Partner) program with P–12 school districts and other educational organizations. More than 1,000 educators participated in the customized professional development offerings specially developed through this program, with topics ranging from “ESL Teaching Strategies” to “1:1 Laptop Initiatives.”

The School of Education hosted more than thirty faculty and students from China’s Shanghai Normal University, who participated in a three-week seminar on comparative educational systems.

During the summer months, our STEAM (science, technology, engineering, arts, mathematics) camp programming continued for its fifth year, enriching the lives of elementary and middle-school campers in five different states.

As the School of Education worked to build a stronger global perspective for its students, new partnerships were created for student teaching and faculty exchanges throughout Hungary, Slovakia, and Uruguay.

After a two-year development period, the School of Education collaborated with Bethesda Lutheran Communities to gain approval for the Bethesda College of Applied Learning on Concordia University Wisconsin’s Mequon campus. This certificate program will enable college-aged students with developmental disabilities to experience traditional campus dormitory life while completing a curriculum including vocation skills, independent living skills, and academic programming.
The School of Health Professions (SHP) continues to provide excellent education to a wide range of motivated, intelligent students in a number of health care programs. The SHP programs include: medical assistance, social work, radiologic technology, diagnostic medical sonography, occupational therapy, physical therapy, and physician assistant.

» In the spring of 2014, a renovated cadaver lab was opened for the students in the physician assistant, occupational, physical therapy programs, and rehabilitation science. The lab includes enhanced technology and space for faculty and students.

» The inaugural physician assistant class of 2015 was honored in their white coat ceremony in June of 2014. The ceremony was made possible with a grant from the Arnold P. Gold Foundation.

» The Physical and Occupational Therapy programs continue to have maximum enrollment in each cohort.

» Both the PT and OT programs continue to provide pro-bono clinics to the community.

» The PT program has developed a partnership with the Gerald L. Ignace Indian Health Center where students, under faculty supervision, provide services to members of the center in collaboration with their medical clinic.

» SHP continues to provide global education opportunities to our students. A group of OT and PT students served in Nicaragua, while another group of students learned about dolphin assisted therapy in Curacao.
Describe what you think is the essence of CUW:

"It’s Christ-centered, and it’s inspiration in action. It may be a cliché, but you see it every day on campus in the faculty and staff. It’s the honest truth."

David McCoy ’14
Physical Therapy

CUW in One Word: Joyful
CUW’s School of Nursing (SON) is the largest health profession program at CUW, with over 1,100 students enrolled in five programs. The two newest are the RN to BSN to MSN program and the leadership track within the DNP Program.

Newly-renovated SON office space, labs, and classrooms are already full to capacity.

The first Japanese/American immersion camp took place in July with Japanese nursing students, their principal, and teachers from Makuhari Sohgoh School in Chiba, Japan. This important partnership with Japanese colleagues will continue annually.

Global cultural immersion/mission trips continue to change student lives. Assistant Professor Jill Krell received a $136,272 grant from the Batterman Foundation to fund undergraduate students’ Mexico mission trips. 25 undergraduate and 105 graduate students traveled with faculty to Nicaragua, Guatemala, Costa Rica, Italy, Tanzania, Nepal, Mexico, and alternate sites of the students’ choosing.

The 22nd Annual Parish Nurse Conference in June had the theme of “Reflecting God’s Love.” The 93 participants were from 17 states. This conference has introduced over 3,600 nurses to Christian care giving. Dr. Carol Lueders Bolwerk was awarded a $20,000 grant for the program from the Office of National Mission and Mercy Operation, Lutheran Church–Missouri Synod.

Sigma Theta Tau and Children’s Hospital Service Society hosted an Annual Respite Day in October for parents of special needs children, giving a breather to parents of 32 children.

CUW received a $50,000 grant from the Anthem Foundation for a collaborative effort between the Schools of Nursing and Education to deliver interactive health and wellness education to children in underserved Milwaukee and surrounding areas.
WHY DID YOU CHOOSE CUW?

“I came and visited, and the people were genuine—everyone was so nice. I really liked that you could meet the faculty and staff before deciding to come.”

SAMANTHA GUILLAMS ’14
Nursing

CUW IN ONE WORD:

challenging
WHY WOULD YOU RECOMMEND CUW?

"CUW is a school that helps foster your personal and individual skills. They will build upon your strengths and bring out the best in you."

MICHHELLE ROBINSON '16
Pharm D
In May, the first 67 students graduated with a Doctor of Pharmacy Degree. These students were part of the inaugural class admitted to the School of Pharmacy in 2010.

Thirteen students from the first graduating class accepted pharmacy residency positions with local and regional health care institutions. This represents just over 19% of the class. The percentage of placements in residency programs for this class is above the national average of applicants matching for all schools overall (14.2%).

On June 20, 2014, the Accreditation Council for Pharmacy Education (ACPE) Board voted to grant full accreditation to the CUW School of Pharmacy. The initial full accreditation is valid for two years, at which time the program will again be assessed by the ACPE Board.

A two-year master’s program in drug product development was approved by CUW and has admitted seven students as its first cohort. They began classes in the fall of 2014, utilizing brand-new, off-campus teaching and laboratory facilities.

The first pharmacy resident was admitted into the newly established Concordia University School of Pharmacy two-year residency program with the emphasis on underserved health care populations. The resident will work at the Martin Luther King Heritage Health Center Clinic for the first year.
CONTINUING & DISTANCE EDUCATION

The Office of Continuing and Distance Education (OCDE) continues to grow under the newly developed purpose statement: The OCDE helps people make their unique contributions to the world by providing high-impact, flexible, accessible, Christ-centered learning experiences. There is growth in multiple areas: growing overall student enrollment in online courses, adding new programs, and serving in new areas.

» The OCDE rolled out three new online graduate certificates:
  - Digital Age Teaching & Learning
  - Christian Education
  - Adult & Community Education
Three others are in the development stages:
  - Christian Counseling
  - Relationship Skills
  - Bioethics
These certificates are open to people who are not ready for a full master’s degree, for those who have a master’s but want to expand their learning in a new area, or for people in a master’s degree program who want to add a specialization in one of these areas. Additionally, there is another new, full online program, the doctorate of occupational therapy (OTD).

» Online enrollment has grown by 20% in the last year. This includes students seeking to earn their degree fully online and those who blend their learning experience by taking both face-to-face and online courses.

» With the growing demand for college credit options on the high school level, CUW expanded its dual credit program (an option for students to take online college courses during high school). This program grew to serving 164 new students in the past year; 20% of these dual credit students (based on senior status) have applied to attend CUW full time. As demand continues to grow for this program, CUW is adding new courses in the following year in accounting and computer science.

» The OCDE continues to explore new ways to support the mission of CUW by increasing access to high-impact, flexible, accessible, Christ-centered learning experiences. This includes adding four new staff members to the OCDE to ensure that each student receives high-quality support and service.
Concordia University Wisconsin’s Accelerated Learning Centers are charged with carrying the mission of the University to the non-traditional adult student. The programs offered at our Centers are founded in the Christian Liberal Arts tradition of the University. Classes are offered at convenient locations presented in an accelerated evening format with most classes meeting once per week, as well as our enhanced online component course design.

» CUW Centers instituted corporate partnerships with several major organizations. While allowing their employees to attend CUW for a discounted rate, these partners allow outreach and awareness of University programs to their workforce as CUW collaborates to offer professional development/training options that can be customized to meet specific needs. This is in addition to the possibility of offering onsite programs/classes at the corporation if there is a need. CUW’s Centers have partnered with more than 70 organizations including: the Lutheran Church–Missouri Synod, Humana, SC Johnson, ProHealth Care, Walgreens, and Wheaton Franciscan Services, Inc.

» Another high point was moving the Appleton Center location to a facility not only more visible, but more convenient for students. This newest Center has a state-of-the-art layout and technology that includes video conferencing capabilities in an effort to strengthen the learning environment of our students.

» Additionally, CUW Centers have seen renewed success in the Design Your Future program held at the Midtown Center. This program was implemented for the underserved population of Milwaukee County high school graduates struggling with their college dreams due to lack of academic/emotional/spiritual support and/or financial limitations. This DYF program enrollment has more than doubled in the past year, anticipating the largest graduating class to date next summer.
Perspective matters. For example, consider $1,000. Is that a lot of money or is it almost nothing? To many people, $1,000 matters; to a government that deals in trillions, $1,000 is less significant. Your perspective matters.

What about at Concordia? Does a $1,000 gift from an alumnus or a friend of the University matter? It most certainly does! Every gift received at Concordia matters greatly to us. Why? Please let me offer a little perspective.

» A gift of any amount, especially when combined with the gifts of others, helps provide the millions of dollars of financial assistance that allows our students to receive a high-quality, Christian education.
» A gift of any amount sends a message to us that you support our mission, that you are committed to helping students develop in mind, body, and spirit, for service to Christ in the Church and the world.
» A gift of any amount tells our students that you care about them and their education. It expresses your hope in the future that they represent. It gives them the confidence to persevere and find the vocation for which they are called.

From my perspective, Concordia continues to be blessed with faith-filled supporters who give generously. Whether that gift is a few dollars or a few million, at Concordia every gift matters and makes a difference that goes well beyond its financial value. And for every gift we are thankful!
Witnessing all the ways our Lord continues to bless Concordia University Wisconsin gives us a wonderful and powerful perspective of His amazing goodness, grace, and love. In a year of numerous changes and challenges, we are still able to witness His hand at work in everything we do.

Fiscal year 2013–2014 offered many new opportunities. We have continued to operate profitably and continue to expand programs and learning opportunities. Our investments enjoyed wonderful returns and our generous donors supplied numerous gifts.

Financial Report

Vice President of Finance and CFO

EDUCATIONAL AND GENERAL REVENUES

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2012-2013</th>
<th>2013-2014</th>
</tr>
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<tbody>
<tr>
<td>Total</td>
<td>$115,898,257</td>
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<tr>
<td>Tuition</td>
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<tr>
<td>Governmental Grants and Support</td>
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<td>Gifts</td>
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<tr>
<td>Auxiliary Enterprises</td>
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<tr>
<td>Net Investment Results</td>
<td>$4,563,466</td>
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<tr>
<td>Other</td>
<td>$620,571</td>
<td>$962,921</td>
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EDUCATIONAL AND GENERAL EXPENSES

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<tr>
<th>Expense</th>
<th>2012-2013</th>
<th>2013-2014</th>
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<tbody>
<tr>
<td>Total</td>
<td>$100,282,388</td>
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<tr>
<td>Instruction</td>
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<td>Scholarship Assistance</td>
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<td>Academic Support</td>
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<td>Student Services</td>
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<td>Institutional Support</td>
<td>$11,600,744</td>
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<tr>
<td>Auxiliary Expenses</td>
<td>$6,284,290</td>
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<tr>
<td>Net Change in Assets</td>
<td>$15,615,869</td>
<td>$13,235,904</td>
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BALANCE SHEET THREE-YEAR HISTORY

<table>
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<tr>
<th>As of June 30th (dollars in thousands)</th>
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</thead>
<tbody>
<tr>
<td>2012</td>
</tr>
<tr>
<td>Cash &amp; Equivalents</td>
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<tr>
<td>Investments</td>
</tr>
<tr>
<td>Land, Buildings &amp; Equip.</td>
</tr>
<tr>
<td>All Other</td>
</tr>
<tr>
<td>Total Assets</td>
</tr>
<tr>
<td>Liabilities</td>
</tr>
<tr>
<td>Bonds Payable</td>
</tr>
<tr>
<td>Total Liabilities</td>
</tr>
<tr>
<td>Total Net Assets</td>
</tr>
</tbody>
</table>
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