We are ONE.

I would never have dreamed …

How would you finish this sentence? Certainly, each of us would offer unique conclusions based on our particular perspectives. Imagine if we could go back and interview the founders of Concordia—back to 1881 in Milwaukee, or even just a little over a half century ago in Ann Arbor. I wonder what their hopes and dreams were and what they would think about Concordia today? Most of what they might encounter would certainly exceed their expectations. “Pinch me,” one of them might say looking over the view—not of the lake or the river, but of the hundreds, even thousands of faculty and staff committed to this mission. I would never have dreamed …

This brings to mind a song from South Pacific. In “Happy Talk,” the lyric goes, “If you don’t have a dream, how you gonna have a dream come true?” While my dreams for Concordia may differ from yours, we know that to make these hopes come true it takes more than happy talk. For dreams to come true, it takes focus, hard work, and a unified spirit.

Nowhere is happy talk less useful than in the current landscape of higher education. And yet, none would have dreamed that Concordia Wisconsin would reach more than 8,000 students, when we were hoping for just 2,000 by the turn of the century. None would have dreamed in recent years that Concordia Ann Arbor would welcome its largest class since the 1970s.

Dare we continue dreaming?

Yes. Unified in purpose, one in spirit and intention, Concordia University is not done dreaming.
This past year once again yielded tremendous results. Thanks be to God. Fidelity to our Christ-centered Lutheran Christian purpose; heartfelt dedication exerted each day by faculty and staff; and the talent, energy, and engagement invested by thousands of students enabled Concordia to persist in our mission. In this University Report, the first-ever combined report for our one University, you will encounter hopes that are reality. A reality fueled by a diligent University focus on four key themes: Faith and Learning Centered, Purposeful Growth, Impact Through Service and Leadership, and Access and Opportunity.

As you read the stories on the pages that follow, and as you encounter the statistics and achievements that give testimony to Concordia’s mission in action, it is my hope that this report inspires your zeal for Concordia’s bright future, and leaves you thankful to God for the bright futures of the thousands of young men and women who graduate this University prepared for lives of service to Christ.

Rev. Patrick T. Ferry Ph.D. 
President
We are a Faith and Learning Centered higher education community.

CONCORDIA STUDENTS LEARN IN INNOVATIVE, CHRIST-CENTERED ENVIRONMENTS that are guided by comprehensive assessment. Our academic programs are rigorous and diverse, consistent with the needs of the Church and our communities. Concordia employees are role models and servant leaders in their vocations. Our Christian faculty are outstanding teachers and mentors, active in scholarship and service, and successfully connect faith to learning.

Of those surveyed, 94% of CUW traditional undergraduates and 97% of CUAA traditional undergraduates indicate that faculty regularly integrate the Christian faith into the classroom curriculum.

TOP PROGRAMS OF STUDY IN 2014-2015

CUW
- Health Professions
- Education
- Business

CUAA
- Business
- Education
- Family Life
86% of seniors feel their entire educational experience at CUW was good/excellent.
(Source: NSSE, National Survey of Student Engagement, 2013)

85% of resident undergraduates feel CUAA meets or exceeds expectations. Ratings of academic and campus life are at an all-time high, with significant gains in 11 of 13 areas.
(Source: SSI, Student Satisfaction Inventory, 2014)
The New International Student Center at CUW is a place where people belong. A bright, open space with comfy couches and a nice patio help to create a surrogate home for our global students. They have come from a variety of countries which are all represented by the many flags that hang in the center. While they come from many faith backgrounds and cultures, these students have a common reason for selecting Concordia University.

“Every student who comes to us is a gift from God and should be treated that way,” said Rev. Dr. David Birner, Executive Director, International Education for both CUAA and CUW. “Whatever their faith background, students know that Concordia University is Christian-based and that they will learn in a principled, ethical, and safe environment.”

Programs and services continue to expand to meet the needs of our international students, including the formation of an English Language Institute at CUW and additional English Language support at CUAA.

Computer Science is the top area of study for our international students, and Business is a distant second. CUW offers a Master of Science degree in Information Technology and CUAA will soon offer a Master of Science degree in Computer Science. In anticipation of the high response, CUAA has hired a designated school official to enhance the international student experience at our Ann Arbor campus.

International education goes both ways. As Concordia University lives our mission to prepare students for service in the world, students on both campuses are encouraged to study abroad and to consider semester opportunities to fully learn a different culture. More than 300 student travelers participated in the 2014-2015 academic year, and the International Education team is planning to expand that number in the upcoming year.

“Students from every continent come to Concordia University to learn at the feet of Christian professors.”

– Rev. Dr. David Birner, Executive Director of International Education
Church Vocations
Dr. William Cario, Senior Vice President of Academics

It should not be surprising that Concordia University puts an emphasis on preparing students for "service to Christ in the Church ..." because the school was founded on church work programs. The Wisconsin campus began (in Milwaukee) as a preparatory school for young men interested in preparing for entry to seminary and then ordained ministry in The Lutheran Church–Missouri Synod. The Ann Arbor campus started as a two-year college that prepared people for either the LCMS teaching ministry or ordained ministry. Our University continues to provide church work opportunities to those students interested in vocations in the LCMS. Robust Pre-Seminary, Lutheran Teacher Education, and Church Music programs on both campuses are the largest among all Concordia University System schools. Each campus also has its unique church work program. The Ann Arbor campus offers the Family Life program; the Wisconsin campus prepares church workers in the Lay Ministry program. Several academic departments are exploring the addition of a track to prepare people to teach in classical Lutheran schools. For the past several years, Concordia has prepared more church work students than any other CUS institution. As of the last official census in October 2014, the Wisconsin campus had 238 full-time church work students, while the Ann Arbor campus hosted 103 full-time church work students.

Concordia has been able to attract students to its church work programs for a number of reasons. In addition to faculty members who value church work vocations and the strong Christ-centered curriculum which prepares students well, Concordia offers church work students a number of other benefits. These include a vibrant Campus Ministry program in which they can strengthen and practice their faith and inclusion in a larger community of students who are preparing for vocations in the secular realm, just as church workers will experience in the real world. Soli Deo Gloria!

**NEW PROGRAMS, CERTIFICATES, AND MINORS APPROVED IN 2014-2015**

**PROGRAMS**
- Doctor of Optometry
- Masters in Pharmaceutical and Chemical Product Development
- Master of Science in Communication Science and Disorders
- Master of Science in Computer Science
- Hospitality and Event Management

**CERTIFICATES**
- Graduate certificate in Christian Counseling
- Graduate certificate in Relationship Skills

**OTHER**
- Pre-Deaconess

**MINORS**
- Entrepreneurship
- Family Business Studies
- Graphic Design
- Forensic Accounting
- Managerial Accounting
- Justice and Public Policy
We pursue **Purposeful Growth.**

**OUR STUDENTS GROW AS THEY DEVELOP IN MIND, BODY, AND SPIRIT. CONCORDIA** grows as we reach more people with our Christ-centered mission. Our campuses, facilities, human and financial resources, and infrastructure expand to support a robust student experience in a welcoming environment that results in the spiritual, academic, and social formation of all Concordians.

- Of those surveyed, 95% of CUW traditional undergraduates and 100% of CUAA traditional undergraduates indicate that their experience provides them with a positive environment for living and learning.
- Of those surveyed, 93% of CUW traditional undergraduates and 96% of CUAA traditional undergraduates indicate that faculty and staff personally care about them and their growth.

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The total number of undergraduate, graduate, and adult accelerated students at Concordia University in 2014-2015:

- CUW: 8,161
- CUAA: 829
CUW’s enrollment grew 11% from 2009 to 2013, and CUAA’s enrollment grew 32% from 2009 to 2013.

Percentages of Lutheran traditional undergraduate students:

- CUW: 48.7%
- CUAA: 33%

CUW ranked third in total enrollment growth in a sample of 20 peer institutions in the Great Lakes and Plains regions, 2009-2013. (Source: IPEDS Private Non-Profit Peers with enrollment of 5,000-10,000)

CUAA ranked first in undergraduate enrollment growth in a sample of 38 peer institutions in the Great Lakes and Plains regions, 2009 to 2013. (Source: IPEDS Private Non-Profit Peers with enrollment <1,000)
Athletics: Champions of Character

THE 2014-2015 ACADEMIC YEAR WAS INDEED A TIME OF GROWTH for athletics at Concordia University. The athletic administration and staff placed significant value on initiatives to foster student-athlete spiritual growth and character development while at the same time overseeing the growth of programs, rosters, staff and facilities.

Both campuses celebrated the successes of established sports and cheered the inaugural seasons of new programs. At CUW, athletics added women’s triathlon and field hockey, while acrobatics and tumbling also completed their first seasons. CUAA welcomed women’s and men’s tennis to the athletics program.

While the successes and highlights of athletic competitions are well documented, Concordia University strives to ensure that student athletes are accomplishing more than just outperforming the competition. “Our coaches place a real value on the character and spiritual growth of their student-athletes, as evidenced by the many service activities our teams participate in, chapel attendance, team devotions, and prayer time,” said Jim Juergensen, Director of Faith Integration for Athletes at CUW. Lonnie Pries, Athletic Director at CUAA, makes sure that athletes are given multiple opportunities to be involved on campus, whether they volunteer with the Mission of the Month or serve on the Student Athlete Leadership Team. “It is a point of emphasis for athletes to be involved in other areas of campus life beyond just their team,” said Pries.

Student athletes at Concordia University represent the University at hundreds of matches, races, games, meets, and tournaments throughout the academic year. No matter if the jersey is blue and sunrise gold or black and cardinal red, Concordia University athletes compete for the glory of Christ, the One from whom we receive all talents and abilities.
Student Life

THE ENTIRE CONCORDIA UNIVERSITY community is invested in providing a transformational experience for each and every student. Whether they live on campus, commute to a center, or take courses online, our students know that they are valued and that they will grow in mind, body, and spirit.

“Every moment we have with students is an opportunity for us to help prepare them for purposeful, successful lives,” said Rev. John Rathje, Dean of Students at CUAA. “Their time at Concordia University is short. We must collaborate among all departments and across both campuses to make the most of their time with us, and intentionally infuse excellence, service, and faith into their lives.”

Service is in Concordia University’s DNA. According to Steve Taylor, Vice President of Student Life, “We intentionally include service opportunities into our new student orientation schedules to set the tone early. We are preparing students to become active participants in the world.”

When it comes to participation, students have endless opportunities to get involved at CUW and CUAA. Both campuses provide a vast array of services, organizations, and athletics for students to enrich their student experience.

At CUAA, the Center for Career and Life Calling was established to help students make lifelong decisions that focus on their career and serving our Church and world. The Center provides many services, such as career counseling and helping students find internships and field work experience. To this end, CUAA has incorporated a class entitled College, Career and Calling into the freshman curriculum to help prepare incoming students for a lifetime of fulfillment in their chosen endeavors. The University is also establishing a unique, comprehensive program entitled, The Concordia Career and Calling Advantage, that will help students dig deeply to discover their passions and purpose, as well as to set them up for success in any career field.

At CUW, The Office of Student Life continues to expand services to help students grow in mind, body, and spirit. In 2014-2015, the Health Center showed a 28% increase in patient visits. To accommodate the growing need and to expand more services to our student athletes, the Center has added hours and nurse practitioners. CUW recently honored two student groups with the inaugural Inspiration in Action award for embodying the University’s mission. The Wisconsin campus also recently developed a mobile app to increase communication with our students and uplift events and programs.

Purposeful Growth

PURPOSEFUL GROWTH, ONE OF THE THEMES OF OUR University strategic planning, is that which is planned and pursued for a reason … a good reason.

This past year on the Ann Arbor campus of Concordia University we pursued growth for the purpose of strengthening all aspects of our delivery of quality educational experiences for our students. We focused on preparing our students for “service to Christ in the Church and the world.” We studied our strengths and weaknesses, focused on retention of our students from year-to-year, and concentrated on making our facilities welcoming and attractive for both educational endeavors and co-curricular activities. We have strengthened our Student Services and Campus Ministry departments, while also attempting to elevate our metrics for growth to “best practices” among peer universities and colleges.

CUAA total enrollment continues to grow. We have outperformed all of the universities and colleges we compare ourselves to on a yearly basis.

Yes, this is purposeful growth, but it is not enough. The CUAA campus theme for the school year is from Ephesians 3:20-21. We are urged to never rest on “enough” but to remember “Glory belongs to God, whose power is at work in us. By this power He can do immeasurably more than we can ask or imagine.”

In His service,

Curt Gielow, Campus Chief Executive
Ann Arbor, Michigan
We create **Impact Through Service and Leadership.**

**CONCORDIA IMPACTS THE CHURCH AND WORLD, DEVELOPING**
globally minded citizens who transform lives, influence communities, and value their neighbors near and far, through Christ-like service and leadership.

**A GLOBAL POPULATION**

240 international students representing 18 nations studying at Concordia.

Full-time undergraduate students pursuing church careers: 238 (CUW), 103 (CUAA).

Of those surveyed, 91% of CUW traditional undergraduates and 79% of CUAA traditional undergraduates indicate that their time at Concordia prepares them for life in a complex multicultural society.
Of those surveyed, 94% of CUW traditional undergraduates and 96% of CUAA traditional undergraduates indicate that Concordia prepares them to serve and to lead by putting the needs of others first.

695 students participated in six service events sponsored by CUW Student Life; at CUAA, 200 students volunteered at 15 locations as part of “GO AND DO CUAA DAY OF SERVICE.”
Adult Students and Faculty Rally Around Operation Falcon Support

A WORTHY CAUSE COMBINED WITH A desire by many individuals willing to assist was the winning formula for a highly successful service event this past June called Operation Falcon Support.

Wilmer Valladares, a Business Management major at Concordia’s Green Bay Adult Accelerated Learning Center and a member of the Wisconsin National Guard, was deployed to Afghanistan along with his unit in December. Thousands of miles away from the comforts of home, an idea for a care package drive for him was born.

“The outpouring of support for Wilmer and his battalion was overwhelming and heartwarming,” noted Eduardo Garza, Concordia University Wisconsin’s newly appointed Director of Veteran Services and Commander of American Legion Post 1881. The two-week drive in early June for non-perishable food items, as well as health and hygiene items like shampoo, toothbrushes and disposable shower towels, initially involved the Green Bay and Mequon adult accelerated learning centers. In a matter of days, however, students and professors from other centers were calling and emailing to see how they could become involved and show their support. Personalized messages to Valladares and members of the 950th Combat Engineer Division were sent to Afghanistan in early July, along with the dozens of boxes of donated items.

The formation of American Legion Post 1881, one of only 11 in the nation on a college or university campus, underscores Concordia’s commitment to veterans. One of the goals of the legion post is to establish a Veterans Resource Center that will give veterans who have sacrificed so much to protect our freedom a place to call their own. The new Post, through the dedication of students, volunteers, and others, launched one small way to thank a soldier and his battalion for their service to our country that will likely become an annual event.

“We, as soldiers, feel very lucky to have people back home who think about us and care about us,” said Valladares. “There’s no doubt in my mind that it is people like all of them that make the United States the greatest nation in the world.”

At CUAA’s 7th Annual Veterans Day Celebration, the Women’s Volleyball team hosted a packing party to box and ship donated items to men and women serving in active duty overseas.
Serving as One

CONCORDIA UNIVERSITY IS PASSIONATE ABOUT SERVICE. EACH school year, Campus Ministry organizes international service-driven mission trips to destinations throughout the globe for students to learn and grow in spirit alongside one another. The 2014-2015 academic year saw Concordia University make a meaningful impact during the spring break, serving AS ONE in New Orleans, Louisiana. Thirty-five students and staff from both campuses came together for a week.

The group met in Chicago and then continued south to New Orleans. Students lent their talents at various work sites by day and came back together in the evening for fellowship, small group reflection, and student-led worship.

CUW Senior Austin Wellhousen shared that he had a sense of uncertainty as anyone would, not knowing the other students before leaving for the mission trip, but the reality of serving alongside his brothers and sisters in Christ from the CUAA campus reached far beyond his expectation. “My experience at the New Orleans Mission Trip 2015 is something I will never forget. Both campuses came together for the sake of Christ to love and serve the community,” said Wellhousen.

Pastor Ryan Peterson, Campus Pastor at CUAA, led the New Orleans Mission Trip of students and staff members. “At Concordia, we are serious about helping students live out their callings in life, both in word and in action,” said Peterson.

While the physical impact that Concordia University was able to make on the city of New Orleans was expected, the everlasting, personal impact was a direct result of coming together to serve and share Christ’s love AS ONE.
We champion Access and Opportunity.

CONCORDIA PROVIDES ACCESS TO THE HIGHEST-VALUE higher education experience. As a result, our students discover and develop their vocations. We continuously improve the Concordia experience, which enables our students to pursue and persist in their chosen career paths.

$23,000 The average financial aid for new freshman (CUW and CUAA).

First-generation college students: 23% (CUW), 34% (CUAA).
96% of CUW traditional undergraduates are employed one year after graduation. 82% of CUAA traditional undergraduates are employed one year after graduation.

Of those surveyed, 92% of CUW traditional undergraduates and 92% of CUAA traditional undergraduates indicate that their time at Concordia helps them to better understand their callings and purpose in life.

96% of CUW traditional undergraduates are employed one year after graduation. 82% of CUAA traditional undergraduates are employed one year after graduation.
Helping Students Design Their Futures

HIGH SCHOOL GRADUATES LOOKING TO FURTHER THEIR education at a Christian university without having to leave their community should consider the “Design Your Future” (DYF) program offered at the Milwaukee Midtown; Miller Park Way; and St. Louis, Missouri Accelerated Learning Centers.

Initiated at Milwaukee Midtown in 2007, the two-year associate degree bridge program primarily serves minority students between the ages of 18–23, many of whom are the first in their families to attend college. When the program was launched, thanks to a generous lead gift for scholarships from The Siebert Lutheran Foundation in Brookfield, Wisconsin, Concordia administrators described DYF as a perfect fit for students desiring to stay close to home. The Northwestern Mutual Foundation has subsequently provided significant scholarship dollars, as well.

“Many of these students may not be college ready, at least not at first blush,” noted Senior Vice President of Academics Dr. William Cario. “Our goal is to develop a learning community in an intimate setting and provide opportunities for success that students can build on.”

Students can earn their AA degree in one of four programs: Business Management, Criminal Justice, Early Childhood Education, or Liberal Arts. Program highlights include Monday–Thursday classes, an onsite computer laboratory, academic advising and tutoring, a six–week college transition program, an opportunity to participate in a number of student clubs and NCAA Division III athletics, and free textbooks. Some Design Your Future graduates have gone on to earn their bachelor’s degree at Concordia.

In order to be considered for DYF, students need a minimum ACT score of 15 and a high school GPA of at least 2.5.

The Concordia Promise
Creating Access to Lutheran Higher Education

WITH A MISSION TO PROVIDE ACCESS AND OPPORTUNITY TO THE “highest-value Lutheran Christian higher education possible,” Concordia University launched the Concordia Promise, an unprecedented opportunity for high school students to complete one year of a liberal arts undergraduate degree cost-free.

According to data released in November 2014 by the Institute for College Access and Success, seven in 10 (69%) graduating seniors at public and private nonprofit colleges had student loans in 2013, with an average debt burden of $28,400. While the Wisconsin Association of Independent Colleges and Universities (WAICU) reported that out–of–pocket net tuition at Wisconsin’s private, nonprofit institutions was under $5,500, increasing costs for higher education has led to staggering levels of lifelong debt for more and more students and their families.

The Concordia Promise helps solve this crisis. Under the program, enrolled students pay a reduced tuition cost of $50 per credit hour. Students are then eligible to participate in the Concordia Promise Plus, a scholarship in the amount paid for the dual credit courses that is applied toward their undergraduate tuition if students choose to attend Concordia University.

“At our core, we are dedicated to ensure that a lifelong Christ–centered education is within the reach of more and more students,” shares Concordia’s President, Rev. Dr. Patrick T. Ferry. “The Concordia Promise pays forward to a student’s undergraduate experience and makes an excellent Concordia education an opportunity that is more affordable, more accessible, and, ultimately, more valuable.”

In the spring semester of 2015, the Concordia Promise was made available exclusively to Lutheran and Christian high schools and homeschool families nationwide. As of August 2015, high school students from 16 states enrolled in the initiative, a majority from Midwestern states. There are currently 34 Concordia Promise partner schools, including Concordia International School of Hanoi. Thirteen online courses will be offered Fall 2015, with two additional courses planned for Spring 2016.
DURING THE 2014-2015 ACADEMIC YEAR, THE STUDENT VETERAN population at Concordia University has increased by 55%. The dramatic increase in enrollment is the result of intentional efforts of the entire University to greatly expand access and opportunity for our nation's heroes to help them transition their skills and experience into successful civilian careers.

Eduardo Garza, newly appointed Director of Veterans Services, knows what it means to serve. Garza is a U.S. Navy Veteran who served in combat during Operation Iraqi Freedom. Under his leadership, Concordia University has streamlined the student veteran recruitment and application process and overhauled our internal transcript evaluation process, to help veterans maximize their education benefits. “What we do here makes us truly noticeable as military friendly,” said Garza.

The Office of Veterans Services has corporate partnerships that connect our veteran students to jobs and internships. Faculty and staff have also gotten involved, partnering with Veteran Services on Take A Vet Fishing trips and volunteering with Camp Hometown Heroes.
WHAT IS THE MEANING OF A LIBERAL ARTS EDUCATION?
That is an excellent question as the School of Arts and Sciences is conducting an extensive review of what it means to be a liberal arts university today. It is compiling recommendations for implementation into the core curriculum. The core curriculum is designed both to enhance the student experience at Concordia, and to help students develop and grow those skills they will need as they face a future that will often involve multiple jobs and one or more career changes.

After 17 years as the Dean of the School of Arts and Sciences at CUW, Dr. Gaylund Stone stepped down from this leadership position and returned to teaching full time. Dr. Don Korte, Chair of the Natural Sciences Department, is serving as the CUW Interim Dean until the search committee completes its task. Dr. Robert McCormick continues his service as the Campus Dean of the School of Arts and Sciences at CUAA.

2014-2015 was another exciting year for the School of Arts and Sciences. Facilities and programs were upgraded on both campuses. At CUAA, the renovation of the existing science labs into state-of-the-art teaching labs for the life, earth, and physical sciences was completed, and at CUW several of the older science labs and lecture halls were extensively updated with the latest AV technologies. In Ann Arbor, renovations also began on The Kreft Center for the Arts. Students and the community alike value The Kreft Center for providing stimulating, creative experiences presented by both our students and artists from around the world. Having access to the fine and performing arts is a defining characteristic of a CUAA education.

After a semester on campus reviewing the role of the Concordia Center for Environmental Stewardship within Concordia University, a senior representative from the U.S. Department of Agriculture submitted a plan to the University to better leverage the Center’s resources by expanding environmental programs and partnering with stakeholders within the Concordia community.

CUAA introduced a Master of Science in Computer Science program that will prepare students to be highly proficient software developers and managers of complex information technology systems.

“A strong liberal arts curriculum is essential to the development of critical thinkers in the Church and the world.”

– Dr. Don Korte

Dr. Robert McCormick, CUAA
Dr. Don Korte, CUW

Watch our Deans discuss the future of Concordia University online at Concordia.Report

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<td>1. Approval of the Masters in Athletic Training program by CAATE, the accreditation body for athletic training. This is actually a combined undergraduate/graduate program leading to a master’s degree in five years.</td>
<td>1. The newly approved MS CS (Computer Science) program has already accepted its first cohort of students.</td>
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<td>2. The MS IT program (Information Technology) welcomed over 60 international students this fall.</td>
<td>2. The Physical Sciences section of the Department of Natural Sciences initiated the two-year process necessary for approval of its Chemistry major by the American Chemical Society.</td>
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<td>3. World-renowned Lutheran apologist Dr. John W. Montgomery is in residence at CUW for the fall semester.</td>
<td>3. The newly approved MS CS (Computer Science) program has already accepted its first cohort of students.</td>
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60+
SCHOOL OF BUSINESS ADMINISTRATION
TODAY’S EMPLOYERS ARE LOOKING FOR TOMORROW’S LEADERS.
Guided by the mission themes of Faith and Learning Centered and Purposeful Growth, Concordia University’s School of Business Administration continues to grow enrollment and advance our commitment to academic excellence in preparing students to secure opportunities that align with their passions and help them live lives of service in the world.

After nearly 18 years of service, Dr. David Borst, Dean of the School of Business Administration, left Concordia to pursue entrepreneurial opportunities. Under his leadership, the School of Business Administration enjoyed tremendous growth in enrollment, programs, scholarships, and reputation. After a nationwide search for a new leader, the committee needed to look no farther than CUW’s School of Pharmacy to find a leader with real-world business and entrepreneurial experience, as well as an accomplished academic.

Dr. Daniel Sem was named the new Dean of the School of Business Administration, and Suzanne Siegle, JD continues her role as the Campus Dean at CUAA. Dr. Sem’s unique combination of experience and success in science, startups, and sustainability will help to redefine the Concordia University business experience to be innovative, entrepreneurial, and socially conscious.

On both campuses, the Sport and Entertainment Business and Hospitality and Event Management programs are thriving. Partnerships have been formed with ESPN and the National Basketball Retired Players Association that have created internship opportunities in Detroit and Chicago, as well as Toronto for the 2016 NBA All-Star Weekend.

Both campuses also redesigned the Master of Science in Organizational Leadership so it can be completed within one year’s time either online, face-to-face, or through a combination of both. Other new MBA programs include Health Care Administration and Management of Information Sciences. A Master of Product Development has been established through a partnership with the School of Pharmacy.

Enterprising students from CUAA and CUW created CULaunch, an entrepreneurship practicum that has students teaming with each other and the business community to compete for cash prizes. Hands-on, experiential learning is a hallmark of our Business programs, and at CUAA the Business students have recently taken on the management and operations of the student store, The Egg.

At CUAA, the Justice and Public Policy program entered into a partnership with Detroit’s Police Officer’s Association as part of the continuing efforts to synergize academic knowledge with professional practice and experience.

At CUW, sustainability is recognized as an emerging area of importance in industry. Partnering with the School of Pharmacy and the Concordia Center for Environmental Stewardship, the School of Business is well-positioned to prepare the next generation of leaders for the new “triple bottom line” definition of success—profit maximization, social impact, and environmental stewardship.

Watch our Deans discuss the future of Concordia University online at Concordia.Report
THE NEED FOR QUALIFIED AND COMMITTED TEACHERS IN OUR Lutheran private and public schools is greater than ever. 2014-2015 saw the fastest and fullest placement rate for Lutheran education candidates in the last five years. More than 94% of Concordia University’s eligible candidates were placed in ministry opportunities, and demand continues to grow. The School of Education is well-positioned to meet this growing need and provide skilled, ethical, Christian educators who will teach the next generation.

Early in the academic year, the School of Education team collaborated to forge a new mission statement, which all faculty and staff members work to advance each and every day: The School of Education equips and inspires Christian servant leaders to pursue integrity and excellence in the delivery of educational services within professional and lifelong learning throughout the world.

To date, the School of Education has established more than 60 Preferred Educational Partnerships (PEPs) with PK-12 districts and education organizations throughout Michigan and Wisconsin. PEP members receive customized professional development, as well as a 24% tuition discount on graduate education programs. CUW offers professional, as well as lifelong learning opportunities to Christian servant leaders throughout the world.

The School of Education on both campuses launched a graduate licensure program in English as a Second Language (ESL), which has helped more than 25 educators grow their skills and professional marketability in only its first six months.

2014-2015 was also a year of innovation and change in the School of Education at CUAA. Several new programs were added, including a Special Education Learning Disabilities endorsement program and the Student Personnel Administration in Higher Education (SPAHE) program. The first SPAHE cohort began in Ann Arbor this fall. In addition, there was significant growth in the graduate level Leadership and School Administrator certification programs, as well as graduate level curriculum and instruction. CUAA also launched a Summer Institute for teachers and welcomed 65 participants in its first year.

CUW was awarded several grants to establish new and support existing programs, including scholarships for future urban educators, a financial literacy seminar, and a precollege STEAM (science, technology, engineering, art, mathematics) camp. In collaboration with Bethesda Lutheran Communities, CUW also piloted Bethesda College, a two-year certificate program for traditionally aged college students with developmental disabilities. Bethesda College students experience university life fully while growing spiritually, as well as in academics, independent living, and vocational skills. In addition, the CUW campus witnessed exponential growth in several existing programs, including our graduate Alternative Education licensure program and our professional development courses.

We have to be mindful of how to attract a broader range of students and how they eventually impact the lives of the students they serve to fulfill our mission in the world.”

– Dr. Michael Uden

MEASURABLE ACCOMPLISHMENTS

Results from student course evaluations highlighted four School of Education faculty among the top 10 across the entire University for the integration of faith and mission into their classroom teaching: Drs. Ben Freudenburg, Val Keiper, Kathy Kremer, and Jim Pingel.

The School of Education is experiencing growth across the board. One example is undergraduate enrollment at our Ann Arbor campus. Total enrollment has climbed by nearly 20% from last year (153 to 183 students), with teacher education welcoming 32 new students and the Family Life program bringing in 28 new candidates.

The School of Education is hosting a one-day event for Christian educators. We have partnered with the Fellowship of Christian Teachers in Public Schools, http://fctps.org/, the fastest growing organization of its kind with small group chapters in 25 states, to host this inaugural event.

Watch our Deans discuss the future of Concordia University online at Concordia.Report
SCHOOL OF HEALTH PROFESSIONS
BUILT ON A FOUNDATION OF EXPERIENTIAL LEARNING AND service, the School of Health Professions at Concordia University includes eight professions: Radiologic Technology, Social Work, Rehabilitation Science, Occupational Therapy, Physical Therapy, Physician Assistant, Diagnostic Medical Sonography, and Medical Assistant.

Doctorates are offered in Occupational Therapy and Physical Therapy and a master’s degree can be obtained in Occupational Therapy, Physician Assistant, and Rehabilitation Science. The School also offers a post-professional Clinical Doctorate in Occupational Therapy. This degree offers occupational therapists an opportunity to receive advanced knowledge in a specialty area of practice.

CUW recently graduated the inaugural Physician Assistant class of 29 students, and 70% of the students have already accepted positions in their chosen field.

The Bachelor of Social Work program has expanded to our Green Bay and Miller Park adult accelerated learning centers, with a goal of implementing a Master of Social Work program in Fall 2016. The Medical Assistant certificate program began utilizing a blended delivery method as a successful expansion of the 13-month program established at Beloit’s accelerated learning center this summer.

The Doctor of Physical Therapy program provided a number of opportunities for students to participate in service projects, including pro bono services at the Gerald L. Ignace Indian Health Center in Milwaukee. Students are also pairing up with Bethesda College students on campus to mentor weekly in healthy eating and physical activity.

Service is fundamental within the School of Health Professions, and students found many opportunities to volunteer throughout the year. The Master of Occupational Therapy department hosted two free camps over the summer. The first was a handwriting camp that provided one-on-one instruction, and the second camp focused on making healthy choices in their lives. Activities centered on self-image, peer pressure and bullying, relaxation techniques, and the difference between eating whole foods and processed foods.

Intense efforts are now under way to develop a graduate program in Speech-Language Pathology. Dr. Richard McGuire serves as Program Director, and once an accreditation application is completed and an on-campus clinic is established, the first cohort of 24 students will begin classes in the summer of 2017.

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“We prepare students for their vocation to serve the diverse health needs in their communities and in the world.” – Dr. Linda Samuel

100% of faculty are involved in scholarship.
100% of faculty are involved in service to Concordia, community, and/or their profession.
100% of the curriculum includes experiential learning.
SCHOOL OF NURSING
THE SCHOOL OF NURSING’S VISION OF BECOMING A PREMIER

Christ-centered school widely recognized for transforming students into exceptional nurse professionals was bolstered tremendously recently by a maximum 10-year reaccreditation of all programs through December 2024 by The Commission on Collegiate Nursing Education. Nursing leaders at every level of practice from a Bachelor of Science in Nursing to a Doctor of Nursing Practice degree are prepared to serve diverse communities in today’s ever-changing health care environment, with students having an opportunity to participate in global experiences to enhance their cultural competency. Graduates are inspired to go forth into the world to fulfill their nursing vocation in faith-filled service with professional excellence, compassion, and integrity. Both campus nursing programs are under new leadership—Dr. Sharon Chappy is Dean on CUW’s campus, and Dr. Cindy Fenske, who has set a goal of initiating an undergraduate nursing program by next fall, is the inaugural Campus Dean on the Ann Arbor campus.

Some of the accomplishments in the Nursing School this past year include:

A Sheboygan, Wisconsin cohort of CUW’s BSN completion program maintained an impressive 100% retention, with 11 more students beginning that program in July. Driven primarily by student demand, the MSN program for Family Nurse Practitioners and Nurse Educators is now being offered completely online.

Five CUW faculty members—Dr. Jill Krell, Dr. Janet Levey, Dr. Tina Orr, Dr. Diane Sokolowski, and Dr. Geny Vernon—completed their doctoral studies within the past year, increasing the number of faculty in the school with terminal degrees significantly. Traditional undergraduate program faculty piloted Open Faculty Tutoring one to two hours each week per course to enhance student success, and students overwhelmingly welcomed and appreciated the extra help.

A Dedicated Education Unit was initiated for traditional undergraduate nursing students’ clinicals at Aurora Medical Center in Grafton, and the two seniors who participated in this first year were offered positions at Aurora.

In Ann Arbor, the first cohort of BSN Completion students all graduated, as did 28 BSN Completion students at Concordia University Wisconsin.

Parish Nursing has long been a hallmark of CUW’s Nursing program, and Dr. Carol Lueders-Bolwerk, Director of Parish Nursing, hosted the 23rd annual Parish Nursing Conference in May entitled “Stand Up, Stand Up For Jesus,” attracting participants from 20 states.

At Concordia University, we have a wide variety of students from all walks of life. We’re proud that we have innovative support programs to help student nurses succeed as students and in the world.” — Dr. Sharon Chappy

MEASURABLE ACCOMPLISHMENTS

1. Our last two reports from the State Board of Nursing revealed our pass rates were 96% and 92%.
2. The initial proposal to start a traditional BSN program in Ann Arbor was approved by the Michigan State Board of Nursing.
3. 100% of our undergraduate BSN students at the Junior and Senior levels participated in a spring 2015 Interprofessional Education (IPE) event. A fall 2015 event is planned that will include 100% of the current juniors and seniors.

Watch our Deans discuss the future of Concordia University online at Concordia.Report
SERVICE, EXCELLENCE, AND CHRISTIAN LEADERSHIP ARE distinguishing characteristics of a Concordia University Pharmacy education. Graduates of the School of Pharmacy are not only well prepared to provide the highest quality care to their patients, but they are also servant leaders who understand that they are called to use their gifts to impact the world.

2014-2015 was a significant year for the young Doctorate of Pharmacy program. During its fifth year in existence, the School enrolled 362 students; 78 graduated in May. Of the graduates, 33% of the class matched in post-graduate year one residency programs. Overall, 73% of the graduates who participated in the match program ultimately matched with a residency program. Both percentages are above the national average.

James Lokken, Pharm.D., has progressed into his second year of the Concordia University residency program and Chris Johnson, Pharm.D., was hired as the incoming first year resident in the program. Both residents are also working on a Master in Education degree as part of the residency program.

Seven students have completed the first year of the master's degree in Drug Product Development and will graduate in May 2016. Nine more students have been admitted in the fall of 2015, with the ultimate goal of admitting 12 students per class. Dr. Daniel Sem, the director of the program, who has been recently promoted to Dean of the School of Business Administration, will maintain a faculty appointment in the School of Pharmacy allowing him to incorporate collaborative efforts and academic resources between the Business and Pharmacy schools.

In addition, the School of Pharmacy added new student organizations, including the inaugural chapters of the Kappa Epsilon and Kappa Psi professional pharmacy fraternities, as well as a chapter of the Rho Chi Pharmaceutical Honor Society.

Faculty in the School of Pharmacy actively pursued their scholarship in the academic year. Achievements included 25 peer reviewed publications and 99 invited presentations. The Office of Assessment was also recognized by the American Association of Colleges of Pharmacy for the Award for the Excellence in Assessment.

Dr. Michael Brown, Associate Dean
Dr. Dean Arneson, Dean

“The School of Pharmacy is expanding programs to help our students fulfill the needs of the citizens of Wisconsin and the world.” – Dr. Dean Arneson

MEASURABLE ACCOMPLISHMENTS

Student Success: Students are well prepared to serve as professionals in their field upon graduation, with a 98.4% pass rate on NABPLEX and 100% pass rate on MJPE.

Strategic Partnerships: 226 experiential sites are engaged with our students and help advance the mission.

Grants and Funding Levels: There are currently five active externally funded grants and contracts.

Watch our leaders discuss the future of Concordia University online at Concordia.Report
ONLINE AND ADULT ACCELERATED LEARNING CENTERS
OVER A THIRD OF CONCORDIA STUDENTS rarely step on the Wisconsin or Ann Arbor campuses. These students are pursuing undergraduate and graduate degrees through one of over 20 online programs and certificates, or programs offered through our 13 off-campus centers.

Dr. Bernard Bull, Assistant Vice President of Academics, leads online and accelerated learning center programs and shares the following information:

While there are many online and off-campus options available to students, we approach these important ministries “the Concordia Way.” That means that we are firmly committed to educational innovation, but we do so with a focus on being learning- and Christ-centered, pursuing purposeful growth, engaging in service for impact, and promoting access and opportunity.

Over the past year, Concordia University launched a one-year Medical Assistant program, led by leaders within the School of Health Professions and offered through the centers or online. Many students choose a blended academic path that includes both online and face-to-face classes.

To ensure that each student receives the care and support necessary for academic success, the center and online teams adopted a new advising software package that provides alerts to advisers and success coaches when students engage in behaviors that put them at risk (missing class, low performance on assignments, decreased activity in class, did not sign up for their next class, etc.).

To better recruit students and serve the community, we engage in missional marketing. That means leading with messages about who we are, our core values, and our vision for Lutheran education. Examples of our missional marketing efforts include providing free online courses on topics ranging from blended learning to communication skills for health care providers, and hosting career events for the community. We also implemented a new call center that efficiently manages inquiries throughout the University.

The centers and online teams also serve the business community through corporate partnerships that provide tuition grants, customized curriculum, and flexible meeting times to help partner companies reach their goals.

While many of these students may never step on campus, the center and online teams are working hard to make sure that every Concordia student gets an education that is rooted in our mission, vision, and values. We embrace the century-old commitment to innovation in Lutheran education that started in the Reformation, leveraging new and emerging technologies to help us to share the unchanging message of God’s love in Christ.

“My goal at Concordia is to bring people together and create opportunities to support those who are learning,” says Sarah Pecor, Executive Director, Continuing and Distance Education.

“We seek to meet our learners where they are and provide them with high-impact, flexible, accessible, Christ-centered learning experiences.” — Sarah Pecor

ONLINE
- 5 new programs
  - MA (Blended)
  - MS-Special Education LD endorsement
  - MS-Family Life
  - OLA—now available to be completed in one year.
  - BS: Radiologic Technology
- Continues to grow in enrollment of online courses (4.8% increase)
- MOOCS
  - Adventures in Blended Learning
  - Communication Skills for Healthcare Providers
  - Adventures in Self-Directed Learning
  - And coming soon: Philosophy 101
- Dual Credit (300+ students, 31 partnership LCMS high schools in the U.S. and beyond)
- Expanding our team (Executive Directors of Digital Marketing and Online Enrollment, Online Student Success Coach, and new Online Admissions Counselors)

CENTERS
- Dearborn center celebrating its first graduate—Bachelor of Health Care Management
- BS-W accelerated Social Work degree—offered at Miller Park Way and Green Bay centers with plans to expand to other locations
- Fiber optics rolling out to all center locations—IT upgrades to improve bandwidth and functionality of Internet connectivity within all centers (only outstanding are Midtown and Green Bay at this time)
- New positions created:
  - Center Director for the Ann Arbor center, focused on accelerated undergraduate and master’s level program support, recruitment, and retention
  - Graduate Education Recruiter who recruits teachers for the graduate Education programs by sharing the partnership benefit with the districts
- Extensive remodel at the Midtown center to create a more comfortable learning environment

Watch our Deans discuss the future of Concordia University online at Concordia.Report
IN JUNE 2012, CONCORDIA UNIVERSITY Wisconsin concluded the most successful comprehensive campaign in its history, raising over $47 million, thanks to the generosity of our alumni, friends, corporate partners, and the blessings of our gracious God who continues to do far more abundantly than all that we ask or think (Ephesians 3:20). This campaign, Renewed by the Waters Phase II, allowed us to continue our purposeful growth, thereby increasing access and opportunity for hundreds of additional students who already today are impacting countless more.

The success of the last campaign has given us the confidence to follow wherever God is leading us to accomplish our mission of helping our students “develop in mind, body, and spirit for service to Christ in the Church and the world.” Where He has led us in the past three years is a journey that none of us could have anticipated. During these years, two very unique universities in different states were brought together to become ONE. Much has been learned through this joining together, but in 2015 it has become abundantly clear that we are indeed ONE University with two residential campuses.

While many donors remain very supportive of one campus or the other, Wisconsin or Ann Arbor, increasing numbers are telling us to use their support wherever it is needed, on either campus, since we are ONE University. And the blessings of that generosity are being felt on both campuses.

During the past academic year, donor-funded investments continue to be made that are improving both campuses. Major remodeling projects are taking place, with some of the most notable being the completely updated science building, The Kreft Center for the Arts, and new athletic facilities, on the Ann Arbor campus. Additionally, plans have been solidified on the Wisconsin campus for our next major initiative. Already, leadership gifts are coming in and are approaching $7 million toward this important project. While an official announcement is still to be made public, this initiative will continue our purposeful growth with great, innovative, and sustainable facilities as well as greatly enhancing our access and opportunity for all students.

None of this would happen without the generosity of those who continue to support our mission and students in amazing ways. For all of God’s blessings and the gifts that come through His people, our ONE University continues to give thanks.

Rev. Dr. Roy Peterson
Vice President of Advancement
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