



CONCORDIA UNIVERSITY
Wisconsin & Ann Arbor

PRESIDENTIAL **PROSPECTUS**

Call for Nominations for the 9th President

The Presidential Search Committee of Concordia University invites nominations of candidates in its search for Concordia's 9th president. The search was launched in response to President Patrick T. Ferry's announcement to retire at the end of the 2020–21 academic year.

We seek a deeply committed leader of uncommon capacity, Christian character, Lutheran fidelity, and innovative will, who believes in Concordia's core values and will effectively navigate the university into its future, ensuring success for generations of Concordians to come.

Concordia University today is in an exceptional position. Thanks be to God, there is much to celebrate. The next president will engage the entire Concordia community—by God's continued grace and provision—as we realize our next chapter of higher education excellence.



OUR PURPOSE

Our mission and vision express our enduring purpose and identity; our very reason for existence as a place of Lutheran Christian higher education. Fidelity to this purpose guides every facet of the University.

MISSION

Concordia University is a Lutheran higher education community committed to helping students develop in mind, body, and spirit for service to Christ in the Church and the world.

VISION

Our faculty, leadership, staff, students, and alumni carry out Concordia's mission each and every day as we pursue a vibrant path to the future. Our vision is to be well known nationally and internationally as a premier Lutheran Christian university, widely recognized for meaningful integration of faith and learning. Our alumni will assume significant servant leadership responsibilities in the Church and communities across the nation and around the world.

We live the vision and achieve our mission in four critical ways:



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 Christian faculty excel in teaching and mentoring, and successfully connect faith to learning. Our academic programs are rigorous and diverse, consistent with the needs of the Church and our communities.



We plan for purposeful growth

Students grow as they develop in mind, body and spirit. Concordia grows as we reach more people with our 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 professional, social, academic and spiritual formation of all Concordians.



We make an 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.



We champion access and opportunity for all learners

We provide access to the highest value higher education experience. As a result, Concordia students discover and develop their vocations. Rigorous assessment of our academic offerings, university services, delivery systems, and market and organizational performance result in continuous improvement of the Concordia experience, which enables our students to pursue and persist in their chosen career paths.



ROLE OF THE 9TH PRESIDENT OF CONCORDIA UNIVERSITY

The president of Concordia University is the chief executive of the institution, reporting to the Board of Regents. The president serves both as academic head of the faculty and as spiritual leader of the institution.

The 9th president joins a thriving and successful university at a time of positive momentum on many fronts. A newly affirmed strategic plan, *Forward: The 2021-2026 University Plan*, is in place. The quality of our two-campus student culture is evident. Students evidence meaningful spiritual formation. Student satisfaction, retention, and graduation rates exceed national norms. Our enrollments are strong. Significant strides in the areas of institutional branding, academic operations, and academic program development find us sure-footed in the uneven and evolving higher education terrain. Our financial health is robust, reflecting decades of sustainability, profitability, and conservative fiscal discipline.

The next president will be ready to jump aboard a university on the move; passionate and able to set a compelling, shared vision for Concordia's next chapter. Every member of our one-university, two-campus community is eager to follow a passionate, experienced change leader, who embraces the Lutheran liberal arts values rooted in our vibrant past, while engaging all Concordians to work tirelessly for the future God has in mind for the Church's school.

The next president will be authentic and will lead with Christian character, warmth, and openness. Our president will invite and instill a sense of purposeful urgency, empowering readiness for the significant demands of a highly complex, changing time.

The next president will be equipped to achieve even greater institutional success, student formation, academic distinction, financial sustainability, and growth. The president will possess a well-informed perspective about the current realities of higher education, and will bring a breadth and depth of executive experience to advance Concordia's mission well into the future.

The next president will be faithful, devoted to Christ first, in all things. The president will keep students and their success at the heart and center of Concordia University, loving each of them and welcoming all. The president will sustain and enhance our university's commitment to live uncommon: attracting and developing students in mind, body, and spirit for lives of service to Christ in the Church and the world.



CHALLENGES & OPPORTUNITIES



Innovate and elevate the distinctive 21st century Lutheran higher education experience

The president will ensure the development and implementation of an uncommon 21st century Lutheran higher education portfolio that is rigorous, diverse, and faithful to our identity. The president will champion this work with awareness and urgency in the wake of the sector-wide disruption caused by the COVID-19 pandemic. In addition, the president will advance the intention of *Forward: The 2021-2026 University Plan*, relying on transparent processes, expert communications skills, and effective change leadership. The president will invite significant partnership with our world-class faculty, dedicated staff, and seasoned leadership team to achieve robust and distinctive Lutheran teaching, learning, and formation experiences at every level. The president will ensure access to an increasingly diverse student population and will prioritize the launch of new approaches and models to achieve college affordability for all students. The president will be thoughtful, strategic, and bold in the implementation of innovative, profitable solutions that extend the university mission and meet students' needs.



Passionately pursue a whole-person formational education, for every Concordian

The student experience is at the heart of Concordia's mission. The president will prioritize efforts that ensure Concordians develop holistically, ready for lives of deeper purpose, human connection, service, and global citizenship. The president will be keenly aware of and focused on improving student retention, persistence, and completion rates, ensuring that investment in a Concordia education is both valuable and significant. Importantly, the president will champion the work of the 21st century Lutheran University to engage its Christian education mission among an increasingly diverse and dispersed learner population that represents all ages, experiences, backgrounds, and abilities.



Raise the university profile locally, nationally, and internationally

The president must prove expert at communicating with passion and persuasion the distinctive qualities of Concordia University, ensuring that its perception and profile continue to attract students, faculty, staff, and donors of the highest quality. The president will build on prior branding success to ensure Concordia remains market ready. This person will be an ardent advocate of Lutheran Christian higher education at the traditional, post-traditional, and graduate levels, will amplify the university presence in its local communities, and will seek to elevate Concordia University nationally and internationally.



Sustain and enhance resource capacity and fundraising

Concordia University enjoys financial strength and a history of careful, conservative fiscal management. The president will steward these resources, and provide clear, strategic oversight of Concordia's assets at the highest level. The president will foster innovative thinking and action around the development of new and diversified revenue streams and will lead the next major fundraising campaign to success. The president will ensure the university achieves its significant strategic endowment growth goal in the coming years.



Prioritize and care for faculty and staff

The president will deeply value and love Concordia's workers and will support our employees as a resource given us by the Lord. The president will ensure the highest caliber workplace that delivers innovative and unparalleled employee support in mind, body, and spirit and will champion employee development, empowering them to live out their God-granted potential in service to Christ's mission at Concordia. The president will demonstrate eagerness to serve and will foster a well-supported, deeply-engaged culture.



Embrace and advance Christian values for diversity and belonging

Concordia is a community and an increasingly diverse one. The next president will promote and embody our value for Christian unity and belonging. The president will successfully engage all members of the community in the critical work of affirming the worth and dignity of every person. The president will take an active, vocal, and vital role in shaping and sharing a distinctive Lutheran approach to diversity, resulting in a community where Christ is Lord and all are loved.

QUALITIES OF THE NEXT PRESIDENT

Concordia University seeks a committed, transformational Christian leader, who is a member of The Lutheran Church—Missouri Synod, a faithful Lutheran Christian, and an experienced and successful leader of people, programs, and mission within high profile, complex settings. The president will be a person of deep faith, humble and devoted to the teachings of Jesus Christ and God's Word; winsome and fervent in their confession of the doctrine of the Lutheran Church. The president will possess extraordinary intellectual curiosity and theological acumen, the hallmarks of the Lutheran liberal arts community, and an ability to collaborate with and lead this community with passion and skill. The president will possess outstanding business skills, with increasing experience throughout their career managing institutions with budgets well in excess of \$100M. The president will possess masterful communication skills, authenticity, self-assuredness, humility, integrity of the highest order, and a dedicated work ethic.

The Presidential Search Committee is open to considering candidates from a range of backgrounds who meet the requirements for candidacy established by the LCMS as stated in the Handbook (bylaws), and who demonstrate the necessary skills along with a significant understanding of 21st century higher education.

The most compelling candidate for the Concordia University presidency will be:

- An active member in good standing of a congregation of the LCMS
- Faithful to the Holy Scriptures, sharing that faith and its expression in worship and service
- Faithful to the Lutheran Confessions and firmly supportive of the LCMS constitution, bylaws, practices, and policies
- Capable to serve ably as the Christ-centered spiritual leader of the University
- A champion for Lutheran Christian higher education, with a clear and passionate vision for 21st century faith-based higher education
- Experienced as a senior officer of a large, complex, multi-geographical organization with many different publics or constituencies and a budget in excess of \$100M
- Possessed of an earned terminal degree (EdD, PhD, ThD or similar)

Other essential professional characteristics and experience:

- Successful experience as an institutional visionary and change leader
- A student-centered leader with a track record of putting student success (mind, body, and spirit) at the forefront of every decision and endeavor
- Deep knowledge of and a solution-oriented posture toward the particular challenges facing non-profit, private, faith-based higher education including demographic, financial, and cultural challenges
- Robust understanding of finance and a history of proven effective strategic asset allocation (working with budgets of significant scope; \$100M plus)
- A gifted fundraiser with demonstrated experience with both traditional and nontraditional fund development
- Collaborative, inclusive, highly transparent management approach; ability to build and develop a high capacity, senior-level leadership team
- A person of global perspective with a demonstrated record of promoting and achieving diversity in all of its myriad forms
- A balanced, accessible, and experienced supporter of the principles of shared governance, transparency, and inclusive but decisive decision-making
- An entrepreneurial person with financial acumen who will aid the university in matching ambitions with available resources, while thinking innovatively about growth opportunities
- Robust understanding of strategic visioning and planning; the capacity to make tough decisions and communicate choices with care and conviction
- An engaged community member who will take a serious interest in the opportunities available in our local and surrounding communities

Essential values and personal characteristics:

- Highly relational, accessible, and personable
- Ability to inspire, build, and sustain a shared spirit of unity across the organization
- Demonstrated belief in and commitment to equity and inclusion
- Superior communication and relationship-building skills
- Creative problem-solving skills
- Ability to manage dissent without shutting down dialogue
- Unimpeachable integrity, outstanding judgment
- Trustworthiness, prodigious energy, decisiveness, courage of convictions, innovation, and authentic personal warmth

NOMINATION PROCESS

Nominations will be accepted May 14, 2021 through July 15, 2021.

Successful nominees will satisfy the required and desired qualifications. Nominations submitted for consideration will include information about the nominee and the nominator, including a description of how the nominee satisfies the qualifications.

Who may nominate:

- LCMS congregations*
- CUWAA full-time (plenary) faculty members
- Members of the Concordia University System Board
- Members of the CUWAA Board of Regents

Nominations must be made using the Nominee Information form, which can be accessed at www.cuw.edu/presidentialsearch or www.cuaa.edu/presidentialsearch.

****Only LCMS congregations, and not individual congregants/members, may submit nominations.*** Those submitting nominations on behalf of a congregation will identify their congregation and the name and contact information of their congregation's senior pastor. Nominations will be authenticated by the search committee. Individual LCMS members are encouraged to work through their congregations before submitting nominations.

Once nominations are received:

The search committee will authenticate the source of all submitted nominations prior to informing nominees and inviting their consent to remain on the list.

Once authenticated, nominees will consent to accept or decline the nomination. If they accept, nominees will verify their contact information and submit their current professional resume/CV. The list of those who consent may not, per the bylaws of the LCMS (3.10.6.6.2) be published, but will be sent to the LCMS Prior Approval Panel.

The CUWAA Board of Regents through its search committee will submit all nominations received, authenticated, and accepted by the nominees directly to the LCMS Prior Approval Panel without any screening or pre-approval.