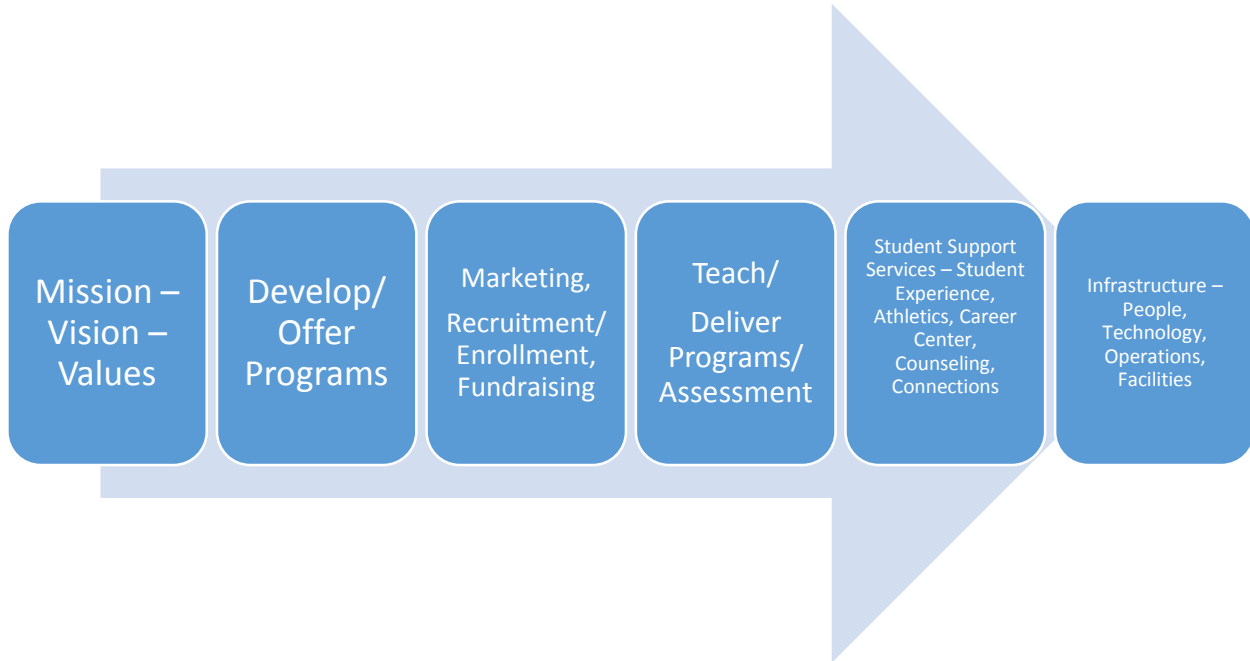


Strategic Plan

Strategic Plan – Formulation Framework



MISSION (who we are, what we do and why we do it)

Concordia College New York is a higher education community of learning where mutual respect flourishes, responsibility is developed and reverence for God is cultivated so that students can pursue lives of passion, purpose and service.

VALUES (what matters most here)

- **IDENTITY:** We are anchored in a living Lutheran heritage as we strive to follow Jesus Christ. We express this tradition tangibly with an ethics-infused curriculum and a faith-informed community life.
- **QUALITY:** As an academic *community*, we prioritize hospitality, civility and respectful dialogue across differences; as an academic *institution*, we are committed to intellectual rigor as well as co-curricular and pedagogical experiences that are personalized, enduring and actionable.
- **DIVERSITY:** We reach out with a globally-engaging, diverse worldview capitalizing on the international destination that is the classroom of Metropolitan New York City. Providing access to networks of vocational success, full human flourishing becomes a possibility for our students, their families, and the world.
- **INNOVATION:** We embrace technological innovation as we benefit from its efficiencies. In our dynamic environment, we adapt our educational and business models in a manner that is responsive to the needs of our students.
- **VOCATION:** We reinforce the formation of identity, leadership, integrity, collaboration and cooperation so that every member of our community may realize their calling in every life they touch.

Strategic Priorities (how we will achieve our Mission)

1. Offer high quality academic programs, building on the College's strong faith-based liberal arts foundation but with greater emphasis on programs that provide a career pathway, particularly in health services, business and education, using innovative delivery formats to meet market demands.
2. Diversify recruitment and enrollment channels to foster sustainable growth, reduce risk, and to significantly increase net enrollment revenue, while building on the College's market positioning: "Small School. BIG IMPACT."
3. Promote academic excellence by investing in faculty training and development, as well as enhancing program and institutional assessment.
4. Enhance student support services by providing a distinctive high touch student experience, and thereby promote student academic success, personal development, as well as advancement in careers or education.
5. Invest in our resources—people, facilities and technology—to strengthen and support the College's mission, academic programs, services and operations.
6. Engage our key constituents and increase fundraising for the College, to support programs, faculty, facilities, and most importantly, our students.

Strategic Initiatives

- 1 Offer high quality academic programs, building on the College's strong faith-based liberal arts foundation but with greater emphasis on programs that provide a career pathway, particularly in health services, business and education, using innovative delivery formats to meet market demands.**
 - 1.1 Establish a New Program Development Process
 - 1.2 Develop new curricular and co-curricular programs
 - 1.3 Review and Re-engineer existing program curriculums to provide students with effective preparation for graduate study or professional careers and fulfill the mission of the institution.
- 2 Diversify recruitment and enrollment channels to foster sustainable growth, reduce risk, and to significantly increase net enrollment revenue, while building on the College's market positioning: "Small School. BIG IMPACT."**
 - 2.1 Promote Brand identity and strengthen marketing support for key college constituents including Admission, Advancement, and other College programs and services
 - 2.2 Grow enrollment through a targeted, grassroots marketing and recruitment strategy.
 - 2.3 Increase net revenue by recruiting higher margin student cohorts and populations.
- 3 Promote academic excellence by investing in faculty training and development, as well as enhancing program and institutional assessment.**
 - 3.1 Foster educational excellence through ongoing faculty training and development.
 - 3.2 Promote a culture of assessment through the leadership of the College's Assessment Committee.
- 4 Enhance student support services by providing a distinctive high touch student experience, and thereby promote student academic success, personal development, as well as advancement in careers or education.**
 - 4.1 Evaluate and re-engineer the First Year Student program and process and related student support services to improve the student experience.
 - 4.2 Improve integration and support/accommodation for international students.
 - 4.3 Strengthen athletic programs by enhancing the collaboration with other key college constituents, and by improving student-athlete welfare, facilities, and school spirit.
 - 4.4 Invest in Career Development Services and increase student internship opportunities for graduate and undergraduate students.
 - 4.5 Enhance student support services for non-traditional students including ADP & Post Baccalaureate Nursing students.
 - 4.6 Reorganize/improve the integration of the Connection program into the College.
 - 4.7 Equip the Health Center to meet the growing demands of the population, as well as improve wellness opportunities
 - 4.8 Continue to improve employee communication and training program

5 Invest in our resources—people, facilities and technology—to strengthen and support the College’s mission, academic programs, services and operations.

- 5.1 Continue to improve employee communication and training programs to help create a culture of strong employee job performance, job satisfaction, and morale
- 5.2 Ensure employee compensation is commensurate with the market.
- 5.3 Ensure that the college’s physical infrastructure can meet the curricular and co-curricular needs of the College, including maintenance, and upgrading of existing facilities and potential acquisition or new construction.
- 5.4 Enhance IT security to protect and safeguard key college systems and data.
- 5.5 Increase usage of College systems by Faculty and Staff.
- 5.6 Establish and Project Management Office to prioritize, communicate, manage, and approve strategic initiatives/potential tactical actions (new services, partnership programs).
- 5.7 Re-engineer/restructure key operating processes to promote greater efficiency and effectiveness, improve customer service and contain costs.
- 5.8 Assess key operating functions and programs to ensure adequate resource to support and to reduce operational risk.

6 Engage our key constituents and increase fundraising for the College, to support programs, faculty, facilities, and most importantly, our students.

- 6.1 Increase fundraising to support both capital development programs, as well as ongoing College operations
- 6.2 Increase engagement of key constituents to foster their sense of connection and loyalty to the College.

