



## **Concordia Lutheran High School Strategic Plan**

As approved by the CLHS Board of Directors  
December 18, 2012

## **Introduction**

In early 2012 the leadership of CLHS embarked on a process to create a new strategic plan. New leadership along with considerable change in the external environment drive the need for a new plan.

The process for developing the plan included input from more than 1,200 people from Concordia's constituents—students, parents, alumni, faculty, staff, board members, association delegates and pastors, and others. In addition, input for the plan was gained from a market research study of 725 parents of 7<sup>th</sup> and 8<sup>th</sup> Grade students in Allen County. A financial and metric-based assessment of key data concerning the financial, operating and academic performance of CLHS also served as input for the plan.

Concordia's Strategic Planning Team processed the above assessments and contributed additional qualitative input. The team members were Terry Breininger, Chris Goeglein, Mike Martin, Beth Miller, John Schoedel, Josh Sommermeyer, and Mychal Thom.

## **Mission**

Concordia Lutheran High School pursues Christ-centered educational excellence that equips individuals for lifelong learning and service as disciples of Jesus Christ.

## **Values**

Christian faith, service and academic excellence, the founding principles of Concordia Lutheran High School in 1935, remain our core values today. In addition, Concordia values diversity, mission partnerships and relationships.

**Christian Faith**—As a Christ-centered high school that is distinctively Lutheran, Concordia values witnessing our faith and engaging students with Jesus Christ as Lord and Savior.

**Servant Leadership**—With Jesus as our example, Concordia is committed to serving the spiritual and human needs of others.

**Academic Excellence**—Concordia is a supportive learning community with its focus on attaining the highest levels of learning for each individual student.

**Diversity**—Concordia nurtures Christian understanding among all people, recognizes the value of a diverse community, respects the unique dignity of each person, and believes that the diversity of all people at Concordia is a testament to the greatness and goodness of God, our Creator and Redeemer.

**Mission Partnerships**—Concordia and its sponsoring Lutheran congregations partner with other educational institutions and organizations to use the educational setting to impact students and develop them as believers who change the world for Christ.

**Relationships**—Concordia is a highly relational institution that reflects a culture of love, integrity, trust and cooperation among students, families, CLHS faculty, staff and administrators, alumni, boards, owner congregations, and other Christians.

## **Vision**

Concordia is fully living its mission as a Christ-centered, distinctively Lutheran institution of learning. Students of all faiths and denominations experience the love of Christ as Lord and Savior and demonstrate a transformed life through the school's distinctive focus on intentional discipleship. Concordia demonstrates its values through a culture that exemplifies high levels of trust and communication, and all who work here share the purpose of being missionaries for Christ. The demand for a Concordia education continues to increase as more people recognize the greater value offered by a broad range of advanced academics that intentionally prepare students for college majors, careers and their life journeys. As part of a supportive learning community, every student learns to his or her potential and every member of the faculty pursues diverse and relevant professional learning opportunities. Students are supported by scholarships that are funded through the generosity of donors and member congregations. Concordia is widely recognized as among the leading high schools in the nation. It is the school of choice for students and for the best and brightest faculty and staff. The organization is highly accountable to its mission and relies on assessments and plans to guide fiscally sound business operations. Concordia's infrastructure fully sustains the needs of the institution. The high school serves as an advocate and leader for the local Lutheran community and collaborates with organizations throughout the region. Concordia has a significant and enduring impact on local, regional, national, and global communities through service projects and graduates who demonstrate Christian leadership in their occupations and ministries.

## **Strategic Directions**

*Ensure Sustainability of CLHS Mission* – Given the dependence on tuition for the current revenue model, the need to continually expand scholarship offerings, develop human resources and enhance facilities, CLHS must grow enrollment from a variety of sources and create alternative revenue streams. In addition, development of advancement programs is a key success factor in long-term sustainability.

*Foster Intentional Discipleship* – CLHS has a significant opportunity to build on its legacy as one of the premier Lutheran schools in the nation by developing biblically-based, intentional and thoughtful spiritual formation programming that brings about life change in each individual student and reflects how the Gospel is real in their lives.

*Pursue Advanced Academic Programs* – The increased competitiveness of the academic environment, the emerging trend of partnerships between secondary education and higher education, the dynamic nature of today’s education, and the opportunity for CLHS to be distinctive in the area of advanced academics are drivers of this strategic direction.

*Develop Tomorrow’s Leaders* – Rich programming, such as athletics, fine arts, and JROTC, has contributed to a legacy of national, community and ministry leaders of which Concordia can be proud. This legacy also provides a tremendous opportunity to formalize and expand these efforts in partnership with new leadership-based academic offerings to provide CLHS a distinctive, unique, relevant, and significant competitive advantage.

*Shape Culture, Build Relationships and Develop Community* – People believe in Concordia and what it stands for and what it accomplishes for its students. More can be done to help people understand Concordia, improve communications with faculty, staff, students, and other important stakeholder groups, and strengthen a culture of trust. Concordia is an important asset in the Lutheran community that can contribute greatly in strengthening Lutheran schools and the ministries of our Lutheran churches and organizations.

## Strategic Plan Goals and Objectives

<b>Direction A: Ensure Sustainability of CLHS Mission</b>
1. Increase traditional student enrollment
2. Produce alternative tuition revenue streams
3. Recruit and retain the best and brightest talent
4. Fund the CLHS mission
5. Annually grow the principal value of CEF endowment
6. Increase support for the Alumni Association
<b>Direction B: Foster Intentional Discipleship</b>
1. Implement an intentional, integrated Campus Ministry
2. Fully live our mission by transforming lives for Christ
<b>Direction C: Pursue Advanced Academics</b>
1. Provide students with a highly respected, relevant and distinctive academic program
2. Maximize learning for every student
<b>Direction D: Develop Tomorrow's Leaders</b>
1. Develop leaders in Christian service
2. Graduate students who are prepared to lead
3. Understand and celebrate the leadership roles of CLHS alumni in society
<b>Direction E: Shape Culture, Build Relationships and Develop Community</b>
1. Shape internal culture through improved communication and processes
2. Build relationships with students and families that lead to engagement and satisfaction
3. Develop the alumni community to foster loyalty to CLHS and a greater sense of community
4. Strengthen The Lutheran Schools Partnership schools through partnership, thought leadership and onsite engagement
5. Leverage the resources of the Lutheran community through collaboration