



# MISSION, MOMENTUM, MOMENT

## A CAMPAIGN FOR CONCORDIA COLLEGE

CONFIDENTIAL | DRAFT CAMPAIGN PROSPECTUS



**CONCORDIA COLLEGE**  
MOORHEAD, MINNESOTA



# MESSAGE FROM OUR LEADERS

## Dear Cobber Alumni and Friends,

Founded to influence the affairs of the world by sending into society thoughtful and informed men and women dedicated to the Christian life, Concordia College is ever committed to educate, inspire, and empower students to lead with purpose in a rapidly changing world. Today, our campus is alive with innovation, from groundbreaking academic initiatives to new opportunities for student engagement and growth.

Thanks to the commitment of our faculty, staff, students, alumni and friends, we have never been stronger. But to continue this momentum, we must seize this moment.

We are embarking on a bold journey to secure the resources necessary to further advance our mission. Your partnership in this endeavor will ensure that we can continue to provide an exceptional education to current and future generations, while remaining a vibrant force for good in our community and beyond. We invite you to review, reflect and respond to these preliminary thoughts. We are eager for your feedback in the coming weeks.

This is an exciting time for Concordia College, and with your support, the best is yet to come.



With gratitude,  
Colin Irvine, PhD  
*Colin Irvine*  
President, Concordia College

## Dear Supporters of Concordia College,

I am pleased to invite your attention to this preliminary study of opportunities for investment in Concordia College. Our college stands at a pivotal moment, marked by innovative new leadership, a strong commitment to our mission, and remarkable forward momentum. We are seeing extraordinary achievements across campus and the Board of Regents is confident in the path we are on and believe that this is the time to build on our strengths to further elevate the college's impact.

This study will help us assess our goals and capacity to take bold steps in support of our mission, ensuring we continue to provide transformative opportunities for students. Together, we can seize this moment and ensure that Concordia College continues to thrive for generations to come.

Thank you for your engagement and support.



With gratitude,  
Mary Ranum, JD '78 Chair  
*Mary Ranum*  
Concordia College Board of Regents

# DRIVEN BY OUR MISSION

## FOUNDED BY FIRST GENERATION AMERICANS

who viewed education as a gateway to success and civic engagement, Concordia College has long embodied excellence. Surrounded by the towering figures of our past—visionary faculty, inspiring coaches, and passionate conductors, these giants of Concordia not only shaped the landscape of our campus but also ignited the flames of curiosity and commitment that continue to drive our mission forward.

Today, we stand on the shoulders of these giants, striving to shape the influential leaders of tomorrow. Firmly committed to our Lutheran faith tradition, we are innovating and enhancing our commitment to the liberal arts, so our students develop the essential skills to communicate, think, and solve complex problems.

By addressing the financial barriers of attending college and investing in top talent and cutting edge facilities, Concordia will build on the momentum on our campus to attract and retain students who will be challenged, encouraged, and prepared to influence the affairs of the world. We will honor our past by realizing excellence in every endeavor we undertake.





# WE HAVE MOMENTUM

Despite well reported headwinds that include a lagging post-COVID economy, declining demographics, uncertainty regarding the value of higher education and concerns about cost, Concordia College has responded boldly, with innovative new programs and even enrollment growth. We have built on our missional values and organizational strengths with visionary donors who have invested in growth, enabling us in the fall of 2024 to invest in infrastructure such as the Heimark Center housing the Sanford Heimark School of Health Professions, refreshing and renovating Hoyum Hall, replacing the artificial track and turf at Jake Christiansen Stadium and beginning the first phase of construction at the Korean Language Village. Alongside infrastructure we have invested in academics and cocurriculars:

## NEW FOR FALL 2024

### ▶ 20+ NEW ACADEMIC PROGRAMS

Applied Data Analytics Certificate  
Biosciences Major with Pharmacy Concentration  
Cybersecurity Concentration (Business or Computer Science Major)  
Cybersecurity Administration Minor

Data Science Major  
Financial Planning Minor  
Healthcare Leadership Minor  
Human Resource Management Concentration (Business Major)

Human Resource Management Minor  
Pre-Engineering Program Expanded (Three Dual-Degree Partnerships)  
Pre-Law Minor  
Project Resource Management Concentration (Business Major)  
Project Resource Management Minor

Public Health Minor  
Registered Behavior Technician Certificate Pathway (Psychology Program)  
Supply Chain Management Major and Minor  
World Languages for the Workspace Certificates (Chinese, French, German, Spanish)

### ▶ 4 NEW CAMPUS INITIATIVES AND PARTNERSHIPS

AI Council  
Center for Teaching, Learning, and Innovation

Dakota State University Partnership (Cybersecurity)  
Billings, Montana, School District Partnership

### ▶ 5 NEW AND EXPANDED COCURRICULAR ACTIVITIES

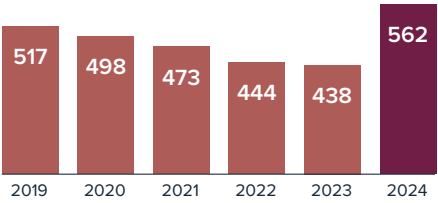
Clay Target  
Drumline  
Esports  
Mock Trial  
Musical Theatre

### ▶ REFRESHED TRACK & TURF + HOYUM HALL

### ▶ DEDICATED SUP SOGUI HOSU KOREAN LANGUAGE VILLAGE

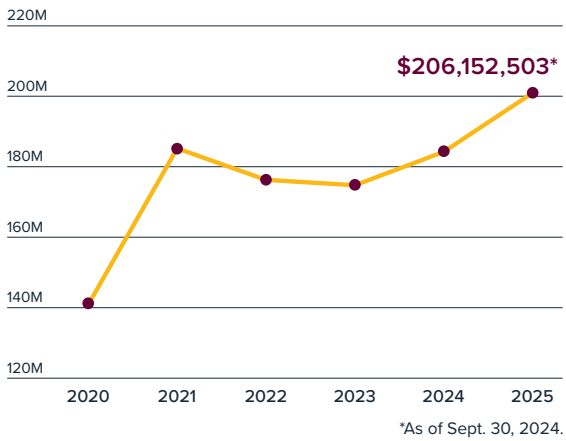
## INCREASED ENROLLMENT

Welcomed 562 new first-year students this fall, representing a 28% increase over fall 2023.



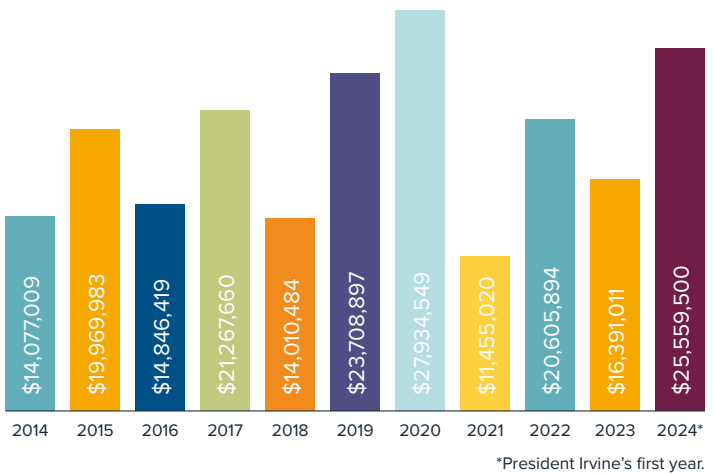
## VALUE FISCAL YEAR

Market value of endowment investments.



## GROWING GIFT INCOME FISCAL YEAR

Concordia College and Concordia Language Villages.



## HARNESSING MOMENTUM: A YEAR OF HISTORIC GROWTH

This past year at Concordia College has been marked by unprecedented growth, a tangible testament to the visionary leadership of President Irvine and the extraordinary support of our donors. The “Invest to Grow” initiative ignited a campus-wide surge of innovation and ambition, providing our faculty and staff with the resources to dream boldly and act decisively. This strategic infusion of support catalyzed a series of remarkable achievements:

- The arrival of the largest first-year class since 2018, invigorated by new academic and cocurricular programs that align closely with current student interests and emerging career trends.
- Our second-largest fundraising year since 2014, and the most significant since 2020, showcasing the deep commitment of our community and alumni in supporting our mission.
- An impressive 4.5% growth in our endowment from fiscal 2023 to fiscal 2024, reaching the largest total in Concordia’s history, which strengthens our financial foundation and enhances our capacity to invest in the future.

These milestones are not just numbers; they are a clear indication of the vibrant future unfolding at Concordia.



# THIS IS OUR MOMENT

## THIS MOMENT CALLS FOR VISIONARY LEADERSHIP AND COLLECTIVE ACTION.

The landscape of higher education is rapidly changing, with new challenges and opportunities on the horizon. To sustain and amplify our momentum, we must invest in our future. This is the time to reaffirm our commitment to academic excellence, to innovate in our teaching and learning practices, and to ensure that a Concordia College education remains accessible to talented students from all backgrounds.

## TO ACHIEVE OUR STRATEGIC PLAN, WE COMMIT TO FIVE PILLARS OF EXCELLENCE.

“

Our strategic plan embraces excellence across all facets of our institution – academic, artistic, athletic, inclusive and holistic. Each area of excellence is not just a pillar but a commitment to elevate the experience of every student.

— Dr. Susan Larson, Provost



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**#1**  
**NURSING PROGRAM  
IN MINNESOTA**  
RegisteredNursing.org (2024)

**94%**  
**LAW SCHOOL  
ACCEPTANCE RATE**

**98%**  
**TEACHING EXAM  
FIRST-TIME PASS  
RATE IN MINNESOTA**

PILLARS OF EXCELLENCE

▶ **ACADEMIC**  
▶ **ATHLETIC**  
▶ **ARTISTIC**  
▶ **HOLISTIC**  
▶ **INCLUSIVE**

**\$2.5M**  
**NATIONAL SCIENCE  
FOUNDATION  
GRANT AWARD**

**TOP 10**  
**COLLEGE CHOIR  
IN THE NATION**  
CollegeRank.net (2024)

**CONCORDIA  
PROMISE**  
**PROVIDING ACCESS AND  
AFFORDABILITY**

**35,000+**  
**ALUMNI ARE IMPACTING THE  
AFFAIRS OF THE WORLD**







# PEOPLE

Investing in people is foundational to Concordia College's pursuit of excellence across all facets of our institution.

By expanding student scholarships, reducing financial barriers for high-impact learning experiences and enhancing faculty and staff development, we empower our community to thrive. Our people-focused initiatives are vital for nurturing a diverse, inclusive environment where every individual can access transformative educational opportunities and achieve their full potential.

## FUNDING PRIORITIES

### EMPOWERING FUTURES

#### SCHOLARSHIP INITIATIVES

CURRENT SCHOLARSHIP GOAL (CONCORDIA PROMISE): \$40 MILLION

ENDOWED SCHOLARSHIP GOAL: \$60 MILLION

Concordia College is committed to breaking down financial barriers to higher education through robust scholarship programs. Our Concordia Promise offers a transformative opportunity for families with an adjusted gross income of under \$90,000, covering full tuition to ensure that financial constraints do not hinder academic aspirations. Additionally, our endowed scholarships provide sustainable support, making a Concordia education accessible to all students now and in the future. By investing in scholarships, you directly contribute to the growth of our student body and the vibrancy of our campus community, ensuring that every qualified student can afford to choose Concordia, irrespective of their financial background.

### EXPANDING HORIZONS

#### HIGH-IMPACT LEARNING EXPERIENCES

GOAL: \$6 MILLION

At Concordia College, we recognize the profound impact of experiential learning opportunities such as study abroad, hands-on research, internships and community engagement. To ensure all students can afford these life-changing experiences, we are dedicated to increasing support through:

- Targeted scholarships that reduce financial barriers to participation in travel and research programs.
- Investment in operational costs, partnerships and infrastructure that facilitate unique learning experiences across the globe. Your support will enable our students to gain invaluable global perspectives and practical skills, continuing Concordia's tradition of preparing worldly, well-rounded graduates ready to make meaningful contributions to society.

### INVESTING IN OUR GREATEST ASSET

#### FACULTY AND STAFF

GOAL: \$10 Million

Our faculty and staff are the cornerstone of Concordia's transformative educational experience. To continue attracting and retaining top-tier talent, we are committed to providing competitive compensation, robust professional development opportunities, and a supportive work environment. This investment is vital for:

- Sustaining high standards of teaching, mentorship, and service that define a Concordia education.
- Ensuring our faculty and staff can pursue innovative research and pedagogical practices.
- Enhancing our ability to support every student's academic and personal growth, honoring the legacy of excellence passed down through generations and fortifying our future as a leader in higher education.









# PLACE

Investing in “Place” focuses on enhancing our campus infrastructure to support a vibrant academic and student life.

Modern facilities are crucial in attracting students and retaining current ones by providing enriching experiences both inside and outside the classroom. Strategic upgrades to academic buildings, athletic facilities, arts spaces, and residence halls not only maintain our competitive standing but also affirm our commitment to providing top-tier facilities for learning, living, performing and competing.



## FUNDING PRIORITIES

### A COMMITMENT TO COMPETITIVE FACILITIES ELEVATING COBBER ATHLETICS

GOAL: \$10 MILLION

Concordia College is dedicated to enhancing its athletic facilities to match the ambitions of our student athletes and the competitive standards of collegiate sports. With one in three students participating in athletics, superior facilities are not just a preference — they are a necessity for recruiting top talent and ensuring our athletes can compete at their best. Investing in these facilities signifies our commitment to excellence in athletics, supporting our athletes in their training, competition, and overall student experience, thereby making Concordia a premier choice for prospective students.

### BUILDING A STRONG FOUNDATION STRENGTH AND CONDITIONING CENTER

ELEVATING STUDENT WELLNESS AND  
ATHLETIC EXCELLENCE

GOAL: \$3.5 Million

The development of a new, state-of-the-art strength and conditioning center is a critical priority for Concordia College, directly addressing the frequent feedback from prospective and current students about the need for improved weight room facilities. This initiative will create a modern fitness center equipped with the latest in athletic training technology. Additionally, the relocation of the athletic training space to the main level of Memorial Auditorium will enhance accessibility for injured athletes and increase capacity to serve more students effectively. This upgrade is not only essential for the health and wellness of our students but also serves as a pivotal recruitment tool, attracting top talent across all fields and strengthening our community’s overall fitness and competitive edge.



### SETTING THE STAGE FOR EXCELLENCE REVITALIZING MUSIC AND FINE ARTS FACILITIES

ELEVATING ARTISTIC SPACES FOR A VIBRANT FUTURE

GOAL: \$10 Million

As we strive to remain competitive and fulfill the expectations of prospective students, the need to modernize our theatre and music facilities has become paramount. Many incoming students are accustomed to high school and community theaters that offer advanced, state-of-the-art environments. To match and surpass these standards, we propose significant upgrades to our theatre, transforming it into a modern, versatile venue that attracts top artistic talent.

- **Theatre Upgrades:** Comprehensive renovations will include state-of-the-art lighting and sound systems, comfortable and visually appealing seating, and enhanced backstage areas to support our dynamic musical theatre and opera programs. This transformation will make our theatre a cornerstone for cultural events and a draw for prospective students.
- **Hvidsten Enhancements:** Our respected music program, housed in Hvidsten, requires upgraded facilities to better support the teaching, practice, and performance needs of our students. Planned improvements include advanced recording capabilities, refreshed practice rooms, and upgraded performance spaces.

Investing in these facilities not only enriches the educational experience for our students but also ensures that Concordia remains a preferred destination for aspiring artists and performers. These enhancements will nurture creativity, foster talent, and solidify our reputation as a leader in arts education.

### TRANSFORMATIVE SPACES MODERNIZING LEARNING ENVIRONMENTS AT CONCORDIA

CULTIVATING ACADEMIC EXCELLENCE  
THROUGH MODERNIZED LEARNING  
SPACES

GOAL: \$12 Million

At Concordia College, we recognize the crucial role that state-of-the-art learning environments play in fostering academic excellence. This funding priority is centered on a comprehensive modernization of learning spaces and the establishment of a cutting-edge Center for Teaching and Learning. These enhancements will cater to evolving student needs, integrating advanced technology that supports both teaching and learning. Additionally, technology upgrades across campus will include significant enhancements to both physical spaces and cybersecurity and AI infrastructure, ensuring a secure and innovative educational environment. Revitalizing these spaces will provide our students and faculty with the tools and settings they need to thrive, thereby enhancing our academic offerings and securing our position as a leader in higher education.





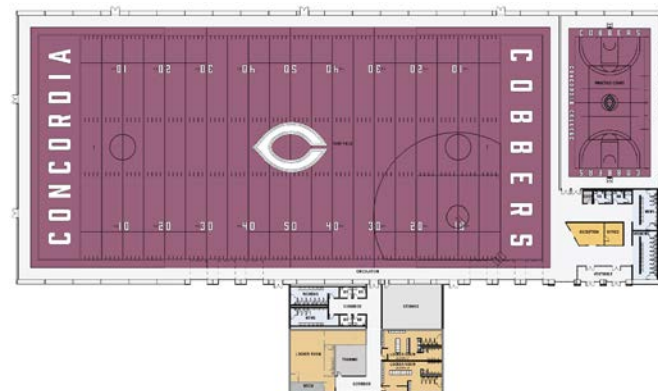
## FUNDING PRIORITIES

### EXPANDING ATHLETIC AND WELLNESS EXCELLENCE NEW MULTIPURPOSE ATHLETIC FACILITY AND OLSON FORUM UPGRADES

**FOSTERING ATHLETIC EXCELLENCE AND  
CAMPUS WELLNESS**  
GOAL: \$27 Million

Concordia is committed to enhancing fitness and wellness opportunities for all students through the creation of a new multipurpose athletic facility and significant upgrades to Olson Forum. The new facility will feature a regulation-sized turf field, suitable for football and soccer, and will be equipped with modern training equipment to allow year-round practice for all outdoor teams. This climate-controlled space addresses the challenges posed by our region's unpredictable weather and is a crucial development in recruiting and retaining top athletic talent.

Concurrently, the Olson Forum upgrades will repurpose the existing space into a premier campus wellness center. This transformation will greatly increase accessibility for intramural sports, club sports, and general student wellness activities, addressing current students' needs for more available and versatile fitness spaces. This strategic enhancement ensures that both competitive athletes and the wider student body have the facilities to pursue health, wellness, and athletic activities in a supportive environment. Together, these projects not only boost Concordia's athletic programs but also enrich the campus lifestyle, making it a more attractive destination for prospective students.



### MODERNIZING CAMPUS LIVING REVITALIZE BROWN HALL

GOAL: \$18 Million

At Concordia College, we understand that the residential experience is central to our students' success and satisfaction. Modern, comfortable, and vibrant living spaces are key to enriching our campus community and remain a critical factor for students when choosing a college.

The "Bring Back Brown" initiative is a pivotal project aimed at revitalizing Brown Hall, which has long been a cornerstone of our campus housing. By transforming Brown Hall into a contemporary residence for

third and fourth-year students, we aim to enhance the on-campus living experience, encouraging upperclassmen to remain engaged in the vibrant campus community. This complete refurbishment will introduce modern amenities and living spaces tailored to meet the needs and expectations of today's students, significantly boosting the appeal of staying on campus and fostering a deeper connection to the college community. By investing in our residential facilities, we are investing in the heart of our campus life, where students live, learn and grow together.

### SUSTAINING GROWTH AND INNOVATION PRESIDENT'S VISIONARY FUND

**FUELING THE FUTURE OF CONCORDIA COLLEGE**  
GOAL: \$10 Million

The President's Visionary Fund represents a strategic continuation of our successful Invest to Grow initiative, which drove remarkable advancements across the College. Initiated by an unprecedented \$10 million anonymous gift, this fund empowered us to dramatically expand our academic and cocurricular offerings, enhance our athletic facilities, and revitalize our residential life, culminating in a 28% surge in enrollment in President Irvine's first year.

This fund is designed to perpetuate this momentum by providing President Irvine and our college leadership with the flexible capital necessary to seize emergent opportunities and address immediate needs. It supports bold initiatives that advance our mission and drive enrollment.

- **Innovative Academic Programs:** Continuing to develop and expand cutting-edge academic programs that attract a diverse student body.
- **Cocurricular Opportunities:** Providing new cocurricular programs that attract and engage new students and enrich student life on campus.
- **Campus Modernization:** Further enhancements to living and learning environments that foster an engaging and supportive community.
- **Accessibility Initiatives:** Expanding scholarships and other financial aid options to ensure that a Concordia education is within reach for all students.

Imagine the possibilities when visionary leadership meets robust financial support. The President's Visionary Fund is not just an investment in infrastructure and programs but in the very spirit of Concordia — continuing to transform our campus and community in profound and exciting ways.



# LOOKING FORWARD

As we look to the future of Concordia College, we intend to fulfill our mission to educate students to become global citizens poised to influence the affairs of the world. Our strategic plan has reaffirmed our core values and strengthened our resolve to provide the best educational experience possible, and the momentum building investments of the past year have placed us in a favorable position to take hold of a bright future.

The challenge before us is to unite those who care about Concordia College with the strength of our faculty, staff and students and leverage our strengths. What do we want to accomplish with the gifts of our resources? What are the things we care about most? How will our investment improve this college and how will that change the world for the better?

Together, we can build on our mission, sustain our momentum, and seize this moment to secure a bright future for our college and our world. Whatever your passion for Concordia is, you can make an impact. By supporting Concordia College, you are investing in the next generation of leaders, thinkers, and change-makers.

## BOARD OF REGENTS 2024-25 MAY 1, 2024-APRIL 30, 2025

**CHAIR:** **Mary Ranum** '78  
Chair, Board of Directors, Real Estate Property Law Specialist, Fredrikson & Byron, P.A.

**David Anderson** '83  
President and CEO Merit Life Insurance Company

**MaryAnn Anderson** '80  
Executive Coach and Facilitator

**Dr. Scott Anseth** '94  
Orthopedic Surgeon, Twin Cities Orthopedics

**Dr. Julie Blehm** '74  
Senior Medical Director, BCBSND

**Ruth Anna Buffalo**  
CEO and Advocate, Minnesota Indian Women's Resource Center

**Troy Butner** '90  
Partner, Ernst & Young

**Jean E. Bye** '79  
Retired CEO, Dotson Iron Casting

**The Rev. Hans Dahl** '96  
Lead Pastor, Calvary Lutheran Church

**Corey Haaland** '86  
Senior VP and Treasurer, Target Corp.

**Paul Hanson** '86  
President and CEO, Sanford Health

**Dr. Kathryn Hasbargen** '95  
Executive Communications Director, Microsoft

**The Rev. Gary R. Henderson** '79  
Chief Relationship Officer – Global Partnerships, United Methodist Communications

**David J. Horazdovsky** '78  
Former President and CEO, Evangelical Lutheran Good Samaritan Society

**Mark S. Jordahl**  
Retired President, Wealth Management, U.S. Bancorp

**Robert Jossart**  
Co-Founder, RJM Construction

**Tammy Lee** '93  
CEO, OUR Rescue

**Bishop Tessa Moon Leiseth** '92  
Bishop of the Eastern North Dakota Synod, Evangelical Lutheran Church in America

**Stephanie Lundquist** '98  
Chief Human Resources Officer, Cargill

**The Rev. Mary Pechauer**  
Retired Pastor, Bethlehem Lutheran Church Twin Cities

**Patricia L. Pepper** '86  
Program Director Emeritus and Internal Medicine Physician, Naval Medical Center San Diego

**Harold Pope** '77  
Retired Litigator, Dykema

**Beth Renner** '91  
Retired Head of Advice Center, Wells Fargo

**Bishop Craig Schweitzer**  
Bishop of the Western North Dakota Synod, Evangelical Lutheran Church in America

**Asmah Tareen** '96  
Senior Attorney of Counsel and Shareholder, Fredrikson & Byron, P.A.

**John E. Ydstie** '74  
Retired Correspondent/Host, National Public Radio

### CURRENT ADVISORY MEMBERS

**Elizabeth Cheney**  
Foundation Director, Glencoe Regional Health

**The Rev. Lamont Wells**  
Executive Director, Network of ELCA Colleges & Universities

### EMERITUS INVESTMENT COMMITTEE MEMBERS

**Ronald Offutt** '64  
Founder and Chairman Emeritus of the Board, R. D. Offutt Company and RDO Equipment Company

**James Senske** '75  
Chair and CEO, Commerce Bank

# MISSION, MOMENTUM, MOMENT

## A CAMPAIGN FOR CONCORDIA COLLEGE

### Campaign Overview

#### PEOPLE

Current Scholarships (Concordia Promise)	\$40,000,000
Endowed Scholarships	\$60,000,000
High-Impact Learning Experiences	\$6,000,000
Faculty and Staff Development	\$10,000,000
<b>TOTAL</b>	<b>\$116,000,000</b>

#### PROGRAMS

School of Arts and Sciences Enhancement	\$25,000,000
Creation of the School of Music and Fine Arts	\$25,000,000
Enhancing and Developing New Cocurricular Programs	\$10,000,000
New Undergraduate and Graduate Programs	\$20,000,000
<b>TOTAL</b>	<b>\$80,000,000</b>

#### PLACE

Elevating Cobber Athletics	\$10,000,000
Strength and Conditioning Center	\$3,500,000
Revitalizing Music and Fine Arts Facilities	\$10,000,000
Modernizing Learning Environments	\$12,000,000
New Multipurpose Athletic Facility and Olson Forum Upgrades	\$27,000,000
Revitalize Brown Hall	\$18,000,000
<b>TOTAL</b>	<b>\$80,500,000</b>

President's Visionary Fund	\$10,000,000
Cobber Fund — Annual Giving	\$20,000,000
<b>CAMPAIGN GOAL</b>	<b>\$306,500,000</b>



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Concordia is truly a place like no other. The boundless energy, profound passion, and remarkable creativity that radiate from our faculty and staff are unparalleled. Each day, they dedicate themselves not just to our mission but to our students, preparing them to impact the affairs of the world. This is a community where ideas flourish, futures are forged, and faithful leaders are shaped.

I invite you to join us in this exciting campaign — to share in the story of Concordia, to keep our mission in your prayers, and to consider supporting us as we seize this moment to build on our growing momentum so we can continue to inspire generations of world changers.

— Dr. Colin Irvine

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MOORHEAD, MINNESOTA