

OUR MISSION

Capital University transforms lives by empowering an inclusive community of learners through engaging academic, co-curricular, and professional experiences.

OUR VISION

Capital University is a vibrant and innovative leader in higher education. Our inclusive community supports access and ensures success for all. Students engage in the relevant and collaborative experiences necessary to be knowledgeable, resilient, and ethical citizens. They leave Capital prepared to make meaningful contributions in their communities and advance the common good.

OUR ORGANIZATIONAL VALUES

We proactively support the academic, social, physical, mental, and spiritual development of every student as they pursue their academic and personal goals.

Expert faculty and staff use evidence-based best practices to create intellectually challenging and personally supportive learning experiences in and out of the classroom.

We respect all identities, cultures, and perspectives, promote equity in access and opportunity, and foster a sense of belonging for all members of our community.

Through honesty, transparency, and hard work we demonstrate our best selves, and value the same in others.



ABOUT OUR PLAN AND HORIZON

Throughout our history, Capital University has demonstrated a profound legacy of resilience, purpose, and the capacity to grow stronger through change. As we look toward a new century, this strategic plan reflects both stewardship and aspiration. Capital Rising honors the foundations entrusted to us while preparing the conditions for flourishing in the decades ahead.

Over the next five years, we will focus our collective energy on strengthening enrollment, deepening student success, investing in our people, stewarding our place, and securing the resources necessary to ensure Capital thrives and rises with clarity and purpose toward the horizon of our third century.



Rooted in Legacy. Thriving into our Third Century.



Follow our progress at
capital.edu/rising

Grounded in Mission. Focused on Impact. Open to Possibility.



We will advance Capital University's mission of transforming lives through academic, personal, and professional experiences – rooted in Lutheran values and open to the diverse needs of today's students and society. Our purpose is to empower lives of meaning, leadership, and service through a university experience that equips students with the resilience, skills, and perspectives to thrive in and contribute to a rapidly changing world.

Goal 1.1 | Optimize Enrollment in Service of Mission and Sustainability. Optimize enrollment through proactive planning to respond to market shifts and enrollment volatility across undergraduate, transfer, adult, graduate, and professional programs in ways that advance our mission, strengthen financial health, and respond to evolving student and workforce needs – ensuring access, relevance, and long-term institutional vitality.

Goal 1.2 | Live Our Mission as One University. Rooted in our Lutheran tradition and open to diverse and complementary forms of teaching, learning, scholarship, and service – bringing together undergraduate, graduate, professional, Trinity Seminary, and Law School communities in shared purpose, collaboration, and mutual responsibility.

Goal 1.3 | Clarify and Activate a Compelling Institutional Value Proposition. Articulate and activate a clear, differentiated value proposition that aligns mission, academic strengths, student experience, and outcomes – strengthening recruitment, reputation, and stakeholder confidence.

Goal 1.4 | Strengthen Reputation and Public Trust. Enhance our institutional reputation through consistent storytelling, visible impact, and measurable outcomes that reflect our Lutheran heritage, academic quality, and commitment to the common good.

Goal 1.5 | Deepen Community Impact and Service. Advance meaningful community engagement and service-learning that enrich student learning, strengthen regional partnerships, and reinforce our role as a mission-driven anchor institution.

Student-Centered. Relationship-Rich. Mission-Driven.



We will foster a culture where students, faculty, staff, and alumni are known, valued, and supported. Capital will be a place of connection and growth, fostering learning, mentoring, leadership, and listening, where we invest in the capacity, development, and well-being of all who comprise the CapFam.

Goal 2.1 | Invest in Our People to Sustain Excellence. Strategically invest in faculty and staff through compensation, workload sustainability, professional development, and well-being through phased restoration and sustainability guided by data, aligned with institutional priorities, and grounded in our commitment to being a student-ready university.

Goal 2.2 | Strengthen a Student-Ready Culture. Continue to build a student-ready institution where policies, processes, and practices remove barriers, support persistence, and ensure every student is known, supported, and challenged as part of the CapFam experience.

Goal 2.3 | Foster a Culture of Belonging and Shared Responsibility. Cultivate an inclusive, respectful community grounded in Lutheran values, where individuals feel valued and share responsibility for institutional success.

Goal 2.4 | Enhance Organizational Capacity and Effectiveness. Strengthen organizational structures, communication, and decision-making processes to improve effectiveness, accountability, and cross-functional collaboration with attention to workload sustainability, change management, and institutional capacity.

Academic Excellence. Signature Experiences. Lifelong Readiness.



We will elevate Capital's distinctiveness by integrating academic innovation, co-curricular learning, athletics, and professional pathways to ensure that every student is prepared for a purposeful life and career. Our engaged learning community will be rigorous, relevant, and rooted in the liberal arts while also expanding into high-demand fields and dynamic partnerships that enhance lifelong readiness.

Goal 3.1 | Deliver a Distinctive, Integrated Student Experience. Strengthen a cohesive academic and campus life experience that integrates liberal learning, career development, experiential education, and co-curricular engagement – preparing graduates for purpose-driven lives and meaningful work.

Goal 3.2 | Advance Academic Innovation and Program Relevance. Continuously assess and evolve academic offerings informed and aligned with student demand, workforce needs, and contributions to institutional sustainability while preserving our liberal arts foundation.

Goal 3.3 | Expand Signature Learning Experiences. Design and scale signature learning experiences and traditions beyond the curriculum that further differentiate the Capital education and connect learning to vocation, leadership, and service.

Goal 3.4 | Strengthen Strategic Partnerships. Deepen partnerships with employers, healthcare systems, schools, nonprofits, and civic organizations to enhance learning, research, and career pathways.

Goal 3.5 | A Commitment to Career, Vocation, and Formation. Integrate career readiness, vocational reflection, and ethical formation across all undergraduate, graduate, professional, law, seminary, and lifelong learning programs to better serve the common good.

Rooted in Bexley. Engaged in Columbus. Visible in the Region.



We will steward and reimagine Capital's physical, digital, and relational spaces to foster community, inspire innovation, and strengthen our role as an anchor institution. From Bexley and Downtown Columbus to Central Ohio and beyond, Capital's sense of place will serve as a catalyst for experiential learning, civic engagement, and meaningful partnerships that expand our visibility and impact.

Goal 4.1 | Claim Columbus as Capital's Living Learning Laboratory. Intentionally leverage our location in Bexley and the capital city of Ohio to create distinctive learning, research, internship, service, and partnership opportunities – positioning Capital as the independent, comprehensive university of Central Ohio and of the ELCA.

Goal 4.2 | Advance Phase I of the Comprehensive Master Plan. Deliver Phase I priorities of our new comprehensive master plan by prioritizing asset stewardship, phase reinvestment with an emphasis on high-impact spaces that support student success, community connection, and institutional pride.

Goal 4.3 | Deepen Regional Engagement. Strengthen our presence and partnerships across Bexley, Columbus, and Central Ohio by enhancing experiential learning, student opportunity, and institutional visibility.

Goal 4.4 | Strengthen Digital and IT Infrastructure. Modernize digital infrastructure to support teaching, learning, operations, and data-informed decision-making.

Goal 4.5 | Prepare for and Celebrate the Bicentennial. Prepare for our 200th anniversary in 2030 by strengthening institutional identity, storytelling, alumni engagement, and community pride – honoring our shared history and significant institutional milestones while positioning the University for our third century.

Stewardship with Strategy. Generosity with Vision. Growth with Integrity.



We will ensure the long-term vitality of Capital through bold fundraising, clear priorities, efficient resource use, and diversified revenue generation. With transparent decision-making, shared responsibility, and mission-aligned investment, we will strengthen our capacity to serve students, support our people, and fulfill our promise to future generations.

Goal 5.1 | Achieve Financial Sustainability. Restore and maintain long-term financial sustainability by aligning enrollment, pricing, philanthropy, and expense management – enabling reinvestment in people, place, and pursuits over the life of the plan.

Goal 5.2 | Strengthen Philanthropy to Advance both Core Operations and Strategic Priorities. Increase and sustain annual giving year over year, while growing major and strategic gifts to advance institutional priorities and long-term capacity.

Goal 5.3 | Grow and Steward the Endowment. Responsibly grow and steward our endowment to support scholarships that expand opportunity and persistence, strengthen faculty excellence, and advance the University's long-term sustainability.

Goal 5.4 | Engage Alumni, Supporters, and Partners as Stewards of Capital's Future. Deepen engagement with alumni, donors, and institutional partners as active stewards of the University's mission – strengthening relationships, expanding philanthropic support, advancing advocacy, and aligning external investment with strategic priorities.

Goal 5.5 | Build Data-Informed Governance and Accountability. Strengthen our use of data, dashboards, and performance indicators to support shared governance, Board oversight, leadership decision-making, and institutional accountability with clear ownership, champions, transparent tracking, and review mechanisms.