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Form 990  Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)	OMB No 1545-0047 <div> <div>2008</div> <div>Open to Public Inspection</div> </div>
	The organization may have to use a copy of this return to satisfy state reporting requirements	

A For the 2008 calendar year, or tax year beginning 07-01-2008 and ending 06-30-2009		B Check if applicable <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Termination <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending		C Name of organization CONCORDIA UNIVERSITY Doing Business As Number and street (or P O box if mail is not delivered to street address) Room/suite 7400 Augusta Street City or town, state or country, and ZIP + 4 River Forest, IL 603051499		D Employer identification number 36-2191242 E Telephone number (708) 771-8300 G Gross receipts \$ 57,200,924	
		F Name and address of Principal Officer Concordia University 7400 Augusta Street River Forest, IL 603051499		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No (If "No," attach a list See instructions) H(c) Group Exemption Number			
I Tax-exempt status <input checked="" type="checkbox"/> 501(c) (3) <input type="checkbox"/> (Insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Web site: www.cuchicago.edu					
K Type of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> trust <input type="checkbox"/> association <input type="checkbox"/> other		L Year of Formation 1915		M State of legal domicile IL			

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities		
	See Additional Data Table			
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	16
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	0
	5	Total number of employees (Part V, line 2a)	5	1,493
	6	Total number of volunteers (estimate if necessary)	6	0
	7a	Total gross unrelated business revenue from Part VIII, line 12, column (C)	7a	0
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	2,602,508	5,117,072
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	46,956,895	51,586,738
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	39,723	41,400
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	82,364	-9,108
	12		49,681,490	56,736,102
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	8,522,522	9,342,348
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	23,583,174	26,416,628
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	120,684	230,638
	b	(Total fundraising expenses, Part IX, column (D), line 25 <u>1,529,976</u>)		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	18,454,597	19,757,912
	18	Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A))	50,680,977	55,747,526
	19	Revenue less expenses Subtract line 18 from line 12	-999,487	988,576
	Net Assets or Fund Balances		Beginning of Year	End of Year
20		Total assets (Part X, line 16)	57,186,784	58,529,754
21		Total liabilities (Part X, line 26)	48,321,731	49,923,904
22		Net assets or fund balances Subtract line 21 from line 20	8,865,053	8,605,850

Part II	Signature Block
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Please Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge				
	Signature of officer			Date 2010-05-12	
	Tom Hallett CFO and VP of Finance Type or print name and title				
Paid Preparer's Use Only	Preparer's signature		Date	Check if self-employed <input type="checkbox"/>	Preparer's PTIN (See Gen Inst)
	Firm's name (or yours if self-employed), address, and ZIP + 4				EIN
					Phone no

Part III

Statement of Program Service Accomplishments (See the instructions.)

1

Briefly describe the organization's mission

See Additional Data Table

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☐ Yes

☒ No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting or make significant changes in how it conducts any program services?

☒ Yes

☐ No

If "Yes," describe these changes on Schedule O

4

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses

Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a	(Code) (Expenses \$	43,530,053	including grants of \$	9,342,348) (Revenue \$	45,133,971)
	Education, General and Other -- Operation of higher education and instruction divisions including support programs devoted to religious education, encouragement, and understanding for both Masters Level and Doctoral college graduate students as well as undergraduate students 2749 Full Time Student Equivalent							

4b	(Code) (Expenses \$	2,676,536	including grants of \$	0) (Revenue \$	4,352,119)
	College Student Room and Board - Concordia University Chicago, like most other colleges/universities, provide room and board to its students During this reporting period, the University dorms were nearing full capacity, with approximately 630 student living in campus dorms							

4c	(Code) (Expenses \$	1,942,136	including grants of \$	0) (Revenue \$	296,472)
	Conferences, workshops, and other University events - Each fiscal year, the University hosts several events which contribute the University accomplishing its missions The events include educational conferences, workshops, student lead theatre productions, and athletic events Not only does these events enhance our students' educational experence, but they also help educate individuals from the overall community The largest single event that the University has each fiscal year is the Concordia University Early Childhood Teachers' Conference This conference, held in the Summer, invites current Early Childhood Teachers, many of whom are our graduates, to share and learn about new Early Childhood instructional approaches, etc							

	(Code) (Expenses \$	1,728,862	including grants of \$	0) (Revenue \$	1,642,057)
	Early Childhood Education, General/Other Operation of childcare, early childhood, and primary programs for children, all of which includes a strong educational component, as well as a Christian core value component (282 Students)							











	(Code) (Expenses \$	274,780	including grants of \$	0) (Revenue \$	162,119)
	Swimming Pool, Wellness and CPR Training - In order to promote Campus and Community "Wellness", the Univensty provides swimming lessons, CPR Training, and other similar activities to both our students and the surrounding communities							

4d	Other program services (Describe in Schedule O)							
	(Expenses \$	2,003,642	including grants of \$	0) (Revenue \$	1,804,176)	

4e	Total program service expenses \$	50,152,367	Must equal Part IX, Line 25, column (B).					
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Part IV

Checklist of Required Schedules

		Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A 	1	Yes
2	Is the organization required to complete Schedule B, Schedule of Contributors? 	2	Yes
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4	Section 501(c)(3) organizations Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	4	No
5	Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III	5	
6	Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II	7	No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	Yes
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	No
10	Did the organization hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V	10	No
11	Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable 	11	Yes
12	Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? If "Yes," complete Schedule D, Parts XI, XII, and XIII 	12	Yes
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E 	13	Yes
14a	Did the organization maintain an office, employees, or agents outside of the U S?	14a	No
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U S? If "Yes," complete Schedule F, Part I	14b	No
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II	15	No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III	16	No
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If "Yes," complete Schedule G, Part I 	17	Yes
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II 	18	Yes
19	Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H	20	No
21	Did the organization report more than \$5,000 on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	No
22	Did the organization report more than \$5,000 on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III 	22	Yes
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? If "Yes," complete Schedule J 	23	Yes
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to question 25	24a	No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a	Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a	No
b	Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? If "Yes," complete Schedule L, Part I	25b	No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II	26	No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? If "Yes," complete Schedule L, Part III	27	No

Part IV

Checklist of Required Schedules (Continued)

		Yes	No
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
a	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? If "Yes," complete Schedule L, Part IV		No
b	Have a family member who had a direct or indirect business relationship with the organization? If "Yes," complete Schedule L, Part IV		No
c	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? If "Yes," complete Schedule L, Part IV		No
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I		No
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1	Yes	
35	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	Yes	
36	501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2		No
37	Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI		No

Part V

Statements Regarding Other IRS Filings and Tax Compliance

			Yes	No
1a	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable	1a154		
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	
2a	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	2a1,493		
b	If at least one is reported in 2a, did the organization file all required federal employment tax returns? . . . Note: <i>If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.</i>	2b		
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	3a		No
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		No
b	If "Yes," enter the name of the foreign country _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts .			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .	5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		No
c	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ?	5c		
6a	Did the organization solicit any contributions that were not tax deductible?	6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	<i>Organizations that may receive deductible contributions under section 170(c).</i>			
a	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more?	7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .	7f		No
g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h		
8	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8		
9	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i>			
a	Did the organization make any taxable distributions under section 4966?	9a		
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b		
10	<i>Section 501(c)(7) organizations.</i> Enter			
a	Initiation fees and capital contributions included on Part VIII, line 12	10a		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11	<i>Section 501(c)(12) organizations.</i> Enter			
a	Gross income from members or shareholders	11a		
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b		
12a	<i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		

Part VI

Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)

Section A. Governing Body and Management

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

		Yes	No
1a	Enter the number of voting members of the governing body		
1b	Enter the number of voting members that are independent		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		No
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a material diversion of the organization's assets?		No
6	Does the organization have members or stockholders?		No
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	Yes	
7b	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
8a	the governing body?	Yes	
8b	each committee with authority to act on behalf of the governing body?	Yes	
9a	Does the organization have local chapters, branches, or affiliates?		No
9b	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?		
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990		No
11	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		No

Section B. Policies

		Yes	No
12a	Does the organization have a written conflict of interest policy? If "No", go to line 13	Yes	
12b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
12c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	Yes	
13	Does the organization have a written whistleblower policy?	Yes	
14	Does the organization have a written document retention and destruction policy?	Yes	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision		
15a	The organization's CEO, Executive Director, or top management official?	Yes	
15b	Other officers or key employees of the organization?	Yes	
	Describe the process in Schedule O		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		No
16b	If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?		

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed _____
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply. <input checked="" type="checkbox"/> own website <input checked="" type="checkbox"/> another's website <input checked="" type="checkbox"/> upon request
19	Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization. Tom Hallett 7400 Augusta Street River Forest, IL 603051499 (708) 209-3350

Section A Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

☐ Check this box if the organization did not compensate any officer, director, trustee or key employee

[illegible]

Part VIII

Statement of Revenue

			(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns	1a0			
	b	Membership dues	0			
			1b			
	c	Fundraising events	44,723			
			1c			
	d	Related organizations	982,878			
			1d			
	e	Government grants (contributions)	388,813			
			1e			
f	All other contributions, gifts, grants, and similar amounts not included above	3,700,658				
		1f				
g	Noncash contributions included in lines 1a-1f \$	4,634				
h	Total (Add lines 1a-1f)	5,117,072				
Program Service Revenue			Business Code			
	2a	Tuition and Fees		45,133,971	45,133,971	00
	b	Room and Board		4,352,119	4,352,119	
	c	Early Childhood Center		1,642,057	1,642,057	
	d	Conferences and other campus events		296,472	296,472	
	e	Swimming Pool		162,119	162,119	
	f	All other program service revenue		0	0	00
	g	Total. Add lines 2a-2f				
			\$ 51,586,738			
Other Revenue	3	Investment income (including dividends, interest other similar amounts)		41,400	0	041,400
	4	Income from investment of tax-exempt bond proceeds		0	0	00
	5	Royalties		0	0	00
			(i) Real	(ii) Personal		
	6a	Gross Rents	365,276	32,173		
	b	Less rental expenses	427,067	0		
	c	Rental income or (loss)	-61,791	32,173		
	d	Net rental income or (loss)	-29,618	0	0	-29,618
			(i) Securities	(ii) Other		
	7a	Gross amount from sales of assets other than inventory	0	0		
	b	Less cost or other basis and sales expenses	0	0		
	c	Gain or (loss)	0	0		
	d	Net gain or (loss)	0	0	0	00
	8a	Gross income from fundraising events (not including \$ 9,200 of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000	a44,723			
	b	Less direct expenses	b37,755			
	c	Net income or (loss) from fundraising events		-28,555	0	0-28,555
	9a	Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000	a0			
	b	Less direct expenses	b0			
	c	Net income or (loss) from gaming activities		0	0	00
	10a	Gross sales of inventory, less returns and allowances	a0			
	b	Less cost of goods sold	b0			
	c	Net income or (loss) from sales of inventory		0	0	00
	Miscellaneous Revenue		Business Code			
	11a	Student Phone/Campus Cards		32,923	0	032,923
	b	Student run University Newspaper Adverting	541,800	608	0	0608
	c	Other Miscellaneous		15,534	0	015,534
	d	All other revenue		0	0	00
	e	Total. Add lines 11a-11d				
			\$ 49,065			
	12	Total Revenue. Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e		56,736,102	51,586,738	0

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).					
Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	0	0		
2	Grants and other assistance to individuals in the U S See Part IV, line 22	9,342,348	9,342,348		
3	Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	0	0		
4	Benefits paid to or for members	0	0		
5	Compensation of current officers, directors, trustees, and key employees	271,967	0	271,967	0
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0	0	0	0
7	Other salaries and wages	20,655,945	18,942,188	0	823,111
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	1,146,805	993,664	95,514	57,627
9	Other employee benefits	3,067,339	2,727,520	226,989	112,830
10	Payroll taxes	1,274,572	1,160,678	62,764	51,130
11	Fees for services (non-employees)				
a	Management	0	0	0	0
b	Legal	239,267	0	239,267	0
c	Accounting	83,000	0	83,000	0
d	Lobbying	0	0	0	0
e	Professional fundraising See Part IV, line 17	230,638			230,638
f	Investment management fees	0	0	0	0
g	Other	7,857,522	7,857,522	0	0
12	Advertising and promotion	221,891	221,891	0	0
13	Office expenses	1,010,156	842,562	60,198	107,396
14	Information technology	609,468	565,740	26,698	17,030
15	Royalties	0	0	0	0
16	Occupancy	2,260,914	2,098,700	99,040	63,174
17	Travel	613,935	567,882	18,093	27,960
18	Payments of travel or entertainment expenses for any Federal, state or local public officials	0	0	0	0
19	Conferences, conventions and meetings	0	0	0	0
20	Interest	1,477,051	0	1,477,051	0
21	Payments to affiliates	0	0	0	0
22	Depreciation, depletion, and amortization	2,632,919	2,632,919	0	0
23	Insurance	500,394	0	500,394	0
24	Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below)				
a	Other Miscellaneous	1,240,230	1,207,736	9,498	22,996
b	Program Activites	488,697	468,549	4,064	16,084
c	Collections and Bad Debt	285,595	285,595	0	0
d	Institutional Membership	129,383	129,383	0	0
e	Student Medical Fees	107,490	107,490	0	0
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	55,747,526	50,152,367	4,065,183	1,529,976
26	Joint Costs. Check <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X **Balance Sheet**

		(A)		(B)
		Beginning of year		End of year
Assets	1 Cash—non-interest-bearing	1,049,858	1	1,491,755
	2 Savings and temporary cash investments	0	2	0
	3 Pledges and grants receivable, net	1,122,767	3	2,834,729
	4 Accounts receivable, net	2,246,039	4	2,416,773
	5 Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i>	0	5	0
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i>	0	6	0
	7 Notes and loans receivable, net	754,358	7	765,399
	8 Inventories for sale or use	0	8	0
	9 Prepaid expenses and deferred charges	2,037,619	9	2,198,077
	10a Land, buildings, and equipment—cost basis			
		10a 92,050,700		
	b Less accumulated depreciation <i>Complete Part VI of Schedule D</i>			
		10b 44,604,809	48,521,584	10c 47,445,891
	11 Investments—publicly traded securities	40,585	11	34,335
	12 Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i>	0	12	0
	13 Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i>	799,830	13	724,161
14 Intangible assets	0	14		
15 Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i>	614,144	15	618,634	
16 Total assets. Add lines 1 through 15 (must equal line 34)	57,186,784	16	58,529,754	
Liabilities	17 Accounts payable and accrued expenses	4,279,487	17	4,116,874
	18 Grants payable	0	18	0
	19 Deferred revenue	2,121,174	19	2,417,522
	20 Tax-exempt bond liabilities	24,955,000	20	24,920,000
	21 Escrow account liability <i>Complete Part IV of Schedule D</i>	0	21	0
	22 Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i>	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties	11,104,911	23	12,055,651
	24 Unsecured notes and loans payable	4,985,627	24	5,281,028
	25 Other liabilities <i>Complete Part X of Schedule D</i>	875,532	25	1,132,829
	26 Total liabilities. Add lines 17 through 25	48,321,731	26	49,923,904
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	-8,994,155	27	-10,247,555
	28 Temporarily restricted net assets	16,491,598	28	17,638,764
	29 Permanently restricted net assets	1,367,610	29	1,214,641
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	8,865,053	33	8,605,850
	34 Total liabilities and net assets/fund balances	57,186,784	34	58,529,754

Part XI **Financial Statements and Reporting**

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a	No
b	Were the organization's financial statements audited by an independent accountant?	2b Yes	
c	If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c Yes	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?	3a Yes	
b	If "Yes," did the organization undergo the required audit or audits?	3b Yes	

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.
Attach to Form 990 or Form 990-EZ. See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization CONCORDIA UNIVERSITY	Employer identification number 36-2191242
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Part I Reason for Public Charity Status (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization)

1	<input type="checkbox"/>	A church, convention of churches, or association of churches described in Section 170(b)(1)(A)(i).
2	<input checked="" type="checkbox"/>	A school described in Section 170(b)(1)(A)(ii). (Attach Schedule E)
3	<input type="checkbox"/>	A hospital or a cooperative hospital service organization described in Section 170(b)(1)(A)(iii). (Attach Schedule H)
4	<input type="checkbox"/>	A medical research organization operated in conjunction with a hospital described in Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state
5	<input type="checkbox"/>	An organization operated for the benefit of a college or university owned or operated by a governmental unit described in Section 170(b)(1)(A)(iv). (Complete Part II)
6	<input type="checkbox"/>	A federal, state, or local government or governmental unit described in Section 170(b)(1)(A)(v).
7	<input type="checkbox"/>	An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in Section 170(b)(1)(A)(vi) (Complete Part II)
8	<input type="checkbox"/>	A community trust described in Section 170(b)(1)(A)(vi) (Complete Part II)
9	<input type="checkbox"/>	An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See Section 509(a)(2). (Complete Part III)
10	<input type="checkbox"/>	An organization organized and operated exclusively to test for public safety See Section 509(a)(4). (See instructions)
11	<input type="checkbox"/>	An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See Section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11e through 11h <div><div>a <input type="checkbox"/> Type I</div><div>b <input type="checkbox"/> Type II</div><div>c <input type="checkbox"/> Type III - Functionally Integrated</div><div>d <input type="checkbox"/> Type III - Other</div></div>
e	<input type="checkbox"/>	By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
f	<input type="checkbox"/>	If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
g	<input type="checkbox"/>	Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons? <div><div>(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?</div><div>(ii) a family member of a person described in (i) above?</div><div>(iii) a 35% controlled entity of a person described in (i) or (ii) above?</div></div>
h	<input type="checkbox"/>	Provide the following information about the organizations the organization supports

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of Supported Organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (See Instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add line 1-3						
5 The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
6 Public Support subtract line 5 from line 4						

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
11 Total Support (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions)					12	
13 First Five Years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Computation of Public Support Percentage		
14 Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f))	14	
15 Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f	15	
16a 33 1/3% Test - 2008. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% Test - 2007. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% Facts and Circumstances Test - 2008. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% Facts and Circumstances Test - 2007. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private Foundation. If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions		<input type="checkbox"/>

Part IIISupport Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3Gross receipts from activities that are not an unrelated trade or business under section 513						
4Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5The value of services or facilities furnished by a governmental unit to the organization without charge						
6Total Add lines 1-5						
7aAmounts included on lines 1, 2, and 3 received from disqualified persons						
bAmounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						
cTotal of lines 7a and 7b						
8Public Support (Subtract line 7c from line 6)						

Total Support						
Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9Amounts from line 6						
10aGross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
bUnrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						
cAdd lines 10a and 10b						
11Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13Total Support (Add lines 9, 10c, 11 and 12)						
14First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

Computation of Public Support Percentage			
15	Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	15	
16	Public Support Percentage for 2007 Schedule A, Part IV -A, line 27g	16	

Computation of Investment Income Percentage			
17	Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f))	17	
18	Investment Income Percentage from 2007 Schedule A, Part IV -A, line 27h	18	
19a	33 1/3% Tests - 2008. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
b	33 1/3% Tests - 2007. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		
20	Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions		

Part IV

Supplemental Information. Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

Facts and Circumstances Test

Additional Data

Software ID:
Software Version:
EIN: 36-2191242
Name: CONCORDIA UNIVERSITY

Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Dr Thomas M Buck , Chair of the Board	01	X		X				0	0	0
Mr Jeffrey Blackman , Board Member	01	X						0	0	0
Mr Richard Blatt , Board Member	01	X						0	0	0
Dr Elizabeth Duda , Board Member	01	X						0	0	0
Mrs Joanne Dull , Board Member	01	X						0	0	0
Mr Kirk Farney , Board Member	01	X						0	0	0
Rev Dan Gilbert , Board Member	01	X						0	0	0
Mr James Grebe , Board Member	01	X						0	0	0
Ms Kathleen Mills , Board Member	01	X						0	0	0
Mr Chris Nelson , Board Member	01	X						0	0	0
Mr Terry E Pfortmiller , Secretary Board	01	X		X				0	0	0
Mr Robert Rauscher , Vice-Chair-Board	01	X		X				0	0	0
Mr Leopold A Schmidt , Board Member	01	X						0	0	0
Rev Mark Schultz , Board Member	01	X						0	0	0
Rev Kent A Tibben , Board Member	01	X						0	0	0
Mr Robert Wartan , Board Member	01	X						0	0	0
Mr Fred A Wittlinger , Board Member	01	X					X	0	0	0
Dr John F Johnson , President/CEO/COO	60 00			X				151,527	0	60,000
Mr Tom W Hallett , Vice President/CFO	50 00			X				120,440	0	0
Dr Manfred B Boos , Vice President	50 00					X		107,313	0	0
Ms Cindy Simpson , Sr Vice President	50 00					X		138,291	0	0
Dr Alan Meyer , Sr Vice President	50 00					X		119,028	0	0
Ms Evelyn Burdick , Vice President	50 00					X		125,171	0	0
Mr Jeffrey Hynes , Vice President	50 00					X		106,260	0	0

Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -

	Business Code	(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
a Tuition and Fees		45,133,971	45,133,971	0	0
b Room and Board		4,352,119	4,352,119		
c Early Childhood Center		1,642,057	1,642,057		
d Conferences and other campus events		296,472	296,472		
e Swimming Pool		162,119	162,119		

Form 990, Part I, Line 1 - Briefly describe the Organization's mission or most significant activities:

Founded in 1864, Concordia University Chicago is a liberal arts-based Christian university located in River Forest, Illinois. More than 5,000 full-time students are enrolled in more than 100 undergraduate, master and doctoral programs. Concordia ensures that 100 percent of undergraduate students receive some form of financial aid, and actively develops additional need-based scholarship support for local students. It also develops outreach to historically underrepresented college populations, particularly working with elementary and middle school students and families to ensure they are prepared to enter college in the future. As a distinctive, comprehensive university The Lutheran Church - Missouri Synod, centered in the Gospel of Jesus Christ, and based in the liberal arts, Concordia University equips men and women to serve and lead with integrity, creativity, competence, and compassion in a diverse, interconnected, and increasingly urbanized church and world.

Form 990, Part III, Line 1 - Briefly describe the organization's mission:

As a distinctive, comprehensive university of The Lutheran Church Missouri Synond, centered in the Gospel of Jesus Christ, and based in the liberal arts, Concordia University Chicago equips men and women to serve and lead with integrity, creativity, competence, and compassion in a diverse, interconnected, and increasingly urbanized church and world. Concordia strives to accomplish this by providing a broad, liberal arts based undergraduate education, as well as graduate and professional programs in areas of demonstrated competence, which serves a particular need of society of society and advances the mission of the Church. At Concordia University, the values of Christian Faith, the Individual, Excellence, Integrity, and Service, are embraced.

SCHEDULE D

(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► **Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.**

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization CONCORDIA UNIVERSITY	Employer identification number 36-2191242
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Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate Contributions to (during year)	
3	Aggregate Grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	

Part II

Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1	Purpose(s) of conservation easements held by the organization (check all that apply) <div><input type="checkbox"/> Preservation of land for public use (e g , recreation or pleasure)<input type="checkbox"/> Preservation of an historically importantly land area <input type="checkbox"/> Protection of natural habitat<input type="checkbox"/> Preservation of certified historic structure <input type="checkbox"/> Preservation of open space</div>	
2	Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year	
a	Total number of conservation easements	
b	Total acreage restricted by conservation easements	
c	Number of conservation easements on a certified historic structure included in (a)	
d	Number of conservation easements included in (c) acquired after 8/17/06	
3	Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ►	
4	Number of states where property subject to conservation easement is located ►	
5	Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	
6	Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year ►	
7	Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ► \$	
8	Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)? <div><input type="checkbox"/> Yes<input type="checkbox"/> No</div>	
9	In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements	

	Held at the End of the Year
2a	
2b	
2c	
2d	

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a	If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items	
b	If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items	
	(i) Revenues included in Form 990, Part VIII, line 1	► \$
	(ii) Assets included in Form 990, Part X	► \$
2	If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items	
a	Revenues included in Form 990, Part VIII, line 1	► \$0
b	Assets included in Form 990, Part X	► \$0

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☒

Public exhibition

d

☐

Loan or exchange programs

b

☒

Scholarly research

e

☐

Other

c

☒

Preservation for future generations

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☒ No

Part IV

Trust, Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain why in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance				
b	Contributions				
c	Investment earnings or losses				
d	Grants or scholarships				
e	Other expenditures for facilities and programs				
f	Administrative expenses				
g	End of year balance				

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations

(ii) related organizations

3a(i)

3a(ii)

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Investments—Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land	0	1,919,643		1,919,643
b Buildings	0	62,503,703	23,361,797	39,141,906
c Leasehold improvements	0	4,592,837	2,750,568	1,842,269
d Equipment	0	21,137,205	18,021,210	3,115,995
e Other	0	1,897,312	471,234	1,426,078
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) ▶				47,445,891

Schedule D (Form 990) 2008

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products	0	
Closely-held equity interests	0	
Other		
Total. (Column (b) should equal Form 990, Part X, col (B) line 12)	0	

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Funds Held by Third Party Trustee	724,161	F
Total. (Column (b) should equal Form 990, Part X, col (B) line 13) ▶	724,161	

(a) Description	(b) Book value
Cash surrender value of life insurance	356,708
Unamortized debt issuance costs and expense	261,926
Total. (Column (b) should equal Form 990, Part X, col.(B) line 15.)	618,634

(a) Description of Liability	(b) Amount
Federal Income Taxes	0
Interest rate swap agreement	386,825
Refundable government student loans	746,004
Total. (Column (b) should equal Form 990, Part X, col (B) line 25)	1,132,829

Schedule D (Form 990) 2008

Part XI

Reconciliation of Change in Net Assets from Form 990 to Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	56,736,102
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	55,747,526
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	988,576
4	Net unrealized gains (losses) on investments	4	0
5	Donated services and use of facilities	5	0
6	Investment expenses	6	0
7	Prior period adjustments	7	0
8	Other (Describe in Part XIV)	8	-1,247,779
9	Total adjustments (net) Add lines 4 - 8	9	-1,247,779
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-259,203

Part XII

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	47,027,686
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	0
b	Donated services and use of facilities	2b	0
c	Recoveries of prior year grants	2c	0
d	Other (Describe in Part XIV)	2d	464,822
e	Add lines 2a through 2d	2e	464,822
3	Subtract line 2e from line 1	3	46,562,864
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV)	4b	10,173,238
c	Add lines 4a and 4b	4c	10,173,238
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12)	5	56,736,102

Part XIII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	46,870,000
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	0
b	Prior year adjustments	2b	0
c	Losses reported on Form 990, Part IX, line 25	2c	0
d	Other (Describe in Part XIV)	2d	464,822
e	Add lines 2a through 2d	2e	464,822
3	Subtract line 2e from line 1	3	46,405,178
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	0
b	Other (Describe in Part XIV)	4b	9,342,348
c	Add lines 4a and 4b	4c	9,342,348
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18)	5	55,747,526

Part XIV

Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation
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SCHEDULE E

(Form 990 or 990-EZ)

Schools

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury

Internal Revenue Service

Attach to Form 990 or Form 990-EZ. To be completed by organizations that answer "Yes" to Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.

Name of the organization

CONCORDIA UNIVERSITY

Employer identification number

36-2191242

- 1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain.
Concordia University publishes its policy of racial non-discrimination in the "Lutheran Withness", "Reporter", local newspapers, and Admission office Literature. The Admissions Office literature is made available to all prospective students.

- 4 Does the organization maintain the following?
- a Records indicating the racial composition of the student body, faculty, and administrative staff?
- b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
- c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
- d Copies of all material used by the organization or on its behalf to solicit contributions?
If you answered "No" to any of the above, please explain. (If you need more space, attach a separate statement.)

- 5 Does the organization discriminate by race in any way with respect to

- a Students' rights or privileges?
- b Admissions policies?
- c Employment of faculty or administrative staff?
- d Scholarships or other financial assistance?
- e Educational policies?
- f Use of facilities?
- g Athletic programs?
- h Other extracurricular activities?
If you answered "Yes" to any of the above, please explain. (If you need more space, attach a separate statement.)

- 6a Does the organization receive any financial aid or assistance from a governmental agency?
- b Has the organization's right to such aid ever been revoked or suspended?

If you answered "Yes" to either 6a or b, please explain using an attached statement.

- 7 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," attach an explanation.

	YES	NO
1	Yes	
2	Yes	
3	Yes	
4a	Yes	
4b	Yes	
4c	Yes	
4d	Yes	
5a		No
5b		No
5c		No
5d		No
5e		No
5f		No
5g		No
5h		No
6a	Yes	
6b		No
7	Yes	

SCHEDULE G
(Form 990 or 990-EZ)

Supplemental Information Regarding
Fundraising or Gaming Activities

OMB No 1545-0047

2008

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Department of the Treasury
Internal Revenue Service

▶ **Attach to Form 990 or Form 990-EZ. Must be completed by organizations that answer "Yes" to Form 990, Part IV, lines 17, 18, or 19, and by organizations that enter more than \$15,000 on Form 990-EZ, line 6a.**

Name of the organization CONCORDIA UNIVERSITY	Employer identification number 36-2191242
--	--

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- | | |
|--|--|
| a <input checked="" type="checkbox"/> Mail solicitations | e <input checked="" type="checkbox"/> Solicitation of non-government grants |
| b <input checked="" type="checkbox"/> Email solicitations | f <input checked="" type="checkbox"/> Solicitation of government grants |
| c <input checked="" type="checkbox"/> Phone solicitations | g <input checked="" type="checkbox"/> Special fundraising events |
| d <input checked="" type="checkbox"/> In-person solicitations | |

- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising activities? ☒ **Yes** ☐ **No**
- b** If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Richard L Engdahl	Consultant for Build Grow Inspire Capital Campaign		No	2,392,295	95,643	2,296,652
Henning Communications Inc	Marketing consultant for Build Grow Inspire Capital Campaign		No	0	13,864	-13,864
Ketchum Incorporated	Former campaign consultant		No	0	66,658	-66,658
Lovstad and Associates	Developed Christmas appeal direct mailing		No	141,905	7,403	134,502
Ruth Ann Johnson	Donor stewardship and development		No	0	21,600	-21,600
Coldwell Salmon	Directed phonathon solicitations		No	8,231	15,429	-7,198
J Milito and Associates	Directed phonathon solicitations		No	20,738	9,817	10,921
Total ▶						

- 3** List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.
- IL

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

Revenue			(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
			Community Awards Banquet	Cougar Open - Golf Outing	0	(Add col (a) through col (c))
			(event type)	(event type)	(total number)	
	1	Gross receipts	26,225	27,698		53,923
	2	Less Charitable contributions	24,525	20,198		44,723
Direct Expenses	3	Gross revenue (line 1 minus line 2)	1,700	7,500		9,200
	4	Cash Prizes	0	0		0
	5	Non-cash Prizes	0	4,754		4,754
	6	Rent/Facility costs	9,523	13,060		22,583
	7	Other direct expenses	8,331	2,087		10,418
	8	Direct expense summary Add lines 4 through 7 in column (d) ▶				37,755
	9	Net income summary Combine lines 3 and 8 in column (d). ▶				-28,555

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

Revenue			(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (Add col (a) through col (c))
	1	Gross revenue				
Direct Expenses	2	Cash prizes				
	3	Non-cash prizes				
	4	Rent/facility costs				
	5	Other direct expenses				
	6	Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7	Direct expense summary Add lines 2 through 5 in column (d) ▶				
	8	Net gaming income summary Combine lines 1 and 7 in column (d) ▶				

		Yes	No
9	Enter the state(s) in which the organization operates gaming activities _____		
a	Is the organization licensed to operate gaming activities in each of these states?	9a	
b	If "No," Explain _____ _____		
10a	Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year?	10a	
b	If "Yes," Explain _____ _____		
11	Does the organization operate gaming activities with nonmembers?	11	
12	Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?	12	

	Yes	No
13 Indicate the percentage of gaming activity operated in		
a The organization's facility 13a		
b An outside facility 13b		
14 Provide the name and address of the person who prepares the organization's gaming/special events books and records		
Name ►		
Address ►		
15a Does the organization have a contract with a third party from whom the organization receives gaming revenue?	15a	
b If "Yes," enter the amount of gaming revenue received by the organization ► \$ _____ and the amount of gaming revenue retained by the third party ► \$ _____		
c If "Yes," enter name and address		
Name ►		
Address ►		
16 Gaming manager information		
Name ►		
Gaming manager compensation ► \$ _____		
Description of services provided ►		
<input type="checkbox"/> Director/officer <input type="checkbox"/> Employee <input type="checkbox"/> Independent contractor		
17 Mandatory distributions		
a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?	17a	
b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$ _____		

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
CONCORDIA UNIVERSITY

Grants and Other Assistance to Organizations,
Governments and Individuals in the U.S.

Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. Attach to Form 990.

OMB No 1545-0047

2008

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Inspection

Employer identification number
36-2191242

Part I General Information on Grants and Assistance

1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 if additional space is needed.

☒

1(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance

2

Enter total number of section 501(c)(3) and government organizations

3

Enter total number of other organizations

Part III

Grants and Other Assistance to Individuals in the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
Student scholarships and fellowships	1118	9,342,348	0		

Part IV

Supplemental Information. Complete this part to provide the information required in Part I, line 2, and any other additional information.
See Additional Data Table

Identifier	Return Reference	Explanation
SchI_P01_S00_L02	Schedule I, Part I, Line 2	Students eligible to receive financial assistance from Concordia University are determined by policy approved by the Board of Regents. On a basis of careful analysis of the financial statements, the Director of Financial Aid determines the amount of aid available from various sources. Next, the amount that the student and his or her family can reasonably be expected to provide is calculated. The difference between the funds available and the cost of education for one year is the amount financial aid that a student is eligible to receive from sources outside of the family. This difference is called "demonstrated need." Financial assistance is awarded based on the student's demonstrated need for that year. The University provides scholarships. All recipients are unrelated except for tuition benefits provided under the university's tuition grant program to eligible employees, their spouses and dependents in accordance to IRC section 117(d). The University also provides student assistance through work-study.

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

► Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
CONCORDIA UNIVERSITY

Employer identification number
36-2191242

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	<div><div><input type="checkbox"/> First class or charter travel</div><div><input checked="" type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	<div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input type="checkbox"/> Independent compensation consultant</div><div><input type="checkbox"/> Compensation survey or study</div><div><input type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a		
a	Receive a severance payment or change of control payment?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	No
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of		
a	The organization?	5a	No
b	Any related organization?	5b	No
	If "Yes," to line 5a or 5b, describe in Part III		
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of		
a	The organization?	6a	No
b	Any related organization?	6b	No
	If "Yes," to line 6a or 6b, describe in Part III		
7	For persons listed in form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	No

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Dr John F Johnson	(i)	151,527	0	0	0	60,000	211,527	0
	(ii)	0	0	0	0	0	0	0
Mr Fred A Wittlinger	(i)	0	0	0	0	0	0	0
	(ii)	0	0	0	0	0	0	0
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information

Schedule J (Form 990) 2008

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

► Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization CONCORDIA UNIVERSITY	Employer identification number 36-2191242
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Identifier	Return Reference	Explanation
F990_P03_S00_L00a	Form 990, Part III (Cont 1)	Founded in 1864 as Addison Lutheran Teachers Semnary, Concordia University Chicago is a liberal arts-based Christian university located in River Forest, Illinois. More than 5,000 full-time undergraduate and graduate students are enrolled in more than 100 undergraduate, master's and doctoral programs through the colleges of Arts and Sciences, Business, Education, and Graduate and Innovative Programs. The University also offers programs such as a "60+ College Program" for those age 60 or older to audit courses for personal enrichment, and an accelerated degree completion program enabling highly motivated working adults to complete their college degrees in a Christian learning environment. Concordia's academic affiliations include the Council of Graduate Schools, the American Association of Colleges for Teacher Education, the Associated Colleges of the Chicago Area, the Association for Gerontology in Higher Education, the Federation of Independent Illinois Colleges and Universities, the National Association for Education of Young Children and the Chicago Consortium of Colleges and Universities. In February, the National Council for the Accreditation of Teacher Education (NCATE) conferred its "National Recognition" to Concordia's graduate programs in educational leadership, for meeting the national accrediting body's highest and most rigorous standards for the preparation of educational leaders. University enrollment has increased for five consecutive years, with record enrollments for the last two. In fall 2009, Concordia University Chicago enrolled its largest freshman class ever. Total undergraduate enrollment increased 10.1 percent and graduate enrollment, 24.7 percent, over fall 2008. Concordia ensures that 100 percent of undergraduate students receive some form of financial aid, and actively develops additional need-based scholarship support for local students through programs such as the Community Awards for Excellence in Leadership program. It also develops outreach to historically underrepresented college populations, particularly working with elementary and middle school students and families to ensure they are prepared to enter college in the future. For example, the University developed an 11-year initiative with Fifth Third Bank and two underperforming urban school districts (Bellwood School District 88 and Proviso Township High School District 209) to create educational and economic opportunity for teachers, students and their families in the local community. Concordia also works with schools such as Orchard Place Elementary School in Des Plaines to help academically at-risk students and English language learners begin setting goals toward college. This year, Concordia was named for the third time to the President's Higher Education Community Service Honor Roll, the highest federal recognition a university can receive for its commitment to volunteering, service-learning and civic engagement. Concordia's service to community includes a tutoring and after-school program at Marillac House on Chicago's West Side, where 50 Concordia-Chicago students and two faculty provide homework tutoring and mentoring to children, "For the Love of Reading" created at Concordia to help local immigrant children of Hispanic origin develop English language skills, and the University's work in 2008 and 2009 with the organization Feed My Starving Children to engage the campus and surrounding communities in packing more than 250,000 meals for starving Haitian children. In the last year, Concordia University Chicago students have provided more than 2,750 hours of service through 19 social service agencies, schools and organizations in the immediate community. Students, faculty, staff and alumni also travel locally, nationally and internationally to serve in other capacities from delivering sack lunches to the homeless in Chicago to rebuilding communities in Guatemala. In addition to service learning, Concordia undergraduate and graduate students complete internships in positions with area schools and local organizations providing needed education human services to area residents. Through Concordia's master of arts program in gerontology, for example, students serve local elderly populations based on guidelines proposed by the Association for Gerontology in Higher Education. The University is actively involved with its community and provides ongoing educational, arts and cultural offerings free to the public, along with recreational facilities available for community use. Among other community resources are the University's Community Counseling Center and the Early Childhood Center, which engages local parents in their children's development during day-care education. Further information about Concordia University Chicago is available at www.cuchicago.edu .

Identifier	Return Reference	Explanation
F990_P03_S00_L03	Form 990, Part III, Line 3	Concordia University Chicago, in an effort to better serve its Mission of equipping men and women to serve and lead with integrity, creativity, competence, and compassion, demonstrates prudent innovation. During fiscal year ending June 30, 2009, the Board of Regents of Concordia University Chicago approved the continued development of the College of Graduate and Innovated Programs, also known as GIP. The primary responsibility of GIP is the development of Graduate and non traditional programs. During this reporting period, GIP continued to develop and implement plans for significant increases in online educational delivery. Under the guidance of The College of Graduate and Innovative Program, its Policy Committee, and the University Board of Regents, Concordia now educates approximately 145 graduate online students.

Identifier	Return Reference	Explanation
F990_P06_S0A_L07a	Form 990, Part VI, Section A, Line 7a	According to the university's bylaws, membership on the Board of Regents shall be elected in the following manner: Three(3) Regents shall be elected by the North Illinois District of the Lutheran Church - Missouri Synod in years divisible by three(3) with a remainder of two(2). Five(5) Regents shall be elected at the conventions of Synod in years evenly divisible by three(3). Four(4) Regents shall be elected by the Board of Regents for years divisible by three(2) with a remainder of one (1).

Identifier	Return Reference	Explanation
F990_P06_S0A_L10	Form 990, Part VI, Section A, Line 10	While Management did not present the 990 to the University's Board of Regents prior to its filing, the University does view this as a best practice, and will incorporate this into next year's filing process. During the reporting fiscal year, Management developed material for members of the Board of Regents Finance Committee which educated these members on the IRS Form 990, relevant schedules, and the fiduciary responsibility of Board Members related to this form. This training will continue and will lead to a more robust review starting next fiscal year. For this year's filing, the timing of Board meeting made it difficult to arrange a complete Board review prior to filing. On June 3, the 990 will be reviewed and a resolution for approval will be presented. If the Committee so recommends, a corrected 990 will be prepared and filed. The Committee's actions will be presented to the Board of Regents on June 3, 2010 following the Finance/Audit Committee's meeting.

Identifier	Return Reference	Explanation
F990_P06_S0B_L12c	Form 990, Part VI, Section B, Line 12c	Annually, the University requires all Board Members, Officers, and employees with any budgetary control to review and sign a conflict of interest policy statement. This policy clearly defines what constitutes a conflict of interest. By signing this policy statement, individuals are stating that they 1) read the conflict on interest policy in its entirety, 2) have a clear understanding of the policy, and 3) agree to abide by it and work towards its overall objective.

Identifier	Return Reference	Explanation
F990_P06_S0B_L15	Form 990, Part VI, Section B, Line 15	In addition to approving the University's President annual contract, there are several other individuals who have their salaries reviewed and approved by the Finance Committee of the Board of Regents. These individuals include the President's Cabinet and all other individuals who have the ability to affect employee compensation. This includes all members of the Human Resource and Payroll Departments, as well as the University's Controller, Assistant Controller and Director of Budget Services. Annually, the Director of Human Resources and the Assistant Controller provide the Board these individuals' compensation, as well as comparative data from similar university's. Once this data is reviewed by this Committee, annual compensation for these individuals is either approved or reject any proposed compensation increase.

Identifier	Return Reference	Explanation
F990_P06_S0C_L19	Form 990, Part VI, Section C, Line 19	In addition to providing all of these documents upon request, the University also posts its Financial Statements, Corporate Bylaws, Conflict of Interest Policy, Treasurer's Report, and IRS Form 990 on its website (http://www.cuchicago.edu/about_concordia/financial/).

Identifier	Return Reference	Explanation
SchG_P01_S00_L03	Schedule G, Part I, Line 3	The University is registered to solicit funds in the state of Illinois. The University is an organization that was established and is controlled and/or managed by a religious denomination - the Lutheran Church-Missouri Synod. Consequently, the University is exempt from registration in most states due to its status as a religious organization. The University is taking steps to register or file for an exemption in those states where it expects to solicit funds in the future.

Identifier	Return Reference	Explanation
SchR_P02_S00_L00	Schedule R, Part II	Concordia University, a.k.a. Concordia University Chicago (the "University"), an Illinois not-for-profit corporation, is a private educational institution centered in the liberal arts. It is operated under the auspices of The Lutheran Church - Missouri Synod (the "Synod"), a Missouri not-for-profit corporation headquartered in St. Louis, Missouri. The University's Board of Regents, responsible for the management of the University, consists of 16 members (five of whom are elected by the Synod). The following five-not for-profit corporate and trust entities operate as subordinate entities directly under the auspices of the Synod: Lutheran Church Extension Fund ("LCEF"), Concordia Publishing House ("CPH"), The Lutheran Church - Missouri Synod Foundation ("LCMS Foundation"), Concordia Plan Services ("CPH"), and Concordia Historical Institute. The Synod has established several Program and Service Boards to guide and carry out the programmatic activities of the Synod. One of these Boards, the Board for University Education ("the "BUE"), broadly oversees the activities of ten colleges and universities, including Concordia University Chicago. Concordia University System ("CUS"), a not-for-profit corporate entity operating under the auspices of the Synod, carries out the activities and policies of the Synod and the BUE as it applies to the Synod higher education institutes. The Concordia Administrative Information Systems ("CAIS"), a CUS department, is housed on the campus of the University and oversees the management of the software accounting system utilized by most of the Synod higher education institutions. Thirty-five Synodical districts, all separate entities operating under the auspices of the Synod, represent the Synod to various LCMS congregations across the United States and around the world. The district in which Concordia University Chicago is located, the Northern Illinois District, elects five members of the University's Board of Regents.

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Attach to Form 990. To be completed by organizations that answerd "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.
▶ See separate instructions.

OMB No 1545-0047

2008

Open to Public Inspection

Name of the organization
CONCORDIA UNIVERSITY

Employer identification number
36-2191242

Part I

Identification of Disregarded Entities

(A) Name, address, and EIN of disregarded entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Total income	(E) End-of-year assets	(F) Direct controlling entity

Part II

Identification of Related Tax-Exempt Organizations

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Exempt Code section	(E) Public charity status (if section 501(c)(3))	(F) Direct controlling entity
Concordia University Foundation 7400 Augusta Street River Forest, IL60305 23-7055802	Formed to promote Concordia University through solicitation of funds and management of endowment	IL	501(c)(3)	PF	N/A
Lutheran Church Missouri Synod 1333 S Kirkwood Road Saint Louis, MO63122 43-0658118	Spreading the Gospel	MO	501(c)(3)	Church	N/A
Concordia University System 1333 S Kirkwood Road Saint Louis, MO63122 43-1634611	Carries out activities and policies of the Synod, as they apply to Synodical Higher Ed Institutions	MO	501(c)(3)	Church	N/A
Lutheran Church Missouri Synod - Northern IL District 4231 183rd Street Country Club Hills, IL60478 36-2203938	Religious District for Lutheran Church Missouri Synod	IL	501(c)(3)	Church	N/A
Lutheran Church Extension Fund PO Box 229009 Saint Louis, MO63122 43-1151795	Providing financial for the LCMS	MO	501(c)(3)	Church	N/A
Concordia Publishing House 3558 S Jefferson Avenue Saint Louis, MO63118 43-0225230	Operates University bookstore, religious printing and publishing	IN	501(C)(3)	11a	N/A
The Lutheran Church - Missouri Synod Foundation 1333 Kirkwood Road Saint Louis, MO63122 43-6034481	Solicites donations for the overall LCMS	MO	501(C)(3)	PF	N/A

Part III

Identification of Related Organizations Taxable as a Partnership

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Predominant income(related, investment, unrelated)	(F) Share of total income	(G) Share of end-of- year assets	(H) Disproporionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	(E) Type of entity (C corp, S corp, or trust)	(F) Share of total income	(G) Share of end-of-year assets	(H) Percentage ownership

Part V

Transactions with Related Organizations

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to other organization(s)

c Gift, grant, or capital contribution from other organization(s)

d Loans or loan guarantees to or for other organization(s)

e Loans or loan guarantees by other organization(s)

f Sale of assets to other organization(s)

g Purchase of assets from other organization(s)

h Exchange of assets

i Lease of facilities, equipment, or other assets to other organization(s)

j Lease of facilities, equipment, or other assets from other organization(s)

k Performance of services or membership or fundraising solicitations for other organization(s)

l Performance of services or membership or fundraising solicitations by other organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets

n Sharing of paid employees

o Reimbursement paid to other organization for expenses

p Reimbursement paid by other organization for expenses

q Other transfer of cash or property to other organization(s)

r Other transfer of cash or property from other organization(s)

Yes

No

1a

No

1b

Yes

1c

Yes

1d

Yes

1e

Yes

1f

No

1g

No

1h

No

1i

Yes

1j

No

1k

No

1l

Yes

1m

No

1n

No

1o

No

1p

Yes

1q

No

1r

No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds		
(A) Name of other organization(s)	(B) Transaction type(a-r)	(C) Amount Involved
(1) See Additional Data Table		
(2)		
(3)		
(4)		
(5)		
(6)		

Schedule R (Form 990) 2008

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Software ID: 08000095
Software Version: v1.00
EIN: 36-2191242
Name: CONCORDIA UNIVERSITY

Form 990, Schedule R, Part II - Identification of Related Tax-Exempt Organizations

(A) Name, address, and EIN of related organization	(B) Primary Activity	(C) Legal Domicile (State or Foreign Country)	(D) Exempt Code section	(E) Public charity status (if 501(c)(3))	(F) Direct Controlling Entity
Concordia University Foundation 7400 Augusta Street River Forest, IL60305 23-7055802	Formed to promote Concordia University through solicitation of funds and management of endowment	IL	501(c)(3)	PF	N/A
Lutheran Church Missouri Synod 1333 S Kirkwood Road Saint Louis, MO63122 43-0658118	Spreading the Gospel	MO	501(c)(3)	Church	N/A
Concordia University System 1333 S Kirkwood Road Saint Louis, MO63122 43-1634611	Carries out activities and policies of the Synod, as they apply to Synodical Higher Ed Institutions	MO	501(c)(3)	Church	N/A
Lutheran Church Missouri Synod - Northern IL District 4231 183rd Street Country Club Hills, IL60478 36-2203938	Religious District for Lutheran Church Missouri Synod	IL	501(c)(3)	Church	N/A
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Concordia Publishing House 3558 S Jefferson Avenue Saint Louis, MO63118 43-0225230	Operates University bookstore, religious printing and publishing	IN	501(C)(3)	11a	N/A
The Lutheran Church - Missouri Synod Foundation 1333 Kirkwood Road Saint Louis, MO63122 43-6034481	Solicites donations for the overall LCMS	MO	501(C)(3)	PF	N/A

Form 990, Schedule R, Part V - Transactions with Related Organizations

(A) Name of other organization		(B) Transaction type(a-r)	(C) Amount Involved (\$)
(1)	Concordia University Foundation	c	709,613
(2)	Concordia University Foundation	b	362,580
(3)	Lutheran Church Missouri Synod	c	159,871
(4)	Lutheran Church Missouri Synod	e	5,281,028
(5)	Lutheran Church Missouri Synod	d	2,541,958
(6)	Lutheran Church Extension Fund	e	4,833,804
(7)	Concordia University System	l	420,474
(8)	Concordia University System	i	147,960
(9)	Concordia University System	p	568,613
(10)	Concordia Publishing House	i	96,113
(11)	The Lutheran Church - Missouri Synod Foundation	l	19,890