Concordia Language Villages, with a rich and colorful history of over 60 years, continues to serve thousands of children and adults every year. We rely on outstanding people and outstanding spaces in which to operate outstanding programs. And as we collectively build back as an organization after a challenging two and a half years, I am struck by that vibrant history, the powerful mission and the passion and commitment that I have witnessed first-hand from our Concordia Language Villages community. Our ability to persevere in the face of challenges is built on what is a strong foundation propelled by energy, compassion and determination by each and every one of you. For this community, I am grateful.

While 2020 was a year where we focused on bringing people together virtually to celebrate cultural and language immersion, our last year focused on bringing our community together again, safely, in person. While the challenges of the pandemic were persistent, the energy in the air and spirit were palpable, and it was encouraging to see the shores of Turtle River Lake come to life. Together, we were able to build a path forward that allowed villagers to reconnect and thrive in community—something we cherish now in a whole new light.

I invite you to read our annual report of 2021-22. Under normal circumstances, the accomplishments of our community would be impressive. In the context of a global pandemic, I can say that the accomplishments of the year tell a story of resilience, of passion, of commitment and of belief in the future and the strength of our mission.

It is a privilege to serve Concordia Language Villages during this time of change and growth. I encourage you to engage directly in our community. I’m energized and excited for our future and look forward to welcoming you to Concordia Language Villages.

In gratitude,

Mary Maus Kosir
Executive Director | Concordia Language Villages
INSPIRING courageous GLOBAL CITIZENS since 1961

NATIONAL ADVISORY COUNCIL

Michael and Lorie Afremov
Wayzata, Minn.
Sarah and Scott Bjelde
Eden Prairie, Minn.
Greg Cash
Minnetonka, Minn.
Georg and Reidun Gauger
Mound, Minn.
Clinton Gilliland and Mary Turner Gilliland
Menlo Park, Calif.
Alfred Harrison and Ingrid Lenz Harrison
Wayzata, Minn.
Keith Johanneson
Bemidji, Minn.
Ilya Katsnelson
Copenhagen, Denmark
Ross King
Vancouver, B.C.
Kent Knutson
Washington, D.C.
Margaret Cuomo Maier
Manhasset, N.Y.
Hugh and Linda Mullenbach
New Orleans, La.
David and Audrey Olsen
Lake Elmo, Minn.
David Oprava
Cardiff, South Glamorgan, UK
Sophie Pederson
Spicer, Minn.
Steven Pollei and Solveig Storvick Pollei
Tacoma, Wash.
Benjamin Squire
Topanga, Calif.
John (Jack) Tunheim
Minneapolis, Minn.
Robert Waldron and Leona Werner
Edina, Minn.

LEADERSHIP GROUP

Mark Chen
Senior Program Director
Nicole Ellis
Associate Director of Marketing
Martin Graefe
Director of Concordia Language Training Center
Amanda Hand
Program Director
Mary Maus Kosir
Executive Director
Christine Schulze
Director of Development
Warren Schulze
Director of Operations
Jon Suomala
Director of Finance and Administrative Services
Summer 2021 saw a return to youth residential programming, welcoming approximately 1,200 four-week villagers to the Turtle River Lake site in addition to Virtual Village participants. With a greatly reduced capacity, a closed site and multiple mitigation measures in place, all children remained COVID-free!

The global pandemic that began in early 2020 provided an opportunity for Concordia Language Villages to reflect on its growth over the years, its operational practices and its fiscal model to reimagine a path forward that embraces a holistic year-round strategic plan to support and enhance the organization as a whole. While this plan focuses more on operational needs, it is important to note that the progress the organization has made in the development of outstanding programs, in both depth and breadth, remains a cornerstone of the existing foundation, and a critical component of each and every program.

The Concordia Language Training Center received a request to develop and implement virtual immersion courses in Ukrainian for U.S. military personnel with strong proficiency skills in Russian. Over the timeframe of March to May 2022, the LTC implemented three such courses allowing over 20 airmen, soldiers and sailors to develop significant language and culture expertise in Ukrainian.
The dedication and commitment of our Concordia Language Villages staff has helped our organization rebuild and welcome villagers to our site. We celebrate them and are thankful for their passion to inspire courageous global citizens!

Thank you to our staff

شكراً Danke Obrigado TAKK ありがとう TACK Grazie Спасибо GRACIAS 谢谢 감사합니다 TAK Merci Kiitos
3,795

2021–2022
TOTAL ENROLLMENT

SUMMER YOUTH & ADULTS | 2,123

TOP FIVE SUMMER LANGUAGES
1,585 TOTAL ENROLLMENT

CHINESE 149
FRENCH 354
GERMAN 394
JAPANESE 229
SPANISH 459

TOP FIVE SUMMER LANGUAGES
1,585 TOTAL ENROLLMENT

CHINESE 149
FRENCH 354
GERMAN 394
JAPANESE 229
SPANISH 459

OTHER LANGUAGES
538 TOTAL ENROLLMENT

U.S. GEOGRAPHIC DISTRIBUTION

TOP TEN ENROLLMENT STATES
1. MINNESOTA
2. WISCONSIN
3. CALIFORNIA
4. ILLINOIS
5. NEW YORK
6. VIRGINIA
7. TEXAS
8. MASSACHUSETTS
9. TENNESSEE
10. MARYLAND

SWEDISH 71
ARABIC 50
DANISH 20
FINNISH 60
ITALIAN 42
KOREAN 106
NORWEGIAN 109
PORTUGUESE 11
RUSSIAN 69
SWEDISH 71
ARABIC 50
DANISH 20
FINNISH 60
ITALIAN 42
KOREAN 106
NORWEGIAN 109
PORTUGUESE 11
RUSSIAN 69
Concordia Language Villages has become a leader in providing a variety of programming for adults, families, school groups, educators, critical languages and the youngest of language learners.

**Top Five Academic Year Languages**

1. Finnish - 92
2. French - 232
3. German - 254
4. Norwegian - 186
5. Spanish - 441

**Total Enrollment** - 1,205

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**Academic Year Program Enrollment Totals**

- Adults: 624
- Youth: 357
- Village Weekends: 292
- Educators: 221
- Language Training Center: 178

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**Other Languages**

- Arabic: 51
- Chinese: 19
- Danish: 15
- English**: 40
- Italian: 21
- Japanese: 55
- Persian-Farsi: 49
- Russian: 52
- Ukrainian: 13

**Total Enrollment** - 467

*English includes 40 teachers taught in Tanzania.*
### STAFF PROFILE

**NORTH AMERICA**
- CANADA: 1
- DOMINICAN REPUBLIC: 2
- MEXICO: 3
- UNITED STATES: 622

**SOUTH AMERICA**
- ARGENTINA: 3
- CHILE: 1
- COLOMBIA: 2
- ECUADOR: 1

**EUROPE**
- CZECH REPUBLIC: 1
- GERMANY: 2

**ASIA**
- JAPAN: 1
- KOREA: 2

**AFRICA**
- BENIN: 1
- MOROCCO: 1

- **642** Total Staff
- **20** International Staff
- **14** Countries
- **5** Continents
## Financial Summary

### Gift Income

<table>
<thead>
<tr>
<th>Source of Gifts</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Organizational Support</td>
<td>$21,077</td>
</tr>
<tr>
<td>Foundation Support</td>
<td>$309,940</td>
</tr>
<tr>
<td>Foreign Entities</td>
<td>$179,547</td>
</tr>
<tr>
<td>State of Minnesota/Federal</td>
<td>$689,793</td>
</tr>
<tr>
<td>Individuals</td>
<td>$1,072,019</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,272,376</strong></td>
</tr>
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</table>

### Allocation of Gifts

<table>
<thead>
<tr>
<th>Allocation of Gifts</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Operations/Village Vision</td>
<td>$889,760</td>
</tr>
<tr>
<td>Leadership Funds</td>
<td>$363,476</td>
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<tr>
<td>Endowment Funds</td>
<td>$40,536</td>
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<tr>
<td>Plant Funds</td>
<td>$715,618</td>
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<tr>
<td>Scholarship</td>
<td>$262,986</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$2,272,376</strong></td>
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</table>

### Operating Fund

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$6,927,535</td>
</tr>
<tr>
<td>Retail</td>
<td>$142,872</td>
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<tr>
<td>Transportation</td>
<td>$65,395</td>
</tr>
<tr>
<td>Gifts, Grants and Endowment</td>
<td>$368,292</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,504,094</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$3,707,855</td>
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<tr>
<td>Fringe</td>
<td>$831,629</td>
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<tr>
<td>Services</td>
<td>$1,280,152</td>
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<tr>
<td>Supplies</td>
<td>$262,290</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>$664,396</td>
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<tr>
<td>Equipment</td>
<td>$26,521</td>
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<tr>
<td>Utilities</td>
<td>$354,762</td>
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<tr>
<td>Maintenance</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,127,605</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Balance of Revenue over Expenses</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue to College for Unallocated College Services</strong></td>
<td><strong>$376,489</strong></td>
</tr>
</tbody>
</table>
Over the course of over 60 years of successful language immersion programming, Concordia Language Villages has weathered many seasons of both growth and challenges. Staying relevant requires engaging in intentional reflection and planning. With this in mind, a Strategic Planning Process was initiated in 2021 to assess and plan for the future. Using a SOAR model to focus on Strengths, Opportunities, Aspirations and Results, a committee of staff members from across the organization took on this project. They engaged with a variety of stakeholders, including constituents from Concordia College, external partners, language professionals, members of the National Advisory Council, year-round and seasonal employees, villagers and families. In the end, over 500 points of contact were made to help define our future focus.
The results of their work, the Strategic Plan 2025, identifies three organization-wide priority areas. Attention was paid to relevant metrics for measuring success in these areas. In the coming three years, efforts will focus on operations management, site maintenance and renewal and revenue diversification in order to ensure a healthy financial future. Operations management includes supporting staff development, ensuring equity and inclusion, streamlining services and using data to ensure efficiency. Site maintenance and renewal will keep our land, building and environmental assets in excellent working condition. Revenue diversification in the form of new programming across the age spectrum and the calendar year and new scholarships to support accessibility of our programs will enable us to have a stronger footing in the face of future challenges. Committee member Lara Ravitch, Dean of Lesnoe Ozero, the Russian Language Village, reflected that “there were a lot of clear points of agreement, which really helped to identify priorities. Our stakeholders know who we are, what we stand for and why we are valuable.”

The Strategic Plan 2025 aims to support the value of our programs for many years to come.
Community is built around shared meals as enticing dishes are passed back and forth, songs are sung, stories are told and new foods are sampled. Mealtimes are essential opportunities for community building in all programs at Concordia Language Villages, but providing delicious food and nourishing fellowship to thousands of participants is no easy feat. Kitchens must provide work space for Culinary Arts teams to safely prepare food on a tight schedule following culturally-authentic recipes that might be unfamiliar. Dining halls double as meeting spaces for large-group activities, as tables and chairs are stacked to the side to make room for dancing, plays and rainy-day gatherings. The coffee pot in the corner runs from early morning to late at night, fueling staff members’ creativity. Clearly, the Village depends upon its dining hall.

At Skogfjorden, the Norwegian Language Village, the dining hall is known as Gimle. The name is drawn from Nordic mythology and refers to the beautiful place where the worthy survivors of Ragnarök, the end of the world, will live. Gimle has served as the heart of Skogfjorden for over 50 years. In spring 2022, a restoration project at Gimle was fully funded to update the dining hall. Later that summer, a group of generous donors were recognized at an event to kick off the project that will equip for the next 50 years of program use. The expanded dining hall, modernized kitchen and added meeting spaces will support all aspects of the Norwegian language programs throughout the year.
The dedication event included a welcome from Mary Maus Kosir, Executive Director of Concordia Language Villages, and included recognition for the seven donor families who have spearheaded the restoration project, with moving testimonials from those in attendance. Tove Dahl and Randi Buckley, Dean and Associate Dean of Skogfjorden respectively, shared a dramatic performance where they spoke from the perspective of Gimle itself. In the voice of the dining hall, they spoke for a place that sees villagers and staff come and go throughout the day and hears the sounds of tables being set and villagers thanking kitchen staff for the food. Special appreciation was offered for the artwork around the building, including and especially the dramatic traditional rosemaling on the ceiling that was painted by Sigmund Aarseth in the winter of 1977. The voice of Gimle reflected on new coats of paint, new phrases in Norwegian, new skits and songs presented over the years, along with an estimated 1.4 million individual meals served from its kitchen!

The physical spaces of the Villages are among our most treasured assets, certainly from a financial perspective, but more importantly as the carriers of the traditions of our programs. Generations of Skogfjorden villagers have enjoyed homemade meals in Gimle while making friends and learning Norwegian. We acknowledge the importance of maintaining our physical sites and investing in their upkeep to ensure we can continue to offer high-quality programming. Donations from generous supporters continue to be essential to site maintenance, renewal and improvement as we look to the future across all of our programs.
Staff members of Concordia Language Villages are known for their enthusiasm and excitement for learning. They bring wide-ranging experiences and boundless creativity to their work at the Villages, and it should be no surprise that many of them go on to tackle impressive academic and professional pursuits. Now, Concordia Language Villages has the ability to recognize and encourage outstanding staff members through the Dietrich Fellowship. This Fellowship was created in partnership with David Dietrich Oprava, a three-time credit villager and eight-year staff member at Waldsee, the German Language Village, to provide one exemplary staff member each year with the opportunity to expand their cultural, linguistic and professional horizons.

The Dietrich Fellowship was created in 2019, inspired by Dietrich’s personal experiences of world travel and service learning. It aims to provide a next step for staff members who have already benefited from and contributed to the Village community, who are now looking to expand on their experiences and apply their learning to new contexts. The Fellowship is a merit-based $25,000 award that funds service-oriented projects, internships or volunteer programs on at least three continents over the course of nine months. Fellows work at the Villages in the summer before they depart and the summer after they return, to ensure that they are able to share what they learn and inspire future staff members and villagers to pursue similar opportunities.
Although awarding of the Fellowship was delayed by the COVID-19 pandemic, the first Dietrich Fellow was able to embark on her world-wide adventures in September 2021. Evva Fenja Parsons graduated from Colorado College with a degree in political science and German and has spent a portion of every summer at Waldsee since the age of nine, including eight years as a staff member. Fenja’s Fellowship proposal outlined an ambitious plan. The challenges of the pandemic forced her to make some adjustments to her plan, so her nine-month journey included working on an organic farm in Italy, interning at a poetry education program in Germany, volunteering at a center for the arts in Colombia and volunteering with a rural revitalization project in Korea.

The awarding of the Dietrich Fellowship promises to be an annual highlight at Concordia Language Villages, as our talented staff members propose notable personal, educational and professional endeavors. The selection committee includes three exceptional staff alumni who themselves embody the value of courageous global citizenship. One member of the committee, Della Synnöve Duncan, was a staff member at Sjölunden, the Swedish Language Village. Synnöve reflects, “It was an honor to be a part of the process, even in the conversations with candidates who were not chosen, because of the connection and feeling of learning with and from one another we all felt. It was also an incredible gift to award the Fellowship. We felt like cheerleaders witnessing and sharing in the joys and challenges of the Fellow during the Fellowship year.” We look forward to future awards of the Dietrich Fellowship with anticipation.
In 1960, Gerhard Haukebo, a Concordia College faculty member, suggested the College initiate an experimental program using immersion techniques to teach language. The intent of the program was to teach young people about other languages and cultures, while giving Concordia students the opportunity to gain practical teaching experience.

Concordia College sponsored the project in the summer of 1961. The College rented Luther Crest Camp, north of Alexandria, Minn., for the first two-week German session for 72 campers aged 9–12. By all accounts, it was a resounding success.

Interest in the program increased steadily and more “Villages” were added. Today more than 9,000 participants enroll in immersion programs in 17 languages, in both residential and Virtual Villages sessions. Seven architecturally authentic sites on Turtle River Lake (near Bemidji, Minn.) support year-round programming for thousands of youth, adults and teachers every year.