Greetings FROM CONCORDIA LANGUAGE VILLAGES

Community. It is clearly at the heart of what we do at Concordia Language Villages, as we work to build strong communities in our Villages, large and small. And this last year put that to the test. As we all grappled with the pandemic and renewed critical conversations around the world about race, we re-imagined what was possible and worked together to put a new foot forward for Concordia Language Villages.

We used 2020 to make Concordia Language Villages more accessible to those near and far, with the creation of our Virtual Villages. Many of us slowed down in this unfamiliar terrain in order to see more clearly the challenges ahead, and to assess and prioritize in new ways. As a newcomer to the organization, I prioritized mission and alignment with an organization that is focused on something I believe in deeply: inspiring courageous global citizens. Over these past 18 months, many of us have witnessed signs that our international community requires a greater investment in education around global citizenship. It’s time to ask the question: how can we best support this international community as we move into the future?

Joining an organization in the midst of challenge presents many opportunities to turn things upside down and imagine how we will, as an organization, move forward. We know that we are resilient, that we rose to the challenge of creating a new way of building community, and that we can engage our stakeholders more deeply when we demonstrate our responsibility and resolve to support one another, our communities and our Villages.

It is a privilege to serve Concordia Language Villages. Thank you for the many encouraging words and virtual greetings from villagers around the world. I’m energized and excited for our future and look forward to welcoming you, whether you are returning or visiting for the first time, to Concordia Language Villages.

In gratitude,

Mary Maus Kosir
Executive Director | Concordia Language Villages
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.

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Manhasset, N.Y.

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New Orleans, La.

David and Audrey Olsen
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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

Alexander Arguelles
Group Director

Mark Chen
Group Director

Nicole Ellis
Associate Director of Marketing

Martin Graefe
Senior Group Director and Director of Concordia Language
Training Center

Mary Maus Kosir
Executive Director

Christine Schulze
Director of Development

Warren Schulze
Director of Operations

Jennifer Speir
Group Director

Jon Suomala
Director of Finance and Administrative Services
Virtual high school credit villagers engaged in 180 hours of learning to receive an entire year of world language credit – all online! Villagers logged on for several hours each day over the course of five or six weeks during the summer or chose to extend their learning throughout the school year, earning either a semester or a year of credit.

Adult villagers discovered new opportunities through virtual learning. Sessions included casual coffee hour discussions on hot topics, book and movie reviews, and even cooking culturally authentic food in their home kitchens – all in the target language!

Summer at the Language Villages was transformed from the North Woods of Minnesota to also include a virtual community of hands-on learning. Youth villagers were able to experience nearly every aspect of a residential Village program from the comfort of their own home. Singing, dancing, art and outdoor learning was woven into language and cultural exploration – and, of course, fun! Throughout the school year, youth clubs and classes provided after-school and weekend fun, focused on exploring culture and improving language proficiency. Villagers enjoyed a multitude of culturally authentic activities and even traveled the world taking virtual tours.
Both the dining hall and administrative center have been completed at the culturally authentic site for *Sup sogūi Hosu*, the Korean Language Village, thanks to the generous donation from Kenny and Simone Park and Simone Corporation (Seoul). Two villager residences with sleeping and meeting space comprise the next phase of construction, as funds are raised.

The Concordia Language Training Center (LTC) delivered 17 virtual immersion programs in 2020-21, providing language sustainment training and cultural competency development to 120 students in nine languages critical for work on behalf of national security. Throughout the year instructional team members employed a variety of online teaching tools and the LTC students consistently noted the real sense of a very welcoming, positive and supportive learning community that developed within the virtual immersion context, much like in a residential Language Village.
Enrollment 3,629
2020–2021 Total Enrollment

Summer Youth & Adults | 2,397

Top Five Languages
1,696 Total Enrollment

CHINESE 235
FRENCH 397
GERMAN 245
JAPANESE 196
SPANISH 623

Top Ten States

1. MINNESOTA
2. CALIFORNIA
3. ILLINOIS
4. WISCONSIN
5. NEW YORK
6. VIRGINIA
7. MASSACHUSETTS
8. TEXAS
9. PENNSYLVANIA
10. NEW JERSEY

Other Languages
701 Total Enrollment

ITALIAN 359
KOREAN 120
FINNISH 50
DANISH 22
ARABIC 118
SWEDISH 102
RUSSIAN 74
PORTUGUESE 18
NORWEGIAN 138

U.S. Geographic Distribution
ACADEMIC YEAR | 1,232
& OTHER SUMMER PROGRAMS

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 LANGUAGES
833 TOTAL ENROLLMENT

- ARABIC | 107
- FRENCH | 194
- GERMAN | 175
- NORWEGIAN | 73
- SPANISH | 284

OTHER LANGUAGES
399 TOTAL ENROLLMENT

- PERSIAN-FARSI | 16
- PASHTO | 4
- KOREAN | 27
- ITALIAN | 5
- FINNISH | 66
- HEBREW | 11
- RUSSIAN | 64
- DANISH | 8
- CHINESE | 70
- SWEDISH | 55
- PORTUGUESE | 2
- JAPANESE | 71
- RUSSIAN | 64

ACADEMIC YEAR PROGRAM ENROLLMENT TOTALS
*Language Discovery includes Twin Cities Day Camps, Pre-K, and After-school programs.

- LANGUAGE TRAINING CENTER | 158
- LANGUAGE DISCOVERY* | 27
- VILLAGE WEEKENDS | 104
- EDUCATORS | 71
- ADULTS | 382
- YOUTH | 490

*Language Discovery includes Twin Cities Day Camps, Pre-K, and After-school programs.
In a year of incredible challenges due to the COVID-19 global pandemic, we are sincerely grateful to everyone who supported our scholarship, programmatic, capital and operational needs. Over 1,200 donors from all 50 states and around the world contributed the necessary gifts to ensure that Concordia Language Villages could continue to advance its mission of *inspiring courageous global citizens*.

We are a global family that encompasses 60 years of “living the language.” Staff, alumni, parents and teachers from all six decades responded to the call to keep the Villages strong and vibrant. We offer our thanks and appreciation!
## FINANCIAL SUMMARY

### REVENUE

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<th>Source</th>
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<td>Tuition and Fees</td>
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<td>Charter School</td>
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<td>Retail</td>
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<td>Gifts, Grants and Endowment</td>
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<td><strong>Balance of Revenue Over Expenses</strong></td>
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### SOURCE OF GIFTS

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<td>Foundation Support</td>
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<td>Individuals</td>
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### ALLOCATION OF GIFTS

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<td>(Village Restricted Other)</td>
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<td>(Village Unrestricted)</td>
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<td><strong>TOTAL</strong></td>
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STAFF Profile

NORTH AMERICA
- COSTA RICA: 2
- MEXICO: 10
- UNITED STATES: 430

SOUTH AMERICA
- ARGENTINA: 27

EUROPE
- ITALY: 2
- NORWAY: 5

ASIA
- NEPAL: 1
- RUSSIA: 4
- VIETNAM: 1

482 Total Staff
52 International Staff
9 Countries
4 Continents
Iris 娜娜  Nànà Parshley

森林湖 Sēn Lín Hú | Chinese Language Village
5 Summers with Concordia Language Villages

“I have worked with Virtual Sēn Lín Hú over the past two years as an Activity Coordinator and Lead Teacher to build a fun, full-bodied online camp experience every day. Working online is challenging to plan, but the teachers and students are able to use so many unique resources and media that we don’t have access to during in-person camps. I enjoy creating interactive lesson plans and seeing the students get excited when they get to talk to other students and teachers in Chinese class.”

Magdalena Leonora Schroeder

Lago del Bosco | Italian Language Village (5 sessions)
Waldsee | German Language Village
(3 sessions, 2 of which were virtual)
6 Summers with Concordia Language Villages

“The Virtual Villages gave us a chance to use digital resources that we wouldn’t have access to during our residential programs. Online we also have better access to perspectives and stories that don’t get attention during residential camp through authentic videos, podcasts and websites, and we were able to reimagine our curriculum.”
David, Marilyn and Vanessa Sharp have been having fun learning German together as a family. With David in Louisiana, Marilyn finishing up graduate studies in Opera at the University of Florida, and Vanessa in Mississippi for a bachelors in Language, Writing and Linguistics, the three started meeting online to participate in Waldsee’s Virtual German Language Village sessions for adults. German Discussion Circles and Coffee Hours have given the three time to connect and see each other on a regular basis each week; they often Facetimed together afterward to talk about class and to catch up on the latest news – sometimes, in German!

David and his daughters initially became involved with Concordia Language Villages when youngest daughter Vanessa attended a two-week summer session at Waldsee in 2018. David, who had developed an interest in German while teaching skiing to children with disabilities in Austria, signed on the following summer as an on-site nurse. When COVID hit and residential sessions at the Villages canceled, Vanessa found herself gravitating toward the Virtual Villages, first signing up for a summer session in Russian, and then joining both Russian and Arabic Clubs during the academic year. The sessions sometimes involved Vanessa taking over the kitchen to prepare authentic cultural foods, which the family thoroughly enjoyed!

Noting upcoming virtual sessions in German, David, Marilyn and Vanessa jumped at the opportunity to learn and practice their German together online as a family. Balancing school and work commitments with participation meant it was sometimes a challenge to complete the pre-reading for Discussion Circles, but high interest discussion material and being able to meet and talk with a variety of people who have a shared love of German
has been good for vocabulary building and confidence in speaking.

“The tips we would give someone thinking about joining an online session is to just go for it,” say the Sharps. “Don’t be afraid to speak up and participate! Saying a word incorrectly is better than saying nothing at all and in our experience, everyone in the sessions has been very friendly and helpful. We are all learning together so don’t be intimidated!”

David and Kimberly Sharp instilled a love of culture and travel in their children from an early age, using French at home for private parent conversations until the girls learned enough French to “decode” what was going on. The couple’s keen interest in other cultures and hunger for learning, coupled with the blend of their respective Scottish and Canadian traditions in the home, led to a multicultural and multilingual family environment that encouraged exploration in languages that include American Sign Language, Arabic, Doric, French, German, Hebrew, Kaonde, Latin, Portuguese, Russian and Scottish Gaelic.

A classical musician, Marilyn regularly sings in German, French and Italian. Vanessa, who is studying to become a professional Braille transcriber, is also interested in the revitalization and preservation of minority and endangered languages.

“It has motivated me to go and dig out my old German resources as well as try out some new ones. – David

“If you are living the language in every aspect of your life you will not only learn much faster, but you will also gain a deeper appreciation for the culture and people who speak that language.”

- Vanessa

Hopefully knowing German and some other languages will help me to develop my career as a singer in the future. - Marilyn
Coming Through TO THE Other Side OF 2020

Those early spring months of 2020, it seemed as if everyone was holding breath and treading water at the Language Villages. We had been tracking the devastating movement of COVID-19 across the world, watching the arrow rise as it made its way across the line graph. We had been viewing catchy hand-washing videos in a variety of languages and taking tutorials on how to stitch our own facemasks. The closer we got to summer 2020, the more the tone of our internal emails changed from “we are monitoring the situation” to “we are looking at programs fifteen days out” to “all residential programs through mid-summer will be canceled.”

Then we determined there would be no in-person camp at all, that all programming would be offered virtually and only a very small and restricted number of summer seasonal and regular-benefited staff would be on site those summer months. Counselors would be teaching together virtually, strictly observing labor-intensive health protocols and seated six feet apart as they ate boxed meals picked up from a central kitchen. The 2,400 villagers we would see that summer were those who “zoomed in” to join us from their screens at home.

Those concerned with the operations and running of the Villages “in real life” found themselves in a challenging predicament. How do we care for an 875-acre tract of land featuring dozens of culturally authentic buildings with their own quirks and needs? Moreover, how do we do it in this northern Minnesota climate and under these constrained financial circumstances?

Joel Hanson, supervisor of building and site maintenance, recalls the uncertainty of the time: “We started having these conversations about what we were going to be doing. How bad was COVID going to be? The impact was really quite quick – all of our residential programs disappeared and that was that. It left a lot of workload that needed to be taken care of. We went from five maintenance staff down to two. It was really difficult.”

Reflecting back, Warren Schulze, director of operations, says the desire to see villagers and programs on site again was something that kept the team going. “The return to normalcy for us was really something we looked forward to; it felt as if we were just in idling mode. We looked forward to the opportunity to get out of idle and put this whole thing in drive...Otherwise it is just labor. Labor just for the sake of maintenance isn’t very satisfying. We’re here to provide a service, with a pretty cool mission, in fact.”

Hanson adds, “What was normal going to look like? What was normal? I didn’t have a clue what that was going to be like.”

Ann Hadrava, in retail, admits it was a challenge to find footing in the new normal. “I felt displaced last summer and during the academic year. Being the only person in my department... it was a lot to figure out how to prioritize what really needed to be done.”
“I ended up doing the mowing, keeping the site semi-presentable,” says Hanson. “The feeling of emptiness out here was quite common: blowing and going. This is my 26th year. You have routines, you know the seasons, how they come and go and what to prepare for... and then there you are sitting on a lawnmower and looking out and there’s no one else there and you can’t help but think...what’s going to happen? None of us want to go through that again.”

Schulze adds, “Going into the winter, we were worried about whether we’d have enough people to plow snow if it was a heavy winter. We got the snowfalls at the right time and we just got lucky that way. Going into summer, we were worried about having enough people and time to mow. Then, we had a drought and the grass hardly grew. That’s not a good thing, because of climate change, but somehow it just worked itself out.”

On top of having fewer people to do what seemed like more work, Hanson said they worried about how the equipment would hold up. “We went down to the lowest power and use we have ever done on our site – shutting down walk-in coolers and freezers and water systems – that was kind of a wonder. We had never done that before. We had no idea how well they would come up, if they would at all. We had a few things that didn’t react – some coolers and freezers – we had to put some time and money into getting things up and running.”

Hadrava, who was eager to get back to work and problem-solve how to use her current inventory, says that bringing things back up to speed in retail also had challenges: “Looking forward, it was hard to predict sales for the next year. Some products were no longer available. Shipments were getting delayed and not arriving on time.”

As for lessons learned, Schulze mentions feeling heartened by the way the community of Concordia Language Villages went above and beyond to pitch in, in some cases, volunteering labor just to make things work. “I am totally indebted to all these people. They made it happen, and a lot of it wasn’t glamorous stuff. Doing it... you really get a chance to experience just how physical those long days are, for example, that our kitchen staff put in, and how tired you are at the end of the day.”

Says Hanson, “I guess we did okay through 2020. That’s a proud moment for me, to know that we were able to hold it together. One of my guys would say, ‘Work smarter not harder.’ We had to. The six of us on site – we definitely had to do that. We just hoped that things would work out and we would be able to come through on the other side.”
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 Village 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.