

## 2012 Report to the ELCA Synod Assemblies

In 2011, Augustana College implemented its strategic plan, *Authentically Augustana—Part 2: Affirm our Mission, Assure our Future and Assess our Results*, following a nine-month planning process with input from members of the faculty and administration, student body and Board of Trustees. The plan has three sections: *Affirm our Mission*, which describes achievements of the 2005 *Authentically Augustana* strategic plan and establishes the context for a new plan; *Assure our Future*, which outlines eight strategic imperatives for the college, and strategies we will undertake; and *Assess our Results*, with tactics for measuring and monitoring our continued effectiveness and new successes.

*Affirm, Assure and Assess* is a responsive and realistic direction for the college. Each of the plan's eight imperatives addresses a contemporary risk and the strategies we will undertake to strengthen the position of Augustana College:

### 1. Prepare our students to stand out

- Improve mentoring and advising to ensure all students participate in high-impact learning
- Develop a reflective e-portfolio system documenting high-impact learning experiences

### 2. Innovate recruitment and retention

- Increase recruitment and retention of multicultural students consistent with core market trends
- Sustain share in primary market by strengthening our reputation in the Chicago area

### 3. Enhance our campus

- Fund and finish renovation and restoration of Old Main, and fund and build a Center for Student Life to adjoin the Thomas Tredway Library (*both projects summer 2012–August 2013*)
- Reserve resources in operating budget to help fund capital enhancements
- Finalize and implement a Five-year Capital Improvement Plan

### 4. Optimize, support and diversify our workforce

- Optimize our workforce to balance educational goals with financial resources
- Build accountability into efforts to improve diversity among our applicant pools and workforce

### 5. Strengthen shared governance, leadership and communication

- Foster a culture of alignment through which all campus stakeholders are aware of and pursue common goals as defined by an outcome-oriented measure of institutional effectiveness and mission fulfillment
- Foster open communications among all college constituencies

### 6. Celebrate and strengthen our surroundings

- Promote the commercial vitality of our neighborhood, the Quad Cities and the region

### 7. Improve our financial viability

- Balance tuition and discount rate to make Augustana affordable for all socioeconomic groups while providing sufficient resources for a strong program
- Build the college endowment to enhance its margin of excellence

### 8. Advance Augustana's reputation

- Pursue high-profile recognition for Augustana students and faculty, and capitalize on existing traditions of success
- Strengthen and integrate our abilities to gather and share information on graduates' successes

*Affirm, Assure and Assess* relies upon organizational alignment and shared belief in the fundamental promise of the college's mission. The plan aligns our work at a time when all must be actively engaged in ensuring the success of Augustana College for another 150 years.