

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.