

GUIDING STRATEGY

Expand and formalize hands-on, active learning and skill-building experiences that position our graduates to pursue careers and lives of impact

Strengthen every aspect of our student support and inspiration network to build each student's confidence.

Take the necessary actions to impact our surroundings to create a stronger sense of belonging, safety and engagement for our students within our community.

STRATEGIC PLAN

Prioritize engaged learning: Anchor curricular and co-curricular learning around interdisciplinary, active, hands-on learning to prepare graduates for success as impactful leaders.

Maximize student potential: Make student success our central focus by identifying the strengths and needs of our students so we can help them achieve their life and career goal.

Connect through partnership: Work with Rock Island to contribute to neighborhood vitality, enhance neighborhoods around campus, and be an engaged presence in the region.

TACTICS

Expansion of Augie Choice: Expanded Augie Choice to enable sophomores to take advantage. Spring 2024
Impact: Student participation in engaged-global or community learning intensive

Established Center for Engaged Learning, Teaching and Scholarship: Committed resources to establishing a new center and hiring leadership to focus on breakthrough practices for engaged learning. (Fall 2024).
Impact: Student participation in engaged-global or community learning intensive.

Launch of Engaged Learning Clusters in CORE: Work is being done to create networks of faculty, alumni, staff and local employers to create innovative engaged learning experience with clear pathways for student success and career preparation. (Fall 2024)
Impact: Student participation in engaged-global or community learning intensive.

Launched Business Steeped in the Liberal Arts initiative (Fall 2024)
Impact: Student participation in engaged-global or community learning intensive.

Launched curricular renewal effort grounded in shared governance (Spring 2024)
Impact: Student participation in engaged-global or community learning intensive.

Piloting AI solution for professional role-play: Will pilot an app, Scenerio AI, to simulate real-life personal and professional interaction to build skills and mindset and to prepare for important interactions.
Impact: Student participation in engaged-global or community learning intensive.

Success Teams: Launched Success Teams for new students. (August 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization

Pre-enrollment meetings: Conducted pre-enrollment meetings with nearly 600 incoming students to prevent summer melt. (Summer 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Fall student-athlete welcome event: Created a welcome event to orient students from most fall sports: (August 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Implementation of Terra Dotta: Implemented a new data system to better serve international students. (Spring 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Piloting a STEM Student Center: Launched a tutoring center for STEM similar to the Reading & Writing Center. (Fall 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Augustana Possible fueled by the Gerber Grand Challenge: Have attracted \$57M in commitments toward \$80M goal to increase endowed financial aid for high-achieving/high-need students.
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Peer Mental Health Recovery Support Network: Counseling Services is establishing a peer network to assist students with mental health treatment recovery. (2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Redesigned F-Y Course and F-Y Advising with Teagle Grant Funding and staffed f-y courses with all tenure/tenure track faculty. (Summer 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Degree audit senior meetings: The Office of the Registrar will be meeting 1:1 with all seniors in the fall semester to evaluate each student's degree audit to ensure timely graduation. (Fall 2024)
Impact: Retention; Graduation; Sense of belonging; revenue stabilization.

Campus Master Plan: Completed campus and community master plan to align facility plans and resources for the next 10-15 years. (August 2024)
Impact: Sense of belonging.

Established a Community Development Corporation: Established a CDC to assist with and drive community development and investment. (Fall 2024).
Impact: Sense of belonging.

Lincoln Park Tennis Courts: Partnered with City of Rock Island to construct new tennis facility in Lincoln Park. (November 2023)
Impact: Sense of belonging.

Erickson Hall Renovation: Completed first phase of Erickson Hall renovation. (August 2024)
Impact: Sense of belonging.

Sorensen Hall Exterior Renovation: Completed renovation of exterior of most visible campus building. (August 2023)
Impact: Sense of belonging

Earth Day Neighborhood Clean-up: XC and Track & Field sponsored a neighborhood clean-up surrounding campus. (May 2024)
Impact: Sense of belonging

Developed a Stronger Partnership with Rock Island City: Working closely with the city to identify areas for partnerships that are mutual beneficial.
Impact: Sense of belonging

EFFORTS BEING GUIDED BY BOLD & BOUNDLESS

DESIGN TEAM 1: Reconsidering Credit: A design team has been appointed to determine how Augustana can award credit more flexibly. Recommendations and proposal due January 15, 2025.

DESIGN TEAM 2: Experience Integration and Interdisciplinarity: A design team has been appointed to define the hallmark attributes and curricular experiences so we share common expectations and specialists have a better sense of where integration is possible and complementary. Recommendations and proposal due January 15, 2025.

DESIGN TEAM 3: Reimagine Viking Scorecard: A design team has been appointed to make the Viking Scorecard and more robust reflection of engaged student learning and career preparation. Recommendations and proposal due January 15, 2025.

DESIGN TEAM 4: Integrating and aligning SLOs, IDEA, pathways and GenEd: A design team has been appointed to build and strengthen pathways through the curriculum through reimagining of Gen Ed in the context of engaged learning. Recommendations and proposal due January 15, 2025.

Student Onboarding Process Review: A task force has been appointed to review the entire on-boarding process for new students to streamline and ensure Augustana is student-ready. Recommendations are due by February of 2025. (Fall 2024 – Winter 2025)

Review of High Impact Practices: A task force has been appointed to create a High Impact Practices (HIP) Atlas to enable faculty and staff to more effectively identify and implement high-impact practices throughout the curriculum and co-curriculum. (Fall 2024-Spring 2025)

STRATEGIC PLAN IMPACT MEASURES

First-to-second-year retention improve to the average of 86% by 2025 (B) (current retention rate is 83%; retention of 6 additional students will increase the retention/persistence rate by 1%)

Four-year graduation rate improvement to the average of 78% by 2029 (B) (current graduation rate is 68%; graduating 7 additional students will increase the retention/persistence rate by 1%)

Overall endowment level \$310,000,000 by 2030 (B) (current endowment value is \$217,000,000 as of June 30, 2024)

Enrollment stabilization with 650 to 670 f-y and 60 to 65 transfer fall students and 50 new spring students annually through fall 2026 and 620-630 and 60 to 65 and 40 new spring students after fall of 2026 and Spring of 2027) (P)

Generate sufficient revenue from all sources (student fees, endowment returns, philanthropy, etc.) to fund institutional objectives and strategic priorities while maintaining an unrestricted cash reserve of no less than \$10 million annually(P)

STRATEGIC PLAN IMPACT MEASURES

Successful completion of the \$40m Gerber Grand Challenge by 2030 (P)

Achieve 90% agreement or better on each of the following measures on the Senior Survey (V)

- If you could relive your college decision would you choose Augustana again?
- I am certain that my post-graduate plans are a good fit for who I am right now and where I want my life to go.
- Did you feel a strong sense of belonging on campus?
- Did you feel Augustana College was concerned about you as an individual?
- My undergraduate experience at Augustana contributed to my sense of self-direction and purpose in life

Proportion of students who participate in a engaged global of community-based learning intensive (needs to be defined) (V)

CORE utilization (needs to be defined) (V)

Fully fund Augustana Possible by generating endowed financial aid of approximately \$xx million annually (needs to be more clearly defined) (V)

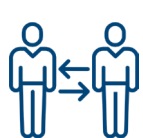
Campus Master Plan Phase One Project Completion (V)

Augustana COLLEGE

BOLD & BOUNDLESS

responds to what students want and what the future needs.

OUR STRATEGIC PLAN



1. Prioritize engaged learning: Anchor curricular and co-curricular learning around interdisciplinary, hands-on learning to prepare graduates for success as impactful leaders.

Augustana will expand skill-building learning experiences that energize students and align their abilities with what employers are seeking.



2. Maximize student potential: Make student success our central focus by identifying the strengths and needs of our students so we can help them achieve their life and career goals.

Augustana will strengthen every student's support and inspiration network to collaborate on building confidence and access to opportunity.



3. Connect through partnership: Work with Rock Island to contribute to neighborhood vitality, enhance neighborhoods around campus, and be an engaged presence in the region.

We will work together to lift up the neighborhood and its value to engaged college-level learners.