

# AUGSBURG 2019 »

**Strategic Plan**  
2014-2019

**AUGSBURG**  
UNIVERSITY.



## ≡ The Augsburg University Mission

AUGSBURG UNIVERSITY EDUCATES STUDENTS TO BE  
**INFORMED CITIZENS,  
THOUGHTFUL STEWARDS,  
CRITICAL THINKERS,  
AND RESPONSIBLE LEADERS.**

The Augsburg experience is supported by an **engaged community** that is committed to **intentional diversity** in its life and work.

An Augsburg education is defined by excellence in the **liberal arts and professional studies**, guided by the **faith and values** of the Lutheran church, and shaped by its **urban and global settings**.



**IN 2019,  
AUGSBURG WILL BE  
A NEW KIND OF  
STUDENT-CENTERED,  
URBAN UNIVERSITY,  
SMALL TO OUR  
STUDENTS AND BIG  
FOR THE WORLD.**







### Dimension 1: **EDUCATING FOR LIVES OF PURPOSE »**

Educating for lives of purpose—across the disciplines,  
beyond the classroom, and around the world.



### Goal 1:

Because we seek to prepare students for civic agency in a complex world, **Augsburg's signature curricula prepare students to think and act across the boundaries of ideas, values, and disciplinary perspectives.**

### STRATEGY 1: INVEST IN CURRICULAR INNOVATION

- » Integrate the liberal arts and professional studies
- » Engage innovative thinking and collaborative pedagogies at the intersection of science, business, and religion
- » Design the academic program for breadth and depth in understandings and skills necessary for graduates to meet 21st century needs
- » Enrich the curriculum with core commitments to faith and spiritual inquiry, vocational discernment, civic engagement, and global understanding





## Goal 2:

Because an Augsburg education is defined by excellence, **the university recruits, retains, supports, and celebrates an accomplished faculty fully committed to the academic and personal success of students.**

### STRATEGY 2: INVEST IN FACULTY

- » Hire and retain the very best faculty—experts in their areas and whose values align with the **university's** mission
- » Strengthen support for faculty professional development and growth over the long trajectory of an academic career
- » Support faculty in developing pedagogies that are effective with Augsburg's intentionally diverse mix of students
- » Recognize and reward faculty excellence



## Goal 3:

Because we believe in meeting students where they are while challenging them to achieve, **Augsburg equips all students to succeed.**

### STRATEGY 3: INTEGRATE AND STRENGTHEN STUDENT SUCCESS EFFORTS

- » Create a common set of student learning outcomes that integrate academic and co-curricular learning
- » Strengthen our assessment practices across all programs
- » Ensure the success of our students with robust, coordinated, and proactive support services







## Dimension 2: AT THE TABLE »

At the table with our neighbors and institutional partners,  
shaping education to address the world's needs.

### Goal 4:

**Augsburg is a vibrant and diverse learning community, intentionally reflective of a complex, interconnected world.**

### STRATEGY 4: SHAPE AND STRENGTHEN OUR LEARNING COMMUNITY

- » Create and refine high-impact programs and enrollment partnerships that leverage Augsburg's strengths
- » Fully implement and operationalize pipelines enrollment strategy across the organization, cultivating relationships and networks that help strengthen our distinction and enrollment performance
- » Pursue new models to increase international recruitment
- » Increase our effectiveness in diversity and inclusion across all programs



## Goal 5:

**Augsburg is fully engaged in community, industry, and education partnerships, equipping students to discover their gifts, discern their vocations, and open doors to careers.**

### STRATEGY 5: EXPAND AND SYSTEMATIZE EXPERIENTIAL OPPORTUNITIES

- » Build and maintain a portfolio of relationships with employers and civic leaders who share our vision of how Augsburg graduates exemplify the 21st century professional
- » Increase career-focused and pre-professional opportunities with corporate/industry and institutional partners
- » Create a comprehensive set of offerings and a portfolio-based record that fully integrate experiential learning for every Augsburg undergraduate
- » Develop comprehensive analytics on the post-graduation activities and achievements of Augsburg alumni and the longer-term impact of their Augsburg education



## Goal 6:

Because leadership calls us out into the world in bold and embodied ways, **Augsburg is widely known for its core commitments—faith and spiritual inquiry, vocational discernment, civic engagement, and global understanding.**

### STRATEGY 6: PUBLICLY ADVANCE CORE COMMITMENTS

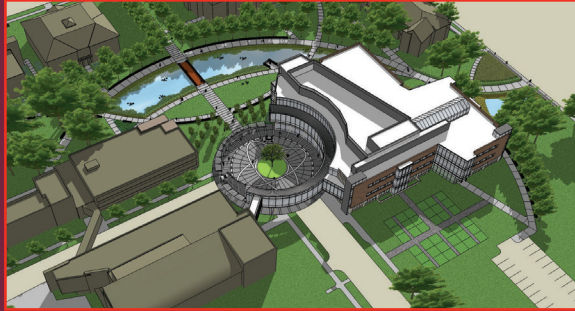
- » Strengthen Christensen Center for Vocation efforts to make Augsburg a recognized, leading national authority on the discernment of vocation
- » Expand Strommen Center efforts to include employer relations, and organize alignment of Christensen and Strommen centers around vocation and the concept of meaningful work
- » Develop and pursue a strategy for the Sabo Center to become a recognized, leading national authority on civic engagement in higher education
- » Leverage the signature, experience-based pedagogical model of Augsburg's Center for Global Education and Experience for program innovation that advances global understanding for students at Augsburg and elsewhere





## Dimension 3: BUILT FOR THE FUTURE »

Built for the future—a vital and sustainable institution.



### Goal 7:

As a place-based institution—in, of, and anchored in the communities we serve—**Augsburg University facilities are welcoming, sustainable, and designed for educational excellence enriched by neighbors and partners.**

### STRATEGY 7: INVEST IN FACILITIES, CENTERED ON CSBR

- » Build and open a new Center for Science, Business, and Religion, and pursue a multi-phase plan that assures ultimate completion of its accompanying master plan initiatives (central campus greenway, Murphy Square connections, etc.)
- » Engage anchor partnerships in developing, improving, and sharing resources that serve Augsburg, our neighborhood, and our wider community
- » Implement and maintain a plan to eliminate all previously identified deferred maintenance
- » Reduce carbon footprint per GreenBy2019 commitment

## Goal 8:

**Augsburg is a 21st century university designed to keep our promises.**

### STRATEGY 8: ORGANIZE AUGSBURG FOR NEW LEVELS OF COLLABORATION, EFFICIENCY, AND EFFECTIVENESS

- » Improve systems and practices of shared governance and collaborative leadership
- » Implement systems and practices of strategic workforce planning and workforce development across the institution
- » Apply shared service models to Augsburg infrastructure, services, and programs
- » Implement systematic and visible processes of evidence-based decision making and assessment across the institution



## Goal 9:

**Augsburg is a sustainable and vital force for educating future generations.**

### STRATEGY 9: BUILD AUGSBURG'S FINANCIAL STRENGTH AND FINANCIAL SUSTAINABILITY

- » Improve Augsburg's annual financial performance as measured by growth in financial resources and increased institutional flexibility
- » Improve financial management at all levels of the organization—multi-year budget planning, strategic prioritization of resources, forecasting, and modeling
- » Leverage Augsburg's various assets—academic, human, physical, and fiscal—to enhance the university's sustainability through new and enhanced net revenue streams
- » Develop and launch a plan to increase Augsburg's endowment to a level commensurate with the operating budget while also diversifying the support such funds provide





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