INTEGRATING MISSION, VISION AND VOCATION

A model for strategic thinking

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Augsburg College
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www.augsburg.edu/president
Key themes

• The possibilities of abundance

• The opportunities for co-creating knowledge, place and experience

• The demands for evolving social arrangements – thinking institutionally
Our goals this afternoon

(1) The intellectual work of strategy – sustainability, innovation and organizational imagination

(2) An integrated approach to planning – the role of Commissions

(3) Commission on Alliances and Partnerships

(4) Academic planning in this context

(5) Commission Augsburg
Why and so what?

• Planning and strategy are not simply business practices
• An intellectual framework for why
• The basis for integrating/infusing the commitment in all we do – so what
Strategy at Augsburg: The Reasons Why

- Theological
  - *Semper reformanda*

- Pedagogical
  - A liberal arts view

- Civic
  - Change and Democracy
Theological—grounded in our Lutheran charisms

- The claim of *semper reformanda*
- A theological gift with real concrete implications
- We are called to seek ongoing reformation in our organizations
Pedagogical—grounded in liberal arts and our common work

• A liberal arts perspective – seeing things whole
• “The grace of great things...”
• Transformative learning and living
Civic—grounded in how we live together and the values we share

- A democratic social ethic
- Life together requires openness to change
- “The intersection of conspiracies...”
Our times and the need for entrepreneurship

- Complex systems
- Interconnected lives
- Overlapping economies
- Often heterogeneous values
- In sum, we’re in it together but it’s messy!..
How do we integrate entrepreneurialism into our leadership?

• Three key themes:
  – Awareness and openness to internal and external environment
  – Skills and perspectives to navigate uncharted challenges
  – Cultural systems and discipline
Pursuing strategy at Augsburg (1)

- **Augsburg 2004** – in-depth visioning work done over 10 years
- **One College Conversations** – how we advance our mission – taking stock of unity
- **Commissions** – strategic conversations about institutional challenges – finances, alliances and partnerships, academic programs.
Strategy at Augsburg (2)

• Identity Commission – to help name the reality of our lives and our aspirations for the future
• New mission statement – articulation of common outcomes and purpose
• Academic planning – parallel to identity and mission conversations
• Commission Augsburg – tying it together
### Augsburg College—from Vocation to Promise

#### Vocation

- **We Believe**: Our learning is grounded in deep and confident faith

- **We are Called**: Theological exploration of vocation informs our core understanding of education

- **To Serve our Neighbor**: Experience-oriented teaching and learning leads to lives of service in the world

#### Core Values

- **We work out of Abundance**
- **We live with Generosity**
- **We learn through Engagement**
- **We educate for Service**

#### Mission

- **We see things Whole**

- **Educate students to be:**
  - Informed Citizens
  - Thoughtful Stewards
  - Critical Thinkers
  - Responsible Leaders

- **Experience supported by an engaged community committed to intentional diversity in its life and work**

- **Education 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**

#### Commitments

- **Living Faith**: Personal and public practices seeking deeper understanding and faithful lives centered in the love of God

- **Global Perspective**: Interdisciplinary approaches to explore the world’s cultural, economic and environmental interdependence

- **Active Citizenship**: Responsible civic relationships informed by deliberative public discourse and engagement with the community

- **Meaningful Work**: Relevant liberal and professional knowledge and skills aligned with talent and core values to promote purposeful living

#### Vision

- **To be recognized internationally as a college with a calling to educate students at the intersections of faith, learning and service.**

#### Promise

- **We live with Abundance**
- **We learn through Engagement**
- **We educate for Service**

- **We work out of Generosity**
- **We live with Generosity**

- **We see things Whole**

- **We think things Whole**

### We Believe

- **Our learning is grounded in deep and confident faith**

### We are Called

- **Theological exploration of vocation informs our core understanding of education**

### To Serve our Neighbor

- **Experience-oriented teaching and learning leads to lives of service in the world**

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The Augsburg Promise

<table>
<thead>
<tr>
<th>How we regard you</th>
<th>What we provide</th>
<th>What you can expect</th>
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<tbody>
<tr>
<td><strong>As a person with:</strong></td>
<td><strong>Educational Experience Like No Other</strong></td>
<td><strong>Opportunity to develop:</strong></td>
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<tr>
<td><strong>Identity</strong> (you are gifted)</td>
<td></td>
<td><strong>Expanded Vision of World</strong> (multiple perspectives)</td>
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<tr>
<td>• possessing unique abilities</td>
<td>• facilitating discovery</td>
<td>•</td>
</tr>
<tr>
<td>• reflecting core values</td>
<td>• engaging other cultures</td>
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<td>• desiring integrity</td>
<td>• appreciating difference</td>
<td>•</td>
</tr>
<tr>
<td>• pursuing fullest potential</td>
<td>• developing systemic view</td>
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<tr>
<td><strong>Purpose</strong> (you are called)</td>
<td></td>
<td><strong>Informed Understanding</strong> (cognitive &amp; affective)</td>
</tr>
<tr>
<td>• seeking understanding</td>
<td></td>
<td>• integrating theory &amp; practice</td>
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<td>• embracing deep gladness</td>
<td>• stimulating curiosity</td>
<td>• analyzing alternatives</td>
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<td>• attending to nature of work</td>
<td>• sustaining open dialogue</td>
<td>• seeking connections</td>
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<td>• meeting others’ needs</td>
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<tr>
<td><strong>Responsibility</strong> (you are accountable)</td>
<td></td>
<td><strong>Relevant Experience</strong> (suitable to purpose)</td>
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<tr>
<td>• utilizing talents</td>
<td></td>
<td>• searching for meaning</td>
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<tr>
<td>• attending to quality of work</td>
<td>• applying what is learned</td>
<td>• relating to community</td>
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<tr>
<td>• sustaining vitality</td>
<td>• preparing to lead</td>
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<tr>
<td>• balancing individual &amp; community needs</td>
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A CASE STUDY IN ENTREPRENEURIAL THINKING...

THE COMMISSION ON ALLIANCES AND PARTNERSHIPS

To explore the concept of strategic partnerships in support of Augsburg’s mission. Provide recommendations to the president, including a framework for uncovering and evaluating opportunities.
Types of Higher Education Partnerships

- Sourcing (co-, out-, etc)
- Academic consortia: program & service partnerships
- Neighbor/partners: community based collaboration
- Research
- New business/social entrepreneurship
- Colleges hosting/centers & incubators
Dimensions of Strategic Partnerships

Convergence: Increased Effectiveness/Lower Cost

Growth/Innovation: New Programs & Markets

Identity/Brand: Enhanced Institutional Reputation
### Models

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<th>Convergence: Increased effectiveness/lower cost</th>
<th>Growth/Innovation: New programs &amp; markets</th>
<th>Identity/Brand: enhanced institutional reputation</th>
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- Sourcing
- Academic consortia
- Neighbor/partners
- Research
- New business / social entrepreneurship
- Colleges hosting: centers & incubators
So What?

Strategic Alliances & Partnerships:

• address a core strategic dilemma
• introduce complex, high-order risks: operations/finance/reputation
• do not fit established governance processes for oversight
• create tension in organizational culture
• challenge identity
Challenges

• A successful alliance requires participants to reconcile their organizations’ goals and develop clear and compatible expectations (many harbor divergent objectives).

• Partners may have different organizational norms about decision making (policies, governance structures, means of establishing trust).

• The central challenge is addressing disparate sets of values and assumptions—reconciling organizational cultures.
ACADEMIC PLANNING
Academic Planning

Commissions Provide Context

• Identity Commission
  – New Mission and Three Strategic Pathways

• Financial Futures Commission

• Commission onAligning Enrollment Strategy and Institutional Culture

• Strategic Alliances and Partnerships Commission
Academic Planning

Three Goals:

1. Build the strength of all academic programs and foster a culture of academic excellence that ensures that each student will have an expanded vision of his/her own ability to affect the world through serving one’s neighbor.
Academic Planning

2. Provide innovative, high-quality adult education programs in continuing education, undergraduate education and graduate education.

3. Enhance student learning by building and expanding strategic alliances and partnerships and local/national/international affiliations.
Engaging Faculty and Staff

• How do people see their work in these goals?
• AQIP Strategy Forum Activity: Continuous Planning

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<tr>
<th>Current State</th>
<th>Strategies</th>
<th>Future State</th>
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Engaging Faculty and Staff

• Each person votes for their favorite strategies
• Allowed development of priority objectives for each goal
Commission Augsburg
2010-2011

Augsburg College
Mission, Vision, Vocation
Commission Augsburg

A *year-long* initiative...

to **engage the Augsburg community** nationwide and internationally...

*in discussion about the College’s*

**mission, vision, and vocation**...

and to **foster opportunities** for members of the community to advance the College’s key strategic initiatives.
Grounded in Our Mission

Augsburg College educates students to be:

- Thoughtful Stewards
- Critical Thinkers
- Informed Citizens
- Responsible Leaders
The Augsburg Experience

An engaged community, committed to intentional diversity in its life and work.
An Augsburg Education

Defined by excellence in the liberal arts and professional studies

Guided by the faith and values of the Lutheran church

Shaped by its urban and global settings
What We Will Do...

Work in **partnership** to model a community of
• abundance,
• generosity,
• engagement, and
• service.

3 pathways
that provide
direction

9 markers
that illustrate how
we live out our strategy
A Culture of Innovation and Excellence

- Expanded international work
- Innovative programs for adults
- Integrated model for civic engagement
Civic Engagement

The Bonner Foundation
Access to Education, Opportunity to Serve
Civic life and engagement

- **Service**, certainly – Campus Kitchen, Community Garden, Tutoring programs, Social Entrepreneurship
- **Education**, of course – our neighbors as teachers and our neighborhood as classroom
- **Public life**, as well – hospitality, justice, economic development
Recruitment to graduation to vocation

Student achievement

Student leadership
Recruitment

Admission Possible
Telling Our Story in Word and Deed

- Equip our community to live their vocations
- Sustain our urban place
- Leadership in social diversity, interfaith dialogue
Urban place

Campus Master and Space Planning
Sustaining our urban place

- **Environmental justice** – food, fuel, transportation, etc.
- **Neighborhood planning** – alongside our fellow citizens, Cedar-Riverside Partnership and other organizations
- **Community investment** – college as consumer and investor
- **Public/private partnerships** – public spaces, infrastructure, safety, etc.