

INTEGRATING MISSION, VISION AND VOCATION

A model for strategic thinking

Paul C. Pribbenow, President

Amy Gort, Interim VPAA

Augsburg College

10 April 2011

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

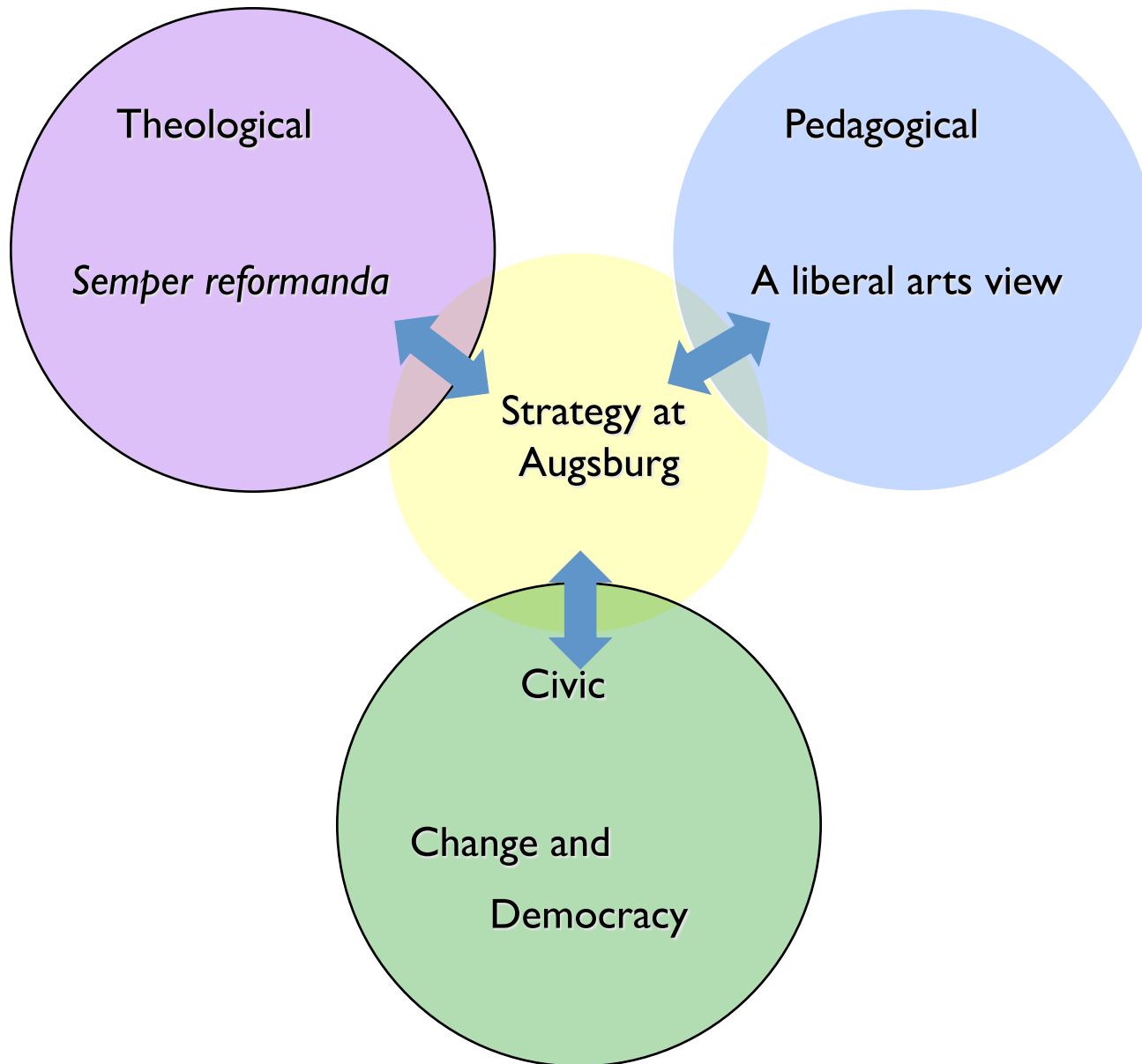
- (1) The intellectual work of strategy – sustainability, innovation and organizational imagination
- (2) An integrated approach to planning – the role of Commissions
- (3) Commission on Alliances and Partnerships
- (4) Academic planning in this context
- (5) Commission Augsburg

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—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



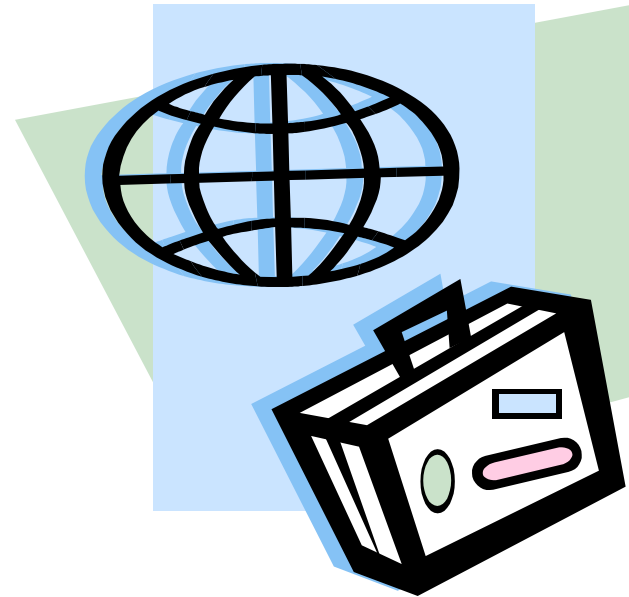
Civic—grounded in how we live together and the values we share

- A democratic social ethic
- Life together requires openness to change
- “The intersection of conspiracies...”



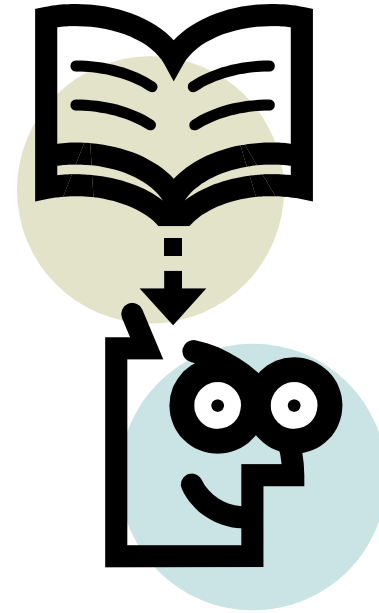
Our times and the need for entrepreneurship

- 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



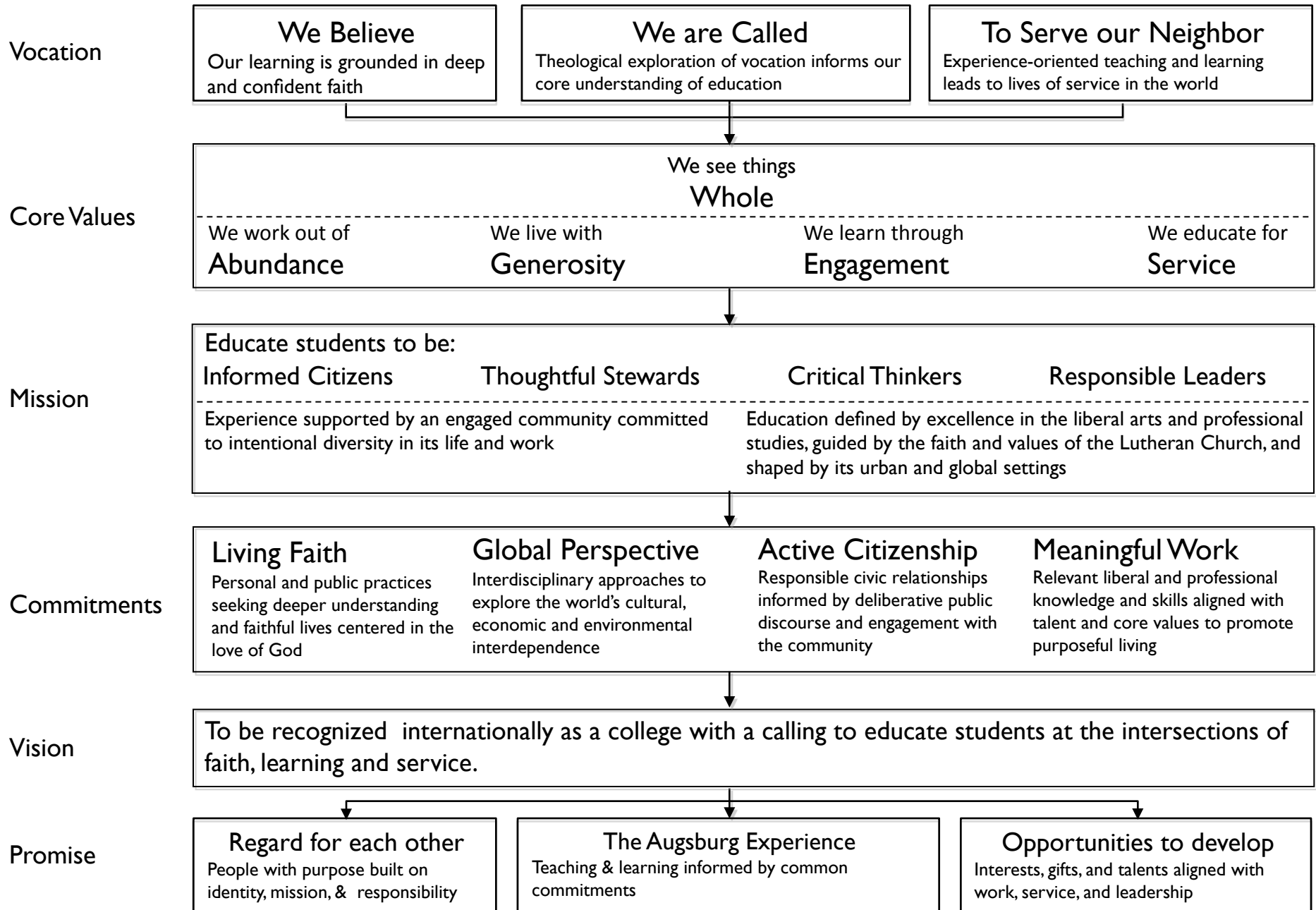
Pursuing strategy at Augsburg (1)

- 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



The Augsburg Promise

How we regard you

As a person with:

Identity (you are gifted)

- possessing unique abilities
- reflecting core values
- desiring integrity
- pursuing fullest potential

Purpose (you are called)

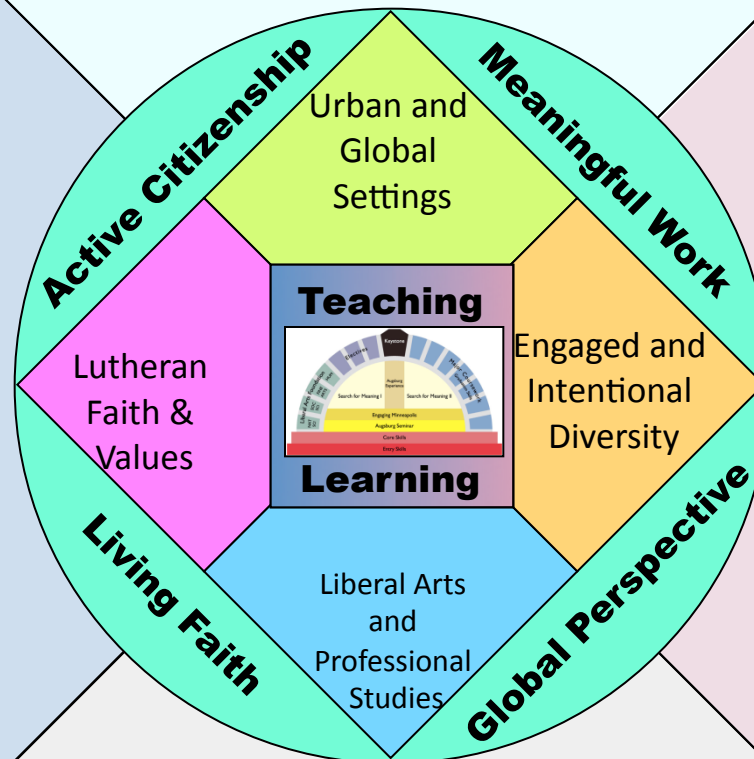
- seeking understanding
- embracing deep gladness
- attending to nature of work
- meeting others' needs

Responsibility (you are accountable)

- utilizing talents
- attending to quality of work
- sustaining vitality
- balancing individual & community needs

What we provide

Educational Experience Like No Other



We Believe We are Called to Serve our Neighbor

What you can expect

Opportunity to develop:

Expanded Vision of World (multiple perspectives)

- facilitating discovery
- engaging other cultures
- appreciating difference
- developing systemic view

Informed Understanding (cognitive & affective)

- integrating theory & practice
- stimulating curiosity
- analyzing alternatives
- sustaining open dialogue
- seeking connections

Relevant Experience (suitable to purpose)

- searching for meaning
- applying what is learned
- relating to community
- preparing to lead

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

<u>Models</u>	Convergence: Increased effectiveness/lower cost	Growth/Innovation: New programs & markets	Identity/Brand: enhanced institutional reputation
<ul style="list-style-type: none"> • Sourcing 			
<ul style="list-style-type: none"> • Academic consortia 			
<ul style="list-style-type: none"> • Neighbor/partners 			
<ul style="list-style-type: none"> • Research 			
<ul style="list-style-type: none"> • New business / social entrepreneurship 			
<ul style="list-style-type: none"> • 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



AUGSBURG COLLEGE





AUGSBURG COLLEGE



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 on Aligning 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

Current State	Strategies	Future State

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...*

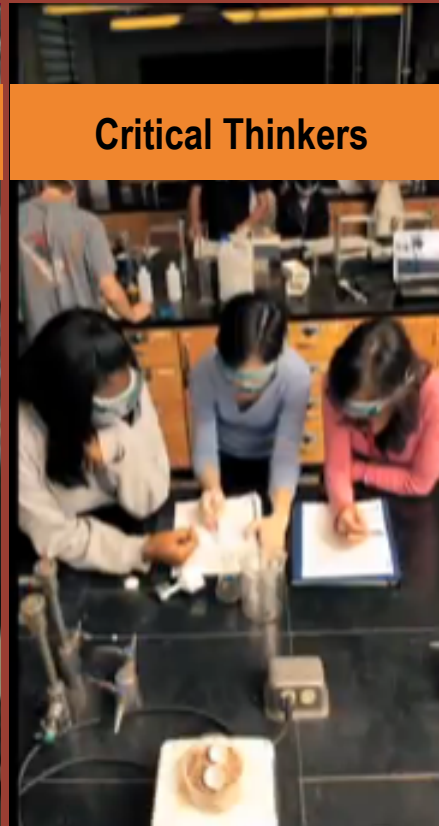
*to **engage the Augsburg community** nationwide and internationally...*

*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:



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

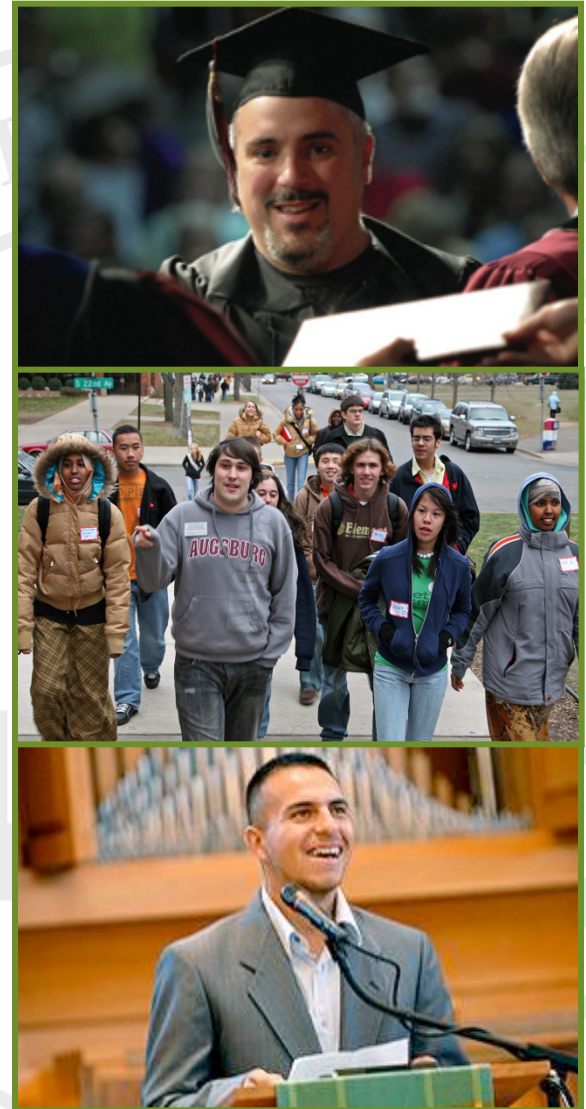


Civic life and engagement

- **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

Equipping Our Students to Succeed

- Recruitment to graduation to vocation
- Student achievement
- Student leadership



Recruitment



Admission Possible

ADMISSION POSSIBLE

Home > News & Views > Admission Possible Praised by President Obama

Admission Possible Praised by President Obama

Helping to make college admission possible for promising, low-income students



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.

