

Authentically Augustana:
**A Strategic Plan for a Premier
Liberal Arts College**

Augustana College Board of Trustees
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Authentically Augustana: A Strategic Plan for a Premier Liberal Arts College

I. Our Vision

At Augustana College, we believe there is virtue in authenticity. Augustana is authentic when we steadfastly hold to our mission of enabling our students to grow in mind, spirit and body through the relationships students develop with faculty at Augustana. We challenge our students to see the world more directly and from a variety of perspectives. We challenge them to embody the values associated with authenticity – excellence, faithfulness and genuineness. As a result, our students develop a passion for critical and creative thinking that leads them to ethical service and leadership within their communities. We aspire to model the type of just and good community our students will help create elsewhere after leaving Augustana. And just as we challenge our students to pursue authenticity, the College itself must pursue authenticity. We do so by steadfastly, honestly and thoughtfully advancing our goal of providing our students outstanding learning opportunities, based in the liberal arts, that rival those of any college. We do so to prepare our students to lead lives of service in an uncertain and changing world.

To remain authentic, we honor our traditions as a liberal arts and sciences college, while meeting the changing needs of today's students. We expect Augustana to retain the central strengths and values the institution has always held even as we hope to support broad innovations in student learning. Our primary strength, that which makes the College authentic, is that we facilitate student growth through the close relationship that has always existed between our faculty and our students. In general education, in every major and in campus life outside the classroom, we will challenge our students to test their assumptions about the nature of the world and to question their ways of knowing. Each student's work will lead to a culminating independent research project called Senior Inquiry, which is guided by a faculty mentor and will require the student to engage substantive questions in an academic discipline within the broad context of a liberal education centered on the aspiration to further the common good. In all our efforts, we seek to develop a passion for learning in all Augustana students. Our faculty will enhance the innovative learning environments on our campus, emphasizing problem-based learning, discovery methods in science instruction, collaborative research and experiential learning through, for instance, service learning and international travel opportunities. We will actively encourage faculty efforts to further the reach of human knowledge through research and artistic production, recognizing that such efforts are an extension of the classroom, enabling the types of innovations we seek in student learning. The Augustana classroom will extend beyond its traditional boundaries, so that students will expect to be engaged in learning throughout the course of the day. At Augustana, all faculty and staff will be engaged in the teaching and learning process.

Just as we encourage our students to lead the examined life and to seek what is authentic, the Augustana College community has, through this strategic planning process, examined its strengths and weaknesses, its aims and its aspirations, through a carefully crafted strategic planning process. The administration engaged the widest possible participation from students, faculty, staff, trustees and alumni.

II. The College's Mission, Values, Promises and Distinctive Features

Our Mission. The mission of Augustana College is widely endorsed by all of its stakeholders:

Augustana College, rooted in the liberal arts and sciences and a Lutheran expression of the Christian faith, is committed to offering a challenging education that develops qualities of mind, spirit and body necessary for a rewarding life of leadership and service in a diverse and changing world.

To develop these qualities of mind, this plan seeks to broaden the quality and diversity of experiences for our students. To develop these qualities of spirit, this plan creates new opportunities for students to confront the basis of their own beliefs and those of others. And to develop these qualities of body, this plan prepares our students to act in and engage in the world, not merely pass through it.

Our Values. There is also a high degree of consensus about the values held dear by the Augustana College community. *The primary and clarion values of the College community are those values associated with authenticity – truthfulness, excellence, genuineness and faithfulness to mission.* As evidence of our commitment to these values, we seek to:

- Cherish academic excellence
- Foster critical thinking, creativity and an active life of the mind
- Encourage both intellectual and spiritual development
- Embrace diversity, civility, integrity and respect for others
- Respect academic freedom and traditions of academic governance
- Ensure a student-centered approach and attitude
- Act collaboratively within the College while seeking partnerships within the community
- Remain accountable to our students and to our mission

Augustana's values guide its relationship not only with its students, but with its employees. The College is committed to fostering a workplace where we treat each other with fairness, respect and civility. Because the College has high performance expectations of its employees, it seeks to provide them with a workplace that facilitates high levels of achievement. In doing so, the College is committed to providing fair, market-level compensation and a quality work environment. We aspire to be a "workplace of choice" among liberal arts colleges and in the Quad Cities.

Our Promise. We achieve our mission by maintaining a strong commitment to small-college, residential, liberal arts education, which enables development of the critical, creative and integrative thinking skills that are demanded by graduate schools and employers and are necessary to serve our increasingly global community. Student learning is the primary focus of our community, and we are committed to ensuring that our students learn in part through taking the classes they desire from outstanding professors. We encourage students and faculty to develop one-on-one relationships so that learning and mentoring can take place both inside and outside of the classroom. We recognize, too, that much student learning takes place outside of the academic program, and we offer programs that facilitate the development of the whole person, enabling our students to acquire the skills and values necessary for rewarding lives. We believe that the liberal arts and sciences provide a foundation for an excellent education.

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

Unlike many liberal arts colleges, Augustana is committed to both the traditional liberal arts curriculum and a preprofessional curriculum. We believe that preprofessional education is best accomplished within the context of the liberal arts, and we seek to ensure that our preprofessional programs are thoroughly engaged with the liberal arts core of the campus. We are committed to the intellectual, social, spiritual and ethical growth that a liberal arts education at Augustana provides, even as we understand that a liberal arts education provides our students with the skills demanded by employers and graduate schools. The College has a strong record of turning academic passions into rewarding careers: our graduates find excellent careers and graduate schools.

Our Points of Distinction. We take pride in working with our students on a one-to-one basis to help them nurture their passions and develop their skills as they seek opportunities for leadership and service. We are committed to creating an excellent undergraduate experience and focus all of our efforts on the education of undergraduates without offering graduate or non-degree programs. A large percentage of the College's alumni say that many of the most important decisions they have made were strongly influenced by Augustana faculty members. It is no wonder satisfaction rates among students and alumni are so high.

Augustana College sets the standard for the "complete experience" among liberal arts colleges. Our students are often engaged in the life of the campus community seven days a week, 16 hours a day. They form a community of doers, not observers. Increasingly, our students are engaged in active learning through experiments, classroom discussion, field trips, collaborative research and independent study. In addition, we maintain one of the most comprehensive programs of athletic, co-curricular and extra-curricular activities of any college in the Midwest. Our focus is not primarily on only a few outstanding students; rather, we foster outstanding qualities in each and every student.

We are enriched by our affiliation with the Evangelical Lutheran Church in America and the ecumenical tradition of ELCA higher education. We maintain a strong campus ministries program and encourage our students to explore spiritual issues in a wide variety of contexts. Our faculty members help our students lead the "examined life" by exploring their values and beliefs, while at the same time challenging them to act ethically. We recognize, too, that our campus is enriched by a diversity of faith traditions represented among our faculty, staff and students.

The College maintains one of the most appealing campuses in the Midwest. Our wooded campus sits on bluffs above the Mississippi River in a culturally diverse, metropolitan community of 300,000. The Quad Cities combines the best of small town living (ease of getting around, sense of community and affordability) with large city living (commitment to the arts, diversity and plenty of activities from which to choose).

III. Our Vision and Our Goals

Augustana College aspires for excellence in a liberal arts education by offering an intensive academic program that transforms students through active participation in the life of the mind. As we strengthen our academic program, we will seek broad recognition as one of the nation's premier liberal arts colleges.

To do so, we have the following goals:

1. Enrich our outstanding academic programs to help a new generation of students develop the qualities of mind, spirit and body necessary for lives of service and leadership in our changing world
2. Welcome a student body of high-achieving students who represent the United States' diversity
3. Enhance the full array of the College's student life, extra-curricular, co-curricular and campus ministries programs to augment the academic program in providing for student development
4. Develop and implement a new campus master plan for the finest and most beautiful liberal arts college campus in the region with high quality academic, residential and student life buildings to support our goals for academic excellence and student development
5. Strengthen the College's endowment, financial structure, human resources, physical facilities and information systems to achieve our goals for academic excellence and student development
6. Strengthen ties with alumni and external constituencies and promote opportunities for students by conducting ourselves in a manner befitting a good institutional citizen

IV. Strategies to Achieve Our Goals

Goal One. *Enrich our outstanding academic program to help a new generation of students develop the qualities of mind, spirit and body necessary for lives of service and leadership in our changing world.*

At the center of the strategic plan is **Senior Inquiry**, a new program which will require all students to **engage in independent, but guided, research as part of a culminating senior capstone experience**. We expect this requirement to facilitate substantial innovation across the campus, leading to pedagogical innovation and increased focus on student learning for the Augustana community. A research component for all majors will enable students to integrate the learning they have done through their years in college. The research requirement will develop our students' writing and analytical skills while requiring them to better exercise independent judgment and bring to bear the ethical and moral virtues that are at the core of an Augustana education; further, it will require students to employ the skills of analysis, synthesis and evaluation that are essential to their education at Augustana and to the lives of service and leadership that they will lead after they have left our campus. In adding a research requirement, we will provide our students with the opportunity to focus the work they do in the major while enabling them to bring coherence to their experience at Augustana. **While pursuing the following goals, we will give priority to those that support the broad goal of establishing Senior Inquiry across the campus.**

To **maintain academic excellence**, we will continue to support, celebrate and reward excellent teaching, which we will measure in terms of student learning. We will ask each faculty member to be deliberate in helping our students develop and nourish the skills and values necessary for the next generation of **ethical** leaders. The Augustana **classroom will extend beyond traditional boundaries**, engaging students in guided research while incorporating innovations such as the following:

- Experiential learning
- Problem-based and collaborative learning
- Community-based research
- Credit-bearing internships

We will provide additional **support for excellence in classroom** teaching by:

- Reducing class size
- Increasing the percentage of classes taught by tenured or tenure-track faculty members
- Increasing the number of faculty
- Reducing the number of students closed out in any term from taking their desired classes
- Counting supervision of guided research within load and examining faculty load generally
- Emphasizing the vital link between engaged pedagogy and scholarship
- Strengthening our library and academic information technology systems to support faculty and student research goals
- Supporting faculty initiatives that lead to innovation in student learning
- Supporting faculty initiatives to mentor students

In order to attain our academic goals, we will continue to **attract, retain and support an excellent faculty** and **celebrate and reward faculty accomplishments**:

- We will support scholarship and research among the faculty as a model of the type of intellectual engagement and commitment we hope to see among Augustana students. We recognize that those active in their disciplines are better able to lead students to engage in the kind of guided research that they themselves are conducting. Faculty members will actively contribute to their respective disciplines through publication and performance, including traditional scholarship and the scholarship of teaching and learning. The College will provide incentives to both the junior and senior faculty for such activities, including financial support, release time and public recognition. We will increase faculty professional development funds and encourage interdisciplinary and collaborative research efforts. The College will carefully consider potential for excellence in teaching, scholarship and service prior to hiring faculty candidates and will expect demonstrated excellence in each of these areas before promoting or tenuring faculty members.
- We will support faculty efforts in grant-funding for the purpose of both program development and research.

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

- We will assess our sabbatical programs (and provide sufficient funding) with the aim of providing better support for faculty scholarship.
- Given the new emphasis on faculty research and independent research supervision, will examine faculty load.
- We will create a fund for faculty initiatives and new academic ventures.
- We will provide startup funds for new faculty with specific equipment needs.
- We will add new faculty, with the objectives of reducing the student:faculty ratio and supporting an increased emphasis on independent work within the major.

In order to enrich the academic program, we will provide students with an educational environment that provides **a strong foundation in thinking from different perspectives and communicating effectively**. We will:

- Implement and support a general education program that places the specific study of the major within the broad context of knowledge from a wide array of disciplines
- Assess our Honors Program so that it provides a model of the innovative education we seek to provide all students
- Enhance the learning-living environment through convocations, speaker series and performance
- Ensure that our advising program operates effectively as an extension of the academic program
- Assess the outcomes of all academic programs to understand their effects on student learning
- Assure that preprofessional programs prepare students to understand the larger contexts in which the professions exist and gain the integrative, critical and creative thinking skills necessary to advance the professions. All preprofessional programs should combine the strengths of a liberal arts education with preparation for careers within the profession
- Assess the possibility of adding additional minors or bridge majors that are (a) of interest to today's students, (b) consistent with the mission of the College; and (c) can be provided without significant investment of additional resources (Possibilities include journalism, international business, international studies, sports management, sports medicine, graphic design, pre-seminary and justice and public policy.)
- Evaluate hosting annually one or more new undergraduate scholarly conferences

To deepen our students' understanding of perspectives other than their own, we will provide opportunities for students to **interact with individuals from other cultures**:

- We will increase diversity among faculty and within the student body.
- We will increase the number of students studying abroad by adding to the number and type of programs available to Augustana students. To do so, we will fund an international studies office and more actively encourage students to study abroad and support international students on campus.
- We will explore partnerships with schools, community groups and local industry.

We will affirm excellence in our academic program by supporting innovative and distinct programs that improve student learning. We will identify these **centers of distinction** in the years ahead through extensive conversation with faculty in the course of writing the College's self-study. We anticipate creating and funding several new centers, even as we will provide additional funding to those existing programs of distinction that affirm our strategic goals.

Throughout the academic program, we will encourage innovations that emphasize improved student learning.

Goal Two. *Welcome a student body of high-achieving students who represent the United States' diversity.*

The College's administration will work with the admissions, financial aid, campus ministries, marketing professionals and faculty to better shape the student body to reflect America's diversity and to admit high-achieving students and high-potential students who are most likely to benefit from our program. We seek a more diverse and inclusive student body so as to improve learning on our campus by challenging mainstream perspectives and understanding. Likewise, we seek to improve learning by admitting talented students who will contribute to the growth of a dynamic learning community by challenging the status quo. **We will give priority to those goals listed below which support the creation of a more culturally diverse student body and to those which support the admission of an even more talented student body.**

We have several plans to admit a **more diverse student body**:

- We will take affirmative steps to enhance the racial and geographic diversity and inclusivity of the College's students, including developing a recruiting/retention plan for a more diverse student body by 2005 and assuring that the College has a positive environment for diversity. While increasing both racial and geographic (within the United States and internationally) diversity is important, initially, the highest priority is increasing racial and ethnic diversity. We will also seek to enroll a religiously diverse student body, while increasing the number of Lutheran students referred by pastors and church leaders.
- We will broaden the recruiting base by hiring additional counselors to recruit in new markets, particularly those outside of Illinois. We will identify three to five new markets in the Midwest through which to improve our geographic diversity.
- We will enter into student and faculty exchange programs with international colleges and universities.
- We will consider recruiting a core group of students from one to three high schools to help Augustana establish a strong base of minority students.

To **recruit and retain the high-achieving students** who are most likely to benefit from a high-quality liberal arts education, we will:

- Develop an integrated marketing plan and an administrative structure to support it by 2005
- Strengthen promotional and marketing materials, including developing a website that befits an excellent liberal arts college
- Develop strategies to recruit more effectively both high-achieving students and high-potential students; consider modifying the application for admissions (including adding an essay requirement)

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

- Facilitate greater involvement of the faculty in the recruitment process, recognizing that a successful admission program is not possible without the faculty
- Strengthen and improve communications with students and parents
- Create a parents council to advise us about recruiting and student life
- Retain students by ensuring that students are able to take the classes they want and working to maintain a student-centered focus in each and every office of the College
- Create or host a residential summer program for Lutheran high school students; seek quality summer programs involving middle school or high school students and better service those programs
- Evaluate hosting regional or national summer conferences for high school students in specific academic disciplines

With the appropriate infrastructure (both physical and human), we will permit the entering class size to increase to 650 if doing so can be accomplished without a negative effect on class quality, and if we have in place the infrastructure to support increased enrollments. In any event, we will **cap enrollment at 2500 students**.

Goal Three. *Enhance the full array of student life, extra-curricular, co-curricular, and campus ministries programs to extend the academic program in providing for student development.*

The College's administration will work with faculty, student life, campus ministries, campus safety and the athletic department to support our current strengths and commitments, and also to pursue new initiatives to provide students new opportunities to grow in mind, spirit and body. Our priority will be to fund those programs which enhance student learning in the co-curricular areas.

In particular, we have plans to maintain our tradition of **excellent extra-curricular and co-curricular programs**:

- We will continue to foster programs and student organizations (including Greek groups) that develop student leadership, service, spiritual growth, personal responsibility and safety.
- We will continue to develop a strategic plan for athletics that, among other things, ensures all students continue to have opportunities for participation, our athletes continue to be representative of the student body and our athletes have the same academic experiences as other students. We will support student athletes in their efforts to reach high levels of athletic performance. The plan should address gender equity and ensure consistently strong recruiting and outstanding coaching.
- We will continue to facilitate and strengthen academic clubs, honor societies and student organizations that focus on academics and leadership.

To enhance the **diversity of our student life programs** and to better integrate our student life programs with our academic programs, we will:

- Identify or substantially enhance and fund three to five student activities that are centers of distinction
- Explore a system of organizing first-year students in residence halls to support the general education curriculum

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

- Explore a system of theme-based and special interest residence halls (including a healthy living floor), as the College expands its housing facilities
- Develop additional student programming for weekends
- Adopt a student honor code as a primary means of encouraging student responsibility
- Work with career services and the Center for Vocational Reflection to help our students discern their vocational calling and to prepare for life after graduation

To provide our students with a **better quality of life**, we will:

- Enhance campus safety by implementing provisions of the 2004 campus safety study that were endorsed by the President's Cabinet
- Assess campus policies concerning (a) substance misuse and abuse, (b) physical disabilities and mental health issues and (c) acquaintance rape, conforming policies to national best practices, with proper support
- Assess campus climate for support of diversity and mutual respect; address areas of concern

To enhance our students' **opportunities to grow spiritually**, we will:

- Finalize a formal document, by 2005, to describe our faith commitments as a college and assess ways in which to help our students grow in mind and spirit through exploration of the ways in which faith and reason challenge and enrich each other
- Encourage our students to develop lives as servant-leaders and to ascertain their vocational calling
- Celebrate the worth of all persons
- Maintain strong and welcoming campus ministries programs for students of all faiths

Goal Four. *Develop and implement a new campus master plan for the finest and most beautiful liberal arts college campus in the region with high quality academic, residential, and student life buildings to support our goals for academic excellence and student growth.*

We will, subject to the Board's approval, **construct new buildings** to better serve our students:

- We will develop a new campus master plan by early 2005, taking into account the priorities set forth in this plan. The master plan should address best use of current facilities and opportunities for new facilities, as well as parking to support our facilities.
- The following are priority projects:
 - Construct or renovate residence halls
 - Construct a student center for social and cultural events
 - Restore Old Main dome and refurbish the building
 - Construct or renovate a building on the lower campus so as to move academic departments from Sorensen Hall
- The following is also a priority project, though less so than the four projects described above:
 - Expand or renovate Bergendoff Hall to include space for a new theater and explore ways to use the theater as a mid-size music hall

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

- These projects are also important and needed, but we will explore the means of enhancing these facilities and functions without the same fund commitment that we will invest in the priorities listed above:
 - Construct an art museum or expand space for the art gallery
 - Renovate Ascension Chapel and replace the organ
 - Refurbish Carver P.E. Center and build a field house

To **enhance our existing facilities** to better serve the needs of today's students, we will:

- Develop and fund a schedule of projects to address routine and deferred maintenance of buildings, equipment, classroom furniture, musical instruments, athletic equipment and information technology needs
- Continue to acquire properties near the College
- Establish minimum standards for classrooms and bring classrooms up to those standards
- Ensure that there are sufficient “smart” classrooms to serve faculty and student needs
- Establish minimum standards for public areas of buildings and bring public areas up to those standards
- Establish policies to encourage displaying a greater percentage of our stored art in public areas of the campus
- Develop and fund a landscaping plan and a plan for better campus signage
- Set minimum standards for new and existing residence halls
- Explore a more contemporary approach to food service (including food court approach)
- Explore combining the two bookstores

Goal Five. *Strengthen the College's endowment, financial structure, human resources, physical facilities and information systems to achieve our goals for academic excellence and student development.*

The College's board and administration will work with all offices of the College to provide the resources to support our strategic objectives, recognizing that improving our core mission of excellence in student learning will require such resources. **Our priority will be the addition of principal to the college's endowment and completion of the priority building projects.**

We have several strategies to **strengthen the financial resource base** of the College:

- We will develop an aggressive (but realistic) seven-year operating budget to fund the strategic plan; develop a five- to ten-year capital budget with the object of funding capital items, increasing our capacity to borrow funds at favorable rates and increasing our non-restricted, non-real estate assets. The seven-year operating budget should anticipate sources of revenue (through modest increases in enrollment, donations, reduction of the unfunded discount, reductions in attrition and/or increases in net revenue per student) to increase revenues beyond the rate of inflation by 15 - 20%.
- We will develop a set of “best practices” in purchasing and contracting. Best practices should include a requirement of multiple bids for large projects and expenditures, a protocol for achieving the best possible discounts, annual review of pricing with key vendors and consideration of more centralized purchasing. Vendors should also be solicited for annual fund support.

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

- We plan to achieve a 3% operating surplus by 2009, with the surplus being available to help fund capital projects and debt service.
- We will establish revenue targets for all auxiliary operations, making sure that each is self-sufficient (including providing for its share of overhead). Set contribution to overhead goals for auxiliaries, while recognizing that services rendered by one department to another should be at cost.
- We will develop a plan for higher utilization of the campus by appropriate users during non-peak times.
- We will seek to freeze or reduce the unfunded discount rate for students meeting our current academic profile, while creating additional funded scholarships, particularly need-based scholarships.
- We will strengthen our energy conservation plans and develop a written strategy for greater use of recycling.

We also plan to maintain and **better utilize our human resources:**

- We will create a process to review employee compensation (including benefits) levels against competitive norms and targets and develop plans to bring compensation levels to applicable norms. Develop a system to recognize and reward outstanding achievements by administrators and staff and create a process for fostering leadership and professional development. Study employee staffing levels to determine if workloads are equitably spread. Evaluate establishing a higher minimum hourly rate for full-time employees.
- We will take affirmative steps to increase community and collegiality. Expect all to demonstrate mutual respect for their colleagues and others.
- We plan to create a culture of continuous quality improvement and innovation. To assist in developing this culture we will conduct a cost benchmarking study by June 2005. Thereafter, we will conduct an administrative review of each administrative department at least once every five years. We anticipate continuing our policy of not out-sourcing major functions of the College, so long as Augustana is able to provide high-quality services at a fair value to our students.
- We will develop salary structures and merit compensation systems to attract and retain outstanding and productive faculty in all departments and to advance the goals of this plan. As faculty salaries are brought up to target levels, institute pay raises to reward newly promoted faculty. Review work climate issues to advance the plan's goals. We will consider lateral hires and visiting senior scholars in appropriate cases. It is a priority to create additional faculty honorifics and increase the diversity of faculty to better reflect the United States' diversity. We anticipate retaining similar levels of faculty compensation across departments so long as we are able to attract and retain excellent faculty in all departments. For those departments where merit compensation makes it difficult to hire new faculty members, we will seek to develop and implement aggressive and innovative strategies to recruit, prior to considering departing from current egalitarian compensation philosophies.

Authentically Augustana:
A Strategic Plan for a Premier Liberal Arts College

To provide the College and its students with enhanced systems of information technology, we will:

- Develop strategies by 2005 for replacement of administrative IT systems
- Upgrade software to provide for online registration, degree audit and other appropriate functions

Goal Six. *Strengthen ties with alumni and external constituencies and promote opportunities for students by conducting ourselves in a manner befitting a good institutional citizen.*

The president and dean will work with members of the Augustana community, particularly alumni and neighbors, to identify and develop new ways in which Augustana will have a greater impact on the community, recognizing that the College must model the sort of engagement it seeks in its students. **Our priority within this goal will be to encourage programmatic engagement with the local community, after listening to the needs of the community.**

To learn how we can better **strengthen our community relationships and our relationships with alumni**, we will:

- Create a national president's council of friends and alumni to help develop partnerships and provide advice to the president and the Board about external relationships, including relationships with minority organizations such as the National Hispanic Institute
- Establish a council of pastors to advise the College about church relations
- Explore whether college publications and other resources could help bring greater understanding to issues facing the ELCA
- Actively seek out alumni to identify ways to build partnerships and relationships to better help students grow in mind, spirit and body
- Recognize and better utilize those alumni who embody the values of the College by using their passion for critical and creative thinking to lead lives of ethical service and leadership in their communities

We plan to strengthen our role in improving the local community:

- We will better reach out to the community through the arts, through lecture programs and through WVIK. We are committed to ensuring the continued excellence and self-sufficiency of WVIK and intend to identify ways to better integrate WVIK with other programs of the College.
- We will work with the City of Rock Island to forge partnerships that might strengthen the City and the areas adjacent to campus. We will also work with the City to review the boundaries of the college zone and clarify its zoning ordinances.
- We will serve as a catalyst for appropriate development around the borders of our campus.

To more actively involve members of the Augustana community in the greater community, we will:

- Encourage faculty members and administrators to participate on boards of local organizations and consult with local initiatives on both sides of the river; encourage faculty and administrators to take positions of leadership in national academic and professional organizations
- Aggressively pursue internship opportunities for students
- Encourage and staff academic programs advancing civic engagement and service learning for our students

V. Implementation of the Strategic Plan

The College community realizes that the creation of the strategic plan is only the first step toward its implementation. Strong strategic plans have benchmarks against which to measure performance.

In implementing this strategic plan, the President's Office will:

- A. Determine and present to the Board a timetable for implementation of each strategy, recognizing that some of the strategies may be phased-in on a schedule determined, in part, by available resources
- B. Facilitate the preparation of annual and five-year capital and operating budgets that advance the priorities in the plan
- C. Facilitate the development of plans for integrated marketing, facilities, human resources, diversity and the comprehensive campaign by the end of the 2004-2005 year
- D. Report to the Board of Trustees, the faculty and the Augustana community annually about progress toward implementing the plan, including building targets into the Board's dashboard of indicators (The Board could establish a taskforce or could use its executive committee to review annually the progress toward implementation of the plan.)
- E. Urge each member of the President's Cabinet to identify how his or her area might best support the objectives of the plan
- F. Periodically solicit ideas from the community for suggested plan revisions, additions or deletions

VI. Our Challenge

This is an ambitious plan. Achieving our goals will require the full support and full efforts of Augustana's faculty, staff, alumni, students, Board of Trustees and friends. If history is a guide, there is little doubt that each of these groups will fully invest themselves to achieve our common aspirations.