

BOLD & BOUNDLESS

REALITIES WE FACE

1. The public, students and employers are losing confidence in higher education because our graduates are unable to connect their knowledge, skills and collegiate experiences to the needs of the workplace. The abilities employers want are embedded in the liberal arts, but we don't adequately explain to our students the value of what they're learning in that context.
2. There are going to be fewer students. They are different with different needs. We need a different approach.
3. Our neighborhood is increasingly becoming a liability rather than the asset we know it can be for living and learning.

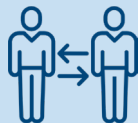
OUR STRATEGY

1. Strengthening every aspect of our student inspiration and support network to build each student's confidence.
2. Expanding and formalizing hands-on, skill-building learning experiences that energize students and hone their abilities so that they align with what employers seek.
3. Taking the necessary actions to impact our surroundings to create a stronger sense of belonging, safety and engagement for our students and our community.

WHAT WE KNOW IS IMPORTANT

1. Employers have told us they need graduates who develop skills through the liberal arts and who have the kind of experiences we aspire to offer our students.
2. Students have told us they want a student-ready college offering wrap-around services to maximize advising, support, learning and career preparation.
3. Data indicates students need a safe and supportive community to thrive academically, emotionally and extracurricularly.

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.



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.



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.

MEASURING OUR IMPACT

BENCHMARKS

EXTERNAL COMPETITION BENCHMARKING

- **Improve first-to-second-year retention rate to the average of 86% by 2025 (B)**
Current retention rate is 83%; retention of six additional students will increase the retention/persistence rate by 1%.
- **Improve four-year graduation rate to the average of 78% by 2029 (B)**
Current graduation rate is 68%; graduating seven additional students will increase the retention/persistence rate by 1%.
- **Increase overall endowment to \$310 million by 2030 (B)**

COMPETITIVE POSITION

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- **Enrollment stabilization goals:** (1) 650 to 670 first-year and 60 to 65 transfer students in the fall and 50 new spring students annually through fall 2026. (2) 620 to 630 first-year and 60 to 65 transfer students in the fall 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)
- **Successful completion of the \$40 million Gerber Grand Challenge by 2030 (P)**

VALUE PROPOSITION

INTERNAL OPERATIONS AND INSTITUTIONAL VALUE PROPOSITION

- **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

(B) = **Benchmark** metrics
(P) = **Performance** metrics
(V) = **Value** metrics

We need to think about the interplay among these three areas. In short, without successfully achieving our value **(V)** performance metrics we cannot successfully improve our competitive performance position **(P)** metrics, which means we will be unable to achieve the benchmark performance metrics **(B)**.

We'll launch a dashboard to monitor our progress toward success.