

Reaffirmation Quality Highlights
Augsburg College
September 1, 2007

Augsburg College has taken enormous steps forward in developing a culture of continuous improvement under the leadership of Paul C. Pribbenow, who joined the college as its 11th president on July 1, 2006. The community has resonated to a leadership model that emphasizes and advances institutional effectiveness. The model is characterized by the following purposes, which are aligned with the principles of continuous improvement (5C2):

- Affirm the college's work as a teaching and learning community
- Recognize and help create intersections between systems that comprise the college
- Practice transparency
- Be consultative, yet also decisive
- Be accountable and responsible

There is much excitement for the progress that the college has made since the first *Systems Portfolio* was submitted for review in May 2005. The *Quality Program Summary*, which was submitted as part of the February 2007 Quality Checkup, highlights the ways in which the college is addressing strategic issues identified in the *Systems Appraisal Feedback Report*. The September 2007 revision of the *Systems Portfolio* provides additional evidence of this progress:

- The *One College* initiative provided a framework for departments to articulate how the various programs of the college fit together and present evidence of the vital role each plays in advancing the mission (2C1, 8R1). These statements advanced the college's articulation of the *Augsburg Promise*, which was one of the president's First-Year Initiatives.
- The *Augsburg Promise* provides a framework for improving institutional effectiveness that is grounded in mission, vision, and commitments. The purpose of this initiative is to focus on the promises that Augsburg makes to its students, guests, campus citizens, and the wider community and how well it keeps those promises in provided experiences and portrayed images (Overview Figure O.2, 3P2, 8C1, 8C2).
- The 2006 organizational assessment that was part of the *Common Work@Augsburg* initiative highlighted areas where infrastructures and/or process changes could result in improved service to students. Employees were invited and encouraged to participate in the review and assessment of current work structures and systems. Their input significantly influenced organizational changes and decisions (Overview Figure O.1, 5P3, 8R1)
- *Mission-Based Planning* illustrates the alignment of mission, vision, and commitments to faith lived, a global perspective, active citizenship, and meaningful work. It is through attention to mission-based planning that Augsburg will be positioned even more effectively as a distinctive and important institution of higher learning in the world (8C1, 8C2)
- *We Believe We are Called to Serve our Neighbor* -- this expression of the college's vision is central to its identity. The college's community relations strategy is one way in which this vision is translated into action. The purpose of this strategy is to explore, promote, and enhance relations between Augsburg and individuals, neighborhood groups, and organizations within the community (Overview, 9C1, 9C2, 9P2)
- The purpose of the *Year of Governance* initiative is to explore the ways in which governance is shared and to clearly articulate the various ways in which governance of the college is understood, supported, and practiced as shared (8R2).

- Several important initiatives are designed to improve the college's strong teaching and learning environment. These include: 1) Instructional and Course Design Service, 2) Learning Commons in Lindell Library, and 3) Teaching and Learning Spaces 16-Classroom Project (1P9).
- Survey results from Noel-Levitz Student Satisfaction Inventory, Wilder Research Vocation Survey, and National Survey of Student Engagement provide comparison data with other higher education institutions (1R4, 2R2, 35R).
- Divisional and institutional dashboards are being created to further develop Augsburg's capacity to measure institutional effectiveness. These dashboards will provide a foundation for the development of a balanced scorecard that will be created over the next 18 months (4R3, 8P8).

Augsburg is beginning its second year under the leadership of President Pribbenow with a sense of optimism and energy about the college's future directions. The Academic Quality Improvement Program provides an important framework for evaluating and advancing continuous improvement initiatives that are student-centric. Focused attention on the college's Action Projects, *Systems Appraisal Feedback Report*, *Quality Checkup Report*, and updates to the *Systems Portfolio* have sharpened the institution's ability to: 1) set improvement targets and priorities, 2) examine processes for leading and communicating, 3) collect and present results, and 4) describe processes. Augsburg has demonstrated its ability to develop and implement a continuous improvement planning process and looks forward to achieving higher levels of institutional effectiveness in the year ahead.