

Quality Program Summary
Augsburg College
AQIP Quality Checkup Visit, February 7-9, 2007

Summary of Academic Quality Improvement Program (AQIP) at Augsburg College

- June, 2001 - Joined Academic Quality Improvement Program
- May, 2002 – Attended first Strategy Forum in Chicago
- September, 2002 - Posted three Action Projects
- April, 2004 – Higher Learning Commission Site Visit regarding request to remove stipulation requiring approval for new graduate programs (positive outcome with requirement of two new Action Projects for graduate programs)
- September, 2004 – Posted Action Projects for graduate programs
- May, 2005 – Submitted *Systems Portfolio*
- September, 2005 – Retired one Action Project from 2002
- March, 2006 - Received *Systems Appraisal Feedback Report*
- May, 2006 - Attended second Strategy Forum in Chicago
- August, 2006 – Launched Augsburg's AQIP Webpage
- September, 2006 – Posted three Action Projects (and retired two Action Projects from 2002)
- January, 2007 – Revised *Systems Portfolio* posted
- February, 2007 – AQIP Quality Checkup
- 2007-2008 – Reaffirmation of Accreditation

Current Status of Quality Program

Quality initiatives are led and overseen by members of the President's Cabinet, the AQIP Steering Committee, and many faculty and staff across the institution who are directly involved in the implementation of Action Projects. Under the leadership of its new president, Augsburg is pursuing many quality improvement initiatives that will be described in this report.

President's Cabinet:

- Paul C. Pribbenow, President
- Barbara Edwards Farley, Vice President of Academic Affairs and Dean of the College
- Ann Garvey, Vice President of Student Affairs
- Julie Olson, Vice President of Enrollment Management
- Tracy Elftmann, Vice President of Institutional Advancement
- Dan Sjoquist, Interim Vice President of Finance and Administration
- Leif Anderson, Chief Information Officer
- Gaye Lindfors, Special Assistant to the President (Senior Vice President)
- Tom Morgan, Special Assistant to the President (Senior Vice President)

Academic Quality Improvement Steering Committee:

- Barbara Edwards Farley, Vice President of Academic Affairs and Dean of the College (Chair)
- Ann Garvey, Vice President of Student Affairs
- Julie Olson, Vice President of Enrollment Management
- Gaye Lindfors, Special Assistant to the President (Senior Vice President)
- Tom Morgan, Special Assistant to the President (Senior Vice President)
- John Schmit, Dean of Graduate and Adult Academic Programs
- Joan Griffin, Associate Dean for General Education
- Bridget Robinson-Riegler, Assessment Director and Chair, Department of Psychology
- David Warch, Director of Information Technology
- Sally Daniels, Director of Parent and Family Relations
- Jay Phinney, Special Assistant to the Vice President of Academic Affairs
- Nora Braun, Associate Professor of Business Administration/Management Information Systems
- Lee Clarke, Assistant Professor of Business Administration/Management Information Systems

Webpage

Augsburg College Academic Quality Improvement Program Webpage Link:
<http://www.augsburg.edu/aqip>

This webpage includes links to the following AQIP documents:

- Action Projects (Current and Retired)
- *Augsburg College Systems Portfolio* (January, 2007 and May, 2005)
- *Systems Appraisal Feedback Report* (Directions to internal posting)
- AQIP Quality Checkup Documents
- Higher Learning Commission AQIP Information

Action Projects

The choice of Action Projects reflects institutional priorities. Action Projects have provided a framework to advance the College's continuous improvement initiatives.

Retired Action Projects and Team Leaders:

- 1) Assessment of Student Learning – Barbara Edwards Farley and Bridget Robinson-Riegler (2002-2006)
- 2) Distinctive General Education Curriculum Based on *Augsburg 2004* Vision – Joan Griffin (2002-2006)
- 3) Mission-Driven Assessment of Student Markets and College Programs – Julie Olson and Tom Morgan (2002-2005)

Work on the retired Action Projects shaped continuing organizational efforts for each area of emphasis. Using the AQIP Action Project template provided a

disciplined attention to the priorities associated with each Action Project. In general, reviewer comments have been positive. Their feedback and the College's experience in implementing projects influenced decisions about the selection and scope of 2006 Action Projects and next steps for the College regarding retired Action Projects.

Current Action Projects and Team Leaders:

- 1) Aligning Strategic Planning and Budgeting – Julie Olson, Vice President of Enrollment Management and Tom Morgan, Special Assistant to the President (2006-2009)

Action Project Goals:

Implement an aligned planning and budgeting process to:

- Clarify and gain consensus on strategic priorities
- Communicate strategy throughout the college
- Strengthen effectiveness of the strategic plan by allocating resources appropriately
- Focus department and individual work plans on college priorities
- Obtain feedback to inform and improve strategy

- 2) Access to Excellence: The Developmental Curriculum – Joan Griffin, Associate Dean for General Education (2006-2008)

Action Project Goals:

- To better serve and support current students by reviewing the developmental curriculum and, as appropriate, the co-curriculum to determine whether they reflect best practices in developmental education and whether they need revision; and
- To prepare for future Augsburg students by researching the prediction that increased numbers of under-prepared students are likely to come to college, determining how and whether this prediction will apply to Augsburg, and, if necessary, planning for change in Augsburg's curriculum, co-curriculum, and practices (e.g. faculty hiring).

- 3) Investment in and Improvement of Teaching and Learning Spaces – David Warch, Director of IT and Barbara Edwards Farley, Vice President of Academic Affairs and Dean of the College and (2006-2007)

Action Project Goals:

To apply best practice by establishing design principles and applying them to the investment in new and existing classroom and other campus teaching and learning spaces to:

- Promote a spirit of excellence around our core mission of teaching and learning
- Support innovation in teaching and learning

- Provide more opportunity for faculty/student and student/student interaction outside the classroom
 - Accommodate different teaching and learning with more flexible and adaptive classroom spaces
- 4) Master of Business Administration Assessment of Student Learning Plan – Robert Kramarczek, MBA Director, and Steven Zitnick, Associate Director (2004-2007)

Action Project Goals:

- To develop an assessment of student learning planning process in the MBA program that takes into account the guiding questions for AQIP Category One (Helping Students Learn)
- To develop and implement an assessment of student learning plan for the College's MBA program
- To analyze data collected about student learning and utilize results to develop plans of action for making improvements in the MBA program
- To develop a system for the ongoing evaluation of the MBA program's student learning objectives and assessment plan

- 5) Graduate Studies Division Governance and Oversight – John Schmit, Dean of Graduate and Adult Academic Programs (2004-2007)

Action Project Goals:

- To establish a Graduate Council responsible for strategic planning, review of enrollment targets and program capacities, alignment of program goals with the College's mission and vision, recommendations for new graduate programs, review of essential student services, and assessment of academic resources
- To establish a Graduate Academic Affairs Committee for oversight of curriculum and academic policies, including admissions standards, grading standards, and graduation standards for graduate programs
- To develop a distinctive reputation for graduate programs at Augsburg College

Departments and programs in the Academic Affairs Division are using the AQIP Action Project template to frame priority projects. This pilot project is designed to highlight the utility of the Action Project framework for continuous improvement initiatives across the college.

President Pribbenow has identified four key initiatives for the first year of his Administration that are additional continuous improvement projects that involve all faculty and staff: 1) One College, 2) Science at Augsburg, 3) Augsburg Promise, and 4) Common Work (see President's Office Webpage for links to each initiative: <http://www.augsburg.edu/president>).

Analysis of Systems Appraisal Feedback Report and Augsburg College Responses

The AQIP Steering Committee analyzed the *Systems Appraisal Feedback Report* received in March, 2006 in preparation for the May, 2006 Strategy Forum in Chicago. The Steering Committee met several times to evaluate the feedback and plan action steps. The Committee analyzed the strategic issues for the College and the key strengths and opportunities that were identified for each AQIP Category. This analysis informed the decisions that the Strategy Forum Team made about new Action Projects and highlighted other continuous improvement efforts that would advance the objectives of the College.

The following section includes the strategic issues identified by the *Systems Appraisal* evaluators (*in italics*) and Augsburg's current responses:

- *Limited processes for setting improvements targets and priorities are included in the portfolio. Methods listed may assist in this work but the process for using the methods and integrating the results is not apparent. A systematic process for using results, selecting priorities, and setting targets may improve the performance of the institution.*

Examples of current institutional actions include:

- September, 2006 Action Project titled, "Aligning Strategic Planning and Budgeting."
 - Dashboard Indicators under development to be approved by the Board of Regents in January, 2007.
 - AGB Benchmarking Service will provide access to higher education comparison data.
 - An external consulting group will conduct an opportunity assessment to identify priorities for reducing costs related to owning and operating campus property, buildings, and non-educational support services.
 - President's First-Year Initiatives include processes, outcomes and accountabilities.
 - President's Cabinet is responsible for setting improvement targets and priorities.
- *No results for leading and communicating processes and systems or comparisons to other higher education institutions or organizations outside of education are included in the portfolio. Providing results for leading and communicating efforts that include baseline and comparison may assist*

the college in targeting areas for improvement based on data and could provide information for more effective communication and decision making.

President Pribbenow has made a number of organizational changes that are directly related to improving leadership and communication processes:

- Changed leadership structure on President's Cabinet by eliminating position of Provost and Dean of the College and replacing it with three functional area vice presidents: Vice President of Academic Affairs and Dean of the College, Vice President of Student Affairs, and Vice President of Enrollment Management. The President's Cabinet meets weekly to address strategic issues of the College.
- Each Division's operational report is posted weekly by the vice presidents in the President's Cabinet Public Folder for review by students, faculty, and staff.
- The Academic Affairs Committee and Student Affairs Committee of the Board of Regents were established to replace the Academic and Student Affairs Committee.
- The institution's organizational assessment requires divisional leaders to conduct best practice audits when reviewing their current processes and systems.
- Marketing and Communications Department has moved from the Enrollment Management Division to Institutional Advancement. This change more effectively integrates the College's marketing and branding efforts, while implementing a collaborative communications program that serves the entire college.
- Events and Classrooms Services function has been realigned to better meet identified needs. The events function has moved from the Finance and Administration Division to Institutional Advancement. The change aligns college events more closely with Marketing and Communications, providing them with better support in advancing the visibility of the college. By moving some Classroom Services functions to Information Technology the College can create, manage, and support a system of built-in technology in classrooms.
- President initiated the formation of the President's Advisory Group with broad-based membership from across the College, including President's Cabinet. This group of faculty, staff, and students advises the President on a wide range of topics and shares

information about the work of departments and programs. The plan is to change membership on an annual basis.

- President hosts “Community Time” on the last Tuesday of each month to bring together faculty and staff to discuss issues of importance to the College. This forum provides a monthly opportunity to meet in a town hall session to discuss what is happening on campus.
 - President initiated effort between IT and Marketing and Communications to redesign the College webpage to improve both internal and external functionality.
 - College expects to report value-added success on leading and communicating when its new processes, decision-making charters, and leadership development program have had time to generate results.
- *For many result items, the college outlines what is being evaluated or what organization is involved in creating results as opposed to presenting actual results. Although result items typically ask for a range of evidence, the college tends to focus on one outcome or concept. The process that leads from evidence to action to change is not described in the portfolio. Throughout the report, under processes, events or actions that may be representative of processes are given without an actual process being described.*
 - Augsburg has a “bias for action” that leads to many positive results, but the College has not been systematic about gathering and analyzing data at the institutional level. There are, in fact, more results available at the departmental level than the original Systems Portfolio identified.
 - President’s emphasis on best practices, accountability and benchmarking against other institutions will facilitate an effort to improve the College’s ability to gather and evaluate results.
 - *In many areas of the portfolio that call for description of processes, the college describes who or what department or what external agency is responsible for creating a process or monitoring outcomes rather than the process itself. Illustrating the “plan, do, check, act cycle” in each process reinforces quality principles and helps people understand how improvement can occur.*

- College's action-oriented culture sometimes looks beyond the process documentation step, though departments and programs across the institution are process driven.
 - Revised Systems Portfolio includes additional examples of processes.
 - College will emphasize the development of process descriptions prior to the Reaffirmation of Accreditation review.
- *Augsburg College is in the initial stages of developing its overall institutional continuous planning process and implementing it. To do so successfully requires a plan for coordinating and aligning the processes with their strategies, selecting measures and setting performance projects, accounting for appropriate resource needs, and measuring the effectiveness of the process through the collection of data.*
 - College's new institutional planning process is grounded in its mission and vision statements. President Pribbenow has made a commitment to both sustain the institution's strategic directions as well as identify a refined set of institutional priorities that include commitments to: 1) Work and Learning, 2) Faith and Learning, 3) Citizenship and Learning, and 4) Globalization and Learning.
 - A new financial model is being developed by a consulting firm that will assist the College in developing the mechanisms needed to better align strategic priorities and the budgeting process.
 - To better understand where improvements can be made in organizational systems, the College is partnering with an external consulting firm in conducting an opportunity assessment. This audit will detail where and how the College can quickly reduce costs related to owning and operating campus property, buildings, and non-educational support services. Applying disciplined practices and methods will bring dollars saved back to the core of educating students and improving service delivery.
 - Each functional area will develop operational plans that support institutional priorities.

January 2007 Systems Portfolio Revision Highlights Related to Systems Appraisal Feedback Report and Other Institutional Initiatives

The Augsburg College Systems Portfolio was revised and will be posted in January, 2007. The revisions address strengths and opportunities in the *Systems Appraisal Feedback Report* and current College initiatives.

AQIP Category revisions include:

Category 1 – Helping Students Learn

- Creation of Faculty Senate Committee on Academic Planning
- Assessment of Student Learning – institutional assessment plan
- Center for Teaching and Learning Instructional and Course Design Service
- Teaching and Learning Spaces Action Project
- Developmental Curriculum Action Project
- Completion of the Augsburg Core Curriculum implementation – Emphasis on Graduation Skills, Senior Keystones, and Diversity and Global Awareness Infusion
- Academic Skills Coaches
- TRIO/SSS Residential Summer Bridge Program
- Science at Augsburg Initiative

Category 2 – Accomplishing Other Distinctive Objectives

- Emphasis on Mission in Strategic Planning
- One College Initiative
- Development of the Center for Faith and Learning
- Lilly Exploring Our Gifts Sustainability Grant
- Wilder Foundation Research Project on Vocation

Category 3 – Helping Students and Other Stakeholders

- Establishment of the Parent and Family Relations Department as part of the Institutional Advancement Division
- Results from Noel-Levitz Student Satisfaction Survey
- Student Orientation and Registration (SOAR) process
- Augsburg Promise Initiative

Category 4 – Valuing People

- “Project Table Talk” subsidizes lunches for faculty and staff each day to encourage gathering together to strengthen community
- Department chairs and program directors participating in yearlong professional development series
- “Workculture@augsborg” Program has been implemented, providing vocational development and collaboration opportunities for faculty and staff

- Employees are receiving two extra days off each year to participate in volunteer activities in line with Augsburg's commitment to engagement in the community
- Interdisciplinary team teaching opportunities in the classroom are funded
- Monthly "Wednesday Gatherings" bring faculty and staff together over a meal for collaboration, dialogue, and getting-to-know-you conversation
- Comprehensive staff training program has been developed, communicated, and implemented, including a special supervisory training program
- Implemented an ESL program for staff employees
- Staff training budget was established in Human Resources so all staff could have access to training resources
- Staff Sabbatical Program was developed and implemented
- Staff hiring process was revised to provide additional support to departments
- Common Work Initiative

Chapter 5 – Leading and Communicating

- President Paul C. Pribbenow hired in February, 2006 and began on July 1, 2006
- President's Cabinet composition and focus revised to strategic issues
- President's Advisory Group established
- New leadership model articulated
- Cabinet participates in monthly graduate-level Cabinet Seminar led by members
- Enhanced communication vehicles: 1) President's weekly electronic communication to community, 2) Monthly community time for faculty and staff, 3) Revised *Inside Augsburg* website, 4) President's Webpage includes all copies of all public presentation, including Chapel homilies, 5) Operational reports are posted weekly for students, faculty, and staff

Chapter 6 – Supporting Institutional Operations

- Work with Applied Policy Research to establish net profit targets and enrollment and financial aid strategies
- Audit to assess cost structures for non-educational services

Chapter 7 – Measuring Effectiveness

- Data warehousing
- Update on Agresso implementation
- Development of dashboard indicators

Chapter 8 – Planning Continuous Improvement

- President's first-year initiatives
- Development of strategic plans related to mission priorities that are integrated with functional plans and accompanied by action plans
- Long-range plans for all functional areas

- Development of a financial model that creates a framework for revenue and expense planning that is grounded in mission and vision, names and tests strategic assumptions, and plans for financial objectives for the intermediate term
- Identification of a new peer group for comparative analysis of institutional indicators

Chapter 9 – Building Collaborative Relationships

- Community relations strategy
- President’s priorities and initiatives

The Academic Quality Improvement Program has provided Augsburg with an important framework for evaluating and advancing improvement initiatives. Conversations about student-centered institutional effectiveness have been advanced by the College’s involvement in AQIP. The College has entered a new era of continuous improvement under the leadership of President Pribbenow, an era that will be characterized by an organizational model that is strategic, integrated, and nimble.