

## **Augustana 2020: Enhancing student success, before and after graduation**

1. Earn recognition as a liberal arts college with an extraordinarily high graduate school admission rate and timely placement of students in quality first jobs and subsequent jobs.

Evidence of success:

- Strong admissions rates in graduate/professional schools, compared to peer schools.
- 90% of those graduates not going to graduate school finding full-time positions that require a college degree within six months after graduation.
- Significantly higher levels than peer schools of alumni satisfaction with how Augustana prepares its graduates for careers, 5 years out and 10 years out.
- Internships or research projects for 95% of our students.

2. Strengthen student accomplishments during college and success after college by fully integrating academic life, residential life, athletics and co- and extracurricular activities.

Evidence of success:

- Full integration each area of the college with an intentional focus on how each area of the college advances student learning and success after college.
- Student achievement portfolios for 95% of students and co-curricular transcripts for all.
- Improve retention rates by 5 percentage points after the first year and at graduation, due, in part, to the greater sense of belonging to a community.

3. Address affordability and increase Augustana's value for families.

Evidence of success:

- Develop a new price/cost structure connected to the strategic direction outlined above.
- Increase the yield for families at or near the median of family income and for new populations that can pay for an appropriate part of their education.
- Implement partnerships with similar institutions to reduce costs/increase opportunities.

## **Possible Alternatives (#4 was discussed, but not considered at top 3 priority, #5 was rejected)**

4. Build capacity in our workforce to utilize new technologies and pedagogies to effectively compete with new providers of higher education. Become a campus where the physical borders of our campus do not limit students' educational experiences.
5. Improve quality or affordability by reducing the size of the college, programs and services for a total enrollment of 2,000 or to maintain our enrollment and eliminate the tuition gap, each requiring a 20% expense reduction.