

Viking Bold: The Journey to 2030

Our Bold Future — As a liberal arts university that bears witness to the transformational power of education, Augustana over the next decade will:

- develop and deliver new and bold academic offerings to more students,
- enhance intercultural awareness and understanding,
- amplify excellence through the arts and athletics,
- and adapt its physical campus and IT infrastructure to inspire and support generations of Augustana students to come.

Augustana University has, in collaboration with key stakeholders, identified the following goals that may take place over one or multiple phases:

- Phase 1: 2019 – 2022
- Phase 2: 2023 – 2026
- Phase 3: 2027 – 2030

These goals accompany our enduring commitments that elevate the student experience, our stewardship of human and financial resources, and effective engagement with the university. <https://augie.edu/about-augustana/mission-values-and-vision/strategic-plan-viking-bold/our-enduring-commitments>

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DEMONSTRATION ONLY



Augustana University (AU)

Stakeholder(s):

Augustana Board of Trustees :

Guided by Vision 2030 as approved by the Augustana Board of Trustees, the university strives to enhance its position as a top-ranked regional university in service to our students and to elevate the university's national profile in service to our alumni, the city of Sioux Falls, and the Upper Great Plains region.

Role: Guidance

Students :

For 160 years, Augustana has been providing students an education of enduring worth and preparing leaders and visionaries who impact and influence every aspect of society.

Role: Learning

Augustana Graduates :

As the world continues to change, the need for Augustana graduates — cultivated to be servant leaders — is more important than ever before. As we attract new members into our university community, our core values nurture and guide them.

Role: Lifelong Learning

Augustana graduates begin their next journeys by living these values in service to a greater, common good. Augustana instills a sense of calling and purpose in their lives and encourages all of us to be lifelong learners, to explore and to lead, and to always live these values boldly.

Role: Exploration

Role: Leadership

Augustana Alumni

Role: Support

NECU

Role: Common Calling

Rooted and Open — Augustana is part of the Network of ELCA Colleges and Universities (NECU) — a group of institutions that share a common calling, "Rooted and Open," to equip graduates who are:

- Called and empowered
- To serve the neighbor
- So that all may flourish.

Grounded within our Christian heritage and identity, Augustana will continue to foster radical hospitality, civil discourse, the holistic education of mind, body, and spirit, and profound gratitude for divine generosity.

City of Sioux Falls

Role: Support

Upper Great Plains Region

Role: Support

Vision

Augustana University aspires to become one of America's premier church-related universities.

Mission

Inspired by Lutheran scholarly tradition and the liberal arts, Augustana provides an education of enduring worth that challenges the intellect, fosters integrity and integrates faith with learning and service in a diverse world.

Values

Core Values: The Shared Core Values of Augustana -- Central to the Augustana experience are five core values. The community lives them and honors them, and they infuse the academic curriculum as well as student life. These five

values are identified below, followed by a phrase that sums up the essence of the word as it informs the University's mission. These phrases are, in turn, followed by how the value is expressed in the daily life of the University and its people.

Christian: "By being a university of the Evangelical Lutheran Church in America" * Centering on worship * Welcoming all faiths * Nurturing the search for a mature religious faith * Relating Christian faith and ethics to learning and service

Liberal Arts: "By providing an education of enduring worth" * Affirming teaching and learning as central and lifelong * Fostering a broad understanding of humans and their interactions * Enriching lives by exposure to enduring forms of aesthetic and creative expressions * Developing broad knowledge and skills crucial in a changing world * Creating awareness of one's own religious and ethical beliefs and those of others * Cultivating health and wellness

Excellence: "By committing to high standards and integrity" * Practicing faithfulness in teaching, learning, supporting, administering * Nurturing potential * Challenging the intellect * Acting ethically * Recognizing achievement

Community: "By caring for one another and our environments" * Responding to needs * Respecting human differences * Empowering one another * Tending to the ecology of place

Service: "By affirming that wholeness includes reaching out to others" * Accepting the call to servanthood * Promoting justice * Integrating career and service * Serving church and society

1. Structures & Centers

Establish new academic structures and centers that sustain excellence, facilitate growth, and cultivate innovative and impactful teaching, learning, and research in order to provide an education of enduring worth.

1.1. Master Plan

Establish criteria for decision making, setting priorities, and resource allocation to implement a holistic Campus Master Plan to include new and existing buildings – specifically, academic buildings, student housing and recreation, athletics and campus support facilities.

Performance Indicators

Criteria

Description	Type	Establishment	Start Date	End Date
Establish criteria for decision making, setting priorities, and resource allocation.	Target			
	Actual			

Relationships

Identical - Master Plan: This performance indicator also appears under the Campus goal.

1.2. Facilities

Enhance existing facilities to elevate the student experience, foster invigorating learning environments, meet program needs, and improve space utilization while adding asset value to campus.

Performance Indicators

Facilities

Description	Type	Enhancement	Start Date	End Date
PHASE 1 * Enhance campus facilities through new and improved infrastructure, including an improved utility distribution system, enhanced sustainability plan, landscape master plan, and campus heritage plan incorporating a historic preservation management plan.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Facilities: This performance indicator also appears under the Campus goal.

Physical Spaces

Description	Type	Designation	Start Date	End Date
PHASE 1 * Designate physical spaces across campus, including a multicultural center for activities and dialogue focused on diversity, equity and inclusion.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

1.3. Infrastructure

Enhance campus infrastructure to include information technology, landscaping and sustainability as well as parking, accessibility and wayfinding to meet the future needs of the university.

Performance Indicators

33rd Street & Grange Avenue

Description	Type	Mixed-Use Development	Start Date	End Date
PHASES 1-3 * Implement a mixed-use development on the corner of 33rd Street & Grange Avenue by partnering with the community on services that may include fitness, financial services, retail, healthcare, and educational opportunities.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Morrison Commons

Description	Type	Invigoration	Start Date	End Date
PHASES 1-3 * Invigorate the Morrison Commons as a central community hub and student center with expanded dining, study, social and entertainment options.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Residence Halls & Student Housing

Description	Type	Expansion & Renovation	Start Date	End Date
PHASES 1-3 * Design modern residence hall expansions and renovation along with innovative neighborhood student housing options.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Chapel of Reconciliation

Description	Type	Renovation	Start Date	End Date
PHASES 1-3 * Renovate the Chapel of Reconciliation to enhance natural lighting and technological capacity to support additional programming.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Recreational & Outdoor Spaces

Description	Type	Development	Start Date	End Date
PHASES 1-3 * Develop new and enhanced recreational and outdoor spaces across campus.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Old Main & East Hall

Description	Type	Renovation	Start Date	End Date
PHASES 1-3 * Renovate and repurpose Old Main and East Hall to align with programmatic needs and to preserve the heritage of Augustana University.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

Athletics Facilities

Description	Type	Upgrading	Start Date	End Date
PHASES 1-3 * Upgrade, build, and enhance athletics facilities to support all sports programs in compliance with Title IX and Division I needs.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Relationships

Identical - Infrastructure: This performance indicator also appears under the Campus goal.

1.4. IT

Update IT infrastructure to accommodate increased bandwidth requirements, create redundant connectivity to the Internet and resources on campus, improve network performance and WiFi saturation, and secure data on premises and in the cloud.

Performance Indicators**Connectivity & Cybersecurity**

Description	Type	Implementation	Start Date	End Date
PHASE 1 * Create redundant connectivity and implement cybersecurity initiatives.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - IT: This performance indicator also appears under the Technology goal.

IT Infrastructure

Description	Type	Updating	Start Date	End Date
PHASE 1 * Update IT infrastructure to accommodate increased need for network performance in research, academics, athletics, and business operations through enhanced bandwidth, connectivity, and performance.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - IT: This performance indicator also appears under the Technology goal.

WiFi Infrastructure

Description	Type	Updating	Start Date	End Date
PHASES 2-3 * Update WiFi infrastructure to enable access for new technologies and for saturation of publicly accessible locations.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

Relationships

Identical - IT: This performance indicator also appears under the Technology goal.

1.5. Teaching Environment

Foster an innovative teaching environment to include digital and hybrid learning opportunities that improve the access, portability, and real-world application of our academic programs.

Performance Indicators**Infrastructure & Culture**

Description	Type	Establishment	Start Date	End Date
PHASE 1 * Establish an IT infrastructure and culture of digital fluency that enhances student learning.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Technology goal.

Learning Management System

Description	Type	Adoption	Start Date	End Date
PHASE 1 * Adopt the Canvas learning management system.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Technology goal.

Learning Opportunities

Description	Type	Implementation	Start Date	End Date
PHASES 2-3 * Continue implementation of digital and hybrid learning opportunities aligned to academic programs.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Technology goal.

DEMONSTRATION ONLY

2. Academic Programs

Establish new academic programs grounded in the liberal arts that challenge the intellect while responding to the needs and interests of students.

These programs will grow enrollment, diversify revenue and address workforce priorities of the local community and region.

2.1. Professional School

Establish a professional school that is distinctive and responsive to community needs in order to prepare adult learners to lead and serve within a specialized field.

Stakeholder(s):

Adult Learners

Performance Indicators

Feasibility Studies

Description	Type	Completion	Start Date	End Date
PHASE 1 * Conduct feasibility studies for Optometry, Dentistry, and Aeronautics.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Professional School

Description	Type	Establishment	Start Date	End Date
PHASES 2-3 * Develop a program proposal and establish a new professional school in collaboration with strategic partners.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

2.2. Degree Programs

Develop and market innovative undergraduate and graduate degree programs, responsive to new and emerging student interests and community needs, that build on Augustana's tradition of excellence in the liberal arts.

Performance Indicators

Undergraduate Programs

Description	Type	Establishment	Start Date	End Date
PHASE 1 * Establish distinctive undergraduate programs in Biomechanical Engineering and Forensics.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Graduate Programs

Description	Type	Expansion	Start Date	End Date
PHASE 1 *Expand graduate programs with distinctive value, to include a Master of Business Administration, Doctor of Physical Therapy, graduate nursing degrees, and occupational therapy.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Program Offerings

Description	Type	Expansion	Start Date	End Date
PHASES 2-3 * Expand undergraduate and graduate program offerings (e.g., data science/analytics, physician assistant studies, virtual reality, artificial intelligence, public administration, performing and visual arts).	Target		2032-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

2.3. Partnerships

Create international and domestic partnerships and pathways through strategic and distinctive programs to increase global engagement and recruitment.

Stakeholder(s):

Schools

Norway

Asia

Tribal Colleges

Performance Indicators**Existing Relationships**

Description	Type	Deepening	Start Date	End Date
PHASE 1 * Deepen relationships with schools and tribal colleges in the region as well as existing partnerships with secondary schools and universities in Norway and Asia.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Other Relationships

Description	Type	Expansion	Start Date	End Date
PHASES 2-3 * Expand relationships with secondary schools and universities in other countries.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

3. Enrollment

Enroll 3,000 undergraduate and graduate students and provide a welcoming and inclusive environment as different backgrounds, experiences and ways of thinking encourage learning, acceptance and service.

Stakeholder(s)

Undergraduate Students
Role: **Enrollment**

Graduate Students
Role: **Enrollment**

3.1. Recruitment Plan

Implement a comprehensive student recruitment plan to elevate brand awareness and increase enrollment.

Stakeholder(s):

Students
Role: **Enrollment**

Performance Indicators

Student Recruitment Plan

Description	Type	Implementation	Start Date	End Date
PHASE 1 * Implement a comprehensive student recruitment plan to elevate brand awareness and increase enrollment.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Student Engagement Programs

Description	Type	Renewal & Re-Envisioning	Start Date	End Date
PHASE 1 * Renew and re-envision programs that engage middle school and high school students in the Augustana experience (e.g., camps, international host programs, special course offerings).	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Diversity & Inclusion

Description	Type	Promotion	Start Date	End Date
PHASE 1 * Continue to promote the Diversity & Inclusion Plan across campus to increase awareness and support of key initiatives in progress.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

3.2. Intercultural Development

Develop a Center for Intercultural Development.

Performance Indicators

Partnerships

Description	Type	Establishment	Start Date	End Date
PHASES 2-3 * Establish partnerships with organizations and agencies to develop statewide and regional opportunities and certificate programs.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

DEMONSTRATION ONLY

4. Affordability & Accessibility

Make an Augustana education more affordable and accessible for more students with innovative scholarship partnerships among alumni and regional organizations while adapting the university business model and operations to ensure financial sustainability.

Stakeholder(s)

Augustana Alumni

Regional Organizations

4.1. Scholarships

Establish creative scholarship opportunities in addition to more endowed scholarships.

Performance Indicators

Pricing Model

Description	Type	Establishment	Start Date	End Date
PHASE 1 * Implement an innovative and sustainable pricing model to improve access and affordability.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Retention Software

Description	Type	Integration	Start Date	End Date
PHASE 1 * Integrate retention software to assess and monitor students' academic progress and increase early intervention.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

4.2. Summer & Bridge Programs

Expand alternative revenue opportunities and innovative partnerships through summer offerings and bridge programs.

Performance Indicators

Summer & Bridge Programs

Description	Type	Expansion	Start Date	End Date
PHASES 2-3	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

5. Student Athletes

Recruit and retain exceptional student-athletes to maintain academic and athletic excellence and enhance their collegiate experience through academic and wellness support, community engagement, and service opportunities.

5.1. Liaison Support

Enhance liaison support for student-athletes through the Student Success Center and implement a missed class time policy and summer scheduling options.

Stakeholder(s):

Student Athletes

Role: **Academic Performance**

Performance Indicators

Liaison Support

Description	Type	Enhancement	Start Date	End Date
Enhance liaison support for student-athletes.	Target			
	Actual			

5.2. Health & Performance

Develop a premiere student-athlete health care and performance training model.

Stakeholder(s):

Sanford Health

Role: **Medical Care**

Performance Indicators

Medical Team

Description	Type	Formation	Start Date	End Date
PHASE 1 * Centralize and coordinate student-athlete health care and performance training on campus by establishing a formal medical team with Sanford Health.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Tools & Systems

Description	Type	Expansion	Start Date	End Date
PHASES 2-3 * Expand student-athlete performance training tools and systems (e.g., nutrition, staffing, sports psychology).	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

6. NCAA Division 1

Transition to NCAA Division I intercollegiate athletics to provide student-athletes the opportunity to compete at a higher level, elevate the profile of the university, and inspire Sioux Falls to enthusiastically embrace Augustana University as the hometown team by serving the community and integrating our mission with its needs.

Stakeholder(s)

NCAA Division I

Role: **Competition**

Sioux Falls Community

Role: **Support**

Student Athletes

Role: **Athletic Performance**

6.1. Preparedness & Plans

Assess university preparedness for Division I and develop plans for staffing, financing, and generating revenue during and after the transition.

Performance Indicators

Invitation

Description	Type	Receipt	Start Date	End Date
PHASE 1 * Secure an invitation to a multi-sport Division I conference.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Staffing & Finance Plan

Description	Type	Creation	Start Date	End Date
PHASE 1 * Create staffing plan for athletics administration and coaches and financial pro forma.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Revenue Generation

Description	Type	Plan Development	Start Date	End Date
PHASE 1 * Develop a plan for revenue generation, including gifts, ticket sales, camps, facility rentals, sponsorships, and private partnerships.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Transition Plan

Description	Type	Execution	Start Date	End Date
PHASES 2-3 * Continue to execute the Division I transition plan.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

6.2. Engagement & Brand

Implement a community engagement plan to strengthen the Augustana brand.

Performance Indicators

Events & Promotions

Description	Type	Engagement	Start Date	End Date
Engage alumni and the broader Sioux Falls community in Viking Athletics with signature events and promotions.	Target			
	Actual			

DEMONSTRATION ONLY

7. Campus

Transform the physical campus to include new and enhanced facilities that serve the educational, spiritual and holistic needs of Augustana's students, faculty, staff, and inspire others in the community who utilize our campus.

7.1. Master Plan

Establish criteria for decision making, setting priorities, and resource allocation to implement a holistic Campus Master Plan to include new and existing buildings – specifically, academic buildings, student housing and recreation, athletics and campus support facilities.

Performance Indicators

Criteria

Description	Type	Establishment	Start Date	End Date
Establish criteria for decision making, setting priorities, and resource allocation.	Target			
	Actual			

7.2. Facilities

Enhance existing facilities to elevate the student experience, foster invigorating learning environments, meet program needs, and improve space utilization while adding asset value to campus.

Performance Indicators

Facilities

Description	Type	Enhancement	Start Date	End Date
PHASE 1 * Enhance campus facilities through new and improved infrastructure, including an improved utility distribution system, enhanced sustainability plan, landscape master plan, and campus heritage plan incorporating a historic preservation management plan.	Target		2019-01-01	2022-12-31
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Physical Spaces

Description	Type	Designation	Start Date	End Date
PHASE 1 * Designate physical spaces across campus, including a multicultural center for activities and dialogue focused on diversity, equity and inclusion.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

7.3. Infrastructure

Enhance campus infrastructure to include information technology, landscaping and sustainability as well as parking, accessibility and wayfinding to meet the future needs of the university.

Performance Indicators

33rd Street & Grange Avenue

Description	Type	Mixed-Use Development	Start Date	End Date
PHASES 1-3 * Implement a mixed-use development on the corner of 33rd Street & Grange Avenue by partnering with the community on services that may include fitness, financial services, retail, healthcare, and educational opportunities.	Target		2019-01-01	2030-12-31
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Morrison Commons

Description	Type	Invigoration	Start Date	End Date
PHASES 1-3 * Invigorate the Morrison Commons as a central community hub and student center with expanded dining, study, social and entertainment options.	Target		2019-01-01	2030-12-31
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Residence Halls & Student Housing

Description	Type	Expansion & Renovation	Start Date	End Date
PHASES 1-3 * Design modern residence hall expansions and renovation along with innovative neighborhood student housing options.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Chapel of Reconciliation

Description	Type	Renovation	Start Date	End Date
PHASES 1-3 * Renovate the Chapel of Reconciliation to enhance natural lighting and technological capacity to support additional programming.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Recreational & Outdoor Spaces

Description	Type	Development	Start Date	End Date
PHASES 1-3 * Develop new and enhanced recreational and outdoor spaces across campus.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Old Main & East Hall

Description	Type	Renovation	Start Date	End Date
PHASES 1-3 * Renovate and repurpose Old Main and East Hall to align with programmatic needs and to preserve the heritage of Augustana University.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

Athletics Facilities

Description	Type	Upgrading	Start Date	End Date
PHASES 1-3 * Upgrade, build, and enhance athletics facilities to support all sports programs in compliance with Title IX and Division I needs.	Target		2019-01-01	2030-12-31
	Actual		2019-01-01	2030-12-31

DEMONSTRATION ONLY

8. Technology

Transform Augustana into a dynamic digital campus through emerging technologies, excellent connectivity, and best practices in cybersecurity that serve student learning, enable innovative teaching and research, and support the university's business processes and overall mission.

8.1. IT

Update IT infrastructure to accommodate increased bandwidth requirements, create redundant connectivity to the Internet and resources on campus, improve network performance and WiFi saturation, and secure data on premises and in the cloud.

Performance Indicators

Connectivity & Cybersecurity

Description	Type	Implementation	Start Date	End Date
PHASE 1 * Create redundant connectivity and implement cybersecurity initiatives.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - IT: This performance indicator also appears under the Structures & Centers goal.

IT Infrastructure

Description	Type	Updating	Start Date	End Date
PHASE 1 * Update IT infrastructure to accommodate increased need for network performance in research, academics, athletics, and business operations through enhanced bandwidth, connectivity, and performance.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - IT: This performance indicator also appears under the Structures & Centers goal.

WiFi Infrastructure

Description	Type	Updating	Start Date	End Date
PHASES 2-3 * Update WiFi infrastructure to enable access for new technologies and for saturation of publicly accessible locations.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

Relationships

Identical - IT: This performance indicator also appears under the Structures & Centers goal.

8.2. Teaching Environment

Foster an innovative teaching environment to include digital and hybrid learning opportunities that improve the access, portability, and real-world application of our academic programs.

Performance Indicators

IT Infrastructure & Digital Fluency

Description	Type	Establishment	Start Date	End Date
PHASE 1 * Establish an IT infrastructure and culture of digital fluency that enhances student learning.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Structures & Centers goal.

Learning Management System

Description	Type	Adoption	Start Date	End Date
PHASE 1 * Adopt the Canvas learning management system.	Target		2019-01-01	2022-12-31
	Actual		2019-01-01	2022-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Structures & Centers goal.

Learning Opportunities

Description	Type	Implementation	Start Date	End Date
PHASES 2-3 * Continue implementation of digital and hybrid learning opportunities aligned to academic programs.	Target		2023-01-01	2030-12-31
	Actual		2023-01-01	2030-12-31

Relationships

Identical - Teaching Environment: This performance indicator also appears under the Structures & Centers goal.

Administrative Information

Start Date: 2019-12-09

End Date: 2030-12-31

Publication Date: 2019-12-10

Source: <https://augie.edu/about-augustana/mission-values-and-vision/strategic-plan-viking-bold>

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