

AUGUSTANA UNIVERSITY

PRESIDENT LEADERSHIP PROFILE

Prepared by:

WITT/KIEFFER

Dennis M. Barden & Ann A. Yates

October 2016

*This leadership profile is intended to provide information about Augustana University and the position of President.
It is designed to assist qualified individuals in assessing their interest in this position.*

MOVING FORWARD





THE OPPORTUNITY

Augustana University, a selective, comprehensive university affiliated with the Lutheran Church, seeks a president to build on its current success to lead the University to even higher levels of achievement.

Hosted by the dynamic community of Sioux Falls, South Dakota, Augustana University has, for more than 150 years, provided a strong student-centric education based on its five core values: Christian faith, liberal arts, excellence, community and service. The University is committed to its vision of becoming one of America's premier church-related universities. In recent years, the institution has expanded its pre-professional and graduate offerings, becoming a comprehensive university in the liberal arts tradition. Guided by its ambitious strategic plan, "Horizons 2019," Augie (as it is popularly called) seeks to grow its student body from its current approximate 1,900 members to 2,500 by 2019. Augustana's president, then, will have the opportunity to lead an institution with both a storied history — and the traditions that derive therefrom — and a bold plan for its future. In pursuit of that plan, the University saw its highest enrollment in 26 years in Fall 2016.

Augustana's president will be a leader of people and institutions with considerable knowledge of current trends in higher education and an unrelenting commitment to the University's core values and central mission. He or she will be an active member of a Lutheran congregation, committed to the University's Christian heritage and its broadly inclusive, expansively hospitable environment. The president will be an effective champion for the liberal arts. Committed to shared governance, the successful candidate will be personally familiar with the core academic enterprise of the University, and to this end, experience in the classroom and familiarity with scholarly research is strongly desired. The ideal candidate will possess an earned terminal degree; in exceptional cases, personal and professional experience may be considered in lieu thereof. The ideal candidate will demonstrate a track record for creating and strengthening relationships with multiple stakeholders, and successful, hands-on experience with constituent relations and fundraising is critical. A deep understanding of the business of higher education for institutions like Augustana and strong financial skills are expected.

Like its hometown, Augustana University is moving forward into the future at a rapid pace — one whose best days are yet before it. The University seeks a leader to continue to build on its considerable momentum while at the same time maintaining and enhancing an enviably student-centric environment in the finest traditions of the liberal arts college from which it has sprung.

For information regarding how to express a candidacy or to make a nomination for this position, please see the section entitled "Procedure for Candidacy" near the end of this document.



**AUGUSTANA UNIVERSITY
THE PLACE FOR POSSIBILITIES**

AUGUSTANA
UNIVERSITY
Library
Center
Science Center
Campus Center
S. Edna
Widener Student



AUGUSTANA UNIVERSITY: AN OVERVIEW

Founded in 1860, Augustana is a selective, comprehensive university affiliated with the Evangelical Lutheran Church in America (ELCA). With more than 100 majors, minors and pre-professional programs for undergraduates, along with graduate degree and continuing education programs, the University is committed to enriching lives and fostering development by combining a foundation in the liberal arts with professional skill and advanced study.

Augustana serves approximately 1,900 students from 34 states and 38 countries. Of those, more than 1,600 are undergraduates. Most of our students are part of our residential community and call our 100-acre campus home. Our graduate and continuing education programs serve students online and during times that are convenient for adult learners.

In Fall 2016, Augustana saw its largest enrollment in 26 years.

WHAT SETS AUGUSTANA APART

Some call it the Liberal Arts. Others call it teaching for twenty-first century skills. At Augustana, we specialize in providing an education designed for the innovators and entrepreneurs of tomorrow.

Learning from a faculty of renowned professors, AU students build a foundation of knowledge, discover their passions, explore their vocation, develop specialties and realize the significance and meaning of serving others.

Students are encouraged to pursue multiple majors and minors while building experience through choice hands-on learning opportunities. And on Commencement Day, they graduate with an education of enduring worth, a vast professional network, an entrepreneurial mindset and a passport to possibility.

Augustana offers majors in more than 50 disciplines. The most popular are: Business Administration, Biology, Nursing, Psychology, Elementary Education, Exercise Science, Spanish, Political Science/ Government & International Affairs, All Grades Education and Sport Management.

At the graduate level, Augustana offers master's degree programs in Education, Sports Administration & Leadership, Professional Accountancy and Genetic Counseling. Formed in partnership with Sanford Imagenetics, Augustana's Genetic Counseling master's degree program is one of only 32 such programs nationwide.



Augustana University is accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools and the South Dakota Department of Education. AU also holds professional accreditation in the following organizations:

- CAEP — Council for the Accreditation of Educator Preparation
- CED — Council on Education of the Deaf (certified)
- CCNE — Commission on Collegiate Nursing Education
- SDBN — South Dakota Board of Nursing (approval)
- ACS — Committee on Professional Training for the American Chemical Society (approval)
- NASM — National Association for Schools of Music
- CAATE — Commission on Accreditation of Athletic Training Education (approval)
- NAACLS (CLS/MT) — National Accrediting Agency for Clinical Laboratory Science (affiliation with accredited programs)

In Fall 2016, the University began offering a new core curriculum, including a two-semester First Year Seminar (FYS) program that serves to orient students to academics and campus life at AU.

In addition to its collection of innovative courses, FYS also enables students to connect with professors, fellow students and campus resources, such as the Student Success Center.

RECOGNITION

Augustana is a place where imaginations are inspired and intellects are engaged, which contributes to why we consistently receive national recognition in the following rankings:

- Augustana is ranked among the nation's best colleges and universities according to *Forbes'* published annual list of "America's Top Colleges" – a ranking of the top U.S. undergraduate colleges and universities based on student satisfaction, post-graduate success, student debt, graduation rates and nationally competitive awards.
- Augustana ranks high in both academics and athletics in the 12th annual NCSA Athletic Recruiting Collegiate Power Rankings. Augustana is the 19th ranked NCAA Division II school among more than 1,200 active NCAA member schools. The NCSA Athletic Recruiting power rankings assess the academic and athletic standards of all NCAA athletic programs across the country.
- Augustana is ranked No. 3 among the "Best Regional Colleges in the Midwest" according to the latest edition of "Best Colleges 2017" by *U.S. News Media Group*. The University also received high rankings in the report's analysis of schools that offer students the best value. Among the regional colleges listed in the "Best Value Schools" study, Augustana is ranked No. 2 in the Midwest.



- *U.S. News* also ranked Augustana among the top 55 colleges and universities nationwide — and the best in South Dakota — for its online master’s degree program in education.
- Augustana is ranked the No. 13 baccalaureate college in the nation by *Washington Monthly*. The publication’s “2015 College Ranking” rates 344 baccalaureate institutions according to their contribution to the public good in three areas — social mobility: recruiting and graduating low-income students; research: producing cutting-edge scholars and Ph.D.s; and service: encouraging students to give something back to their country.
- Augustana University is one of 156 premier institutions included in *The Princeton Review*’s “Best in the Midwest” section of its website feature, “2017 Best Colleges: Region by Region.”
- Augustana was ranked among the top-20 private colleges nationwide who offer the largest merit scholarships to the greatest percentage of students, according to an analysis by *Money* magazine.

AUGUSTANA UNIVERSITY’S MISSION STATEMENT

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.

AUGUSTANA UNIVERSITY’S VISION

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



The Chapel of Reconciliation.



The Chapel of Reconciliation is located at the center of campus.

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 Faith: *“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



UNIVERSITY PLANNING

In December 2014, Augustana introduced “Horizons 2019,” the strategic plan designed to lead Augustana through 2019.

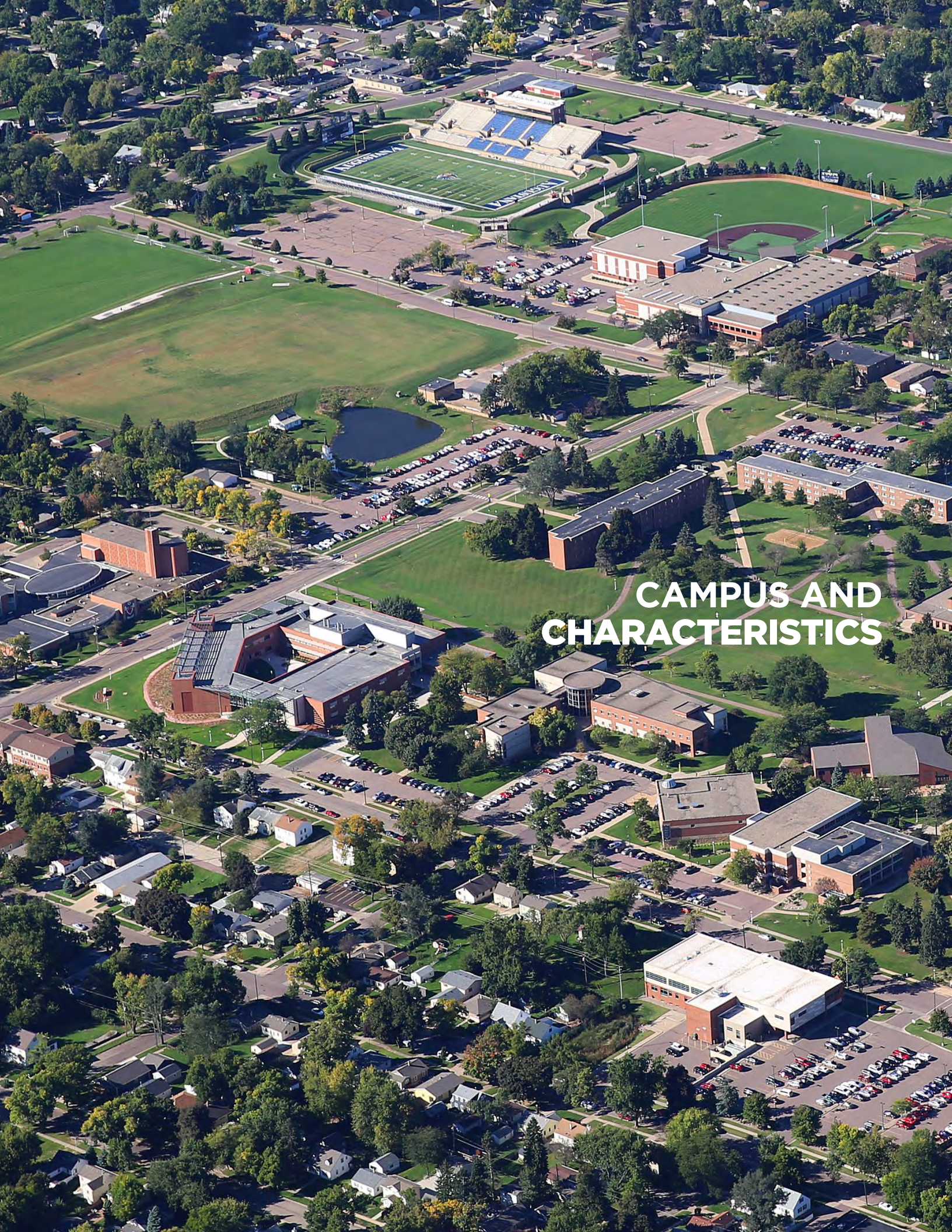
The goals and objectives outlined in this plan were carefully developed with the help of Augustana faculty, administrators and staff who purposefully devoted their time over more than one year to analyzing emerging trends in higher education, evaluating geographic, economic and demographic shifts in demand, and eliciting feedback from alumni, students and the broader community.

The plan shares five major goals designed to help Augustana transform and grow in the vastly competitive and ever-changing world of higher education:

- Serve more students and foster their success
- Provide substantive and innovative educational experiences
- Cultivate strategic partnerships
- Steward human, physical and financial resources
- Pursue greater brand awareness and recognition

See the full plan online at www.augie.edu/strategic-plan.





CAMPUS AND CHARACTERISTICS





The Froiland Science Complex.

THE CAMPUS

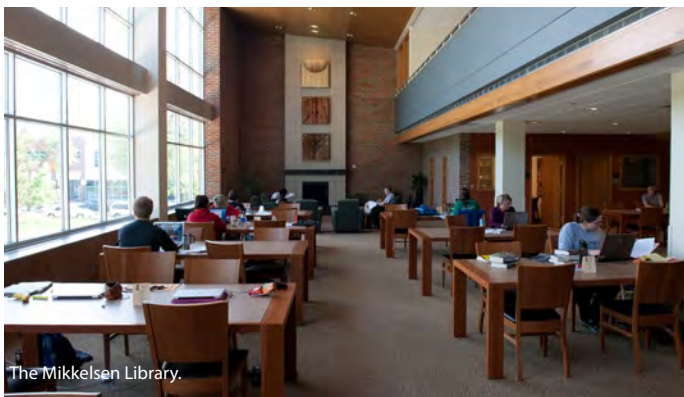
The Augustana campus is located on 100 tree-lined acres in the heart of the state's largest city – just minutes from downtown, shopping and dining, premier entertainment venues, and outdoor recreation.

Augustana offers a wide variety of student housing options, including 10 theme house communities, five apartment communities, and six traditional residence hall communities. In total, the Augustana residential community houses more than 1,200 students – nearly 75 percent of our total enrollment.

Over the last decade, the campus has been transformed thanks to more than \$60 million in investments in facilities. The University's newest facility improvements include:

- A \$7 million renovation of the Mikkelsen Library
- The \$12.1 million, 6,500-seat Kirkeby-Over Stadium (football)
- Huether Tennis Centre
- Morstad Soccer Field
- Ronken Field at Karras Park (baseball)
- The \$35 million, 125,000-square-foot Froiland Science Complex

Next up: Construction on a new apartment-style housing complex began in Fall 2016 with an expected completion date of Fall 2017. The University is also developing plans for a new Student Activities Center. This new facility will feature the city's only 300-meter indoor competition track, an expanded fitness center with modern and technologically advanced equipment, academic spaces, a retail center, a multi-purpose recreational area and practice spaces.



The Mikkelsen Library.



Kirkeby-Over Stadium.



DISTINCTIVE CHARACTERISTICS

- For Fall 2016, the average ACT of incoming freshmen was 25.8
- 86 percent of graduates earn their degrees in four years
- The freshman-to-sophomore retention rate is 84.2 percent
- 25 percent of Augustana students are student-athletes
- 25 percent of Augustana students participate in the performing & visual arts
- 87 percent of ALL AU students participate in intramurals (among freshmen, intramural participation is 91 percent)
- Augustana offers more than 100 student clubs and organizations
- The average class size is 20
- The student-to-faculty ratio is 11:1
- On campus, gender distribution is approximately 3:2 (female to male)
- Augustana serves approximately 1,900 students from 34 states and 38 countries
 - 1,665 Total Undergraduates
 - 272 Graduate Students
- Nearly 50 percent of Augustana students study abroad during their academic careers
- Religious affiliation by students is as follows:
 - Lutheran ELCA: 29%
 - Lutheran Other: 8%
 - Catholic: 20%
 - Other Protestant: 22%
 - Non-Protestant: 4%
 - No preference/unknown: 17%





THE PERFORMING & VISUAL ARTS

At Augustana, we believe that art stirs the soul, enriches the mind and empowers the heart — it's why the performing, literary and visual arts are cornerstone to our culture. We are proud to say that the South Dakota Symphony Orchestra got its start on our campus in 1922. With the addition of the 24,000-square-foot Center for Visual Arts in 2006, Augustana continues to be a regional hub for the visual arts in southeastern South Dakota and southwestern Minnesota. Approximately 25 percent of Augustana students are involved in music ensembles, theatre productions and art exhibitions on campus and around the globe. In January 2015, the Augustana Band toured China, and in January 2017, The Augustana Choir will tour Europe. The Eide/Dalrymple Gallery opens a new, well-attended exhibition featuring professional and student artists nearly every month and houses a permanent art collection of more than 3,500 objects, including significant works by Andy Warhol, Marc Chagall and Pablo Picasso, among others. The galleries of the Center for Western Studies also feature changing exhibitions of contemporary and traditional art. The Theatre Department produces main stage shows each year. *Learn more at www.augie.edu/arts.*



The Eide/Dalrymple Gallery.



Christmas Vespers featuring Augustana's choirs and Orchestra.



ATHLETICS

The Augustana Vikings compete in 19 NCAA Division II sports within the Northern Sun Intercollegiate Conference (NSIC). AU routinely ranks among the top-10 schools in DII for academics and athletics.

Over the last decade, recent accomplishments include: two NCAA national championships – including Men's Basketball in 2016, seven straight seasons of top-15 finishes in the Learfield Cup Standings, and four seasons as the NSIC's top athletic program.

In 2015, Augustana announced Women's Swimming as the University's 19th sport.

Learn more at www.goaugie.com.



COMMUNITY OUTREACH



U.S. Secretary of State Madeleine Albright speaks on campus at Augustana's Boe Forum on Public Affairs in 2010.

OUTREACH CENTERS

Augustana is home to a number of centers that offer broad outreach – serving both the student body and the regional community:

The **Center for Western Studies** serves as a repository for more than 500 substantive collections and maintains a library in excess of 36,000 volumes on the American West. It also operates the state's only university publishing house. The Center's mission is to improve the quality of social and cultural life in the Northern Plains, achieve a better understanding of the region, its heritage, and its resources, and stimulate interest in the solution to regional problems through the application of knowledge.

Each year, the Center hosts the annual Dakota Conference on History, Literature, Art and Archeology that examines issues of contemporary significance to the Northern Plains in their historical and cultural contexts. The Center also organizes the Artists of the Plains Art Show & Sale each year.

The Center for Western Studies hosts the annual Boe Forum on Public Affairs, a free public lecture designed to provide access to individuals who can address events, issues, or problems of worldwide or national concern and of broad public interest. *Learn more at www.augie.edu/cws.*

Past Boe Forum Speakers Include:

- Gen. Colin Powell (1995)
- President George H. W. Bush (1995)
- President of the former Soviet Union Mikhail Gorbachev (1996)
- Prime Minister of Great Britain John Major (1998)
- First Lady of the United States Barbara Bush (1998)
- Archbishop Desmond Tutu (1999)
- Jordan's Queen Noor (2001)
- Susan Dentzer together with Speaker of the U.S. House of Representatives Newt Gingrich (2003)
- Mayor of New York City Rudy Giuliani (2004)
- Presidential Envoy to Iraq L. Paul Bremer (2006)
- Vice President Al Gore (2007)
- President & First Lady of Mexico Vicente Fox & Marta Fox (2007)
- Associate Justice of the U.S. Supreme Court Sandra Day O'Connor (2008)
- President of Pakistan Pervez Musharraf (2009)
- U.S. Secretary of State Madeleine Albright (2010)
- U.N. Human Rights High Commissioner Mary Robinson (2011)
- Director of Google Ideas Jared Cohen (2012)
- Governor of Utah and U.S. Ambassador to China and Singapore Jon Huntsman (2013)
- Microsoft Executive Robbie Bach (2014)
- Supreme Court Justice Antonin Scalia (2016, memorial)
- Astrophysicist and author Neil deGrasse Tyson (March 20, 2017)



The Center for Innovation & Entrepreneurship builds partnerships with industry leaders, business heads and curators of creativity by bringing together the intellectual capital of our renowned faculty, the passion and curiosity of our bright students, and the great minds of our city’s business community in order to build a better tomorrow.

Learn more at www.augie.edu/innovation.

The Student Success Center is a central place for career and academic support services — a hub for educational and vocational engagement. We empower students to discover and achieve their academic and professional goals from the point of entry to graduation and beyond. By partnering with faculty and other campus offices, we provide the support students need to make the most of their college experience.

Learn more at www.augie.edu/success.

EXPERIENTIAL LEARNING

Augustana is committed to supporting hands-on and experiential learning opportunities.

Augustana’s most recent Outcomes Report notes that 99.5 percent of recent grads participated in key engaged learning opportunities, such as experiential learning, internships, undergraduate research, clinicals, student teaching, study abroad and more.

Augustana’s numerous partnerships with businesses and employers throughout the city, as well as nationally, provide students with choice options from which to gain hands-on experience, develop professional connections and build their portfolios.

Each spring, Augustana hosts the Arthur Olsen Student Research Symposium, a gathering that fosters and celebrates student research from each academic division.

Augustana’s Undergraduate Summer Research Program is a robust endeavor serving a growing number of students interested in the Natural Sciences. For Summer 2016, nearly 70 AU students gained invaluable hands-on experience and personal perspective by participating in undergraduate research, internships and volunteer opportunities organized through the University’s Natural Science Division and supported through agencies such as the National Science Foundation (NSF), the Biomedical Research Infrastructure Network (BRIN), the Experimental Program to Stimulate Competitive Research (EPSCoR), the Sanford Program for Undergraduate Research (SPUR), the Avera Genomics Institute and more.



SUPPORT FOR SCHOLARSHIP

Among Augustana's 136 full-time faculty, 80 percent hold the highest degree in their field.

To support and advance scholarship on campus, Augustana is the recipient of numerous grants from nationally known organizations including: the National Endowment for the Humanities, the National Science Foundation, the National Institutes of Health, the National Aeronautics and Space Administration (NASA), the American Association for the Advancement of Science, and many more



UNIVERSITY ADVANCEMENT

Augustana has enjoyed significant success in fundraising. The \$180 million in cash, pledges and deferred gifts received over the last decade is the largest ever received by Augustana during a 10-year period.

The University received nearly \$15 million in cash gifts during its 2015-2016 fiscal year alone – an institutional record for cash gifts received over a one-year period.

As a result, Augustana's endowment has increased by 36 percent over the last decade and now stands at approximately \$74 million.

AU is proud to say that 100 percent of its full-time students receive scholarships and financial aid.





OUTCOMES

Augustana University graduates are thought-leaders, problem-solvers and change-makers serving in virtually every industry throughout the U.S. and around the globe. See snapshots of our alumni at www.augie.edu/forward40.

Highlights from the 2015 graduating class include:

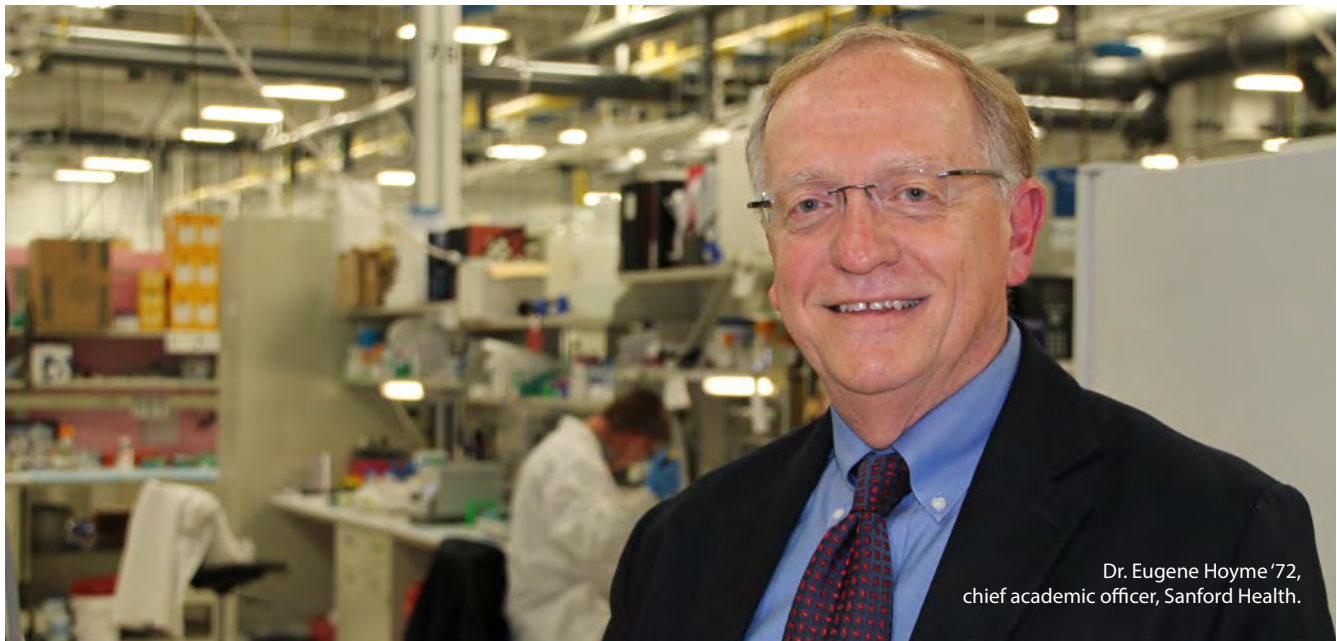
- 98 percent of grads seeking employment are employed in a position related to their major or chosen field.
- 19 percent are pursuing grad school and/or continuing education. Ninety-two percent were admitted into a program of their choosing. More than half are pursuing advanced study in a health care related field.

The **Class of 2015 chose graduate schools throughout the U.S. and around the globe.** A sampling includes:

- | | |
|--|---------------------------------|
| • A.T. Still University | • University of Minnesota |
| • Concordia University | • University of Nebraska |
| • Creighton University | • University of Notre Dame |
| • Hughston Foundation
Athletic Training Program | • University of Oslo |
| • Luther Seminary | • University of South Dakota |
| • Midwestern University | • University of Saint Thomas |
| • South Dakota State University | • Vanderbilt University |
| • University of Glasgow | • Wake Forest University |
| | • Wartburg Theological Seminary |

- Grads are working in 20 states and four countries around the world. Two out of three employed grads chose to remain in Sioux Falls. Of those, half were not originally from the region.
- Top industry choices for 2015 grads include education, health care, business and social assistance.

View more graduate outcomes at www.augie.edu/outcomes.



Dr. Eugene Hoyme '72,
chief academic officer, Sanford Health.

ALUMNI

Once an Augustana Viking, always a Viking. Nearly 30,000 Augustana alumni around the world today show their support for their alma mater in various ways, including:

- Attending events on campus, including the annual Viking Days (homecoming) as well as alumni events in cities with large concentrations of alumni
- Attending Viking athletic and performing & visual arts events
- Volunteering their time to serve as mentors to students and/or to lecture in classrooms
- Through philanthropic giving
- Offering internship and/or employment opportunities to students and graduates
- Serving on Augustana's Alumni Council and Board of Trustees
- Serving as admission ambassadors – telling the Augustana story to prospective students and parents, as well as their own children. Twelve percent of current students are AU legacies.

Notable Augustana Alumni Include:

- Jarret Brachman, former CIA analyst and terrorism expert
- Nancy Erickson, former Secretary of the U.S. Senate
- Former NFL stars Corbin Lacina, Bryan Schwartz, Les Josephson, Karl Mecklenburg, and Kevin Kaesviharn
- Former Canadian Football League stars Heath Rylance and Troy Westwood
- "Starsky and Hutch" actor David Soul
- Mary Hart, former television host of "Entertainment Tonight"
- David Lillehaug, Associate Justice, Minnesota Supreme Court
- Dr. Eugene Hoyme, Chief Academic Officer, Sanford Health
- Michael Reszler, VP for Innovation & Digital Content and Strategy, American Public Media
- Dale Hoiberg, SVP and Editor, "Encyclopedia Britannica"
- Myron Floren, accordionist
- John Hamre, CEO, Center for Strategic and International Studies
- Laurel Prieb, vice president for Major League Baseball
- Brett Szabo, former center for the Boston Celtics
- Phil Niedringhaus, special agent of FBI
- Rear Admiral (Ret) Lyle Bien, Fighter Pilot and Top Gun Instructor, US Navy
- Andrew Kightlinger, filmmaker, writer and director
- Lois Martin, CFO, EVP at Ceridian
- Jeffrey Hayzlett, primetime TV and radio host
- Dr. Robert M. Berdahl, former president of the University of Oregon, former Chancellor of the University of California, Berkeley, and former president of the University of Texas at Austin
- Linda Avey, co-founder, 23andme
- Ted Kessinger, college football coach inducted into the College Football Hall of Fame
- Dave Austad, president/owner of Austad's Golf
- Lindsay Ammann, opera singer, Metropolitan Opera
- Rev. Dr. Robin J. Steinke, first woman president of Luther Seminary



A CITY ON THE MOVE





SIoux FALLS

With a population of more than 173,000 – more than 250,000 in the metropolitan statistical area – a robust economy, countless outdoor activities, hundreds of restaurants, coffee shops and stores, sought-after internship and clinical opportunities and a vibrant entertainment scene, Sioux Falls is a great place to live and work.

Entertainment: Sioux Falls features multiple movie theaters and state-of-the-art venues for live entertainment, including the 12,000-seat Premier Center, as well as the iconic Washington Pavilion and the historic Orpheum Theatre, both located downtown. The city is also home to developmental and minor league sports teams including the Sioux Falls Skyforce (basketball), the Sioux Falls Stampede (hockey), the Sioux Falls Storm (football) and the Sioux Falls Canaries (baseball).

Shopping: From locally owned shops and boutiques, like those found at the historic 8th & Railroad Center, to major retailers such as Target, Macy's, Kohl's and Duluth Trading Company, Sioux Falls has a number of shopping districts throughout the city, including The Empire Mall, with more than 140 stores, and Scheels All-Sports, which is located near campus.

Outdoor Recreation: The city is home to more than 70 public parks. Falls Park covers 123 acres in the heart of downtown Sioux Falls and is connected to many of the city's other parks via more than 22 miles of paved bike trails that encircle the city. Rock climbing and hiking rise to new levels at Palisades State Park, just a 20-minute drive from campus.



Falls Park in downtown Sioux Falls.



KEY RANKINGS FOR SIOUX FALLS

Home to major health care centers, Fortune 500 businesses, a vibrant downtown, great options for entertainment and dining and an entrepreneurial spirit, Sioux Falls is considered one of America's great small cities. Recent accolades include:

- For 11 straight years, Sioux Falls has been identified within the top 5 in nation for “Best Small Metro for Business and Careers,” according to Forbes.com (2015).
- In 2016, MSN Money ranked Sioux Falls No. 10 among the “25 Most Livable Cities in the U.S.”
- MoneyRates.com ranks Sioux Falls No. 7 among “Best Cities for Young Entrepreneurs” and No. 6 among “Cities with Affluent Young People.”
- WalletHub ranked Sioux Falls as the No. 1 “Best Large City to Start a Business In 2016” and among the Top-10 “Best Run Cities.”

Learn more at www.augie.edu/siouxfalls



The Washington Pavilion in downtown Sioux Falls.



Welcome to the Place for Possibilities

Here, we inspire our students to dream big dreams and forge new pathways toward a brighter tomorrow. At AU, students find academic challenge, opportunities for experiential and entrepreneurial learning, support to develop inspiring careers, and guidance to help them build lives of meaning and purpose. That's why Augustana University is the place for possibilities.

- [Schedule your campus visit](#)
- [Request more information about Augustana](#)



Become the person you want to be at Augustana University.

ADDITIONAL RESOURCES

Augustana University website: www.augie.edu

Augustana University video tours: www.augie.edu/tours

All Augustana University videos: www.youtube.com/c/AugieEdu

Alumni magazine: www.augie.edu/magazine

Alumni website: www.augielink.com

Athletics website: www.goaugie.com

Augustana University Social Media: www.augie.edu/connect



OPPORTUNITIES FOR LEADERSHIP



OPPORTUNITIES FOR LEADERSHIP

Among the many objectives on which the president will be measured during his or her first three years in office are the following. They are presented here in no particular order of importance.

Maintain and Enhance the Institutional Culture

One of Augustana's most important assets is its culture. Well known for its student-centric approach, the University celebrates a culture of radical hospitality, inclusion and sense of community that has come to be its hallmark. As the president, the board and the University community address the pressures on higher education and anticipate future trends, it is critical that they balance an aggressive program of innovation on the one hand with a healthy respect for the University's community and traditions on the other.

Two aspects of University life and business are at the forefront of the University's evolution. While Augie takes great pride in its Lutheran heritage and its roots in the northern Midwest, it aspires to greater diversity of all types across its community. As Sioux Falls becomes more diverse and the University expands its academic programs and student recruitment efforts, a more diverse and inclusive University community is sought after and welcomed. The president will both serve as a model and will catalyze programs and initiatives to augment the University's diversity. The second issue is technology. Both in terms of instructional technology and, especially, administrative systems, Augustana finds itself somewhat behind its peers and aspirants. Not surprisingly, this has less to do with aversion to change than with financial capacity. As the University finds firmer footing fiscally, it is critical that it invest in technologies that provide it with both administrative efficiencies and options for multiple pedagogical approaches.

Execute the Strategic Plan and Successfully Complete the Comprehensive Campaign

The new president will take office as the University continues to pursue the goals of both a strategic plan and an ambitious comprehensive campaign, both entitled "Horizons 2019." The strategic plan is progressive, and much progress has been made to date, including the passage in FY16 of a new core curriculum. Still, much remains to be done, including especially the growth of the student body (about which more is below). The campaign, as of this writing, stands at \$33.6 million toward a goal of \$80 million. While that goal anticipates major investments in facilities, of particular note is the objective of adding considerably to the University's endowment.

To invest in the long-term potential of the strategic plan, the board has committed to running a \$1 million deficit in the University's annual budget. If progress is made on the plan's goals — particularly in the area of enrollment — the institution's budget should be structurally in balance in FY19.



To this end, a generous gift from a member of the Augustana community has ensured that the budget will balance on a cash basis in the meantime. The new president will leverage these resources, and the vote of confidence that they represent, to build the infrastructure and to create the programs and other resources necessary to the University's long-term success.

Grow the University

Augustana's strategic plan calls for an increase in student headcount to 2,500 by 2019 (2,000 undergraduate students and 500 graduate students). This is an aggressive goal, as is illustrated by the University having recorded its largest enrollment in 26 years this fall.

While recent enrollment success is justifiably celebrated both as a distinctive achievement and a harbinger of future success, it also illustrates the distance yet to be traveled. As it looks ahead, the University has assets and potentialities that support these growth objectives, including a new curriculum, a compelling culture, universally embraced values and mission and a host community whose population, economy and corporate environment are growing at a rate surpassing that of most of the rest of the country.

One of the most important decisions that the new president will catalyze is the proper size of the undergraduate population in proportion to Augie's growing number of high quality graduate programs. The University is unwavering in its commitment to the liberal arts and celebrates its history as a small liberal arts college. At the same time, significant and growing demand for pre-professional programs at the undergraduate level and terminal master's programs — particularly those that support the region's economic development by meeting the needs of its corporate, governmental and non-profit neighbors and partners — provides Augustana with an opportunity to grow student headcount. The president will work with the faculty and the community to find the proper, symbiotic balance between Augie's undergraduate and graduate program offerings.

Play a Visible and Productive Role in the Community

Augustana's president has traditionally been a significant presence in two interlocking communities. As the leader of the close-knit and highly relational University community, the president is one of the campus's most recognizable figures. In recent years, the president has been ubiquitous on the campus, a quality that the campus community in general and the students in particular have come to enjoy ... and to expect. The president is also a leader in the Sioux Falls community and will be given every opportunity to contribute to the betterment of the host community. This is both a moral obligation and a practical necessity; many of the University's most committed and generous donors are non-alumni friends from that community.



The Humanities Center.

The Sioux Falls community also provides a treasure trove of opportunities for student learning and experience. Corporate partners provide internships for students, and the city's large governmental and nonprofit sectors are fertile with opportunities for service learning. Sioux Falls is a net importer of intellectual capital, and its employers contribute substantially to Augie's recent history of 98 percent placement after graduation. The president will cultivate and steward these relationships no less energetically than those with the University's donors.

Ensure the Strength of the Faculty and Staff

As has been stated heretofore, Augie benefits from a strong and compelling institutional culture. The strength of that culture has been tested in recent times by the same forces that are attacking higher education institutions — and particularly those committed to the liberal arts — nationwide. The university has weathered the financial stresses of the past few years in part by asking its citizens to sacrifice to maintain affordability for its students. While the faculty and staff have met and exceeded their commitment to their students at an admirable level — including especially by maintaining their commitment to the intimate relationships with students that are central to the University's ethos — the lengthy period of financial constraint has taken a toll on morale. When the difficult task of revising and implementing the revision of the core curriculum for the first time in a great many years added to the financial stress, challenges to the morale of the campus were inevitable. The new president will establish an immediate culture of transparent leadership and open, active communication to address these issues and will work to ensure that faculty and staff benefit personally as well as institutionally from the success of the strategic plan.

President Rob Oliver has built a strong senior team to manage the business of the University. Over the course of the next several years, many members of that team will inevitably earn their retirement or move on to other opportunities. The new president will be proactive and diligent in maintaining and enhancing the quality of the senior team and will establish and personify the highly collaborative, student-centric approach that provides Augie with its distinctive culture.



QUALITIES & QUALIFICATIONS OF THE IDEAL CANDIDATE

Augustana's president must first and foremost believe deeply and be wholly invested in the mission and values of Augustana University.

The president will be a leader of people and institutions with a forward-thinking, proactive, innovative bent. The president will possess considerable knowledge of current trends in higher education and will demonstrate the intellect and the foresight necessary to anticipate the trends of the future. He or she will create and execute plans and programs that address those market conditions while maintaining an unrelenting commitment to the University's core values and central mission. As the leader of a Lutheran institution affiliated with the Evangelical Lutheran Church in America, the president will be an active member of a Lutheran congregation, committed to the University's Christian heritage and its broadly inclusive, expansively hospitable environment. Thus, candidates with experience in one or more faith-based institutions will be at an advantage.

The president will be committed to and an effective champion for the liberal arts and will understand and support the close and productive relationships that typify the successful liberal arts-based comprehensive university, including those between faculty and students, teaching and research, undergraduate and graduate education and curricular and co-curricular programming. To this last point, the president will be supportive of those aspects of higher education that add richness to the university experience, including residential life, the arts, athletics, community service and religious/spiritual life. Committed to shared governance, the successful candidate will be personally familiar with the core academic enterprise of the University and, to this end, experience in the classroom and familiarity with scholarly research will be a significant advantage. The ideal candidate will possess an earned terminal degree; in exceptional cases, personal and professional experience may be considered in lieu thereof.

The president will possess superior communication and relationship-building skills and will demonstrate the personal qualities necessary for success in alumni and community relations and fundraising. He or she must have a passion for students and their success, combined with a commitment to community writ large. In support of this passion, the successful candidate will demonstrate a proven track record for creating and strengthening relationships with multiple stakeholders, and successful, hands-on experience with constituent relations and fundraising is strongly desired.

Augie's president will have experience at the leadership level of an institution of equal or greater complexity, including at least 10 years of progressively responsible managerial experience. Candidates with successful experience in the development and execution of strategic plans will be at a particular advantage. Deep understanding of the business of higher education and institutions of Augustana's type, combined with strong financial skills and business acumen, is absolutely required, and candidates with a track record of growing or building programs or institutions are particularly encouraged to apply.

Personally, the president will be a realistic optimist whose spirit of innovation and drive to succeed transcend both good and challenging times. A sincere, authentic person with an accessible, approachable personal style, the president will demonstrate the core qualities of great leadership, including unimpeachable integrity, intelligence and intellectual curiosity, significant emotional maturity, excellent judgment, diplomacy, courage of convictions, perseverance and a track record of institutional commitment, a collaborative approach, humility and a sense of humor.



PROCEDURE FOR CANDIDACY

Confidential inquiries, nominations and applications are invited. Review of applications will continue until the position is filled. Candidates should provide a resume or CV, letter of application that addresses the responsibilities and requirements described in the leadership profile and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via email to Dennis M. Barden and Ann A. Yates at **AugustanaUniversityPresident@wittkieffer.com**.

For fullest consideration, materials should be received by December 31, 2016.

Material that must be mailed may be sent to:

President
Augustana University
C/O Witt/Kieffer
Attention: Ann A. Yates & Dennis M. Barden
2015 Spring Road, Suite 510
Oak Brook, Illinois 60523

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled or quoted in part from Augustana University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.