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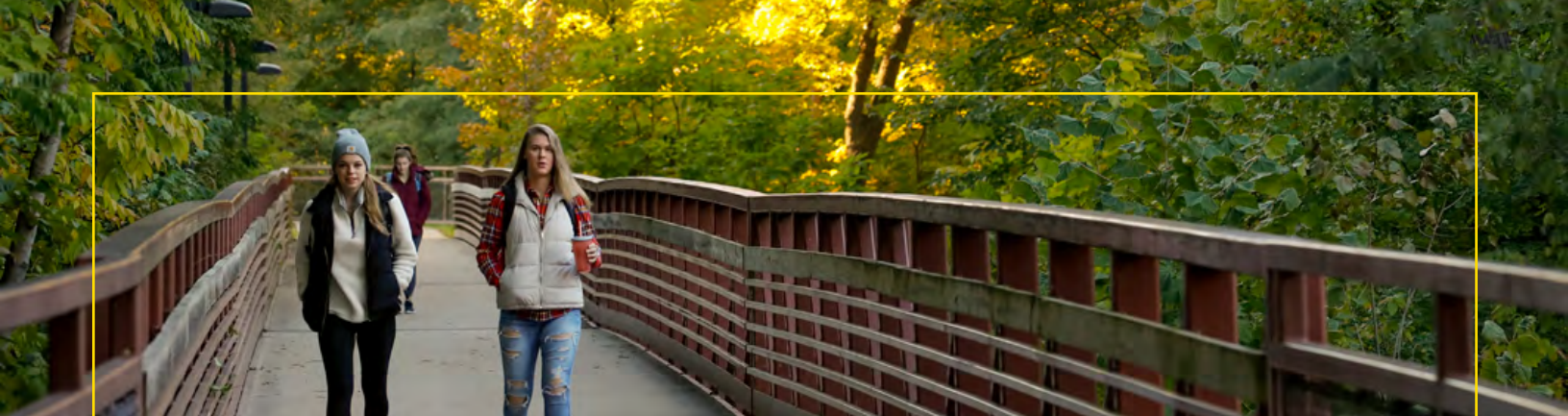
PRESIDENT



Augustana College

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THE SEARCH

Augustana College announces the search for its 9th president. The college, founded in 1860, is located in the vibrant Quad Cities metropolitan region along the Mississippi River. This presidency affords an exceptional opportunity to lead an institution with a proud history and outstanding reputation, building upon the momentum

of a highly successfully \$135 million capital campaign and a campus community poised to develop its next strategic plan. The successful candidate will be welcomed by a Board of Trustees and campus community eager to partner with a new leader capable of setting a bold agenda for Augustana's future.

ABOUT AUGUSTANA

Located in Rock Island, Illinois, [Augustana College](#) is a private, selective, residential college of the liberal arts and sciences serving 2,500 mostly undergraduate students. Augustana is committed to offering a challenging education that develops the qualities of mind, spirit and body necessary for students to discern their life's calling of leadership and service in a diverse and changing world. All elements of the college – the distinguished and experienced faculty, dedicated and student-centered staff, values-oriented curriculum, and experiential learning opportunities – contribute to educating the whole student and to helping students see connections across their educational experience.

Founded as Augustana Seminary in Chicago in 1860 by Swedish university graduates under the auspices of the national Lutheran church, Augustana moved to Rock Island in 1875. Throughout its history, Augustana has maintained its commitment to the liberal arts and to its Lutheran roots, which today takes the ecumenical approach of welcoming all faiths in a community that values diverse backgrounds and perspectives, and promoting interfaith understanding as central to educating the whole person. Augustana is one of 26 colleges and universities affiliated with the Evangelical Lutheran Church in America (ELCA). The college has had a Phi Beta Kappa chapter since 1950, and is a member of the Annapolis Group, which represents the leading national liberal arts colleges across the United States.

With just eight presidents in its 161-year history, Augustana has benefited from strong and stable leadership. Steven C. Bahls joined Augustana as president in the summer of 2003, and his nearly 20-year tenure has been transformative. During this time, Augustana grew enrollment by almost 10 percent, grew the faculty size by 13 percent, and added 16 new academic programs and 7 new athletics teams. Anchored by two capital campaigns during President Bahls' tenure, more than \$285 million in private gifts were raised, which helped expand academic, recreational, and residential facilities to better serve the physical, social, spiritual, and academic needs of students. The [Five Faith Commitments](#) – interfaith engagement, social justice, spiritual exploration, reasoned examination of faith, and vocational discernment – representing the college's commitment to its Lutheran roots, are now integrated into the mission, purpose, and goals of the institution.

In January 2021, President Bahls announced plans to retire at the end of the 2021-2022 academic year. Originally planning to retire in July 2021, he delayed his retirement in order to lead the college through the challenging years of the pandemic. Augustana was among the institutions that offered in-person classes paired with remote learning opportunities during the 2020-2021 academic year, and the college continues to make great efforts to ready itself to face the challenges ahead and prepare for a successful presidential transition.

STRATEGIC PLAN

Strategic planning is central to Augustana's culture and has guided financial and programmatic decision-making through the years. Augustana's strategic plan, [Augustana 2020](#), adopted in spring 2014, has been extended with an addendum, [Augustana Forward](#), until summer 2022. The four strategic directions of the original plan remain relevant and focus on:

1. Enhanced Preparation, to ensure students have distinguished career and graduate school successes;
2. Integrated Experiences, to facilitate transformative learning;
3. Affordability and Value, to increase access and expand opportunities; and
4. Diversity and Inclusion, to ensure that Augustana is welcoming to all, and all graduates are prepared for a diverse and changing world.

Approved in January 2020, *Augustana Forward* sets a vision for building on these four strategic directions with emphasis on preparing for growth through 2025, maintaining Augustana's distinction as a best college value, and leveraging the engagement of important stakeholders. Additionally, the college's [Fit for the Future](#) report, presented to the Board of Trustees in January 2021, outlines what the college can do in the "now, near, and far" to ensure continued success. *Fit for the Future* boosts the college's existing strategic plan by suggesting areas of focus for the next 2-4 years, consistent with *Augustana Forward*, while acknowledging the unique challenges and opportunities that the COVID-19 pandemic created. It highlights critical areas of focus to ensure the college is fit for the future and positioned well for the new president to lead the development and launch of the next strategic plan.

DIVERSITY, EQUITY & INCLUSION

As the college has grown more diverse and inclusive of those historically underrepresented on the campus, additional efforts have been undertaken to create pathways that advance diversity at all levels. A cabinet-level position, vice president for diversity, equity and inclusion, was added in 2018, and soon after that a Diversity, Equity and Inclusion Strategic Plan was developed. The college created the [Diversity Efforts Inventory](#) to provide an overview of actions and strategies being undertaken to enhance intercultural competence in the areas of recruitment, student life, academic affairs, faculty development, institutional research and assessment, and board and senior leadership. For the second year in a row, Augustana has been recognized for these efforts with the Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education.

MISSION, PURPOSE & GOALS

MISSION

Augustana College, deeply rooted in the liberal arts and sciences and an inclusive expression of Lutheran higher education, is committed to offering a challenging education that develops the qualities of mind, spirit and body necessary for students to discern their life's calling of leadership and service in a diverse and changing world.

PURPOSE

The purpose of Augustana College is to afford an opportunity for a higher education in the liberal arts that provides for the development of all dimensions of human existence, in a manner consistent with the higher education values of the Evangelical Lutheran Church in America. As a community dedicated to diversity, equity and inclusion, Augustana prizes interfaith engagement, commitment to justice, spiritual exploration, reasoned examination and vocational discernment. In carrying out this purpose, the college shall assure freedom of academic inquiry and expression.

GOALS

The goals of Augustana College are:

- To develop in qualified students the characteristics of a liberally educated person through a program of general studies.
- To develop in each student expertise in a major field of study.
- To encourage each student to confront the fundamental spiritual issues of human life by discerning their individual and communal callings, supported by the academic study of religion and the campus ministry program.
- To supplement students' formal curricular programs with a full range of opportunities for personal growth and vocational discernment through participation in co-curricular activities.
- To encourage the personal and social growth of students through its residential life programs and extracurricular activities.
- To offer the church and local communities the benefit of its programs and staff within the context of its basic mission as an undergraduate liberal arts college.

ACADEMICS

Augustana's strong [academic programs](#) include 90 majors and related programs in the full range of liberal arts and sciences disciplines and pre-professional studies. The college's most popular majors are biology and pre-medicine, education, accounting, communication sciences and disorders, and environmental studies. Augustana offers relevant programs that meet student and workforce needs and has strategically added new in-demand and forward-thinking programs that build upon the liberal arts. In recent years, the college has added majors or minors in creative writing, environmental studies, ethics, graphic design, pre-nursing, and public health. The newest additions include majors and minors in data analytics and kinesiology and a new master's of science in speech-language pathology. A bachelor's of science in engineering has been approved and, pending approval from the Higher Learning Commission, will be available as a major in fall 2022.

With an average class size of 18 and a 11:1 student to faculty ratio, Augustana's small size and collaborative environment foster close connections between students and faculty. The 201 full-time and 59 part-time dedicated faculty are committed to student success, and 91 percent serve as student advisors. Of the full-time faculty, 60 percent are tenured and 90 percent hold a doctorate or terminal degree in their fields.

In keeping with Augustana's liberal arts foundation, students begin and end their education with important structured inquiry that helps them make connections across disciplines during their four years. It starts with First-Year Inquiry, a multidisciplinary sequence of courses that teaches students to think about and communicate challenging ideas, and to value different



RANKINGS & RECOGNITION

U.S. NEWS & WORLD REPORT, 2020

#96 of 233 liberal arts colleges nationally

#36 in First-Year Experience, #1 in Illinois

#42 in Most Innovative Schools, only Illinois college

#43 in Best Undergraduate Teaching

PRINCETON REVIEW, 2019

Best in the Midwest

NICHE, 2019

#11 Best Colleges in Illinois

OPEN DOORS, 2020

#24 among U.S. baccalaureate colleges for number of international students

THRILLIST, 2014

Top 25 Most Beautiful College Campuses in America



ACADEMICS (CONT.)

views and perspectives. It culminates with Senior Inquiry, a substantial creative or research project developed in the major with a faculty mentor. Senior Inquiry deepens students' knowledge in their majors and across the liberal arts disciplines.

The flexible curriculum encourages cross-disciplinary learning, and nearly half of Augustana students double-major. The selective Honors program at Augustana is highly regarded for its blend of challenging coursework, interdisciplinary study, community of engaged learners, and hands-on experience. More than half of Augustana students experience the world through study away programs, which include semester long experiences and shorter opportunities in the United States and worldwide. A number of centers complement the traditional mix of academic programs, providing enhanced learning and research opportunities in fields, such as: Creativity, Polar Studies, Ethics, Judaism and Jewish Culture, Pluralism and the Civil Sphere, Whistler Criticism, Faith and Learning, and Swedish Immigration Research.

Augustana's curriculum and faculty are consistently recognized through grants for innovative projects by major foundations, including the Margaret A. Cargill Foundation, National Institutes of Health, John Deere Foundation, National Science Foundation, and the Teagle Foundation. Augustana actively promotes, underwrites and administers research projects involving both professors and students. Research work has included major projects funded by the National Institutes of Health, the National Science Foundation, the American Chemical Society's Petroleum Research Fund, Argonne National Laboratories, and the American Heart Association.

The faculty has also proven to be adaptable. Before last year's pivot to hybrid and remote learning due to the pandemic, the college had already undergone a recent major academic change, transitioning in fall 2019 from a trimester calendar to a semester calendar. This significant change was planned over the course of three years. The change also introduced a January "J-term," which offers students more opportunities for short-term projects, internships, and study away.

Augustana's distinctive model for experiential learning, advising, and career and professional development, [CORE](#) (Careers, Opportunities, Research, Exploration), takes a tradition of strong advising to the next level. CORE uses a student-centered, developmental approach to support students in their vocational and career exploration as they as they figure out who they



are and how they want to live that out with and for others in the world. Career coaches work side-by-side with students to maximize their learning and apply it to their next steps in college and after graduation.

Experiential learning is the foundation of CORE. Signature programs include the Entrepreneurial Center (EDGE), where students provide communications, marketing, and creative services to community organizations; the Upper Mississippi Center (UMC), where students and faculty work on sustainability challenges faced by local communities; International & Off-Campus Programs (IOP); Internships; and Student Research. Augie Choice makes these experiences accessible to all students by providing funding of up to \$2,000 to each student. Students choose their Augie Choice experience in their junior or senior year for its impact on their education, career, and life goals.

STUDENTS & STUDENT LIFE

Augustana is home to approximately 2,500 students (not surprisingly, the pandemic affected fall 2020 enrollment, which was down to 2,376 after averaging 2,542 over the previous five years). In fall 2020, 22 percent were domestic students of color, 11 percent were international (representing a steady increase in recent years), 45 percent were male, 24 percent were Pell Grant recipients, and 23 percent were first-generation college students. While 75 percent of students come from Illinois, that number has been decreasing, and the college draws from more than 30 states and nearly 40 countries.

Augustana attracts academically prepared students who are seeking to further their academic success and develop personally and professionally. The average grade-point average for entering freshmen is 3.4, with higher than average test scores (over 1150 SAT, 26 ACT). That preparation and the quality of an Augustana education are reflected in strong retention and graduation rates. The retention rate for undergraduates who started in fall 2019 was 85 percent, which is fairly consistent with prior years and relatively unimpacted by the pandemic. The latest six-year graduation rate was 77 percent, and 98 percent of students reported being in graduate school, employed, or in professional service within the year of their graduation.

Augustana is a residential campus where most students live on campus for their first three years. Following two years of living in traditional residence halls, juniors typically live in a transitional living area (apartment-style housing and single-family homes on campus), and seniors live on campus or in the surrounding neighborhood. Residential life offers integrated developmental programming each year, focusing on the academic, vocational, and personal issues students need to build life skills for independence.

With more than [150 organizations](#) to choose from, Augustana students are engaged and active: 82 percent volunteer in the community; more than 50 percent are in varsity, club, or intramural sports; 40 percent are involved in Greek life; and about 25 percent are active in the performing arts. With groups including the Black Student Union, Campus Kitchen, Enactus, Hillel, LatinX Unidos, Muslim Student Association, Relay for Life, and more, students can find opportunities for leadership, service, and engagement. Augustana also has a robust fraternity and sorority community, in which



Augustana is ranked in the top 10 in the nation (all divisions), #1 in the conference, and #1 in Illinois for number of NCAA Academic All-Americans.

The [Augustana Vikings](#) compete in the NCAA Division III College Conference of Illinois and Wisconsin (CCIW). Athletics have expanded to include 28 varsity sports. Men's varsity teams include baseball, basketball, cross country, football, golf, lacrosse, soccer, swimming & diving, tennis, track & field, volleyball, water polo, and wrestling. Women's varsity teams include basketball, bowling, cross country, golf, lacrosse, soccer, softball, swimming & diving, tennis, track & field, volleyball, water polo, and wrestling.

The Vikings compete on the field and in the classroom, with student-athletes regularly earning Academic All-American status. The Vikings have also won over 200 CCIW team championships and four NCAA DIII team championships, and qualified more than 250 teams for national competition in recent years.

students are encouraged to develop their academic, social, and leadership skills to make community service contributions. The 14 Greek organizations are autonomous, all of them founded at Augustana and with no national affiliation. In keeping with Augustana's academic focus, there are more than 40 professional, departmental, and honors organizations, including a Phi Beta Kappa chapter.

[Fine and performing arts](#) flourish at Augustana, and the college has invested in premier performance spaces and in extensive holdings in the visual arts to help facilitate these creative pursuits. Augustana's talented musicians and artists, both majors and non-majors, have numerous opportunities to participate in theatre productions, music ensembles, and art shows. Several of the ensembles tour each year in the region, around the country, or overseas.



CAMPUS & LOCATION

The 115-acre campus is known for its beautiful grounds and iconic Old Main, listed on the National Register of Historic Places. Located near downtown [Rock Island](#), Augustana's campus features residence halls, academic buildings, athletic facilities and fields, and a variety of performance spaces. Augustana has invested nearly \$115 million in campus improvements in recent years. Guided by a master plan, the purposeful design has transformed and modernized the campus to allow for flexible classroom spaces, improved living facilities, and increased opportunities for engagement. Recent projects include Swanson Commons, Parkander Residences, renovation of Carlsson Evald Hall, renovation of Old Main, Brunner Theatre Center and a new outdoor pavilion, an addition to Hanson Hall of Science, the renovation of John Deere Planetarium, The Gerber Center for Student Life, The Austin E. Knowlton Outdoor Athletic Complex, the expansion of the Betsey Brodahl Building to accommodate the new master's program in speech-language pathology, and Thorson-Lucken Field.

Set to open in summer 2021, Augustana's newest building on campus is the \$18 million Peter J. Lindberg, M.D., Center for Health and Human Performance. This state-of-the-art 55,000-square-foot facility will be home to the college's academic programs in kinesiology and public health. It will also house the new natatorium, bringing with it expanded opportunities for swimmers and divers and the new varsity teams in men's and women's water polo.

QUAD CITIES & ROCK ISLAND

The [Quad Cities](#) consists of four cities in two states (Rock Island and Moline in Illinois, and Davenport and Bettendorf in Iowa) with multiple bridges connecting them. It's a diverse, growing community of more than 400,000 people, located where the Mississippi River and I-80 (plus three other interstate highways) meet, just 165 miles west of Chicago. This vibrant metro region is home to the Deere & Company World Headquarters and Rock Island Arsenal, and hosts numerous Fortune 500/1000 employers. Major employers in the region include Arconic, Genesis Health System, Hy-Vee, Kraft Heinz, and UnityPoint Health – Trinity. The Quad Cities offers students internships, employment, research sites, volunteer opportunities, student-teaching options, and more.

With festivals, farmers' markets, bike paths, museums and the arts, historical sites, and a minor league baseball team, the [Quad Cities](#) offer an array of outdoor activities and Midwestern hospitality, from culture and sports to arts and performances, all along the world-renowned Mississippi riverfront. Downtown Rock Island is home to the Quad City Botanical Center, a historic Victorian neighborhood, an eclectic mix of restaurants, and hosts a variety of events throughout the year. The cost of living in the Quad Cities is 16 percent below the national average (*Forbes*, 2020), contributing to its ranking as the 6th most affordable place to live and the 79th best place to live in the U.S. (*U.S. News & World Report*, 2020).

FINANCES & AFFORDABILITY

Augustana has worked to continually improve and strengthen its [financial position](#), guided by its values and a commitment to financial stewardship, thoughtful and strategic program development, and care for students and employees.

Augustana is proud of its ability to provide a high-quality education to promising students with financial need and remains committed to accessibility. Nearly \$50 million is awarded annually from various sources, including Augustana scholarships. Ninety-nine percent of students receive financial aid, and for the 2019 entering class, the average for all scholarships and grants was \$32,719. Augustana has been recognized for this commitment to affordability with *U.S. News and World Report* 2020 rankings for #66 in “Best Value” and #94 for “Top Performers on Social Mobility.” In 2019, *College Factual* ranked Augustana in the top 5 percent nationally as a “Best College for the Money.”

While delivering on affordability, Augustana has maintained financial stability. The operating budget for this fiscal year is \$75.6 million on the revenue side, forecasted to break even (after fully funding depreciation) with \$4.6 million of college-allocated COVID-relief funding. The college has net assets in excess of \$300 million and surpluses over the past five years averaged approximately \$2.17 million per year. The college has \$48 million in debt and a current Moody’s rating of Baa1 with a stable outlook.

The endowment is valued at approximately \$160 million. Augustana recently completed the *AUGUSTANA NOW* campaign, surpassing the \$125 million goal by more than \$10 million. The comprehensive five-year campaign enhances the college’s commitment to improve affordability, prepare graduates who are ready for the world, offer innovative learning experiences, and promote diversity, equity and inclusion.

LEADERSHIP & GOVERNANCE

The president is supported by an engaged and accomplished Board of Trustees, a dedicated and experienced leadership team, and a talented faculty and staff.

Up to 40 members comprise the [Board of Trustees](#), a diverse group of individuals who typically serve two 4-year terms. The board regularly meets three times during the year. Board members are selected by the board’s Good Governance Committee, with the exception of the president, the Bishop of the Northern Illinois Synod, and a representative designated by the Church-wide organization. The board recently reorganized its committee structure to better align with the strategic priorities and operational needs of the college. The five active committees include: Students First, Good Governance, Audit & Risk, Financial Health, and Innovation & Competitive Positioning. All board members serve on one committee.

The [president’s cabinet](#) includes seven members who help direct the day-to-day operations of the college: chief financial officer and vice president of administration; executive vice president of external relations; dean and vice president of student life; general counsel; vice president of academic affairs, provost, and dean of the college; vice president of diversity, equity and inclusion; and assistant vice president of communication and marketing.

Collaborative leadership and a commitment to shared governance is an important feature of Augustana, demonstrated through an active Faculty Council. The council consists of ten faculty members elected by rank and division. Each rank is represented by at least two faculty members and each division is represented by at least one faculty member. Members of the Faculty Council advocate for the concerns and interests of the faculty, the academic program, and the mission of the college, as well as serve as a consultative body for the administration. Additionally, every other year the Board of Trustees invites a significant number of faculty to its annual winter retreat to participate in meetings and discussions.

The president is also supported by advisory councils. The Student Advisory Council meets quarterly with the president to discuss the needs of Augustana students. Alumni leaders comprise the President’s Advisory Council and work to advance the strategic goals of the college with a focus on engaging stakeholders, planning for the future, and ensuring sustainability while effectively fulfilling the college’s mission. The Quad Cities Employers Council is focused on building relationships between the college and the community as part of a larger, comprehensive plan to grow and enhance the vitality of the region.



LEADERSHIP AGENDA

The next president will be welcomed by a campus that is deeply committed to the liberal arts, to vocation and professional development, and to focusing on the whole student. Augustana has been nimble in response to the challenges facing higher education and the broader society, demonstrating the vision and versatility of its community of leaders which has led to financial stability. The new president will be joining Augustana at a critical time to build on this foundation while planning and establishing a vision for the future of the institution. The leadership agenda for the next president includes the following opportunities:

- Anticipating higher education trends and post-pandemic realities, develop a bold strategic plan to prioritize and coordinate resources and projects to advance the college's mission.
- Promote and cultivate Augustana's distinctiveness and niche relative to competitors, leading to continued enrollment success.
- Sustain and enhance Augustana's academic reputation by ensuring that the college can attract and retain an outstanding faculty and by supporting and promoting excellence in scholarship and teaching.
- Maintain a commitment to diversity, equity, and inclusion as a distinguishing characteristic of the college; build on Augustana's current student diversity and become equally successful in increasing the diversity of faculty, staff, and college leadership.
- Continue the excellent connection to the Quad Cities community by being proactive and engaging; expand relationships, partnerships, and opportunities that benefit Augustana's students and improve the vitality of the region, which also includes undertaking enhancements in the surrounding neighborhood.
- Sustain Augustana's strong financial health and enhance available resources to achieve aspirational goals.
- Collaborating with the Board of Trustees and campus constituencies, develop a plan to remain an affordable, selective, residential liberal arts college that can attract and support an increasingly diverse student body.
- Strengthen Augustana's value proposition by leading the board, faculty, and staff in an examination of student needs, expectations, and outcomes to determine how best to meet them, given available resources.

DESIRED & REQUIRED EXPERIENCE & QUALIFICATIONS

The next president of Augustana College will:

- Be an effective communicator who can inform and inspire by articulating the college's commitment to the liberal arts and to vocation and who will recognize the value of each person's contribution to the community
- Possess excellent listening skills, deep intellectual curiosity, inner strength and stamina, an approachable and engaging demeanor, and the desire to be a visible presence on campus and in the community
- Be a leader and innovator who establishes priorities and sets goals for achieving them with a sense of urgency
- Demonstrate a commitment to and a track record of success in promoting equity and inclusion
- Exhibit success and passion as a fund-raiser and in establishing partnerships to advance mission
- Have extensive experience in higher education or significant understanding of the educational enterprise, and an excellent record of working with governing boards
- Demonstrate a commitment to shared governance and the collaborative, consultative, transparent decision-making traditional in a higher education community
- Have a solid understanding that higher education is both a business and a calling and the ability to balance the roles of running the business of a college and caring for its people
- Honor the college's Lutheran affiliation and support its Five Faith Commitments to interfaith engagement, social justice, spiritual exploration, reasoned examination, and vocational discernment





PROCESS OF APPLICATION & NOMINATION

The search committee for Augustana College's next president is being assisted by Academic Search. Applications, nominations, and expressions of interest can be submitted in confidence to AugustanaPresident@academicsearch.org. Applications should consist of a substantive cover letter addressing the qualifications and expectations listed above, curriculum vitae, and a list of five professional references with contact information and a note indicating the nature of your working relationships with each; references will not be contacted without the explicit permission of the candidate. Applications will be accepted until the position is filled, but only those received by **September 6, 2021** can be assured full consideration.

Confidential conversations about this opportunity may be arranged by contacting consultants Jay Lemons at Jay.Lemons@academicsearch.org, Sharon Herzberger at Sharon.Herzberger@academicsearch.org, or Jennifer Kooken at Jennifer.Kooken@academicsearch.org.

Augustana College is an Equal Opportunity Employer. Augustana provides equal opportunity to all qualified employees and applicants without regard to race, national origin, religion, sex, sexual orientation, gender identity, age, disability, veteran status, and any other category protected by federal, state, or local law.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Augustana College in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute. For more information, visit www.academicsearch.org.



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