Department of Business Administration

Strategic Plan

2024-2029

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INTRODUCTION

The Business Department Faculty are committed to academic excellence for all of our students. We remain optimistic regarding the future and our role in educating the students at Augsburg University.

The strategic planning update began in March of 2022 with the refinement of the mission statement and the student learning outcomes by business major. The process was continued through-out the Spring term and completed in May. The business department faculty voted to approve the new strategic plan on May 15th, 2022.

MISSION STATEMENT

Our mission is to prepare students for professional careers in business and for graduate studies. This preparation involves a rigorous curriculum that stresses ethics, business analytics, communication, experiential learning and emphasizes theory, practice and critical thinking. The department has close ties with the business and non-profit communities who help foster opportunities for internships, and future job prospects. The faculty believe they can best serve both the student and the community by providing an education that is relevant to the needs of the community, technically competent, socially aware, and ethically based.

ENVISONED FUTURE

The Business Department aspires to become the best business school in the Twin City area and ultimately one of the nation's leading private business schools.

The faculty believe in the need for the following program attributes: entrepreneurship, innovation, collaboration, ethics, data analytics and globalization. These themes are the foundation of our mission and will enable attainment of our envisioned future as an organization.

EXECUTIVE SUMMARY

The Business Department was established in 1981. From the beginning, the faculty and staff of the department have established excellence as their goal. This goal applies to academic programs, strategic management, assurance of learning outcomes, faculty recruitment, hiring, retention, and development. The Business Department has structured itself around the fundamental concept of continuous improvement. The faculty are committed to delivering a high-quality academic program that meets the needs of students and are responsive to the needs of the business and non-profit communities. The key strategic areas for the Business Department are the following: entrepreneurship, innovation, collaboration, ethics, data analytics, globalization, and the retention of our faculty and staff.

The MBA program was started in 2004 as a part-time, one class a week with 26 months to completion. Minnesota has more Fortune 500 companies per capita than any state in the country and our MBA Program is one of the top three programs in the Twin Cities according to the local

business magazine. The target market for the program are working adults, age 25-65 with at least 2 years of business experience.

SITUATION ANALYSIS

Augsburg University is proud of its heritage in the Minneapolis-St. Paul Metropolitan Area. The inner-city location is critical to understanding many of the forces that impact the community and the university. The Twin Cities thirteen county metropolitan area has a population of 3.5 million people. A majority of our students are from Minnesota and are a diverse and talented group.

The state of Minnesota has seen decreases in high school graduates, and Augsburg University has been able to pivot by recruiting one of the most diverse student populations in the state with over 60% of our 2019, 2020, 2021 and 2022 freshman classes comprised of students of color. In 2023/2024 our incoming freshman class was over 80% are students of color.

The next 4 years of recruitment are projected to be down due to birth rates from the 2008 recession and the impact of the coronavirus on higher education and private schools in particular. In addition, the number of FAFSA's completed for high school seniors has dropped to a low of 68% in the spring of 2022; a key indicator of low enrollment for the coming year.
In addition, the state legislation passed the Northstar Initiative; a program that offers free tuition to state universities for families who make less than $80,000 per year. This new initiative could have a negative impact on our ability to recruit and retain students given our student body.

In response to the situation analysis, the business department has introduced the new Auggie Entrepreneur Cup, partnered with the Graphic Arts Department, revised the MIS curriculum and introduced a new Sports Management Degree. For the Sports Management Degree, the Business Department partnered with the Exercise Science Department to create an interdisciplinary degree that will be based in the business department. The analysis for the degree was completed by our MBA students and confirmed a significantly growing industry with very little competition in the Twin City area. The new Sports Management degree will be offered in the 2024/2025 academic year.

COMPETITIVE ANALYSIS

The competition in the Twin Cities is intense with at least 7 private schools along with the University of Minnesota competing for a declining population of graduating high school seniors. The highlights of the competitors:

1) The University of Minnesota Carlson School of Business, a publicly funded, AACSB accredited institution, is in close proximity to Augsburg University and enjoys a strong reputation in the Twin Cities community.
2) The University of St. Thomas, an accredited AACSB private school, with campuses in St. Paul and Minneapolis and over 6000 undergraduate students. St. Thomas has a substantial endowment and significant alumni presence. St. Thomas offers 12 business majors to Augsburg's eight degrees and are higher priced than Augsburg. St. Thomas has a strong MBA program with

part-time, on-line and executive options (in 2020, St. Thomas announced the discontinuation of the full-time MBA program due to poor enrollment and a reduction in staff and faculty).

3) Bethel University offers 7 majors for their day program and is slightly lowered price in the market. Their traditional undergraduate program is ACBSP accredited. Their adult undergraduate business program has been struggling with enrollment. They have few full-time faculty and rely primarily on adjuncts to deliver their courses. Their MBA program has struggled with low enrollment, is completely online and may be merging with their leadership program to survive.
4) Concordia University is of one the least expensive private universities in the Twin Cities market. They have lowered their tuition to $20,000 a year by taking away all of the discounts many universities offer. Their on-line program adult undergraduate and MBA program is popular and is outsourced to a vendor to manage and promote. Concordia receives a percentage of the revenue and the vendor is responsible for the advertising and promotion to attract students.
5) St. Kates University offers 7 different majors and is higher priced than Augsburg. St. Kates is one of the few, female only universities in the country. They have a strong alumni association and recently moved their MBA graduate program in business to an on-line program with poor results. In the past, they were closely aligned with St. Thomas University but that partnership ended with St. Thomas offering similar degrees in nursing, physician assistance, social work, education and business.
6) St. Scholastica has closed their downtown St. Paul campus and targets the adult undergraduate market. They offer 6 adult business degrees. They are slightly less expensive than Augsburg but they have been struggling financially due to declining enrollments.
7) Hamline University is more slightly more expensive than Augsburg and offers 6 different undergraduate business degrees. Their MBA program has struggled with enrollment and have recently started a data analytics graduate degree.
8) St. Mary's University is less expensive, offers more degree options than Augsburg in the undergraduate program and offers more adults undergraduate degrees. They offer accelerated 5 week courses for working adults. They are the low-cost option in the Twin Cities for private education.

In summary, Augsburg University's undergraduate program's market position places the business program as a competitively priced programs with strong options for undergraduates. The undergraduate day program continues to do well and has rebounded nicely with strong enrollment numbers. The business department has over 25% of the total students at the university and is a significant contributor to the financial success of the institution.

The undergraduate adult program has lost significant market share to competitors who are offering accelerated 5-week adult completion programs. Augsburg was offering a 15-week schedule, with very little flexibility, a requirement for a foreign language and a physical education courses. In response to the lost revenue, Dr. Boeh, department chair, has led the change to an accelerated 8-week courses for working adults. The change began in the fall semester of 2019 and the response has been very positive (It is possible for adult students to complete degrees in accounting and marketing in the accelerated program) but we require marketing funds to communicate the change to the target market. We have found that if the adult student has a positive experience they often will then apply for the MBA program.

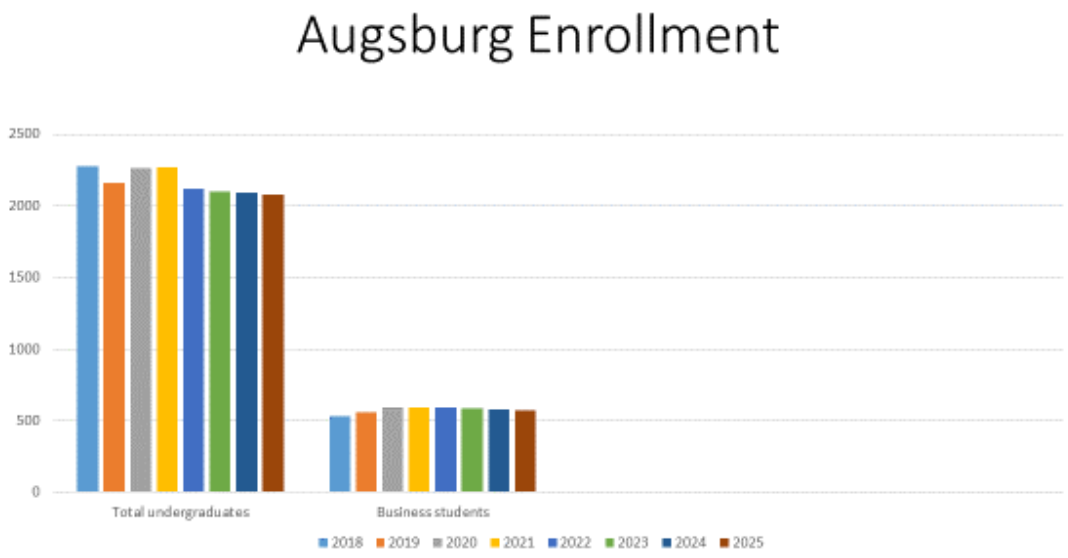
For the 2023/2024 academic year, Table 1 lists the private schools, their tuition, number of undergraduate business degree options and if they offer an MBA program.

Table 1- Competitive Analysis

University	**Tuition**	**Business Degrees**	**Accreditation**	**MBA Program**
Augsburg University	$43,142	8	ACBSP	Yes
Bethel University	$42, 760	7	ACBSP	Yes
Carlton College	$65, 043	0	NA	No
College of St. Benedict	$53,884	3	No	No
Concordia University- St. Paul	$23, 900	5	No	Yes
Gustavus Adolphus College	$55, 445	4	No	No
Hamline University	$46,616	6	No	Yes
Macalester College	$64, 678	0	NA	No
St. Johns University	$53, 942	3	No	No
St. Mary's University	$38, 780	8	No	Yes
St. Catherine University	$48,864	7	No	Yes
St. Olaf University	$56, 970	0	NA	No
College of St. Scholastica	$40, 454	6	No	Yes
University of St. Thomas	$50, 788	12	AACSB	Yes
Average Tuition	$48,947	7		

Augsburg University has stabilized its enrollment over the past few years (table 2) and we are projecting slight declines in the next 5 years as graduating seniors continues to see a slight decline due to fewer births since the great recession in 2008. Augsburg will continue to benefit from its commitment to a diverse student body and should see growth in new programsto off-set fewer students graduating from high school.

Table 2 Enrollment projections



The Business Department has over 25% of the total students and over 40% of the total credits given for the university. The financial well-being of Augsburg University is contingent on a healthy Business Department. In table 3, the number of students graduating are summarized for the past 5 years in the undergraduate programs and for MBA. The table shows strong growth in business majors and more of our undergraduate students seeking a career in business. We believe the changes we have made with the entrepreneur, data analytics minors, the new sports management degree and the Auggie Entrepreneur Cup will help drive the growth in the difficult year ahead. We also have a very engaged faculty who help with recruiting and are highly visible on campus. The Augsburg Business Organization (ABO) and the finance and accounting clubs help recruit new students as well.

Table 3 - Graduation by Major

Major	2017	2018	2019	2020	2021	2022	Total
Accounting	12	13	19	24	18	12	98
Business Administration (Music)	8	5	6	10	10	4	43
Business Administration/Economics	9	6	8	17	8	11	59
Finance	24	20	30	14	23	25	136
International Business	11	6	11	8	9	5	50
Management	25	28	25	28	32	29	167
MIS	11	9	16	11	7	18	72
Marketing	26	34	35	39	31	33	198
Sports Management *2024/2025	0	0	0	0	0	0	0
Total	**126**	**121**	**150**	**151**	**138**	**137**	**823**

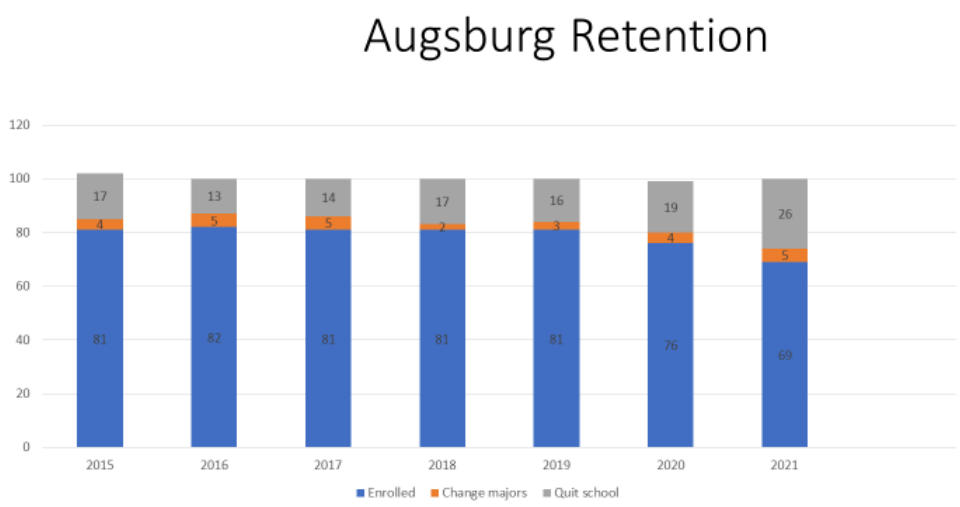
We continue to support a significant number of students with an academically and professionally qualified faculty.

BUSINESS MAJORS

The Business Department currently offers degrees in eight areas: Management, Accounting, MIS, Finance, Music- Business, International Business, Marketing and Business-Economics (Sports Management will be offered in 2024/2025). Marketing is our most popular major with management second and finance third.

The retention rates are something we measure on an annual basis and like many institutions of higher learning, we have suffered the past few years with retention rates. In the past, Augsburg University was in the 81% range for retention. However, during the pandemic, our numbers dropped to 69% due to the challenges of covid (The retention rates are for the entire university). We do not track retention rates for business students but we believe we are following the same pattern, given the number of sections we have reduced for the fall of 2022. Table 4 illustrates the impact on student retention.

Table 4 – retention rates



Student Post Graduate Employment

Table 5 is an excellent summary of the employment data for students graduating from Augsburg with a business degree. As you can see, the number have improved the last two years as the economy has recovered from the economic impact of covid. Our students are taking advantage of low unemployment rates in order to achieve their first fulltime positions. The majority of students are in the business and healthcare sectors.

Table 5 Graduate Employment

Business Administration Department Graduates	**2017**		**2018**		**2019**		**2020**		**2021**		**2022**
	Num	%	Num	%	Num	%	Num	%	Num	%	Num
Continuing Education	3	2.48%	4	3.39%	5	3.68%	4	2.68	6	4.76	6
Employed Full-time (on average 30 or more hours per week)	99	81.82%	90	76.27%	88	64.71%	93	62.42	79	62.70	91
Employed Part-time (on average less than 30 hours per week)	9	7.44%	9	7.63%	3	2.21%	3	2.01	2	1.59	5
Prefer not to report (no response)			12	10.17%	32	23.53%	40	26.85	31	24.60	28
Seeking Employment	9	7.44%	2	1.69%	7	5.15%	9	6.04	8	6.35	7
Not Seeking	1	0.83%	1	0.85%	1	0.74%	0	0	0	0	0
Total	**121**		**118**		**136**		**149**		**126**		**137**
Employment Sector of Business Administration Majors*											
Business/Private	53	76.81%	89	86.41%	72	79.12%	72	77.42	66	83.54	103
Education	3	4.35%	4	3.88%	6	6.59%	4	4.3	0	0	5
Government	2	2.90%	0	0.00%	4	4.40%	1	1.08	0	0	4
Healthcare	6	8.70%	8	7.77%	7	7.69%	11	11.83	7	8.86	11
Non-profit			0	0%	2	2.20%	1	1.08	3	3.80	6
Not Sure	5	7.25%	2	1.94%	0	0.00%	4	4.3	3	3.80	8
*of those who indicated their first destination is working full time											

FACULTY REVIEW

The Business Department is one the largest on campus and has been through a significant transition over the past nine years with seven new tenure track people hired to replace retiring faculty. All of the new hires were nation-wide searches advertised in academic journals and academic conferences. Augsburg University's tenure track process rigorous with reviews at years, 1, 3 and 6. The committee for tenure and promotion is comprised of 7 tenured faculty members elected by their peers. The expectations increase each year for tenure track faculty to demonstrate their prowess in three categories: scholarship (academic publishing), teaching excellence and service back to the university with committee work. The business department vote to advance a candidate for tenure and a letter of recommendation is written by the chair in support of the candidacy. The faculty and chair review the journal articles to confirm rigor in the candidate's respective field of expertise.

The Business Department has in place processes and expectations in order to monitor success. The process includes peer reviews, faculty meetings, student surveys, academic conference presentations and a written annual report for all full-time faculty members. The chair writes a review letter annually that is sent to the provost and the dean.

The university has established the teaching load of new tenure track faculty with a three courses in each semester in order to support academic research and teaching excellence. To achieve this balance of research and teaching, the university has many efforts in place to support research and professional development including funds for academic conferences and research. Table 6 lists the 2024 tenured, tenure track and full-time faculty and their main responsibilities.

Table 6 Business Faculty

Faculty member	**Position**	**Tenure status**	**Terminal Degree**
Dr. Jeanne Boeh	Department Chair Full Professor	Tenured	PHD
Dr. George Dierberger	Management-Associate Professor and MBA Director	Tenured	EdD
Dr. Lori Lohman	Marketing – Full Professor	Tenured	PHD
Dr. Jayoung Koo	Marketing- Associate Professor	Tenured	PHD
Cory Erickson	Assistant Professor International Business; Entrepreneur Center	Non-tenured	MBA
Dr. Soebin Yang	Management- Assistant Professor	Tenured	PHD
Dr. Marc McIntosh	Finance- Associate Professor	Tenured	PHD
Dr. Won Jong Kim	Finance- Associate Professor	Tenured	PHD

Phyllis Kapakanakis	Accounting- Associate Professor	Tenured	CPA
Jacob Enger	Accounting- Assistant Professor	Convert to tenure track in 2021, 3rd year review completed	CPA
Lance Radziej	Accounting- Assistant Professor	Non-tenured	CPA
Dr. Ibrahim Keita	MIS Assistant Professor	Converted to tenure track in 2022, accelerated 3rd year review	PHD
Marc Isaacson	MIS Assistant Professor	Non-tenured	MBA
Jeff Clement	MIS Assistant Professor	Tenure track- 1st year review	PHD

STUDENT LEARNING OUTCOMES

Augsburg University educates students to be informed citizens, thoughtful stewards, critical thinkers, and responsible leaders. The Augsburg experience is supported by an engaged community that is committed to intentional diversity in its life and work. An Augsburg education is defined by excellence in the liberal arts and professional studies, guided by the faith and values of the Lutheran Church, and shaped by its urban and global settings. These principles are tailored and prioritized to the needs of a business education and reflect the intellectual competence and cultural and ethical awareness that every Augsburg University Business graduate should obtain.

The Student Learning Outcomes apply to all of the undergraduate degree programs. The following are the learning outcomes for all business graduates:

Outcome One: Augsburg business graduates will demonstrate a functional, applied knowledge of information systems, accounting, marketing, economics, finance, data analytics, international awareness, management and strategy.

Outcome Two: Augsburg business graduates will be critical thinkers, who are able to identify and analyze business problems and opportunities using the appropriate qualitative and quantitative decision-making tools. The students will develop strategic and managerial plans and actions that elevate and enhance business performance.

Outcome Three: Augsburg business graduates will be able to apply personal values and ethical principles as a basis for identifying, analyzing and managing ethical dilemmas in the business environment.

Outcome Four: Augsburg business graduates will be able to demonstrate proficiency in organizational and interpersonal written and verbal communication skills in an effective and professional manner.

Outcome Five: Augsburg business graduates will be able to demonstrate a commitment and be a champion for diversity. equity and inclusion.

Assessment Instruments:

- Peregrine online comprehensive exam comparing Augsburg with ACBSP region 4 and HLC
- Internship Supervisor Surveys
- Field Study Client Surveys (MBA)

MBA PROGRAM

The MBA program is celebrating its 20th-year anniversary in 2024. The program has approximately 1800 graduates since its inception in 2004. The funds generated by the MBA have helped the university financially and contributed to the brand recognition in the Twin Cities and surrounding area. The job market for MBA graduates in the Twin Cities has been robust with unemployment hovering at 3% during the post-covid years. With low unemployment, there are fewer MBA applications. According to the Minneapolis Tribune, the University of Minnesota and St. Thomas have seen significant declines in enrollment over the past 2 years. The MBA program at Augsburg has seen a decline the past few years as well but not to the same level as some of the competitive programs. We are projecting flat growth for the next 5 years due to competition and the general softness for graduate programs in the United States. The business advisory council was very influential in the need for the new data analytics concentration (summer, 2020) and they believe it should help steady the enrollment based on the needs of the business community over the next 5 years. Our partnerships, with Mayo Clinic, Medical Alley and the Norway House in Minneapolis have been very fruitful for new MBA projects for our students.

MBA Learning Outcomes

MBA Graduates will be able to demonstrate the ability to integrate organizational decision-making using quantitative and qualitative data and will be able to:

Learning Outcome One: Demonstrate the ability to apply an evidenced based approach to decision making using data analytics.

Learning Outcome Two: Demonstrate the ability to champion ethical, sustainable and innovative business practices to address opportunities for growth.

Learning Outcome Three: Demonstrate the ability to integrate a wide range of functional areas of knowledge to write and implement a strategic business plan.

Learning Outcome Four: MBA graduate will champion diversity, equity and inclusion across the broad spectrum of the organization.

Learning Outcome Five: MBA students will be able to communicate complex business issues in a professional manner in writing and in an oral presentation.

Direct measurement of knowledge, skills and abilities:

- Peregrine comprehensive examination- comparing Augsburg with ACBSP region 4 and HLC
- 580 field study/Innovation Scholars Program. Assessed by the client after the students present the final recommendations to the client.

BUSINESS AND ACADEMIC PARTERNERSHIPS

The business department started the Business Advisory Council (BAC) in the fall of 2019 with members from a variety of different industries. Members of the Augsburg University Business Advisory Council play an important role in the strategy and operations of the Business Administration Department. Members of the Advisory Council are professional men and women who share the commitment to the university, the Business Department, and our faculty, staff, and students. Advisory Council members share a willingness to invest their time, energy, and resources for the betterment of the University and the Business Administration Department.

Council membership consists of individuals whose stature and accomplishments in the business world bring credibility to Augsburg University and the Business Administration Department. Council members are called upon to:

- Provide counsel to the department on strategy and issues affecting the future of curricula, programs, and external affairs;
- Provide insights to Business Administration faculty and staff on the department's impact of its services on various stakeholder groups;
- Provide valuable connections and access to the business community for research purposes, field study projects, and future board members
- Provide valuable advice to students in their career selection decisions and job-seeking activities;
- Engage in and support the fundraising efforts of the Business Administration Department.
- Provide projects for the Auggie Entrepreneur Cup and participate as judges

The full Council holds two meetings each academic year, one in the fall and one in the spring. Typically, meetings are held in the Hagfors Center for Science, Business and Religion. Other meetings of the Council or its appointed committees are convened at the call of the Council or Department chair.

On campus partnerships are important to help students find internships and full-time employment. The Strommen Center has improved the lives of students and has partnered with the business department on internships and job fairs for students.

The staff of the Strommen Career and Internship Services office, part of the Clair and Gladys Strommen Center for Meaningful Work, are committed to helping students develop the skills, work habits, and values that are the foundation for life choices, career success, and active citizenship. The Strommen Career and Internship Services office plays an integral role in students' overall education and helps to prepare them to make meaningful contributions to our communities, businesses, government, families, and the world. At the same time, Augsburg offers opportunities for students to gain on-the-job and internship experience and has developed partnerships with community organizations and employers that provide learning opportunities to students, many of which fulfill the Augsburg Experience requirement for graduation. The Strommen Career and Internship Services staff help students:

- Assess their interests, talents and skills
- Explore vocation and meaningful work options
- Link academic majors with career paths
- Get "hands-on" learning through volunteer and internship opportunities
- Prepare for the job search and/or graduate school
- Make a difference in our communities and the world
- Offers students access to internships and job opportunities through their on-line program, Handshake.
- Supports company visits and class presentations on internship opportunities. Companies like Target, Best Buy, General Mills, Travelers, Fairview Medical, 3M and others.

The Strommen Center also sponsors guest lecturers from business leaders in the Twin Cities community and job fairs to help connect students with prospective employers. Each September, the Strommen Center has over 45 vendors at Augsburg for a job fair. Students are coached on writing resumes, interviewing skills and how to dress professionally.

In September of 2020, the business department started a monthly innovation speech featuring CEO guest lecturers from the world of business. We had 6 guest speakers in 2020/2021, 5 speakers in 2021/2022, 6 in 2022/2023 and 6 people in 2023/2024. The student response has been exceptional and allows students the opportunity to learn from people who have been successful in life and the obstacles they faced and how they overcame those challenges in order to be successful.

KEY PERFORMANCE INDICATORS

The Business Administration Department's strategic plan has been updated to include the following quantitative measures.

- Peregrine exam for undergraduate benchmarks for each major subject area to meet or exceed the ACBSP region 4 and HLC scores for the Midwest. Augsburg overall average exceeds 61% compared to ACBSP of 59% and HLC 58%
- Peregrine exam graduate benchmarks for each major subject area to meet or exceed the ACBSP averages for the appropriate comparison group. Augsburg overall average of 62% compared to 58% for ACBSP region 4 and HLC Midwest of 58%.
- Internship assessments for undergraduates will exceed 4.0 out of 5.0 scale from clients. Our current overall scores are 4.2 out of 5.

- Graduate assessment of Field study evaluations will exceed 4.0 out of 5.0 from clients. Our overall scores average 4.7 out of 5.

We continue to benchmark our undergraduate peregrine test results with ACBSP schools in region 4. Table 7 shows the test results from 2020-2023. We consistently scored over the ACBSP score of 56.2% and exceeded the HLC score of 59.6% with results of over 60%. Table 8 shows the breakdown by subject and the Augsburg University results.

Table 7 Executive Summary of Comparison Results

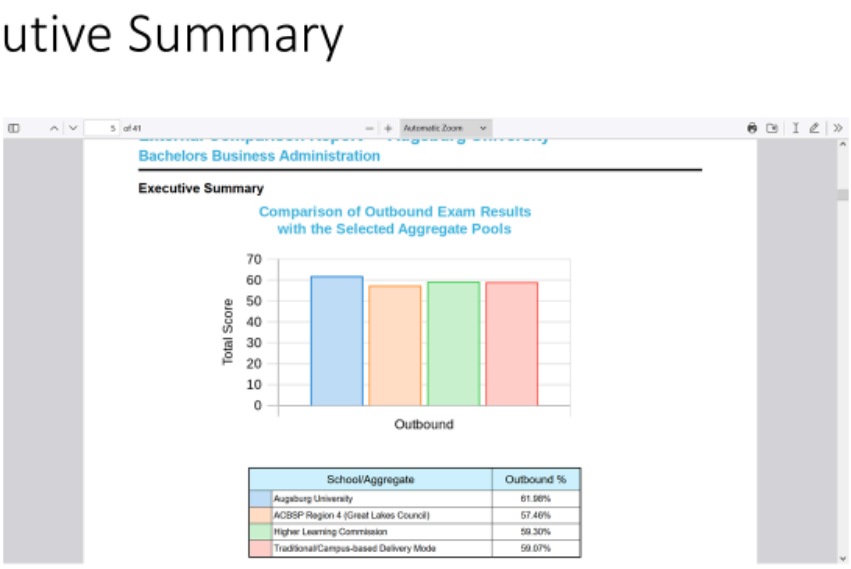
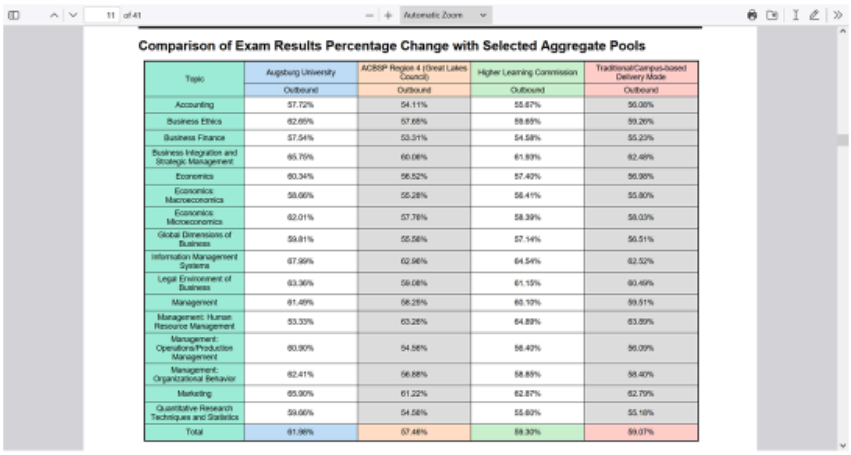


Table 8 Comparable Pools by Subject

Comparable Pools

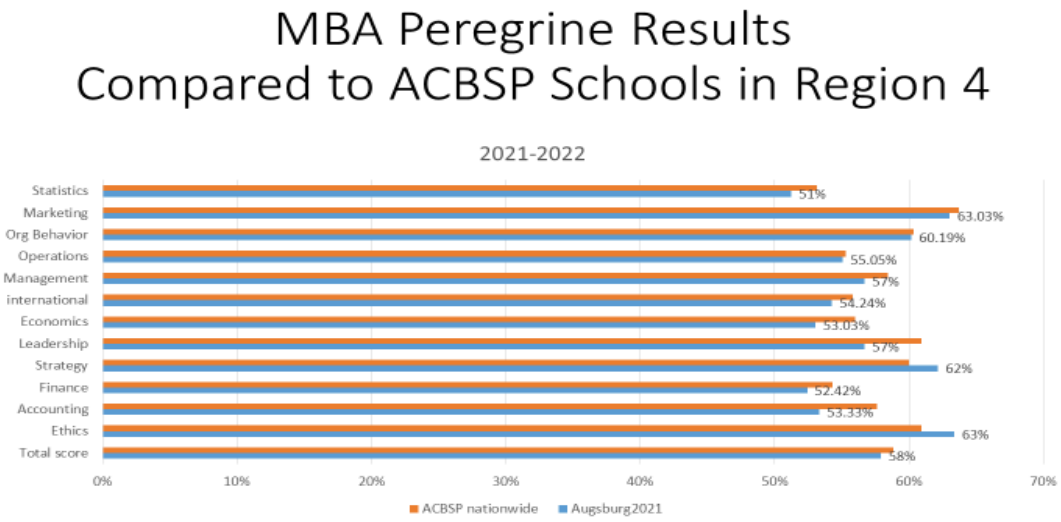


Comparison of Exam Results Percentage Change with Selected Aggregate Pools

Topic	Augsburg University	ACBSP Region 4 (Great Lakes Council)	Higher Learning Commission	Traditional/Campus-based Delivery Mode
	Outbound	Outbound	Outbound	Outbound
Accounting	57.72%	54.11%	55.67%	56.06%
Business Ethics	62.65%	57.68%	59.89%	59.26%
Business Finance	57.54%	53.31%	54.58%	55.23%
Business Integration and Strategic Management	65.75%	60.06%	61.93%	62.48%
Economics	60.34%	56.52%	57.40%	56.96%
Economics: Macroeconomics	58.66%	55.28%	56.41%	55.80%
Economics: Microeconomics	62.01%	57.76%	58.39%	59.03%
Global Dimensions of Business	59.81%	55.56%	57.14%	56.51%
Information Management Systems	67.99%	62.96%	64.54%	62.52%
Legal Environment of Business	63.36%	59.08%	61.15%	60.49%
Management	61.49%	58.25%	60.10%	59.51%
Management: Human Resource Management	53.33%	53.28%	54.89%	53.89%
Management: Operations/Production Management	60.90%	54.56%	56.40%	56.09%
Management: Organizational Behavior	62.41%	56.88%	58.89%	58.40%
Marketing	65.90%	61.22%	62.87%	62.79%
Quantitative Research Techniques and Statistics	59.66%	54.56%	55.80%	55.16%
Total	61.98%	57.48%	59.30%	59.07%

The MBA program benchmarks the ACBSP schools in region 4 and HLC. The scores are competitive with the ACBSP schools in region 4 with the Augsburg MBA overall scores slightly below the ACBSP average of 58%. Our goal is to meet or exceed the ACBSP average score in each course category. We have updated the curriculum in accounting, finance, leadership, organization behavior and marketing. We talked with Peregrine about the gaps and one change we have made in accounting and finance is to focus more on financial ratios. The data suggests we are close on the other courses and we will continue to monitor the results on a semi-annual basis. Table 9 has the results by course.

Table 9 MBA Comparison of ACBSP Region 4



AUGSBURG EXPERIENCE

The majority of our undergraduate students go to school full-time and work part-time in order to help pay tuition at a private university. We require all of our students to fulfill the Augsburg experience with emphasis placed on experiential learning. There are a number of ways to fulfill the Augsburg experience. Students can spend a summer conducting research with a faculty mentor on-campus or off-campus at other institutions. They can gain work experience by interning at a Fortune 500 company, small business or a non-profit in the Twin Cities. Students can also explore the culture, people, and countryside of one of more than 90 countries through our study abroad program.

These high-impact experiences are the trademark of an Augsburg education—and every student gets at least one. We call it the "Augsburg Experience," and it focuses on linking classroom learning with off-campus opportunities.

Augsburg University was an early leader among institutions of higher education nationwide in providing an experiential element in our general education program for all students.

Specifically, the Augsburg Experience provides students with opportunities for:

- Direct involvement with people and organizations external to the University
- First-hand discovery, integration and application of knowledge
- Self-awareness trough reflective and critical thinking
- Exploration of ovation- what is one called to do in the world
- High- impact learning that helps students make the transition from college to a career

The following is a summary of the internships and how the employees graded the student's overall performance. The scale is 1-5; the rating of 1 being a poor performance and 5 being an exceptional performance.
The majority of students were seniors taking advantage of the programs offered through the Strommen Center for Meaningful Work and through our internship courses. Table 14 has the

results from the 2019/2022 school year. The table breaks down the internships by business major, and the percentage of students in each major who were able to receive an internship.

The accounting students are the easiest to place for internship and all received internships. The management students were very close with 89% of the students receiving internships.
The Business Administration Department is pleased with the number of students completing internships in the 2019-2022 academic year with 51% of our students experiencing the opportunity to work in a true business setting. The internships from were all evaluated by each organization's supervisor who managed the individual student through-out the semester.

The goal for our internships is to average at least a 4.0 out of 5-point scale. The average scores for the students were 4.21. The scores reflects the overall rankings from 1-5 from the companies that employ Augsburg student interns. In general, the majority of the students improved from the beginning of the internship until the end. The range of the scores were a high of 4.65 for the finance majors and a low of 3.8 for MIS majors.

In summary, the data collected from the internship supervisors provides valuable assurance of learning. Table 10 shows the results by major and the average ratings. We have consistently scored 4.0/5.0 or higher in each of the majors with the exception of MIS.
Our action step was to update the MIS curriculum in 2024/2025 with an emphasis on excel, tableau and project management and the hiring of a new PHD in MIS in 2023/2024. We will continue to monitor our ratings from internship supervisor for our students.

Table 10 Internship Survey Results

Major	2017-2022 Undergraduate Graduates	Internships	% Total	Average Rating
Accounting	98	80	81%	4.53
Business Administration (Music Business)	43	9	21%	4.0
Business Administration/Economics (combined)	59	33	55%	4.0
Finance	134	78	58%	4.64
International Business	50	18	36%	4.33
Management	167	88	52%	4.2
MIS	72	51	70%	3.8
Marketing	198	93	53%	4.25
Total	**834**	**450**	**53%**	**4.21**

The MBA program completes assessments after each of the 580 field studies. The clients are asked to review the final results of the strategic plans and recommendations. Table 11

summarizes the results of the assessments and how the clients rate the MBA students on a Likert scale of 1-5. The overall average for the student reports exceeds 4 out 5 on the scale. There is room for improvement on the financial analysis but the overall rating of 4.8 out of 5 is outstanding.

Table 11 Field Study Results

Topic	**Average Score**	**Topic**	**Score**
Initial Client Meeting	4.9	Survey implementation	4.75
Communicated objectives	4.7	Competitive analysis	4.8
Discussion/Feedback	4.5	SWOT	4.65
Follow-up	4.3	Porter's 5 Forces	4.0
Timeline	5.0	Financial analysis	4.37
Roles	4.6	Final Recommendations	4.5
Research Quality	4.7	Professional written plan	4.97
Data Analyics	4.65	Professional presentation	4.9
Survey development	4.87	Overall Project Rating	4.8

RECOMMENDATIONS:

1) Our undergraduate program is built on a solid foundation and continues to service over 25% of the students attending Augsburg University. The program has been fairly consistent over the past five years with a slight increase for 2023/2024. We continue to improve our curriculum with changes to the MIS degree, accounting changes
2) The new Sports Management Degree is a welcomes addition to list of majors. We believe we will see an increase in year one of 20-30 new students due to the new degree.
3) The new Auggie Entrepreneur Cup has driven increases in students declaring entrepreneurship as a minor.
4) Appropriate number of faculty and staff.
    - The new data analytics undergraduate and MBA concentration has been very impactful in our recruitment of new students. In 2020, we hired our first data analytics professor to support these innovative programs. We added another PHD in MIS professor in 2023/2024 to help with the additional students and also to teach the new sports analytics course.
    - We need to attract and retain well qualified faculty by offering competitive salaries and compensation packages

- We need to provide developmental opportunities for the faculty and staff to grow. In particular, the opportunity to present at academic conferences is critical for the personal growth of the business faculty.
- We need to monitor the number of courses being taught by adjunct faculty. The importance of tenured faculty continues to be critical to the quality and consistency of the instruction
- We continue to support diversity, equity and inclusion which is reflected in the diversity of our student body the diversity of our business faculty

5) Student learning outcomes using Peregrine and survey assessments in the internship program and the MBA field study:
   - Assess the academic performance of our students annually. Assessments have become part of the culture of the department and help us modify the curriculum in order to meet or exceed our learning outcomes
   - Promote and maintain a diverse student population
   - Strive to improve retention and graduation rates through an involved and caring faculty
   - Strive to improve job placement through internships and working closely with the Strommen center
   - Focus on business ethics as one of the key threads through-out our curriculum. With our new General Education curriculum, we will change our Keystone 490 course to Business Ethics and vocation.
   - Ensure students are meeting the learning objectives set forth by the Business Department
   - Consistently engage in assurance of learning and continuous improvement

6) Quality and currency of academic programs
   - course reviews
   - number of new courses – ENT354 entrepreneurship, BUS399 internship, MBA571 data analytics, MBA572, Data Programming and MBA573, Predictive Analytics.
   - academic program reviews
   - number of courses emphasizing ethics and diversity

5) Marketing our program
   - A consistent marketing effort to communicate our value proposition to graduating seniors, adult learners and MBA student
   - A dedicated budget to the MBA program to market in the Twin Cities and Rochester
   - Integrated marketing plan that includes billboard, radio and social media advertising.

SUMMARY

In summary, the Business Department is committed to providing a positive learning environment for the Augsburg University undergraduate and graduate students. We will continue to update our key performance indicators through the peregrine comprehensive examination, internship supervisor assessments and our MBA project CEO assessment.
We believe in the following:

- We believe in the mission of the university
- We believe in our commitment to the success of the students
- We believe we make a difference in the lives of our students

The business department is committed to providing an excellent educational experience for our students. We believe that our job is not complete until students are hired and are able to find success in a full-time vocation.

We will continue to listen to the business advisory committee and continue to pivot and change based on the skill sets required by the business community in order to keep our students at the forefront of competition.