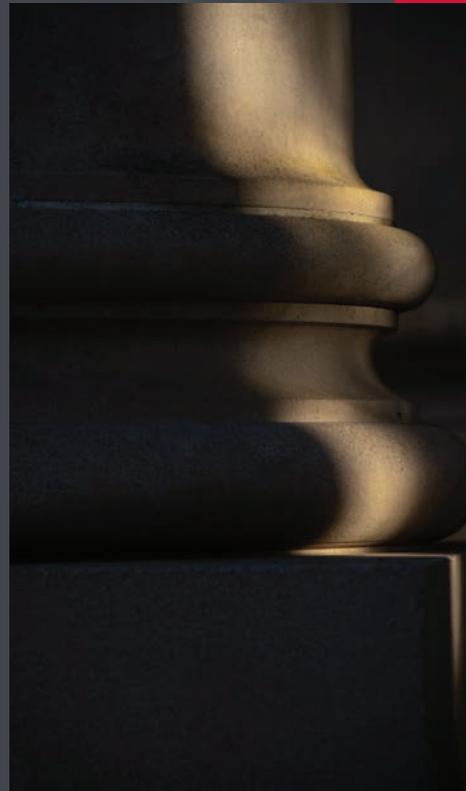




# UNCOMMONLY INSPIRED

ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY

STRATEGIC PLAN 2027





## ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY

A century after Frances Ross Linfield gave the gift that transformed McMinnville College into Linfield College, the now-university that bears her name continues to evolve in critically important ways. With that in mind, it is my deep honor to introduce Linfield University's 2022-27 Strategic Plan. The transformation envisaged in this document is at least as profound as the one Mrs. Linfield and President Leonard W. Riley unveiled in 1922.

Shortly after I was hired as Linfield's 20th president, I discussed with the Board a long-term vision for the college to reach 2,000 undergraduate students in McMinnville and another 2,000 students online, in Portland or in graduate programs. We need to be well down the road and on a strong growth trajectory toward that in the next five years. This strategic plan has been crafted to help us achieve that goal.

For one thing, this plan proposes that we develop and align resources around "The Linfield Promise," which would double down on some of our most distinctive elements of the student experience. We already offer the first plane ticket free for study abroad (and potentially study away) programs, but our institutional pledge could also include required experiential learning in all academic programs and a guarantee that students who follow the academic program will graduate in four years or less. You'll see those elements proposed in the pages that follow, among others.

You'll also notice an emphasis on building upon our tradition of a comprehensive education for students. The place where a Venn Diagram might overlap between the liberal arts, professional studies and experiential learning – that's where the Linfield Curriculum shines brightest. And you'll see a repeated theme that the end goal is the success of our students, which includes their well-being and sense of belonging. Who our students are and what they need from us continues to evolve, but our mandate to help them achieve their life goals will not.

This plan departs from previous Linfield strategic plans in that it fully embraces three campuses – McMinnville, Portland and eCampus – as well as undergraduate and graduate education, non-degree coursework and non-tuition sources of revenue. We are one university and committed to offering a singular Linfield experience across all of our offerings.

Bluntly, resourcing this next phase of Linfield's history will challenge us. Our current ways of operating will need to evolve in order to align resources with the initiatives we believe are paramount. I'm confident that together, we can overcome these hurdles.

This plan is the result of eight months of collaboration from Linfield employees at every level and from every functional area. It recognizes the university's proud history, its foundation as a residential undergraduate institution with an active and engaged student body and its culture of student-faculty collaboration and mentorship. It also imagines a future that grows out of those traditions into something altogether new, strong and just as life-altering for future students.

I am more convinced than I have ever been that we are positioned to realize the dream of Linfield University as a model for learning, life and community for the next 165 years.

Be well and be blessed,

**Miles K. Davis**  
President, Linfield University

Professional Studies Liberal Arts

Experiential Learning



### FOCUS

### CREATE

### UNITE

Reinforce our integrated learning model to prepare students for a life of purpose

Develop distinctive new academic programs responsive to prospective student interests

Advance one Linfield experience across the university

Enhance learning, living and athletic spaces

Maximize opportunities to diversify university revenue in ways that are consistent with the mission

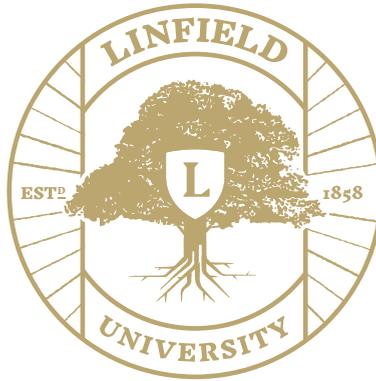
Invest in diverse, creative and resilient employees oriented around shared student success

Prioritize experiential learning as a central tenet of the Linfield experience

Build an adaptive campus culture focused on the changing demographics and needs of students

Tell the Linfield story

# CONNECTING LEARNING, LIFE AND COMMUNITY



## **MISSION**

**Linfield University advances a vision of learning, life and community that:**

- Promotes intellectual challenge and creativity
- Values both theoretical and practical knowledge
- Engages thoughtful dialogue in a climate of mutual respect
- Honors the rich texture of diverse cultures and varied ways of understanding
  - Piques curiosity for a lifetime of inquiry
- And inspires the courage to live by moral and spiritual principle and to defend freedom of conscience

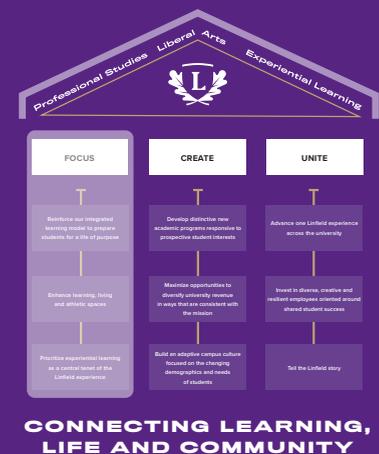
**Connecting Learning, Life and Community**

# FOCUS

Elevate the work already happening at Linfield and make it even more distinct and uncommon, allowing current programs the opportunity to become signature offerings.

## TEAM MEMBERS 2021-22:

- Jeff Mackay, dean of students (co-chair)
- Catherine Reinke, associate professor of biology (co-chair)
- Kimberly Dupree Jones, dean of nursing and professor (co-chair)
- Lee Bakner, professor and chair, Department of Psychology
- Jennifer Ballard, director of institutional research
- Chuck Dunn, professor and chair, Department of Mathematics and Computer Science
- Patty Haddeland, director of Student Health, Wellness and Counseling Center
- Joseph Hunter, vice president for university advancement
- Shaik Ismail, director of international programs
- Jeff Larson, program director of Learning Support Services
- Mike Nardoni, budget director
- Scott Nelson, associate vice president for strategic communications/CMO
- Kristie Rickerd, associate director of admission
- Jane Samuels, assistant director of athletics and senior woman administrator
- Paul Shillam, associate vice president for financial services and controller
- Lainie Sowell, director of student care and support
- Meredith Symons, executive assistant to the dean of College of Arts and Sciences
- Tanya Tompkins, professor of psychology
- Christina Untiet, Experiential Learning Center manager, School of Nursing
- Daniel Zajic, assistant professor of anatomy



# FOCUS

**GOAL 1: REINFORCE OUR INTEGRATED LEARNING MODEL TO PREPARE STUDENTS FOR A LIFE OF PURPOSE**

## KEY INITIATIVES:

- Champion a combination of professional, liberal arts and experiential components in a comprehensive education
- Apply a faculty-student mentoring model and provide training, emphasizing pathways to student success
- Integrate career development into curricular and co-curricular programming
- Advance compelling curricular and co-curricular opportunities to prepare students for careers and global citizenship

## KEY METRICS:

- Student retention
- Rates of educational attainment to completion of undergraduate or graduate programs
- Advancement by graduates to career or academic opportunities

## ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President of Enrollment Management and Student Success



# FOCUS

## GOAL 2: ENHANCE LEARNING, LIVING AND ATHLETIC SPACES

### KEY INITIATIVES:

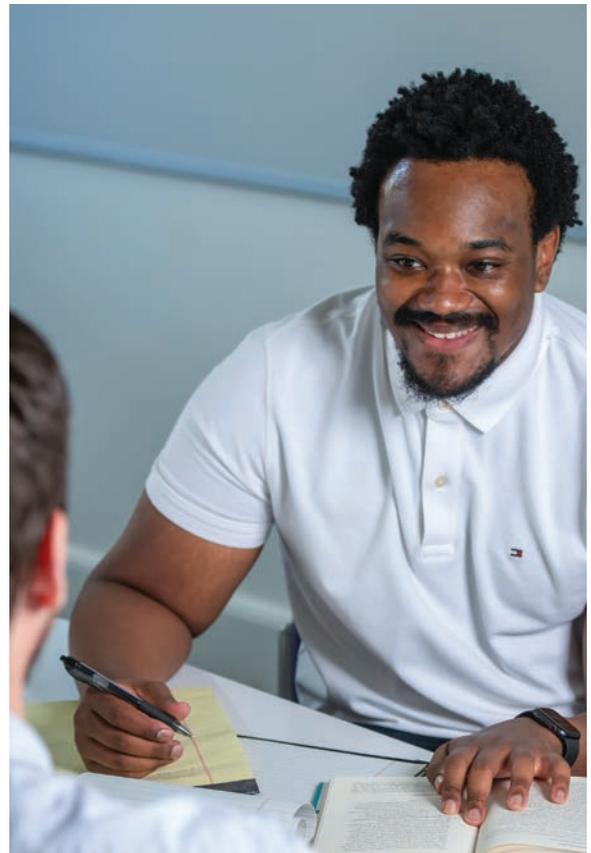
- Complete a campus master plan for the McMinnville and Portland campuses, and prioritize needs and resource allocation
- Renovate residence halls with academic and co-curricular collaboration in mind
- Provide innovative learning spaces, including standardized technology in every classroom

### KEY METRICS:

- The enhancement of student, community and athletic spaces on both campuses, as informed by the master plan
- The realignment of technology funding to elevate student learning
- Number of residence halls renovated

### ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for Academic Affairs
- Vice President for Student Affairs
- Director of Athletics



# FOCUS

## GOAL 3: PRIORITIZE EXPERIENTIAL LEARNING AS A CENTRAL TENET OF THE LINFIELD EXPERIENCE

### KEY INITIATIVES:

- Require a formal experiential learning component for all undergraduate and graduate academic programs
- Link career development with experiential learning opportunities
- Engage alumni, parents and donors to expand experiential learning opportunities

### KEY METRICS:

- Define and measure experiential learning outcomes for all academic and co-curricular programs
- Number of internships and student participation
- Participation in study-abroad and study-away programs
- Number of students participating in student-faculty collaborative research

### ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President for University Advancement
- Dean of Students
- Academic Deans

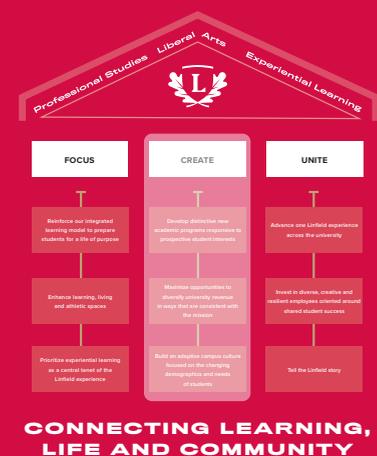


# CREATE

Bring to life new possibilities for the university, including academic programs and opportunities for non-tuition revenue sources.

## TEAM MEMBERS 2021-22:

- Jennifer Madden, dean, School of Business (co-chair)
- Sam Williams, chief information officer (co-chair)
- Susan Agre-Kippenhan, provost and vice president for academic affairs
- Andrew Baggett, assistant professor of chemistry
- Kevin Curry, assistant professor of journalism and media studies
- Haley Domeck, head women's volleyball coach
- Denise Farag, associate professor and associate dean, School of Business
- Nichola Farron, adjunct professor, Online and Continuing Education
- Craig Haisch, director of development
- Lindsay Kandra, counselor, Student Health, Wellness and Counseling Center
- Garry Killgore, director of athletics
- Keri Knight, director of student activities
- Lisa Knodle-Bragiel, director of admission
- Tim Matz, Domaine Serene Chair in Wine Business and director of the Evenstad Center for Wine Education
- Donna Montoya, assistant director of career development
- Gerardo Ochoa, associate vice president for retention and student success
- Mary Piper, executive assistant to the vice president for finance and administration
- Naomi Pitcock, associate professor
- Paul Smith, associate dean, School of Nursing
- Abigail Thomas, interim director of diversity, equity and inclusion programs
- Patrick Wilson, senior associate director of admission



# CREATE

**GOAL 1:** DEVELOP DISTINCTIVE NEW ACADEMIC PROGRAMS RESPONSIVE TO PROSPECTIVE STUDENT INTERESTS

## KEY INITIATIVES:

- In consultation and collaboration with faculty members and external stakeholders, develop and launch new undergraduate and graduate programs
- Introduce professional academic advisors in each school or college, freeing up faculty time for new academic programs
- Analyze student interests and emerging career trends on an ongoing basis to ensure programming reflects the best opportunities for graduates
- Develop a robust eCampus catering to virtual-only students
- Expand programs on the Portland campus beyond the School of Nursing

## KEY METRICS:

- Number of new undergraduate programs and students, by campus
- Number of new graduate programs and students, by campus
- Number of virtual-only eCampus programs and students
- Number of transfer students
- Decoupling of McMinnville-student and Portland-student online classes from the program for virtual students

## ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Academic Deans



# CREATE

**GOAL 2:** MAXIMIZE OPPORTUNITIES TO DIVERSIFY UNIVERSITY REVENUE IN WAYS THAT ARE CONSISTENT WITH THE MISSION

## KEY INITIATIVES:

- Leverage non-tuition revenue potential of undeveloped or underutilized spaces on the McMinnville and Portland campuses
- Establish relevant strategic partnerships
- Complete a campus master plan for the McMinnville and Portland campuses, and prioritize needs and resource allocation

## KEY METRICS:

- Endowment value
- Recurring non-tuition revenue as a percentage of total revenue

## ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for University Advancement



# CREATE

## GOAL 3: BUILD AN ADAPTIVE CAMPUS CULTURE FOCUSED ON THE CHANGING DEMOGRAPHICS AND NEEDS OF STUDENTS

### KEY INITIATIVES:

- Be intentional about meeting the needs of new majority students beyond traditional approaches
- Recruit and retain faculty and staff representative of the student population
- Apply a faculty-student mentoring model and provide training, emphasizing pathways to student success
- Audit workplace policies, practices and procedures for suitability in meeting the changing needs of new majority students

### KEY METRICS:

- Achieve a common understanding of “new majority”
- Campus climate survey
- Student retention rates
- Rates of educational attainment to completion of undergraduate and graduate programs
- Employee diversity measures

### ACCOUNTABILITY

- Vice President for Academic Affairs
- Vice President for Student Affairs
- Vice President of Enrollment Management and Student Success

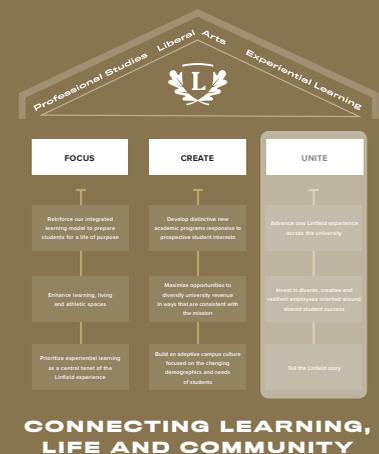


# UNITE

Foster collaboration to achieve a future worthy of Linfield’s mission and oriented around the success of our students.

## TEAM MEMBERS 2021-22:

- Allison Horn, director of facilities and auxiliary services (co-chair)
- Joe Wilferth, dean, College of Arts and Sciences (co-chair)
- Ginny Blackson, library director
- Kathryn Crabtree, assistant professor of nursing
- Lisa Cummins, recruitment specialist/human resources generalist
- Katie D’Aboy, assistant director of academic advising
- Chris Dahvig, assistant professor
- Ingrid Flanders, assistant professor
- Kathy Foss, director of strategic communications
- Beth Garcia, director of conference and event planning
- Rob Gardner, professor and chair, Department of Sociology and Anthropology
- Debbie Harmon Ferry, special assistant to the president
- Susan Hopp, vice president for student affairs and admission
- Gennie VanBeek, associate professor of education, associate dean, College of Arts and Sciences
- Lynn Johnson, director of human resources
- Kimberly Kintz, associate professor
- Craig Luis, hardware support specialist
- Dennis Marks, director of Linfield Public Safety
- Mary Mirza, administrative specialist, School of Business
- Mary Ann Rodriguez, vice president for finance and administration
- Gayatree Sarma, assistant professor
- Erik Stenehjem, director of environmental health and safety
- Tim Stewart, cleaning services manager
- David Sumner, professor of English
- Jeremy Weisz, associate professor and chair, Department of Biology
- Natalie Welch, assistant professor



# UNITE

## GOAL 1: ADVANCE ONE LINFIELD EXPERIENCE ACROSS THE UNIVERSITY

### KEY INITIATIVES:

- Develop “The Linfield Promise”
- Advance compelling curricular and co-curricular opportunities to prepare students for careers and global citizenship
- Offer curricular and co-curricular programming designed to equip students with tools to enhance their well-being and sense of belonging
- Study the future of January Term
- Champion a combination of professional, liberal arts and experiential components in a comprehensive education

### KEY METRICS:

- Institutional diversity and inclusion audit
- Resolve the future of January Term
- Campus climate survey
- American College Health Association survey
- Implementation of “The Linfield Promise”

### ACCOUNTABILITY

- Vice President for Student Affairs
- Vice President for Academic Affairs
- Vice President of Enrollment Management and Student Success



# UNITE

**GOAL 2:** INVEST IN DIVERSE, CREATIVE AND RESILIENT EMPLOYEES ORIENTED AROUND SHARED STUDENT SUCCESS

## KEY INITIATIVES:

- Purposefully advance a culture of peer mentorship and professional development
- Provide annual employee training around who our students are and how faculty and staff can foster and celebrate their successes
- Promote workplace flexibility that allows employees to participate more fully in the life of the institution
- Create an employee onboarding program that reflects Linfield's mission

## KEY METRICS:

- Vacancy rates for faculty and staff positions
- Recognition as a top workplace in regional surveys
- Campus climate survey

## ACCOUNTABILITY

- Vice President for Finance and Administration
- Vice President for Academic Affairs
- Vice President of Enrollment Management and Student Success



# UNITE

## GOAL 3: TELL THE LINFIELD STORY

### KEY INITIATIVES:

- Feature “The Linfield Promise” prominently in university communication
- Champion a combination of professional, liberal arts and experiential components in a comprehensive education
- Educate the Linfield community on our brand story, increasing internal communication
- Implement a comprehensive marketing plan with an emphasis on innovative storytelling and approaches
- Elevate unique voices of students, faculty and staff
- Create an employee onboarding program that reflects Linfield’s mission

### KEY METRICS:

- Alignment around “The Linfield Promise”
- Number of inquiries and conversions for admission
- Organic and ad-based metrics

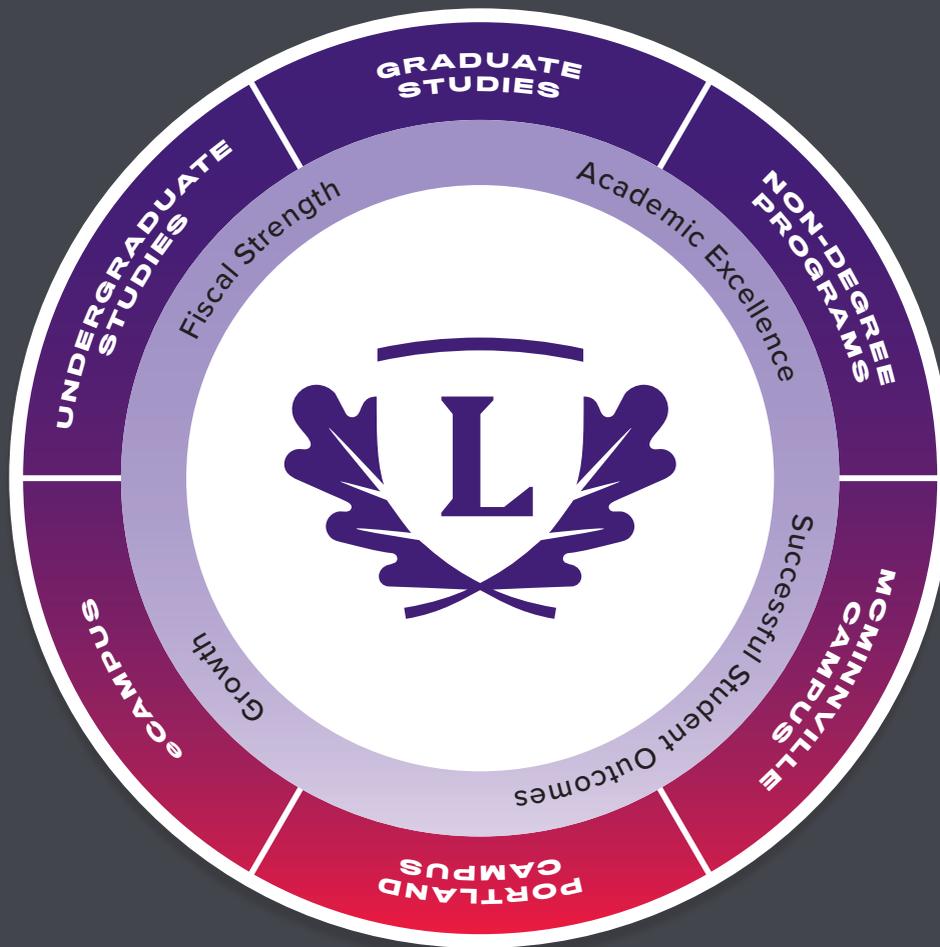
### ACCOUNTABILITY

- Associate Vice President for Strategic Communications



# STRATEGIC PLAN 2027

ON BECOMING A COMPREHENSIVE MASTER'S LEVEL UNIVERSITY



# TIMELINE

<b>Aug. 23, 2021:</b>	Community Day for faculty and staff
<b>September-October 2021:</b>	Further faculty and staff general engagements
<b>November 2021:</b>	Planning team meeting #1
<b>Nov. 12, 2021:</b>	Board of Trustees meeting
<b>November 2021-February 2022:</b>	Theme teams conduct business
<b>February 2022:</b>	Theme team check-ins with Credo; share work during pop-up sessions with faculty and staff
<b>March 2022:</b>	Planning team meeting #2; recommendations presented to president
<b>April 2022:</b>	Presidential review
<b>April 2022:</b>	Approval by Board of Trustees at normal meeting
<b>May 2022:</b>	Final plan posted on <a href="http://linfield.edu">linfield.edu</a>
<b>Fiscal year 2023:</b>	Implementation and building
<b>Fiscal years 2024-2027:</b>	Living the plan

## PLANNING TEAM MEMBERS

### TEAM MEMBERS 2021-22:

- **Chuck Dunn**, professor and chair, Department of Mathematics and Computer Science
- **Denise Farag**, associate professor and associate dean, School of Business
- **Debbie Harmon Ferry**, special assistant to the president
- **Ingrid Flanders**, assistant professor
- **Allison Horn**, director of facilities and auxiliary services
- **Lisa Knodle-Bragiel**, director of admission
- **Jeff Larson**, program director, Learning Support Services
- **Jeff Mackay**, dean of students
- **Catherine Reinke**, associate professor
- **Jane Samuels**, assistant director of athletics and senior woman administrator
- **Paul Smith**, associate dean, School of Nursing
- **Natalie Welch**, assistant professor
- **Sam Williams**, chief information officer



## **LINFIELD UNIVERSITY**

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