

Linfield College

2012-2020 Strategic Plan

Including Strategic Plan Update and Review
(SPUR) Addendum, February 2017



Preface

The goals of the 2012-2020 Strategic Plan are based on the Linfield College Mission Statement and Core Themes. Linfield's curriculum and program will be improved as a result of the Plan, but many currently successful courses and activities will neither be changed nor replaced. These include Linfield's commitment to six modes of inquiry in the general education program: Creative Studies; Individuals, Systems and Societies; Natural World; Quantitative Reasoning; Ultimate Questions; and Vital Past; and two Diversity Studies designations: Global Pluralisms and U.S. Pluralisms. In short, the Strategic Plan will strengthen our fulfillment of Linfield's mission and core themes.

Mission Statement

Linfield College 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.

Concise Statement

Linfield: Connecting Learning, Life, and Community

Core Themes

Core Theme 1: Culture of Engagement and Excellence

Linfield College cultivates a community engaged in the pursuit of excellence within its educational programs, across the institution, and in the broader community. Through the curriculum, as well as through co-curricular, extra-curricular, and institutional programming, students, faculty and staff develop expertise as they investigate the breadth and depth of their chosen disciplines and professional fields, examine multiple perspectives, apply best practices, and defend informed judgments based on creative and critical thinking.

Core Theme 2: Integrated Teaching and Learning

Linfield College promotes integrated teaching and learning within and across its academic programs. Through the curriculum, as well as through co-curricular, extra-curricular, and institutional programming, students systematically discover and practice making connections within their disciplinary studies and across the various components of their undergraduate experience.

Core Theme 3: Global and Multicultural Understanding

Linfield College fosters global and multicultural understanding of human differences and similarities. Through the curriculum, as well as through co-curricular, extra-curricular, and institutional programming, students, faculty and staff use both theoretical and experiential lenses to participate in an increasingly interdependent, diverse world.

Core Theme 4: Experiential Learning

Linfield College facilitates experiential learning. Through the curriculum, as well as through co-curricular, extra-curricular, and institutional activities, and within liberal arts and professional programs, students apply theory and knowledge to lived experience in order to test and refine their understanding of a subject, clarify career goals, and discover the value of serving others.

Linfield College 2012-2020 Strategic Plan

Introduction

The Linfield College 2012-2020 Strategic Plan seeks to revitalize the Linfield student experience – whether that student is a nursing major, a music, history, or biology major, or an accounting major in our on line and continuing education program.

In Goal 1 and in parts of Goal 2, the Plan focuses on strengthening academic programs even as the Plan widens their definition. The Plan will spearhead efforts to make experiences both in and out of the classroom more intentional, integrated, international and challenging. Other elements of Goal 2 will enhance Linfield’s position regionally and globally by utilizing the Linfield local and international network to leverage expertise, promote civic engagement, and serve community needs. Goal 3 focuses on the fiscal actions central to the Plan’s implementation, including tuition strategies, revenue enhancement, facilities’ planning, and budgeting.

The 2012-2020 Strategic Plan identifies actions to meet enrollment, retention and revenue goals. It affirms diversity and inclusion as central to our programs and educational community. It supports Linfield employees and seeks structures and technologies that will help us work more efficiently towards our educational objectives. And it identifies steps enabling the College to further the most useful relationships between its various locations, faculties, and student cohorts. It advances the core themes and mission statement of Linfield College.

The Plan Principles

The Plan will be governed by the following implementation principles:

1. Curricular innovations will apply to all students, making student experiences equivalent if not identical.
2. Decision-making processes will involve relevant stakeholders and governance structure.
3. Civility and respect will guide all discussions and decision-making.
4. Effective implementation will depend on clear and timely communication of goals and rationales.
5. Economic feasibility – including the maintenance of net revenues – will be required.

By its nature, the Plan may need to be revised during its lifespan. The original 2012-2018 Strategic Plan could not have anticipated changes in higher education and the accreditation cycle that ultimately impacted the College. With this in mind, Linfield conducted a mid-cycle review of the plan that resulted in an addendum and extension that makes the Plan effective through 2020. These edits and additions have been incorporated into the Plan with notations.

Strategic plans must be fluid, flexible, and responsive. Implementation occurs throughout its lifespan, thus this document cannot be expected to fully and comprehensibly determine the implementation of the Linfield 2012-2020 Plan. The College commits to redouble its efforts to regularly communicate implementation progress, revision recommendations, and ongoing implementation plans to the College community. The college will communicate accomplishments to the board of trustees on an annual basis.

Goal 1. Strengthen Academic Programs

Goal 1 seeks to create Linfield graduates who:

- know how to think in a variety of settings;
- can engage, learn from, and learn with a wide variety of individuals and communities;
- possess practical skills developed in both academic and experiential settings;
- understand the complexities of value and purpose; and,
- can articulate to themselves, to employers and to others the central features and benefits of their Linfield experience.

We want programs that help students understand, reflect on, and articulate their own learning, seeing it as coordinated, coherent, and intentional. We affirm the responsibility that all Linfield students have for crafting their unique educational path. We believe the exercise of this responsibility will result in graduates who are poised to meet future challenges. In addition, we want all Linfield students to share equivalent requirements, experiences, and opportunities. Goal 1 focuses on academic programs and curricular initiatives to realize these aims. Goal 1 coordinates and defines the baccalaureate experience as an intentional set of learning opportunities – in classrooms, on athletic fields, through internships and clinical placements, in labs and libraries, in collaboration and individual projects, in performances and creative efforts.

Goal 1, A. Define the Linfield Experience as an inquiry-based developmental trajectory for all Linfield students, including equivalent experiences for transfers. Mentored by their professors, students will tailor their education to individual needs and interests, but all graduates will possess three central traits: a rigorous understanding of a field of knowledge; an ability to negotiate multiple settings, cultures, and levels of leadership; and practical expertise and skills gleaned from internships and a variety of other in-class and out-of-class experiences.

Goal 1, B. Support faculty efforts to continuously enhance student academic excellence, including investment in faculty scholarship and teaching as well as efforts to showcase faculty and student/faculty collaborative successes. Recognize faculty intellectual initiatives as essential to student/faculty collaborative research opportunities and for faculty to mentor students in the intellectual and creative life. Identify new ways to more vigorously and visibly promote such achievements.

Goal 1, C. Enhance and affirm student, faculty, and staff diversity as central to the Linfield Experience. Experiencing diversity expands perspectives, contributes to multicultural competence, and becomes a key element in attracting and retaining students, faculty, and staff.

Goal 1, D. Take steps to attract and retain high quality faculty while affirming the worth of all disciplines, addressing recruitment and retention challenges, and sustaining Linfield's egalitarian ethos in the 21st century.

Goal 1, E. Determine optimal administrative structures for adult degree and online learning programs, reflecting academic priorities while maintaining strong net revenues.

Goal 1, F. Address the challenges and optimize the opportunities particular to the interaction of the McMinnville campus and the School of Nursing and to program offerings on the Portland campus.

New Goal 1 addendum goals approved February 2017

Goal 1, G. Implement organizational development strategies that build on diversity, broadly defined, and cultivate a pluralistic, inclusive culture.

Goal 1, H. Align existing and new programs and initiatives (including potential masters programs) to college mission, relevance, and revenue needs by developing and implementing metrics/criteria for evaluating existing and new programs. .

Goal 1, I. Continue to develop a campus culture inclusive of transfer, pre-nursing, OCE, and traditional students and different learner modalities by institutionalizing policies, programs, and support that allow all students to thrive through personalized education.

Goal 1, J. Maximize the entrepreneurship, innovation, and opportunities that OCE contributes to the mission and function of the college.

Goal 1, K. Recognize the distinctive characteristics, needs, and stature of the Nursing program and include these considerations in all college-wide decisions.

Goal 1, L. Recognize the distinctive characteristics and contributions of the Athletics program and include these considerations in all college-wide decisions.

Goal 2. Enhance Linfield's Regional, National, and Global Connections

Goal 2 focuses on Linfield's position within many communities. Linfield has long championed international study as important to the College's mission, and Goal 2 builds on this foundation. Goal 2 also builds on Linfield's many personal contacts and regional partnerships. In all these partnerships, we wish to serve as much as to benefit. Goal 2 also recognizes and seeks to optimize distinctive advantages close to home: our Pacific Northwest location, our commitments to sustainability (environmental, social and economic), our relationships in the wine industry, and our rural, urban, and on-line campuses. We are committed to fostering community.

Goal 2, A. Intensify and expand our commitment to international education.

Revised addendum goal, February 2017.

Goal 2, B. Establish and promote Linfield's expertise as a reciprocal partner and resource regionally. Strengthen and promote Linfield's service to regional organizations

Goal 2, C. Promote civic learning and capacity through partnerships with regional constituents.

Goal 2, D. Utilize the experience and expertise of Linfield's external constituencies, including alumni connections.

Goal 2, E. Accelerate development, implementation and promotion of proposals and partnerships that take advantage of our Pacific Northwest location and that meet the metrics/criteria referred to in Goal 1. Raise Linfield's profile globally and regionally to secure its place in an increasingly competitive field.

Revised addendum goal, February 2017.

Goal 2, F. Further support and extend Linfield's commitment to environmental, social, and economic sustainability.

Goal 3. Grow and Strategically Align Linfield's Resources

Linfield's effectiveness relies on our structures, our processes, and our programs of study. Academic excellence requires the highest feasible level of support to our students, a strategic focus on the allocation of resources, and the continuation of a sustainable financial model that most effectively deploys the College's resources. Goal 3 maintains Linfield's commitment to a balanced operating budget and seeks to negotiate the tensions between reliance on tuition revenue and keeping the College as affordable as possible. Goal 3 looks to enhance the College's financial resources by increasing net tuition revenue, net gift income, continued responsible utilization of endowment assets, and efficient financial operation of our physical plant and property. The strategies included in Goal 3 are informed by a commitment to and support of the overarching goal of the Strategic Plan: revitalizing the student experience.

Goal 3, A. Recognizing the valuable contributions of all employees, continue to address employee and staff compensation issues (noting that faculty issues are addressed in Goal 1). The College remains committed to competitive total staff compensation.
Revised addendum goal, February 2017.

Goal 3, B. Evaluate and, if necessary, modify the College's administrative and governance structures in order to maximize effective coordination.
Revised addendum goal, February 2017.

Goal 3, C. Continue to identify, evaluate, revise, and adopt administrative and service processes – including new technological applications – to support students, faculty, staff and other stakeholders of the College (e.g. alumni, guidance counselors, and the like). Develop measures to assess administrative and academic units to ensure quality and optimal reallocation of resources. Communicate to end users the reasons for and advantages of any implemented changes.

Goal 3, D. Consistent with the academic and intellectual aspirations of Goal 1, pursue opportunities to increase existing revenue and identify new revenue streams, including recruitment, retention, overall enrollment strategies, and the possibility of appropriate and vetted graduate programs. Ensure that Linfield College continues to provide an affordable experience for our students.

Goal 3, E. Increase the financial resources available to the College through philanthropy, government and foundation grants, both to support Strategic Plan initiatives and to strengthen our financial position.
Revised addendum goal, February 2017.

Goal 3, F. Address current facilities and infrastructure needs while making targeted additions that attract and support students.
Revised addendum goal, February 2017.

Goal 3, G. Charge the College Planning and Budget Council (CPBC) to make budget recommendations in order to achieve the goals of this Plan and develop guidelines to measure outcomes and prioritize communication to the whole College community.
Revised addendum goal, February 2017.

Goal 3, H. While being mindful of Linfield's core strengths of community and commitment to liberal education, identify and promote points of distinction in selected academic, co-curricular and athletic programs and their competitiveness in a rapidly changing market.
New addendum goal, February 2017.