The Linfield College 2012-2018 Strategic Plan seeks to revitalize the Linfield student experience.

The Plan consists of three Goals, Goal 1 and in parts of Goal 2, the Plan focuses on strengthening academic programs even as it widens their definition. Other elements of Goal 2 will enhance Linfield’s position regionally and globally, utilizing all of Linfield’s contacts to benefit from their expertise, promote civic learning, and serve community needs. Goal 3 focuses on the fiscal actions central to the Plan’s implementation, including tuition strategies, revenue enhancement efforts, facilities’ planning, and budgeting.

To date, we have made significant progress toward the goals stated in the Strategic Plan. Our specific accomplishments are listed here.

**Goal 1: Strengthen Academic Programs**

**1A** - 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.

**Accomplishments:**

**First Year Experience (FYE)**
- 12-13 FYE Working Group was formed, a group of faculty, staff, and students tasked with reinvigorating the first year programs for new entering students
- 14-15 FYE pilots in 2014, revisions in 2015
- 14-15 Reduced number of students per section of freshman colloquium with stronger connections to PLACE programming
- 14-15 Recommended 2015-16 budget that incorporates January Term fees in tuition for first year students, and requires January Term enrollment the first year

**Program for Liberal Arts and Civic Engagement (PLACE)**
- 12-13 PLACE approved, will enhance thematic connections among modes of thinking and inquiry
- 13-14 New PLACE themes identified for 2014-15 and 2015-16
- 13-14 PLACE continues to explore possible connections with FYE, and operating budget of $20,000 for programming and student employment was funded
- 14-15 New PLACE theme identified for 2016-17 and 2017-2018

**Internships**
- 12-13 Internships have been inventoried and catalogued
• 13-14 Internship opportunities will have possible connections to Capstones, Business Advisory Council
• 14-15 Career Development programming has added an internship focus week, an internship resource app for employers and students, increased the Cat Connect internship database, and created an interactive touch screen internship central to the Career Development Hub
• 2014 NSSE data indicates an increase to 82% of Linfield Seniors participating in an internship or field experience during their four years vs. 57% as reported in the 2011 NSEE survey by Linfield Seniors

Co-Curricular
• 13-14 Assessment of learning outcomes done in residence life areas and in student conduct program
• Assessment Council established to develop assessment plan for out-of-class experiences
• 14-15 Linfield joined Council of Independent Colleges NetVUE program-- a nationwide network of colleges and universities formed to enrich the intellectual and theological exploration of vocation among undergraduate students-hired program intern to research opportunities for Linfield
• 14-15 Faculty-Athletic Mentoring Program established - faculty participate as they are able in mentoring athletic teams via meetings, attending competition, traveling with team

Programming
• 14-15 Hearst grant supports expansion of iFOCUS science programing
• 14-15 New sustainability pre-orientation program established
• 14-15 Received Mellon Foundation grant to support programming connecting Arts and Humanities in Action (AHA) and careers
• 15-16 Launched AHA with pre orientation programming, learning communities and January term career exploration class
• 15-16 Required January term for first year students, with curricular and co-curricular offerings

1B - 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.

Accomplishments:
Faculty development
• 12-13 Increased funding for faculty development by adding $40,000 to operating budgets for faculty travel
• 12-13 Increased faculty development quasi endowment by $75,000. Expanded Collaborative Research; increased faculty stipends with additional
• 13-14 Added $25,000 to faculty development quasi endowment
• 14-15 Established and implemented process for the development of departmental/disciplinary guidelines for promotion and tenure
• 15-16 Hired Emily Nye as Director of Teaching and Learning
• 15-16 Added $50,000 faculty development quasi endowment

Faculty achievement recognition
• 12-13 New endowed Faculty Award created by Marv and Laurie Henberg to recognize internationally focused scholarship
• 13-14 New endowed Faculty Award created by Julie Olds and Thomas Hellie to recognize creative accomplishment (5 total endowed awards)

Student achievement recognition
• 14-15 Enhanced the Student Symposium program, with greater student participation from more academic departments than in prior years. Increased from prior year 64 to 109 exhibits, 100 to 145 Participants, 18 to 22 departments

Science
• 13-14 STEM programing and facilities discussion. Trustee group established. Engaged architect and Jeanne Narum, national expert on science collaboration, for a workshop on facilities in Spring 2014
• 14-15 Faculty and administrator trip to visit science facilities in Washington
• 14-15 On-going development with SRG Architects and RFD Research Lab Planners
• 14-15 Reviewed initial facilities requests for efficiencies
• 15-16 Established faculty leadership (Faculty Shepherd)
• 15-16 Established Science facilities building committee

1C - 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.

Accomplishments:
Diversity Advisory Committee
• 12-13 Formed Ad hoc President’s Advisory Committee on Diversity
• 12-13 Adopted a “Respect Diversity Statement”
• 13-14 Posted “Respect Diversity Statement” in 200 places on both campuses
• 13-14 Created diversity webpages on Linfield site, including telling the stories of the faces behind the hands that were used on the Respect Diversity posters
• 14-15 Preparation of a formal charge for the Ad hoc President’s Diversity Advisory Committee
• 14-15 Proposal to establish a faculty and staff co-chair structure for the Ad hoc Diversity Advisory Committee
• 15-16 President’s Diversity Advisory Committee established as a standing committee of the college with faculty, students and staff members
• 15-16 $20,000 in funding authorized by Trustees to fund diversity mini-grants

Diversity Programming
• 13-14 Dr. Joanne Moody, a nationally recognized consultant, conducted intensive workshops on best practices for hiring and retention of faculty/staff
• 13-14 Professional Development Day for all staff focused on diversity, including powerful keynote by Dr. Janet Bennett of the Intercultural Communication Institute.
• 14-15 Trustees allocated $20K for Diversity mini-grants. Grant submission process finalized and grants awarded for 15-16
• 15-16 Grant funded Diversity programming offered. Additional funding allocated to continue grants.
• 15-16 Added Orientation program for Spanish-speaking parents of students of new students (conducted in Spanish)
• 15-16 Incorporated understanding diversity as learning outcome for January Term programming

Diversity Outreach
• 13-14 Conducted several meetings with key student leaders of multi-cultural clubs to understand the student experience
• 13-14 Created Wildcat Intercultural Network (WIN), a mentoring program for first-year students
• 15-16 Entering freshman class is 39% American students of color; overall Linfield College is 33% American students of color

1D - 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.

Accomplishments:

Faculty
• 12-13 Load determinations were completed by all academic departments
• 12-13 Increase in the number of fulltime faculty with positions in Education for English to Speakers of Other Languages. Reallocated Health Science positions to HHPA and Business
• 13-14 Approved the use of AAUP IIB for faculty compensation comparison
• 13-15 Implementation of 5+ teaching load as feasible in departments, 6 of 22 departments have adopted.
• 14-15 5-year plan developed to address goal of 80th percentile of AAUP IIB compensation
• 15-16 Implemented year-one of 5 year plan towards faculty compensation goals

Endowed faculty positions
• 12-13 Two faculty endowments completed –the Glicksman Professorship and the Renshaw Professorship each funded with $2 million in gift.
• 13-14 Endowed the Dave Hansen Chair in Economics with $2.01 million in gifts from 95 donors
• 12-14 Each endowed position has provided funding for additional faculty hires in their respective departments: Political Science, Creative Writing, and Economics
• 14-15 Established a fund for nursing excellence of $84,000. Pending endowed fund established and ongoing fund raising identified as a campaign priority.
• 15-16 Establishing a fund for business excellence (via Business Advisory Council initiative)

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

Accomplishments:
Administrative Structure
• 12-13 External review of DCE conducted
• 12-13 On-line RN-BSN oversight established in accordance with Nursing accreditation
• 13-14 TEAM DCE established to provide input on student experience, enhanced efficiencies and integration; Division restructuring towards more integration; Launch search for new Director
• 14-15 Division of Continuing Education renamed Online and Continuing Education to reflect range of activities

Personnel
• 14-15 Laura Brenner, Director of on-line and continuing education hired
• 14-15 Staffing reorganization shifted personnel and functions from OCE Office to offices of admission, registrar, student accounts, academic advising and information technology
• 14-15 Combined two .5 FTE positions and hired one instructional designer to support course development and best practices

Programming
• 14-15 Five new certificates and minors developed and approved
• 14-15 Developed Medical Interpreter program (under state review) to serve needs of medical community

1F – 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.

Accomplishments:
Personnel
• 12-13 Mallie Kozy, Dean of Nursing hired (vacancy)
• 14-15 Focusing on staffing needs in Nursing – hired a dedicated recruiter on an 18 month contract
• 15-16 Faculty and staff vacancies filled

Migration and student policies
• 12-13 Strengthened language regarding migration policies
• 13-14 Continue to assess student movement from McMinnville to Portland
• 13-14 Changed policies regarding admission to the School of Nursing including raising the minimum GPA required to migrate from McMinnville to Portland

Facilities
• 14-15 Discussion of Nursing facilities on-going
Goal 2: Enhance Linfield’s Regional, National, and Global Connections

2A - Increase our commitment and strength in international education and global awareness for all students. Encourage global content. Encourage global partnerships to extend and deepen the experience of living and studying abroad.

Accomplishments:
International Education
• 13-14 Creation of an international hub combining Political Science and the Office of International Programs
• 14-15 External evaluation of the Office of International Programs for effective administration

Study Abroad Programs
• 13-14 Increased numbers of students in semester/year abroad
• 13-14 Established two Nursing focused January Term offerings/per year
• 13-14 Established IE3 Global Internships, partnering with Oregon University System
• 13-14 Established new program with Nursingen Geislingen University for Business Programs. NGU providing grants for Linfield faculty lectures
• 13-14 Two new partnership agreements signed with Japanese partners
• 14-15 Carefully monitoring international program sites for safety due to health and global unrest

2B and 2C - Establish and promote Linfield’s expertise as a reciprocal partner and resource regionally. Strengthen and promote Linfield’s service to regional organizations. Promote civic learning and capacity through partnerships with regional constituents.

Accomplishments:
Wine Industry Experience
• 12-13 Oregon Wine Industry Experience created
• 13-14 Year One of grant-funded Oregon Wine Industry Experience pilot program (7 students)
• 14-15 Year Two of Oregon Wine Industry Experience pilot (8 students)

Career Exploration opportunities in the region
• 12-13 Career Services Courses focus on region
• 13-14 Developed third January Term course focused on regional industry, communications and media in the northwest

Wine Programming
• 14-15 Hired Director of Wine Education
• 14-15 Added Certificate in Wine Marketing to Online and Continuing Education offerings
• 14-15 Added non-credit seminars about basic wine knowledge, and wine tasting
2D - Utilize the experience and expertise of Linfield’s external constituencies, including alumni connections.

Accomplishments:
Alumni
- 12-13 Student Alumni Association was reinvented
- 12-13 Alumni-student mentoring program initiated
- 13-14 Student Alumni Association has grown from 15 to 20 involved members and is increasingly active
- 13-14 108 members of the 2013 graduating class contributed $3,300 to the Senior Class gift effort; already this year, 148 seniors have contributed $5,700 to the effort
- 14-15 Alumni hosted dinners for new students, filmed short videos, participated in Alumni Profiles, and initiated Life 101 series

Increased visibility
- 13-14 Social media networks have been expanded
- 13-14 Tuition Free Day panel presentation was attended by 200 students who learned more about philanthropy from a noted panel of involved alumni and friends
- 14-15 Informational videos were produced for parents
- 14-15 Statue and plaza celebrating Paul Durham’s contributions to Linfield was placed by athletic facilities

2E - Take advantage of our Pacific Northwest location: attract international students, build on global partnerships, and deepen relationships with regional industries (e.g. the wine industry).

Accomplishments:
Archives
- 12-13 Grants for Oregon Wine History Archive (OWHA), wine institute and internships
  The Oregon Wine History Archives (OWHA) received a grant of $8,000 from the Oregon Cultural Trust to support the processing, accession and collection of oral histories, materials and artifacts from early Oregon wine pioneers
- 13-14 OWHA received a $15,000 grant from Oregon Wine Board for equipment and travel to document wine industry history in Southern Oregon. As a result, staff and student participants documented 20 wineries, conducted 18 oral history interviews and hosted two receptions with partner institutions and community members
- 13-14 OWHA received an $8,000 grant from the Erath Family Foundation to fund a Linfield student as Archives Specialist, supporting projects and research taking place in the OWHA collections. 13-14 [DELETE: The] OWHA received an $8,000 grant from the Erath Family Foundation to fund a Linfield student as Archives Specialist, supporting projects and research taking place in the OWHA collections
- 14-15 OWHA received a $15,000 grant from Oregon Wine Board for equipment and travel to document wine industry history in the Columbia and Walla Walla valleys. As a result, staff and student participants documented 14 wineries, conducted 15 oral history interviews and hosted two receptions with partner institutions and community members
• 14-15 OWHA received an $8,500 grant from the Erath Family Foundation to fund a Linfield student as Archives Specialist, supporting projects and research taking place in the OWHA collections

Partnerships
• 13-14 Cycle Oregon (2200 participants) will be on the McMinnville campus in July 2014
• 13-14 Greg Jones, internationally recognized viticulture climatologist, visited campus for two days; public presentations and class attendance by scores of leaders in regional wine industry
• 13-14 Met with leadership of Camp Smith, a 120 acre wooded campsite, and visited site on several occasions
• 14-15 Camp Smith location for SOIL pre-orientation program, class field trips, research sites

Wine Industry
• 13-14 Faculty and staff conducted research on Latinos and Latinas in the Oregon wine industry resulting in a bilingual display that was shown at IPNC, on campus and at the Willamette Heritage Center
• 13-14 Linfield faculty presented at annual Oregon Wine Symposium and at international wine business conference (Germany)
• 14-15 Faculty/student research in wine science
• 14-15 Approval of new Wine foundation course

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

Accomplishments:
Sustainability coordination
• 12-13 Hired Duncan Reid Sustainability Coordinator
• 12-13 Align sustainability with Master Plan

Sustainably integration - curricular
• 13-14 Sustainability Coordinator collaborated in eight separate courses in Sociology, Environmental Science, Business and Arts & Visual Culture
• 13-14 Created faculty development program to advance integration of sustainability across curriculum
• 13-14 Developed summer internship program in local sustainable agriculture
• 14-15 Faculty learning community to integrate sustainability into curriculum
• 14-15 Formal pre-orientation program in sustainability was established

Environmental Studies
• 13-14 Environmental Studies major was evaluated by external experts in policy and science
• 14-15 Hired a senior scholar in ENVS for three-years to more fully develop environmental policies track of the Environmental studies major.
Integration across Linfield

- 13-14 issued campus-wide sustainability literacy and transportation surveys
- 13-14 Now offsetting 44% of Linfield's calculated carbon footprint through renewable energy program
- 13-14 prepared and submitted comprehensive Greenhouse Gas Report; Zero Waste initiative sparked recycling/composting at football games/special events/residence halls; new recycling bins; reusable dishware;
- 13-14 revamped Give 'n Go program to support sustainability
- 13-14 launched SEED (Sustainability Engagement Every Day) program for employees
- 13-14 Green Team created to assist with orientation; “Green Chairs” (student volunteers) in residence halls advance sustainability practices; organized farmers’ markets and earth week programs
- 14-15 SEED program in active operation
- 14-15 Continue to develop programs around sustainable food systems
- 15-16 The college has offset its measured carbon footprint
Goal 3: Grow and Strategically Align Linfield's Resources

3A - 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.

Accomplishments:
Staff
- 12-13 classification/compensation revision completed
- 13-14 implemented new performance review process
- 14-15 implemented merit pay system as part of performance review for staff and offered merit pay raises to 58 (59%) exempt and 106 (75%) non-exempt staff

Faculty (cross reference 1A)
- 12-13 Faculty compensation comparison group in progress (1A)

3B - Evaluate and, if necessary, modify the College’s administrative and governance structures in order to maximize efficient coordination between faculty entities and the Vice President for Academic Affairs/Dean of Faculty.

Accomplishments:
Coordination
- 12-13 Roles of academic department chairs examined

Accreditation
- 14-15 Regional accreditor, Northwest Commission on Colleges and University, made significant change in the required reporting cycle for mid-cycle report due in September 2014. College is responding to meet required reporting schedule
- 14-15 Successfully completed the NWCCU mid-cycle review including: self-study, evaluator site visit and confirmation by the commission (2014-15)

3C - Continue to identify, evaluate, revise, and adopt administrative and service processes – including new technological applications – in order 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.

Accomplishments:
Reorganization
- 12-13 Counseling Center and Health Services consolidation accomplished
- 12-13 PDX Facilities and Housing reorganization accomplished
- 13-14 Reorganized Human Resources Department resulting in significant savings and gained efficiencies
- 14-15 Developed on line housing registration processes for students

Personnel
• 13-14 Hired Mary Ann Rodriguez as VP of Finance and Administration (vacancy)
• 14-15 Hired new Chief Technology Officer (vacancy)

Policy
• 14-15 Implemented new policies for computer purchases, cellphones and online access

Infrastructure
• 15-16 Network infrastructure has been evaluated and the college can now begin to implement next steps

3D - 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, while striving to provide an affordable Linfield College experience for our students.

Accomplishments:
Transfer Students
• 12-13 Hired Transfer Coordinator for recruitment and support
• 12-13 Added Summer Cohort to RN to BSN program

Enhancements
• 12-13 Quality and customer service enhancements to Bookstore and food service

Financial Aid and tuition
• 13-14 Changed financial aid consultant from Noel Levitz to Applied Policy Research, Inc.
• 13-14 Evaluated 2014-15 tuition increase and set increase at 3.06%
• 14-15 Evaluated 2015-16 tuition increase and set increase at 3.51%

3E - Increase the financial resources available to the College through philanthropy, both to support Strategic Plan initiatives and to strengthen our financial position

Accomplishments:
Campaign Framework
• 12-13 Strategic Philanthropic Priorities papers and discussions
• 12-13 Philanthropy Consultant Presentation to Board Feb. 2013

Personnel
• 13-14 Hired Dave Ostrander as VP of Institutional Advancement
• 13-14 Hired Grants Manager to support faculty in seeking and administering grants
• 15-16 Advancement staff reorganized to increase number of staff focused on giving

Campaign
• 13-14 Identified Capital Campaign Leadership, including Kerry Carmody and Dave Baca as Campaign Co-Chairs
• 13-14 Have begun process to identify STEM initiatives and develop plan for a new science facility
• 14-15 Wealth screening of donor pool has been completed
• 15-16 The first draft of a case statement has been completed
• 15-16 Quiet phase of Campaign Linfield has begun
• 15-16 Regional trustee gatherings held to introduce trustees to the Campaign
• 15-16 Personal calls on trustees and spouses
• 15-16 Solicitation of leadership gift prospects has begun and will continue through the timeframe of the campaign – continued identification of new leadership gift prospects

3F - Align the Linfield College Master Plan with the Strategic Plan.

Achievements:
Alignment
• 12-13 Facilities Planning Group created, has been meeting; consultant retained
• 13-14 Completed the Strategic Facilities Planning Guide and determined Melrose/Walker renovation project to be top priority
• 13-14 Completed energy audit and infrastructure assessment which will guide future projects

Facilities
• 12-13 Partial renovation Melrose second floor
• 13-14 Completed the pre-design, programming, schematic design, structural engineering, and construction drawings for Walker/Melrose
• 13-14 Renovation of Walker/Melrose to begin in June 2014
• 14-15 Completed Walker/Melrose renovations and relocated two academic departments and eight administrative departments. Established Student Central, combined student service in lower level Melrose.
• 12-13 Science Initiative
• 13-14 Conducted preliminary discussions about science facility with STEM group
• 14-15 Faculty and administrator trip to Washington colleges to assess best practices when creating new science spaces

3G - 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.

Accomplishments:
Budget
• 12-13 Establish responsibility for charge
• 13-14 Analyzed and affirmed budget priorities for 2014-15 in light of strategic plan goals and core themes
• 14-15 Streamlined budget communication processes

Planning
• 13-14 Mapped 2014/15 proposed budget allocations to strategic plan goals, and communicated to Campus community
• 14-15 Incorporating more assessment and evaluation into council’s routines
• 14-15 Established key standing agenda items to utilize members of the campus community for updates and progress reports

Accreditation
• 13-14 CPBC participating in mid-cycle college accreditation report
• 13-14 Created working group to align established data sets with strategic plan and core themes, for mission fulfillment reporting to the Northwest Commission on Colleges and Universities
• 14-15 Assessed and established budget priorities for the 2015-16 budget cycle
• 14-15 Reviewed student learning outcomes as part of review process