2013-2014 Strategic Plan Update
May 2014

TO: Linfield College Community and other interested readers
FROM: Dr. Thomas Hellie, President
DATE: May, 2014

We are completing Year 2 of the Linfield’s 2012-2018 Strategic Plan. We continue to make tangible progress, and the entire Linfield College community deserves thanks and congratulations.

This report outlines accomplishment in each of the last two years; it also identifies immediate next steps in many categories. While a more detailed report follows, these are some of the highlights of the 2013-2014 year:

- The Division of Continuing Education was restructured, leading to more integration with the rest of the college. A new Director of Online and Continuing Education has been appointed;
- Education and Research grew in wine-related projects and courses in Business, History, Mass Communications, the Linfield Center for the Northwest, and the Oregon Wine History Archive;
- Thanks to gifts from 95 donors, the Dave Hansen Chair in Economics was funded with 2.1 million dollars—this is the third fully-funded faculty chair in the last two years;
- A new facilities plan was created in response to the priorities of the Strategic Plan; design, programming, engineering, and construction drawings have been completed for Walker and Melrose; renovation begins June 2, 2014;
- Led by national consultant Dr. Jeanne Narum and SRG architects, science program/facilities workshops commenced in spring 2014 and will continue through summer 2014;
- Consultants met with faculty and staff to emphasize and explore Linfield’s commitment to diverse populations; Student Affairs established the “Wildcat Intercultural Network” to mentor first-year students; a new webpage and two hundred “Respect Diversity” signs were created for the Linfield campuses.

More details follow below; for college staff who have login access and want to review the Strategic Plan in its entirety, log on to Catfiles and go to “Institutional”, then to “2012-2018 Strategic Plan” to see two different versions of the plan.
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.

2012-13 Accomplishments:
- First Year Experience (FYE) Working Group was formed, a group of faculty, staff, and students tasked with reinvigorating the first year programs for new entering students
- Program for Liberal Arts and Civic Engagement (PLACE) approved, will enhance thematic connections among modes of thinking and inquiry
- Internships have been inventoried and catalogued

2013-14 Accomplishments:
- First Year Experience pilots in 2014, revisions in 2015
- New PLACE themes identified for 2014-15 and 2015-16
- PLACE continues to explore possible connections with FYE, and operating budget of $20,000 for programming and student employment was funded
- Internship opportunities will have possible connections to Capstones, Business Advisory Council
- Assessment of learning outcomes done in residence life areas and in student conduct program

Next Steps:
- Considering January Term fees in tuition. Once approved will examine and develop rich January Term programming for first-year students
- Integrate civic engagement programs with academic components of PLACE

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.

2012-13 Accomplishments:
- Load determinations were completed by all academic departments
- Increased funding for faculty development by adding $40,000 to operating budgets for faculty travel
- Expanded Collaborative Research; increased faculty stipends with additional $40,000
- Increase in the number of fulltime faculty (see 1D) with positions in Education for English to Speakers of Other Languages. Reallocated Health Science positions to HHPA and Business
- Faculty compensation comparison group in progress (3A)
• New endowed Faculty Award created by Marv and Laurie Henberg to recognize internationally focused scholarship

2013-14 Accomplishments:
• Approved the use of AAUP IIB for faculty compensation comparisons
• Established new endowed faculty award for creative accomplishment
• 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

Next Steps:
• Continue building funding for faculty development
• Continue to Expand Collaborative Research
• Support competitive scholarships and fellowships for students
• Focused discussion on science programing and building needs. Concept drawings. Continued architecture development

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.

2012-13 Accomplishments:
• Formed President’s Advisory Committee on Diversity
• Adopted a “Respect Diversity Statement”

2013-14 Accomplishments:
• Dr. Joanne Moody, a nationally recognized consultant, conducted intensive workshops on best practices for hiring and retention of faculty/staff
• Created diversity webpages on Linfield site, including telling the stories of the faces behind the hands that were used on the Respect Diversity posters
• Professional Development Day for all staff focused on diversity, including powerful keynote by Dr. Janet Bennett of the Intercultural Communication Institute
• Posted “Respect Diversity Statement” in 200 places on both campuses
• Conducted several meetings with key student leaders of multi-cultural clubs to understand the student experience
• Created Wildcat Intercultural Network(WIN), a mentoring program for first-year students

Next Steps:
• President’s Advisory Committee on Diversity will continue to meet
• Further develop web content
• Integrate best practices for diversifying the faculty into the search processes
- Conduct a survey during the 2014-15 academic year of all students and employees regarding campus climate

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.

2012-13 Accomplishments:
- Two faculty endowments completed – the Glicksman Chair funded with $2 million in gifts and the Renshaw Chair funded with $2 million in gifts

2013-14 Accomplishments:
- Funded Dave Hansen Chair in Economics with $2.01 million in gifts from 95 donors

Next Steps:
- A Campaign priority will be to add additional endowed positions and faculty development funds
- Consider additional endowments for positions in professional programs

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

2012-13 Accomplishments:
- Outside consultant review

2013-14 Accomplishments:
- TEAM DCE established to provide input on student experience, enhanced efficiencies and integration; Division restructuring towards more integration underway; hired a new Director, Laura Brener, in May 2014

Next Steps:
- With leadership of new director establish a comprehensive work plan

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.

2012-13 Accomplishments:
- Hired Dean of Nursing
• Strengthened language regarding migration policies

2013-14 Accomplishments:
• Continue to assess student movement from McMinnville to Portland
• Changed policies regarding admission to the School of Nursing including raising the minimum GPA required to migrate from McMinnville to Portland

Next Steps:
• Evaluate the availability of prerequisites courses and appropriate space in McMinnville
• Open the discussion about long term lease options

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.

2012-13 Accomplishments:

2013-14 Accomplishments:
• Creation of an international hub combining Political Science and the Office of International Programs. (Fall 2014)
• Increased numbers of students in semester/year abroad
• Established two Nursing focused January Term offerings/per year
• Established IE3 Global Internships, partnering with Oregon University System
• New program established with Nurtingen Geislingen University for Business Programs. NGU providing grants for Linfield faculty lectures
• Two new partnership agreements signed with Japanese partners

Next Steps:
• Review vendor costs of semester and JT programs
• Conduct review of international programs to establish optimal integration.
• Continue to develop Serve and Return options linking study abroad with Linfield courses.

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.

2012-13 Accomplishments:
• Oregon Wine Industry Experience created
• Internships have been inventoried
• Career Services Courses focus on region

2013-14 Accomplishments:
• Year One of grant-funded Oregon Wine Industry Experience pilot program (5 students)
• Developed third January Term course focused on regional industry, communications and media in the northwest

Next Steps:
• Year Two of Oregon Wine Industry Experience pilot (10 students)
• Explore Wine Education Opportunities in DCE

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

2012-13 Accomplishments:
• Student Alumni Association was reinvented
• Alumni-student mentoring program initiated

2013-14 Accomplishments:
• Social media networks have been expanded
• Student Alumni Association has grown from 15 to 20 involved members and is increasingly active
• Tuition Free Day panel presentation was attended by 200 students who learned more about philanthropy from a noted panel of involved alumni and friends
• 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

Next Steps:
• Begin the planning for campaign-related activities to engage constituencies in that important effort
• Develop connections with alumni early in their post-graduate lives

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).

2012-13 Accomplishments:
• Grants for Oregon Wine History Archive, wine institute and internships
2013-14 Accomplishments:

- Cycle Oregon (2200 participants) will be on the McMinnville campus in July 2014
- Greg Jones, internationally recognized viticulture climatologist, visited campus for two days; public presentations and class attendance by scores of leaders in regional wine industry
- Met with leadership of Camp Smith, a 120 acre wooded campsite, and visited site on several occasions
- The Oregon Wine History Archives (OWHA) received a $15,000 grant from Oregon Wine Board for equipment and travel to document wine industry history in Southern Oregon; staff and student participants documented 20 wineries, conducted 18 oral history interviews and host two receptions with partner institutions and the community
- 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
- The OWHA received an $8,000 grant from the Erath Family Foundation to fund a Linfield student as Archives Specialist for all wine collection items in OWHA, and will be supporting all projects and research that take place in the collection
- Linfield faculty presented at annual Oregon Wine Symposium and at international wine business conference (Germany)

Next Steps:

- Continue discussion regarding Cycle Oregon as regular visitor to Linfield campus
- Continue wine speaker series
- Pre-orientation group will stay at Camp Smith in August 2014; discussions underway for future use of Camp for student groups on a regular and ongoing basis
- Develop model for Outdoor Leadership/Recreation, building on Outdoor Club

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

2012-13 Accomplishments:

- Hired Sustainability Coordinator
- Align sustainability with Master Plan

2013-14 Accomplishments:

- Environmental Studies major was evaluated by external experts in policy and science
- Sustainability Coordinator collaborated in eight separate courses in Sociology, Environmental Science, Business and Arts & Visual Culture; created faculty development program to advance integration of sustainability across curriculum; issued campus-wide sustainability literacy and transportation surveys
- Now offsetting 44% of Linfield’s calculated carbon footprint through renewable energy program; 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; revamped Give ‘n Go program to support sustainability; launched SEED (Sustainability Engagement Every Day) program for employees

- Developed summer internship program in local sustainable agriculture; Green Team created to assist with orientation; “Green Chairs” (student volunteers) in residence halls advance sustainability practices; organized farmers’ markets and earth week programs

Next Steps:

- Formal orientation program in sustainability launches in August, 2014
- SEED program in active operation
- Sustainability workshops 2014-2015
- Continue to develop programs around sustainable food systems

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.

2012-13 Accomplishments:

- Staff classification/compensation revision completed
- Faculty compensation comparison group in progress (1A)

2013-14 Accomplishments:

- Implemented new performance review process for staff

Next Steps:

- Implement merit pay system as part of performance review for staff
- Verify accuracy of positions to classifications

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.

2012-13 Accomplishments:

- Roles of academic department chairs examined

2013-14 Accomplishments:

- 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
Next Steps:

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.

2012-13 Accomplishments:
- Counseling Center and Health Services consolidation accomplished
- PDX Facilities and Housing reorganization accomplished

2013-14 Accomplishments:
- Hired Mary Ann Rodriguez as VP of Finance and Administration
- Reorganized Human Resources Department resulting in significant savings and gained efficiencies

Next Steps:
- Evaluate use of administrative computer systems and implement best practices
- Review administrative processes and procedures and revise as required

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.

2012-13 Accomplishments:
- Hired Transfer Coordinator
- Added Summer Cohort to RN to BSN program
- Quality and customer service enhancements to Bookstore and food service

2013-14 Accomplishments:
- Changed financial aid consultant from Noel Levitz to Applied Policy Research, Inc.
- Evaluated 2014-15 tuition increase and set increase at 3.06%

Next Steps:
- Evaluate tuition position and plan for future tuition increases
- Evaluate MS in Nursing
3E - Increase the financial resources available to the College through philanthropy, both to support Strategic Plan initiatives and to strengthen our financial position

2012-13 Accomplishments:
- Strategic Philanthropic Priorities papers and discussions
- Consultant Presentation to Board Feb. 2013

2013-14 Accomplishments:
- Hired Dave Ostrander as VP of Institutional Advancement
- Hired Grants Manager to support faculty in seeking and administering grants
- Identified Capital Campaign Leadership, including Kerry Carmody and Dave Baca as Campaign Co-Chairs
- Have begun process to identify STEM initiatives and develop plan for a new science facility

Next Steps:
- Complete wealth screening of donor pool
- Identify candidates for leadership campaign gifts
- Define faculty development funding priorities and scholarship funding priorities
- Create case statement for campaign
- Cultivate and solicit Board members for campaign gifts/pledges
- Begin solicitation of leadership gifts for the campaign

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

2012-13 Accomplishments:
- Facilities Planning Group created, has been meeting; consultant retained
- Partial renovation Melrose second floor
- Science Initiative

2013-14 Accomplishments:
- Completed energy audit and infrastructure assessment which will guide future projects
- Completed the Strategic Facilities Planning Guide and determined Melrose/Walker renovation project to be top priority
- Completed the pre-design, programming, schematic design, structural engineering, and construction drawings for Walker/Melrose
- Renovation of Walker/Melrose to begin in June 2, 2014
- Conducted preliminary discussions about science facility with STEM group
Next Steps:
- Portland Campus/Nursing Space Planning
- Complete Walker/Melrose renovations
- Begin the pre-design work for new science facility

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.

2012-13 Accomplishments:
- Normal operations

2013-14 Accomplishments:
- CPBC participating in mid-cycle college accreditation report
- Analyzed and affirmed budget priorities for 2014-15 in light of strategic plan goals and core themes
- Mapped 2014/15 proposed budget allocations to strategic plan goals, and communicated to Campus community
- 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.

Next Steps:
- Collaborate with accreditation committee to prepare Fall 2014 report to NWCCU
- Reassess and establish budget priorities in light of strategic plan goals and achievements