

Linfield College

2012-2018 Strategic Plan



Preface

The goals of the 2012-2018 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. 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 2012-2018 Strategic Plan

Introduction

The Linfield College 2012-2018 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 the adult degree program.

In Goal 1 and in parts of Goal 2, the Plan focuses on strengthening academic programs even as it widens their definition. These efforts will make in-class and out-of-class experiences more challenging, intentional, international, and integrated. 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.

The 2012-2018 Strategic Plan identifies actions to meet enrollment, retention and revenue goals. It affirms diversity 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.

Implementation Principles & Timelines

Several related principles will govern the Plan’s implementation:

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 depends on clear and timely communication of rationales and goals.
5. Economic feasibility – including the maintenance of net revenues – is required.

Any strategic plan's implementation occurs throughout its life, and this document cannot fully determine the Linfield 2012-2018 Plan's implementation. The President and the Cabinet will discuss implementation schedules, which ultimately must be approved by the Board of Trustees. Implementation of the curricular elements in Goals 1 and 2 will be coordinated by the Dean of Faculty, involving the Curriculum Committee, in consultation with Student Affairs staff and others.

The resulting specific curricular initiatives will be approved through normal faculty governance processes. The Strategic Plan assumes that specific implementation timelines will be set for the Plan's first eighteen months and that such timelines will be reset each year following, as conditions warrant. The Strategic Plan also assumes that implementation progress, revision recommendations, and ongoing implementation plans will be regularly reported to the College community.

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.

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. 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.

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. 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).

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

Goal 2, G. Explore the possibilities and benefits of academic centers as they might serve the College. An Academic Center is an organizational structure by which a collective of faculty and students with common focus identify themselves inside and outside of Linfield College. For purposes of this Plan we assume that centers are externally funded and include a plan for evaluation and possible sunseting. Centers connect and highlight activities that otherwise would be dispersed throughout the College and departments. This has the benefit of providing accessibility for funders, partners, community members and others. Linfield’s first center, the Linfield Center for the Northwest (LCNW), has paved the way for future such endeavors.

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. 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.

Goal 3, B. 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.

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, both to support Strategic Plan initiatives and to strengthen our financial position.

Goal 3, F. Align the Linfield College Master Plan with the Strategic Plan.

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.