Strategic Plan Accomplishments 2016-17

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
- 15-16 PLACE theme of Air Water Earth and Fire: the ancient elements on a changing planet
- 16-17 PLACE two-year theme launched – Digital Society: Digital Self. Theme for 2018-19 approved

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
- 16-17 Connected students to over 500 employers and alumni

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
• 16-17 Comprehensive four year assessment plan approved by CPBC includes co-curricular programs
• 16-17 Won a $48,000 NetVUE grant to implement a sophomore Re-Orientation program and other programs to explore vocation and calling within liberal arts setting
• 16-17 Chaplain’s office established Inter-faith Change Corp student leadership position, supported by Romney fund to partner with Civic Engagement and Service and Career Development

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
• 16-17 January term partnered with student government, launched additional social media with Linfield Snapchat account

Next Steps:
• Integrate civic engagement programs with academic components of PLACE
• Develop NetVUE programs appropriate for students for vocational exploration

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
• 16-17 First year faculty-mentoring lunches, expanded second year faculty lunch program
• 16-17 Integrated faculty career trajectory planning into faculty learning community

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
• 16-17 Trustee dinner recognizing academic and leadership accomplishments of selected seniors
• 16-17 Student Symposium program includes over 200 students

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)
• 16-17 Planning processes focus on lab and research needs

Next Steps:
• Continue building funding for faculty development
• Continue to Expand Collaborative Research
• Support competitive scholarships and fellowships for students

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
• 16-17 Established “We Stand With You” community resource which includes useful toolkits, lists of organizations, FAQs, and other valuable information for working with vulnerable students

**Personnel**

• Gerardo Ochoa named as Linfield’s first Assistant Dean for Diversity and Community Partnerships

**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
• 16-17 provided gender neutral housing options
• 16-17 Student Health, Wellness and Counseling Center created the Learning, Disability Testing and Psychological Assessment program, with endowed gift, to provide testing for students on McMinnville and Portland campuses
• 16-17 Year-long Faculty & Staff Professional Development Series on Inclusion, Enrichment, Engagement
• 16-17 Created resource of faculty and staff volunteers to provide their diverse perspectives to faculty and staff search finalists
• 16-17 Diversity and inclusion conversation held with each faculty search committee. Half of new liberal arts faculty hires will bring additional diversity

**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
• 16-17 Established Multicultural Centers on McMinnville and Portland campuses
• 16-17 Student leadership and connection with national organizations such as Voto Latino, and local groups such as Unidos Bridging Community
• 16-17 Hosted student groups from: African American Youth Leadership Conference, Adelante Chicas, Glencoe HS, PCC
• 16-17 Nursing established ongoing presence with Benson High School health profession students

Next Steps:
• Further develop web content
• Continue to evaluate and respond to survey data regarding campus climate during the 2015-16 academic year from all students and employees
• Evaluate and implement Diversity Advisory Committee action plans
• Continue to conduct open forums on diversity

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)
• 16-17 Endowed and awarded the Lacroute Chair in Shakespeare, funding for additional faculty hire in Theatre and Communications Arts

Next Steps:
• Establish campaign priority to add additional endowed positions and faculty development funds
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
- 15-16 New majors in Global Studies and Project Management; Additional certificates developed
- 16-17 Ruffalo Noel Levitz conducted review of enrollment related processes in OCE, implementing recommendations

Next Steps:
- Develop additional major offerings
- Explore enrichment offerings
- Continue to enhance quality of all offerings

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
- 16-17 Nursing community meetings established weekly to forward mission of the School
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
- 16-17 Policies approved regarding required science GPA and class repetition

Facilities
- 14-15 Discussion of Nursing facilities on-going

Next Steps:
- Evaluate the availability of prerequisites courses in McMinnville
- Continue discussions and finalize long term lease
- Develop creative approaches to Nursing staffing that acknowledge the need for Nursing faculty to acquire earned doctorate and establish advanced practices

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
- 15-16 International Program staffing reorganized in accordance with external program recommendations for increased student services focus
- 16-17 Reorganized English Language and Culture Program 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 Nurtingen 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

Next Steps:
- Review vendor costs of semester and JT programs
- 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.

Accomplishments:
Wine Industry Experience and Wine Industry Immersion Program
- 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)
- 15-16 Created Wine Industry Immersion Program (Fee-based, not-for-credit)

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
- 14-15 Approval of new Wine foundation course
- 16-17 Wine Studies minor launched. Developing Wine Studies Major

Next Steps:
- Develop additional certificates and other wine curriculum
- Develop Mellon grant funded career exploration course in the Arts and Humanities

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

Next Steps:
• Begin the planning for campaign-related activities to engage a broad range of constituencies
• Develop connections with alumni early in their post-graduate lives
• Address the challenge of both relatively low percentage alumni participation, and the turnover of alumni contributors

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 - 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 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
• 15-16 Received grants from the Oregon Heritage - $12,000, Oregon Wine Board - $11,021, Erath Family Foundation - $8,500
• 16-17 Conducted 93 wine industry interviews, with an additional 68 wine industry interviews conducted by others that have been donated to us and digitized/made available. 14 Linfield oral history interviews

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
• 12-13 Received $48,000 from the James S. Kemper Foundation helped launch the Oregon Wine Industry Experience, a summer wine education and internship program for students in academic years 13-14 and 14-15
• 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
• 15-16 Created membership-funded wine appreciation group, Oak & Vine Society, with 16 partner wineries (250 members)
• 16-17 Hosted the 11th International Terroir Congress, the first time the Congress has been held in the US, for 125 of the world’s leading scientists working in climate, geology, soil and plant studies in viticulture and wine research

Next Steps:
• Continue wine speaker series
• Develop model for Outdoor Leadership/Recreation, building on Outdoor Club

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
• 16-17 Increase in student involvement in residence halls
• 16-17 New recycling and composting bins across campus

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 104 (58.43%) exempt and 58 (49.57%) non-exempt staff

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

Next Steps:
• 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.

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)

Next Steps:
• NWCCU extends the date for comprehensive evaluation to 2019

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
• 16-17 Began analysis of athletics staff and resources; to be continued as new Athletic Director begins on July 1, 2017

Personnel
• 13-14 Hired Mary Ann Rodriguez as VP of Finance and Administration (vacancy)
• 14-15 Hired new Chief Technology Officer (vacancy)
• 16-17 Selected Dr. Garry Killgore as new Athletic Director

Policy
• 14-15 Implemented new policies for computer purchases, cellphones and online access
• 16-17 The Technology Advisory Council updated and received approval of the ITS Plan focusing on five major areas over the next three years: Academic Support, Administrative Use of Data, Customer Service, Infrastructure and Security

Process Improvements
• 14-15 Developed on line housing registration processes for students
• 16-17 Implemented a new student housing software, StarRez which provides web-based housing application, roommate and room self-selection and administrative functions which integrate with the College enterprise system.
• 16-17 Implemented CollegeNet Series 25 (25Live) Scheduling Software to institute a campus-wide scheduling system creating a master calendar for the campus
• 16-17 Completed the Colleague migration to a more stable and secure server platform which allows more flexibility in the ability to access data and connect to third party applications
• 16-17 Facilitated a process mapping and discussion of the process across campus to recruit, admit and matriculate transfer students involving the campus community. This mapping activity created a pathway for transfer students to move seamlessly from an inquiry to an enrolled student
• 16-17 Human Resources rolled out to faculty and staff a Benefits Portal- eBenefits Edge, which allows employees to view current benefits elections and make changes during Open Enrollment on-line
• 16-17 –Health Wellness and Counseling has implemented an Electronic Records system in partnership with Physicians Medical Center

Infrastructure
• 15-16 Network infrastructure has been evaluated and the college can now begin to implement next steps
• 16-17 Network Infrastructure Project began Fall 2016 to upgrade the network, security and wireless equipment across both campuses with a completion expected in Fall of 2017

Next Steps:
• 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.

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%
• 15-16 Evaluated 2016-17 tuition increase and set increase at 3.65%
• 16-17 Evaluated 2017-18 tuition increase and set increase at 3.52%

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.

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  
• 16-17 Hired Scott Nelson as Director of Communications and retitled position to add marketing responsibilities  
• 16-17 Added Director of Media Relations and Photographer to Communications and Marketing staff, reassigned existing staff to videography and social media responsibilities  
• 16-17 John McKeegan named VP of Institutional Advancement, Dave Ostrander assigned to focus on major gifts and athletics fundraising

**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  
• 16-17 Campaign Counsel retained, with regular communication and campus visits  
• 16-17 Compared to third-quarter of 15-16, first time donor visits more than doubled, with total donor visits up 91.2%.  
• 16-17 Limited Feasibility Study completed and approved by Campaign Steering Committee  
• 16-17 Campaign Budget formulated, approved, and implemented, emphasizing increased donor contact and institutional profile enhancement

**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
• 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.
• 16-17 Completed a major renovation of Campbell Hall including improvements to address fire egress issues on all floors
• 16-17 Completed the renovation of Cook Hall Anatomy Lab which increased capacity of lab spaces for Anatomy and Physiology
• 16-17 Established Multicultural Centers on McMinnville and Portland campuses
• 16-17 Created an additional Student Lounge in Riley Hall

Planning Process for Science Facility
• 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
• 16-17 Completed Pre-Design Phase of Science Project including draft program, key adjacencies, deployment of the program, and cost estimate
• 16-17 Began in earnest Programming, Schematic Design and Design Development phase for the Science Buildings Renovation and New Addition which includes on-going meetings with faculty and administrators.

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
• 16-17 Held Budget Open Forums to inform campus community of budget status for following year
• 16-17 Holding Benefit Open Forums for the campus community to ensure that the benefits model is sustainable

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
• 16-17 Participated in the Strategic Planning Update and Review (SPUR) process
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
• 16-17 Created Linfield College Assessment Plan focused on Student Learning Outcomes.

Next Steps:
• Collaborate with accreditation committee to prepare upcoming reports to NWCCU