

# 2024 Presidential Search



# Presidential Search

## LINFIELD UNIVERSITY INSTITUTIONAL PROFILE

### MISSION

Linfield University 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.



### OVERVIEW

Linfield University is one of the oldest institutions of higher education in the Pacific Northwest. It was originally chartered in 1858 with an affiliation to the American Baptist Churches USA as the Baptist College at McMinnville. The university is now independent of religious affiliation and welcomes all students, faculty and staff.

Overseeing the institution is the **Linfield University Board of Trustees**. These business, industry and educational leaders are selected for their commitment to providing students with top-notch undergraduate and graduate professional programs built upon a strong comprehensive general-education core. Faculty and staff continue to emphasize Linfield's founding value of freedom of conscience with a focus on educating the whole person in a student-centered atmosphere of respect and nurturing.

While much has changed during its history, the uncommon experiences that make up a Linfield education — the unique learning opportunities, understanding of new cultures and perspectives and exploration of passions — continue to be central to the overall student experience. With an emphasis on small classes, the residential experience, a deep reservoir of support services and a relentless focus on student success, Linfield remains as committed as it has ever been to connecting learning, life and community. The Linfield Wildcats also have a long history of athletic success at the NCAA division III level.

The university recently concluded its comprehensive **Spark Wonder Campaign**, raising \$82 million on an original goal of \$75 million. The advancement team is pivoting to a focus on student scholarships and programmatic support for faculty and staff over the next few years. By the time the new president is installed, another comprehensive campaign will likely be in the planning stages.

## PROGRAMS OF ACADEMIC DISTINCTION

Teaching excellence with a focus on student success animates all three of Linfield’s academic divisions: the College of Arts and Sciences; the School of Nursing; and the School of Business. Education across all three divisions is infused with the breadth and depth of the **Linfield Curriculum**, a program of general education that emphasizes critical thinking, clear writing, respectful dialogue and the ability to work productively with others.

Graduate programs were added to an exclusively undergraduate curriculum with Linfield’s transition from a college to a university in July 2020. As of 2024, Linfield offers the following advanced degrees:

- **Master of Science in Nursing (MSN).**
- **Master of Science in Sports Science and Analytics.**
- **Master of Science in Business** with a choice of tracks in design and innovation, sport leadership or wine business leadership.

Located centrally in Oregon’s wine-growing region, Linfield also offers a **fully endowed wine studies program**, which was founded in 2017 and is already poised to become a distinctive pillar for the university. Students in the program work closely with local leaders and alumni in the wine industry and benefit from wine experts who visit the campus for events such as the **International Pinot Noir Celebration (IPNC)**, which has been hosted on the McMinnville campus since 1987.

## A DIVERSE STUDENT BODY

Linfield is committed to building an inclusive community for students of all backgrounds. While a majority (67%) come from Oregon, Linfield attracted students from 25 other states and 13 countries in 2023-24. At present, 22% of Linfield students are Latino/a/e. An ever-growing percentage of Linfield students are the first in their families to attend college. Linfield’s robust and **award-winning First Scholars Program** provides specialized academic, social and emotional support to these first-generation students. The program was **awarded a \$300,000 grant in 2024** from the Arthur Vining Davis Foundations.

## AN ENGAGED STUDENT EXPERIENCE

Educational opportunities at Linfield combine **real-world experience** and **hands-on opportunities** with a more traditional educational environment. Classroom education is supplemented

DEMOGRAPHICS OF UNDERGRADUATES (FALL 2023)				
	MCMINNVILLE	PORTLAND	ECAMPUS	ALL
New majority	64%	75.8%	74.3%	66.9%
First-generation students	41.9%	25.1%	33.8%	38%
Pell grant recipients	29.7%	30.2%	20.3%	29.4%
U.S. students of color	37.1%	41.3%	25.7%	37.5%
Latinx/e (all races)	22.3%	20.2%	13.5%	21.5%
Transfer students	10.7%	41.9%	64.9%	19.7%
Veterans using benefits	0.3%	1.1%	1.4%	0.5%
Average age	19.9	24.7	34.6	21.6
Taking at least one course online	33.6%	7.1%	98.6%	30.9%

by opportunities for experiential learning, research, internships, field trips and international study.

The sciences benefit from one of the Northwest's pioneering endowments for supporting **student-faculty collaborative research**. The strikingly refurbished and expanded **Linfield University Science Complex**, featuring the new W.M. Keck Science Center, opened in 2023 to provide 84,400 square feet dedicated to inspiring shared research in the sciences. Today, many additional disciplines embrace collaborative and interdisciplinary research and creative works, which are showcased at regional and national conferences, as well as the **annual Student Symposium**.

## FACTS

- **Chartered: 1858**
- **Type: Co-ed, comprehensive, private, undergraduate and graduate**
- **Total undergraduate enrollment, fall 2023: 1,542 FTE**
- **Fall-to-fall retention, three-year average: 80%**  
- **Most recent fall-to-spring: 95%**
- **Total graduate enrollment, fall 2023: 94 FTE**
- **Full-time faculty (2023-24): 130**
- **Adjunct instructors (2023-24): 89**
- **Staff (2023-24): 288**
- **Endowment (March 31, 2024): \$122.5 million**
- **Operating budget (2023-24): \$61.7 million**
- **Tuition and fees (2024-25): \$50,780**
- **Room and board: \$14,640 (McMinnville only)**
- **Average financial aid, all sources (IPEDS 2023): \$28,898**
- **Number of undergraduates receiving financial aid: 95% McMinnville; 87% Portland**
- **Accreditation: Northwest Commission on Colleges and Universities**
- **Athletic affiliation: Northwest Conference, NCAA Division III**

For more on Linfield University, please visit: [linfield.edu](http://linfield.edu).

Dedication to educating the whole person spills over from the learning community into student life. Opportunities abound to engage in leadership, community service, theatre, Greek life, music and art, among other things. More than forty percent of Linfield students participate in one or more **intercollegiate sports**. Many other students participate in an array of intramural sports. Coaches and administrators devote themselves to individual student growth as intentionally and passionately as do faculty.

The Office of International Programs has long been a focus of pride at Linfield. There are 25 programs offering semester-long, year-long and January Term **international experiences**. To ensure all students have the opportunity to study abroad, the institution provides roundtrip airfare for a student's first study-abroad experience. Linfield also hosts students from 30 or more cultures annually.

**January Term provides a unique opportunity** for students. In addition to study-abroad opportunities, more than half of Linfield students engage in an internship, experiential learning, collaborative research or domestic travel course during January Term.

## THE RESULTS

Small class size combines with Linfield's focus on individual student success to produce the highest-earning liberal arts graduates in the state of Oregon and the ninth-highest in the United States (Washington Monthly, 2020-24). U.S. News & World Report consistently lists Linfield as a national top performer in social mobility (2000-24).

## THREE CAMPUSES, ONE ENGAGED COMMUNITY

From its formation in 1858, Linfield has expanded its footprint throughout the Northwest. Wherever you look, Wildcats can be found.

### McMINNVILLE

The university's main residential campus is situated in the heart of McMinnville. The campus consists of more than 60 buildings on 189 pristinely manicured and treed acres. The **McMinnville campus** is home to the **College of Arts and Sciences** and the **School of Business**. The campus expanded significantly in the mid-1990s thanks to a gift of land by the Hewlett-Packard Corporation. Thirty acres have been developed into a shopping center, rent from which provides auxiliary revenue to the university's annual budget. The remaining surplus land, now surrounded by the city, provides an attractive opportunity for a further increase in auxiliary revenue.

McMinnville is a longtime agricultural community and wine -tourism destination. It is nestled in between the Oregon coast range and Portland’s metropolitan area. The community is home to local wineries and breweries, a country club with an 18-hole competition golf course, the annual UFO Festival and James Beard-nominated farm-to-table restaurants and chefs. In May 2024, USA Today named McMinnville’s Third Street the **No. 5 most charming main street in America.**

## PORTLAND

Linfield’s presence began in Portland with the formation of the Linfield-Good Samaritan School of Nursing in 1982. The current 20-acre **Linfield University Portland Campus** opened its doors in February 2021 and remains home to the **School of Nursing**. Traditional-aged nursing students spend their first two years on the McMinnville campus before going to Portland. An array of innovative programs for transfer students and adult learners allow other students to earn a BSN or MSN in Portland or online without ever matriculating in McMinnville. Surplus space on the Portland campus stands ready to accommodate other complementary programs to expand Linfield’s outreach.

## eCAMPUS

Linfield’s Division of Continuing Education program was a pioneer in distance learning, which led the university to be an early leader in online education. Today’s landscape is far more competitive, but the time is ripe for a concerted effort to revitalize and market the eCampus. Given Linfield’s high ranking in a variety of national publications (box at right), prospects are good for substantially extending a Linfield education to students from anywhere with an internet connection.

## RANKINGS

Linfield’s unparalleled student experience prepares our graduates for success in their careers and personal lives ... and others are noticing.

- No. 1 liberal arts college in Oregon by Washington Monthly, 2022 & 2023
- Best Colleges for Affordability and Outcomes by Money Magazine, 2023
- No. 1 for social mobility in Oregon by U.S. News & World Report, 2022-24
- Best College in the West by Princeton Review, 2020-2023
- Hidden Gems in the Far West by College Raptor, 2022-2024
- No. 6 Best College in U.S. for Students Who Can’t Imagine Life Without Animals by College Magazine, 2023

See a more comprehensive list of rankings at [linfield.edu/rankings](http://linfield.edu/rankings).

Fall-to-spring retention in 2023-24 was 95%. Linfield’s six-year graduation rate is 75%. Lightcast found that the top occupations for alumni from 1976-2022 were registered nurses, chief executives and financial managers (2022). Median earnings on the College Scorecard are higher than median for four-year schools at \$69,540. Lightcast reports potential wage averages of up to \$96,400.



# Presidential Search

## POSITION SUMMARY – THE PRESIDENT’S ROLE



The president of Linfield University is responsible for all areas of operations on the McMinnville and Portland campuses, as well as the eCampus. The president appoints, supports and evaluates members of the university’s strong executive team while overseeing budgeting, marketing and public relations, admissions and enrollment, university advancement, finance and administration, facilities and maintenance, investments, instruction, student support and athletics. The president reports to the board of trustees, which is committed to a strong working relationship with the administration. The board includes alumni, business leaders, civic leaders and prominent community members.



# PRIORITIES

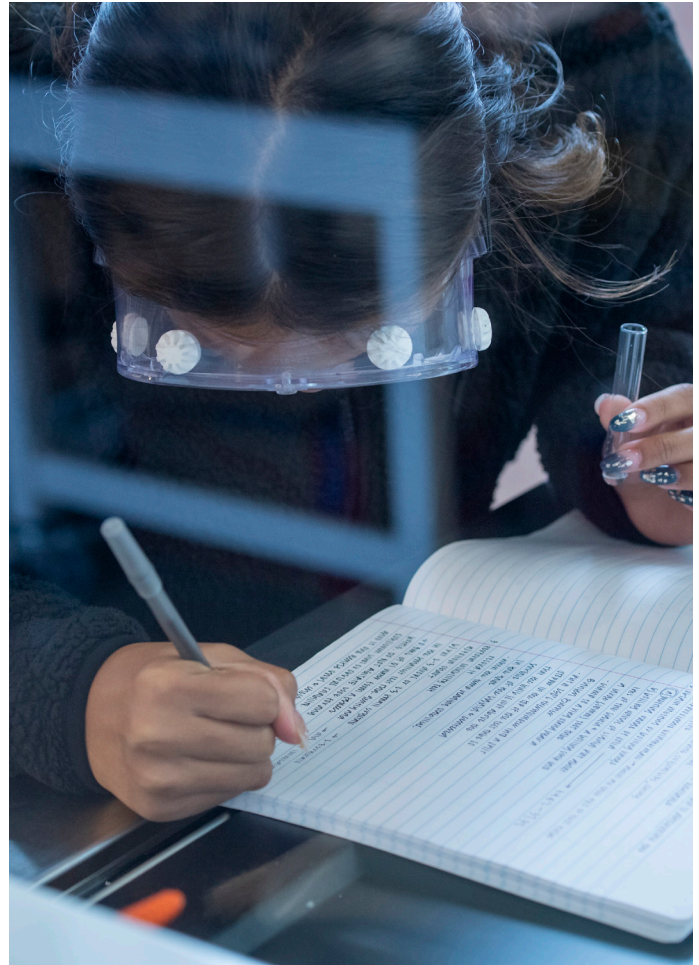
Linfield graduates are products of a well-rounded and transformative education that positions them to achieve personal, familial and community objectives wherever their paths lead. To successfully chart the course for the university's future, the president will execute the following leadership priorities:

## 1 EXAMINE AND EXECUTE THE UNIVERSITY'S STRATEGIC PLAN

The arrival of the new president provides an opportune moment to review and build upon the success of the university's strategic plan: Linfield 2022-2027. **The plan is titled "Uncommonly Inspired: On becoming a master's level comprehensive university,"** and it emerged from the 2020 shift from Linfield College to Linfield University. Early in the next president's tenure, the president and board of trustees will chart Linfield's direction by collaborating with the university community to review and revise the plan's focus. There is likely to be a mid-cycle evaluation of how best to align plan objectives with financial resources.

## 2 STRENGTHEN STUDENT ENROLLMENT, RETENTION AND SUCCESS

The president will need to position the university to reach optimal enrollment, retention and student-success goals. This includes addressing the demographic changes that have led to students' increased need for financial aid, mental health services and counseling. In addition to boosting enrollment, the president will need to nurture and expand the university's new and well-received graduate programs, accelerate growth in **Online and Continuing Education** and assist the university in achieving Hispanic Serving Institution status.



## 3 FURTHER LONG-TERM AND COMPREHENSIVE FINANCIAL SUSTAINABILITY

In the face of growing public and press skepticism about the value of a college degree, the next president will be expected to plan for and achieve financial sustainability. The plan will include objectives for enrollment growth, the endowment, property development and the creation of alternative revenue streams. Expanding and effectively managing financial resources is a priority and will require the courage to make careful and difficult resource allocation, expense management and cost-saving decisions.

## 4 ADVANCE A UNIFYING VISION TO PROMOTE THE LINFIELD MISSION

The next president will need to foster community and a sense of belonging on the university's campuses among faculty, staff, students, trustees and others by inspiring trust and articulating a bold and unifying long-term vision. As the university's primary spokesperson, the president will craft and persuasively deliver compelling messages regarding Linfield's future given its unique blend of liberal arts and professional programs and student-centered culture. The president will need to promote the university to internal and external stakeholders, including members of the media and civic and business leaders.

## 5 SUSTAIN AND ENHANCE ACADEMIC QUALITY

The president is head of all academic departments and must assure the quality and coherence of all that transpires in a classroom, from the undergraduate curriculum and graduate degrees to badging and certificates. Presidential messages will have maximum credibility when grounded in a respectful but continuous emphasis on curricular improvement and accountability.

## 6 ELEVATE LINFIELD'S BRAND AND IDENTITY

Leading the strategic development and execution of initiatives to elevate **Linfield's brand** will also be a priority of the next president. This includes fostering a compelling narrative that resonates with stakeholders about the university's positioning and benefits relative to competitors, as well as its ability to attract and retain top talent, fund unmet needs, secure alternative sources of revenue and create partnerships with outside organizations.

## 7 STIMULATE A PAY-IT-FORWARD CULTURE

In partnership with the **Office of University Advancement**, fundraising will be an essential priority for the next president. The president will lead and stimulate philanthropic initiatives across Linfield and sustain a culture of giving among trustees, parents, alumni, faculty, staff, students, friends, businesses and

external stakeholders. Partnering with advancement to raise money through donations, grants and gifts is essential. Equally important is preparing for a new capital campaign, which is expected to launch in the next two years.

## 8 DRIVE DIVERSITY EFFORTS

Although Linfield is proud to have one of the most ethnically heterogeneous student populations among Oregon's private higher education institutions, it is committed to becoming an even more diverse community. This is especially true with regard to increasing diversity among faculty and staff, which has not kept pace with the diversity of the student body.

## 9 CULTIVATE GLOBAL ENGAGEMENT AND EXPERIENTIAL LEARNING

The next president will have an opportunity to revitalize Linfield's **International Programs Office** — a long-time pillar of success and point of pride, but one which was adversely impacted by the pandemic. Linfield remains the only four-year U.S. college or university to provide free airfare for students to study abroad. The university has more than a dozen exchange programs with overseas universities, and **recently signed a new memorandum of understanding** for future student exchanges, faculty exchanges and joint-degree programs with a university in China. In addition to revitalizing study abroad (and perhaps study away), the next president will need to expand the university's student internship and experiential learning opportunities. The strategic plan calls for all academic programs to incorporate experiential learning into the curriculum.

## 10 FOSTER AND EXPAND PARTNERSHIPS LOCALLY AND FARTHER AFIELD

Linfield has enjoyed (and benefited from) a rich history of productive town-gown relations with the McMinnville community and the surrounding areas. The next president will have an opportunity to build upon this solid foundation and cultivate reciprocal and mutually beneficial relations with local partners, and to build new relationships in Portland, the state capital in Salem and beyond.



# Presidential Search

## PROFILE – DESIRED ATTRIBUTES OF LEADERSHIP

Linfield University's next president will be a seasoned executive leader with an established record of accomplishment and success in progressively responsible positions. While the university welcomes applications from senior leaders outside of academia, a love for and commitment to higher education with an understanding of university operations and the role of shared governance is expected.

An advanced degree is required, and a terminal degree preferred. In addition, candidates for the presidency will be evaluated based upon their ability to show they can be:



- 1 A MISSION-FOCUSED LEADER** excited and energized by Linfield’s vision for fostering “learning, life and community,” who appreciates the transformative power of a comprehensive curriculum and the important role of a broad co-curriculum program focused on student engagement and development.
- 2 AN EDUCATOR AT HEART** with an understanding of the current higher education landscape and the issues facing colleges and universities such as Linfield.
- 3 AN EFFECTIVE STRATEGIC THINKER AND PLANNER** with a track record of success in leading the development and implementation of key initiatives.
- 4 SAVVY WHEN IT COMES TO FINANCIAL AND BUDGET ISSUES** to help shape and oversee the university’s long-range financial plan, establish priorities among competing interests and carefully manage operations.
- 5 AN ACADEMIC PROGRAM LEADER** with experience working with faculty members to develop new undergraduate and graduate programs – as well as sunseting programs that are no longer achieving their goals.
- 6 A HIGH-ENERGY ADVANCEMENT LEADER** who welcomes the opportunity to work closely with fundraising staff, to build trusting relationships with donors and to invite their support of the university. A successful track record in fundraising is preferred.
- 7 A WELL-INFORMED MARKETER** who understands the demographic changes impacting the student marketplace and both the challenges and opportunities those changes present for Linfield.
- 8 A STRONG ADVOCATE FOR DIVERSITY AND INCLUSION** with a track record of achievement in student recruitment and success, as well as the experience of hiring and supporting an inclusive faculty and staff community where everyone shares a sense of belonging and opportunity.
- 9 A STUDENT-CENTERED EDUCATOR** who genuinely enjoys and finds time to know and interact with students, and one who finds creative ways to support student achievement and success.
- 10 A SKILLED DECISION-MAKER** who listens well, honors the ideas of others, looks for consensus, mediates conflict, makes timely and courageous decisions and provides clear and helpful explanations.
- 11 A ROLE MODEL** whose life and work upholds and reflects the university’s values of excellence, honesty, trust, transparency and care for others – and the community broadly.
- 12 A SKILLED COMMUNICATOR** in both speaking and writing who works effectively one-on-one, in small groups and when addressing large audiences.
- 13 A RELATIONSHIP BUILDER** who enjoys the public role of the presidency and who seeks opportunities to tell the Linfield story and work productively with alumni, parents, friends of the university and community leaders, locally and beyond.
- 14 A WELL-GROUNDED AND REFLECTIVE LEADER** who manages times of crisis and conflict thoughtfully, does not overreact and communicates effectively on sensitive or divisive issues.

# Presidential Search

## APPLICATIONS, NOMINATIONS AND EXPRESSIONS OF INTEREST

To assure full consideration, applications should be received by Oct. 4, 2024, and must include:

- A letter of interest addressing the leadership opportunities and attributes identified in this profile;
- A curriculum vitae; and
- A list of five professional references with email addresses and telephone numbers, including their relationship to the candidate. References will not be contacted without prior authorization from the candidate.

Application materials should be submitted in PDF format through the AGB Search portal here:

[linfield.edu/president-application](http://linfield.edu/president-application).

Please direct any nominations, expressions of interest or questions regarding the application process to [LinfieldPres@agbsearch.com](mailto:LinfieldPres@agbsearch.com). or to the AGB Search team below.

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### EQUAL OPPORTUNITY POLICY

Linfield University is committed to providing equal opportunities in employment. It is the policy of the university to grant equal employment opportunities to all qualified persons without regard to race, color, religion, gender, national origin, age, disability, sexual orientation, gender identity, veteran status or membership in any other protected classification. In addition, Linfield University does not discriminate in its educational and activities programs, or in admissions or access as required by Title IX of the Education Amendments of 1973, Title VII of the Civil Rights Act of 1954, the Age Discrimination in Employment Act, the Americans With Disabilities Act of 1990 and their implementing regulations.



## 2024 PRESIDENTIAL SEARCH

### LAND ACKNOWLEDGMENT

At Linfield, we recognize that the lands on which our physical campuses are located were the traditional territories of the “Yam Hill” band of the Kalapuya people in McMinnville and the Chinookan peoples known as the Clackamas and Cascade Tribes in Portland. In January 1855, the people of these tribes were forcibly removed from the land after the signing of the Willamette Valley Treaty. They are now among 30 tribes and bands that make up the Confederated Tribes of Grand Ronde.

Members of the Linfield community are encouraged to invest time, energy and resources to learn more about the tribes whose lands we inhabit by visiting cultural centers, shopping at Native owned businesses, supporting Native nonprofits and taking care of the land.