

Willamette University Strategic Statement
Approved in principle by the Board of Trustees
May 15, 2010

Non Nobis Solum Nati Sumus
Established 1842

I. PURPOSE

The University's motto, *Non Nobis Solum Nati Sumus* ("Not Unto Ourselves Alone Are We Born") is an aspirational theme that both unites and affirms the common educational purposes of Willamette's liberal arts undergraduate college and its three professional schools.

Our motto is widely recognized as an integral part of Willamette's authentic identity. The Atkinson Graduate School of Management (AGSM), the College of Law (Law), the Graduate School of Education (GSE), and the College of Liberal Arts (CLA) are all recognized internally and externally for public service and civic engagement, and for training ethical and socially responsible leaders through a highly personalized approach to teaching. The values inherent in our motto guide our strategic plan and reaffirm Willamette as a truly distinctive university.

This strategic plan charts a course for Willamette that is institutionally sustainable and prepares our graduates to contribute to and compete effectively in the global community. This plan is a framework for the Board of Trustees, faculties, and administrators to use in setting priorities, implementing strategies, and making decisions that advance the University's mission. The University's motto, as expressed across Willamette's four schools, is the central principle around which the plan is organized. The plan takes into account changes in external environment, most notably the significant demographic shifts already underway in the United States, an increasingly global economy, and a growing need to nurture our planet's life-sustaining natural environment. Unless expressed otherwise, this plan applies to all academic units of the University.

II. THE UNIVERSITY MOTTO

Throughout the University's history, *Non Nobis Solum Nati Sumus* has meant and continues to mean much more than valuing community service. The motto asks us to develop our full potential and to use our talents and abilities to engage meaningfully with the world, and it focuses the University's energy, talents, and resources on preparing graduates for meaningful lives of personal and professional achievement and civic contribution.

The motto reflects the capacity of Willamette's commonwealth of learning to transform knowledge into action. The ultimate value of a Willamette education springs from the power to serve the well-being of a larger community. It should inspire our graduates regardless of profession or academic discipline.

Although other institutions of higher education may admit to a similar philosophy, at Willamette, our motto already resonates deeply in the life of our community, across all campus programs as well as generations of alumni. Therefore, it is an appropriate principle around which to organize the University's strategic plan.

III. CORE COMMITMENTS

With this renewal of our strategic planning, we affirm long-held commitments to outstanding teaching, academic excellence and rigor, liberal learning, and scholarship. These continue to be core values. Our motto inspires the following four deeply interrelated commitments:

- Commitment 1: to continue the steadfast and uncompromising pursuit of academic excellence in teaching, research, and student learning.**
- Commitment 2: to sustain a diverse, vibrant, and intellectually-stimulating learning and social community.**
- Commitment 3: to prepare our students to meet the complex and global challenges of the 21st century.**
- Commitment 4: to prepare our students for meaningful lives of personal and professional achievement and civic contribution.**

These commitments inform whom we admit, the subjects we teach, and how we teach them. They bring to life our curricular and co-curricular programs, while guiding our fundraising, strategic investments, and intellectual ethos.

Commitment 1 calls on all of us to aspire to ever higher levels of academic excellence, raising our expectations for achievement. It speaks primarily to the faculty and curriculum – what happens in the classroom, library, laboratory, and studio and performance spaces. This commitment also encompasses the capacity of our faculty and students to create knowledge and art and to collaborate on research and scholarship.

Commitment 2 underscores the importance of our co-curricular programs and facilities and motivates us to maintain focus on community and nurture personal exploration and growth.

Commitment 3 recognizes that Willamette graduates face highly technical, interdisciplinary, and global challenges that demand interdisciplinary problem solving and ethical decision making skills, intercultural competence, vigorous leadership, and a global perspective.

Commitment 4 calls on the University and our students to *live the motto* by making the most of available opportunities and resources in support of their aspirations.

These core commitments are ‘best practices,’ essential to every viable institution of higher learning. However, at Willamette, we employ these commitments to inform strategic goals that foster innovation and make Willamette distinctive.

IV. FIVE STRATEGIC GOALS

Willamette’s strategic aspirations are represented by five goals that capitalize on the core commitments inherent in our motto. Some components of the following five goals speak to ongoing University activities that promote academic excellence and a stimulating community. Others appropriate Willamette’s distinctive characteristics in ways that strengthen institutional effectiveness and focus our strategic efforts on student outcomes and preparation to thrive in and contribute to the global community.

1. **Promote access and affordability.** Expand access to a Willamette education for students with the interest and ability to contribute meaningfully to and benefit from Willamette’s educational experience, including outreach to students who may be the first in their families to attend college.
2. **Strengthen teaching, research, scholarship, and learning.** Expand research, and invest in high-impact, research-rich learning opportunities that empower our students and faculty to contribute to and create knowledge in meaningful and personally fulfilling ways. Enhance opportunities for interdisciplinary collaborative learning, internships, project-based and field-based experiential learning, and other innovative teaching and learning experiences. These investments will foster life-changing interactions between students and faculty, enhance faculty scholarship, improve student engagement and retention, and raise the University’s academic profile.

A specific component of this goal is to provide a diverse array of faculty and students with comparable opportunities. In doing this, we must acknowledge that program costs vary greatly between academic disciplines. In the sciences, faculty research and student-faculty collaborative research are achieved differently than in other disciplines and require sophisticated and more costly facilities, equipment, and technology. Nonetheless, development of high-impact pedagogy and research in the sciences at Willamette must keep pace with other disciplines. Moreover, cultivating excellence in the sciences can distinguish Willamette from its competitors and attract high-achieving students and talented faculty, thereby enhancing our academic profile.

3. **Prepare students to apply a global perspective to their aspirations and pursuits.** Instill in our students an understanding of the interdependence of the world's cultures and

peoples and our collective dependence on the well-being of our natural world, recognizing that our actions affect others on a global scale. Expand innovation and leadership in social and environmental sustainability through curricular and co-curricular programs.

4. **Build a campus culture that complements Willamette's academic experience.** Enhance student life with residential and co-curricular programs that create diverse opportunities for personal growth and engagement (e.g., athletics, service learning, leadership development and governance). Establish additional meaningful traditions, programs and events that bring students together through shared experiences, build community, and cultivate life-long connections to Willamette.
5. **Promote the value of a Willamette degree.** Strengthen Willamette's visibility as a leading and distinctive university. Communicate to the public the distinctive attributes and benefits of a campus community comprised of both graduate and undergraduate programs. In concert with carefully-aligned strategic plans within each of the graduate schools, promote their individual and collective excellence through intra-university programs, and collaboration. Heightened visibility of Willamette's distinctive attributes and achievements will strengthen the University's ability to attract resources and assure Willamette's legacy.

V. REALIZING THE GOALS (Placeholder – Prioritized initiatives to accomplish the goals)

This section will specify the means by which we will achieve our goals. Below is how we will assess our progress.

VI. FINANCIAL MODEL (Placeholder)

VII. MEASURES OF SUCCESS/ALIGNMENT WITH BALANCED SCORECARD (Placeholder)

VII. CONCLUSION

Through achievement of the plan's five strategic goals, Willamette will be known for graduates dedicated to lives of achievement, service, and leadership. Our reputation for excellence, supported and illustrated by committed alumni, will attract talented students and faculty from all areas of the country and the globe, resulting in a strong and sustainable university.

Appendix 1

Strategic Planning Task Force Membership

Chair:	Don Negri, Professor of Economics, CLA
Trustees:	Julie Branford Eric Fridenwald-Fishman Brian Gard Guy Stephenson
Professors:	Vince Chiappetta, Professor of Law Nacho Cordova, Associate Professor of Rhetoric & Media Studies, CLA David Craig, Associate Professor of Biology, CLA Gretchen Moon, Professor of English, CLA Dyan Watson, Professor of Education, CLA Chuck Williamson, Associate Professor of Chemistry, CLA Rob Wiltbank, Associate Professor of Strategic Management, AGSM
Administrators:	John Balling Jim Bauer Deborah Dancik Kristen Grainger Bob Hawkinson, Kaneko Commons Mentor Mike Moon, Director of Institutional Research Bob Olson, University Controller Dave Rigsby, Interim Co-Dean of Campus Life William Yasinski, University VP Financial Affairs
Students:	Dillon Hoffman (CLA) Veah Tapat (CLA) Donna Banwarth (Atkinson) Kelly Tufts (Law)
Classified Council:	Leslie Berning-Wright
Ex-Officio:	Catherine Collins, Professor of Rhetoric & Media Studies Kathy Graham (fall term), Associate Dean and Professor of Law Larry Large, Interim President, Willamette University Peter Letsou, Associate Dean and Wendt Chair in Business Law Lee Pelton, President, Willamette University Debra Ringold, Dean of the Atkinson Graduate School of Management Symeon Symeonides (spring term), Dean of the College of Law Steve Wynne, Chair of the Board of Trustees
Task Force Asst:	Jennifer Todd
Administrative Asst:	Honey Wilson