

COLLEGE OF LIBERAL ARTS

STRATEGIC PLAN

2023-2028



Oregon State
University

Mission

The College of Liberal Arts builds a richer, more creative tomorrow through the rigorous study of human history, human expression, and the human mind.

In disciplines ranging from Art to Anthropology, English to Economics, Policy to Psychology, we examine how meaning is made—and how it can be remade. We equip students and society with tools to engage the most challenging issues: confronting the climate crisis; communicating truth in an era of misinformation; bringing nuance and context to public health discussion and policy development; valuing history and humanistic inquiry; dismantling systems of injustice; and nurturing creative expression.

Strategy

In the next five years, we will pivot towards the knowledge economies of the future. Today's students will chart their professional paths in a wider variety of fields than ever before, including many that don't yet exist. They seek an education that universities of the past could not have envisioned. We must meet their aspirations. CLA will be a bridge-builder, elevating collaborative opportunities and amplifying the visibility of innovative research and creative work. We will integrate the arts in research disciplines across the University. We will create globally-relevant opportunities for all students, including those who cannot physically travel abroad. We will prioritize new technologies and pathways for student learning. The College of Liberal Arts will lead Oregon State University as a model of higher education for the public good.

Community Engagement and New Centers of Excellence

Increase visibility across CLA's areas of disciplinary activity: arts, humanities, and the social sciences. Foster creative and intentional synergies. Elevate collaborative research and creative work across Schools, the College and the University. Expand CLA's engaged scholarship and community engagement within and beyond OSU.



Action 1.1

Develop the OSU Policy Analysis Laboratory into a Center for Public Policy Analysis, bringing together community clients, students, and researchers to analyze real-world policy problems, apply policy expertise to public problems, and train students with hands-on applications of their analytic skills.

Action 1.2

Integrate the Center for the Humanities, the Patricia Valian Reser Center for the Creative Arts, and the Collaborative Innovation Center. Highlight the shared impact of the arts and humanities on science, technology, ethics, policy, global relations, and regional and national issues.

Action 1.3

Expand the Center for the Humanities' programming to public and underserved audiences.

Action 1.4

Create a Center for Material Cultures Research in Archaeology, Art History, and Indigenous Studies that incorporates leading-edge technologies and methods in object analysis, conservation, and digital preservation.

Action 1.5

Establish a designated Indigenous Studies curation, teaching, research, and community space in Fairbanks Hall.

Action 1.6

Expand research and access to mental health care by launching the new Clinical Psychology Ph.D. program to serve the University, Corvallis community, the state, and nation with culturally competent, evidence-based mental health services. Service delivery will include innovative virtual spaces to reach rural, disabled, minoritized, and other underserved communities.

Highlights of our progress will be seen through:

- Three stories per year featured on CLA website, highlighting synergistic, cross-disciplinary research and creative work.
- Inclusion of CLA engaged scholarship within Carnegie Community Engagement classification review.
- Increase in Campaign support and large research grants secured.
- One or more events hosted each year—including symposia, lecture and/or artist series, etc.—to highlight research and teaching within Archaeology, Arts, and Indigenous Studies.
- One event per year for tribal partners, hosted by CLA in coordination with the Center for Material Cultures Research.
- Increase in support for researchers and increased support for expanding the influence of their work.

Research and Creative Activity Support

Empower the College's experts to advance cutting-edge research, scholarship, and creative activity. Attract top researchers and leaders to CLA. Increase industry partnerships. Secure new sources of funding.

Action 2.1

Amplify the visibility of faculty research via multiple channels, including marketing and communications efforts, focused social media placement, a Speakers and/or Moderators Bureau, and dynamic College and School webpages and new media.

Action 2.2

Support and advance research and creative activity by diversifying faculty. Prioritize hiring BIPOC faculty and strategic hires, including cluster hiring and other innovative means of addressing faculty diversity.

Action 2.3

Inventory research and creative space, equipment, facilities, and computing/software resources.

Action 2.4

Inventory current external partnerships across CLA and OSU, as well as non-profits, community organizations, and industry groups. Expand CLA faculty roles in collaborations, partnerships, and grants.

Action 2.5

Establish a Dean's Fund to elevate the number of CLA grant and fellowship applications.



Highlights of our progress will be seen through:

- Increase in the number of search advocates, including search advocate status earned and maintained by all School Directors.
- Increase in number of faculty fellowships and writing residencies.
- Visible, accessible inventory of external partnerships.
- Established structure for recognizing external partnerships.
- Increase in faculty involvement in collaborations, partnerships, and grants.
- Increase in number of grant applications and awards catalyzed by Dean's program in research support.
- Increase in social media engagement and website traffic to content related to faculty research.

Student Learning

Integrate BIPOC, LGBTQ+, disabled, and other minoritized populations' experiences, voices, and history into college curricula. Increase access to education, providing inclusive academic excellence without barriers—physically, virtually, and through emerging delivery methods. Advance innovative practices at the intersections of disciplines and contexts within CLA and across OSU.



Action 3.1

Launch a new CLA Core with required courses for all CLA majors in career preparation, experiential learning, and a CLA-specific Diversity, Equity and Inclusion (DEI) course.

Action 3.2

Evaluate existing programs for relevance to current and future learners. Create a signature program in each School that has high growth potential and supports twenty-first century learning.

Action 3.3

Establish School committees to audit and evaluate School-level curricular DEI efforts, and take appropriate actions to remediate deficits.

Action 3.4

Break down barriers for team teaching through innovative delivery methods and strengthened support structures. Create a matching fund for designated team-teaching support for faculty within a School to work with faculty in other disciplines, within or beyond the College.

Action 3.5

Offer students from each CLA major experiential learning opportunities such as applied projects and course capstones.

Action 3.6

Require a career preparation class in each major. Train at least two faculty members in each School to be Career Champions.

Action 3.7

In every school, increase credentialing, certificates, and non-credit learning beyond traditional classroom learning, including Professional and Continuing Education (PACE), non-credit, and Community Learning.

Action 3.8

Further develop Marine Studies (MAST) as a signature OSU program.

Action 3.9

Inventory classes, space, and technology related to pedagogy in CLA, looking for creative, transdisciplinary curriculum opportunities.

Highlights of our progress will be seen through:

- Expansion of cross-disciplinary and cross-College collaborative programs.
- Increase in student participation in applied projects, capstone projects and experiential learning.

- A significant improvement in the number of high impact practices employed in each School and their integration into curriculum, including, but not limited to, global learning opportunities, undergraduate

research, common out-of-class intellectual experiences, service- and community-based learning and internships.

Arts Consolidation and Integration

Capitalize on the historic philanthropic investment in the Patricia Valian Reser Center for the Creative Arts (PRAx) to catalyze arts-based engagement with research, to elevate creativity within the R1 mission, and bring national visibility to OSU's programs with timely cultural topics.



Action 4.1

Build, develop, and program PRAX in accordance with its own strategic plan to ensure that arts and creativity represent signature areas of CLA research, distinction, and impact.

Action 4.2

Energize live performances, installations, and exhibitions in the School of Visual, Performing, and Design Arts through the venues and professional services of PRAX.

Action 4.3

Strategically use PRAX to catalyze a higher level of regional and national visibility for arts-related faculty across CLA arts-related areas.

Action 4.4

Create an all-OSU arts network that includes artist residencies, broader-impacts partnerships, and transdisciplinary collaborations with research labs, field stations, community sites, and in virtual environments.

Action 4.5

Develop a transdisciplinary degree program for the twenty-first century creative environment, including career-relevant skills across digital, graphic, filmic, sonic, textual, narrative, and visual mediums.

Action 4.6

Guide students in the development of interdisciplinary creative practices that resonate with their lived experience, amplify a diversity of voices, and prepare them for the professional industries they will shape in the coming decades. Create new points of entry to the arts as well as pathways that connect disciplines and practitioners throughout and beyond the School of Visual, Performing, and Design Arts.

Action 4.7

Establish at least one program, series, residency opportunity, co-presented arts activity, or formal partnership in collaboration with each of OSU's eleven Colleges.

Highlights of our progress will be seen through:

- Achievement of metrics and qualitative results stated in the PRAX's strategic plan, including growth in residency programs, number of audience/visitors, and the number/scale/breadth of partnerships.
- Creation and implementation of the SVPDA Student Art Season, tracking number and scope of events and size of audience/visitors.

- Increase in both CLA Arts- and Humanities-related grants and CLA's participation in grants across OSU that can include an Arts/Humanities component.
- Creation of an interdisciplinary arts degree and achieve enrollment targets set by program/unit leaders.

- Increase in student enrollment in existing SVPDA areas and in Arts-related areas in other Schools, including new degree programs and support for cross-disciplinary collaborations around initiatives

Global Engagement

Challenge and broaden perspectives through increased support for international travel and global learning experiences. Establish the CLA International Studies degree as a signature OSU program.

Action 5.1

Inventory all current CLA global learning opportunities. Develop at least one new opportunity for global engagement in each School.

Action 5.2

Generate a portfolio of opportunities and resources, including nonmobile global experiences, virtual internships, engagement with sovereign tribal nations, global networks, and online-based international curricula.

Action 5.3

Amplify and showcase the work of globally-engaged scholars through CLA Marketing and Communication, with a structure to support post-travel panels, presentations, and opportunities for research communication and exchange.

Action 5.4

Restore commencement and transcript recognition for CLA International Studies degree.

Action 5.5

Pilot faculty exchange programs with partner international universities.

Highlights of our progress will be seen through:

- Increase in the number of CLA global learning opportunities, including at least one additional opportunity within each School.
- Increase in participation of faculty members and students in global learning opportunities.
- Establishment of CLA committee/management team to lead global engagement opportunities.
- Increase in engagement with CLA websites and social media channels highlighting CLA global engagement opportunities, aligned with established benchmarks and key performance indicators.
- Ongoing development of videos, panels, and presentations for CLA faculty to highlight global engagement opportunities.



Fundraising and Alumni Engagement

Partner with the OSU Foundation and the Alumni Association to cultivate and secure philanthropic investments. Engage alumni in support of College goals and vision.

Action 6.1

As a College, fully participate in “Believe It: The Campaign for Oregon State University” to surpass CLA’s ambitious fundraising goal of at least \$60 million and engage at least 3,500 alumni annually.

Action 6.3

Establish an alumni and friends advisory committee in each of CLA’s seven Schools with emphasis on volunteer opportunities that support School goals and initiatives.

Action 6.2

Use the goals and actions stated in this strategic plan to complete the CLA Campaign Case Statement and develop specific campaign fundraising and engagement initiatives across the College.

Highlights of our progress will be seen through:

- At least \$60 million raised and at least 3,500 alumni and friends engaged annually—as measured in OSU Foundation and OSU Alumni Association campaign reports.
- Establishment of seven volunteer advisory groups, including one for each school, targeting four to six initial members.
- Clear alignment of initiatives within Campaign Case Statement and CLA Annual and Campaign fundraising and engagement goals.
- Utilization of OSU/OSUAAS tracking systems to improve engagement with alumni, volunteers, and advisory groups.



College of Liberal Arts
Deans Office
200 Bexell Hall
Corvallis, OR 97331



Oregon State University
College of Liberal Arts