

College of Education

STRATEGIC PLAN

2022-26



Oregon State
University



MISSION

The College of Education at Oregon State University develops change agents in the form of researchers, learning leaders, teachers, higher education professionals and counselors.

VISION

The College of Education strives to be a leader in innovative and socially just research, teaching and engagement through responsive approaches for supporting current and future change agents in education, counseling and higher education in Oregon and beyond.

VALUES

- Social justice
- Innovation
- Praxis
- Reflection
- Integrity

The College of Education at Oregon State University will be guided by six interrelated goals in its 2022-26 Strategic Plan. Each of these goals is presented below, along with objectives to achieve them, in connection with goal dates and responsible parties to ensure their completion.





CENTERING OUR STUDENTS

WE WILL SUPPORT THE COMPLEX AND DIVERSE NEEDS OF ALL OUR STUDENTS.

To better understand the full array of student needs, we will administer regular surveys and conduct focus groups with our students.

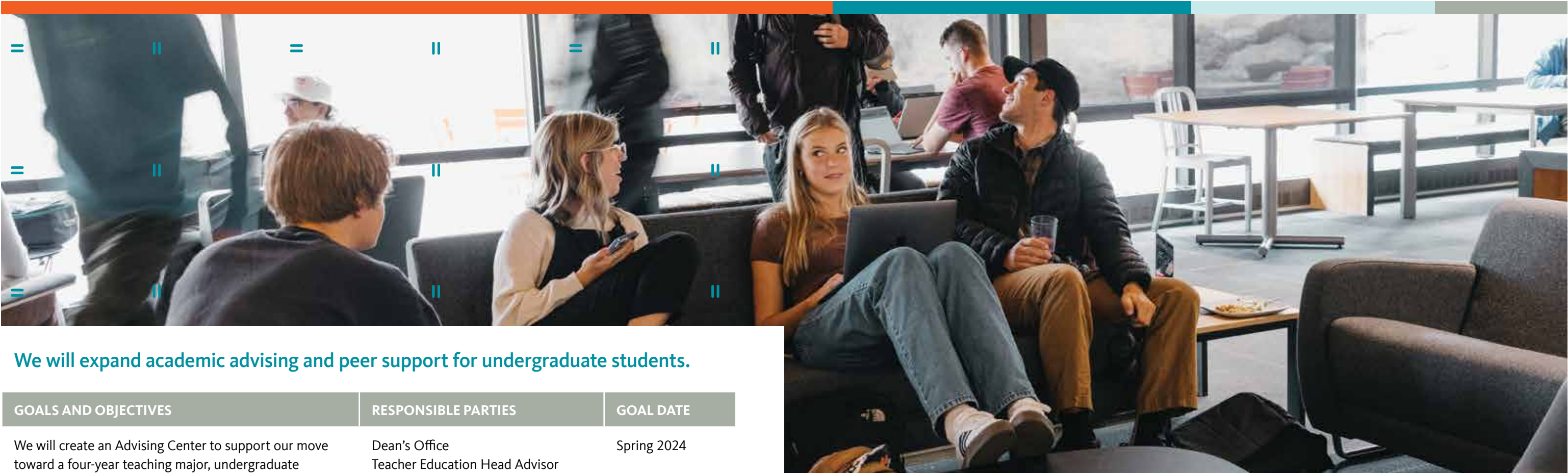
GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
Climate — every two years	Director of Data, Accreditation and Assessment	2024 and 2026
Advising — annually with advisees	Head Advisors	2023-26
Curriculum — every three years	Leads	2023
Exit — conducted every year	Director of DAA	2023
Alumni — every two years	Oregon Association of Colleges for Teacher Education Director of DAA	2024 and 2026

We will solicit student feedback in our coursework.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will initiate conversations with College of Education faculty to discuss the integration of additional student feedback (beyond Student Learning Experience data) in promotion and tenure criteria.	Dean Director of DAA	2022-23
We will target a collegewide completion rate of SLE surveys of 70%.	Faculty Leads	Spring 2026
We will engage in conversations about how to improve response rates.	Leadership Team Leads	Fall 2022

We will provide opportunities to identify and respond to student financial needs.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create a student financial needs assessment process to respond to students' financial and resource needs and evaluate its usefulness.	Dean's Office	Spring 2022
We will provide training to faculty and staff on the resources available to students and destigmatizing use of these resources.	Teacher Ed and Counseling Head Advisors	Annually
We will create a website with all centralized resources, program-specific financial resources, scholarships, grants and other financial opportunities, along with a link to the form.	Dean's Office	Fall 2022



We will expand academic advising and peer support for undergraduate students.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create an Advising Center to support our move toward a four-year teaching major, undergraduate transfer experience and the 2+2 programs with Oregon community colleges.	Dean’s Office Teacher Education Head Advisor	Spring 2024
The head advisors in Teacher Education and Counseling will collaborate to sponsor one annual event for the university that is focused on advising issues.	Head Advisors	Annually
The Advising Center will hire additional staff to support head advisors’ efforts and fully support increasing undergraduate enrollment.	Teacher Education Head Advisor	Fall 2022-Fall 2025
The Advising Center will work in collaboration with Ecampus to ensure seamless advising support for all undergraduate students, regardless of modality.	Teacher Education Head Advisor	Fall 2023
Through Oregon Educator Equity grant funding, we will hire an outreach, recruitment and retention specialist with a focus on underrepresented and linguistically diverse students.	Dean’s Office	Summer 2022-Summer 2023
The Advising Center and College Ambassador teams will create opportunities to engage with prospective students on a weekly, monthly and quarterly basis. Ambassadors will also offer community-building events to current students at least once a term.	Teacher Education Head Advisor College Ambassadors	Annually

WE WILL BE PROACTIVE IN THE DEVELOPMENT OF RELEVANT AND INNOVATIVE CURRICULA.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will sponsor an annual celebration of teaching event in June to provide opportunities that encourage collaboration and sharing of teaching resources.	Associate Dean of Academic Affairs	2024
We will create a centralized website with a curated list of pedagogical resources for instructors and students organized by an annual theme.	Associate Dean of Academic Affairs Teaching and Learning Committee	2024
We will capitalize on existing assessment and accreditation efforts to ensure relevant and updated curricula across all programs that reflect our values and student needs, following a collegewide template.	Leads Associate Dean of Academic Affairs	2023-26
We will expect each program to provide an overview of curricular updates in the college’s annual report as a response to data collected from students in Graduate Learning Outcome reports.	Leads	2023-26



WE WILL RECRUIT, HIRE AND RETAIN STAFF AND FACULTY FROM BACKGROUNDS THAT REFLECT AND ENHANCE OUR STUDENTS’ EXPERIENCES.

As hiring opportunities become available, we will seek to expand our staff and faculty to be reflective of our increasing racial and ethnic diversity with a goal of 40% faculty and staff of color by 2026.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create a college-specific required training for all search committees with a focus on recruiting and hiring from diverse candidate pools, building off current Search Advocate training.	Dean Manager of Operations	Summer 2022
We will ensure that all search committees complete the college and university-based trainings.	Manager of Operations	Fall 2022
We will implement a new required diversity, equity and inclusion statement for all job advertisements.	Dean Manager of Operations	Fall 2022

We will ensure that all searches incorporate an OSU Search Advocate on the committee.	Manager of Operations	Fall 2022
We will provide a comprehensive onboarding and orientation process for all new hires.	Manager of Operations	Fall 2022

WE WILL PROVIDE REGULAR AND ONGOING PROFESSIONAL DEVELOPMENT TO OUR FACULTY AND STAFF AROUND STUDENT NEEDS AND CHALLENGES.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will provide semiannual trainings for faculty and staff related to topics such as disability access and accommodation, inclusive teaching practices and creating welcoming spaces and a sense of belonging	Welcoming Spaces Committee Head Advisor	2022
College Ambassadors will sponsor one annual event focused on critical topics of education for students.	Head Advisor College Ambassadors	2022

WE WILL ESTABLISH A PLAN FOR CONTINUOUS IMPROVEMENT OF OUR STUDENT SUPPORTS AND RESOURCES.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will examine our data as a college and by academic programs on an annual basis to determine trends in student retention by demographic groups and take action to address areas for improvement.	Director of DAA Leads Chairs	2023
We will meet annually with students to offer an opportunity to voice their concerns and recommendations.	Dean	2022



WE WILL IDENTIFY OUR EXISTING AND NEEDED COMMUNITY CONSTITUENCIES AND PARTNERSHIPS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will collect and provide an overview of all community partnerships in the annual report.	Faculty and Staff Dean	2022
We will utilize annual report partnership data to ascertain the gaps in the college’s current efforts throughout Oregon and plan associated strategies.	Community and Outreach Committee Leadership Team	2023
We will conduct a survey with our community partners every four years.	C&O Committee Director of DAA	2023

WE WILL STRENGTHEN OUR COMMUNITY RELATIONSHIPS AND CONNECTIONS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will continue to engage with existing and future partners in each academic program to host or co-sponsor one event biannually that involves external partners.	Leads Faculty Dean	2023-26
We will identify at least one geographic area of Oregon that will be visited each year to understand their needs and our connections with them.	Leadership Team Dean	2022-26
We will provide training to research-focused faculty on engaging with policymakers on a biennial basis.	Associate Dean of Research	2023 and 2025



CREATING AND SHARING OUR KNOWLEDGE

WE WILL CLARIFY AND COMMUNICATE A COLLEGE RESEARCH IDENTITY.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create and annually review a College of Education research statement reflecting Oregon State's R1 status.	Research and Scholarship Committee Leadership Team	2023-26
We will engage faculty in articulating scholarship expectations for college promotion and tenure guidelines.	Associate Dean of Academic Affairs Associate Dean of Research	2022-23



WE WILL HIGHLIGHT THE VARIOUS FORMS OF RESEARCH THAT EXIST IN THE COLLEGE.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will sponsor a regular research seminar to highlight collegewide scholarship.	Associate Dean of Research	Fall 2022
We will host an annual external-facing evening event highlighting faculty and graduate student scholarship.	Associate Dean of Research	2022-26
We will create and rotate monthly features on the college website and on social media focusing on new research activity or output/impact.	Coordinator of Marketing Associate Dean of Research R&S Committee	Fall 2022
We will recognize faculty and graduate student scholarship through peer-nominated annual awards.	Dean's Office	2022-26
We will establish the Patricia Valian Reser Endowed Faculty Scholar position for a tenured faculty member on a rotating three-year appointment.	R&S Committee Dean's Office	2022 and 2024
We will collect data on outputs/impacts of research/scholarship from relevant faculty members, for inclusion in the annual report.	Faculty Leads	2022-26
We will monitor our research activities and outputs/impacts on a quarterly basis and provide updates through all-college meetings and the website.	Associate Dean of Research Director of DAA R&S Committee	2023-26



WE WILL INCREASE OUR EXTRAMURAL FUNDING TO SUPPORT RESEARCH EFFORTS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will hire a financial specialist to provide pre- and post-award support for researchers.	Dean's Office	Spring 2022
We will incentivize extramural funding efforts through the promotion and tenure process through its incorporation into college criteria.	Faculty Associate Dean of Research Associate Dean of Academic Affairs	Fall 2023
We will provide clarity of extramural funding efforts in annual workload and annual review guidelines for supervisors and faculty.	Leadership Team Associate Dean of Research	Fall 2023
We will fundraise for and award competitive seed funding opportunities for faculty in the college.	Dean Associate Dean of Research R&S Committee	Fall 2025

WE WILL PROVIDE ONGOING PROFESSIONAL DEVELOPMENT FOR FACULTY AND FUTURE RESEARCHERS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will hold annual meetings with the various research-track faculty about scholarship expectations.	Associate Dean of Research Associate Dean of Academic Affairs Dean	Fall 2022
We will support research-track faculty through a formal mentoring program to assist in the development of research-specific skills.	Associate Dean of Research Dean	Fall 2023
We will provide mentor training for faculty engaging in the mentoring program related to scholarship.	Associate Dean of Research Dean	Fall 2023
We will annually evaluate the mentoring program in the college.	Director of DAA	Spring 2024
We will incentivize mentoring activities through workload forms and annual evaluations.	Dean Chairs	Spring 2024
We will provide annual professional development opportunities for graduate students on research and career pathways.	Dean's Office	2023



SUPPORTING OUR STAFF AND FACULTY

NURTURE A COLLEGE CULTURE THAT EMBRACES WORK-LIFE BALANCE.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create a work-life balance statement for the college that is publicly posted on the website, social media and in the college handbook.	Leadership Team	Spring 2023
We will establish and post clear guidelines around setting and communicating working hours and flexibility in work locations.	Leadership Team	Spring 2023
We will determine and post clear guidelines around communications (email, messaging), availability and response times.	Leadership Team	Spring 2023

We will conduct a college climate survey of employees every two years and share results at an all-college meeting for recommendations and action plans.	Director of DAA Leadership Team Dean	Winter 2023 and 2025
We will require a work-life balance statement in all job postings.	Leadership Team Manager of Operations	Fall 2022

SUPPORT EMPLOYEE PROFESSIONAL DEVELOPMENT AND GROWTH.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will require that supervisors check in with supervisees mid-year regarding progress on annual goals and promotion guidelines.	Leadership Team Manager of Operations Supervisors	Winter 2023
We will provide supervisors with resources to assist supervisees in work-life balance strategies during the annual evaluation process.	Leadership Team Manager of Operations Supervisors	Spring 2023
We will identify funding to ensure all employees have an opportunity to attend at least one professional development activity each year.	Dean Manager of Finance	2024
We will implement and make public the rank minimum salary expectations for all employee classifications.	Dean Manager of Operations	Spring 2022
We will encourage eligible faculty to engage in sabbatical leaves as part of the career development experience.	Leadership Team	Fall 2022

ENGAGE EMPLOYEES IN MORALE-BUILDING ACTIVITIES.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will hold monthly community building events for the college.	Dean Manager of Operations	2022-26
The dean will sponsor annual gatherings with employees to discuss items of concern.	Dean	2022-26
We will recognize employee contributions through college awards.	Governance Committees Dean's Office	2022-26



TELLING OUR STORY

WE WILL IDENTIFY AND PROMOTE OUR UNIQUE CONTRIBUTIONS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will create a strategic marketing plan for the college that incorporates all forms of media with a special emphasis on a social media playbook for recruitment purposes.	Coordinator of Marketing Dean	Winter 2023
We will engage with University Relations and Marketing to identify and promote our unique contributions as a college.	Leadership Team Leads	2022-23
We will create a series of videos to feature unique contributions online.	Dean's Office	2022-23
We will redesign the college website with our unique contributions in mind.	Coordinator of Marketing Dean	2022-23
We will work with Enrollment Management and the Graduate School to incorporate student experiences and perspectives in the marketing of the college.	Dean's Office Leads	2023-24
We will engage in a market/reputation analysis of potential students for our academic programs.	Coordinator of Marketing Dean	2024-25
We will create a podcast that highlights faculty, staff and student achievements in various areas.	Coordinator of Marketing	2024-25

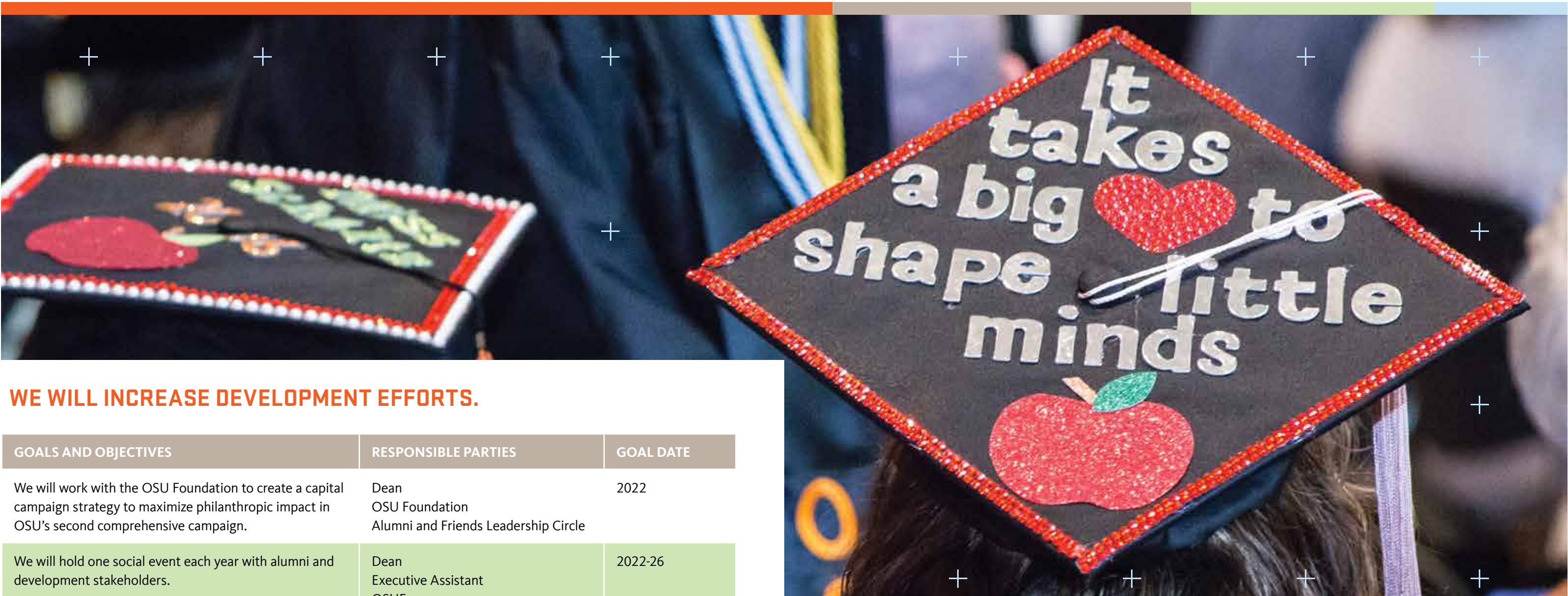
WE WILL MONITOR OUR PROGRESS AND CONTINUOUSLY IMPROVE.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will utilize data, marketing analytics and input collected from prospective students and stakeholders to produce an annual report on marketing efforts.	Coordinator of Marketing	2023-26
We will monitor our efforts on the strategic plan and provide an annual update on our progress.	Leadership Team Dean	2023-26

ENSURING OUR VITALITY

WE WILL CHART A FINANCIALLY SUSTAINABLE FUTURE.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will hire a strategic financial manager to assist us in developing program-specific budgets.	Dean's Office	Spring 2022
We will create changes to our accounting structure to align it to our organization, including program-level budgets and revenue targets by program.	Manager of Finance Manager of Operations Chairs and Leads Dean	Winter 2023
We will develop an in-depth understanding of our expense and revenue drivers, in order to identify areas of potential growth and where reductions need to be made.	Manager of Finance Dean	Spring 2023
We will create enrollment targets for each academic program in the college by demographic groups.	Manager of Finance Leadership Team Leads	Spring 2023
We will increase our recruiting capacity for our various academic programs, determining where capacity for growth exists and providing support to grow through marketing and outreach.	Head Advisors and Recruiters Leadership Team Leads and Chairs Coordinator of Marketing	Fall 2023
We will track progress on expenditures and revenue by program and provide quarterly updates to programs.	Manager of Finance Dean	Spring 2023
We will create clear and understandable financial policies.	Manager of Finance Manager of Operations Leadership Team	2022-26
We will provide biannual budget updates at all-college meetings.	Manager of Finance Dean	2022-26



WE WILL INCREASE DEVELOPMENT EFFORTS.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will work with the OSU Foundation to create a capital campaign strategy to maximize philanthropic impact in OSU’s second comprehensive campaign.	Dean OSU Foundation Alumni and Friends Leadership Circle	2022
We will hold one social event each year with alumni and development stakeholders.	Dean Executive Assistant OSUF	2022-26
We will provide opportunities for alumni and donors to engage with our students and faculty annually.	Dean Leadership Team OSUF	2023-26
We will provide training related to development for faculty leaders and department heads.	Dean OSUF	2023-26
We will establish meetings and other opportunities for faculty leaders to engage with potential donors.	Dean OSUF Faculty	2024-26
We will set aggressive goals to grow fundraising by 5 to 10% per year, based on our five-year rolling average.	Dean Leadership Team OSUF	2023-26
We will have meaningful contact with 50 donors and/or prospective donors each year.	Dean Leadership Team	2022-26

WE WILL IDENTIFY FUTURE GROWTH OPPORTUNITIES.

GOALS AND OBJECTIVES	RESPONSIBLE PARTIES	GOAL DATE
We will conduct a biennial scan of potential new academic programs through an analysis of the market and peer institutions and determine staffing needs for potential growth.	Director of DAA Leadership Team Leads and Chairs Manager of Finance	2023 and 2025
We will add at least one new noncredit offering each year to the Professional Development for Educators portfolio.	Manager of Professional Development for Educators	2022-26
We will work with the other public universities in Oregon and OSU stakeholders to identify new opportunities for collaboration as well as unique contributions in academic and noncredit spaces.	Leadership Team Dean’s Office	2023-26



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