



The Journey Forward for Lewis & Clark in the 21st Century: A Preliminary Roadmap

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Lewis & Clark College is uniquely positioned to prepare students to meet the needs of a changing world. To ensure that the College realizes this potential we propose that it set concrete, attainable goals to achieve and maintain leadership in three related areas and further develop two new equally related areas of strength. The College should achieve these goals for the ultimate benefit of the students we serve.

This document offers a preliminary description of the goals we have in mind. As such, we intend it to serve as a direction finder for those who plan Lewis & Clark's journey forward in the 21st century.

Achieving and Maintaining Leadership

(1) Make Lewis & Clark an undisputed leader in international education and global reach.

Lewis & Clark has long stood at the forefront of the American tradition of internationalizing higher education. Since 1962 the College of Arts & Sciences has offered faculty-led overseas programs for its students, and presently over 60% of undergraduates participate in an overseas program during their time at Lewis & Clark. The Law School has expanded its reach into India, China, Germany, Lichtenstein and Korea through cooperative agreements with institutions in these countries, and looks to extend its international exposure still farther abroad in the future. The Graduate School of Education and Counseling is already engaged at the frontiers of a new sort of international education, preparing its students to work in increasingly multilingual and multicultural classrooms and communities as teachers and counselors, and it looks to expand overseas experiences for its students as well. In all three schools international programming is connected to on-campus curricula in significant ways and the CAS has a renowned International Affairs major and the longest-running symposium on international relations in the country, and the Law School likewise has a strongly internationalized curriculum. And especially on the undergraduate and law campuses there is a significant international student presence that shapes the on-campus curricula and communities. All of these factors position Lewis & Clark to be a national leader in preparing students to meet the needs of a world undergoing constant change and accelerating globalization.

- Lewis & Clark will become a first-choice liberal arts college, law school, and school of education and counseling for students preparing to live and work in a globally interdependent world.

- All three schools will share their programming expertise to enhance their common and singular ability to provide an internationalized education.
- Overseas programming in all three schools will be closely integrated with their curricula to provide the uniquely Lewis & Clark version of an “internationalized curriculum.”
- Lewis & Clark will increase the number of on-campus foreign students and integrate their experiences and insights more systematically into the Lewis & Clark curricular experience.
- Lewis & Clark’s administration of overseas and international programming will become more thoroughly integrated to increase efficiency and exchange of benefits.

(2) Make Lewis & Clark a national leader in student-faculty collaborative research and cooperative professional endeavors.

All three of Lewis & Clark’s schools have vigorous programs of faculty-student collaborative research or artistic endeavor and many opportunities for faculty-student cooperative professional work. And because of its particular constellation of schools and their diverse community connections, Lewis & Clark can develop new and innovative models of collaboration that draw on an unusually wide range of partners for student researchers, artists and aspiring professionals. These factors position Lewis & Clark to be a national leader in preparing students to meet the needs of a changing world.

- Lewis & Clark will become a national leader in providing opportunities for its students to engage with faculty in knowledge-creating collaborative research.
- Lewis & Clark will become a national leader in providing opportunities for its students to engage with faculty in collaborative artistic endeavors in the studio, on the stage, in the music hall, and on the written page.
- Lewis & Clark will become a national leader in providing opportunities for its students to engage with faculty in collaborative professional endeavors in the classroom, the clinic, the courtroom, and the community.
- Existing collaborative opportunities will be expanded to meet the need of additional qualified students and faculty across the three schools.
- New cross-school faculty-student collaborative possibilities that take advantage of the College’s three-school constellation will be developed.
- Lewis & Clark will continue to broaden and deepen our currently thriving range of professional, community, and cross-school collaborations to enrich the research, artistic and professional opportunities for Lewis & Clark’s students (e.g., various groups, individuals and organizations in the Portland Metro area [including high schools, volunteer organizations, the business, education, legal, and artistic communities], alumni of the three schools, students and faculty of other area institutions, etc.).

(3) Make Lewis & Clark an undisputed leader in innovative environmental scholarship, education, and engagement.

The Law School pioneered environmental education and scholarship at Lewis & Clark before environmental crises became a key component of the changing world and it is now routinely ranked the best environmental law program in the country. Because it was first situated in the context of legal studies, from the beginning environmental scholarship and education at Lewis & Clark has been unique. Thus when it developed an environmental studies program, the College of Arts & Sciences grounded it in a strong natural sciences program and followed the Law School’s pioneering lead by defining the field holistically, addressing also the inextricably linked humanistic, social, economic, and legal aspects of environmental issues. And at its foundation, this definition of environmental scholarship and education requires an understanding of how to sustain both our natural and social worlds, providing all three schools with opportunities to take up environmental engagement and education in ways that move the field well beyond the traditional boundaries. All of these factors

position Lewis & Clark to continue and expand its national leadership role in environmental scholarship, education and engagement for a world that is changing rapidly in part because of environmental transformation.

- Lewis & Clark will become a preeminent national center for cutting edge environmental scholarship and education, the distinctive nature of which will be a holistic understanding of environmental studies that implicates the natural sciences and the arts and humanities, the social sciences, education and law.
- The commitment on all three campuses to sustainable practices will be grounded in this cutting edge scholarship.
- The three schools will strengthen their partnerships in the fields of environmental studies, education and law by creating new mutually fruitful curricular and co-curricular endeavors.
- Environmental scholarship, education, and engagement at Lewis & Clark will be especially well integrated with efforts to internationalize the schools' curricula and expand collaborative research, artistic, and professional opportunities for its students.

Building New Strengths

- (4) Make Lewis & Clark a national leader in providing a full spectrum liberal education as the gateway to post-baccalaureate educational opportunities and professional life.

Lewis & Clark's College of Arts & Sciences is unusually well prepared to provide all three of the general models of liberal education that colleges typically adopt singly to declare the abiding legitimacy of a liberal arts degree in today's market. Further, the College of Arts & Sciences already provides this liberal education in close relationship with professional school partners and it successfully delivers its liberally educated graduates to advanced academic degree programs, to distinguished post-baccalaureate fellowships and internships, and to non-profit (e.g., Peace Corps) and for-profit professional endeavors. Explicitly gathering these interdependent elements of the College's mission together can make the "Lewis & Clark" approach to liberal education a unique and powerful preparation for meeting the needs of a changing world and truly distinctive among national liberal arts schools.

- Lewis & Clark's College of Arts and Sciences will declare its mission to provide in one place all the dominant models for liberal education—skills acquisition, preparation for civic leadership, and seeking and creating knowledge for its own sake—and to do so as the best gateway to advanced degree programs, post-baccalaureate fellowships and internships, and professional life in its various forms.
- Lewis & Clark's College of Arts & Sciences will organize its academic resources, administrative structures, and governance patterns around providing this full spectrum liberal education.
- Lewis & Clark's three schools will arrange their relationships and resources to maximize the benefit of their close affiliation for students of the liberal arts, law, and education and counseling as they move between education and professional life.
- Lewis & Clark will develop a robust and integrated program of pre-professional, pre-advanced degree, and career advising among its three schools to ensure its graduates realize the full benefit of their education.

- (5) Make Lewis & Clark the place people across the nation bring to mind when they think about outstanding academic institutions in the West—a world-class school in a world-class city.

Lewis & Clark is a gem in Portland and the West. The Law School boasts outstanding environmental, animal, public interest, intellectual property and business law programs and more, it hosts public lectures and symposia featuring US Supreme Court Justices and other legal luminaries, its faculty is

nationally and internationally recognized for its expertise, and it has a prominent presence in the Portland area and western legal communities through the activities of its graduates, legal clinics, and faculty members. The Graduate School of Education and Counseling is widely recognized to have the best teacher education program in Oregon, its educational administrator degree programs are highly sought by school personnel in the region, its outreach programs through the Center for Community Engagement bring it into close contact with area communities in unique and innovative ways, its Indigenous Ways of Knowing program connects it to Native American communities in the region, its faculty members contribute to national and international scholarship on teaching and counseling, and its teaching and counseling alumni are professionally active and influential throughout the Portland area, Oregon, and beyond. The College of Arts & Sciences hosts nationally and internationally prominent scholars, artists, musicians, and political and community leaders through its various symposia and other special events, its faculty is internationally distinguished for its scholarship and artistic creativity, its current students and graduates bring the lessons of their liberal education to the Portland area and around the globe, significant numbers of the Portland area's leaders are its graduates, its faculty receives national recognition for the quality of its teaching, and its sports program supports exciting and highly competitive Division III teams of student-athletes. All of these riches position Lewis & Clark to become the place on the hill that is worth the journey, the place people across the nation mention when they think about the outstanding academic institution in the West that is in and of a great world city, Portland, Oregon.

- Lewis & Clark will ensure that it is known across the nation as the home in the West for nationally and internationally significant symposia, lectures, exhibits and other special events in education, the law, the arts and humanities, and the social and natural sciences.
- Lewis & Clark will ensure that it is known across the nation as the home in the West for three nationally and internationally recognized faculties.
- Lewis & Clark will ensure that it is known across the nation as the home in the West for students and alumni who bring their education into practice in communities from Portland to Paris, from Oregon to Oman, from Multnomah County to Mumbai.
- By effectively targeting lectures, art, music, theater, athletic competitions and community outreach efforts at a regional audience Lewis & Clark will position itself as the outstanding academic institution in the Portland area, a place well worth the journey to share in its riches.
- By bringing its lectures, art, music, theater, and athletic events down from Palatine Hill into the Portland area, and continuing and strengthening its legal, educational and community counseling and service outreach efforts, Lewis & Clark will position itself among regional audiences as the outstanding academic institution that is not only in, but also of Portland.

Enhancing the Fundamentals to Invest in Our Strengths

- (6) Enhance the revenue streams, physical and technological infrastructure, and marketing to support efforts to achieve and maintain leadership and to build new strengths.

Lewis & Clark is on sound financial footing and its facilities and technological infrastructure provide a stable platform for future development. For Lewis & Clark to become the undisputed leader in some endeavors and notably strong in others, we must strengthen these elements which are foundational for a successful academic institution.

- Lewis & Clark's academic units will develop new revenue producing programs that fit within the scope of their academic missions.
- Lewis & Clark's institutional advancement officers will enhance the revenue realized from the usual kinds of charitable gifts to academic institutions and develop new avenues for charitable giving to the College.
- Lewis & Clark's operations officers will enhance and develop new revenue streams from facilities.

- Lewis & Clark will develop and implement a comprehensive institutional plan for effective deployment of the information technology resources necessary for accomplishing the College's goals for achieving leadership and new strength.
- Lewis & Clark's operations officers will determine, plan and complete facilities improvements and expansions necessary for accomplishing the College's goals for achieving leadership and new strength.