

An Introduction to the 2005-10 Strategic Plan

The College of Design strategic plan for the years 2005 to 2010 is rooted in many of the basic themes that have preoccupied the collegiate community since its founding in 1978. These original principles focused upon interdisciplinary education and scholarship based upon strong disciplinary offerings, service to the university community and the people of the State of Iowa, and a special allegiance to the welfare of its students, staff and faculty, continue to resonate in all of the plans drafted by the college, including the iteration included herein.

Of course, the emphasis of these various plans has changed over the years, frequently amended by unforeseen events, program reviews and accreditations and, obviously, the accomplishment of goals set by the preceding planning cycles. This plan is no different, and the Aspirations that form its preface, although extruded from the original mission of the college, announce some of the foci that are unique to the ambition of the collegiate community for the half-decade ahead.

Significant among these emerging themes are:

- A refreshed dedication to graduate education and advanced study within the college.
- Increased support for faculty.
- A commitment to diversity as a defining characteristic of the collegiate community.
- A continued preoccupation with the development of interlocking centers of interest within its pedagogy and intellectual pursuits.

Additionally, the commitment for the construction of a contiguous fabric to house the college remains, coupled always with the development of global venues for the extension of our academic community. Finally, the plan presented here is based upon an execution necessarily partnered between the faculty, students, staff and administrative offices of the college, one of many recommendations of the recently completed All-college Program Review that inform this document throughout.

The plan that follows is also notable for its direct relation to the content and structure of the 2005-10 Iowa State University Plan, entitled "Forward Thinking". The Mission, Vision, Priorities and Goals of this

university plan form a proper and necessary armature for the accompanying collegiate strategies for growth and development in the immediate years ahead.

In support of the larger university mission and vision, established by its 2005-10 Strategic Plan "Forward Thinking", and in furtherance of its own founding mission, the College of Design has adopted the following

Aspirations:

- To *secure* national distinction as a strongly identifiable, unified academic community built upon the collegial interchange among the diverse strengths of its people and their professional design and art disciplines.
- To *create* distinguished scholarship by promoting discovery and innovation within its disciplines, selected cross-disciplinary concentrations, and advanced study.
- To *share* its liberal and professional educational programs to enhance the learning opportunities for the university community, professional constituencies, alumni and consumers of design everywhere.
- To *apply* its knowledge and talent with its many constituents, enriching the intellectual environment of the university community, and improving the visual and experiential environment of state, national and global communities by addressing the interwoven issues of social and economic development, environmental stewardship, community design, preservation and growth.

Rev 09/27/05

1. Education					
Strengthen undergraduate, graduate, and professional education to enhance student success at Iowa State University and beyond.					
Goals	Timeline	Implementation Responsibility	\$	Metrics	Accomplishments 2007
					Making good progress
Less than satisfactory progress					
A. Improve the rigor, challenge, and international reputation of academic programs					
1. Secure NASAD accreditation for the Department of Art and Design.	05-06 P 06-08 I	D, A/D, AAC	B	Accreditation	In process: Application is being drafted.
2. Re-examine the B.A. degree to strengthen liberal education within the college.	05-06 P 06-07 I	D, A/D, AAC	B	'07 Catalog	In process: Curriculum committee to present for faculty approval in April 2007
3. Pursue managed enrollment for ISA and CRP consistent with <i>Envisioning I</i> .	05-06 P 06-07 I	D, A/D, AHC, P/P	B	'09 Catalog	<i>Partially Completed: Enrollment management approved F06 for ISA. CRP now in process within the department and college.</i>
Additional	The continued development of our laptop program, is in its 6th year and now with 486 laptops in use by students. National distinction of programs continues: Programs in architecture, interior design and landscape architecture are among the nation's best, according to a survey of practitioners by DesignIntelligence, a monthly publication for leaders in design professions. The graduate interior design program tied for 10th place. The undergraduate architecture program tied for 14th place nationally with three other insitutions. The undergraduate landscape architecture program tied for 15th place. Architecture received one of only three national AIA Practice Academy grants to study and improve academic/professional connections. Student recognition has included the prestigious Jack Kent Cooke scholarship for graduate studies; SOM Prize traveling scholarship; Fulbright finalists.				
B. Strengthen students' critical thinking, creative abilities, and communication skills.					
1. Pursue the introduction of ISU Comm across the collegiate curricula.	05-06 P 06/07 I	D, AAC, C	B	'09 Catalog	In process: Degree programs are revising curricula as needed; Initiated in-house course, Dsn S 132x, Introduction to Digital Media, for Core Design Program students.
2. Examine the Design Science offering for introduction to the Core	06-07 I	D, AAC	RB	'07 Catalog	In process: Fall 2006 Experimental offering being assessed.
3. Promote cross campus offerings to non-majors.	06-07 P 08-10 I	D, AAC, C, SSV	RB	Enrollment	<i>Added Art 292 for F07; Presented Core Design Program information to LAS 101 orientation course; Added Core Design Program courses to the Summer Orientation Notebook.</i>
Additional	New digital output equipment and improvements to digital output facilities support creativity.				
C. Enhance students' understanding of global, cultural, ethical, and diversity issues.					
1. Plan for introduction of diversity across the collegiate curriculum.	05-06 P 06-10 I	AHC, D, LC, AAC, C	R	Sylabi, 09 Catalog Curriculum Structure	<i>Through the Diversity Committee, various presentations and shows (such as the Social Injustice through the Arts exhibit and discussion) have been organized to promote greater understanding of diversity among students, faculty, and staff; MLO funds have been used for faculty and staff to attend diversity related conferences; the college continues to work to expand its offerings to meet the U.S. Diversity and International Perspectives requirements.</i>

2. Reinforce the Rome program while initiating other international study venues	05-06 P 06-07 I	D, EC, AHC, AAC	D, B	Enrollment Resource Surplus	In process: Summer offering has been redesigned to be more inclusive and interdisciplinary; International Studies Director position created and filled; Internal program review of collegiate international programs is underway.
3. Reinforce faculty governance over the Rome program and international studies.	05-06 P 06-08 I	D, AHC, AAC, EC	D,B, PF	Enrollment Faculty Participation	In process: International Studies Board has been activated, and with the support of the International Studies Director is undertaking a program review of international programs and developing a governance document for the Rome program; A new Associate Director of the Rome Program will be hired with a modified position description.
D. Create an environment that welcomes students to explore a variety of disciplines and career paths					
1. Establish oversight and governance for the collegiate freshman experience.	05-06 P 06-09 I	D, AHC, SSV, AAC	B	08 Report Core Reports	Completed: Core Board governance approved by faculty S07; Offer students the option to be Design-undeclared; Completed renovation of Student Services and advising wing allows for easy access for students unsure of their major choice and career options to meet with advisors from all disciplines to assist in the decision process. Have clarified and streamlined the enrollment management selection process to be as fair and speedy as possible.
2. "Super studio" addition to include Core and second year studios.	06-07 P 07-09 I	D, SFC, EC	D, P/P	Construction	The board of regents approved the preliminary design for the Foundations Pavillion addition. Construction will start in FY08. Development fundraising goal is 72% achieved as of February 07.
Additional	Plan to develop the online repository of student work first created for the department of Architecture's accreditation visit as an online gallery for prospective students to all collegiate programs. Developed and introduced a new program, Explore Careers in art and Design, for first year students not affiliated with a design learning community.				
E. Increase interdisciplinary and experiential learning opportunities, such as learning communities, service learning, internships, research experiences, and international exchanges.					
1. Reinforce Partnering Landscape and Community Enhancement (PLaCE) program.	06-07 P 06-10 I	D, AHC, EX, AAC	B,DEX	Number of Projects	Thirteen PLaCE projects in FY07 involved 111 students. Additional experiential learning included: Increased number of upper-level interdisciplinary option studio offerings and student enrollment: Approximately 55% of graduating seniors are enrolled in interdisciplinary design studios S07. 30+% of freshmen participate in one of two learning communities. All landscape architecture students participate in the Savanna Traveling studio learning community their sophomore
2. Promote international exchanges.	05-06 P 06-08 I	D, C, AAC	B, D	Exchange Enrollment	In process: Art and Design has started discussions with University of Naples; International Studies Director is reviewing history of exchanges to best identify and support future exchanges. This year 143 students spent a semester in our Rome program, 23 students spent a summer in the Pacific Rim, 10 students spent 2 weeks in China, approximately 55% of this year's graduates will have studies abroad.

3. Develop support for internships.	05-07 P 07/09 I	D, C, SSC, CS	B/PF/D	Number of Internships	All undergraduate landscape architecture students undertake a semester-long internship, national student exchange, or international student exchange during the fourth year of the curriculum. LA has implemented an internship-prep course to prepare students for this semester away. All interior design students complete a summer internship prior to graduation. Approximately 50% of graphic design, architecture and planning students complete internships prior to graduation. The CRP Department has named an internship coordinator, linking student internships to Iowa community needs discovered through Extension to Communities and Economic Development. 60 students enrolled in Dsn S 397X, Internship search Seminar. Design Career Services website advertised 423 internships
4. Expand Design/Build concept.	05/06 P 06-10 I	D, C, AAC, P/P	B/D	Scope of Projects	Design/Build continued to become more interdisciplinary and to move beyond the walls of the college. Work has begun with the construction programs at a local community college to enhance opportunities to generate meaningful projects for communities. New technologies, such as our rapid-prototyping equipment, helped faculty and students to design and build the Arts Pavilion for the university to use for promotion at various statewide events.
5. Continue to develop and maintain service learning with ISU Extension.	05-06 P 06-10 I	D, EX, C	B/P, F, EX	Offerings	Outreach and/or Design/Build studios were conducted in each of the degree programs: Students from all majors participated in service learning, working with communities including but not limited to Ames and Perry to the Houma Nation in New Orleans, LA, to impoverished Mali, Africa. CRP continues to use outreach studios to develop and maintain service learning with ISU extension.
Additional	Developed and offered joint first year graduate studio between architecture and landscape architecture in F06, anticipated to attract increasing numbers of high achieving students. CRP developed experiential learning experience for CRP students S07.				
F. Enhance programs for high-ability students.					
1. Re-energize collegiate honors program.	05-06 P 06-10 I	D, C, SAC	B	Enrollment	Created Honors Advisors for each degree program in Art and Design. Continue to offer Honors sections of Art H 280 and 281. Michael Martin instructed Hon 302 for the 5th time, and is the recipient of the Robert W. Parks Award for Outstanding Faculty from the Honors Student Board.
2. Build upon the distance Ed MCRP degree offering.	06-07 P 07-10 I	D, AAC, C, EX	B,PF, EX, P/P	Offerings	Fall 2006, twenty students, (11 from Iowa and 9 from other states), took the distance CRP program of five classes. Due to concerns of accreditation and increasing student enrollment on-campus, this offering is temporarily on hold, but there is interest both in the CRP department and with the accrediting board to develop a proposal for review and evaluation in the future.

G. Partner with K-12 schools and community colleges to facilitate transfer to and student success at Iowa State University.						
1. Examine articulation with community colleges for Core offerings off-site.	05-07 P 06-09 I	D, C, AAC, P/P SSV	B	Report Enrollments		Beginning conversations with Iowa Central Community College, Ottumwa and with Sioux City Design Center regarding off-site Core offerings.
2. Re-examine and reinforce existing articulations with community colleges.	05-06 P 06-09 I	D, C, AAC	B	Report Enrollments		CRP continues to hold a number of articulation agreements. Plans are developing for a summer distance education "Introduction to Planning" course for community college students.
3. Work with programs in major urban areas to connect with minority youth.	05-06 P 06-08 I	D, C, AAC, MLO	B	Minority Enrollment		CRP holds a two year grant under the Community Development Work study Program, sponsored by The U.S. Department of HUD to provide economically disadvantaged and minority students funding through an internship program with agencies working on planning and community development issues.
H. Enhance services to enable students to find rewarding careers.						
1. Increase exposure to non-traditional career paths from college.	06-07 P 07-08 I	D, C, AAC, CS	B	Syllabi Employment Data		Increasing number of Art GD students entering Environmental Graphic Design
Additional	College of Design Career Days registered a record 85 firms representing all of the college's academic disciplines. CRP implemented a new course in portfolio development and review.					
I. Develop, recognize, and reward excellent teaching.						
1. Re-examine criteria for faculty teaching awards.	05-06 P 06-10 I	FDC, LC, C	B	Awards		Not yet developed.
2. Promote venues for the discussion of best practices in studio instruction.	05-06 P 07 I	D, C, LC, AAC, FDC	B	Lectures, Symposia		Not yet developed.
Additional	Faculty teaching recognition included: Jason Alread received the 2007 national ACSA/AIA New Faculty Teaching Award, one of only three awarded. Heidi Hohmann, Cigdem Akkurt, Jason Alread and Francis Owusu, one teacher from each of our 4 departments, received the memorable teacher award from CELT. Owusu also received the Polster Teaching Award. Barbara Caldwell received the National Art Education Association Women's Caucus Kathy Connors Award, a national award commemorating outstanding teaching, mentorship, and collaboration.					

2. Programs

Increase the number of graduate, professional, and research programs that are among the very best -- especially in areas that build on university strengths and address local and global critical needs.

Goals

	Timeline	Implementation Responsibility	\$	Metrics	
					Making good progress
					Less than satisfactory progress
A. Recruit and retain outstanding faculty who are or will be leaders in their fields.					
1. Establish endowments for tenure-track faculty support.	06-07 P 07-10 I	D, C, AC, LC	D	Awards	Development has established a fundraising goal for support. Art & Design established \$500 incentive grants for faculty.
2. Pursue plans for faculty fellowships sponsored through IDRO.	05-06 P 06-10 I	D, C, AC, LC, EX	D, RB, EX	Fellowships Granted	Development fundraising goal of \$2,000,000 was 12% completed as of February 2007. Extension funds to support a fellowship were lost to a mid year reversion.
3. Improve mentoring of junior faculty.	05-06 P 06-10 I	D, C, FDC	D, RB	General Report	All Art & Design faculty have mentors. To best serve their needs and broaden the pool, some CRP faculty are seeking and being assigned mentors from across campus. The faculty development council recommended revisions to the faculty annual activity report format to streamline preparation of advancement, promotion, and tenure materials and is encouraging the development of electronic reporting processes. Michael Martin is a Wakonse Fellow and mentors faculty in teaching.
4. Encourage promotion(s) of associate professors.	06-07 P 07-10 I	D, C, FDC, LC, P/P	B	Promotions	Ingrid Lillgren's promotion has been recommended to the Board of Regents.
B. Increase the number and elevate the overall quality of graduate and professional students.					
1. Examine Ph.D. in planning with SUI.	05-07 P	D, CRP, AAC, P/P	RB, P/P	Catalog	Stalled: After examination, it is apparent that a College of Design based PhD with multiple areas of focus (such as planning) is a more likely first effort.
2. Examine degree nomenclature across college.	05-07 P	EC, AAC, LC	B	Report	Not yet developed.
3. Plan for IDRO as graduate study center.	05-06 P 06-10 I	AHC, D, C, EX, AAC, FDC	RB	Strategic Plan	Reduced funding has limited ability to develop graduate research assistantships or a graduate student center.
4. Increase graduate student recruitment efforts.	05-06 P 06-10 I	D, AAC, C	D, B	Enrollment	Recruitment in CRP has increased, and student numbers are up slightly. Architecture has begun a recruiting effort at high quality liberal arts colleges in the region. Landscape Architecture faculty, Wagner, Miller, Kane, Seeger, and Anderson have supported graduate assistantships through research.
Additional	Two architecture faculty received one of three national ACSA/AIA Education Awards for development of the new integrated technology coursework in the graduate program.				
C. Leverage strengths in science and technology to enhance research and scholarly excellence with emphasis on interdisciplinary initiatives involving biological, materials, and information sciences.					
1. Strengthen Digital Media programs.	05-06 P 06-10 I	AHC, D, SFC, AAC	RB	Syllabi, Enrollment	4 A&D faculty are HCI faculty and PhD support. New introductory undergraduate interdisciplinary digital media course was developed and offered. Graduate GIS Certificate continues as a popular cross disciplinary program.

2. Strengthen BPMI.	05-06 P 06-08 I	EC, D, LAS, AAC, A/D	RB	Plan, Enrollment	Recently completed very successful program review
3. Implement digital media minor.	05-10 I	AAC, D, EC, SFC, IT		Catalog	Completed: Included in 2007-09 catalog
4. Launch product/industrial design program.	05-06 P 06-08 I	AHC, EC, AAC, SFC, D		Course Offerings Faculty	Some preliminary discussion were held with CIRAS on possible joint efforts. Discussions continue. Requires resources.
Additional	Jim Miller, LA and NREM, is involved in numerous interdisciplinary research projects, totaling more than \$964,000, and completed a project with the Leopold Center.				
D. Enhance areas of excellence in the arts, humanities, and social sciences that build on and complement the university's unique strengths.					
1. Continue to support Center for Excellence in the Arts and Humanities (CEAH).	05-10 I	D, EC, FDC	RB	Faculty Grants	Our faculty led the effort to create the first CEAH Symposium on campus, and continue to serve on the board.
2. Pursue Ph.D. in material culture.	05-08 P	AHC, D, EC, AAC	B	Plan	Not yet developed.
3. Increase inter- and cross-disciplinary course and program offerings at upper levels.	05-06 P 06-10 I	D, EC, AAC, EX, IDRO	B, D, EX	Course Offerings	In process: Increased number of interdisciplinary and vertical option studios, which involve approximately 55% of our graduating seniors.
Additional	The Visual Resources Collection has added 2,670 slide to the collection; Plato's Cave, the college's WWW site for visual resources, is being re-designed with a more intuitive search engine and higher quality images.				
E. Improve facilities and support services for research.					
1. Enhance IDRO support.	05-06 P 06-10 I	AHC, D, EC, EX, AAC	RB, D, S	Plan, Grants	IDRO is providing more support to faculty/staff/students in complying with IRB, survey instrument development, data gathering procedures, and data analysis.
2. Expand shop facilities with second addition.	05-06 P 06-09 I	D, SFC, EC	D	Construction	In process: Shops will be reconfigured with building addition; New support position in existing Model Shop has greatly improved facility and processes.
3. Pursue research space off-campus	05-07 P 06-10 I	D, SFC, EX, EC, P/P	S, P/P	Construction Occupancy	An IDRO lab has been successfully established in the research park for faculty and students operating on sponsored funding. Other facilities are under construction in Sioux City and Perry that will perform, in part, as off-campus outreach and research centers.
4. Plan for second generation IT support for research.	05-06 P 06-10 I	D, SFC, LC, EX, IT	RB	IT Installed	Not yet developed.
5. Develop plan and resources for Gallery 181.	05-06 P 06-10 I	D, AAC, C	D, B	Exhibits	Not yet developed.
6. Increase the capacity of IDRO to secure more sponsored funding.	05-06 P 06-10 I	AHC, D, EC, LC, EX	S, RB	Number of Grants	IDRO funding and capacity was reduced in FY07 and further reductions through Extension are projected. Thus far in FY07, there are 17 proposals pending, 17 proposals awarded, \$6.4 million external funds pending, \$3.9 million external funds awarded and \$203,788 external indirect costs awarded.

F. Enhance the visibility of outstanding faculty members and staff, research accomplishments, and graduate and research programs.					
1. Establish a collegiate journal.	05-07 P 07-10 I	AHC, D, EC, IDRO, FDC	D	Journal Planned	As yet, no efforts have been initiated to establish a collegiate journal. News releases and articles communicate the accomplishments of our people and projects.
2. Nominate faculty for university and national awards.	05-10 I	D, EC, FDC	B	Nominations Awards	Community Visioning, (Badenhope, Borich, and Keller), received national recognition through the APA and FHWA national awards.
3. Establish collegiate awards for faculty in the area of research.	05-06 P 06-10 I	AHC, D, EC, FDC, IDRO	B	Awards Established Presented	In process: Preliminary draft submitted to dean.
Additional	Continued "First Friday" programs in which collegiate faculty present their academic research to students and peers. David Plazak become chair of the Research Subcommittee of the Transportation Research Board Access Management Committee. Francis Owusu serves as the Chair for the African specialy Group of the Association of American Geographers and as a board member of other professional associations.				

3. Economic Impact					
Translate discoveries into viable technologies, products, and services to strengthen the economies of Iowa and the world.					
Goals					
	Timeline	Implementation Responsibility	\$	Metrics	
					Making good progress
					Less than satisfactory progress
A. Expand the use of intellectual property developed at Iowa State University.					
1. Review collegiate projects in development for prospective licensing.	06-07 I	D, EC, FDC, IDRO	B	Report	None to report.
B. Strengthen educational and outreach programs aimed at Iowa's economic, workforce, and technology development.					
1. Increase focus of PLaCE program on economic development issues.	05-06 D 06-10 I	D, EC, IDRO, AAC, EX	B, S, D	Projects Awarded	Thirteen PLaCE projects in FY07 were involved with eleven Iowa communities. Ten projects in additional communities are on file for future study.
C. Foster an environment that encourages faculty, staff, and students to engage in transfer of technology and entrepreneurial activities.					
1. Introduce entrepreneurial activities and issues into the curriculum.	06-07 P	D, AAC, EX	B	Syllabi	Four A&D faculty have Papajohn Entrepreneurial grants of \$5000 each.
2. Sponsor speakers with successful entrepreneurial efforts linked to design.	05-10 I	D, AAC, EX, EC	B, D	Number of Lectures	Sponsored Visual Culture Lecture Series with assistance of CELT grant
3. Establish R&D award for the college.	05-06 P 06-10 I	D, EC, FDC, IDRO	B	Award Given	In process: Preliminary draft has been submitted to dean.
Additional	Faculty activities included: Offered workshops on highway access management, completed the rewrite of Iowa Land Use Planning Notebook, developed and conducted the Iowa Planning Official Academy, and advised developers from China on urban development issues.				

4. Iowa Life					
Elevate the state's appeal as a place to live, learn, work, and play.					
Goals					
	Timeline	Implementation Responsibility	\$	Metrics	
					Making good progress
					Less than satisfactory progress
A. Strengthen our partnerships and communications with lowans to better identify, address, and solve problems.					
1. Review and adjust PLaCE initiative.	05-06 P 06-10 I	D, EC, AAC, EX, IDRO	S, B, D	Report	Thirteen PLaCE projects in FY07 were involved with eleven Iowa communities. Ten projects in additional communities are on file for future study.
2. Pursue partnerships with university centers and institutes connected with lowans.	05-06 P 06-10 I	D, LC, Ex, EC, IDRO	B	MOA's	Increased communication on potential joint projects occurred with CTRE, CVC, and SETA. Discussions are underway to create a Center for Local Government in conjunction with Extension. Nonprofit Management Institutes, often held jointly with the Nonprofit Resource Center at the University of Iowa, were provided to over 600 participants. The Community Visioning Program receives substantial, continuing funding from the Iowa Department of Transportation to provide design assistance to small communities throughout the state.
3. Develop and implement a collegiate communications plan.	05-06 P 06-10 I	D, LC, C, AAC	RB, D	Plan, Publications	Plan not yet developed: Produced report based on informal survey of other colleges and units on campus regarding communications and marketing; Inventory of collegiate communication efforts and needs is almost complete; Have improved internal communications with a weekly electronic update to faculty and staff;
B. Enhance the vitality of Iowa's communities and well being of its people.					
1. Establish center for environmental design and town craft.	05-07 P 07-10 I	D, AAC, C, IDRO, AHC	B, D, S	Governance est. Grant Applications	Town/Craft, a joint effort between Hometown Perry Iowa, the Iowa State University College of Design and ISU Extension, has been established. Headquartered in a Perry storefront, the center will be a hub for creating and delivering innovative approaches to community development and revitalization.
2. Develop publications and exhibits that express the role of design in healthy communities.	05-06 P 06-10 I	D, AAC, EC, IDRO	B, D, S	Publications, Exhibits	Sponsor of "Community Futures 2007: The Small Town in the Bioeconomy", a conference exploring the impact and implications of the emerging bioeconomy for Iowa's small communities. Plan to publish and disseminate a proceedings document for Community Futures conference.
3. Support research and outreach that focuses on Iowa's special populations.	06-07 P 07-10 I	AAC, EC, IDRO, D	B, S	Plan & Programs	Monica Haddad is developing an extension publication focusing on the Hispanic Immigrants in four midwestern states: Illinois, Indiana, Iowa, and Wisconsin.
4. Establish a collegiate award for achievements in outreach.	05-06 P 06-10 I	FDC, D, EC, IDRO, EX, AHC	B, D	Awards	Not yet developed.
Additional	Believing that great places = great design, Sioux City is investing in design education to help revitalize its downtown. With a grant from the state's Great Places program and the collaboration of the College of Design, the business and design community is providing an off-campus location. The 7,800 square foot building, a renovated steam-boiler facility, will house space for 20 or more design students, who, when they arrive this summer or fall, will work on a variety of community-based projects. Continued to work with Hometown Perry, Iowa on a variety of projects, including a redesign of their public website. Health and environment is the subject of the Urban Forestry project.				

C. Promote the wise use of Iowa's resources and build a sustainable future.						
1. Establish collaboration with other university programs engaged with sustainable theory and practice.	06-07 P 07-10 I	AAC, D, EC, EX, IDRO	B, S, D	MOU's Syllabi		Twelve communities were selected to participated in 2007 in the award-winning Iowa Living Roadways Community Visioning Program that integrates technical landscape planning and design techniques with sustainable community action to assist communities in making goo decisions about local landscape. Jim Miller is working on two related studies, Grand River Grasslands and Iowa River Corridor involving six PI's with diverse expertise, and a variety of governmental and non-governmental agencies.
2. Develop next phase of collegiate expansion as a model for sustainable design.	05-07 P 07-09 I	SFC, D, EC	D, P/P	Design construction		The sustainability goal of the approved building design is a LEED Silver rating, for the first LEED rated building on campus. The Foundations Pavillion will provide the site for the King Laboratory for Sustainable Design Practice, a program in which students can study sustainable environmental systems using the building addition as a learning medium.
3. Increase curricular and research focus on sustainability, including lighting.	05-07 P 07-10 I	AAC, EC, D, IDRO	B	Syllabi		Seven GIS workshops, conducted both on-campus and off-, were attended by 80 professionals from around the state. Art ID lighting class was heavily subscribed in S07. The Green Design Research Collaborative (GDRC), the Design Research Consortium (GRC), Emerging Green Builders, Architecture for Humanity (AFH-IA) and the Biocomposite Group are all campus entitiies focused on issues of sustainability, with significant design faculty leadership. All LA outreach studios involve sustainability issues.
Additional	100+ student attendees participated in international live webcast, "2010 Imperative". Tara Clapp served on the Executive Committee of the Iowa Environmental Council and on Des Moines Mayors Task Force for Energy and Environment.					
D. Expand learning opportunities for lowans of all ages.						
1. Enhance distance education offerings for applicability to larger audiences.	06-07 P 07-10 I	AAC, EC, IDRO, EX, IT	B, PF	Offerings		14 students are enrolled in Community Development, CRP 505, S 07, a course that uses a combination of streaming video, conference calling, and classes taped on DVD. Art IS 201 was redesigned in S07 for a larger audience, and will be offered in F07. A special pilot of CRP 590 was completed by three high school teachers who will now be able to take GIS instruction into their classrooms.
2. Provide additional lectures and exhibits to a larger audience.	06-10 I	AAC, EC, IDRO	B, PF	# Lectures Exhibits		The college's faculty and departments have organized and hosted a very ambitious series of lectures this year, with broad attendance.
E. Partner with lowans to strengthen their communities' economies and entrepreneurial capacities.						
1. PLaCE to focus on economic development through partnerships with IDRO, CED.	05-06 P 06-10 I	EC, LC, IDRO, D	S, PF, B	Plan		Perry, Mount Pleasant and Fort Madison are sites for IDRO 3D visualization projects, focusing on downtown economic development.
2. Examine relevance of product design program to economic development.	05-07 P	AAC, SFC, IDRO, D, EC	B	Report		Not yet developed.

<p>3. Build upon the growing relationship with Extension to Communities and Economic Development.</p>	<p>05-10 I</p>	<p>LC, D, EC, IDRO, EX</p>	<p>B, S</p>	<p>Grants</p>	<p>58 cities around the state were contacted by Design extension. 17 counties were served by IDRO staff. 100 requests for assistance were answered. GIS Diagnostics served two clients in the fall and the City of Hawarden in S07, in which a geodatabase allows the city to provide information on under and above ground telecommunications and water for the whole municipality. Other projects include "A Participatory Approach to Assess Feedstock Potential in Greene County: A GIS Pilot Study for Iowa", "Influences on Locational Choices of Bioeconomy Firms: Why Ethanol Plant Locate Where they Do", and a research collaboration with the University of Cassino, Italy comparing local food systems and community development.</p>
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5. University Life					
Ensure that the university is a great place to learn and work.					
Goals					
	Timeline	Implementation Responsibility	\$	Metrics	
					Making good progress
					Less than satisfactory progress
A. Recruit and retain faculty, staff, and students who are dedicated to individual and organizational excellence and achievement.					
1. Enhance funding of faculty fellowships and FPDAs.	06-10 I	D, DC, LC, EC, FDC	D, RB	Additional FPDA's	FY07 internal reallocation created and funded FPDA budget lines in all four academic departments. In FY08 3 A&D faculty will be on FPDA's, (Katz, Gould, Caldwell). In Architecture, faculty have leveraged departmental support into national NSF, AIA, NEH, and Graham Foundation grants, as well as CELT, Foreign Travel, Women's Enhancement, and Miller Grants in FY07. In Landscape Architecture, Mira Engler is on FPDA to undertake a Ph.D in architecture. Tim Keller is receiving support to pursue a Ph.D in landscape architecture.
2. Increase student scholarships and support for study abroad.	06-10 I	D, DC, SAC, AAC, SSV	D	Additional Scholarships	Created 6-10 Career Days Leadership Awards and 1 Scholarship with values ranging from \$200-\$1000. New \$2000 scholarship from American Greetings. Development fundraising goal of \$1,000,000 for study abroad scholarships is 40% completed as of February 2007.
3. Establish programs for provision of best IT support for faculty and staff.	05-06 P 06-10 I	D, SFC, C, IT	RB	Plan & Support	Not yet developed.
Additional	Faculty leadership included Kate Schwennsen completing her term as National President of the American Institute of Architects, Gregory Palermo serving as President of our faculty senate, Paul Shao receiving a University International Service Award, Bill Grundmann serving as Secretary of the Council of Educators in Landscape architecture, Tim Keller serving as a member of the Council of Fellows Nominating Committee for the American Society of Landscape Architects, and Chris Seeger being appointed by Governor Culver to the State Landscape Architecture Registration Board.				
B. Expand the diversity of people, ideas, and cultures, and nurture an environment in which diversity can thrive.					
1. Focus upon diversity as a defining characteristic of the collegiate culture.	05-06 P 06-10 I	AHC, CC, AAC, D, EC, SSV	RB	Plan & Programs	The Diversity Committee initiated a diversity climate survey to assess the perceptions of faculty and staff within the College of Design. The findings will serve as guidelines for improvement strategies. The College supports university diversity programming such as ISCORE (Iowa State's Conference on Race and Ethnicity) and APEX (Academic Program for EXcellence).

2. Improve student recruitment and retention, particularly for under-represented populations.	05-06 P 06-10 I	D, SAC, SSV, EC, MLO	B, D	Minority Enrollment	Designed, printed and distributed new brochures and postcards, and initiated a targeted mailing program to individual ethnic minority prospective students and National Hispanic Scholars; Initiated a peer mentor program in which upper-level multicultural design students mentored freshman multicultural design students; The MLO conducted individual communications and meetings with multicultural students who received midterms and academic warning/probation notifications.
C. Achieve a sustainable balance between responsibilities and resources that will allow the university to efficiently and effectively realize its vision.					
1. Dean's office should establish consistent policies for budget allocations/reallocations.	06-10 I	D, LC, EC	B	Budget Rev.	College Budget Advisory Committee has been established. Roles and procedures are developing as new budget model process unfolds.
2. Examine case for differential tuition.	05-06 P	D, LC, EC	B	Report	Not yet developed.
3. Re-examine the collegiate governance structure to ensure effective and efficient administration	06-09 P	D, LC, EC	B	Governance Document	The faculty voted on a change to the college governance document to resolve the differences between the college standard of "exemplary performance" and the university standard of "effectiveness in areas of position responsibilities".
D. Foster an environment in which all members of the university community can contribute their fullest while pursuing satisfying personal lives.					
1. Establish consistent policies for teaching loads and standards for scholarships.	05-06 P 06-10 I	D, EC, LC, AHC	B	Report, Plan	A&D has consistent teaching load expectation of 3+2 course sections for permanent faculty and 4+3 for lecturers. The faculty development council has made strong recommendations to the chairs for them to make their annual evaluations of faculty in writing and in a timely manner, and to examine the development and use of PRSs.
2. Convene a symposium on studio pedagogy focused upon workload.	06-07 I	D, AAC, LC, EC	B	Hold	
E. Provide a rich array of extracurricular opportunities to learn, lead, and enjoy life.					
1. Reinforce student Design Council and student organizations.	06-07 P	D, SAC, EC, SDC	RB, D	Plan, Membership	Newly created scholarships and leadership awards will reward and incentivize Career Days committee of 20 active students who meet weekly for 6 months in leadership roles to plan a 3 day event.
2. Welcome groups from across campus to use the facilities of the college.	05-07 P	D, FDC, EC	B	Events Sponsored	Not yet developed.

F. Promote a university that conserves resources and enhances environmental quality.						
1. Addition and grounds of College of Design to be models for sustainable design.	06-07 P 07-09 I	EC, AAC, SFC, D	D, P/P	Build		The sustainability goal of the approved building design is a LEED Silver rating, for the first LEED rated building on campus. Sustainable design features including natural ventilation instead of mechanical air conditioning, maximizing daylighting and a green roof will reduce energy, water and resource consumption and use renewable construction materials.
G. Maintain the attractiveness of campus and improve the quality of its facilities.						
1. Pursue engagement of the college with the design and development of our campus environment.	05-07 P 07-10 I	EC, D, SFC, P/P	B	Plan for Collaboration		LA 401 Community Design focused on the ISU campus. Dean Engelbrecht serves as a advisor to the university during selection of design professionals.
2. Promote Design/Build for campus-wide projects.	05-07 P 07-10 I	EC, D, SFC, AAC, P/P	B, S, D	# Projects		Future: Include ArtGD practicum class in metrics
H. Advance the excellence of the university through enhanced connections between ISU and its family of alumni and friends.						
1. Develop communications plan incorporating outreach for alumni and friends.	05-06 P 06-10 I	EC, D, AAC, LC	B, D	Plan & Publication		Plan not yet developed: Communications Board is developing a plan, with assistance of Communications Specialist; Mailed first issue of "Challenge Society News" to friends of the college.
2. Fully develop Advancement Council membership.	05-07 I	D, AC, EC, LC	D	Membership to 24		Not yet developed.
3. Provide alumni office for college focused on reunions.	06-07 P 07-10 I	AC, D, EC, LC	RB, D			Not yet developed.
Additional	Chick Herbert is receiving a Distinguished Alumni Award from ISU. College actively participated in Iowa State Week, the Des Moines Arts Festival, and the Sequicentennial, designing and building a pavillion for the latter two events. LA Department hosted its largest alumni gathering ever at the ASLA meeting in Minneapolis, with over 200 alumni					
I. Ensure that intercollegiate athletics programs are models of academic success, integrity, and competitiveness.						
1. Examine challenges facing student athletes wishing to enroll in the curricula of our college.	06-07 P	SSV, SAC, D, EC	B	Report		Examined the time offerings of required courses to determine if these courses could be offered earlier in the day to avoid the athletic practice schedules.

Strategic Plan Abbreviations

Time Line

05-07 P	Planning period
07-09 I	Implementation period

Administrative Units

C/D	College of Design
Arch	Department of Architecture
A/D	Department of Art and Design
CRP	Department of Community and Regional Planning
LA	Department of Landscape Architecture
IDRO	Institute for Design Research and Outreach

Governance Units

LC	Liaison Council
SAC	Student Affairs Council
FDC	Faculty Development Council
SFC	Services and Facilities Council
AC	Advancement Council
SDC	Student Design Council
AHC	Ad Hoc Committee
AAC	Academic Affairs Council

Collegiate Administrative Offices



D	Office of the Dean (includes Associate Deans, Fiscal Officer and Development).
C/Arch	Departmental Chair
ITO	Information Technology Officer
MLO	Multicultural Liaison Officer
SSV	Student Services
CS	Career Services
C	Collegiate Cabinet
EC	Executive Cabinet (Chairs, Deans, ITO, FO)

Resource

B	Collegiate or Departmental Base Budget
RB	Internal Reallocation
S	Sponsored research
D	Development
EX	Extension
P/P	Provost or President
PF	Program Fees

Italics *Strategies adopted in response to the 2005 All-College Program Review*

Accomplishments 2007

	Making good progress
	Less than satisfactory progress