

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.

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Education

Strengthen undergraduate, graduate, and professional education to enhance student success at Iowa State University and beyond.

Goals

	Timeline	Implementation Responsibility	\$	Metrics
■ Improve the rigor, challenge, and international reputation of academic programs				
Secure NASAD accreditation for the Department of Art and Design.	05-06 P 06-08 I	D, A/D, AAC	B	Accreditation
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
<i>Pursue managed enrollment for ISA and CRP consistent with Envisioning I.</i>	05-06 P 06-07 I	D, A/D, AHC P/P	B	'09 Catalog
■ Strengthen students' critical thinking, creative abilities, and communication skills.				
Pursue the introduction of ISU Comm across the collegiate curricula.	05-06 P 06/07 I	D, AAC, C	B	'09 Catalog
Examine the Design Science offering for introduction to the Core Curriculum.	06-07 I	D, AAC	RB	'07 Catalog
<i>Promote cross campus offerings to non-majors.</i>	06-07 P 08-10 I	D, AAC, C, SSV	RB	Enrollment
■ Enhance students' understanding of global, cultural, ethical, and diversity issues.				
<i>Plan for introduction of diversity across the collegiate curriculum.</i>	05-06 P 06-10 I	AHC, D, LC, AAC, C	R	Sylabi, 09 Catalog Curriculum Structure
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
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
■ Create an environment that welcomes students to explore a variety of disciplines and career paths				
Establish oversight and governance for the collegiate freshman experience.	05-06 P 06-09 I	D, AHC, SSV, AAC	B	08 Report Core Reports
<i>"Super studio" addition to include Core and second year studios.</i>	06-07 P 07-09 I	D, SFC, EC	D, P/P	Construction

■ Increase interdisciplinary and experiential learning opportunities, such as learning communities, service learning, internships, research experiences, and international exchanges.

<i>Reinforce Partnering Landscape and Community Enhancement (PLaCE) program.</i>	06-07 P 06-10 I	D, AHC, EX, AAC	B, DE X	Number of Projects
Promote international exchanges.	05-06 P 06-08 I	D, C, AAC	B, D	Exchange Enrollment
Develop support for internships.	05-07 P 07/09 I	D, C, SSC, CS	B/PF/ D	Number of Internships
Expand Design/Build concept.	05/06 P 06-10 I	D, C, AAC, P/P	B/D	Scope of Projects
<i>Continue to develop and maintain service learning with ISU Extension.</i>	05-06 P 06-10 I	D, EX, C	B/P, F, EX	Offerings

■ Enhance programs for high-ability students.

Re-energize collegiate honors program.	05-06 P 06-10 I	D, C, SAC	B	Enrollment
Build upon the distance Ed MCRP degree offering.	06-07 P 07-10 I	D, AAC, C, EX	B, PF, EX, P/P	Offerings

■ Partner with K-12 schools and community colleges to facilitate transfer to and student success at Iowa State University.

<i>Examine articulation with community colleges for Core offerings off-site.</i>	05-07 P 06-09 I	D, C, AAC, P/P SSV	B	Report Enrollments
Re-examine and reinforce existing articulations with community colleges.	05-06 P 06-09 I	D, C, AAC	B	Report Enrollments
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

■ Enhance services to enable students to find rewarding careers.

Increase exposure to non-traditional career paths from college.	06-07 P 07-08 I	D, C, AAC, CS	B	Syllabi Employment Data
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■ Develop, recognize, and reward excellent teaching.

Re-examine criteria for faculty teaching awards.	05-06 P 06-10 I	FDC, LC, C	B	Awards
Promote venues for the discussion of best practices in studio instruction.	05-06 P 07 I	D, C, LC, AAC, FDC	B	Lectures, Symposia

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
■ Recruit and retain outstanding faculty who are or will be leaders in their fields.				
<i>Establish endowments for tenure-track faculty support.</i>	06-07 P 07-10 I	D, C, AC, LC	D	Awards
<i>Pursue plans for faculty fellowships sponsored through IDRO.</i>	05-06 P 06-10 I	D, C, AC, LC, EX	D, RB, EX	Fellowships Granted
<i>Improve mentoring of junior faculty.</i>	05-06 P 06-10 I	D, C, FDC	D, RB	General Report
<i>Encourage promotion(s) of associate professors.</i>	06-07 P 07-10 I	D, C, FDC, LC, P/P	B	Promotions
■ Increase the number and elevate the overall quality of graduate and professional students.				
<i>Examine Ph.D. in planning with SUI.</i>	05-07 P	D, CRP, AAC, P/P	RB, P/P	Catalog
<i>Examine degree nomenclature across college.</i>	05-07 P	EC, AAC, LC	B	Report
<i>Plan for IDRO as graduate study center.</i>	05-06 P 06-10 I	AHC, D, C, EX, AAC, FDC	RB	Strategic Plan
<i>Increase graduate student recruitment efforts.</i>	05-06 P 06-10 I	D, AAC, C	D, B	Enrollment
■ Leverage strengths in science and technology to enhance research and scholarly excellence with emphasis on interdisciplinary initiatives involving biological, materials, and information sciences.				
<i>Strengthen Digital Media programs.</i>	05-06 P 06-10 I	AHC, D, SFC, AAC	RB	Syllabi, Enrollment
<i>Strengthen BPMI.</i>	05-06 P 06-08 I	EC, D, LAS, AAC, A/D	RB	Plan, Enrollment
<i>Implement digital media minor.</i>	05-10 I	AAC, D, EC, SFC, IT		Catalog
<i>Launch product/industrial design program.</i>	05-06 P 06-08 I	AHC, EC, AAC, SFC, D		Course Offerings Faculty

■ Enhance areas of excellence in the arts, humanities, and social sciences that build on and complement the university's unique strengths.

Continue to support Center for Excellence in the Arts and Humanities (CEAH).	05-10 I	D, EC, FDC	RB	Faculty Grants
<i>Pursue Ph.D. in material culture.</i>	<i>05-08 P</i>	<i>AHC, D, EC, AAC</i>	<i>B</i>	<i>Plan</i>
<i>Increase inter- and cross-disciplinary course and program offerings at upper levels.</i>	<i>05-06 P</i> <i>06-10 I</i>	<i>D, EC, AAC, EX,</i> <i>IDRO</i>	<i>B, D,</i> <i>EX</i>	<i>Course Offerings</i>

■ Improve facilities and support services for research.

Enhance IDRO support.	05-06 P 06-10 I	AHC, D, EC, EX, AAC	RB, D, S	Plan, Grants
Expand shop facilities with second addition.	05-06 P 06-09 I	D, SFC, EC	D	Construction
Pursue research space off-campus	05-07 P 06-10 I	D, SFC, EX, EC, P/P	S, P/P	Construction Occupancy
Plan for second generation IT support for research.	05-06 P 06-10 I	D, SFC, LC, EX, IT	RB	IT Installed
<i>Develop plan and resources for Gallery 181.</i>	<i>05-06 P</i> <i>06-10 I</i>	<i>D, AAC, C</i>	<i>D, B</i>	<i>Exhibits</i>
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

■ Enhance the visibility of outstanding faculty members and staff, research accomplishments, and graduate and research programs.

<i>Establish a collegiate journal.</i>	<i>05-07 P</i> <i>07-10 I</i>	<i>AHC, D, EC,</i> <i>IDRO, FDC</i>	<i>D</i>	<i>Journal Planned</i>
Nominate faculty for university and national awards.	05-10 I	D, EC, FDC	B	Nominations Awards
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

Economic Impact

Translate discoveries into viable technologies, products, and services to strengthen the economies of Iowa and the world.

Goals

	Timeline	Implementation Responsibility	\$	Metrics
■ Expand the use of intellectual property developed at Iowa State University.				
Review collegiate projects in development for prospective licensing.	06-07 I	D, EC, FDC, IDRO	B	Report
■ Strengthen educational and outreach programs aimed at Iowa's economic, workforce, and technology development.				
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
■ Foster an environment that encourages faculty, staff, and students to engage in transfer of technology and entrepreneurial activities.				
Introduce entrepreneurial activities and issues into the curriculum.	06-07 P	D, AAC, EX	B	Syllabi
<i>Sponsor speakers with successful entrepreneurial efforts linked to design.</i>	05-10 I	D, AAC, EX, EC	B, D	Number of Lectures
Establish R&D award for the college.	05-06 P 06-10 I	D, EC, FDC, IDRO	B	Award Given

Iowa Life

Elevate the state's appeal as a place to live, learn, work, and play.

Goals

	Timeline	Implementation Responsibility	\$	Metrics
■ Strengthen our partnerships and communications with lowans to better identify, address, and solve problems.				
Review and adjust PLaCE initiative.	05-06 P 06-10 I	D, EC, AAC, EX, IDRO	S, B, D	Report
<i>Pursue partnerships with university centers and institutes connected with lowans.</i>	05-06 P 06-10 I	D, LC, Ex, EC, IDRO	B	MOA's
<i>Develop and implement a collegiate communications plan.</i>	05-06 P 06-10 I	D, LC, C, AAC	RB, D	Plan, Publications
■ Enhance the vitality of Iowa's communities and well being of its people.				
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
<i>Develop publications and exhibits that express the role of design in healthy communities.</i>	05-06 P 06-10 I	D, AAC, EC, IDRO	B, D, S	Publications, Exhibits
<i>Support research and outreach that focuses on Iowa's special populations.</i>	06-07 P 07-10 I	AAC, EC, IDRO, D	B, S	Plan & Programs
Establish a collegiate award for achievements in outreach.	05-06 P 06-10 I	FDC, D, EC, IDRO, EX, AHC	B, D	Awards
■ Promote the wise use of Iowa's resources and build a sustainable future.				
<i>Establish collaboration with other university programs engaged with sustainable theory and practice.</i>	06-07 P 07-10 I	AAC, D, EC, EX, IDRO	B, S, D	MOU's Syllabi
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
<i>Increase curricular and research focus on sustainability, including lighting.</i>	05-07 P 07-10 I	AAC, EC, D, IDRO	B	Syllabi
■ Expand learning opportunities for lowans of all ages.				
Enhance distance education offerings for applicability to larger audiences.	06-07 P 07-10 I	AAC, EC, IDRO, EX, IT	B, PF	Offerings
<i>Provide additional lectures and exhibits to a larger audience.</i>	06-10 I	AAC, EC, IDRO	B, PF	# Lectures Exhibits
■ Partner with lowans to strengthen their communities' economies and entrepreneurial capacities.				
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
Examine relevance of product design program to economic development.	05-07 P	AAC, SFC, IDRO, D, EC	B	Report
Build upon the growing relationship with Extension to Communities and Economic Development.	05-10 I	LC, D, EC, IDRO, EX	B, S	Grants

University Life

Ensure that the university is a great place to learn and work.

Goals

	Timeline	Implementation Responsibility	\$	Metrics
■ Recruit and retain faculty, staff, and students who are dedicated to individual and organizational excellence and achievement.				
<i>Enhance funding of faculty fellowships and FPDAs.</i>	06-10 I	D, DC, LC, EC, FDC	D, RB	Additional FPDAs
Increase student scholarships and support for study abroad.	06-10 I	D, DC, SAC, AAC, SSV	D	Additional Scholarships
<i>Establish programs for provision of best IT support for faculty and staff.</i>	05-06 P 06-10 I	D, SFC, C, IT	RB	Plan & Support
■ Expand the diversity of people, ideas, and cultures, and nurture an environment in which diversity can thrive.				
<i>Focus upon diversity as a defining characteristic of the collegiate culture.</i>	05-06 P 06-10 I	AHC, CC, AAC, D, EC, SSV	RB	Plan & Programs
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
■ Achieve a sustainable balance between responsibilities and resources that will allow the university to efficiently and effectively realize its vision.				
<i>Dean's office should establish consistent policies for budget allocations/reallocations.</i>	06-10 I	D, LC, EC	B	Budget Rev.
Examine case for differential tuition.	05-06 P	D, LC, EC	B	Report
<i>Re-examine the collegiate governance structure to ensure effective and efficient administration</i>	06-09 P	D, LC, EC	B	Governance Document
■ Foster an environment in which all members of the university community can contribute their fullest while pursuing satisfying personal lives.				
<i>Establish consistent policies for teaching loads and standards for scholarships.</i>	05-06 P 06-10 I	D, EC, LC, AHC	B	Report, Plan
Convene a symposium on studio pedagogy focused upon workload.	06-07 I	D, AAC, LC, EC	B	Hold
■ Provide a rich array of extracurricular opportunities to learn, lead, and enjoy life.				
Reinforce student Design Council and student organizations.	06-07 P	D, SAC, EC, SDC	RB, D	Plan, Membership
<i>Welcome groups from across campus to use the facilities of the college.</i>	05-07 P	D, FDC, EC	B	Events Sponsored
■ Promote a university that conserves resources and enhances environmental quality.				
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

■ Maintain the attractiveness of campus and improve the quality of its facilities.				
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
Promote Design/Build for campus-wide projects.	05-07 P 07-10 I	EC, D, SFC, AAC, P/P	B, S, D	# Projects
■ Advance the excellence of the university through enhanced connections between ISU and its family of alumni and friends.				
<i>Develop communications plan incorporating outreach for alumni and friends.</i>	<i>05-06 P 06-10 I</i>	<i>EC, D, AAC, LC</i>	<i>B, D</i>	<i>Plan & Publication</i>
<i>Fully develop Advancement Council membership.</i>	<i>05-07 I</i>	<i>D, AC, EC, LC</i>	<i>D</i>	<i>Membership to 24</i>
Provide alumni office for college focused on reunions.	06-07 P 07-10 I	AC, D, EC, LC	RB, D	
■ Ensure that intercollegiate athletics programs are models of academic success, integrity, and competitiveness.				
Examine challenges facing student athletes wishing to enroll in the curricula of our college.	06-07 P	SSV, SAC, D, EC	B	Report

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*