Our mission is to educate designers, planners, and artists capable of working together to improve and enrich the world, and to serve as a source of knowledge and expertise to the state, nation, and world through its faculty’s research and creative endeavors.

We value: … values list would be compressed into a single sentence

This vision will be carried out through work that will be accomplished in four streams of activity.

### Educational Excellence
- Identify and implement improvements for each educational program drawing upon the results of accreditation and program reviews ensuring that student-faculty ratios support a quality learning experience.
- Update learning outcomes for each program and ensure that students are attaining these outcomes adjusting evaluative methods where necessary.
- Increase the effectiveness of efforts to attract, admit, retain, and graduate a diverse student body.
- Increase efforts to engage students in experiences where they can experience the power of interdisciplinary collaboration and see the potential of their work making a difference in the world.
- Support and, where possible, increase opportunities for students to experience different cultures, places, and perspectives.

### Societal Impact
- Create a new position for an advocate who becomes very familiar with faculty and staff expertise, actively supports their work, makes them aware of resources and opportunities, fosters internal and external partnerships where they would yield richer more significant results, and who helps focus the expertise of the college community to address societal problems and opportunities.
- Intensify publication, presentation and exhibition of faculty and staff scholarly work* in peer reviewed venues.
- Widely disseminate the accomplishments of the college’s faculty, staff, students, and alumni.
- Intensify efforts to nominate faculty and staff for significant awards and recognitions.

### Productive Connections
- Evaluate and sharpen efforts to extend the college’s educational programs to Iowans of all ages and to the college’s alumni and friends.
- Continue to connect the expertise, creativity, and energy of the college’s faculty, staff, and students with opportunities to serve communities in Iowa, the nation, and abroad.
- Expand the role of visiting critics and advisory boards to include review and comment on faculty and staff scholarly work*.
- Create new means of communicating to the university community the power of design, planning, and the arts as well as their role in contemporary society.

### Enlivening Community
- Continue efforts in faculty and staff searches to increase the diversity of backgrounds and perspectives represented in the college.
- Create a visiting scholar program to stimulate collegiate and university-wide dialogue on current societal challenges and opportunities; innovation; and on interdisciplinary methodologies.
- Continue shaping and reshaping the college’s physical holdings in Ames and abroad to create quality environments that stimulate innovation, learning, collaboration, community, and that support programs of scholarly work*.
- Examine faculty and staff workloads to ensure that the work of the college is equitably distributed, that there is a balance between work and life, and to ensure opportunities for professional development.

* Scholarly work includes programs of research, creative activity, and outreach.

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**Feedback from Executive Cabinet on the rough draft**

Thanks for undertaking this and for the update. Just a few thoughts for your consideration –

I appreciate striving for precision and leaness, but I wonder if the Mission and vision have gone a bit too far. Reading them alone without background, I would never guess that the College of Design included multiple accredited professional programs that typically require state certification post-graduation (LA, Arch, Int Des; lumped together as ‘designers’) with ‘planners’ separately identified. Also, the phrase ‘working together’ seems to leave out working collaboratively with other disciplines.

Mission suggestion for consideration:
The College of Design educates, *design professionals* and artists capable of working *collaboratively* to improve and enrich the world, and it serves as a source of knowledge and expertise to the state, nation, and world through its faculty’s research and creative endeavors.

"Design professionals" covers all the design disciplines depending upon their post-graduation paths. Whatever their background & specialization, they work with sophisticated bodies of knowledge and ethical application of skills. "Future" implies the university as a starting point: not an end point. "Collaboratively" seem to be more to the point than ‘together’ and implies a reach beyond internal disciplines.

Vision suggestion for consideration:
The College of Design will excel at innovative, interdisciplinary approaches to creating images, objects, and environments, and at sharing new discoveries. Its graduates and faculty will be known for *contributions to their diverse disciplines and* their ability to work at the intersection of art, design, science, and technology where the pragmatic and the poetic build on each other to respond to societal needs and opportunities.
For there to be 'interdisciplinary' and 'intersections', there needs to be differentiated disciplinarity. I can live with 'images, objects and environments.' However -- are 'creative works' subsumed within 'new discoveries'? 'Knowledge' has been used in the mission so 'new knowledge' would be redundant. Do we 'create' the new discoveries, or 'make' the new discoveries as well as 'share' them? Are we sharing our discoveries or those of others? Don’t really have an alternative at the moment to "at sharing new discoveries."

++++
I have read the mission and vision statements and find them to be well-stated. I have no further edits at this time.

++++
Thanks very much for your efforts in moving these things along, and for refining the drafts to improve their clarity and context.

I think the mission statement is fine. Back in the definition section, it talks about the mission being forever, always seeking. The mission statement as is seems a little unambitious, but improving and enriching the world is certainly a forever proposition!

I still have some difficulties with the vision. Yes we create images, objects, and environments among the colleges programs, but it avoids the question of why we create these things… In addition to the creation of images, objects and environments, we also have modes of action: we create through individual expression, and collective action.

I also suspect we don’t discover… we DO invent...

So, I’m not sure what it might be, but I will try, because I know questions alone are not helpful!

Vision
The College of Design will, through individual expression, interdisciplinary teams, and collective action, excel in the invention of images, objects, and environments that address societal needs. Its graduates and faculty will develop national and international reputations for their work at the intersections of art and science, technology and the humanities.

Feedback on rough draft from Liaison Council 10.12.12

MISSION (As written by Liaison Council):
The College of Design promotes design as an agent of change. We educate artists, designers, planners and scholars capable of working collaboratively on innovative ideas and solutions. Through research and creative endeavors the College serves as a source of knowledge and expertise to Iowa, the nation, and the world.

VISION:
The College of Design will excel at innovative, interdisciplinary approaches to creating [IDEAS OR MAYBE CONCEPTS], images, objects, and environments, and at sharing new discoveries. Its graduates and faculty will be known for their ability to work at the intersection of art, design, science, and technology where the pragmatic and the poetic build on each other to respond to societal needs and opportunities.

Needs to speak of the increased stature of the design field, as the world sees the need for creative thinking, design thinking, innovation and creative solutions. Can we state this as an aspiration? for example: "to educate the public about the significant role that design can play in current and future challenges to society/the planet, or whatever...."

Needs to promote our intention to put designers at the table wherever creative thinking is needed. For example: "to advocate for the significance of design thinking..."

Needs to state our intention to expand our relationships into arenas where design has yet to go. For example: "to demonstrate the advantages of design as a model for innovation beyond its conventionally perceived
boundaries...*

This is implied in some of the wording that says "the intersection of design, science and art" but I'm not sure this is clear enough.

Needs to include something like "responsive to global and local challenges"

**VALUES:**
A sense of academic and professional community that manifests itself every time there is an opportunity [THIS SEEMS VAGUE TO ME AND WEAK]

The college takes pride in the professional competency of its students and works very hard to improve the skill toolset with which it equips them. [SHOULD THINK ABOUT REWORDING THIS.]

[SUSTAINABLE ISSUES AND AGENDA]

there is nothing here about nature or the planet. That seems pretty important! I am not happy with the line that says we care about the conditions in which humans live – as though the other living things on the planet are not our concern. That doesn’t seem possible. The word ‘sustainable’ needs to show up somewhere! It seems to me that the first step toward sustainability is viewing the planet as an interrelated system. Just sayin...

We have THE most active outreach and extension of any design college in the landgrant system. In the Smithsonian exhibit, we talked a lot about 'inserting Design into the future of the landgrant mission" since it was not mentioned at the beginning of the Landgrant mission, but is totally consistent with the intentions. I would like the 'landgrant' value expanded to somehow mention this. Luis sees us as potentially the national leader in this regard, and the extension VP does also.

I don’t understand the point that says 'a sense of academic and professional community that manifests itself every time there is an opportunity. if I can’t understand, then good luck to the outsider.

Is there a way that we can acknowledge that it’s legitimate to do commercial work for the business world, so that we don’t just sound 100% altruistic? For example, don’t we solve design challenges whether they are commercial or non-profit? A lot of the wording so far sounds like you better not come here to study unless you want to change the world. This sounds like we are anti-business, instead of sounding like we think good design is itself a positive change, regardless of the audience it serves.

[PROPOSED DATE OF COMPLETION (MONTH/YEAR, OR SEMESTER/YEAR, ETC.) FOR EACH ACTION PLAN STRATEGY. WE ARE MEASURING PROGRESS, BUT WE ALSO NEED TO KNOW WHEN WE SHOULD BE MEASURING THIS.]
Mission
The College of Design promotes design as an agent of change. It prepares design professionals and artists capable of working collaboratively to improve and enrich the world, and it serves as a source of knowledge and expertise through its research and creative endeavors.

Values
The college community values free exchange of ideas; interdisciplinary collaboration; excellence; service; a diversity of ideas, peoples and cultures; and wise stewardship of resources and the environment.

Vision
The College of Design will excel at innovative, interdisciplinary approaches to creating physical and cognitive artifacts that expand our understanding of the world and balance our interaction with the environment. Its graduates, faculty, and staff will be known for contributions to their diverse disciplines and for their ability to work at the intersection of the sciences and humanities where the pragmatic and poetic build on each other to respond to societal needs and opportunities.

Action Plan

<table>
<thead>
<tr>
<th>Teach &amp; Learn</th>
<th>Create &amp; Discover</th>
<th>Serve &amp; Share</th>
<th>The College’s vision will result in an extraordinary academic experience for our students and an environment that nurtures excellence in the careers of faculty and staff. The vision will be realized through work accomplished on eight interrelated initiatives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td>Improve student success and the quality of each educational program drawing upon the results of self-assessments and external reviews.</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td>Extend the college’s educational programs to an increasing number of Iowans of all ages and to the college’s alumni and friends.</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td>Maximize the positive impact of our resources (human, fiscal, physical) by achieving a healthy balance between enrollment, faculty, staff, and program offerings.</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td>Increase efforts to engage students, faculty, and staff in opportunities where they can demonstrate the power of interdisciplinary collaboration and make a positive difference to living conditions, communities, economies, and the environment.</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>Increase opportunities for students to experience different cultures, places, and perspectives.</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td>Actively support faculty and staff and promote their scholarly work including programs of research, creative activity, and outreach.</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td>Continue to increase the diversity of backgrounds and perspectives represented in the college.</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>Create new means of demonstrating the power, value, and societal role of design, planning, and the arts to the university community.</td>
</tr>
</tbody>
</table>
Feedback on first draft gathered at the faculty and staff forum, Thursday evening October 30, 2012.

Mission

- Include “interdisciplinary” in the mission statement and replace “improve and enrich the world” with research and creative activities for the public.
- Include “planning”
- “The College of Design promotes design as an agent of change to improve and enrich the world.”
- “through its research and creative efforts and interdisciplinarity.”
- Move the excellence statement from values to mission – no ideas repeated twice.
- The word “student” and “educate” should be in the mission statement.
- Outreach needs to be more prominent
- Get rid of the phrase “agent of change”
- Replace prepare with educate
- Research? Outreach?
- “Design as an agent of change”—What does that mean? Sounds as though we want to impose our will on the world.
- Are planners excluded from “design professionals and artists?” Design, planning and the arts are listed as three distinct areas in the action plan; planners should be added to the mission statement.
- Conversely, will an external, non-design audience know what a planner is if we add it?
- “Prepares design professionals and artists” versus educates students… At present, the statement says nothing explicit about education or students, both of which are core to our mission. Perhaps “educates students to be design professionals, planners and artists.”
- One group member hates the term “expertise” and the notion of being experts.
- Does everything we do fall under research and creative endeavors? What about extension/outreach? Have we lost the land-grant aspect of our mission?
- Faculty are evaluated on teaching, research, outreach and service; these should be central to our mission.
- “agent of change ” or “Change agents’ was a very common phrase in Extension. It was overused and I think should be avoided here.
- The College of Design promotes design as an agent of change. We prepare design professionals and artists capable of working collaboratively to improve and enrich the world, and it serves as a source of knowledge and expertise through research and creative endeavors. (the word its is problematic and should possibly be reworded.)
- Who is our audience? Needs to be as broad as possible. Does the set of three determine a set of eight that then determine 200 or so initiatives that need money from the university. President and Provost may be most important audience—this defines tactics, metrics.

“Collaboratively” is how, not what we do. “Interdisciplinary” is more in line with what we teach our students. Missing so far is outreach component, that we share something with the world, this is something that the President has mentioned specifically. Not bringing in dollars, therefore need to think about positioning ourselves as communicating to the public and improving the lives of people in Iowa. That isn’t in the mission statement yet.

Hard to understand the difference between mission and vision.

Enriching the world—ambiguous. Problem is that this is presented in the context of teaching, internal, so we need to say that we are going to do research and relative activities that benefit the public in some way. Look at definition of what a mission statement is—something tangible and broad enough to remain stable.

Opening statement is strong? Then talks about preparation of students and locale of expertise. What is missing is focus on who we are right now—land grant institution tied to the state of Iowa, specializing in outreach more than our sister institution. Mission has to match university’s land grant mission without parroting. Faculty research and engagement are both significant parts of what we do that distinguish us. Students work
Does the statement describe the core purpose and reason for CoD? "To improve and enrich the world" is in the wrong spot—should be part of everything we do. Move this to opening sentence? Then second sentence balances teaching with source of knowledge. Maybe first sentence includes interdisciplinary as well as collaboratively.

Something here about enhancing quality of life?

**Values**
- Delete “excellence” and replace it with “equity and social justice.”
- Replace “ideas, peoples and cultures” with “perspectives.”
- Replace “ideas” with “perspectives”
- Get rid of the word excellence.
- Add equity and social justice
- “Excellence” rings as false. It’s too broad, not defined. “Excellence in all we do” (from one version of the values that was distributed) sounds hollow, shallow. What about quality instead of excellence?
- “Service” (in another version of the values) by itself seems incomplete. Service to whom? Perhaps include “service to the community, the professions,” etc.
- In addition, everything we do (including teaching, research, outreach) could collectively be considered service, so not sure it needs to be included as a term at all.
- Avoid repetition of term “ideas;” perhaps substitute “perspectives” on second reference.
- Consider adding “equity and social justice” as values.
- “Excellence in all we do” is awkward and doesn’t mean much? Everything else in this section seems reasonably specific. Do we need to SAY excellence? Deserves to be in mission, not value. Equity and social justice? This is a real value in much of the college’s work. “Ideas” gets used twice in close proximity. Maybe “diversity of” becomes “a diverse...” As it stands it opens up diversity nicely, maybe need to focus on double use of “ideas.” Diversity of perspectives, peoples and cultures.

**Vision**
- Suggested revision: The College of Design will use innovative, interdisciplinary approaches to create physical and cognitive artifacts that expand our understanding of the world and balance our interactions with the environment. Its graduates, faculty, and staff will contribute to their disciplines and work at the intersection of the pragmatic and poetic to respond to societal needs and opportunities.
- The College of Design will excel at innovative, interdisciplinary approaches to creativity that expand our understanding of the world and enhance (the word balance seems too bland, maybe enhance would be a better word) our interaction with the environment. Its graduates, faculty, and staff will be known for contributions to their diverse disciplines and for their ability to work at the intersection of the sciences and humanities where the pragmatic and poetic build on each other to respond to societal needs and opportunities.
- Include “processes that improve livability”
- No passive voice.
- What does “environment” refer to – the world, society?
- Replace “graduates” with “students”
- Replace “excel at” with “use”
- What are “cognitive artifacts?” Leave it out entirely?
- What is meant by “environment” in this statement? It seems clear in the values statement that environment means the physical (natural and built) environment. If “interaction with the environment” in the vision statement also means merely the physical environment, what about interaction with society?
- “Enhance” rather than “balance” our interaction?
- Too many separate thoughts in a single sentence, trying to say too much in one sentence, especially the second sentence. It’s very run on and difficult to digest. Some in this group suggested eliminating the phrase “where the pragmatic and poetic build on each other to respond to societal needs and opportunities.”
- Why do they have to be graduates to be acknowledged? What about current students? And why the word “graduates” as opposed to “alumni?” Should at least say students, graduates, faculty and staff...
- Retirees? Faculty and staff retire and they still make contributions to the world.
Propose word order change to “intersection of the humanities, art, design, science and technology” (when looking at one version of the statement). In another version, it only says “sciences and humanities” and the group is OK with that.

Excel at outcomes versus approaches
Will use innovative, interdisciplinary approaches to
Use active rather than passive voice: will contribute to their disciplines and work at the intersections...
Start by saying we will excel at approaches—shouldn’t we be excelling at creating? “We will use innovative, interdisciplinary approaches to create excellent physical...” In second sentence, “will make” instead of “will be known for...” Or maybe contribute. Take out passive voice throughout. Last phrase, take out list of disciplines and leave it at “pragmatic and poetic.”

Action Plan
Delete #8
Combine 1 and 2.
Concerned about the exclusivity of “Iowans” in #2 – what about overseas, internationally, other states?
Create new ways of teaching
#5 – students are “discovering” and “sharing” of themselves with others.
Scholarship of pedagogy
This chart initially looks funky, but I think the 8 initiatives satisfy all 3 categories.
Give each initiative a title
#7 not only increase but continue to support diversity of ...
Maintain excellence – do we maintain anything else? Maximize? Maintaining quality of each educational program.
How to facilitate interdisciplinary collaboration approaches.
Land grant?
#4 Replace “Increase” with “maintain”
#5 replace “different” with “varied”
#6 – is the word “actively” the best?
We do partnerships. Where is this in the initiatives?
#4 replace “increase efforts” with “support”
#7 replace “continue to increase” with “appreciate”
#8 replace “Create new means of demonstrating” with “Demonstrate”
Clarify columns—is this the right university language? Every bucket should get a ball in each column—
1. To offer high quality educational programs drawing upon the results of self-assessments and external reviews.
5. Increase opportunities for students to experience varied cultures, places, and perspectives.
7. Support and increase the diversity of backgrounds and perspective represented in the college.

New action plan items:
Promote wellness, quality of life and collegiality.
Foster student learning and creative growth.
>> Item 6 should become ‘Extension and Outreach’. Leaving it as just outreach excludes the work beyond outreach that Faculty appointed in Extension do.
I enjoyed listening to the other faculty discuss the College of Design’ Strategic Plan: a new experience for me.

I was thinking on my way home that my group (and, as I heard others in our discussion at the end of our session) that a number of us had a hard time with the “balls” designation as it seemed to run contrary to the previous discussions on Mission, Values and Vision. These were handled with an all encompassing view and inclusion of all resources and stakeholders (university, community and even global).

Then the "dots" appeared to contradicted what we had just discussed and committed to. A kind of "We will addresses this aspect/group, but not these...".
I totally understand the need to quantify the qualitative but I think the conflict may lie somewhat in the graphing format.
In Industrial Design we look at developing projects and areas of potential investigation/ideation/problem solving, using a bar graph representation to evaluate priorities and the comparative impact of issues and information. We refer to them as Value Opportunity Assessments.

I think an alternative graphic representation could address both issues of needing to provide a matrix for evaluation yet avoid the appearance of shutting anyone out of the process or consideration. Everything/everyone involved (all categories) but in varying amounts depending on need and relevance.

Small thing but might help address this concern.

- Visual representation of the action plan: the information graphic points out where there are holes, where we’re not meeting goals. When you look at this in this kind of system, it looks negative.
- Get rid of red dots.
- Interrelated initiatives: Propose using a subhead instead of the three column headings of Teach & Learn, Create & Discover, Serve & Share.
- Not until we arrive at the action plan that we see the word students. That’s why we’re here. Students need to be in the mission and vision statements.
- Second point in the plan: Iowans only? Not others? This addresses land-grant mission but excludes all others.
- Do we ever maintain anything? Excellence? Do we always have to be making something more? Maintain and enhance quality…
- Quality is a missing word/concept.
- Facilitation of interdisciplinary collaboration is missing from action plan; it doesn’t just happen, must be coaxed like a little flame.
- “Its” versus “our”—need to be consistent with referring to college/its versus college/our throughout the mission, values, vision and action plan.

Other comments from when the large group reconvened:

- Item 1: Continue to offer quality programs that foster student success
- Need to emphasize well being of students, faculty and staff, encouraging proper balance, culture of wellness…
- “Varied” cultures places and perspectives rather than “different” cultures…
- Item 7: Support and increase the diversity of backgrounds, not only increase.
- Each item represents a category; therefore may only need to be a single word rather than a statement. Could follow title/lead word with a sentence descriptor.
- Talked about identifying different audiences.
- Use university initiatives as prompts for a brainstorming tool.

I am writing to give you a comment on the Strategic Plan which you have been drafting. My comment relates to the relative lack of emphasis on outreach in the Strategic Plan.

Outreach is mentioned briefly in the Mission Statement, and could possibly be a component of Action Plan #6 but I think this line item could be interpreted to mean many things. Otherwise the document is silent in regards to outreach.

While this lack of mention reflects the College’s current general lack of commitment to outreach (in my opinion), I would like to take this opportunity to ask if this is a wise position for the College to be adopting. If we look at what President Leath said in his installation address, he specifically mentions outreach several times as a topic that he thinks is very important to him. The public value of our College and ISU in general is really enhanced when we are out working face to face in communities. There is a wide body of scholarship that agrees that student learning outcomes are enhanced when they are engaged in work that involves community engagement as well—so this type of work (when done well) enhances students’ education, public opinion of our institution, and quality of life in communities. And make no mistake, faculty members can incorporate these activities into their scholarly activity as well.
In addition to President Leath’s comments, Cathann Kress, VPEO, just spoke very strongly in favor of students engaging in communities when she addressed our Extension Annual Conference two weeks ago.

My question to you, as drafter of this document, and to the faculty of the College is this. In light of the emphasis placed on outreach work by our administrative leadership, is our current course of action (a laissez faire attitude in regards to outreach) the direction the faculty really wants to take?

I would also like to say that there are pockets of very good outreach work being done by individual faculty here in the College, however, in my opinion there is a lack of commitment to outreach by some departments and by the College administration.

Outreach and Engagement is what I do and I obviously care about this topic. I am glad to talk with you further about this if you wish. Thanks for letting me throw in my two cents.

Feedback on first draft from alumni via e-mail

I reviewed Luis F. Rico-Gutierrez’s draft Iowa State University College of Design Strategic Plan for 2013-2020, as requested, and offer the following comments. The draft 2012-2020 strategic plan is preliminary and has little substance for review/comments. I offered my views by completing the requested pdf form but I was unable to transmit the file to you; hence, I re-keyboarded my remarks below. If you require my comments on your prescribed pdf form perhaps someone from your office will cut and paste my comments to a pdf file. If you have questions please don’t hesitate to contact me at my coordinates below:

College of Design Strategic Plan

Mission Statement. Shorten the mission to something as: “To promote design, as an agent of change, by anticipating technical and societal needs and preparing design professionals and artists to enhance the quality of life of the users.” The current draft statement is too verbose and oversells.

Values. They read as Goals. Include Leadership; Students/Staff/Faculty Development; Maintain High Ethical Standards; Partnering and Collaborations; Environmental Responsibilities.

Vision. “To be the source for stimulating innovative interdisciplinary …”. Add sustainability and advancing infrastructure design. Shorten the statement.

Each of the above should be expressed in one sentence to whet the readers’ appetite and interest; details will follow in the Strategic and Implementation Plan.

Action Plan.
a. Short Term Focus. The current initiatives don’t seem greatly different than when I attended ISU is the 1960s. Lacking is a focus on anticipating employers and society’s technology needs of the future and addressing them in a cost-effective and sustainable manner.

b. Critiquing Initiatives. See below.
   1. 2nd Action. “… increasing number of Iowans of all ages …” implies limiting cultural collaborations. ISU is a state school but you don’t want to cut off your ankles.
   2. 5th Action. Add a bullet under 3rd column.
   3. 6th Action. Add a bullet under 1st column and add “Actively support graduate students faculty …”
   4. 8th Action. What does ‘the power, value’ mean?

c. Missing Initiatives.
   1. Include and identify “Quantifiable Impacts” of the College of Design’s work internally and externally, student and faculty. Such impacts show value-added returns.
   2. Include an “Implementation Plan” (how strategies will be performed) with timetable and expected costs.
3. Stress advancing academic excellence by anticipating technology needs of the future, using modern teaching tools, promoting a university cross disciplinary involvement as a learning tool, student/faculty evaluations and collaborations; mentoring and Visiting Scholars programs; hands on designs involving well thought out cost effective structural implications that are aesthetically and inspirationally pleasing of over-the-horizon projects such as sustainable cities of the future – floating cities, etc.

Lastly the Strategic Plan should briefly highlight at the beginning “What is at Stake” – need to improve US declining education to the country more competitive and perhaps as a conclusion “The Negative Benefits of not Implementing the Plan” to reverse the declining US student achievements in math, science, and engineering by enhancing quality teaching practices within curriculums.

I hope these thoughts are of some assistance.

Thank you for the opportunity to comment on the College of Design’s Strategic Plan.

My comment is about adding some reference to historic preservation in the plan. As an Iowan working in historic preservation, I see a great deal of important preservation work being done by a handful of individuals. However, there is potential to do a lot more and to broaden the group of people who are actively working to preserve the state's heritage. Historic preservation is sustainable development and I believe a commitment to sustainability must involve training students on how to do to preserve historic buildings and landscapes. Since historic preservation is an important part of environmental stewardship and has a direct connection to the design field, I believe it deserves special mention in the College’s strategic plan. I think there are several places where historic preservation could be inserted. They are:

Values: The college community values free exchange of ideas; interdisciplinary collaboration; excellence; service; a diversity of ideas, peoples, history, and cultures; and wise stewardship of resources and the environment.

Action Plan #4: Increase efforts to engage students, faculty, and staff in opportunities where they can demonstrate the power of interdisciplinary collaboration and make a positive difference to living conditions, communities, the preservation of historic resources, economies, and the environment.

Again, thank you for the opportunity to comment and I look forward to following the plan as it is implemented.

Hope you are well! Somewhere in your vision statement/goals/plan – prepare design students with solid economics and basic business sense. When I was in school it was understood that business was learned on the job, but I feel that understanding of business is as valuable to a designer as English or Math. Ultimately, all designers operate inside someone else’s business model or create their own. Better that initial business savvy/entrepreneurship knowledge be taught correctly at ISU than at the school of “hard knocks”. When the economy is this fragile – this becomes very important.

Hope all is well. I took some time to provide some feedback. Attached is my personal view. Overall, looks great! I would like to see the college really focus on instructor evaluations and using those to provide stronger instructional design of the courses. Sometimes it is just a minor alteration that can make a world of difference.

I love that the college is conceptual based. I have had six students as graphic design interns over the last 5+ years. Because of their great design ability and understanding of conceptual design, I felt their questions to me, have really been surrounding technology (understandably). However, I wish I’d get the question “How much bleed to I create on a page?” rather than “How do I make a bleed, again?”. I feel like the students have had to learn technology on their own and too much opportunity to create bad technology habits when entering the workforce. Part of the mission should be to really continue to focus on student learning. I’ve enjoyed being a student and enjoyed the students I have mentored. These are just a couple areas I would like to see an initiative.

Thank you for the opportunity. Hope to see you again soon!

+++

Mission

Mission statements usually provide general guidelines for the organization. The chart lists tasks and goals.
The mission statement should have succinct statements that are memorable. I did not remember a single item after closing the email message. What additions, deletions, and I believe the College of Design should have a mission statement emphasizing education and then research. I believe it should address additional items: design, technology, practical job applications, future applications, & historical perspective.

**Vision**

The vision should teach a thought and evaluative process that solve future needs and solve conflicting design issues for an ever changing culture.

**Action Plan**

I appreciate my education at Iowa State because the curriculum had a good balance between design and technology. I have worked with individuals with degrees from many different colleges. Some were too theoretical for job placement and some too technical with rote design applications.

I believe the strategic plan would be remiss if there was no specific mention of planning and designing for a changing, more volatile natural environment. Yes I am talking about climate change!

Hi Mark, I am a 1973 alum with a BS from ISU in the then Department of Urban and Regional Planning which was at the time in the College of Agriculture. Thanks to the University and College for sharing the draft Vision 2020 and Iowa State plans. This may have occurred in the past but if so do not recall.

We like the idea of a one page summary, and this captures most of what would be important.

Am good with Mission and Values.

**Vision:**

1) Would encourage wording around some kind of national (even international) recognition. Is there a ranking of Colleges of Design as there are for other professional schools? Is that something we should include, say top decile, top quintile?

2) The College mentions research under number 6 below but should we add language in College vision to dock to ISU’s vision to be a “leading research university by 2050”? Not sure how that is defined but in my mind merits mention in the vision.

3) I found the word “artifacts” awkward. It implies physical objects to me (despite the inclusion of the word “cognitive”). Design is so much more.

4) Loved the phrase “pragmatic and poetic.” Would it make sense to reverse the words to emphasize the poetic first?

**Action Plan:**

1) Action Plan 2: The only mention of alumni is in this action, relative to the extending the College’s educational programs. While this is part of a broad-based alumni relations program, it is not the entirety. Would recommend either broadening or somehow incorporating alumni relationships in another action plan or plans. It appears that the alums could support several of the action plans.

**Other thoughts:**

1) Is it possible to list the departments within the College somewhere? Is the Department of Community and Regional Planning doing their own version of this? I would love to see that.

2) I know there is incredible effort underway between the University and leaders within greater Des Moines to create a tech corridor between DM and Ames. Would presume that the College would be in the middle of that. Does that need to be mentioned, perhaps as part of one of the existing action plans (if only as a stakeholder such as local governments).
Hope that is helpful, Mark.

Best, and Go Cyclones!

++++

Pg. 1 Strategic Plan

A. I think that’s more for you and your colleagues to decide.
B. Sort of... but “improve and enrich the world” is so broad it’s almost meaningless.
C. The College of Design promotes design as an agent of change. It prepares design professionals and artists to improve and enrich the built environment, and it serves as a source of enlightenment and inspiration through its research and creative endeavors.

Pg. 2 Core Values

A. I am confused by the reference to “college community.” To me that is much broader than College of Design. Is it meant to be?
B. The reference to “wise stewardship of resources and the environment” seems out of place with the other values. It is a value that is “external” to the College where all others are “internal.” I’m not arguing against it, but it seems out of place.

Pg. 3 Vision Statement

A. Not as written. It’s too long and academic sounding.
B. “Creating physical and cognitive artifacts”... too academic! Shorten the 1st sentence: “The College of Design will excel at innovative, interdisciplinary approaches to design.” I like the reference to pragmatic and poetic. How about shortening that sentence to: “…and for their ability to work at the intersection of the pragmatic and the poetic to respond to….”?

Pg. 4 Action Plan

A. They look good.
B. No.
C. I think initiative #4 is an “outreach” initiative – if so, can it be clarified as such? Why limit #8 to the university community? If there is anything I would add, it would be something about preparing students to enter the design workforce fully prepared. What I’m getting at is utilization of practicing professionals on staff and in the design of course offerings.

+++++

Luis Rico-Gutierrez has asked the ISU Graphic Design Advisory Board members to forward feedback to you re: the strategic plan draft.

I’ve read through the draft and feel that it’s clear and strong overall. I question the ordering/sequence of #1-8 in the Action Plan section - it seems that there would be a stronger prioritization and/or flow to that listing. It may also be useful to review descriptions for related professional organizations (AIGA, SEGD, IDSA, AIA, etc.) to see how they define their priorities for professional success [not necessarily to duplicate or even agree to 100% - basically to see how they are describing the needs and goals of the overall profession(s) and then dovetailing these expectations with educational expectations for graduating students.]

Someone may also want to take a look again for typos, punctuation, etc. - I wasn’t reading for those but did spot a couple (i.e. p. 2 “organization’s essence”, and in the “Secure” section of p. 5: “… collegial interchange amount (among?) the diverse strengths…”)

I agree with the feedback that suggests some of the passages should be more focused and specific to design and design contributions. Would also suggest that promotional efforts should include ongoing efforts to make the most of both print and social media. The ISU College of Design should have the most well-designed, dynamic website it can afford to maintain. It would also be helpful to increase funding for conferences, competitions,
memberships, and other opportunities for students, faculty and the overall College of Design to gain more external exposure.

+++++

The comments prepared in this response are the combined thoughts of those of us who are ISU Alumni at Leo A Daly Architects, Planners and Engineers.

Signed: Gary Lundgren, AIA, NCARB; Christopher Johnson, AIA, LEED AP; Dennis Goeser, AIA, NCARB; Kimberly Overton, Interior Designer; Leah Bauer, Interior Designer; Dennis Forslund, Interior Designer, Barbara Ingram, AIT; Michael Brady, PE; Kelly Carman, PE; and Elizabeth Hunter, PE.

Mission Statement

- Do you believe the draft mission statement describes the core purpose of and reason for the College of Design’s existence?
  - The mission statement is not direct enough. Be specific.
  - We do not think it is "strong" enough - it isn’t stated in an active voice so it sounds like a static definition. We don’t really understand what “promotes design as an agent of change” means.
  - Educate... Create problem-definers and problem-solvers. Get our hands dirty.

- Would it make sense to someone who knows little about the college?
  - Not in its present form. Consider explaining “What is the College of Design”?
  - Almost but not quite. It is missing a clear verbal picture of the purpose.
  - Through what disciplines? Architecture, interior design, art?

- What additions, deletions and changes to the mission statement do you suggest?
  - Delete “an agent of change”, everyone is doing that. What makes us special needs to be our mission statement.
  - Instead of “promotes design as an agent of change” it could read stronger such as "leads the evolution of change through design". I also think the Mission should clearly match the Action Plan.
  - Answer the question “How do we educate?” better than anyone else.

Core Values

- Do you believe that set of values in the draft represent those held by the college community?
  - They need better definition.
  - Specifically, We think it would read better if the following changes were made: The college community values design excellence, diversity and free exchange of ideas, peoples and cultures, interdisciplinary collaboration and understanding, and wise stewardship of our natural environment.
  - The drive and ability to keep learning

- Are there additions and/or deletions you would make?
  - Creativity, Honesty, integrity, perseverance, critical thinkers,
  - Values need to be something we have and others want to emulate,
  - See above.

Vision Statement

- Do you believe that the draft vision statement describes a future for the college that you can get excited about?
  - The Vision statement lacks conviction. It does not come across as dynamic or bold.

- What would you add to the draft statement, take away, or change?
  - We need to demonstrate what differentiates us for other Universities, Why would someone hire an ISU grad or ask advice of an ISU grad over another university’s graduate. Explain why ISU grads stand out as leaders in business and the research world.
  - Remove the word “artifacts” – it sounds antiquated and stagnant. Replace with “solutions”.
o Replace the phrase “...and staff will be known for contributions to their diverse disciplines” and replace with “...and staff will be known for their innovative contributions to their disciplines”.

o The final phrase “…and for their ability to work at the intersection of the sciences and humanities where the pragmatic and poetic build on each other to respond to societal needs and opportunities” is long and vague and loses meaning in the word jumble. We are unclear as to what the message is.
- Really?.. someone explain that narrative. Isn’t our vision to be the best design college in the U.S.?

Action Plan part 1 (Fall 2012)

Action Plan part 2 (Spring 2013)

• Do you believe that the initiatives included in the draft action plan are where the college should be focusing time and resources during the next several years?
  o The basis of design teaching and learning is not really delineated well enough in action plan point number 1. I would like to see a more clear purpose to this.
• Are there initiatives included in the draft that you would remove? Which one(s)?
  o One of our initial thought is delete the matrix on the left side of the action plan. It is too esoteric to figure out what you are trying do. Keep it simple and specific. Agreed.
  o I would like to see the number 1 and number 6 at the top of the action plan list – you cannot achieve the other items without these two items.
• Are there initiatives that should be added? What are they?
  o Action plans in the business world are measurable, either you achieved your goals or you don’t. ISU’s goals need to be measureable. Agreed.
  o For example some initiatives that could be listed:
    ▪ We will increase the number of minority participants by 20% by the end of 5 years.
    ▪ We will hold tuition costs to a growth rate equal to the rate of inflation.
    ▪ We will decrease the faculty to student ratio by 10%, 20%.
    ▪ We will expand our marketing to attract diversified core of students in all Design College Programs to all 50 states and the world.
    ▪ We will expand our student intern programs for all core programs in Iowa and surrounding states beyond current levels by 50%.
    ▪ We will provide distance learning programs for all core programs. Several programs will lead to undergraduate and master’s level proficiencies.
    ▪ We will provide Continuing Education programs for all professional core programs.
    ▪ We will develop a program advertisement that alumni and high school guidance counselors can deliver to prospective students that outlines the benefits of an ISU College of Design degree.
    ▪ We will invite alumni from all over the US to come and talk to ISU students about their real life experiences in working world.

• There needs to be something about Design Excellence and the quality of those being admitted. There needs to be a quality of students being admitted or benchmarking for the students as they move through the learning process similar to the engineering and agriculture programs that really weed out those candidates selectively. Recently, we have seen too many mediocre graduates with poor portfolios come out of the program!
- Students need to be exposed to the business world earlier in their college experience.

By the way, we tried inserting this data into the PDF response form provided. It was not a workable format to send or print.

We have appreciated the opportunity to submit our comments to you.
Mission
Edute students to become professional designers, planners, and artists who improve the quality and sustainability of life.
Serve as a resource for Iowa and beyond through research, creative endeavors, extension, and outreach.

Values
Creativity, free exchange of ideas, diverse perspectives, environmental and social responsibility, collegiality.

Vision
Engage faculty, staff, and students in work that anticipates and responds to challenges and opportunities in a sustainable manner using innovative, interdisciplinary approaches and appropriate technologies.
Continuously improve the quality of the college’s programs and environment.

Action Plan
The vision will be carried out through work accomplished on seven interrelated initiatives.

1. Foster internal and external interdisciplinary partnerships which generate ideas – designs, plans, artworks – that address pressing challenges and opportunities and that increase our understanding of the world.

2. Improve program quality drawing upon the results of self-assessments and external reviews.

3. Promote a collegiate culture that fosters the success and well-being of students, faculty, and staff.

4. Increase opportunities for students to experience many peoples, cultures, and places.

5. Support and increase the diversity of backgrounds and perspectives represented in the college.

6. Increase people’s access to the college’s work and programs.

7. Maximize the positive impact of the college’s resources (human, fiscal, physical) by achieving a healthy balance between enrollment, faculty, staff, and program offerings.

Implementation Plan
Once the action plan is approved, an implementation plan will be developed that includes specific tasks, timelines, goals and measures, costs, and identifies those responsible for carrying out the work.
Feedback on second draft from Advancement Council on Tuesday November 6, 2012

Roadmap for many people to do many things
If we own the word design – define the term internally and externally so no other discipline does a grab for the term.

Mission
Length – Short elevator speech. Each word with multifaceted meanings.
“Teach the world design” students go out not only to design but to teach the world to design
Mission: provide service but also to teach.
Marketing byline or mission statement
Word change – add word successful to mission statement
Mission statement OK
Like phrases rather than sentences – the shorter the better
Mission statement does not include the word “design”

Values
Creativity?? Soft word – non word
Innovation
Collaboration
Excellence

Vision
“Advance the value of art and design to society”
Struggle: is design inclusive of planning and art
Design more analytical approach, art more intuitive
Merging the pragmatic and poetic
Design is a wonderful and encompassing word
Our job is to get everyone to subscribe to the word Design
One change: add phrase “alumni and friends”
Add “in relationship to the recognized leaders in design education” to the second sentence (stretch phrase – competition)
Shorten – as recognized leaders in design education – set bar for reaching higher.
Want to be the best – one of the best in the country.

Action
Students must look beyond Ames, Iowa
6 – eliminate “peoples”
7 – eliminate “healthy” and add alumni and friends
3 – add alumni & friends
Highlighting words works well
2 – improve program quality
Action plan – priorities and goals
Implementation plan = goals
Make titles parallel to university and regents plans
Action plan = implementation plan
7- add increase and maximize

More comments from another scribe
Simple mission - Teach the world design. Students become alumni and are not just learning how to design, but also to teach the world about the importance of design. Links to the entire world, complex and interesting. As an educational mission, getting the entire world to understand the importance of design.

"to develop ideas into reality" - used this phrase as a marketing piece for his company. Add the word "successful" to mission "Educate successful students..." Views "Teach the world design" as a marketing byline or bumper sticker.

advance the value of art and design to society. Put this under vision, but you could make the case it should be in various places.

questioning the word creativity, other words that came to mind - innovation, collaboration and excellence.

mission does not include the word design, think beyond the state of Iowa, influence the world. Expand your thinking.

this document provides the college a road map and is our opportunity to own and define design before another college makes a “land grab” on it.

add alumni and friends to vision -

add to second sentence - in relationship to/as the recognized leaders in design education. Advance the value of art and design to society. It could be in various places. Sets the bar, set a goal. Be the best program in the country.

three changes, item 6 delete "people's" item 7, delete "healthy" and add alumni. Item 3 - add alumni and also friends. Succinct, shorter statements.

shorten item 2 - "improve program quality" the rest of the sentence is part of the implementation plan. Call this section "Priorities and Goals" and Implementation plan is "Action Plan." Item 7 Increase and maximize. Increase the size of the pie.

where the rubber meets the road.

And, here are my inputs, or five cents J

"Educate students to advance the value of design to society as professional designers, planner and artists. Be the premier college of design in the world."

I also thought there should be some statement that reflects our position as one of only seven universities that offer the array of disciplines as a comprehensive design college.

Feedback on second draft from Liaison Council on Monday November 5, 2012

Mission
• Add the term “scholars” as distinct from designers, planners and artists (encompassing those who become critics, theorists, historians, etc.)
• Concern about “quality and sustainability of life” being too broad and missing something vital
• Some question/discussion about whether terms like “shape” and “leaders” should be incorporated (prepare/educate students to shape, to lead, be leaders…)
• Suggested revision: “Educate students to become professional designers, planners, artists and scholars who enhance the human experience and improve the natural and built environment.” (some discussion over whether this could say merely “environment” and leave out “natural and built,” but consensus was to leave it in for further discussion/refinement at the next open forum)
• The second sentence, “Serve as a resource for Iowa and beyond…” deemed OK as is.
Values
• Add the term “curiosity”
• Restore the term “collaboration” without “interdisciplinary” from first draft
• Suggested revision: “Curiosity, creativity, collaboration, collegiality, diverse perspectives, free exchange of ideas, environmental and social responsibility”
• “open exchange of ideas” rather than “free exchange of ideas”

Vision
• Replace “anticipates” with “imagines”
• “Continue to improve” rather than “continuously improve”
• Concern about the term “appropriate”
• Suggested revision: “Engage faculty, staff, and students in work that imagines and responds to challenges and opportunities in a sustainable manner using innovative, interdisciplinary approaches and technologies. Continue to improve the quality of the college’s programs and environment.”

Action Plan
• Questioned what no. 6 really means. Concern that term “people’s” is so generic as to be meaningless. Also what “access” really means.
• Restore item/initiative no. 8 from first draft to action plan but rephrase: “Demonstrate the value and role of design, planning and the arts in society” (or “to society” — group thought there was a real difference but couldn’t decide which it should be).

Group did not spend as much time discussing the action plan and may have additional feedback upon further reflection.
Mission

Educate students to become successful designers, planners, artists, and scholars who enhance human experience and improve the environment.

Serve as a resource for Iowa and beyond through research, creative endeavors, extension, and outreach.

Values

Innovation, collaboration, open exchange of ideas, diverse perspectives, environmental and social responsibility.

Vision

Engage faculty, staff, students, alumni, and friends in work that anticipates and responds to challenges and opportunities in a sustainable manner using innovative interdisciplinary approaches and technologies.

As recognized leaders in design education, continue to improve the quality of the college’s programs and environment.

Priorities

The vision will be carried out through work accomplished on eight interrelated priorities.

1. Foster internal and external interdisciplinary partnerships which generate ideas -- designs, plans, artworks -- that address pressing challenges and opportunities and that increase our understanding of the world.

2. Advance the value of design to society.

3. Improve program quality.

4. Promote a collegiate culture that fosters the success and well-being of students, faculty, staff, alumni, and friends.

5. Increase opportunities for students to experience many peoples, cultures, and places.

6. Support and increase the diversity of backgrounds and perspectives represented in the college.

7. Increase access to the college’s work and programs.

8. Increase the college’s resources (human, fiscal, physical) and maximize their impact by achieving a balance between enrollment, faculty, staff, and program offerings.

Action Plan

Once priorities are agreed upon, an action plan will be developed detailing specific tasks associated with each priority as well as timelines, goals, measures, costs, and those responsible for carrying out the work.
Feedback on third draft from P&S Cabinet on Wednesday November 7, 2012

Mission, values, vision should be in complete sentences and begin with “The College of Design educates... serves...” “The College of Design community values...” “The College of Design engages...”

In the action plan, number 2 is the only one that offers an example of how we might accomplish the task (“drawing upon the results of self-assessments and external reviews). This is useful information, but to be parallel/consistent with other items, either the phrase should be removed so number 2 says merely “Improve program quality,” OR similar phrases should be included for all 7-9 action items.

Some staff members suggested that examples be given in the action plan to make items clearer for any audience reviewing it. Item 4, “Increase opportunities for students to experience many peoples, cultures and places through study abroad, guest lecturers and visiting faculty” or similar. (And it wasn’t Erin who said this! 😊) Intent behind suggestion is to show where this item fits into the current context/culture.

Several members expressed concern that item 6, “Increase people’s access to the college’s work and programs,” is too generic and meaningless. What does access mean? Be more specific, tie to us as CoD or it seems like this could be anyone, anywhere.

Concern that the idea/term “outreach” is missing from values statement and action plan.

Question about who the audience is for the one-page “public” document. Who is going to look at this/care about it beyond ISU leadership? Parents? Accrediting institutions? Employers?

Staff is more concerned about the implementation phase and how all of us fit into the “responsible parties.”

Feedback on third draft from Students gathered at an open forum on Thursday November 8, 2012

Mission
- Should more heavily emphasize that the COD is very multidisciplinary and that we are located on a campus with strong engineering, agriculture, etc.
- Environment should be “the built and natural environment”
- “and communicators – visual and verbal
- Serve as a resource – is too focused on faculty, their research, what about students?
- “Being leaders in Iowa”
- Advance or instigate change – environmental and social
- Add communicator to the list
- What does “serve as a resource for Iowa” mean?
- What is distinctive about CoD and how can the mission reflect this? How are we unique?

Values
- Add Leadership and excellence
- Add community

Vision
- Not concrete or vivid. It is open ended and vague.
- Replace “sustainable” with “effective”
- As a recognized leader (singular – we are one unit)
- Educate, inspire, encourage
- Replace environment with facilities
- Improve the relationships between students

Priorities
- 1. Generate ideas sounds like a think tank – we also implement ideas
- 2. Replace design with innovation or creativity
- 2. In society instead of to society
- Jobs, places of students graduating
- Provide students with an education that is competitive and relevant, providing them with tools and motivation to make tangible progress and contribution in the real world.
  - 1. Not ideas but graduates who implement good ideas
  - 2. Promote instead of advance.
  - 3. What kind of quality?
  - 4. Well being of alumni, – how is that possible?
  - 5 and 6 seem to be the same
  - 7. Promote or allow people to participate?
  - 2. Advance the value of design and design professionals in society
  - 4. Friends sounds silly; how about peers or partners?
  - 6 Support and increase the diverse perspectives and backgrounds represented in the college
  - 7. Access – to whom
- CORE is a barrier to students transferring into the college
- 2. Design or design, planning, arts, scholarship?
  - 1. Yes, I believe they express good ideas. Number one states that they are working on external interdisciplinary partnerships and I would like that to become more advanced. I want to have classes with engineers where we can learn construction stuff and collaborate.
  - 1. More external interdisciplinary partnerships would be nice to work with other colleges as well as between majors in the CoD
  - 3. Elaborate – how what aspects of?
  - 8. Increase access to the resources that the CoD offers. More training or seminar classes that inform students of the resources and technologies etc.: CNC router, laser cutter, plastic molding machine, model shop-
    - 2. First define “value” Are we productive members of society
    - 6. Develop a better way to predetermine whether or not accepted graduate students are a good fit for the graduate community. Skype interviews. TOFEL/GRE/GPA are not sufficient means of determining who a person is and who well they will fit here.
    - 3. More contact/interaction/educational opportunities with professionals working in the field in each discipline
    - 7. Not possible – architecture is full
- General comments
- Incorporate more mix of programs – classes (industrial is never in the building) Lots of collaboration happens as a result of chance encounters. Incorporate a link between COD/King PAV/Armory
- More communal interdisciplinary classes. Continue stay connected with people from Core classes in professional classes
- We fee segregated by our majors – this is also evident in groups seen in atrium how/where we work.
- Lots of class conflicts make it difficult to take classes with other majors/classes
- Art history major – minor is not good enough
- Culture and perspective and diversity of knowledge is highly valued and sought after among students. CoD should be doing everything it can to facilitate this.
- Better advising – how to pick classes / curriculum to be most applicable to your major.
- How much transparency is there between classes/studio
- Give students control/more chance to successfully give input about what gets taught.
- Collaboration opportunity – team teach skills: 3D max, adobe creative suite, autocad, revit, etc. Structure class like studio and open it to all design students – could use their projects from majors and work on skills – everyone learns for their major and from each other as different majors apply different skills. Grad students, lots of TAs and profs to help support.
- More chance to develop our own work/ focus on passions and specifics!
- Speaking of not collaborating…chance to develop personally, refine portfolio pieces, another studio specifically for revising a project.
- Graduate students with architectural background have a hard time dealing with undergraduate students and instead of improving their skills they are staying still so maybe grad students could use more developed studios.
- More collaboration between majors – inside and outside the COD. As an industrial designer, major collaboration would help our projects.
- Reaching out and becoming more integrated with the rest of Iowa State to learn from each other while teaching each other
- Create a building or place on campus that is geared toward collaboration between everyone on campus. It has more of a relaxed, home-like feel that allows for easy interaction, but still has more private work places.

Display the priorities in a bubble diagram form rather than linear, like: