

Interoffice Communication

Date: February 20, 2017

To: College of Design Faculty, Staff, and Students

From: Luis Rico-Gutierrez, Dean, College of Design

Re: Strategic Plan Mid-term Revision Charge: Responsibility, Process, and Timeline



The College of Design's strategic plan is critical as it provides the platform on which a shared vision can be developed and communicated to different stakeholders as well as to those who administer the resources necessary for its support. In order to maintain its relevancy, our current strategic plan provided an opportunity for a college-wide conversation about our collective aspirations half-way through its lifespan. As such, it is time to evaluate and revise the current plan's goals and tactics.

Full engagement in the process by the College of Design's internal and external constituencies is essential to build a collective sense of ownership for its direction. I have asked Senior Associate Dean Mark Chidister to lead a process that will engage college constituencies to develop a revised strategic plan. The revision process should use as a foundation the "College of Design Strategic Plan for 2013-20," the "ISU Strategic Plan FY 2017-2022," and the "Iowa State University Grand Challenge Research Themes, January 2017."

Please accept my deepest appreciation for all your efforts in support of this very important process.

Details of the Charge

The process to review our current strategic plan must emphasize the following qualities:

- It must be inclusive. The process must include and actively involve all categories of our employees, students, alumni, community stakeholders, advisory boards, and opinion leaders.
- It must be transparent. There should be many and multiple avenues for participation and involvement – through forums, discussion, and various approaches to gather and collect ideas, input and other suggestions.
- The strategic plan should be developed over the course of the remainder of this academic year.
- The revised plan should cover the reminding three-year period of our current strategic plan.
- The plan must be compatible with the strategic plan recently adopted by the university.
- The process must ensure that the college community, leadership team, and shared governance groups are informed periodically of progress and milestones.

Comparison of ISU and CoD Strategic Plans

| Iowa State University 2017-2021 | College of Design 2013-2020 |
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| <p>Mission</p> <p>Create, share and apply knowledge to make Iowa and the world a better place.</p> | <p>Our mission is to</p> <p>Educate students to become successful designers, planners, artists, and scholars who enhance human experience and improve the natural, social, and built environment.</p> <p>Serve as a resource for Iowa and beyond through research, creative endeavors, extension, and outreach.</p> |
| <p>Vision</p> <p>Iowa State University will lead the world in advancing the land-grant ideals of putting science, technology, and human creativity to work.</p> | <p>Our vision for the future</p> <p>Faculty, staff, students, alumni, and partners will be leaders who imagine and respond to challenges and opportunities in a sustainable manner using innovative interdisciplinary approaches and technologies.</p> |
| <p>No values included in the university plan.</p> | <p>We value</p> <p>Innovation, curiosity, collaboration, open exchange of ideas, diverse perspectives, environmental and social responsibility.</p> |
| <p>Goals</p> <ol style="list-style-type: none"> 1. Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century. 2. Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st Century 3. Improve the quality of life for all Iowans through services and programs dedicated to economic development and the promotion of healthy communities, people, and environments 4. Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the University and each other | <p>Goals</p> <ol style="list-style-type: none"> 1. Cultivate internal and external interdisciplinary partnerships to generate ideas and solutions -- designs, plans, artworks, concepts -- that address pressing challenges and opportunities, and increase our understanding of the world. 2. Promote the value of design in society. 3. Continue to improve the quality of educational, research/creative, extension, and outreach programs. 4. Promote a collegiate culture that nurtures the success and well-being of students, faculty, and staff. 5. Enhance opportunities for students to celebrate many peoples, cultures, and places. 6. Support and increase the diversity of backgrounds and perspectives represented in the college. 7. Broaden access to the college’s knowledge, educational offerings, and outreach programs. 8. Develop the college’s resources -- human, fiscal, physical -- to maximize their impact by achieving a balance between enrollment, faculty, staff, and program offerings. |
| <p>ISU Grand Challenge Research Themes</p> <ol style="list-style-type: none"> 1. Enabling healthy lives 2. Building sustainable human and natural ecosystems 3. Designing next generation materials and manufacturing technologies 4. Creating data driven science and information systems for societal challenges 5. Developing global citizens and our workforce | |

ISU Goals with Subgoals

- 1. Ensure access to the ISU Experience – including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.**
 - Improve the ISU experience for underrepresented students by enhancing a transparent diversity and inclusion environment
 - Continuously increase retention and graduation rates for all students while closing the gaps in student success between student subpopulations
 - Provide learning opportunities to prepare students for lives and careers in a dynamic, global community
 - Continue efforts to provide an exceptionally high value educational experience
 - Grow the impact and scope of our graduate programs
- 2. Enhance the university’s research profile by conducting high impact research that addresses the grand challenges of the 21st Century**
 - ISU will identify and invest in interdisciplinary priority areas as defined by President’s Interdisciplinary Research Initiatives
 - Improve key research metrics
- 3. Improve the quality of life for all Iowans through services and programs dedicated to economic development and the promotion of healthy communities, people, and environments**
 - Increase the number of Iowa public, private, and non-profit sectors that receive direct assistance or benefit from engaging with the university’s programs, services, and initiatives
- 4. Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the University and each other**
 - Develop and implement a comprehensive campus climate assessment system to regularly evaluate the climate at Iowa State University as experienced by all. Regularly evaluate, disseminate and publicly report this data.
 - Enhance the safety, health, wellbeing, and security of faculty, staff, students, and visitors
 - Create, expand, and invest in opportunities for faculty, staff, and students to connect and build meaningful relations with others while recognizing the multiple intersecting identities, perspectives, and developmental differences people hold

CoD Goals with Tactics

- 1. Cultivate internal and external interdisciplinary partnerships to generate ideas and solutions -- designs, plans, artworks, concepts -- that address pressing challenges and opportunities, and increase our understanding of the world.**
 - a. Establish an annual thematic design charrette linked with a multidisciplinary option studio that brings teams of faculty, staff, students, and alumni from all of the college's disciplines in conjunction with business/organizational partners for the purpose of generating innovative ideas that address local, regional, and global challenges and opportunities.
 - b. Create additional mechanisms and funding sources for incenting, supporting, and rewarding outstanding work that demonstrates the power of collaboration and diversity to fuel innovation and creativity.
- 2. Promote the value of design in society.**
 - a. Create one or more new undergraduate general education courses that demonstrate the value of design in society.
 - b. Support one university-wide lecture each year by national/internationally known people whose work demonstrates the value of design, planning, and art in society.
 - c. Host a national symposium focused on the role of art and design in research universities inviting broad participation from the university community.
- 3. Continue to improve the quality of educational, research/creative, extension, and outreach programs.**
 - a. Develop and implement a plan for increasing the excellence of each undergraduate and graduate degree program using the results of student outcomes assessments, accreditation review findings, NSSE, and FSSE. Identify college-wide issues that need to be addressed and professional development needs related to teaching and learning.
 - b. Develop and implement a plan to increase the quality and quantity of research/scholarly/creative work, outreach, and extension activities in a way that draws on the strength of the college's studio-based pedagogy. In support of this initiative, develop a keyword accessible database of faculty research and research interests along with a mechanism for exploring potential collaborations.
- 4. Promote a collegiate culture that nurtures the success and well-being of students, faculty, and staff.**
 - a. Assess the extent to which the colleges' culture contributes to the success and well-being of students, supports a diversity of backgrounds and perspectives, and encourages productive risk taking. Develop and implement a plan for making needed changes identified in assessment.
 - b. Strengthen programs for mentoring and developing new and continuing faculty, lecturer, and staff.
- 5. Enhance opportunities for students to celebrate many peoples, cultures, and places.**
 - a. Develop and implement a plan that ensures every student has at least one cross-cultural educational experience before graduation through studio courses that address diversity within the United States, global practice experiences, participation in a study-abroad program, participation in National Student Exchange, etc.

- b. Develop and implement a plan to improve international student's academic and study abroad experience, and that draws upon their experience for the benefit of the college community.
- c. Increase the number of scholarships and total scholarship dollars available for students studying abroad or obtaining a cross cultural experience within the United States.

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

- a. Develop and implement a plan for increasing the diversity of the undergraduate and graduate student body through recruitment and retention efforts with particular emphasis on racial/ethnic groups in Iowa and the nation that are underrepresented in the college.
- b. Develop and implement a plan for increasing the diversity of backgrounds and perspectives among faculty and staff through recruitment and retention initiatives. Appoint an equity advisor to provide leadership in carrying out these initiatives.

7. Broaden access to the college's knowledge, educational offerings, and outreach programs.

- a. Secure additional private funds for a wide range of student scholarships and fellowships and increase the visibility of scholarship and funding opportunities available to prospective and current students.
- b. Audit all media used to communicate the college's educational, research, extension, and outreach programs and accomplishments. Develop a plan for improving and expanding communication including redesign of the college's web site.
- c. Develop new articulation agreements with community colleges.

8. Develop the college's resources -- human, fiscal, physical -- to maximize their impact by achieving a balance between enrollment, faculty, staff, and program offerings.

- a. Diagnose faculty and staff workloads, resource implications of studio pedagogy, and space allocations for the purpose of determining the right size of faculty, staff, and infrastructure using a tool that makes pertinent information and decisions accessible to college leaders, faculty, and staff.
- b. Develop a short-range plan for meeting office, teaching, and research space needs along with a long-range plan for transforming the college's holdings into state of the art facilities for teaching, research, and creative work.