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Pages 2-3 Draft 1 of the 2017 Update

Pages 4-6 The original 2013-20 Strategic Plan as approved. Included for comparison.

Pages 7-9 Comments received March 6-22

Note: All Draft 1 changes are to goals and tactics. The original plan included eight goals and nineteen tactics. This draft includes a consolidated set of five goals and refined tactics with some new additions. The mission, vision, and values statements are unchanged.

Iowa State University's College of Design is a recognized leader in design education with a range of disciplines found in few colleges of its type. The 2013-20 strategic plan provides focus for the years ahead as we build on this solid foundation.

Our mission is to:

Educate students to become successful designers, planners, artists, and scholars who enhance human experience and improve the natural, social, and built environment. Serve as a resource for Iowa and beyond through research, creative endeavors, extension, and outreach.

We value:

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

Our vision for the future:

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.

Goals & Tactics

- 1. Demonstrate the power and value of design through excellent research, creative, outreach, and extension programs including interdisciplinary collaborations that address current problems and opportunities.** *(Former goals 1, 2, & elements of 3.)*
 - 1a.** Establish an annual thematic design charrette where multidisciplinary teams generate innovative ideas that address local, regional, and global challenges and opportunities.
 - 1b.** Broaden the scope of interdisciplinary option studios to include all of the college's disciplines.
 - 1c.** Add new sources of private funding to incent and support educational, research, creative, outreach, and extension programs that demonstrate the power of diversity and interdisciplinary collaboration to fuel innovation and creativity.
 - 1d.** Increase the number of grant proposals submitted to fund research, creative work, outreach, extension programs, and research assistantships.
 - 1e.** Increase administrative support for faculty with funded research, creative work, and outreach.

- 2. Prepare students to become professionals who make a positive impact in a fast changing, multicultural, global community through excellent, accessible academic programs.** *(Elements of former goals 3, 4, 5, & 7.)*
 - 2a.** Continue to improve the excellence and reputation of each undergraduate and graduate degree program using the results of student outcomes assessments, accreditation review findings, and active communication with internal and external constituencies.
 - 2b.** Improve the quality of teaching through faculty development (e.g., Expanding Diversity Perspectives), an improved class/studio assessment tool, and peer assessment of teaching.

2c. Ensure that 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.

2d. Create new study abroad opportunities in Asia, Africa, and Central and South America.

2e. Improve international students' academic and study abroad experience, and draw upon their experience for the benefit of the college community.

2f. Increase scholarship dollars available for students with financial need and for students studying abroad.

2g. Continue to expand the number of articulation agreements with community colleges and opportunities to deliver the core design curriculum at a distance, e.g. Design West.

3. Promote a diverse, equitable, and inclusive college community focused on the well-being and success of all students, faculty, and staff. *(Elements of former goals 4 & 6.)*

3a. Promote strong participation in the university's study of campus climate and use college-specific findings to identify means of improving the college's climate.

3b. Intensify efforts to increase the college's diversity through faculty, student, and staff recruitment and retention initiatives with particular emphasis on underrepresented groups.

3c. Strengthen programs for mentoring and developing new and continuing T/TE/NTE faculty and staff.

4. Communicate the value and power of design to prospective students and to internal and external constituencies. *(Elements of former goals 2 & 7.)*

4a. Improve the college's reputation through expanded and new modes (e.g., videos and exhibitions) of communicating faculty, staff, student, and alumni work and accomplishments.

4b. Expand non-major access to and enrollment in College of Design courses that demonstrate the value and power of design.

4c. Expand prospective students' access to the College of Design through programs like FLEx (Forward Learning Experience) and Design Summer Camp.

5. Balance the college's budget and optimize space utilization. *(Similar to former goal 8.)*

5a. Increase the college's enrollment to 2,100 and increase operating revenues sufficient to sustain high-quality, competitive programs.

5b. Solidify plans for reconfiguring the first floor of the college's main building to improve student access to student services and to better support the college's centralized administrative services and new organizational structure.

5c. Optimize utilization of studio space to accommodate program growth and space for new fabrication technologies.

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Educate students to become successful designers, planners, artists, and scholars who enhance human experience and improve the natural, social, and built environment. Serve as a resource for Iowa and beyond through research, creative endeavors, extension, and outreach.

We value

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

Our vision for the future

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.

Goals & Tactics

This vision will be accomplished through progress on eight interrelated goals. Each goal is accompanied by two or three tactics, specific courses of action that will be taken in order to make progress the corresponding goals. While the strategic plan is for a seven-year period, the action plan's duration is three years. This action plan will be assessed in fall 2016 after which a new action plan will be developed for 2017-20.

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.

Tactics

- 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.

Tactics

- 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 nationally/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.

Tactics

- 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, the National Survey of Student Engagement (NSSE), and the Faculty Survey of Student Engagement (FSSE). Identify college-wide issues that need to be address 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.

Tactics

- a. Assess the extent to which the college's 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, lecturers, and staff.

5. Enhance opportunities for students to celebrate many peoples, cultures, and places.

Tactics

- 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 students' 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.

Tactics

- 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.

Tactics

- a. Secure additional private funds for a wide range of student scholarships and fellowships and increase 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.

Tactics

- 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.

Round 1 Comments on the College of Design Strategic Plan

March 6-22, 2017

March 6

Thanks for this. I will write you about the strategic plan that you've sent—even though, I confess, all those boxes and mission talk are truly daunting. (I do remember Mission Control 50 years ago in Houston, and I've seen all those recent movies recounting the time. So I think I know what you're after, here.)

Who are we, Mark? Where we want to go is intimately tied to who we are, where we are, and where we have been. Charted facts are needed if we are to go beyond rhetoric to realistic planning for the future.

It'd be helpful to me if you would please forward a detailed budget showing the workings of the COD. Ideally, this budget would be as detailed as your strategic plan and show the past COD budgets (20 years or so), as well as the present budget, and the presumed budgets for future years. Money is, undoubtedly, a prime mover and motivation in all planning, and, of course, all planning—even strategic planning—must include accurate financial accounting. This, you already have. Please share it.

In addition to financial statistics, statistics on 'who we are' would be very helpful. These would include graphs and charts on student populations in the COD since the beginning of the new millennium: graphing the number of students; the tuition they paid; the expenditures of the COD (including a general number for faculty salaries); the square footage available to facilitate COD education; the number of faculty of the College; diversity records; the age of faculty each year; the number of faculty who left the COD each year; the 'rankings' of the various departments of the COD each year.

Every month I gladly spend many unpaid hours reporting on myself: to funders, to P&T committees, to committees verifying the decisions of P&T committees, to the Department, to the University, to the provost. I have thoughts about the strategic plan you have sent; and I sense that much of what I think now about that plan for the future can be verified objectively by the many already-recorded facts that ISU holds. However, to date, I have not been privileged to the 'big picture' facts and I understand that without an objective basis, my thoughts are easily marginalized and easily dismissed.

All of those records! Big data! Let's offer it not only to me but to all those from whom you now request comments. Please, let's inform the thinking that you're asking for.

March 13

The present strategic plan has 8 goals some of which seem quite related. Perhaps the goals could be recombined and the number reduced.

- Goals 1 and 2 seem very interrelated; both have to do with the value and power of design. Perhaps it would be best if they were combined.
- Goal 3 divided into two tactics, one for undergraduate and graduate programs and the other for research/outreach/extension programs. The first tactic pertains to students and their experience, the second to faculty and staff scholarship. Goals 4 and 6 divide in a similar manner. Maybe it would be better to cut the pie differently with one goal pertaining to students and another for faculty and staff.

So maybe the new goal set could include 5:

1. Value / power of design/planning/arts: collaborations to address local and global problems, support for scholarship/research/creative/outreach activities, broadcasting accomplishments.
2. Student experience and success: quality educational programs, success of all students (domestic, international, all backgrounds), safe/equitable/inclusive environment, access and affordability, climate, community college articulations
3. Faculty and staff satisfaction and success: climate, mentoring, support for advancement
4. Diversity, equity, inclusion, cultural competency

5. College resources: balance the budget and reconfigure the first floor.

March 17

My responses to the Strategic Plan are directed at those goals and tactics that have not yet been fulfilled; I appreciate the opportunity to respond.

Goal 1.

Tactic a: annual charrette: Could one of the multidisciplinary options studios be identified annually for this event? We now have a robust number of studios that could provide a mechanism for this to be realized. One change to the tactic might be to change the wording to address the possibility that this moves across all disciplines in the course of the timeline of the plan. The Dubuque Central Avenue Corridor project currently underway with Jennifer Drinkwater and Lisa Bates is one example.

Tactic b: funding work that demonstrates the effectiveness of collaboration and diversity to drives innovation and creativity: Do the Fieldstead and Outreach Grants address this or do we need to have one additional funded opportunity in the mix?

Goal 2.

Tactic a. undergraduate Gen Ed courses on the value of design in society: ArtIS 201, Creative Visual Thinking, could be re-worked to incorporate a larger scope of design-related topics and assignments; this might best be accomplished with input from someone in LAS.

Goal 3.

Tactic a: strengthen teaching using assessments: Could peer evaluation of teaching be located here? At a minimum we should have peer evaluation of all tenure-eligible faculty.

March 21

Goal 1: Reduce the administrative barriers to cross-listing inter-disciplinary courses

Goal 1 tactic b: Increase in funded studios. Increase in funded international travel studios.

Goal 2: Increase funded outreach studios / partnerships to conduct design work in Iowa (society)

Goal 3: Increase administrative support for outreach work: contracts, budgets, purchasing etc

Goal 4: Improve communications about opportunities and work to reduce scheduling conflicts for design faculty (often university events are during studio)

Goal 5 tactic a: Funding for international travel studios that are non-Western (Asia / Africa / South America)

Goal 6: and gender equity

Goal 7 tactic b: yes!

Goal 8 tactic b: yes

March 22

- Page one on interoffice communication there is a spelling error:
The revised plan should cover the "reminding" should be remaining.

- COD Goals and Tactics, number 5. could we add a global non-profit? Something like Habitat for Humanity International? Or are we focusing on experiences for college credit?

- Number 7. Can we add Design Camp or summer workshops? I have been struggling with the pay structure for summer faculty to teach summer camps or workshops. Under expanding communication I think we could interview

each faculty member practicing their "art" and release them as educational short videos. If I was a student trying to decide where to go to school this could influence me if I saw the talent and glimpse of awesome personalities.

- Under University Key Performance Indicators number 5. Does full time employment include self employment? If it does not it should be considered or added as an option. COD in particular has a strong potential to create creative entrepreneurs.

- Under COD KPI's for Number 7. Should we develop a statewide gallery/exhibition space connected with Extension Outreach to get student work into rural/communities other than Ames?

- ISU Strategic Plan FY 2017-2022 Goal 3. Communication and Design is not included in the metric for Impact of ISU Extension and Outreach programs.

Otherwise great documents! Thank you for sharing!