

**Strategic Plan for 2013-20** *(approved December 2012)*

**Action Plan for 2013-16** *(approved March 2014)*

**Key Performance Indicators** *(approved March 2014)*

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

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. The tactics and measures of progress comprise the college's action plan. 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. Those providing leadership for each tactic will define the specific tasks that need to be accomplished, identify who will carry out the work, and monitor progress.

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.

**Leadership:** *Associate Dean for Outreach and Extension*

**Measure of Progress:** *Protocol developed and funding stream in place to support an annual charrette. Disciplinary breadth, self-evaluation of participants, implementation of dissemination strategy, organizations/communities/businesses served.*

- 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.

**Leadership:** *Research, Extension, and Outreach Council.*

**Measure of Progress:** *Dollars invested.*

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.

**Leadership:** Associate Dean for Academic Programs, Department Chairs.

**Measure of Progress:** Enrollment and student evaluations.

- 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.

**Leadership:** Dean; Lectures and Exhibition Committee.

**Measure of Progress:** Evaluation of lecture.

- c. Host a national symposium focused on the role of art and design in research universities inviting broad participation from the university community.

**Leadership:** Executive Cabinet.

**Measure of Progress:** Participation and conclusion in proceedings.

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.

**Leadership:** Associate Dean for Academic Programs; Department Chairs; Academic Affairs Council.

**Measure of Progress:** Improvement plans developed by the end of fall semester 2014 with implementation commencing spring semester 2015. Student outcomes assessment plans in place for every degree program and every course.

- 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.

**Leadership:** Associate Dean for Research; Associate Dean for Outreach and Extension; Research Extension, and Outreach Council.

**Measure of Progress:** Sponsored funding; peer reviewed/juried work; communities, organizations, businesses and clients served.

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.

**Leadership:** Associate Dean for Academic Programs, Minority Liaison Officer, Student Affairs Council.

**Measure of Progress:** Evaluation completed, findings and recommendations distributed, plan of action created and implemented.

- b. Strengthen programs for mentoring and developing new and continuing faculty, lecturers, and staff.

**Leadership:** Faculty Mentor Coordinator, Equity Advisor, Executive Cabinet, Professional and Scientific Council.

**Measure of Progress:** Trend data on promotions and tenure.

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.

**Leadership:** Associate Dean for Academic Programs, Department Chairs.

**Measure of Progress:** Increase number and diversity of international and domestic options available to students. Percentage of students who have a cross-cultural experience.

- 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.

**Leadership:** Minority Liaison Officer, International Programs Advisory Committee.

**Measure of Progress:** Plan developed and implemented.

- 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.

**Leadership:** Dean, Development Officer, Department Chairs.

**Measure of Progress:** Increase in private funding for study abroad and studios involving domestic travel.

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.

**Leadership:** Associate Dean for Academic Programs; Student Services Coordinator; Minority Liaison Officer, Student Affairs Council.

**Measure of Progress:** Operational definition of diversity developed. Trend data on diversity of first-year cohort of undergraduate and graduate students.

- 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.

**Leadership:** Dean, Department Chairs, Equity Advisor

**Measure of Progress:** Backgrounds of new faculty and staff hired. Equity advisor appointed.

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.

**Leadership:** Dean, Department Chairs, Development Officer.

**Measure of Progress:** New funds for scholarships, number of students receiving scholarships.

- 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.

**Leadership:** Dean, Director of Operations.

**Measure of Progress:** All communication media audited; improvement plan developed; new web site created and evaluated.

- c. Develop new articulation agreements with community colleges.

**Leadership:** Dean; Associate Dean for Academic Programs; Department Chairs.

**Measure of Progress:** New agreements created, number of new students from 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.

**Leadership:** Executive Cabinet.

**Measure of Progress:** Framework created and deployed.

- 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.

**Leadership:** Executive Cabinet.

**Measure of Progress:** Actions taken and investments made.

## **Key Performance Indicators (KPI's)**

The Board of Regents, State of Iowa and Iowa State University established the following set of KPI's, global measures of performance. To this all-university set, the College of Design has added six additional indicators. Longitudinal data will be used to monitor progress and determine targets for each indicator.

### **All-University KPI's**

1. First-year retention of undergraduate students.  
**Target:** Increase first year retention rates, target TBD.
2. Graduation rates of all undergraduate students, four- and six-year rates for four-year undergraduate programs.  
**Target:** Median of peers by 2016.
3. Graduation rates of minority students, four- and six-year rates for four-year undergraduate programs.  
**Target:** Close gap between graduation rates of minority and non-minority students 50% by 2016.
4. Outcomes assessment plans, assessment data, and continuous improvement plans.  
**Target:** Outcomes assessment plans in place, data collected, and improvements made to 100% of degree programs.
5. Post-graduation placement rate of undergraduate and professional students in full-time employment, military services, or advanced educational program.  
**Target:** Increase post-graduation placement, target TBD.
6. Private funds to support student scholarships and fellowships.  
**Target:** Increase private funds available for student scholarships and fellowships, target TBD.
7. Scholarly publications and citations relative to AAU public universities.  
**Target:** Increase scholarly publications and citations, target TBD.
8. Recognition of faculty – honors, awards, and fellowships received – relative to AAU public universities.  
**Target:** Increase recognitions received by faculty, target TBD.
9. Research contracts and grants awarded.  
**Target:** Increase 2% annually using three-year rolling averages.
10. Graduate student enrollment and Ph.D. degrees awarded.  
**Target:** Increase graduate student enrollment and Ph.D. degrees awarded, target TBD.
11. Students enrolled in courses offered online.  
**Target:** Increase number of students enrolled in on-line courses, target TBD.
12. Companies provided with technical and business assistances and number of clients served.  
**Target:** Increase number of companies and clients served, target TBD.
13. Administrative processes, energy consumption, and other efficiency improvements.  
**Target:** Measure trend data, increase efficiency, monetize annual cost-savings.

## College of Design KPI's

The College of Design will utilize all ISU key performance indicators to assess progress on its strategic plan as well as the key performance indicators listed below.

1. Retention rates of undergraduate students admitted to the college's professional programs.  
**Target:** TBD.  
**Note:** All-university KPI#1 tracks first-year retention of undergraduate students. Since undergraduate students in the College of Design are admitted to a professional program in their second year, it is also important to track persistence in those programs.
2. Graduation rates of undergraduate students, five- and seven-year rates for five-year undergraduate programs.  
**Target:** Median of peers by 2016.  
**Note:** All-university KPI #2 tracks graduation rates for students enrolled in four-year undergraduate programs. Because two of the college's undergraduate programs are five-year programs, combining four and six-year graduation rates from these programs with those of four-year programs yields misleading, lower graduation rates for the college and university than if rates for four-year and five-year programs were separated. For this reason, the college will report these rates separately.
3. Graduation rates of minority students, five- and seven-year rates for five-year undergraduate programs.  
**Target:** Close gap between graduation rates of minority and non-minority students 50% by 2016.  
**Note:** All-university KPI #3 tracks graduation rates for minority students enrolled in four-year undergraduate programs. Because two of the college's undergraduate programs are five-year programs, combining four and six-year graduation rates from these programs with those of four-year programs yields misleading, lower graduation rates for the college and university than if rates for four-year and five-year programs were separated. For this reason, the college will report these rates separately.
4. Measure the trend data for all sponsored funding.  
**Target:** TBD.  
**Note:** All university KPI #9 tracks research contracts and grants. Because of the importance of funded outreach and extension projects, the College of Design will also track funding for all sponsored projects.
5. Measure the trend data for communities and not-for-profit organizations provided with assistance and number of clients served.  
**Target:** TBD.  
**Note:** All-university KPI # 12 focuses on technical and business assistance provided to companies. While outreach and Extension programs in the College of Design provide assistance to companies, they also provide substantial assistance to communities and not-for-profit organizations.
6. Measure trend data for all peer reviewed/juried work – publications, exhibitions, competitions, presentations.  
**Target:** TBD, participation in Iowa State University's digital repository.  
**Note:** All-university KPI #7 focuses on scholarly publications and citations in disciplines not represented in the College of Design. This college-level KPI is necessary to document peer reviewed/juried work of this college's faculty.
7. External recognition of students work.  
**Target:** TBD.  
**Note:** Many of the college's students enter national and international design competitions as well as engage in significant outreach projects. This college-level KPI allows the college to demonstrate the quality and impact of work accomplished by its students.