When it comes to strategic planning, the result is not a document. The result is an organization of people who know where they are going, and know what they need to do to get there.

Dennis H. Holtschneider - President, DePaul University
Vision 2021 The College of Design will take the storied strength of a small college forward: 1) to expand its foothold among the larger colleges on campus; 2) to elevate its academic infrastructure; and 3) to convey its story and identity. We must expand our program offerings and augment our curriculum and facilities to match an expanding definition of design, to create differentiated students, and to be competitive with all markets, local to universal. We must adapt to changes in technology as it aligns with the expectations of new generations of students and offer multiple ways of attracting a diverse student population to better reflect the diverse community in which we thrive. With these goals in place, we are positioned to double our College population while extending our rural and urban reach.

Friends and Partners of the College of Design:

In design we recognize that learning takes place in a variety of environments and that we must be nimble, adapting to changes in technology and the expectations of new generations of students. We imagine differentiated students, graduating with a diverse array of skills with critical thinking founded in common experiences with multiple disciplines. We must offer multiple ways of reaching a diverse student population, and in fact we must transform our face to reflect the diverse population of the United States. In our vision, we reimagine the concept of cooperative extension as a steward of the modern land-grant university – using the existing system as a model for our own brand of community engagement.

This strategic plan for the University of Kentucky (UK) College of Design sets the expectation that we will deliver on the expanding definition of design, collaborate with and educate our UK companion colleges and set a foundation that positions the College for growth in students, research, funding and reputation. 2016 was a year of prelude to this strategic plan with a focus on a new college identity, complete budget overhaul, and strategic hires. Through this process we are now committed to expanding the foothold of the College of Design within the University of Kentucky campus and beyond, by not only doubling the size of the student body but by creating new joint programs with other campus disciplines. We will build upon the College’s 50-year reputation by telling its story more broadly and boldly.

We aim to create an open-studio platform (open floor-plan studios with interdisciplinary adjacencies) for ultimate collaboration between studios, disciplines and ranks while investing in technological facilities that will bring all units of the College together with other campus partners. Goals 1-5 were developed anticipating a new building capable of housing the College’s current and expanding disciplines allowing for this platform. Goal 6 was established as an alternate trajectory toward the College’s vision should a new building fail to materialize.

Design in our contemporary world, from product to cities, is a problem-solving process, an attitude about decision-making and a way of thinking that can be applied to all scales of human existence (e.g., healthcare at all levels, soil, water and climate change; the global/digital world). We must rethink and augment our curriculum and fabrication laboratories to match that expanding definition of design and to be competitive, regionally and nationally. To do any of these things, we must better our storytelling, explaining ourselves to the University at large, the Commonwealth and the nation. Please join us in shaping this story of our vision for new design education that addresses the global design challenges of our time.

Sincerely,

Mitzi R. Vernon
Dean
**DESIGN GOAL 1 PROMOTE THE UNDERGRADUATE EXPERIENCE**

We aim to offer a differentiated undergraduate design experience that is unique regionally and nationally, with signature programs relevant to Kentucky that can be translated beyond. We will continue to build collaborative fabrication facilities and studio-away venues that offer students broad and deep design experiences. We will enhance our already outstanding recruitment and advising framework. While continuing to maintain a high standard for success, we will also diversify our student body.

**Objective 1a Promote and showcase College excellence**
- Develop a comprehensive marketing strategy for the College
- Tell and share stories of Kentucky graduates and relevant partners
- Create a physical and digital repository for design work across the College
- Develop a central repository and hub for all Kentucky designers
- Develop an award gallery, showcasing the work and contributions of alumni
- Re-establish a recurring faculty and graduate student exhibition with publication
- Re-establish and disseminate a high-profile lecture/workshop/exhibition series

**Objective 1b Create a differentiated undergraduate design experience that is unique regionally and nationally**
- Develop signature programs and certificates that include topics relevant to Kentucky and can be translated to other locations (e.g., design and healthcare, design and climate, adaptive reuse)
- Establish required rural, local, national, and/or international experiences that engage, when possible, consortium-centered facilities in strategic locations
- Make the lecture/workshop/exhibition series a multi-day student event with studio reviews

**Objective 1c Create a lineage from recruitment to alumni**
- Create an admissions position that fulfills the recruitment-to-admissions-to-advise structure necessary for student retention
- Identify feeder programs in elementary, middle and high schools for recruitment purposes
- Create a revenue enterprise of continuing education opportunities for area professionals and alumni
- Rethink and utilize the academic calendar to maximize the success of recruitment-to-admissions-to-advise lineage
- Develop online certificate courses to recruit additional audiences

**Objective 1d Define and disseminate design student success**
- Create recruitment and retention strategies to increase and attract a top tier and diverse student population
- Develop a tracking mechanism alumni to track alumni career success
- Design effective strategies to enhance student retention (mentorship, career counseling services, and internship opportunities)
- Develop new marketing materials for offices of recruitment and student services
- Create a standing committee on social media

**Objective 1e Collaborate across disciplines**
- Work with Architecture, Interiors, and Preservation to define what the common experience will look like programmatically and experientially
- Empower curriculum alignment across internal and external disciplines
- Through a new Director of Technology & Fabrication, create sequential and technological workshops across all College programs
- Create a state-of-the-art suite of fabrication shops shared with cross-campus partners
Objective 2a  Create synergy between proposed new programs and existing programs
- Develop a 3+ MArch program that would allow students with non-design undergraduate degrees to obtain a Master of Architecture degree
- Structure programs to allow CoD graduate students to share course requirements within the CoD to allow for dual degrees (such as MArch and MID [Master of Interior Design], or MHP [Master of Historic Preservation], MUED [Master of Urban & Environmental Design] and MBS Master of Building Science)
- Develop dual degree programs that allow Design graduate students to pair degrees with graduate programs from across campus (e.g., MBA [Master of Business Administration] program, the JD [Juris Doctor] program, Engineering, History, Anthropology, etc.)
- Expand graduate certificate offerings within Design, (e.g., Cultural Resource Management, Architectural History, and Interior Design)
- Expand online and hybrid program offerings within Design to include, among others, a more robust online Historic Preservation certificate and certificates in Interior Design

Objective 2b  Determine feasibility and hierarchy for specific new graduate programs (e.g., Landscape Architecture, Building Science, Industrial/Product Design, Urban Design, and UX/UI [User Experience/User Interaction] Design) that build on and support existing programs within Design
- Evaluate level of market demand for new degrees, create a SWOT analysis and determine alignment with existing degrees
- Determine new and existing resources needed for new degree programs: faculty skill set, facility needs, etc.

Objective 2c  Increase, develop, and diversify graduate faculty in all units
- Create an admissions position that fulfills the recruitment-to-admissions-to-advising structure necessary for student retention
- Identify feeder programs in elementary, middle and high schools for recruitment purposes
- Create a revenue enterprise of continuing education opportunities for area professionals and alumni
- Rethink and utilize the academic calendar to maximize the success of recruitment-to-admissions-to-advising lineage
- Develop online certificate courses to recruit additional audiences

Objective 2d  Increase enrollment and diversity of the graduate student body while maintaining a high standard for student success
- Survey alumni to track career success
- Retain students through mentorship, career counseling services, and internship opportunities
- Develop new marketing materials for offices of recruitment and student services
- Create a standing committee on social media
DESIGN GOAL 3 CULTIVATE DIVERSITY AND INCLUSION
We will invest in initiatives that invite a more diverse student body and enhance our global awareness of the diversity of race, ethnicity, gender, sexual orientation, faith, economic situation, place of origin, and political perspective within the profession and culture of design. Once here, students from all programs will be welcomed and embraced by an environment of inclusion.

Objective 3a Develop a culture explicitly addressing diversity
- Articulate the importance of diversity to each College program
- Develop a value statement/creed
- Implement an annual or bi-annual design competition focusing on diversity issues
- Establish a College diversity advisory group that includes students and is charged with encouraging inclusion
- Support the College diversity officer with resources (plan)

Objective 3b Increase the diversity of faculty and staff
- Establish goals with a timeline
- Explore short-term ways to increase diversity
- Develop a program of best practices for hiring

Objective 3c Increase the diversity of the student body
- Develop an outreach plan – include diversity as a goal for recruitment
- Work with UK diversity organizations
- Provide scholarships to support diversity goals
- Develop online courses for non-traditional student accessibility

Objective 3d Develop a College-wide diversity plan
- Establish baseline data in the College
- Study status of diversity in design nationwide
- Refine goals, metrics, responsibilities, data collection, dissemination
- Work with alumni as stakeholders
- Instruct faculty on the importance of including diversity in their syllabi
- Provide how-to workshops for all constituents
- Embed diversity discussion in study abroad experiences
- Embed diversity discussion in pedagogy and curriculum
- Develop international research

It is not our differences that divide us. It is our inability to recognize, accept and celebrate those differences.

Audre Lorde (African-American poet, activist)
DESIGN GOAL 4 SHAPE A CULTURE OF CREATIVE SCHOLARSHIP

Research in design disciplines covers a variety of types of creative scholarship – spanning theory to creative practice. In addition to more traditional research in design history, the College of Design units have their individual histories of creative scholarship inspired by the needs of our Commonwealth. Part of the task of this goal is to discern and disseminate the very definition of design research.

Objective 4a Define contemporary design research
- Encourage faculty input on the definition of design research
- Construct and articulate the ‘elevator speech’ for internal and external audiences
- Revisit and revise College of Design Faculty Standards, Policies, etc.
- Include discussion of various types of research areas (e.g., design, architectural speculation, theory, etc.)

Objective 4b Curate scholarly activities coming to the College
- Strengthen each unit’s guest lecture series and work with the College Lectures, Exhibitions & Publications Committee and the Director of Communications to coordinate planning and marketing
- Leverage speakers and symposia with other departments, especially in support of College research to increase the number of relevant external speakers
- Develop relationships to exchange speakers and jurors with other universities and UK colleges
- Establish regular research symposia on topics relevant to emerging areas of research

Objective 4c Expand the external reach of faculty within the profession of design
- Provide financial support for faculty to act as jurors in exhibits and design events
- Build a podcast/webcast channel for the College to extend its scholarly conversations to external audiences
- Exploit the College’s rare book collection in exhibits to attract external audiences
- Create marketing plans to advertise lectures/symposia broadly and in a timely manner
- Use student exhibitions as College events advertised to the University and alumni

Objective 4d Strengthen the infrastructure to support faculty and student research
- Initiate faculty writing groups to support scholarly publication
- Build exhibition space for the College
- Continue the College Incentive Grant Program and provide infrastructure for competing for UK grant opportunities
- Increase student research grants and linking students to other opportunities

Objective 4e Define expectations for scholarly work and faculty success
- Describe trajectories/paths for different types of design research as models for new faculty
- Publish personal professional manifestos for use in the College as case studies
- Investigate and discuss the value of different venues/exhibitions, publications, etc.
- Initiate a formal mentoring program for all faculty through mid-career

Objective 4f Support and reward interdisciplinary research
- Initiate brown bag seminars to exchange work in progress
- Provide financial support for interdisciplinary work
- Cross-list College events with other university calendars (i.e., landscape architecture, geography)
Objective 5a  Make documentation a priority for CE+O activities
- Develop and maintain a database of CE+O projects in the College
- Establish protocols for CE+O marketing
- Identify the process and individuals responsible for the accurate collection of data

Objective 5b  Share the College story of CE+O
- Target CE+O stories for dissemination on the College and University websites
- Put CE+O stories into print sources (38°84, brochures, postcards and other printed forms)
- Explore additional outlets to tell CE+O stories of the College elsewhere in print and online

Objective 5c  Help others understand the value of design’s impact on society
- Celebrate ongoing community engagement and outreach efforts
- Build funding models for the future to make it easy for faculty to structure CE+O projects.
- Develop speaking points for community, industry, and government partners at various scales to understand the value of the College’s commitment to CE+O

Objective 5d  Establish best practices for CE+O projects in the College’s portfolio
- Spell out implications for promotion and tenure expectations
- Embed CE+O student learning objectives in syllabi as appropriate
- Define CE+O impacts within assessment protocols
- Address implications for CE+O projects in DOE documents

Objective 5e  Provide mentorship for colleagues within the College and for community partners
- Regularly offer workshops and ongoing education for CE+O
- Provide professional development support for faculty pursuing CE+O teaching, research or service
- Sponsor a community partners fair to map College faculty CE+O projects to opportunities

Design Goal 5  Elevate the Place of Design within Community Engagement + Outreach (CE+O)

The College of Design has a reputation for exemplary approaches to community engagement and outreach (CE+O). We will build on existing relationships and form new partnerships with community and industry peers to explore how the College of Design can participate and assist in local, regional, national and global projects. Our students’ academic lives are enhanced by our relationship with the Kentucky community at large and in our work around the world. We will seek ways to further build community engagement and outreach into our curriculum, amplifying the University’s definition of best practices in this area.

Community organizing is all about building grassroots support. It’s about identifying the people around you with whom you can create a common, passionate cause.

Tom Peters (author)
Objective 6a  Enhance and create common experiences across the College of Design
- Create a ‘Crit Pit’ or central hub that can function as both social and public review space
- Rethink the role of the library and re-plan the use of the 2nd floor of Pence Hall as shared space for scholarship, collaboration and interaction
- Reconfigure Pence Hall basement accommodating a dedicated cafe/social and exhibition space
- If we continue to spread across multiple buildings, be more strategic in creating productive design learning clusters that facilitate exchange between studios, disciplines, and other programs across campus
- Create common foundation studios and/or courses to foster collaborations across disciplines
- Promote cross-studio collaborations with shared projects, workshops and/or charrettes
- Create mid-semester and final review ‘events’ allowing student-peer engagement
- Create cross-disciplinary extracurricular events (e.g., travel, workshops and charrettes)

Objective 6b  Foster interaction and collaboration via events outside studio
- Re-establish a regularly scheduled lecture series at both unit level and College level
- Establish a regular exhibition series showing work done both inside and outside the College
- Create a centrally located and dedicated exhibition space
- Develop a multi-modal approach to announcements via central ‘information board’ in each building for announcement of upcoming events, etc.
- Promote and fund student-run groups (Beaux-Arts Ball, Habitat for Humanity, etc.)

Objective 6c  Strengthen the role of studio as creative core of College of Design
- Create a series of small ‘tech hubs’ within each building with printing, digital printing and model-making capabilities
- Provide work/collaboration spaces that can be shared between multiple studios
- Modify and adapt existing studio spaces to be more open and shared to encourage collaboration and interaction
- Create more collaborative and interactive environments within studios with monitors, work tables, pinup spaces, etc.

DESIGN GOAL 6  ENHANCE THE STUDENT EXPERIENCE OF THE COLLEGE
The cultural experience of the College of Design comprises a combination of unique disciplines. One of the challenges is how to enhance and cultivate a shared culture when the College of Design is spread across four different buildings on campus. This will be even more challenging as the College of Design continues to grow and add new programs. While Pence Hall is the administrative center, there exists no central hub for students and faculty to interact, to attain information on upcoming events or to exhibit work. Both students and faculty express a desire for greater awareness of the work of other disciplines and studios. Increased interaction between students and faculty facilitates the exchange of ideas, a more dynamic culture and, in turn, more outreach for the College. Despite the current physical and spatial constraints, and the uncertainty of a new building, we will continue to consider ways that the College of Design can enhance its shared experiences.