College of Design 2020: College Priorities   Draft - August, 2017
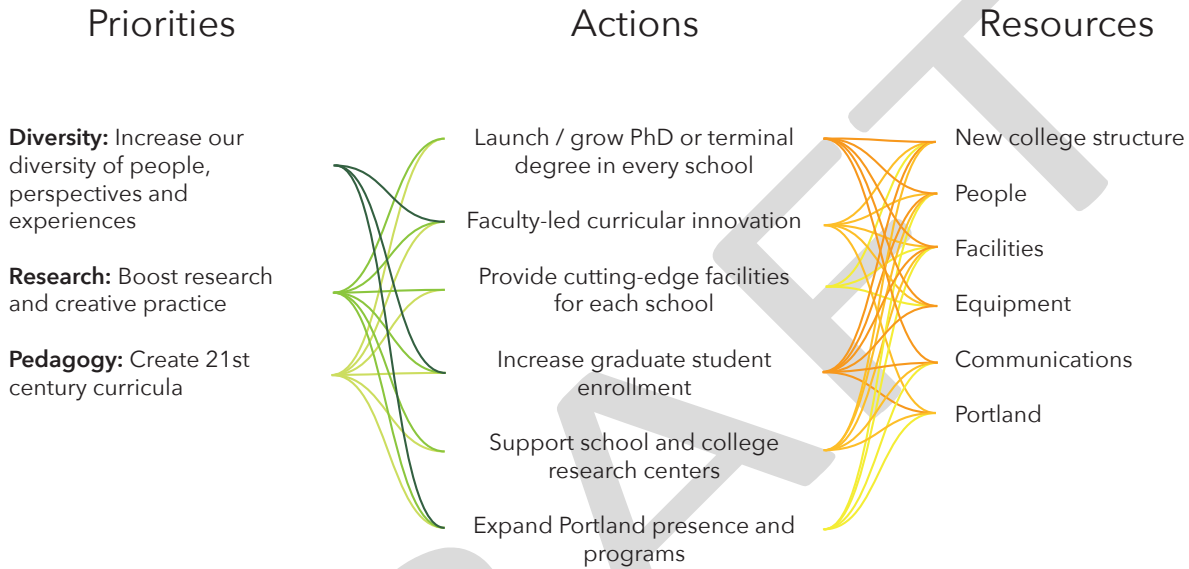
The College of Design has three primary goals for the next three years: increased diversity, enhanced research, and innovative pedagogy. We will build on our strength as a center of research and teaching in environmental resilience, material innovation, and social justice. And we will use this work to remain at the forefront of critical and creative inquiry into emerging global issues, including climate change, technology innovation, population growth and migration, and natural resource use and stress.

Priorities	Actions	Resources
Diversity: Increase our diversity of people, perspectives and experiences	Launch / grow PhD or terminal degree in every school	New college structure
	Faculty-led curricular innovation	People
Research: Boost research and creative practice	Provide cutting-edge facilities for each school	Facilities
	Increase graduate student enrollment	Equipment
Pedagogy: Create 21st century curricula	Support school and college research centers	Communications
	Expand Portland presence and programs	Portland

Priorities

1. Diversity
We plan to increase the diversity of people, perspectives and experiences in the College of Design to enhance our community of scholars, educators and learners. The recently drafted Diversity Action Plan addresses many of these initiatives, which largely focus on recruitment, retention, mentoring, and professional development of members of our community representing a broad range of perspectives, with a strong focus on faculty and students.

2. Research
Expanding and enhancing our PhD programs and research centers/institutes is a priority for the next three years. Interdisciplinary research connects faculty and students across the schools and university, and builds on existing strengths in environmental art, visual culture, sustainable urbanism, climate change, and community engagement. As part of this effort, the College aims to create a new administrative position, an Associate Dean for Research, to facilitate internal and external relationships and programs. In addition, we will support research through enhanced facilities and technology. We will also enhance the visibility of our existing research through communications and outreach initiatives.

3. Pedagogy

Many of the disciplines in the College of Design address rapid societal and environmental changes – urbanism in the face of driverless cars or climate change; socially just policy and development in a global economy; rapid prototyping and responsive materials in building design, art, and product design. Our curricula need to engage these changes, with coursework that both explores the causes and effects of these changes, and fosters design thinking to respond creatively to them. Faculty and students need flexible spaces and emerging technology to lead and innovate. Any curricular innovations need to be faculty-led, and innovative programs need school, college, and university support to thrive.

Actions

1. Launch or grow a PhD/terminal degree program in each school

- The College of Design has a three-year operating plan that focuses on releasing and directing resources towards growing fully funded PhD/terminal degree programs in each of our schools. This plan will require limited strategic assistance in providing funding for the PhD students themselves.
- We are working to reprogram our existing facilities to accommodate the PhD programs, however our internal limitations on space will result in sub-optimal facilities for these students to work in unless we secure help from the university in sourcing additional space for these programs.
- Our top need to make these programs successful is to recruit a dedicated Associate Dean for Research for the college. Assistance in funding this position may be sought at a later date.

2. Support faculty-led curricular innovation

The College of Design will launch an initiative to engage faculty devising and implementing curricular innovations within our fields. Broad goals for the initiative include attracting top-end students to our disciplines and ensuring that they leave our programs prepared to make meaningful impacts in their chosen fields.

- Such initiatives are both time consuming and costly, but the long-term benefits of having fully enrolled programs working at the leading edge of their disciplines outweigh the costs.
- Given our disciplines, true curricular innovation will require investment in space and equipment. We will source as much of this cost as possible from our budget, but will also require help from both donors and the university to make the largest impacts.
- To maximize benefits of curricular innovation, we need a strong communications platform to ensure our efforts fully register in the student and professional communities.

3. Provide cutting-edge facilities for each school

Our programs demand advanced technologies to remain at the cutting edge of their disciplines. Many of the programs are outfitted with technology such as laser cutters, 3D printers, and VR, all of which are now standard in the fields. But our students and faculty need increased and robust

access to rapidly emerging technologies, to support research, curricula, and recruitment of faculty and students.

- As a generalization, where new equipment serves the purpose of allowing us to expand our research output or profile, we will seek both grant and donor funding to provide such equipment. Where new equipment is required to meet current needs of a professional program, we will utilize general fund to support those purchases. To the extent we are overburdening our limited general fund with other initiatives, we may require assistance from the university for equipment outfitting.
- The larger challenge with equipment is the space necessary to house the equipment and the personnel necessary to support it. It will be critical to have a comprehensive understanding about how the university will support us from a space perspective in order for us to be effective on both the grant and donor front. We cannot aggressively pursue these opportunities if we do not have appropriate space to house equipment.
- We will continue to utilize student fees to support equipment technicians.

4. Increase graduate student enrollment

Recent years have seen declining acceptances by admitted graduate students. In an increasingly competitive environment, we attract excellent students, but too often lose them to competitor schools. To address this:

- The College is funding 1.5 FTE for graduate recruiters for the School of Architecture & Environment and the School of Art + Design. Ideally, each of our schools would have a dedicated full-time recruiter to ensure robust enrollment.
- Increased funding for graduate student scholarships is essential in attracting and retaining the top students for our graduate programs.

5. Support school and college research institutes

The College is encouraging our Schools to develop affiliated research institutes. These institutes will serve not only as hubs for the PhD programs and associated research centers, but will also provide space and guidance to assist faculty in growing their research agenda and profiles.

- It is critical for these institutes to have robust staffing to assist with the administrative burdens of research. The College's current administrative structure can accommodate expanded administrative functions, but we do not have the resources to fund both the PhD students and the administrative staff. Further efforts are required to address this problem.

Assessment

Diversity progress will be measured against criteria set out in the College's Diversity Action Plan. Research and PhD/terminal degree performance will be measured against university and graduate school metrics for quality, productivity, and impact. Results of curricular innovation will be assessed through regular external program review, as well as university quality and efficiency metrics.