



## South Dakota State University School of Design Strategic Planning Crosswalk to University Strategic Plan

SDSU Strategic Goal 1: Achieve Excellence Through Transformative Education

SDSU Strategic Goal 2: Cultivate and Strengthen Community Engagement

SDSU Strategic Goal 3: Foster Innovation and Increase Research, Scholarship and Creative Activity (RSCA)

SDSU Strategic Goal 4: Be a Growing, High-Performing and Healthy University

### School of Design Strategic Goal 1.1 Attain academic excellence.

| <i>College/Department/Unit Strategies</i>   | <i>Relationship to University Goals and Strategies</i>                                      | <i>Tactics</i>  | <i>Timeline</i>   | <i>Resource Allocation</i>                                       | <i>Key Performance Indicators</i>                    | <i>Leader / Accountable Person</i> |
|---|---|---|---|--|--|------------------------------------|
| <b>1.1a Increase and sustain the number of accredited and certified programs.</b> | External validation of academic excellence; necessary in pathway to professional licensure. | Maintain accreditation with:<br>NAAB: Architecture<br>CIDA: Interior Design<br><br>Achieve accreditation with:<br>LAAB: Landscape Arch.<br>NASAD: Graphic Design,<br>Studio Arts, Interior Design | SP19: NAAB Accreditation Finalization<br><br>FA19: CIDA Reaccreditation Site Visit<br><br>FA19: LAAB Accreditation Site Visit<br><br>SP20: NASAD Accreditation Site Visit | Fishback Funds for Excellence, Discipline Fees, Ongoing Workload | Making progress towards and achieving accreditation. | Program Coordinators and Director  |

|   |  |  |         |           |   |   |                                   |
|---|--|--|---------|-----------|---|---|-----------------------------------|
| <b>1.1b Develop and grow high-quality and distinct academic programs designed to meet the needs of diverse students and market demands.</b> | Achieve academic excellence.   | Promote the unique structure alongside the depth and breadth of program offerings within the School of Design to increase enrollments. | Ongoing | Financial | 2023 Strategic Enrollment Targets:<br>ARCH: 152<br>GD: 96<br>ID: 82<br>LA: 51<br>SA: 35<br>Enrollment Impacts | Director and Program Coordinators                       |                                   |
|   |  | Develop dovetailed program and school recruitment plans to increase program enrollments.   | Ongoing | Workload  |   | Director and Program Coordinators                       |                                   |
|   |  | Explore complimentary and enhanced program offerings, such as product design, planning, museum studies and sustainability.             | Ongoing | Workload  |   | Launch elective coursework                              | Director and Program Coordinators |
|   |  | Introduce a Master of Science in Design, post professional.  | 2023    | Workload  |   | New MS in Design Offered                                | Director and Program Coordinators |
| <b>1.1c Increase programs offered which use a diversity of delivery methods, times, scheduling, or locations.</b>                           | Enhanced and more impactful programming available to students and communities. | Increase summer and online offerings.  | Ongoing | Workload  | BOR approved online delivery  | Director and Program Coordinators,                      |                                   |
|   |  | Increase community engaged coursework, tied to research and creative outputs.  | Ongoing | Workload  | Program Portfolio   | Director for Continuing and Distance Ed                 |                                   |
| <b>1.1d Promote active and innovative teaching, learning, and advising practices.</b>   | Academic innovation.   | Continue to excel and lead by example with service-learning and field-based learning experiences.                                      | Ongoing | Workload  | Program Portfolio   | Director and Program Coordinators                       |                                   |
|   |  | Establish a robust collaborative first-year experience.  | Ongoing | Workload  | Increased retention.  | Director, Program Coordinators, First Year Coordinator. |                                   |
|   |  | Establish international study abroad options for students.   | 2020    | Workload  | Study abroad options identified   | Director, FTE   |                                   |
| <b>1.1e Incorporate and assess cross-curricular skills into academic and co-curricular endeavors</b>  | Ensure academic excellence.  | Refine assessment measures implemented programs.   | 2019    | Workload  | Revised and approved assessment plan for each program.<br>Recruitment, licensure as assessment data.          | Director, Program Coordinators,                         |                                   |
|   |  | Embed licensure processes into curricular offerings where possible/feasible.   | 2020    | Workload  |   | Director of Institutional Assessment                    |                                   |

**School of Design Strategic Goal 1.2**  
**Affirm student success as School of Design priority.**

| <b>College/Department/Unit Strategies</b>   | <b>Relationship to University Goals and Strategies</b>           | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>               | <b>Leader / Accountable Person</b>      |
|---|--|---|-----------------|----------------------------|---|---|
| <b>1.2a Update the Student Success Model to more directly focus on high-impact practices.</b>   | Strive for a successful educational experience for all students. | Develop a SoD Student Handbook, delivered in conjunction with DSGN 140  | 2019            | Workload                   | Enhanced student experience and advising        | Director, Program Coordinators, Advisor |
|   |  | Target retention from freshmen to sophomore year.   | 2019            | Workload                   | Increased retention by 5%                       | Director, Program Coordinators, Advisor |
| <b>1.2b Identify and address gaps and streamline facilities, technology and personnel to advance student-success efforts and outcomes.</b>                      | Promote efficiencies related to student success.                 | Streamlined professional advising and professional mentorship by faculty.   | 2019            | Workload                   | Streamlined advising with professional advisor. | Director, Program Coordinators, Advisor |
|   |  | Co-location of program areas: integration of production facilities (ie. maker space, imaging center)                                | 2023            | Foundation, Financial      | Co-located academic units                       | Director and Program Coordinators       |
| <b>1.3c Ensure student success of underrepresented populations through the establishment and continuation of programming and initiatives focused on access.</b> | Ensure success for students from diverse backgrounds.            | Promote co-curricular events that contribute to an inclusive environment.   | 2020            | Workload, Financial        | Exhibition to celebrate diversity               | Director and Program Coordinators       |
|   |  | Recruit and retain faculty from under-represented backgrounds.  | Ongoing         | Financial, FTE, Workload   | Faculty members recruited and retained          | Director and Program Coordinators       |
|   |  | Provide professional development opportunities for faculty and staff aimed at the success of under-represented student populations. |                 |                            |   |   |

**School of Design Strategic Goal 1.3**  
**Increase recruitment, retention and graduation of professionally-prepared global citizens.**

| <b>College/Department/Unit Strategies</b>  | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>   | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>         | <b>Leader / Accountable Person</b>                      |
|--|--|--|-----------------|----------------------------|---|---|
| <b>1.3a Achieve strategic enrollment targets by implementing the strategic enrollment management plan, that will include strategies for at-risk and diverse student success.</b>                 | Increase recruitment in academic programs.             | Develop and execute a School of Design recruitment plan.           | 2019            | FTE, Workload              | Enhanced enrollment in each program area. | Director and Program Coordinators                       |
|  |  | Refine School/Program branding and marketing propaganda.           | 2019            | FTE, Workload              | Enhanced enrollment in each program area. | Director and Program Coordinators                       |
|  |  | Develop and execute a Design Camp aimed at high school engagement. | 2020            | FTE, Workload              | Operation of Design Camp                  | Director, Design Camp Committee                         |
|  |  | Maintain health faculty to student ratios in studio coursework.    | Ongoing         | FTE, Workload              | Ratios that meet accreditation standards  | Director, Program Coordinators                          |
|  |  | Examine and refine the culture of the First-Year Experience        | Ongoing         | FTE, Workload              | Retention increase by 5%                  | Director, Program Coordinators, First Year Coordinators |
| <b>1.3b Develop and enhance key retention and persistence programs that facilitate the development of skills in intercultural engagement, global citizenry, and international relationships.</b> | Nurture intercultural skills and global citizenship.   | Establish international study abroad options for students.         | 2020            | Workload                   | Study abroad options identified           | Director, FTE   |
|  |  | Develop School-wide travel study experiences.                      | 2021            | Workload                   | Travel study executed                     | Director, FTE   |
|  |  | Develop History of Art and Design Minor.                           | 2019            | Workload                   | Minor developed                           | Director, Program Coordinators, Faculty                 |

### School of Design Strategic Goal 2.1

**Enhance the academic and work environments of the college by fostering a culture of service, servant leadership, and inclusive excellence among faculty, staff, and students.**

| <b>College/Department/Unit Strategies</b>   | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>               | <b>Leader / Accountable Person</b>   |
|---|--|---|-----------------|----------------------------|---|--------------------------------------|
| <b>2.1a Increase diversity of faculty, staff, and students through inclusive recruitment and retention practices</b>  | Build an inclusive academic community                  | Recruit and retain faculty and staff from diverse backgrounds.  | Ongoing         | Financial, FTE             | Faculty and staff recruited and retained.       | Director and Program Coordinators    |
|   |  | Work with CAHSS to provide professional development opportunities to improve intercultural competence of all faculty and staff. | Ongoing         | Financial, Workload        | Professional development opportunities offered. | Dean, Director                       |
|   |  | Work with CAHSS to dovetail strategies to recruit students from emerging and diverse student populations in the region.         | 2018            | Workload                   | Students recruited.                             | Dean, Director                       |
| <b>2.1b Strengthen onboarding and professional development programs for faculty and staff in accord with the mission, vision, core values, and goals of the University.</b> | Ensure faculty and staff success                       | Work with CAHSS to develop and implement strategy for providing appropriate start-up packages for new faculty members.          | Ongoing         | Financial, Workload        | Rate of successful third-year reviews           | Dean, Director                       |
|   |  | Develop, encourage and support formal programs for faculty mentoring.   | Ongoing         | Financial, Workload        | Mentoring opportunities provided                | Director                             |
|   |  | Support and value individuals across professional roles.  | Ongoing         | Financial, Workload        | Professional development undertaken.            | Director                             |
| <b>2.1c Affirm commitment to shared governance, transparency, timely communication and inclusive participation.</b>   | Nurture faculty governance                             | Refine structure of school, responsibility and compensation of program coordinators.  | 2019            | Financial, Workload        | Revised structure and roles.                    | Dean, Director, Program Coordinators |

|  |                                    |   |         |           |   |                                |
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|  |                                    | Encourage participation on faculty governance committees.   | Ongoing | Workload  | Committee involvement by faculty.                                 | Director, Program Coordinators |
| <b>2.1d Reward outstanding performance and advance quality of life in the workplace.</b>   | Build a strong community.          | Nominate faculty and staff for appropriate awards.  | Ongoing | Workload  | Awards (nominated and received)                                   | Director                       |
|  |                                    | Develop a plan to reward high performance.  | Ongoing | Workload  | Plan developed and implemented                                    | Director                       |
|  |                                    | Work with CAHSS to provide facilities and equipment that support a high-quality workplace.                        | Ongoing | Financial | Facilities aligned with educational, creative and research goals. | Dean, Director                 |
| <b>2.1e Regularly evaluate the climate at SDSU as experienced by faculty, staff and students, communicate and respond with actionable strategies</b> | Maintain a healthy campus climate. | Build and sustain positive relationships between faculty, staff and students.                                     | Ongoing | Workload  | Faculty, staff and student collaboration.                         | Director, Program Coordinators |
|  |                                    | Review campus climate, NSEE and other data. Dovetail School climate survey to College and University assessments. | Ongoing | Workload  | Data reviewed, outcomes identified.                               | Director, Program Coordinators |

### School of Design Strategic Goal 2.2

**Grow the college's external engagement through extension, collaborative service, community outreach, alumni relations, and public-private partnerships that enhance the quality of life in South Dakota and beyond.**

| <b>College/Department/Unit Strategies</b>  | <b>Relationship to University Goals and Strategies</b>       | <b>Tactics</b>   | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>         | <b>Leader / Accountable Person</b>      |
|--|--|--|-----------------|----------------------------|---|---|
| <b>2.2a Ensure that communities have a voice in defining the School's engagement activities.</b>   | Seek input from stakeholders                                 | Build and sustain strong advisory boards for the School and program areas.   | Ongoing         | Financial, Workload        | Advisory Boards identified and maintained | Director, Program Coordinators          |
|  |  | Develop a strategy for connecting to alumni and industry partners with regular informational updates and opportunities for engagement (i.e. newsletter). | 2020            | Financial, Workload        | Strategy developed and implemented        | Director, Program Coordinators          |
| <b>2.2b Align academic and outreach programming across the School to optimize institutional efforts to support tribal communities and underserved populations.</b> | Engage with tribal communities and under-served populations. | Actively engage with Wokini Initiative.  | Ongoing         | Workload                   | Engagement                                | Director                                |
|  |  | Dovetail recruitment efforts with CAHSS to reach students from emerging diverse student populations in the region.                                       | Ongoing         | Workload                   | Students recruited                        | Director                                |
| <b>2.2c Increase engagement in K-12 schools at the local, state, and national levels.</b>  | Build ties with K-12 education.                              | Develop design-first recruitment efforts.  | Ongoing         | Workload                   | Programs offered (i.e. Preview Day)       | Director, Program Coordinators          |
|  |  | Develop summer design camp.  | 2020            | Financial, Workload        | Camp offered                              | Director, Program Coordinators, Faculty |
|  |  | Engage K-12 with Professional Presentations rooted in professional practice coursework.  | 2020            | Workload                   | Student to student outreach.              | Director, Program Coordinators, Faculty |
|  |  | Engage in professional development conferences for HS Educators. (South Dakota Arts Education Council, FCS Educators)                                    | Ongoing         | Workload                   | Faculty to faculty outreach.              | Director, Program Coordinators          |

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| <b>2.2d Build reciprocal relationships with industry partners.</b>                               | Promote industry engagement. | Relational development as a priority for the School.         | Ongoing | Workload            | Enhanced community and industry relations | Director, Program Coordinators          |
|  |                              | Develop enhanced Internship opportunities across the School. | Ongoing | Workload            | Increased internship opportunity          | Director, Program Coordinators, Faculty |
|  |                              | Build ties between faculty and industry partners.            | Ongoing | Workload            | Relationships built                       | Director, Program Coordinators          |
| <b>2.2e Celebrate, promote, and communicate the results and impact of engagement activities.</b> |                              | Develop consistent branding package for SoD programs.        | 2019    | Financial, Workload | Strategy developed and implemented        | Director, Program Coordinators          |
|  |                              | Develop SoD newsletter to better engage alumni and industry. | 2019    | Financial, Workload | Strategy development and implemented.     | Director, Program Coordinators          |
|  |                              | Develop and implement consistent social media presence.      | 2019    | Financial, Workload | Strategy development and implemented.     | Director, Program Coordinators          |



**School of Design Strategic Goal 3.1**  
**Strengthen the leadership and personnel infrastructure for innovation, RSCA, and economic development to serve the state, region, nation, and world.**

| <b>College/Department/Unit Strategies</b>  | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>   | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>  | <b>Leader / Accountable Person</b>     |
|--|--|--|-----------------|----------------------------|--|--|
| <b>3.1a Implement effective leadership structures, strategies, expectations and plans in the School and its department and programs.</b> | Intentionally structure to support RSCA activity.      | Enhance RSCA throughout the School.  | Ongoing         | Financial, Workload        | The depth and breadth of RSCA activity within the School could take the form of built work, exhibitions, competitions, commissions, publication, design patents, grants, authorship, etc. A faculty member with a 20% RSCA appointment should achieve four significant projects (a 33% increase) annually. | Director, Program Coordinator, Faculty |
|  |  | Regain research capacity as a unit.  | 2019            | FTE, Workload              | Re-establish tenure lines (to 65%)   | Director                               |
|  |  | Review School standards documents for alignment with RSCA expectations.              | Ongoing         | Workload                   | Standards document reviewed  | Director, Program Coordinators         |
|  |  | Refine structure of school, responsibility and compensation of program coordinators. | Ongoing         | Financial, Workload        | Roles reviewed and revised.  | Director                               |

|   |                                      |  |         |                     |   |                                |
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| <b>3.1b Increase faculty and staff time allocation through flexible workload assignments and incentives, and support for large proposal and interdisciplinary proposal development.</b> | Support faculty RSCA                 | Prioritize and incentivize interdisciplinary and cross-disciplinary teaching and research agendas.   | Ongoing | Financial, Workload | Policy implemented  | Director                       |
|   |                                      | Support grant readiness training.  | Ongoing | Financial, Workload | Programs offered, grants written and awarded, increased by 20%. | Director, Program Coordinators |
| <b>3.1c Implement policies and practices of faculty and staff review to optimize unit-level performance across education, outreach, innovation and RSCA.</b>                            | Embrace professional accountability. | Review and refine School of Design standards document.   | 2019    | Workload            | Standards document reviewed                                     | Director, Program Coordinators |
|   |                                      | Formally engage program coordinators in annual review process of program area faculty.               | 2020    | Workload            | Process implemented   | Director, Program Coordinators |
|   |                                      | Develop School of Design Faculty awards.   | 2020    | Workload            | Awards system implemented                                       | Director                       |
|   |                                      | Nominate faculty and staff for appropriate university and professional awards.                       | Ongoing | Workload            | Award nominations   | Director, Program Coordinators |
| <b>3.1d Implement and maintain optimally efficient and high-performing staffing structures for pre-award, post-award and general RSCA support.</b>                                      | Build infrastructure to support RSCA | Develop a mentorship and professional development network of faculty.                                | 2019    | Workload            | Mentorship network developed                                    | Director                       |
|   |                                      | Develop graduate student culture to advance research efforts and productivity.                       | 2022    | Workload            | MS in Design established, students enrolled.                    | Director                       |
| <b>3.1e Recruit and retain personnel aligned with School RSCA goals, including faculty, staff, and graduate students.</b>   | Create personnel support for RSCA    | Ensure that faculty hiring decisions are informed by University goals and Strategic Enrollment Plan. | Ongoing | Workload            | Faculty hired in alignment with strategic plan                  | Director                       |
|   |                                      | Conduct needs assessment related to staff-level research support.                                    | 2020    | Workload            | Needs assessment completed                                      | Director                       |
|   |                                      | Develop MS in Design graduate program.   | 2022    | FTE, Workload       | Graduate program launched                                       | Director                       |

|   |                            |  |      |                     |                                       |          |
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|   |                            |  |      |                     |                                       |          |
| <b>3.1f Implement faculty start-up and retention programs with a focus on RSCA goals.</b> | Cultivating strong faculty | Develop a School strategy for providing appropriate start-up packages for new faculty members. | 2020 | Financial, Workload | Rate of successful third-year reviews | Director |

**School of Design Strategic Goal 3.2**  
**Increase, optimize, and align the physical resources and investments for innovation, RSCA, and economic development.**

| <b>College/Department/Unit Strategies</b>  | <b>Relationship to University Goals and Strategies</b>           | <b>Tactics</b>   | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>                             | <b>Leader / Accountable Person</b> |
|--|--|--|-----------------|----------------------------|---|------------------------------------|
| <b>3.2a Implement a university-wide research computing and data infrastructure that is optimally responsive to the needs and objectives of society and sponsors.</b> | Utilize IT resources to support faculty and staff                | Engage with CAHSS for improved access to IT and research resources that keeps the School competitive with its peers.   | Ongoing         | Financial, Workload        | IT improvements implemented                                   | Dean, Director                     |
| <b>3.2b Implement policy and practice for utilizing focused, interdisciplinary, or multi-institutional research centers for strategic positioning and synergy.</b>   | Promote high-functioning research centers.                       | Investigate Design Institute framework and viability.  | Ongoing         | Financial, Workload        | Implementation  | Dean, Director, Faculty lead       |
| <b>3.2c Continuously improve and deploy space for fulfilling college goals.</b>  | Create and maintain support for effective teaching and research. | Co-location as primary strategic priority; developing spatial programming to meet long term planning goals as a School and equitable support for each academic unit. | ASAP            | Financial, Workload        | Space audit and programming completed, programs co-located.   | Director, Program Coordinators     |
|  |  | Cultivate space to accommodate visiting faculty and industry partnerships.   | Ongoing         | Financial, Workload        | Collaborative areas completed, equipment acquired accordingly | Director, Program Coordinators     |
|  |  | Cultivate space to enhance creative and scholarly pursuits.  | Ongoing         | Financial, Workload        | Studio space and appropriate equipment acquired.              | Director, Program Coordinators     |
| <b>3.2d Increase the number of public-private activities located in the Research Park at SDSU.</b>   | Effectively utilize the Research Park                            | Investigate how the School could work collaboratively with the Research Park.  | Ongoing         | Workload                   | Partnerships created  | Director, Program Coordinators     |

**School of Design Strategic Goal 3.3**

**Create an institutional culture of communicating and branding SDSU RSCA and its achievements, outcomes, and impacts to the full scope of stakeholder and peer communities.**

| <b>College/Department/Unit Strategies</b>   | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>   | <b>Leader / Accountable Person</b> |
|---|--|---|-----------------|----------------------------|-------------------------------------|------------------------------------|
| <b>3.3a Increase partnering and sponsoring opportunities through advocacy and engagement with agencies, enterprises, nonprofits, economic development venues, and other organizations</b> | Actively engage to strengthen RSCA                     | Incentivize faculty engagement and participation with professional organizations, funding agencies and review panels. | Ongoing         | Financial, Workload        | Faculty participation               | Director, Program Coordinators     |
|   |  | Identify and build relationships with funding agencies and government officials.                                      | Ongoing         | Workload                   | Relationships built                 | Director                           |
|   |  | Continue to execute and build further high-profile community engagement projects and industry partnerships.           | Ongoing         | Financial, Workload        | Relationships built                 | Director, Program Coordinators     |
| <b>3.3b Differentiate School RSCA to build and maintain preferred status among sponsors and partners.</b>   | Secure external validation of RSCA                     | Strategically build upon the unique depth and breadth of the School of Design.  | Ongoing         | Financial, Workload        | Programs highlighted and celebrated | Director, Program Coordinators     |
|   |  | Develop understanding of design culture and expertise on campus, to better extend our network of opportunity.         | Ongoing         | Financial, Workload        | Network built                       | Director, Program Coordinators     |
|   |  | Develop School of Design Annual Report/Newsletter.  | 2020            | Financial, Workload        | Outcomes publicized                 | Director, Program Coordinators     |
|   |  | Engage with University Marketing and Communication to celebrate RSCA outcomes.  | Ongoing         | Financial, Workload        | Outcomes publicized                 | Director, Program Coordinators     |

**School of Design Strategic Goal 4.1**  
**Infuse core values throughout all levels of the School.**

| <b>College/Department/Unit Strategies</b>   | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>                                      | <b>Leader / Accountable Person</b> |
|---|--|---|-----------------|----------------------------|--|------------------------------------|
| <b>4.1a Align individual performance evaluations and organizational assessment systems to support the School's core values.</b> | Use performance management systems                     | Work with the University to develop ways to better document creative works, competitions and awards within digital measures.                  | Ongoing         | Workload                   | Revised digital measures input system                                  | Director                           |
|   |  | Communicate our value through enhanced documentation and publicity. FAR trainings, Dossier Trainings.   | Ongoing         | Workload                   | Enhanced FAR and Dossier writing, documentation of scholarly outcomes. | Director                           |
| <b>4.1b Embrace a culture of responsibility and accountability to OUR School.</b>   | Invigorate School culture                              | Create enhanced opportunities for cross-pollination in academic and scholarly pursuits. (SoD kick-off picnic, Faculty round-table luncheons). | Ongoing         | Workload                   | Opportunities provided.  | Director, Program Coordinators     |
|   |  | Strategic culture building within first year experience.  | 2018            | Financial, Workload        | First year faculty retreat.  | Director, Faculty                  |
| <b>4.1c Implement new professional development opportunities with high participation.</b>                                       | Offer regular development for faculty and staff        | Develop and support formal programs for faculty mentorship.   | Ongoing         | Workload                   | Mentorship program   | Director                           |
|   |  | Develop and support formal programs for faculty collaboration.  | Ongoing         | Workload                   | Collaborations initiated   | Director                           |
|   |  | Support travel for professional development and relationship building.  | Ongoing         | Financial, Workload        | Professional development   | Director                           |

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| <b>4.1d Create a culture of personal, professional and organizational wellness throughout the School.</b> | Promote wellness across the college. | Collaborate with CAHSS and University to support policies that encourage work-life balance and professional development. | Ongoing | Workload | Data from University | Dean, Director |
|   |                                      | Promote campus programs that support well-being.   | Ongoing | Workload | Programs promoted    | Director       |

**School of Design Strategic Goal 4.2**  
**Grow and sustain financial resources aligned with the mission of SDSU.**

| <b>College/Department/Unit Strategies</b>  | <b>Relationship to University Goals and Strategies</b> | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>         | <b>Leader / Accountable Person</b> |
|--|--|---|-----------------|----------------------------|---|------------------------------------|
| <b>4.2a Develop a comprehensive, growth-oriented enrollment management plan.</b>   | Encourage strategic growth                             | Develop and execute a School of Design recruitment and retention plan.  | 2019            | Financial, Workload        | Enhanced enrollment in each program area  | Director, Program Coordinators.    |
| <b>4.2b Develop new revenue streams through an increase in sponsored programs, fundraising efforts, and other endeavors.</b> | Cultivate financial resources to support the School    | Seek greater representation as a unit with dedicated foundation representation.   | 2019            | Financial, Workload        | Tangible foundation representation        | Director                           |
|  |  | Increase the amount of scholarships within the School   | Ongoing         | Workload                   | Number and amount of scholarships awarded | Director, Program Coordinators     |
|  |  | Increase discretionary fund support for each program area.  | Ongoing         | Workload                   | Amount of discretionary support           | Director, Program Coordinators     |
|  |  | Increase program fees in LA, ID, GD and SA to better reflect the rigor and resources necessary for Design and Art curriculum. | 2019            | Workload                   | Appropriate discipline fees               | Director, Program Coordinators     |
|  |  | Work with CAHSS and Foundation to establish endowed professorships and endowed support for program areas.                     | Ongoing         | Workload                   | Endowments                                | Director, Program Coordinators     |
|  |  | Increase salary buyouts through increased grantsmanship and research workload allocations.                                    | Ongoing         | Workload                   | Grantsmanship                             | Director, Program Coordinators     |



**School of Design Strategic Goal 4.3**  
**Allocate the School's resources to achieve strategic priorities.**

| <b>College/Department/Unit Strategies</b>   | <b>Relationship to University Goals and Strategies</b>     | <b>Tactics</b>  | <b>Timeline</b> | <b>Resource Allocation</b> | <b>Key Performance Indicators</b>                | <b>Leader / Accountable Person</b> |
|---|--|---|-----------------|----------------------------|--|------------------------------------|
| <b>4.3a Create a culture that encourages and supports collaboration, creativity, and bold ideas.</b>  | Encourage collaboration and creativity within the college. | Co-location as primary strategic priority.  | ASAP            | Financial                  | Co-location in the Barn                          | Director                           |
|   |  | Build upon the depth and breadth uniquely found in the School of Design, establish unit leadership in creativity. | Ongoing         | Workload                   | Recognition of assets that lie within the School | Director, Program Coordinators     |
|   |  | Prioritize and incentivize interdisciplinary and cross-disciplinary teaching and research agendas.                | Ongoing         | Financial, Workload        | Innovation                                       | Director, Program Coordinators     |
| <b>4.3b Implement data-informed systems that incorporate efficiencies and continuous improvement.</b> | Support data-informed decision-making                      | Engage in Assessment Academy training and revise internal assessment plans in each program area.                  | 2018            | Workload                   | Approved assessment plan for each program area.  | Director, Program Coordinators     |
|   |  | Engage Advisory Boards as an external assessment measure.   | Ongoing         | Workload                   | Integrated assessment measure                    | Director, Program Coordinators     |