

An aerial photograph of a building featuring a prominent octagonal copper roof with a central circular vent. The roof is surrounded by a flat, light-colored roof area. The building is situated on a hillside with some vegetation visible at the bottom.

**NC STATE** College of Design

NC STATE COLLEGE OF DESIGN

# Strategic Plan

2022-2027



## **MISSION.**

The College of Design educates students to become innovators and thought leaders while creating a community for designers, researchers, scholars and practitioners.





## **VISION.**

To pursue excellence in design education, scholarship and engagement to empower a more just, healthy, resilient, flourishing and sustainable future.

# THE WORLD NEEDS GOOD DESIGN.

Good design matters. It touches everything around us from the tech in our pockets to the parks in our cities. It drives innovation. It has the power to make life better for everyone. It is the foundation of our future.

At NC State's College of Design, we bring the value of transformative design to the world.

We prepare students for rewarding careers that make a positive impact — environmentally, socially and economically – and create a design community diverse in culture, race, gender, and personal interests. The creative energy of the college truly comes to life through our differences, and we are committed to showcasing a variety of design experiences.

We gather creative minds from around the world and task them with bettering our world both here in North Carolina and beyond. Those minds conduct practical, hands-on research and scholarship that increases knowledge, solves problems, drives prosperity and benefits our communities.

There is value in the work we do. As we look towards the next 5 years, we strive to continue to make a real impact on people's lives.



**WE DESIGN**

for human well-being.

**WE DESIGN**

meaningful and successful careers.

**WE DESIGN**

resilient environmental systems.

**WE DESIGN**

with technological innovation.

**WE DESIGN**

for beauty.





## PRINCIPLES

We...

- Design ethically by being inclusive, pluralistic, equitable, transparent, accountable and respectful of diverse opinions and ideas,
- Innovate as educators and designers through making and scholarship,
- Collaborate as scholars, leaders, researchers and practitioners,
- Advance resilience and health through environmental, historical, and cultural stewardship,
- Commit ourselves to the rigor and passion of professional practice and the power of design thinking, and
- Pursue meaningful and enjoyable work.



## GOALS

The College of Design implements NC State's strategic goals from the Wolfpack 2030 strategic plan as follows:

1. Empower students for a lifetime of success and impact.
2. Ensure preeminence in research, scholarship, innovation and collaboration.
3. Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st-century land-grant university.
4. Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.
5. Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.
6. Lead in developing innovative partnerships, entrepreneurial thinking and applied problem-solving.
7. Elevate the national and global reputation and visibility of NC State.



## GOAL 1

# **Empower students for a lifetime of success and impact.**

### PRIMARY OBJECTIVES

#### **Educate students to be successful designers:**

##### *Measures:*

- Number of student design awards
- Keep curriculum and learning outcomes current
- Maintain the breadth of design education through common curricula and experiences
- Maintain accreditation
- Provide opportunities to develop students' professional skills, ethics, leadership, and citizenship

#### **Support students in job placement to begin their career:**

##### *Measures:*

- Expand participation and disciplinary representation at the job fair
- Hold workshops and portfolio reviews
- Monitor future plan survey responses

#### **Provide an education that prepares students for a complex world:**

##### *Measures:*

- Expose students to their profession through guest lectures and critics
- Enable access to a broad range of electives
- Promote coursework that increases critical thinking skills
- Number of students engaged in enrichment activities





## GOAL 1

# Empower students for a lifetime of success and impact.

### PRIMARY OBJECTIVES

#### Engage students in the national and international design dialogue:

##### *Measures:*

- Number of students engaging and exceling in the dialogue such as study abroad, conferences, competitions, publications, societies, or internships
- Number and diversity of international students brought to NC State
- Note courses addressing international issues

#### Support lifelong learning opportunities:

##### *Measures:*

- Establish certificate programs
- Number of opportunities / CEUs that are offered
- Number of offerings in certificate programs for non-degree seeking student

#### Create awareness for students to maintain their connection with the college:

##### *Measures:*

- Establish a network of recent alumni

#### Support the life cycle of alumni:

##### *Measures:*

- Conduct regional alumni events
- Identify needs of graduates in advanced careers
- Number of applications and graduates from the DDes program
- Track job placement, service, career paths, and compensation of graduates at 5- and 10-years post-graduation



## SUCCESS SPOTLIGHT:

# **A new way to measure: bringing drone technology to landscape architecture**

With the help of NC State's Institute for Transportation, Research and Education (ITRE), Emily McCoy, associate professor of practice in landscape architecture and environmental planning, has been flying drones across campus for the past five years. But she's capturing more than the beauty of the landscape.

McCoy and the students in her landscape performance class have been using tools such as drones with thermal cameras to evaluate how different landscapes across campus perform from a sustainability standpoint.

The drone-based research project will help identify the ways in which different landscapes and designs can mitigate the negative impacts of urban heat islands across campus. "Built infrastructure in urban areas, such as buildings and sidewalks, often gets pockets of heat that, in Raleigh, can sometimes be 20 degrees hotter than a more rural area outside of the city boundary," said McCoy. "These pockets of urban heat can exacerbate the issue of energy use so that buildings have to work harder and use more energy to cool, and are also linked to health concerns such as asthma."

The project also complements the course material with a visual element to help students make the connection between design building and actual performance.

<https://design.ncsu.edu/blog/2022/05/04/drone-technology/>





## GOAL 2

# Ensure preeminence in research, scholarship, innovation and collaboration.

### PRIMARY OBJECTIVES

#### Broaden the impact of research, innovation and scholarship:

##### *Measures:*

- Disseminate findings to non-design related publications and conferences
- Increase the work that has impact and is world changing
- Encourage global / international collaboration

#### Promote funded research:

##### *Measures:*

- Assess the structure and organization of faculty SFR
- Monitor facilities and administration return

#### Recognize collaborative scholarship:

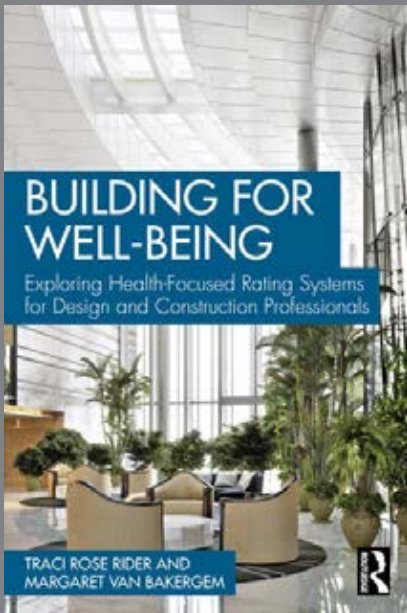
##### *Measures:*

- Seek larger multi-PI grants
- Encourage multi-disciplinary projects with multiple PIs

#### Increase scholarly production:

##### *Measures:*

- Recruit PhD students who can assist with teaching and actively support scholarship
- Recruit active researchers and scholars to the faculty



## SUCCESS SPOTLIGHT: **Dr. Traci Rose Rider releases new book**

Traci Rose Rider, PhD, is a LEED®- and WELL®-accredited architect and an Assistant Professor of Architecture at North Carolina State University's College of Design. Her research focuses on the use of the built environment as a health intervention, particularly in under-resourced communities.

She has been featured in Dwell magazine and Vanity Fair's 2006 Green Issue and was granted the prestigious individual US Green Building Council Leadership Award in Education. Building for Well-Being is the first introduction to health-focused building standards for design and construction professionals.

More than a summary of the state of the field, this practical resource guides designers, builders, developers, and owners through considerations for incorporating WELL®, Fitwel®, and other systems from the planning phase to ground-breaking and beyond. Side-by-side comparisons of established and emerging health-focused standards empower building professionals to select the most appropriate certifications for their projects.

Drawing on the authors' backgrounds in sustainable design and public health, chapters on the evolution of the green building movement and the relationship between health and the built environment provide vital context for understanding health-focused standards and certifications. The final chapter looks toward the future of health and the built environment.

<https://design.ncsu.edu/blog/2021/12/16/traci-rose-rider-building-for-well-being/>





## GOAL 3

# **Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st century land-grant university.**

### PRIMARY OBJECTIVES

#### **Frame a statewide design engagement network:**

Create engagement activities directly with high schools, institutions and organizations

#### *Measures:*

- Increase enrollment from underserved, underresourced counties and underrepresented minorities in North Carolina
- Document engagement activities of the faculty in the collaboratory and the Design Lab
- Design projects to support the phases of designing, assessing, and disseminating
- Provide training on the phases of an engagement framework

#### **Engage multiple communities:**

Use design to support community goals to advance equity and inclusion through ethical decision making

#### *Measures:*

- Number of communities, people served
- Number of recognitions of community engagement
- Number of educational opportunities



## GOAL 3

**Expand and advance our engagement with and service to North Carolina and beyond, defining the standard for a 21st century land-grant university.**

### PRIMARY OBJECTIVES

#### **Engage various industries:**

Serve the needs of a wide variety of industry partners through research and collaboration

#### *Measures:*

- Number of industry partners engaged by sectors, such as high-tech, clean manufacturing
- Number of educational opportunities provided for industry and collaboratory partners
- Inform Leaders Council recruitment with industries served





## SUCCESS SPOTLIGHT:

# **New state partnership to support local planning for community resilience**

The N.C. Office of Recovery and Resiliency (NCORR) has committed funding to the NC State Coastal Dynamics Design Lab (CDDL) for the development of five North Carolina community floodprint reports over 2022 - 2025.

A valuable tool for building future community resilience, a floodprint is a landscape planning approach developed by CDDL to address land and water relationships. The floodprint development process incorporates issues such as flooding, recovery and equity into the planning process.

“Community floodprints are co-created with local input through public meetings and discussions, so the recommended strategies fit the needs of the people who live there,” said Andy Fox, co-director of CDDL. “The new collaboration with NCORR is critical to scaling up our work to better serve people and places across eastern North Carolina.

The partnership builds on past successes working with NCORR staff and represents a significant opportunity to provide communities with the technical assistance required to expedite ongoing recovery efforts and attract the resources needed for long-term resiliency and full community health,” Fox added.

<https://design.ncsu.edu/blog/2022/04/19/local-planning-community-resilience/>



## GOAL 4

# **Champion a culture of equity, diversity, inclusion, belonging and well-being in all we do.**

### PRIMARY OBJECTIVES

#### **Promote individual wellbeing:**

##### *Measures:*

- Support for faculty and staff development
- Adjust workloads of faculty and staff
- Provide resources to support health and well-being of the college faculty, staff and students
- Advocate for compensation commensurate with peer institutions

#### **Promote community representation, inclusion and belonging:**

##### *Measures:*

- Increase student recruitment, enrollment and success for representation and retention
- Create opportunities for belongingness
- Integrate awareness of DEI into design education
- Conduct curriculum reviews for social justice
- Expand the diversity of role models (i.e. faculty, staff, speakers, mentors) in the college





## College of Design DEI Mission Statement

The College of Design community, with the goal of securing a place of diversity, equity, and inclusion, cooperatively created this living document holding ourselves accountable to apply its principles to our practices and procedures such that all of our community members are:

**To be Seen. To be Valued. To be Heard. To be Safe.**

- We affirm the right of each person to express themselves, their thoughts, and their opinions freely. We encourage open expression within a climate of civility, sensitivity and mutual respect.
- We strive to create a culture of belonging and inclusivity, where all individuals feel comfortable sharing their authentic self.
- We commit to being allies to people of all skin tones, gender identities, sexual identities, sexual orientations, religious affiliations, ethnic groups, culture(s), place of origin, nationality, ableness and the unique differences that make us individuals.
- We are intentional in our thoughts and actions towards a more equitable learning and working environment. We strive to increase community knowledge of best practices for an inclusive campus.
- We will create opportunities and spaces to help foster success by gathering and sharing resources that are required to support individual goals.
- We will increase underrepresented/underserved populations' access to and participation in design throughout their K-12 (prospective students), college (design students) and professional careers.
- We are committed to creating a community that includes college alumni, students, faculty, staff and supporters who engage with the college creating a place where all are welcomed to succeed.



## Ancestral Lands Statement

We recognize the many indigenous peoples who have inhabited this land for thousands of years. The portion of the Piedmont now known as Wake County was an area between the territories of several large native communities, each with unique cultures—the Tuscarora, the Catawba and the Siouan. NC State’s campus is located on land that the Enos, Occaneechis, Shakoris and Sissipahaws once called home. Today, North Carolina’s native population, the descendants of the original inhabitants of this land, include eight sovereign American Indian tribes: the Coharie, the Eastern Band of Cherokee Indians, the Haliwa Saponi, the Lumbee, the Meherrin, the Occaneechi Band of the Saponi Nation, the Sappony and the Waccamaw Siouan. These nations work to preserve their culture; we are grateful for their many contributions to our community and honor their efforts to shape their own self-determined futures.





## SUCCESS SPOTLIGHT:

# From A-to-Z: Lesley-Ann Noel and Decolonizing Design

Throughout her career teaching design at home and abroad, there was one thing that stuck out to Dr. Lesley-Ann Noel – most of the concepts taught in classrooms across the world stemmed from a European perspective.

Noel began working on a deck of cards titled the Designer's Critical Alphabet, aiming to bring new perspectives into the classroom. For example, if one were to draw the "A" card they could learn about the concept of ableism – the discrimination and social prejudice against those with disabilities.

The cardholder would then answer follow-up questions about how their design process challenges the issue of ableism and how they can be more inclusive towards those with disabilities.

Since October of 2020, almost 2,000 designers around the world have used the card deck and Noel has been working on expanding the Critical Alphabet with the help of her colleagues. The cards have even become more accessible through free online versions available in the App Store and the Google Play Store.

<https://design.ncsu.edu/blog/2022/01/07/from-a-to-z-lesley-ann-noel-and-decolonizing-design/>





## GOAL 5

# Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.

## PRIMARY OBJECTIVES

### Clarify college and department criteria, policies and procedures:

#### *Measures:*

- Survey how efforts are helping users navigate day-to-day operations

### Engage in financial and human resources best practices:

#### *Measures:*

- Adhere to college deadlines to meet university requirements
- Communicate and document required HR training
- Acquire financial software to manage financial data
- Create a director-level position to assist all HR related issues and maintain data to inform the college's hiring plan

### Seek philanthropic resources to support the college's changing aspirations and needs:

#### *Measures:*

- Meet the annual university goals for the college
- Develop strategic relationships to connect with the college
- Maintain a robust pool of prospects
- Communicate Development and External Relations (DER) operational focus to the college
- Continue refinement of Leaders Council structure



## GOAL 5

# **Improve university effectiveness through transformative technologies, cutting-edge processes and actionable data.**

### PRIMARY OBJECTIVES

**Align organizational structures to support the college's changing aspirations and needs:**

#### *Measures:*

- Identify structures and databases of relevant data for collection and analysis
- Identify ways to simplify the collection and/or entry of data
- Identify, document, and unify the technology and capabilities in the college and university to increase awareness, access and utilization of resources



## SUCCESS SPOTLIGHT:

# Finally, a Home: Industrial Design Program to Get Dedicated Space

Over the past 40 years, the Industrial Design program at NC State has grown into one of the highest-ranked ID programs in the U.S. Its graduates go on to be designers at companies like IBM, Adidas, and Under Armour. Its faculty partner on grants from the NIH to tackle human centered design for maternal and fetal medicine. Finally in 2020, the program moved to a dedicated space at 111 Lampe Drive where they can work collaboratively and creatively.

“Moving the Industrial Design program to Lampe Drive will transform the way our students work and learn in the studio spaces,” added Sharon Joines, associate dean of academic strategy and professor of industrial design. “The university recommends an average square footage of 100 feet per student for studio spaces. With the current space in Brooks Hall, our students only have about 57 square feet per student. This move will raise the average square footage per student, which is more conducive to a learning and making environment.”

<https://design.ncsu.edu/blog/2020/10/02/industrial-design-program-to-get-dedicated-space/>





## GOAL 6

# Lead in developing innovative partnerships, entrepreneurial thinking and applied problem solving.

### PRIMARY OBJECTIVES

**Collaborate with and engage other colleges, universities and external constituents with design and research:**

#### *Measures:*

- Number of partnerships
- Evaluate partnerships for leadership opportunities
- Publish findings of the collaborative work
- Increase number of design curricular offerings to non-designers

**Align facilities and technology with contemporary work processes supporting research and growth:**

#### *Measures:*

- Benchmark COD facilities against other college, design programs and universities
- Identify opportunities for improvement / upgrade
- Obtain support needed for new processes, equipment and technologies
- Update existing equipment and technology



## SUCCESS SPOTLIGHT:

# When Graphic Design Meets Big Tech

Red Hat, a homegrown tech company known for its work in edge computing and open-source software, sponsored a studio and sent its own team of user experience (UX) designers to brainstorm and collaborate with students. They wanted to see how graphic design students can add fresh perspectives to the challenges and solutions AVs present.

Throughout the studio led by Professor of Graphic Design Helen Armstrong, students imagined a future where the public did not have personal vehicles. Then, they ideated on how AVs can fit into a variety of human factors such as family needs, career specializations and security concerns.

“The projects taught in this studio are meant to challenge these students and to be extremely future-facing,” says Armstrong. “There are endless applications for software in an autonomous vehicle. That kind of access to experience and very discipline-specific knowledge would not be as attainable without an industry partner like Red Hat.”

Together, students and industry experts collaborated on creating tailor-made experiences for parents, service workers and first responders and presented a video summarizing the impact of their AV user experiences. Red Hat designers were surprised to see such high production value coming from a graphic design program and found the experience refreshing.

<https://design.ncsu.edu/blog/2022/05/20/when-graphic-design-meets-big-tech-red-hat-sponsored-studio-tackles-autonomous-vehicles/>



## GOAL 7

# Elevate the national and global reputation and visibility of NC State.

## PRIMARY OBJECTIVES

### *Measures:*

- Provide the data to support the university Quacquarelli Symonds (QS) metrics

### **Elevate the national and international impact of conferences, workshops and symposia:**

### *Measures:*

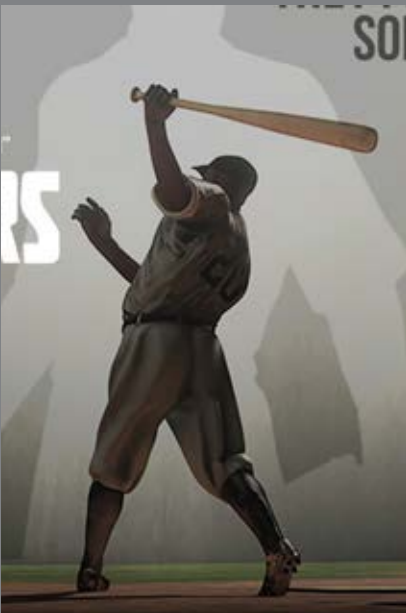
- Participate in existing conferences, workshops and symposia
- Bring impactful individuals to college sponsored events
- Adjust staffing and resources to support larger, more impactful events
- Promote and market events to actively elevate awareness
- Provide resources for the international dissemination of scholarship

### **Disseminate college scholarly and engagement works to multiple audiences through multiple channels:**

### *Measures:*

- Document and communicate the process to achieve dissemination through multiple outlets
- Expand coverage into other platforms and channels (i.e., PBS, contemporary outlets, competitions and festivals)





## SUCCESS SPOTLIGHT:

# **Art + Design's Derek Ham Featured at Cannes**

Department Head of Art + Design Derek Ham showed his VR title, Barnstormers: Determined to Win in one of the world's most well-known and prestigious film festivals – the 2022 Marché du Film – Festival de Cannes.

Barnstormers: Determined to Win is an interactive VR experience set to the backdrop of Negro League Baseball, where users can experience a time when men were prevented from playing in the Major Leagues because of the color of their skin. The game allows players to step into the shoes of iconic players like Josh Gibson and Satchel Paige through the immersive experience.

Through a partnership with the Negro League Baseball Museum, funding from the Epic Games Mega Grant and partnership with Reallusion (the creators of iClone and Character Creator) Ham is bringing Negro League Baseball to life as they celebrate their 100th year anniversary.

<https://design.ncsu.edu/blog/2022/05/12/art-designs-derek-ham-to-be-featured-at-cannes/>

# NC STATE College of Design

## DISCIPLINES AND PROGRAMS OFFERED AT NC STATE COLLEGE OF DESIGN:

Architecture | Art + Design | Graphic Design | Industrial Design | Landscape Architecture  
Doctor of Design | PhD in Design

## ENROLLMENT NUMBERS:

Total enrollment: 931 | Undergraduate: 628 | Graduate: 303  
Faculty-Student Ratio: 1:10

## OFFICES CONTACT INFORMATION:

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