

An aerial photograph of the NC State campus, featuring various brick and modern buildings, green spaces, and a road with a roundabout. A collage of semi-transparent images is overlaid on the right side of the image, including a red textured square, a grey square, and several faded versions of the main aerial scene.

**NC STATE** College of Design

College of Design  
**STRATEGIC PLAN**  
2017–2022



# MISSION

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The College of Design  
transforms the world  
through design education  
and scholarship.







# VISION

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We will be the leading  
public, multidisciplinary  
design college.

# DESIGN MATTERS

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We spur creativity, balance data with intuition, embrace ambiguity, and generate prototypes that shape the world. We teach students through coursework, community engagement, scholarship, and our example as designers. We integrate practical, ethical, and aesthetic thought to inform business, design, and technological solutions. We prepare students for a highly competitive and rapidly evolving workplace. In all our activities, we develop the designer's perception, knowledge, skills and problem-solving abilities to prepare students for successful careers—and 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.

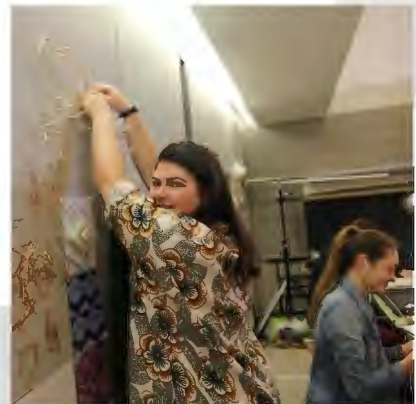


# PRINCIPLES

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## We Believe in...

- Radical collaboration with non-design disciplines and society
- Serving the people and state of NC
- Strengthening one another and influencing the world
- Achieving continuous excellence through design, scholarship, and teaching
- Taking on grand challenges
- Inspiring others
- Excellence of thought, process, and product
- Nurturing a creative, life-long learning community
- Collaboration, critical thinking, practice, and the right of inquiry
- Environmental, historical, and cultural stewardship
- Engaging our constituents
- The cultural value of making
- Design for Life







**MARK ELISON HOVERSTEN, PhD**  
**DEAN, COLLEGE OF DESIGN**

## **Focus on Students**

At the College of Design, we maintain a critical eye on student needs and their creative potential. This means we pay attention to their lives in the classroom and beyond. It requires that we balance design acumen with career preparedness. It also ensures that we will continue to foster a relationship with them after they graduate.

## **Solve the World's Confounding Challenges**

We believe designers bring unique skills to help solve the physical, social, and economic challenges facing our world. We think big because the challenges—and rewards—are big.

## **Infuse Design Thinking**

Design is, above all else, a problem-solving approach in which we balance evidence and intuition, navigate ambiguity, deeply understand users, connect the dots, work at all scales, rapidly experiment, accept failure as an integral part of the process, and test prototypes. As designers, we recognize any project as a problem waiting for creative solutions. That's why the College of Design sees design as a way of life.



# VALUES

A photograph of three young women in a workshop or classroom setting. They are gathered around a table, looking at a notebook and discussing it. The woman on the left has blonde hair and glasses, the woman in the middle has dark hair and is smiling, and the woman on the right has dark hair and glasses. They are all holding notebooks or papers. In the background, there are various wooden sticks and structures hanging on the wall, suggesting a creative or design environment.

## We Are...

- Mission driven
- Student focused and human centered
- Ethical: Inclusive, pluralistic, equitable, transparent, accountable, and respectful of diverse opinions and ideas
- Innovative makers and designers
- Scholars, leaders, and collaborators
- Inspired by evidence, aesthetics, function, and context
- Committed to the rigor of professional practice and the power of design thinking
- Environmental stewards
- Ambitious, energetic, creative, optimistic, productive, and reflective



# GOALS

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1. Foster Student Success . . . . . [10](#)
2. Foster Faculty and Staff Success. . . . . [15](#)
3. Enhance Scholarship. . . . . [18](#)
4. Support Organizational Excellence. . . . . [21](#)
5. Pursue Local & Global Engagement . . . . . [25](#)



GOALS

1

Foster  
Student  
Success





## **GOAL 1:** Foster Student Success

### **Primary Objectives**

#### **Increase scholarships:**

##### *Measures:*

- Funding and number of scholarships awarded

##### Graduate fellowships

- One endowed fellowship in each graduate program (5 total)
- Five additional endowed undergraduate scholarships

##### Review curriculum for career readiness according to needs of contemporary workplace

##### *Measures:*

- Communicate with alumni and corporate partners about current needs within the disciplines
- Identify opportunities for curricular growth areas

#### **Study job placement rate:**

##### *Measures:*

- Implement job placement tracking survey system and employment data
- Update recent graduating student professional information and contact data

#### **Increase student diversity:**

##### Actively recruit diverse candidates for graduate programs

##### *Measures:*

- Increase number of students from underrepresented groups
- Evaluate students enrollment data

##### Actively recruit from under-represented high schools in order to expose minority students to design

##### *Measures:*

- Increase number of students from underrepresented groups
- Evaluate student enrollment data and cross-reference to 'Reach-Out' program impact





As part of the Coastal Dynamics Design Lab's continued efforts, College of Design students engage with residents who live in environmentally and socially sensitive communities in North Carolina's coastal regions.





## GOAL 1: Foster Student Success

### Primary Objectives

#### Increase diverse role models within the College:

##### *Measures:*

- Evaluate number of faculty members and speakers from diverse backgrounds
- Increase role models available for multicultural students

#### Encourage participation in the Multicultural Design Student Association

##### *Measures:*

- Student participation and evaluation of student feedback

#### Engage students in the rich mix of disciplines in College of Design and NC State University

##### *Measures:*

- Introduction of all disciplines in the First Year Experience curriculum
- 100% student participation in an interdisciplinary studio project and common review day

#### Heighten student success:

##### Foster national student recognition

##### *Measures:*

- National and international design awards, articles, and exhibitions
- Student leadership in national organizations; Truman, Goldwater, and other scholarships

#### Optimize enrollment targets:

##### Increase graduate enrollment

##### *Measures:*

- Meet or exceed enrollment targets

##### Revise five-year enrollment targets

##### *Measures:*

- Balance of students and resources available





Eleven students from the advanced Airport Design studio (ARC 503) led by Professor of Architecture Wayne Place, PhD, have been invited by the European Cultural Center at the Global Art Affairs Foundation to participate in the 2018 Venice Architecture Biennale. The Biennale International Architecture Exhibition, "Time Space Existence," at Palazzo Bembo, Palazzo Mora and Giardini Marinaressa is where NC State Design will preview from May through November 2018.




GOALS



# 2 Foster Faculty & Staff Success



A man with glasses and a dark shirt is pointing at a wall covered with numerous small images of various sneakers. The sneakers are arranged in a grid-like fashion, showing different colors and styles. The man is looking at the wall with interest.

## GOAL 2: Faculty & Staff Success

# Primary Objectives

### Expand faculty and staff development:

Support research, grants, and interdisciplinary collaboration

#### *Measures:*

- Proposals submitted and course release time made available to support research
- Development of collaborative spaces to support interdisciplinary opportunities

Develop and implement leadership training

#### *Measures:*

- Number of faculty and staff completing training

Increase funding for conferences, exhibitions, national or international speaking engagements

#### *Measures:*

- Funding per faculty/staff member
- Allow funding for membership in professional associations within the disciplines

### Expand faculty recognition:

Increase scholarly dissemination in national or international peer-review venues

#### *Measures:*

- Number of articles, exhibitions, awards, and symposia
- Increase visibility of accomplishments through website and social media

Increase national and international reputation of the College

#### *Measures:*

- Elevated national ranking per program
- Enrollment, number of admissions applications

Local, national or international recognition of teaching excellence

#### *Measures:*

- Increase awards, fellowships, teaching and speaking engagements

Create endowed professorships

#### *Measures*

- Number of endowed professorships (Target=3)





Distinguished Professor of Architecture Patrick Rand, FAIA, DPACSA, has become one of the first NC State recipients of a Fulbright Distinguished Chair Award. Rand will teach and research at Aalto University in Helsinki, Finland from January to May 2019.




GOALS



3 Enhance  
Scholarship





## GOAL 3: Enhance Scholarship

### Primary Objectives

#### Debate and engage in

##### Design-centric discussions:

- **DESIGN** for human well-being
- **DESIGN** resilient environmental systems
- **DESIGN** with technological innovation
- **DESIGN** for beauty

##### *Measures:*

Within the College and with external collaborators:

- Scholarly work products
- Research awards
- Forums, colloquia, symposia
- Number of external, non-design collaborations

#### Define and increase scholarly products:

Clarify types and importance of scholarly products

##### *Measures:*

- Revised and approved RPT criteria

#### Communicate grant opportunities

##### *Measures:*


- Workshops, notices, and researcher presentations
- Administer and evaluate faculty surveys

#### Increase proposals, awards, and expenditures

##### *Measures:*

- Number and value of proposals
- Number and value of awards
- Annual value of expenditures





## GOAL 3: Enhance Scholarship

### Primary Objectives

#### Heighten the impact of sponsored events:

Host conferences and symposia that bring national and international recognition to the College, expose students to the vanguard of design, elevate scholarship, and engage advisory boards

##### *Measures:*

- Impact of national and international participation in conferences, symposia, and workshops
- Publications resulting from conferences, symposia, and workshops
- Participant surveys
- Enhance staff engagement in planning and delivery

#### Leverage visiting scholar activities effectively:

##### *Measures:*

- Number of presentations and number of publications generated

#### Increase dissemination of College scholarly works:

##### *Measures:*

- Number of articles (including impact factor), exhibitions, awards, etc.

#### Increase funded Research and Facilities & Administration return:

##### Research

- \$1.5 million expenditures per year

##### Facilities & Administration rate

- 18% per year



GOALS

4

Support  
Organizational  
Excellence







## **GOAL 4:** Organizational Excellence

### **Primary Objectives**

#### **Review, clarify, and implement College general and department criteria, policies and procedures:**

Review workplace procedures

##### ***Measures:***

- Update faculty and staff workload policy, Statement of Mutual Expectations (SME); Reappointment, Promotion and Tenure (RPT); post-tenure review, teaching evaluations; annual faculty and staff performance reviews; and position descriptions

#### **Review faculty governance**

##### ***Measures:***

- Update College Bylaws, standing College committees, and Strategic Plan

#### **Align the organizational structure to support the changing aspirations and needs of the College:**

Develop and implement a comprehensive fundraising campaign plan

##### ***Measures:***

- Complete a comprehensive campaign plan
- Campaign goals exceeded

#### **Update advisory board structure:**

##### ***Measures:***

- Evaluate board structure and function
- Develop advisory support to achieve goals of the Strategic Plan and the fundraising campaign
- Membership satisfied with roles and impact





Since 1980 K-12 Design Lab has been introducing students to design; more than 5,700 students have attended Design Camp.





## GOAL 4: Organizational Excellence

### Primary Objectives

#### Update and expand the mission of the K-12 Design Lab:

##### *Measures:*

- K-12 Design Lab more fully integrated into the life of the College
- Utilize the K-12 Design Lab to support enrollment of diverse students within the College
- Implement placement tracking survey system to compare enrollment of K-12 Design Lab students to College application/enrollment

#### Reposition College publications and website to promote national and international recognition of the College:

##### *Measures:*

- Messaging updated
- Website up-to-date with consistent messaging
- Publications reviewed for effectiveness
- Increase in College of Design's national and international awareness as measured by admissions, career placement, faculty recruiting, publications, recognition and awards

#### Address facilities to support health and well-being of the College faculty, staff and students:

##### *Measures:*

- Facilities benchmarked against current building codes and contemporary best practices

#### Align facilities with contemporary, interdisciplinary work processes supporting research, educational mission, growth and recruitment:

##### *Measures:*

- Facilities benchmarked against peer institutions





GOALS

5 Pursue  
Local & Global  
Engagement





## **GOAL 5:** **Local & Global Engagement**

### **Primary Objectives**

#### **Integrate global awareness as a critical component of design education:**

- Expand partnerships with other colleges and universities
- Focus on engaging diversity of critical thinking with international students
- Programming to support international success

##### ***Measures:***

- Number of inter- and intra-University grants, workshops, symposia, publications, and other scholarly products
- Inter- and intra-University student projects, field trips, and conferences
- Administer and evaluate participant surveys

#### **Provide premier enrichment opportunities for all students**

##### ***Measures:***

- 100% student participation in travel and enrichment opportunities including study abroad, internships and conferences
- Administer and evaluate student surveys

#### **Promote the success of the Prague Institute as it becomes the European Center for NC State University**

##### ***Measures:***

- Feedback from the Office of International Programs
- Administer and evaluate student and alumni surveys

#### **Develop new global opportunities that expand educational options**

##### ***Measures:***

- Program on each continent with desired partners

#### **Engage the University in design thinking process:**

##### ***Measures:***

- Relationships with global leaders in design thinking
- University-wide design thinking program and courses
- Administer and evaluate faculty and student surveys





Duda Traveling Fellows, Brian Gaudio [B.Arch '14] and Abe Drechsler [B.Arch '14] ventured to South America to study how cities respond to the growth of informal settlements and how design can affect change. Through their research and travels, the two developed, “Within Formal Cities,” a documentary and resource for information on public interest design, density, urbanization and informal settlements.

*Image: The inequality of São Paulo is depicted in this view of the Paraisópolis favela.*





## GOAL 5: Local & Global Engagement

### Primary Objectives

Serve the needs of a wide variety of community partners through ethical decision making

*Measures:*

- Partner focus group feedback
- Student surveys
- National recognition
- Qualitative and quantitative changes

Ensure that all students have a depth of cross-cultural experiences which prepares them to function proactively in an increasingly diverse society

*Measures:*

- Student surveys and degree audits

Become a leader in faculty scholarship and engagement activities addressing social concerns and environmental justice

*Measures:*

- Peer-reviewed dissemination



# THINK AND DO THE EXTRAORDINARY

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## 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: 793 | Undergraduate: 532 | Graduate: 228

**Faculty-Student Ratio:** 1:11

## Offices Contact Information:

Undergraduate Student Services | P: (919) 515-8306

Graduate Student Services | P: (919) 515-8317

Office of the Dean | P: (919) 515-8302

[Design Lab for K-12 Education](#) | [designlab\\_k12@ncsu.edu](mailto:designlab_k12@ncsu.edu) | P: (919) 513-2164

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