

Cascaded Plan – Waypoint 1

July 1, 2016 – June 30, 2019

Unit Name (e.g. College, VP Area etc.): College of Art and Architecture

Long term focus which supports the University of Idaho Strategic Plan:

(narrative including which university goal(s) will be central to the unit's activities over the next nine years and a brief description of anticipated tactics deployed to meet goal(s)).

The College of Art and Architecture (CAA) seeks a 38.5% increase in FTE students by 2025, bringing enrollment from 552 to 765 (**Goal 3 Objectives A and B**). The enrollment goal reflects an effort to return to maximum facility capacity in the Architecture, Art and Design, Interior Design, and Landscape Architecture programs with continued growth in the Virtual Technology and Design (VTD) program. The increase also reflects the projected growth of the Bioregional Planning and Community Design (BIOP) program, distance education efforts, growth in the Boise Architecture and Landscape Architecture graduate programs, and undergraduate 1st/2nd year Architecture and Pre-Design (Interior Design) sequence, along with new certificate offerings and masters programs to enhance student opportunities and address the professional development needs of practicing professionals.

By 2025, we seek to increase the number of undergraduate degrees awarded per year from 95 to 143 (50% increase), academic certificates from 0 to 10, and regain our graduate terminal degree standing of 50 (reflecting an anticipated decrease to 36 in 2017). To achieve these goals, CAA will increase online and hybrid course offerings in (VTD), BIOP, Art and Design, Interior Design, Landscape Architecture and Architecture to serve distance students; build our presence in Boise at the Urban Design Center (UDC) with higher graduate and undergraduate enrollment in existing programs; and also make the introductory Pre-Design Program (a two-year track for Architecture, Art and Design, Interior Design, and Landscape Architecture) in Boise more visible to streamline transfers. We will support the certificate program in BIOP and develop new certificate programs in Urban Design, Facility Planning, and High Performance Buildings and Landscapes (**Goal 3 Objectives B and C**). Additional masters programs to be developed in Waypoint 2 are: 1) MSArch in Real Estate Development, 2) MSArch in Digital Fabrication, and 3) MA in Arts Administration. We will develop an integrated PhD in Design (content tracks determined by faculty expertise and could include regional planning, sustainability, resilient design, design innovation and theory, design and culture, augmented and virtual worlds, and environment and behavior) beginning in Waypoint 3 (**Goal 1 Objective B**).

CAA will focus on high touch discipline-specific new student recruitment for all programs in order to reach our 2025 enrollment goal focusing on undergraduate recruitment during Waypoint 1, and an approximately 3% increase per year in new graduate student (MArch, MLA, MFA, MS Bioregional Planning and Community Design, MS Integrated Architecture and Design) enrollment in Waypoint 2 (**Goal 1 Objective B**). Additionally, CAA will increase efforts to retain undergraduates (from current 75.6% to 85%) and maintain our traditionally high graduate student retention rate (91% for 2015-2016), as well as grow the number of international and multicultural students (from 28% to 35%) with a specific focus on expanding current partnerships in China and developing MOU's with partners in Thailand and Jordan. Finally, in collaboration with the various offices of diversity and human rights on campus, we will develop relationships with the Latino community in Idaho and coordinate outreach efforts to the MOU Tribal Nations Communities. Our goal is to hire faculty and staff to mirror increases in multicultural students and help build a more inclusive and welcoming environment. Additionally, we will develop a support system with alumni and advisory board members for international students who will be completing their OPT and CPT experiences in the United States after graduation. (**Goal 4 Objective A**).

To increase visibility and recruitment statewide, we will seek partners to develop an interdisciplinary Center for the Arts and Culture that will begin with small regional exhibits at our campus centers (**Goal 2 Objective B**). An exhibit example would be a limited version of the interdisciplinary "Visualizing Science," project. We also seek to enhance recruitment opportunities at the regional and local level by supporting the educational component at the Prichard Gallery. CAA will also have increased visibility in Coeur d' Alene (CDA) through partnering with the CDA Center and Art Spirit Gallery to develop an education program that includes a Master of Arts Administration. Additionally, we will continue our commitment to service learning across the state by expanding collaborative efforts with current community partners (**Goal 2 Objectives B and C**).

Finally, CAA will work to improve employee morale by creating a safe, supportive and productive work environment. To achieve this goal, we will focus on enhancing collegiality by increasing opportunities for staff and faculty to interact, providing additional diversity training opportunities, developing a recognized diversity champion role in the college for a faculty or staff member along with a diversity responsive committee, and launching an incentive program based on small and mid-sized awards (**Goal 4 Objective B**).

Long-term institutional metrics (page 6 of university strategic plan):

Metric(s) that will be addressed and unit contribution towards those institutional metrics (indicate those utilized, leave others blank – do NOT add unique unit specific metrics)

University Performance Measure	Focus for Unit? (Y or N)	University Baseline	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
Terminal Degrees	Y	275	50	50	Initial predicted decrease in graduate students in 2017 with subsequent increases based on 3% - 5% annually. Waypoint 1 specific goals -27% in 2017, 3% in 2018 and 5% - 2019
Societal Impact (Go On measure)	Y	TBD based on results of HERI Faculty Survey			Our outreach efforts including interdisciplinary service learning projects with underrepresented and economically depressed communities.
Enrollment	Y	11,372	552	764	High touch undergraduate recruitment activities in Idaho and the contingent states, with specific focus on Washington and Oregon in Waypoint 1
Equity Metric	Y	75%	100%/88%	100%	
“Great Colleges” Survey	N	3 rd Group			

Waypoint 1 goal(s) and objective(s), institutional metric(s) (from page 6) and tactics (short narrative description):

Key tactics described here in narrative form, as a numbered list. Include a cross referencing to Strategic Plan Goals and Objectives where possible.

Focus on Enrollment

The focus for individual programs and CAA as a whole in Waypoint 1 is 11% growth in enrollment (**Goal 3 Objectives A and B**). Our enrollment goal will be accomplished through high-touch discipline-specific recruiting, an increased presence in Boise at the Urban Design Center for Architecture (graduate and 1st/2nd year sequence), BIOP and Landscape Architecture, along with the 2-year Pre-Design (Interior Design 1st/2nd year sequence will be offered in 2019), and an increase in transfer students from our existing and proposed community college pipelines. Our programs draw transfer students from two-year programs in Idaho, Washington, and Montana, as well as from related programs located in Alaska and Wyoming. Graduate enrollment growth during Waypoint 1 is important for CAA because of the number of graduate programs offered (MArch, MFA, MLA, MSIAD, MSBIOP) and the seamless pathways to the MArch, MLA, and MSIAD from majors within the college.

Focus on Student Success

We will enhance student success (advising and career development) support to increase retention rates and create a positive and welcoming environment (**Goal 3 Objectives A and B and Goal 4 Objectives B and C**). The addition of a Career Development Liaison and College Advisor was achieved in 2016 and we have and will continue to increase educational excellence opportunities for CAA students including: 1) Professional development and college success seminars/workshops, 2) Development of internships, a job board, increased presence at Career Fairs, and additional internship and shadowing opportunities from alumni and advisory board members, and 3) Welcome dinners/lunches for international and multicultural students, as well as for all our students (**Goal 4 Objectives B and C**).

Focus on Workplace Environment and Morale

To cultivate a valued and diverse community in Waypoint 1, CAA will implement processes enhancing communication with faculty, staff, students and alumni through continued development of newsletters and the distribution of meeting notes and minutes. We will continue to increase transparency in our budget process and work to embed it in all processes. We will enhance professional development opportunities for faculty and staff and encourage participation in diversity training activities. Additionally, we will cultivate a welcoming attitude and enhanced collegiality through increased opportunities for faculty and staff interaction including:

1) Welcome dinners for International students and visiting scholars; 2) College celebrations and casual get togethers; 3) Lecture series to share research interests and ideas; and 4) Increased incentives designed to reward faculty and staff in small ways, such as a coffee card or mug for helping complete a project, or larger ways such as funding additional travel for research/creative activities and/or professional development opportunities **(Goal 4 Objectives A, B and C)**.

Specific tactics include:

1. Develop discipline-specific recruitment strategies supported by a Marketing and Communication Plan for the College and individual programs including a strong web and social media presence, increased communications with constituents and a refreshed college identity that positions us to appeal to prospective student prospects and industry partners within the university brand. **(Goal 3 Objective A and B, Goal 4 Objective B)**
2. A program review of graduate student applications to determine our “application to enrollment rate” and the development of a plan to increase graduate student numbers along with appropriate increases of graduate tuition waivers and stipend support. **(Goal 3 Objective B and Goal 4 Objective B)**
3. Enhance recruitment efforts including: Design Days and workshops (general and discipline-specific); faculty/program head visits to state and regional high schools/conferences; development of a two-track Design Week allowing for discipline-specific enhancements; support of our college recruiter in attending regional and western states career fairs; all faculty members participation in one recruitment event/visit per year; and the continued development of our college advisor and ambassadors high-touch outreach to prospective and enrolled/registered students. **(Goal 3 Objective B and Goal 4 Objective B)**
4. Expand agreements with two-year undergraduate pipeline programs for professional degrees and four-year pipelines for graduate programs. **(Goal 3 Objective B and Goal 4 Objective C)**
5. Leverage college advisor and career development liaison support in the retention process. **(Goal 3 Objectives B and C)**
6. Increase Online/Hybrid course offerings/degrees in VTD, BIOP, Art and Design, Interior Design, Landscape Architecture, and Architecture to serve distance students. **(Goal 3 Objective B)**
7. Increase academic initiatives and CAA presence in Boise (Architecture, Landscape Architecture, BIOP) with higher graduate (30-50% depending on program) and undergraduate (15%) enrollment, new two-year certificates in Urban Design, Facility Planning, and High Performance Buildings and Landscapes, and increased advertising for the 2-year Pre-Design tract. **(Goal 3 Objective A and B)**

8. Increase UI and CAA visibility across the state through the development of an interdisciplinary Center for Arts and Culture community engagement space featuring content from CAA and partnering units highlighting UI cultural assets and creative activity through the annual programming of exhibits, public lectures and related outreach activities. The center would serve as a community engagement and UI brand awareness initiative that intentionally positions arts and design as a vital component of the university community/larger plan. **(Goal 4 Objective A and B)**
9. Increase presence in CDA supporting the Master's in Arts and Administration developed in partnership with the CDA Center and Art Spirit Gallery. **(Goal 3 Objective A and B)**
10. Continue to increase recruitment of multicultural students and mirroring that increase with staff hires. **(Goal 4 Objectives A and C)**
11. Explore PhD Program in Design during Waypoint 1 focusing on interdisciplinary strengths and existing PhD faculty initially. Review existing innovative Built Environment PhD programs for content, delivery methods student numbers and faculty/staff support structures. **(Goal 3 Objective A and B)**
12. Develop job or internship opportunities for graduating international students during their final year in the United States. Work with Career Services, alumni and advisory board members to identify firms interested in partnering in this goal and expand the project to include all graduates. **(Goal 4 Objective C)**
13. Provide activities for faculty and staff to socialize and get to know one another. Example activities are holiday parties, "soup day" at the office, etc. The goal is to provide casual opportunities for interaction. **(Goal 4 Objective C)**
14. Increase diversity training opportunities within College activities and provide incentives for participation in University diversity education opportunities. Incentives could include a "coffee card" etc. **(Goal 4 Objective B and C)**
15. Provide incentives such as extra travel funds. **(Goal 4 Objective B and C)**
16. Develop a lecture series for faculty, staff and students to share research, technology updates, etc. **(Goal 4 Objective B and C)**
17. Have a welcome dinner for international students. **(Goal 4 Objective A)**

Waypoint 1 Metric Targets for Unit:

Initiative Number	Selected Performance Measure (from Page 6 of university strategic plan)	Unit Baseline Value	July 2017	July 2018	July 2019	Comments
1-8, 10	Enrollment	552	569	586	615	Incremental increase (2017, 3%; 2018, 3%; 2019, 5%)
9 and 11	Terminal Degrees	50	36	37	39	Initial predicted decrease with subsequent Incremental increases (2017, -27%; 2018, 3%; 2019, 5%)