

CAED STRATEGIC PLAN 2017-22

WELCOME DEVELOP TOGETHER LOOKING FORWARD



Core Engagement Team

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Steering Committee

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Support Staff

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CAED Strategic Plan 2017-22

Goal 1:

WELCOME

Our Diversity Enhances our Creativity

Welcome into our Open, Inclusive Learning Community, where everyone knows they belong and are included and connected. Welcome is extended to new and returning students, staff, and faculty; your voice is respected and you are offered opportunities to establish meaningful personal and professional experiences within the CAED. Our diversity exists across race, ancestry, ethnicity, religion, color, national origin, citizenship status, age, gender identity and expression, sexual orientation, abilities and disabilities, sex, marital status, medical condition, veteran status, genetic information, and all protected classes recognized by Federal or State law. All enhance our creativity.

Strategic WELCOME Actions:

- **Increase the diversity of our community to reflect the diversity of California.**
Through improved outreach to prospective students, faculty and staff, and proactive engagement with organizations and communities dedicated to diversity, we will strive to increase the diversity of our college community and contribute to the diversity of future built environment professionals.
- **Establish a CAED Student Advisory Committee for Diversity and Inclusivity.**
We will broadly and openly solicit and form an advisory group of five to fifteen students representing a cross section of time on campus, majors, personal interests, and affiliations to increase awareness of campus climate issues in our college decision making, including having input on and providing leadership for activities that celebrate the breadth and diversity of our multi-faceted community.
- **Develop orientation programs that prepare and support new freshmen and new transfer students to engage with the CAED community.**
We will investigate the recommendations of the campus 'Re-Imagine the First Year of College' initiative, to inform the development of new student orientation programs, such as: common learning modules in first year required courses that can be shared across the majors.
- **Provide new and returning students, staff, and faculty with inclusion training and support opportunities in conjunction with university initiatives and resources to improve campus climate.**
In collaboration with the Office of Diversity and Inclusivity [ODI], and the Center for Teaching Learning and Technology [CTLT], we will provide inclusion training and intergroup dialogues within the college.
- **Continue to provide events and forums for sharing and listening, that promote inclusive interaction among all members of the CAED community and address issues of importance.**
We will continue to host events that promote inclusion We will also coordinate with the CAED Student Council, clubs, and departments to develop new activities that foster engagement with and understanding of the diverse perspectives within the CAED community.
- **Develop comprehensive, timely information via the CAED web site and social media to promote inclusivity through communication of opportunities, expectations, and support resources.**
We will coordinate the college's departments, instructional support units, programs, student clubs, and external partners to improve web and social media communications in ways that promote inclusivity.

Goal 2:

DEVELOP TOGETHER

Our Collaboration Leads to Personal and Professional Success

CAED interdisciplinary and co-curricular experiences, developed and supported by faculty and staff, are central to our legacy, our Learn-by-Doing mission, and our future. Develop Together means investing in student, faculty, and staff success through our shared learning community.

Strategic DEVELOP TOGETHER Actions for Learning:

We will engage faculty, students, staff, practitioners, and external partners across the college's departments, instructional support units, student clubs, and professions to develop and support interdisciplinary learning, research, creative practice and community service programs. We will:

- **Develop curricular content and co-curricular activities that promote inclusion.**
- **Propose a common first year academic core curriculum that promotes connections across majors and streamlines changes of major within the college.**
- **Encourage interdisciplinary, community-based projects that fulfill program requirements.**
- **Encourage interdisciplinary capstone/thesis options.**
- **Create inclusive opportunities to build bridges across disciplines [internal and external to CAED] to share, enhance, and expand faculty/student research and creative practices.**
- **Encourage development of new EDES interdisciplinary courses that draw from student and faculty research/creative practices interests.**
- **Encourage development of interdisciplinary general education courses that fulfill CAED major requirements.**
- **Encourage development of interdisciplinary professional electives that fulfill CAED major requirements.**
- **Create opportunities for shared interdisciplinary/transdisciplinary experiences, such as club field trips or competitions that expose students to complex challenges such as integrated design practice or urban real estate development.**
- **Develop coherent, dependable and affordable summer experiences, on and off campus, and online, to facilitate completion of degree programs while adding capacity for minors, credentials, internships, and other professional accomplishments.**

Goal 2:

DEVELOP TOGETHER

Our Collaboration Leads to Personal and Professional Success

Strategic DEVELOP TOGETHER Actions for Students:

- **Expand student leadership and opportunity for input.**

We will assist the CAED Student Council to expand its current role as an umbrella organization for clubs, and the CAED ASI Directors, to include representatives from CAED majors and year levels, the College Based Fee Committee and the new Student Advisory Committee for Diversity and Inclusivity. In addition to its work on projects benefitting CAED students, the Council will meet regularly with the dean to discuss college issues and priorities.

- **Promote student success through proactive advising.**

We will contribute to Cal Poly's Graduation Initiative by coordinating college-wide and program-specific metrics and policies, updating the CAED Advising Center's web-based access to policies, processes and resources, and providing periodic training for faculty advisors.

Strategic Develop TOGETHER ACTIONS for Faculty:

- **Establish a faculty mentoring program.**

We will establish a faculty mentoring program that matches new faculty with experienced faculty mentors who can advise them about teaching, professional development and service. This may include a policy for mentorship in the college RPT document, a collection of informational resources, or gatherings that promote exchange among new faculty and their mentors.

- **Develop work allocation models for team-taught and non-traditional courses that are supportive of faculty and students.**

We will develop alternative approaches to teaching assignments that make effective use of teaching resources to offer innovative, interdisciplinary learning experiences.

Strategic DEVELOP TOGETHER Actions for Staff:

- **Promote staff success through consultation and improved understanding of staff roles and workloads.**

We will consult with staff about curricular and co-curricular activities and initiatives that affect their area of responsibility. This includes communications that foster improved understanding of the roles associated with each staff position to ensure that expectations for staff support are appropriate and that the impact on their workload is carefully considered.

- **Increase support for and flexibility related to professional development for staff.**

We will provide staff with continuing education and development opportunities on or off-campus and consider work schedule accommodations that allow staff to participate. We will also continue to invest in mentoring CAED staff by connecting new staff with senior staff mentors who can advise them as they learn more about the college and progress through the probationary process.

Goal 3:

LOOK FORWARD

We Inspire, Lead, Innovate

The CAED is a place where new understandings emerge. Look Forward means preparing the next generation of leaders and innovators to recognize challenges, solve problems and realize opportunities that will shape the environments of the future.

Strategic LOOK FORWARD Curricular Actions:

- **Develop a college-wide program of technology tools and methods courses and workshops from beginning to advanced levels that help students analyze, represent, model, design and construct built environments.**

We will provide access to and training for use of new and emerging tools and methods, such as surveying, parametric design, BIM, GIS, and digital fabrication, that can be shared by all CAED programs and expand the interdisciplinary reach of our programs.

- **Develop a new interdisciplinary, pre-professional major that draws from existing coursework across the college and offers new interdisciplinary coursework that fulfills professional electives and GE options for the college's other programs.**

We will convene a task force of interested parties to refine the Enrollment Master Plan proposal for a new major in Sustainable Built Environments. The Task Force will consider the program mission and name, and develop the curriculum to include courses that complement the college's existing programs. The CAED Curriculum Committee will review the proposal and provide input before forwarding the final version to the Academic Senate.

- **Study the value and viability of a digital fabrication minor or concentration.**

We will encourage the Architecture Department to explore interest in and capacity for launching a new concentration or minor focused on computer-aided fabrication that can engage other programs in the CAED and the university, with alumni, and industry partners.

- **Create curricular options for developing proficiency in a second language.**

We will encourage CAED programs to create opportunities for students to attain foreign language skills that can enhance their cultural competency as they work in multi-lingual California communities and qualify them for international study and professional opportunities.

Strategic LOOK FORWARD Co-Curricular Actions:

- **Expand industry involvement with students via professional fellowships, internships, shadowships, employment, and mentoring.**

We will develop shared templates for the various professional options available to students and include clear expectations for students and professional sponsors for each type of experience, that identify learning outcomes and compensation.

- **Expand engagement with advisory councils, professional organizations, industry practitioners, alumni and communities.**

We will promote the inclusion of CAED students and faculty in professional programs and events, and expand opportunities for engagement that coincides with CAED advisory council meetings.

To achieve our WELCOME, DEVELOP TOGETHER and LOOK FORWARD goals, we will implement actions, and develop our human, fiscal and facilities resources wisely.

Plan Implementation

For each of the five years this plan is effective, the dean's office, with input from the CAED Administrative Council, will create annual plans prior to the start of each academic year that prioritize strategic actions with associated implementation strategies that specify responsible parties, timelines and resources.

Human Resources Development

Align development goals with strategic human resource priorities such as:

- Earn by Doing student positions that promote student professional development while assisting the college with instruction, technologies, research/creative practice, and administration.
- Scholarships and grants for students to assist with the cost of CAED curricular programs.
- Financial assistance for students to assist with the cost of co-curricular opportunities such as travel, competitions, internships, etc.
- Adding new talent, expertise and diversity to the college community.

Work with our external partners to engage more:

- Industry/alumni mentors for students.
- Industry/alumni mentors for faculty, staff, courses and programs.

Make high impact hires that:

- Add faculty who teach across more than one program or lead interdisciplinary areas of interest such as real estate, history of the built environment, mapping, etc.
- Invest in and increase the percentage of full-time tenure-line faculty.
- Add instructional support staff who bring technical expertise that further strategic priorities.

Support faculty and staff undertaking CAED strategic Initiatives:

- Through assigned time and other means to pursue professional development or service activities.
- By increasing the funds available for the professional development expenses of faculty and staff.

Schedule shared common times when students, faculty and staff in all CAED programs can come together to engage in interdisciplinary exchange.

Facilities Resources Development

Long Term Strategies that Create New Interdisciplinary Spaces:

- Continue our pursuit of CAED Shops and Labs initiative to create a 21st century facility that integrates design, making and testing, with collaboration and social interaction.
- Begin a feasibility study to define a future CAED Commons, potentially helping house a new major, as part of a renewal of Building 5 or other opportunity site.

Short Term Strategies that Add Social Spaces:

- Determine location[s] for snack and coffee station with adjacent outdoor seating and social spaces.
- Connect CAED spaces- develop a network of common social places linked by interdisciplinary activities.
- Expand flexible space venues for exhibits and reviews.
- Develop collaboration space.
- Provide meeting space for use by student groups and clubs.

Ongoing Care for Existing Spaces and Infrastructure:

- Maintain and improve existing classroom and studio spaces.
- Maintain and improve existing shops, labs, project workspace sites.
- Maintain and upgrade construction and fabrication equipment.
- Maintain and upgrade computing and communications hardware, software and peripherals.
- Develop affordable and predictive printing capability, and engage faculty in scheduling printing workflow.
- Continue to improve stewardship of restorative and regenerative care for the Poly Canyon Experimental Area with aid of students and alumni.