

University of Idaho
College of Art and Architecture

Strategic and Implementation Plan

The College of Art and Architecture empowers the next generation of artists and designers to positively impact a rapidly changing world.

Our Mission

Delivering on the university's land-grant mission, with talented and diverse faculty, students, and staff, the College of Art and Architecture contributes to the well-being of statewide and global communities through innovative design education that promotes sustainability, access, economic resiliency, cultural vibrancy, and the common good.

Our contributions to culture, identity, and livability emerge from a strong art and design foundation and thrives through our college-wide commitment to design integration. The work of our graduates' results in built, natural, social, and virtual environments that enrich our world.

Our
Vision

The College of Art and Architecture empowers the next generation of artists and designers to positively impact our rapidly changing world.

Through the leadership of a diverse faculty, we design with communities and industry partners; we inspire innovation in design and research; and we infuse empathy, storytelling, placemaking, and the utmost creativity in everything we do.



We are makers; we ***embrace*** studio culture. We ***empower*** our students to learn through doing.

We are communicators; through open, ***honest exchange*** and reflection, we develop information that informs well-conceived creative work and powerful education.

We are part of the creative economy we recognize and ***promote*** the economic value and contributions of art, design, and architecture.

We are ***self-empowered*** individuals – we act with integrity and responsibility.

We recognize our responsibility to our colleagues – we endeavor to ***support each other*** in our individual successes which contribute to our collective success.

We seek opportunities to collaborate. We provide ***leadership*** in our disciplines, education, and industry.

We are mentors and role models – we ***seek to inspire***, recognizing that brilliance in spirit elevates us all.

We foster ***inclusivity*** and ***advocacy*** – diversity contributes to our collective strength.

We are ***resilient*** – we foster a culture that recognizes we must adapt to future challenges in creative professions.

We strive to continuously ***improve***.

Our Core Values

Our Strategies

Organized by Categories from Our Vision and Mission Statements:

- **Lead**
- **Innovate**
- **Empower**
- **Collaborate**
- **Steward**

Note this Strategic and Implementation plan will be refined in reflect of the new university plan in 12-18 months.



Lead

1. Harness the power of design and creativity in our teaching, research, service, and administration, resourcefully using the tools of our professions to openly impact how we teach, learn, and operate as a college.

2. Assume a leadership role in the implementation of the University's Strategic Plan seeking out opportunities and funding for interdisciplinary collaboration, expanding classes which attract students from other colleges, and making classes provided by other colleges an integral part of our students' learning.

3. Develop the knowledge and skills to use current and future technologies both critically and effectively across all programs.

College of Art and Architecture



Innovate

4. Enhance the role of design research in learning and innovation university wide.

5. Support needed research facilities that can actively foster our college's mission.

6. Expand integrated learning and collaboration through a college-wide foundations program that prepares students for the interdisciplinary world in which they will work and develop creative solutions through integrated design and collaboration.

College of Art and Architecture

Empower

7. Work strategically to maintain and increase enrollment in alignment with budget metrics for the University.

8. Create dynamic physical and virtual college centers that continuously bring the students and faculty of all programs together, providing interdisciplinary dialogue, investment in our shared performance and moments to celebrate our connective success.

9. Nurture a culture that draws faculty, students, and alumni together in a commitment to the sustained health and success of the college, the University of Idaho, and the state of Idaho.

10. Provide investment for all programs to be strong individually, further enhancing their capacity for contribution and collaboration.

4

Collaborate

11. Establish active development programs with our alumni and constituents by providing ongoing support to the advisory board, department subcommittees, and all college alumni, for purposes of:

    - Raising awareness of our programs and successes.
    - Inviting input on our programs.
    - Creating a network for student recruiting and internships.
    - Acquiring additional resources and financial support.
    - Ensuring a base of enthusiastic and influential advocates.

12. Expand and profile outreach programs that provide service-learning opportunities for students and faculty, support our programs, and enrich the quality-of-life of communities served.

13. Foster cross-college collaboration and, integrated design approaches in the support of university advancements.

14. Increase engagement with industry and seek partnerships in supporting internships for students across the college.

5

Steward

15. Proactively assess the current and forecasted needs of the professional markets to ensure that our programs are providing students with the required knowledge and skills to maintain a competitive advantage in their desired fields.

16. Expand and improve our focus on inclusive, sustainable, and regenerative design throughout the college.

17. Promote stewardship of the environment, both built and natural, by practicing and exhibiting our design leadership.

18. Engage in a college-wide assessment every three years focused on advancing the synergies of our unique programs and maximizing the utilization of our resources including people, facilities, and funds.



College of Art and Architecture

MOVING FORWARD

Priority Actions

for the next three years

- **Facilities**
- **Curriculum**
- **Student Success & Professional Opportunities**
- **Enrollment**
- **Retention**
- **Development**
- **Research/Creative Activity**
- **Faculty & Staff Culture**
- **Communications**

Key

spr 2024 | fall 2024 | spr 2025 | fall 2025 | spr 2026

fall 2026 | ongoing | in progress | every spring

Facilities

1. Complete construction of, open, and promote the Prichard Gallery as a signature destination for the College of Art and Architecture in downtown Moscow.
[fall 2026]

2. Develop a master plan for upgrading and modernizing college facilities, prioritizing common spaces (indoors and outdoors) and areas of high need. The plan should be a six- to ten-year plan with defined priorities of improvements (and related costs) to be completed each year.

   In this effort:

   Set up a subcommittee or task force to lead this effort.
   [spr 2024]

   Review spaces one by one for furnishings and equipment replacement needs (tables, chairs, dry erase boards, pushpin walls, etc.); review technology needs (every teaching space should be Zoom equipped);
   [spr 2024]

   Work with University facilities to check on maintenance needs, HVAC systems status, etc.
   [spr 2024, ongoing]

   Leverage design assistance and resources from students, faculty, and alumni.
   [fall 2024, ongoing]

   Integrate furniture made by students.
   [ongoing once initiated]

Curriculum

1. Identify solutions to reduce/share the teaching load for faculty and maximize course efficiencies through strategic, interconnected curriculum offerings and co-taught studios.
[every spring]

2. Foster cross-college collaboration through joint-studios, integrated design curriculum, extra-curricular professional student events, and faculty discussions focused on innovations in connective course design.
[ongoing]

3. Implement and promote certificate programs related to Sustainability, Urban Design, Graphic Design, and other areas we can sustainably support.
[spr 2024]

4. Consider professional programs and certificates that can support future needs of industry and regional workforce and develop approaches to market these offerings.
[fall 2024]

5. Review best practices and develop courses that can be successfully offered online within our studio-driven degree programs.
[fall 2024]

Student Success
& Professional Opportunities

1. Reinitiate the annual college symposium inviting faculty, alumni, and recognized experts to participate in presentations, roundtable sessions, and workshops related to trending topics. [fall 2026]

2. Support and empower liaisons with career services to provide opportunities fostering student confidence when presenting their professional potential and networking. [ongoing]

3. Create more internship connections in our region and with alumni and establish clearer systems for students to secure these professional opportunities. [ongoing]

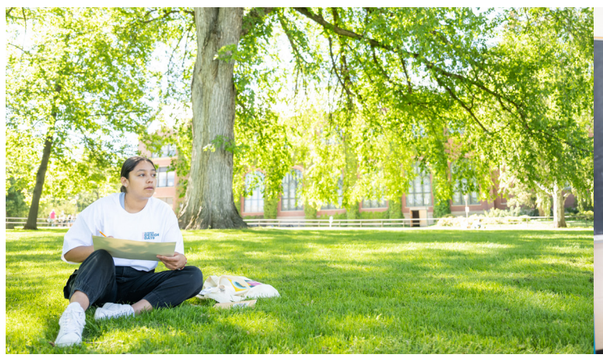
4. Sponsor special programs and events year-round, including summer session events, with a focus on cross-disciplinary professional development and research initiatives in our state and abroad. [ongoing]

Enrollment

1. Define and implement activities targeted at increasing enrollment — including a stronger presence and outreach to high schools in Idaho and nearby states. [plan starting spr 2024 with deadlines for each area for completion through fall 2026]

2. Evaluate potential dual credit course offerings CAA can sustain now and other academic partnerships we could work towards in the future. [spr 2024-fall 2026]

3. Evaluate options and implement marketing to expand the presence of the college at the Boise campus. [ongoing]





Retention

1. Organize a yearly series of unique professional development workshops and presentations utilizing faculty strengths and alumni experience to foster more student confidence in reaching professional goals outside of classroom experiences. [fall 2024, ongoing]

2. Utilize new university systems and peer-faculty mentoring to foster informed advising practices that can help students bridge from their first- and second-year advising experiences. [fall 2024, ongoing]

3. Work with advising services to clear up redundancies in degree audits that become barriers to timely degree completion especially for transfer students and those changing majors. [fall 2024]

4. Consider approaches to better welcome and onboard new and transfer students by seeking opportunities in advisement that more quickly connect them with faculty mentors. [spr 2024]

5. Host community-based events outside of classroom experiences that further support under-represented groups and students in need. [spr 2024]

6. Support more student initiated/managed events that bring CAA together and celebrate the spirit of student experience. [spr 2024]

Development

1. Seek more funding for college needs, student scholarships, and other key initiatives that broaden the reach of creative practice and community engagement. [ongoing]

2. Secure additional time and support for NEA and other grant application writing endeavors. [spr 2025]

3. Develop a list of industry leaders, alumni and their firms, products vendors, and others who the college can regularly collaborate with and track their involvement and donations year after year. [spr 2025]







Research/Creative
Activity

1. Discuss and adopt a Creative Research Strategic Plan for the college [fall 2024 - spr 2025]

2. Provide seed funding for collaborative research. [spr 2025]

3. Engage across the university and build recognition in scholarship profiles. [ongoing]

4. Evaluate the potential for a PhD doctorate program and take steps to implement.

   Empower subcommittee to create program structure
   [in progress]

   Looking forward, analyze the market and consider sustainable approaches for development and PhD committee formation.
   [in progress]

   Review and update current curriculum offerings; create new course structures where necessary. Finalize program proposal and submit for 2026-27 offering.
   [if viable program, spr 2025]

5. Provide more budgeted support for faculty participation in conferences and symposiums, as well as travel and shipping costs associated with creative dissemination. [as available, develop plan fall 2024]

Faculty & Staff
Culture

1. Develop and implement increased support for faculty and staff retention, including increased professional development opportunities, excellence awards, and public acknowledgements. [ongoing, spr 2025]

2. Celebrate with each other regularly through the sharing of professional achievements and casual CAA gatherings each semester. [spr 2024]

3. Seek to hire and retain those who can elevate us all. [ongoing]

4. Conduct college-wide assessment reviewing the sustainability of programing, new possibilities in curriculum, and utilization of our resources, concluding with the sharing of (re)focused goals for maximizing our synergies over the next three years. [fall 2026]



Communications

1. Provide a college-wide communications program that improves communications and promotional efforts as follows.

    Proactively market our college within and BEYOND the university.
    [begin spr 2024]

    Ensure that our students are front and center in promotions and outreach (student success stories, projects, publications, research, service, and awards).
    [ongoing]

    Celebrate the diversity and accomplishments of our faculty and staff.
    [ongoing with diversity focus beginning fall 2024]

    Better align storytelling and promotional messaging by generating quarterly focus areas for the college.
    [fall 2024]

    Promote, and market all programs equitably.
    [ongoing]

    Leverage storytelling through social media channels focused on target groups.
    [ongoing]

    Support initiatives that recognize the arts, co-authoring agency development, and design engagements as part of STEAM education.
    [increase and acknowledge more; ongoing]

    Retain communications and marketing support dedicated to tell our stories. Retain a communications strategist as a shared position with other colleges and leverage centralized University writing and marketing staff to provide a dedicated team focused on telling our stories. Integrate internship support for social media and other tasks.
    [ongoing]

    Publish a quarterly newsletter from the Dean.
    [spr 2024]

    Show appreciation to alumni and donors by keeping them regularly updated and better able to support their role as valued am bassadors to our programing.
    [ongoing with focused efforts spr 2024]

    Represent the college by elevating the arts and place-making throughout campus and the community of Moscow. Consider special initiatives (in addition to the Prichard Gallery and related exhibits) to foster and promote the arts — such as public art installations, symposiums, performances (in collaboration with other colleges), lecture series, and other activities.
    [ongoing]

    Collaborate with our town to elevate Moscow's motto that we are the "Heart of the Arts."
    [ongoing]

    Consider developing a program of podcasts specific to the college (faculty, students, and alumni).
    [spr 2025]

Gratitude

CAA leadership, faculty, staff, students and alumni thank Mandi Roberts, CAA Advisory Board Chair, for developing and managing our strategic planning process.

Additionally, we thank our faculty and staff for their open and transparent engagement, and finally Ciara Parkhurst, Stacy Isenbarger, and Rebecca Senefsky for their efforts in creating the final version of this document.

Process Recap

Sept. 23, 2022
Session 1 with Faculty: Wall Mapping

Jan. 23, 2023
Session 2 with Faculty: Mentimeter

Apr. 21, 2023
Advisory Board Input

May 11, 2023
Presentation of Strategic Plan with Faculty Discussion

Fall 2023
Strategic Plan presentation at all College Meeting

May 11, 2023
Presentation of Strategic Plan with Faculty Discussion

Spr 2024
Finalized

Shauna Corry, Dean

University of Idaho
College of Art and Architecture