

2014–2015

ROCHESTER INSTITUTE OF TECHNOLOGY
COLLEGE OF IMAGING ARTS & SCIENCES

Strategic Plan Implementation Teams
Year End Summary Reports

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OVERVIEW

The CIAS Strategic Plan Implementation teams worked diligently during the 2014–2015 academic year. Each team developed a plan outlining the goals and actions that they wanted to accomplish during this time period. This year-end report provides a summary of the work completed in year two of the CIAS Strategic Plan.

STRATEGIC DIMENSION A STUDENT SUCCESS UPDATE:

OBJECTIVE

Ensuring the success of our students in their chosen discipline is the primary goal of CIAS. Admissions processes, curriculum, faculty/staff hiring, scholarship, facilities, and alumni relations, for example, all play important roles in facilitating student achievement. The overall success of a student requires success in the three phases of the student's experience: admission, learning, and transition to one's chosen profession. While the current organizational structure, policies, and procedures define and direct each facet of CIAS, the Student Success Committee looks at each of these elements through the lens of the student experience as aspiring professionals.

SOLUTION

The elements of student success in CIAS are, by nature, evolving and interrelated. They require an equally dynamic approach for making improvements. To achieve this, the Student Success Committee is recommending ongoing conversations at the college, program, and student levels regarding the elements of student success. Conversations will begin with interviews of faculty, staff, students, and administrators across CIAS. The goal of these discussions is to determine what is working, what is not working, and possible means of improvement. Improvements will be based on need and established best practices within the college as perceived through multiple perspectives. When appropriate, research into best practices will extend to organizations and learning institutions outside of CIAS. The role of the Student Success Implementation team in these conversations is that of facilitator, identifying successes and sharing those strategies with other programs and individuals who might benefit from the information.

Accomplishments – Defined a framework for ongoing improvement

- » Phases of the student experience
 - Admissions, Learning, Alumni, Address individual student needs in all three phases
- » Develop a culture in CIAS of ongoing discussion and improvement
 - Begin with people and methods already in place
 - Identify best practices and areas of improvement
- » Interviews of stakeholders
 - What's working? , What's not working? , How can things be improved?
- » Examples of stakeholders
 - Students, Faculty, Chairs, Staff, Admissions, Registrar, Student services, FMS, Professionals, Potential employers, Etc. (Comparable stakeholders at other universities may be interviewed for an outside perspective.)

Next Steps – Making improvements

- » Schedule semester interviews
- » Explore options (in addition to interviews) for effective compilation and distribution of findings
 - Provided online resources, etc.
- » Create and distribute resources for ongoing improvements.
- » Generate tools and guidelines to assist stakeholders looking to initiate improvements
- » Evaluate results in light of initial Student Success Committee action items

STRATEGIC DIMENSION B FACULTY AND STAFF CAREER SUCCESS UPDATE:

GOAL 1 FACULTY AND STAFF

CIAS will have high quality faculty and staff to provide curriculum instruction and administrative support relative to the mission and vision of the College.

ACTION B1.3

Create and maintain a list of current and potential adjunct faculty to support curricular needs that cannot be covered by full-time faculty.

- » Adjunct database development completed. Still need some CIAS schools to upload information.
- » Database access list complete.
- » Access process documented.
- » Preparing for formal announcement and launch in fall semester 2015

GOAL 2 PROFESSIONAL DEVELOPMENT AND TRAINING

CIAS will maintain fairness and equality, encourage professional development, promote life-long learning and recognize the contributions and accomplishments of all faculty and staff.

ACTION B2.3

Develop formal position descriptions for administrative chairs, program chairs and graduate directors to include term limits and succession planning. Develop formal position descriptions for Staff Assistants.

- » Draft Administrative Chair, Graduate Director and Program Director position descriptions created. All drafts submitted to policy committee to be finalized and submitted to the appropriate groups for review. Goal is to complete all position descriptions by the end of the 2015--2016 academic year.

ACTION B2.4 & ACTION B2.5

Provide leadership and supervisory training for administrative chairs, program chairs and graduate directors. Promote/offer professional development opportunities and training for all faculty and staff. Annual funding needs to be allocated for this training to ensure that everyone has opportunities for participation.

- » Draft lists compiled for leadership, managers, faculty and staff. These drafts were sent to these groups for inputs and additions, but resulted in minimal input. The committee will revisit this task during the 2015--2016 academic year.

STRATEGIC DIMENSION B FACULTY AND STAFF CAREER SUCCESS UPDATE:

PLAN FOR AY 2015–2016

GOAL 2 PROFESSIONAL DEVELOPMENT AND TRAINING

CIAS leadership will work with HR to eliminate inequities in faculty and staff workloads and salaries and ensure salaries are competitive with other RIT colleges and other universities.

ACTION B2.1

- » What can we do to understand staff workload? Review JDQs? Focus Groups?
- » Review and revise Faculty teaching load chart.
- » Salary issues are being reviewed by RIT (HR and ADVANCE Team).
- » We need more team members from the CIAS staff; specifically operations and advising staff.

ACTION B2.3

Develop formal position descriptions for administrative chairs, program chairs and graduate directors to include term limits and succession planning. Develop formal position descriptions for Staff Assistants.

- » Work with policy committee to complete final position descriptions for Administrative Chairs, Graduate Directors and Program Chairs.
- » Need to understand compensation across the College for all program chairs and graduate directors. Compensations need to be fair and consistent.

ACTION B2.4 & ACTION B2.5

Provide leadership and supervisory training for administrative chairs, program chairs and graduate directors. Promote/offer professional development opportunities and training for all faculty and staff. Annual funding needs to be allocated for this training to ensure that everyone has opportunities for participation.

- » Revisit this issue: Draft lists compiled for leadership, managers, faculty and staff will be sent to these groups for inputs and additions.

ACTION B2.6

Promote teaching effectiveness methods/practices for instruction/support of students with specific disabilities, language issues and learning styles.

GOAL 3 RECOGNITION OF ACCOMPLISHMENTS ACTION B3.3

Establish a CIAS Dean's Advisory Board to provide guidance on current challenges and the future direction of the College. This Advisory Board could consist of alumni, community leaders, donors, etc. and would meet at least twice per year at RIT.

- » Dean supports the concept of an Advisory Board that would meet at RIT during Brick City and Imagine RIT. Need to list of possible members of advisory board and goals for the board. Also suggested: Establish an Executive Board.

STRATEGIC DIMENSION C

SCHOLARSHIP, CREATIVITY AND RESEARCH UPDATE:

I. Scholarship, Creativity & Research (SCR) strategic plan implementation team reviewed the goals and action items as they related to the RIT strategic plan "Greatness through Difference" (GTD). SCR team recognizes that although organized differently, the RIT GTD "Difference Makers" overlap with several changes in the SCR strategic dimension, particularly:

DIMENSION ONE: CAREER EDUCATION AND STUDENT SUCCESS

RIT will build upon its strong academic portfolio, extensive experiential learning and co-curricular offerings, and the rich diversity of its people and programs to develop "T-shaped" graduates possessing both disciplinary depth (the vertical axis of the "T" and parentheses and breath across multiple skills and competencies "the horizontal axis, or "transversal" skills).

DIMENSION TWO: THE STUDENT-CENTERED RESEARCH UNIVERSITY

RIT will be internationally distinguished as a research university through its focus on an investment in specific inter- and trans-disciplinary research areas identified through a systematic and inclusive selection process.

DIMENSION THREE: LEVERAGING DIFFERENCE

RIT will be a model of excellence in its deployment of difference to solve problems and practice innovation.

DIMENSION FOUR: AFFORDABILITY, VALUE, AND RETURN ON INVESTMENT

RIT will launch a blended capital campaign entitled "greatness through difference" to raise the public, private, and research funding necessary for the achievement of critical "different makers" in the 2015-2025 strategic plan.

DIMENSION FIVE: ORGANIZATIONAL AGILITY

RIT's curricular, administrative, and organizational structures will serve-not impede-discovery, border crossing, and collaboration among students, faculty, and staff.

STRATEGIC DIMENSION C SCHOLARSHIP, CREATIVITY AND RESEARCH UPDATE:

II. Discussions around an inventory of how CIAS is presently meeting the goals outlined in strategic plan. For example, SCR Action C1.1: CIAS will review and assess how it currently supports faculty in the development, implementation and dissemination of research, creativity, and scholarship. This includes the areas of: workload, funding, definitions of scholarship, creativity and research and recognition and value. Presently, CIAS addresses these through:

- » FEAD Grants
- » Interface with Institutional resources
- » Plan of Work

III. The SCR committee recognized the appointment of John Aasp of Gallery Director, and looks forward to scheduling a meeting with him to discuss synergies between his office and the work of the SCR.

SCR PLAN FOR 2015-2016

In AY 2015-2016, the committee will evaluate further the intersection of the CIAS plan with that of the RIT plan, and work with CIAS administration to identify action items and possible sources of funding for initiatives.

STRATEGIC DIMENSION D GLOBAL ENGAGEMENT UPDATE:

In October, Robin Cass formed a standing CIAS committee on study abroad programs to systematize policy and implementation. Robin sits on our committee, and Sarah Thompson serve as a rep from our committee to the study abroad committee.

In December, we met with Stan Van Horn of the English Language Center to discuss language assistance for international graduate students. The ELC is willing to observe classes and meet with instructors to determine specific language/writing needs for graduates. Stan Rickel is already working with the ELC on a specialized writing course for Industrial Design graduates.

In March, we met with Jeff Cox to discuss orientation for international students. After our discussion, the committee determined that a gap exists between campus orientation and program orientation, and that international students might benefit from an overhauled college orientation that emphasizes academic and cultural expectation across the college and introduces students to faculty and peers across programs.

In April, we discussed possible support for international collaborative courses, including the possibility of structuring templates to help faculty design courses with an international collaborative element. We also discussed the need for more input on the meaning of global engagement to our faculty and programs.

STRATEGIC DIMENSION E COMMUNITY AND CULTURE UPDATE:

The committee worked primarily on analyzing the survey conducted during May 2014. The results were then distributed in hard copy form to the CIAS Dean's office.

In spring of 2014 our committee conducted a community assessment in the form of a clipboard survey open to all CIAS to gauge the climate of the CIAS community. This survey addressed our first year objective in Goal 3 in the Community and Culture five-year plan.

There was an overwhelming response to our survey with 527 participants (61 faculty, 430 students, and 31 staff with 5 people not identifying themselves).

A binder was completed that included:

- » The Original Survey Questions
- » Summaries of Individual Questions Highlighting the Recurring Responses
- » Full Report of the Clipboard Survey Including all Answers

The committee did their best to summarize the most recurring responses however we encourage the reader to review all responses for a complete view of the survey.

STRATEGIC DIMENSION F FACILITIES AND ENVIRONMENT UPDATE:

Our group did not meet last year but the school has made substantial progress towards improving CIAS environment and facilities, which is ultimately the goal of our dimension. Here are some examples:

- » The CIAS IT team now centrally manages all CIAS computer labs, many of them were previously managed/monitored by ITS. Because of this management change we were able to extend access on most labs to 24/7.
- » The institute is replacing windows in our buildings. Phase one will occur this summer; all south-facing windows in Gannett will be replaced.
- » Reorganized facilities space in Booth to accommodate the space needs of Industrial Design. Reorganization benefited many of our Design and SOA programs.
- » Student lounge space was created for the 3DDD program, updated for Graphic Design and in the process of being updated in the Gannett lobby.
- » Reviewing class scheduling policy and process with CIAS Policy Committee to make more efficient use of classrooms and facilities.
- » Extensive breezeway and building entrance renovation is planned to begin summer of 2016.
- » Working with FMS on a continual basis to evaluate, plan, repair and possibly renovate areas of critical need. Annual walkthrough of facilities with FMS Vice President to update/monitor facilities needs.

Partnered with ILLI (Innovative Learning Institute) to evaluate and update classroom and lab AV needs. Eight CIAS classrooms received AV updates this past year as well as a number of our computer labs, studios, etc.

