Elevate Through Excellence

Rochester Institute of Technology
College of Art and Design
Strategic Plan 2025–2035

RIT | College of **Art and Design**

Introduction

In August 2023, under the leadership of Dean Todd Jokl, the College of Art and Design (CAD) embarked on composing a new ten-year strategic plan *Elevate Through Excellence* (2025-2035), building on the successes of its 2015-2025 plan *Roadmap to Excellence* and the undertaking of its National Association of Schools of Art and Design (NASAD) accreditation self-study. A strategic plan committee was formed with representatives drawn from all college stakeholders: faculty, staff, administrators, and students. Work began on reviewing and rewriting the college's mission and vision statements, followed by defining the new plan's four dimensions:

A. **Transformative Teaching and Learning**

B. **Research, Creativity, and Scholarship**

C. **Visibility and Reputation**

D. **Community and Culture**

The four dimensions were then accompanied by six focus areas. Subcommittees were established to draft each of the dimension's focus areas and corresponding action items:

1. **Student Impact**

2. **Faculty and Staff Impact**

3. **Alumni and External Partnerships**

4. **Diversity, Equity, Inclusivity and Accessibility**

5. **Facilities and Environment**

6. **Resource Allocation**

Derived from the college's NASAD self-study, a SWOT (strengths, weaknesses, opportunities, and threats) analysis by school further informed the steering committee and subcommittees' work on the new strategic plan's dimensions and focus areas. Concurrently, the developing plan was reviewed to ensure alignment with the University's strategic plan *Greatness Through Difference*, a ten-year plan spanning 2015-2025. As RIT engages in a new strategic planning process, the college's *Elevate Through Excellence* plan will actively evolve to address the university's areas of focus.

History and Background

From the 1950s through the 1960s, numerous academic divisions, schools and colleges were formed, combined, renamed, and/or adapted to distinguish the flourishing progressive stature of the varied programs in applied and fine arts and sciences. The first BFA degrees were awarded in the arts during this period and, in 1959, the College of Fine Arts (as it was then named) was the first University College to offer a graduate degree (MFA). In 1965, the National Association of Schools of Art and Design (NASAD) accredited the College of Fine and Applied Arts, an official authorization standard that continues to be met to this day. Singular academic majors in filmmaking, graphic design, biomedical photography, industrial and interior design, and a now-defunct television program took shape in the 1970s and, in 1985, the Image Permanence Institute was established as the world's largest independent, university-based laboratory dedicated to preservation research of the photographic image.

By the 1990s, two distinct Colleges evolved that gathered under its individual auspices all the varied disciplines taught in the applied and fine arts and sciences: College of Graphic Arts and Photography, and the College of Fine and Applied Arts. In 1992, the two Colleges were combined to create the College of Imaging Arts and Sciences and in 2018, the College was renamed the College of Art and Design (CAD) with its attendant five Schools: American Crafts, Art, Design, Film and Animation, and Photographic Arts and Sciences (see FIGURE 1).

The College continues to refine and update its core of academic majors to speak to the ever-changing creative and technological landscapes. In support of its cutting-edge leadership role in the applied and fine arts and sciences, the College has added academic units (New Media Design, 3D Digital Design with concentrations in 3D Visualization and Game Arts, Motion Picture Science and Visual Media) and Centers, including the Vignelli Center for Design Studies.

Since its formative years, CAD has garnered critical acclaim as a leader in higher education. Its accomplishments are peer-recognized and its influence considerable. It possesses the University's highest number of national top-ten graduate rankings (photography, graphic design, industrial design, glass, and ceramics). It is one on the University's largest Colleges, with ten BFA programs and two BS programs, serving approximately 1,600 undergraduate students; nine MFA programs and an MST in Visual Arts-All Grades, with approximately 240 graduate students overall. Ten minors are also in the College's portfolio of academic offerings, including Applied Imaging Systems, Glass, Craft and Material Studies, and Art History.

CAD also resides in a top 100 national university. A university with significant strengths and focus in the technological and scientific fields but also a university that holds the creative disciplines as core tenants of its DNA. This combination of

technology and the arts makes RIT and CAD unique players on the national stage of higher education in the arts.
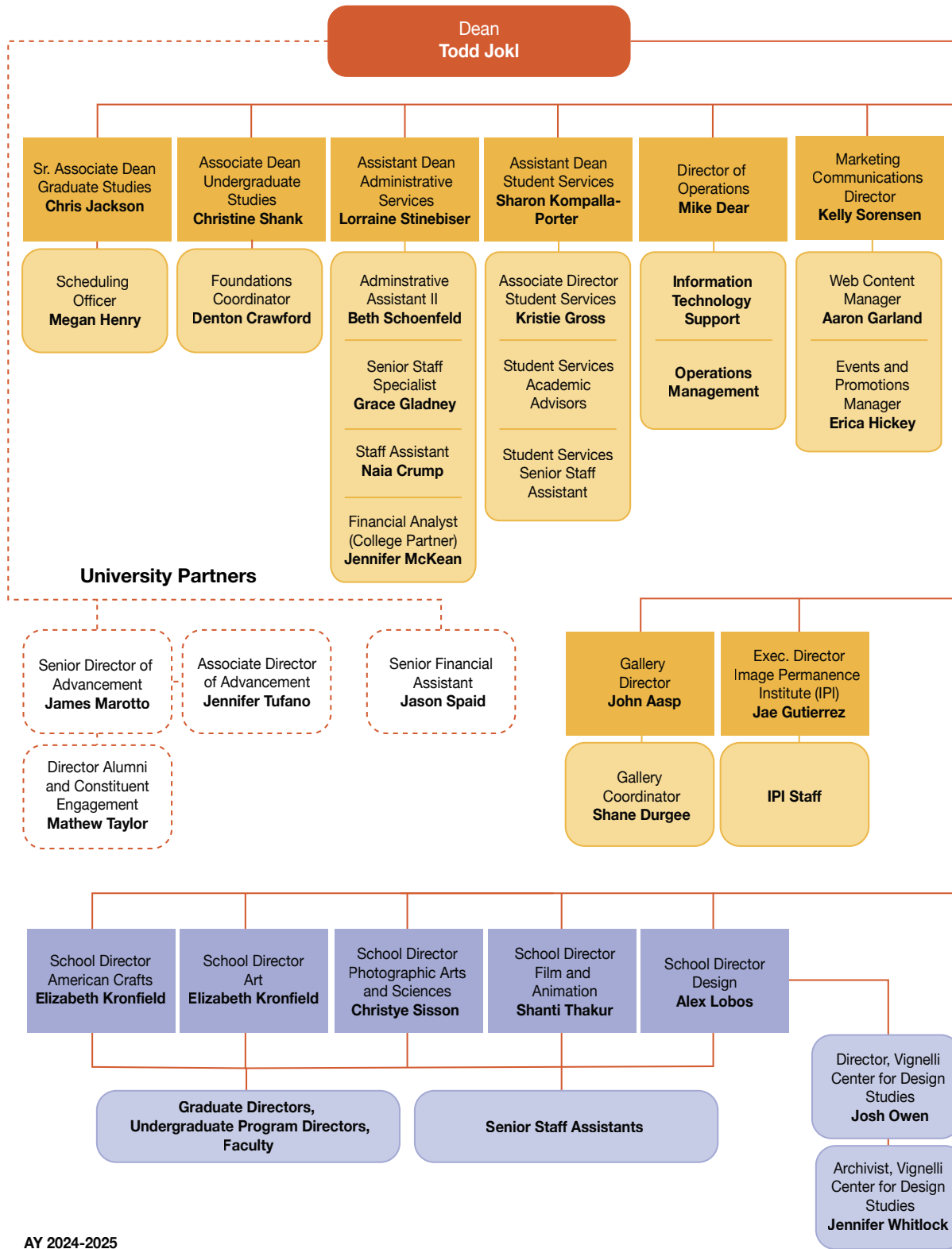
The College's faculty members are peer-regarded for their scholarship, creative and scientific endeavors, and their work as educators. Many of the College's 132 faculty members (tenured, tenure-track, non-tenure-track) are world-renowned for their scholarly achievements. Faculty and students, along with 60 dedicated staff members, act together to foster a unique and close-knit educational community based on aesthetic and creative innovation.

Lastly, the College boasts approximately 30,000 alumni, including many recognized leaders in industry, education (primary, secondary, and post-secondary), visual arts, government, creative firms, manufacturing, scientific laboratories, museums, and a variety of entrepreneurial endeavors. Alumni frequently return to the College and share their knowledge and experience with new generations of students and faculty. They remain enthusiastic supporters of their individual program, School, and the College at large. As mentioned, CAD is the home of several research centers including the Image Permanence Institute, and the Vignelli Center for Design Studies (housed in the School of Design).

The college is home to two renowned research centers. The Image Permanence Institute (IPI) is the world's largest independent, non-profit, laboratory for preservation research. IPI is a recognized world leader in the development and deployment of sustainable practices for the preservation of images and cultural property. IPI was founded in 1985 through the combined efforts and sponsorship of RIT and the Society for Imaging Science and Technology. Funding for IPI's preservation research and outreach efforts has come primarily from the National Endowment for the Humanities, the Institute of Museum and Library Services, and the Andrew W. Mellon Foundation. A balanced program of research, education, and products and services meets the needs of individuals, companies, and institutions. IPI provides information, consulting services, practical tools, and preservation technology to libraries, archives, and museums worldwide. The imaging and consumer preservation industries also use IPI's consulting, testing and educational services.

The Vignelli Center for Design Studies leads through practice and programs in the interpretation of quality design. As steward of the legacy of designers Lella and Massimo Vignelli, who valued excellence, creativity, and innovation, the Center strives to inspire widespread recognition of how the artifacts acquired, preserved, and displayed, broaden and enrich life.

FIGURE 1 | College of Art and Design Organizational Structure

Dean
Todd Jokl

Sr. Associate Dean Graduate Studies
Chris Jackson

Scheduling Officer
Megan Henry

Associate Dean Undergraduate Studies
Christine Shank

Foundations Coordinator
Denton Crawford

Assistant Dean Administrative Services
Lorraine Stinebiser

Adminstrative Assistant II
Beth Schoenfeld

Senior Staff Specialist
Grace Gladney

Staff Assistant
Naia Crump

Financial Analyst (College Partner)
Jennifer McKean

Assistant Dean Student Services
Sharon Kompalla-Porter

Associate Director Student Services
Kristie Gross

Student Services Academic Advisors

Student Services Senior Staff Assistant

Director of Operations
Mike Dear

Information Technology Support

Operations Management

Marketing Communications Director
Kelly Sorensen

Web Content Manager
Aaron Garland

Events and Promotions Manager
Erica Hickey

University Partners

Senior Director of Advancement
James Marotto

Associate Director of Advancement
Jennifer Tufano

Senior Financial Assistant
Jason Spaid

Director Alumni and Constituent Engagement
Mathew Taylor

Gallery Director
John Aasp

Gallery Coordinator
Shane Durgee

Exec. Director Image Permanence Institute (IPI)
Jae Gutierrez

IPI Staff

School Director American Crafts
Elizabeth Kronfield

School Director Art
Elizabeth Kronfield

School Director Photographic Arts and Sciences
Christye Sisson

School Director Film and Animation
Shanti Thakur

School Director Design
Alex Lobos

Graduate Directors, Undergraduate Program Directors, Faculty

Senior Staff Assistants

Director, Vignelli Center for Design Studies
Josh Owen

Archivist, Vignelli Center for Design Studies
Jennifer Whitlock

AY 2024-2025

College of Art and Design | Strategic Plan

The CAD mission and vision in support of this plan are:

- **Mission:** To create, teach, learn, and harness creative energies and approaches through the combination of technology, the arts, and design. Through our actions, we strive to improve the human condition, our planet's ecosystems, and social and cultural systems.

- **Vision:** Through collaboration with the community, both internal to RIT and in the world around us, the College of Art and Design will continue to lead through creative practice at the nexus of technology, the arts, and design.

The CAD Strategic Plan results from the thoughtful consideration of its many constituents, including administrators, faculty, staff, and students. Members were drawn from every facet of the college's organization. The committee was charged with facilitating the strategic planning process, working closely with the CAD community, to create a comprehensive document reflecting the opinions, concerns, and needs of all college constituencies. In the design and writing of the CAD Strategic Plan, special attention was paid to ensuring consistency between the college and university's plans.

The strategic plan sets the course for our present and future directions, as well as providing strong stewardship of the college. While the plan builds upon and pays homage to our strong historical accomplishments, the document's goal is to set forth our vision and priorities for our future as well as the strategies leading to achieving these goals.

The College of Art and Design at RIT is the nexus of **Technology**, the **Arts**, and **Design** (T/A\D). RIT and the College of Art and Design have long been at the forefront of engaging with cutting-edge and future looking technologies. T/A\D will certainly evolve over the course of this 10-year plan. At this moment, there is an ongoing paradigm shift that is upending creative disciplines and society at large. Elements of Generative AI, interrelatedness of the human mind and body with machines and technology, and the convergence or collapsing of multiple disciplinary approaches and technological assets into one another are prioritized in this strategic plan. In addition to melding technological pursuits and avenues with creative and commercial approaches, the college will pursue specific interest in the combination of creativity and discovery in the **arts, design,** and **technology,** along with entertainment; health, accessibility, and well-being; and sustainability foci. The plan, its dimensions, and focus areas will influence college decision-making for investments and priorities. A guiding question will be:

- *Will this investment/action advance our priority content areas and how?*

All members of our community (alumni, faculty, staff, students, and guests) are actively considered in the plan, and moreover, are stewards of the college. As such our strategic plan and our community should aspire to act in ways that advance the following four dimensions.

Dimensions

A. Transformative Teaching and Learning

Promote an academic environment where practices and technological tools converge, and where traditionally defined disciplines can inspire, innovate, and educate students to make significant contributions in broad areas of culture, scholarship, and professional practice.

B. Research, Creativity, and Scholarship

Support and promote robust research and creative scholarship agendas that prioritize discovery and advancement in the quest for new knowledge.

C. Visibility and Reputation

Increase visibility of the work and accomplishments of faculty, staff, and students at the campus, regional, national and global levels, to improve the impact our work has on the world and continue recruitment of world-class students and employees.

D. Community and Culture

Foster a culture that ensures dynamic interaction as well as mutual awareness and understanding with communities on a regional, national, and international scale.

Strategic Focus Areas

Each dimension must address the following focus areas.

Student Impact	Student impact is measured in two ways: 1) how do the actions we take impact student learning, outcomes, and success; and 2) what students will do that creates a positive impact through their actions.
Faculty and Staff Impact	How will our actions impact faculty and staff? And how will staff and faculty actions impact our world? Maintaining and supporting a strong team of faculty and staff who are world-class scholars and creative practitioners is at the core of this focus area.

Alumni and External Partners	Alumni and external partners are vital members of the entrepreneurial ecosystem that CAD creates for its students and employees. How will actions by our alumni and external partners support students and faculty with a space for creativity and innovation and the resources we need to accelerate student, staff, and faculty success?
Diversity, Equity, Inclusivity, and Accessibility	The diversity, equity, inclusivity, and accessibility of our college, in all facets, will define our strength and weaknesses. Actions must embrace diverse perspectives, people, and resources. Through this plan, the college is committed to equity, inclusion, and accessibiity that serves to fortify creativity and innovations.
Facilities and Environment	The facilities within the college's purview as well as assets across the RIT campus and accessible through strategic partnerships around the globe must be leveraged as a component of our leadership position in our study, creation, and research.
Resource Allocation	Given that our resources are limited and under greater constraints, more than ever, judicious prioritizing of resources through processes, allocations, and assessment are crucial to fulfilling CAD's academic mission. Resources include but are not limited to people, organizational structure of the college, skill sets, budget, time, facilities, equipment, hardware and software.

Strategic Dimensions **+** Focus Areas

A. Transformative Teaching and Learning

Promote an academic environment where practices and technological tools converge, and where traditionally defined disciplines can inspire, innovate, and educate students to make significant contributions in broad areas of culture, scholarship, and professional practice.

- **Student Impact:** Empower students to be engaged as leaders on campus and externally in creative and cross-disciplinary capacities, all while embracing comprehensive student interactions that work across disciplinary, geographic, industry, and cultural boundaries.

- **Faculty and Staff Impact:** Expand resources, time, and flexibility to imagine new and harness existing learning environments that cultivate learning outcomes and a culture of innovation, creativity, and excellence in teaching and mentorship.

- **Alumni and External Partners:** Elevate the college in diverse mentoring networks that connect students and faculty with distinctive alumni and external partners—both within and outside of the classroom.

- **Diversity, Equity, Inclusivity, and Accessibility:** Demonstrably increase the presence of diversity, equity, inclusion, and accessibility in the classroom and curriculum. Increase experiences such as study away and out of classroom interventions where students gain expanded perceptions of different environments and the world we share.

- **Facilities and Environment:** Prioritize facilities investments in cutting-edge environments that support CAD's teaching infrastructure and learning objectives.

- **Resources:** Under new university budgeting philosophies, adapt our approaches to maximize our share of budget allocations and reduce redundancies in our college's systems that lead to greater expenses.

B. Research, Creativity, and Scholarship

Support and promote robust research and creative scholarship agendas that contribute to innovative teaching and advance the quest for new knowledge.

- **Student Impact:** Provide and promote first-in-class learning opportunities for undergraduate and graduate research/scholarship through collaboration and peer dissemination via digital, virtual, and physical venues.

- **Faculty and Staff Impact:** Support and promote faculty scholarship and professional development, as well as staff professional development that contributes to innovative creative modalities for learning, creative exploration, and success.

- **Alumni and External Partners:** Increase sponsored research success from alumni, granting institutions, and industry partners.

- **Diversity, Equity, Inclusivity, and Accessibility:** Continue prioritizing diversity in hiring practices to bring faculty and staff to RIT with distinctive scholarship, creativity, and research agendas. Identify resources to support our faculty and staff in these pursuits.

- **Facilities and Environment:** Through renovation projects, build facilities that include spaces designed for research initiatives.

- **Resources:** Revise college approaches to how funds are distributed to focus resources for research where they will have the greatest impact. Seek other financial support from the university and, importantly, external funding to support and encourage professional development and innovative research activities.

C. **Visibility and Reputation**

Increase visibility of the work and accomplishments of faculty, staff, and students at the campus, regional, national and global levels, to improve the impact our work has on the world and continue recruitment of world-class students and employees.

- **Student, Faculty and Staff Impact:** Increase regional, national, and international visibility. Encourage and support pursuit of major recognitions (i.e. grants, fellowships, exhibitions, awards)

- **Alumni and External Partners:** Steward and expand college excellence to the world by engaging alumni and external partners on local, regional, national, and international levels that showcase our alumni leadership, innovations, and creative contributions to the world.

- **Diversity, Equity, Inclusivity, and Accessibility:** Showcase our efforts to increase DEIA and emphasize faculty, staff, student, and alumni successes.

- **Facilities and Environment:** Improve facilities through upgrades and significant renovation. Highlight college and university resources that can strengthen peer and public regard for what our physical environments can catalyze.

- **Resources:** Secure and designate funding necessary to support the college's efforts towards achieving greater visibility and a stronger reputation.

D. Community and Culture

Foster a community-embracing culture ensuring dynamic interaction, mutual awareness and understanding with communities on a regional, national, and international scale.

- **Student Impact:** Focus on building the culture of active participation and inclusivity where students develop a strong sense of belonging and of being contributors to a greater whole.

- **Faculty and Staff Impact:** Re-establish a vibrant and interconnected community within the college where dynamic collaboration and mutual respect are at the forefront, both locally and on a global scale. Participation is a benefit, rather than a hindrance.

- **Alumni and External Partners:** Reinforce connections between alumni and external partners that renew their relationships with our college and our community as well as bring alumni together to expand their networks with one another.

- **Diversity, Equity, Inclusivity, and Accessibility:** Build on the college's advances in diversity, equity, inclusion, and accessibility to strengthen community and culture for all constituencies.

- **Facilities and Environment:** Capitalize on new renovation and wayfinding initiatives.

- **Resources:** Prioritize financial support for initiatives that inspire and create an even greater connection of community and culture within the college and across the globe.

Strategic Goals and Actions

A. Transformative Teaching and Learning

Student Impact:

1. Promote student engagement and collaboration:
   - Increase active learning courses in the SHED or experimental courses that span traditional making with digital technologies.
   - Recruit more students in existing and emerging locations where interests in creative and affiliated science disciplines is strong and on the rise.
2. Teach advances in technology, including AI, in an ethical, human-centered way that fosters student success as creatives with their own unique voice.
3. Grow international and study away opportunities for our students.
   - Leverage Croatia and Dubai campuses where BFA programs have recently launched.
   - Develop additional international partnerships.
4. Focus on student emotional, physical, and mental wellness to mitigate impacts on student learning.

Faculty and Staff Impact:

5. Incentivize faculty collaboration and co-teaching, and professional development through RIT offerings (e.g., PLIG grants, ILI, CTL, Teaching Circles, and Talent Roadmap).
6. Reduce faculty teaching loads through prudent curricular revision: course components, contact hours, redundancy, and instructional delivery methods.
7. Establish and support professional development opportunities for CAD Staff to enhance skills and learning in support of CAD's educational mission.

Alumni and External Partners

8. Promote shared high-impact teaching and student learning experiences with industry partnerships to grow the college's reputation, fundraising potential, networking opportunities, and support for academic and strategic goals.
9. Amplify alumni's achievements and success stories through frequent exhibitions, social media, e-zines, newsletters, alumni spotlights, etc.

Diversity, Equity, Inclusivity, and Accessibility

10. Increase the number and equitable support of underrepresented groups among CAD students, faculty, and staff.

11. Develop pedagogically dynamic and relevant curricula, teaching methods and practices that includes accessibility to a variety of learning styles and students with varying abilities.

12. Continue exhibition programming in CAD galleries that emphasize diverse artists, ideas, and rethink historical practices and visionaries who have been overlooked or misinterpreted.

Facilities and Environment

13. Procure university approval and funding to complete the college's comprehensive renovation plan in support of effective learning environments for instructors and students, alike.

14. Prioritize resources that facilitate T/A\D with entertainment, health, sustainability, and accessibility.

Resources

15. Enhance student learning by recruiting dynamic and progressive faculty and the latest in art and design technology.

16. Utilize the college's capital and cascade (hardware) funding to update facilties with necessary equipment and request additional funding as needed from the University.

17. Plan and implement curricular offerings that generate additional revenue for the college and broaden its visibility and offerings beyond the campus to the larger regional and national communities.
    - Develop learning programs for professionals who are seeking to retool or up-skill.
    - Develop international program partnerships, notably in Dubai and India.

B. Research, Creativity, and Scholarship

Student Impact:

1. Provide undergraduate research opportunities through enhanced partnerships (internal and external), list research websites, grants, and conference opportunities on the college's internal website.

2. Establish a CAD MFA student research group in conjunction with RIT Graduate School.

3. Expand partnerships with local and regional community organizations in the arts to showcase student creativity in additional venues (Memorial Art Gallery, Eastman Museum, community murals, Little Theatre, etc.).

Faculty and Staff Impact:

4. Establish five-year benchmarks for sponsored research:
   - Application goals as PI's and Co-PIs
   - Assess annual progress and provide support to faculty interested in applying.

5. Critically review program curricula from a perspective of reducing total courses offered, thus, reducing total faculty teaching load for added research time.

6. Incentivize interdisciplinary research that combines creative endeavors with STEM.

7. Offer mentorship initiatives and funding opportunities for leadership training programs to prepare faculty and staff for leadership roles and responsibilities within the college and university.

Alumni and External Partners

8. Engage University Advancement in securing funding for faculty-led student research and creative activities.

9. Increase venues for sharing research, scholarship, and creative activity with alumni and external partners (e.g., social media, public presentations, exhibitions, screenings, campus-wide capstone and thesis shows).

Diversity, Equity, Inclusivity, and Accessibility

10. Bring diverse topics and participants to the college community through collaborative (campus and community) exhibitions, displays, and speaker series.

11. Identify and mitigate or remove barriers to inclusive participation in any college event or activity.

Facilities and Environment

12. Establish labs and studios specifically designed and designated for research needs.

13. Enrich and sustain research resources found in the Carey Graphic Arts Collection, College galleries, Image Permanence Institute, MAGIC Center, and Vignelli Center for Design Studies.

Resources

14. Allocate additional annual funding for new tenure-track faculty research packages.

15. Modify the annual professional development methodology by pooling funding and making more financial resources accessible to faculty and staff at given moments of opportunity in their scholarship timelines and occasions for professional development. Priority will be placed on enabling faculty to disseminate their work via highly visible venues.

16. Utilize revenue-generating programs to fund increased research and scholarship pursuits by faculty and students.

C. **Visibility and Reputation**

Student Impact:

1. Improve the culture, expectation, and support for students to disseminate their work to external venues, prestigious conferences, exhibitions, screenings, and showcasing events in larger metropolitan areas.

2. Increase community engagement at the program level through specific curricular assignments and establishing courses dealing with social and community engagement via experiential interventions.

3. Strengthen and highlight CAD's unique experiential learning experiences and opportunities (study away, co-ops, and internships).

Faculty and Staff Impact:

4. Reinforce mechanisms that identify, support, and reward faculty and staff who play a significant role in elevating the college's reputation through visibility of their work.

5. Working with Sponsored Research, increase grant applications by informing faculty and staff on a regular basis about available grants and providing grant-writing workshops.

6. Hire faculty and staff with exceptional potential, have existing reputations and visibility, and bring diverse and contemporary perspectives to elevate the reputation of the college.

Alumni and External Partners

7. Reinvigorate alumni connections to the college with participation in the CAD National Council, Imagine RIT: Futurists Symposium, and RIT Advancement-sponsored alumni events.
   - Encourage our alumni to promote their RIT affiliation.

8. Actively seek, identify, and engage with external entities (academic and professional) to develop expertise and potential partnerships including graduate pathways, high school art teacher workshops (regional), tech learning activities, professional development opportunities, internships, co-ops, etc.

9. Expand established collaborative industry projects (Metaproject, T-Minus, Hyperspace, Eureka) with a growing number of external professional partners that contribute to the visibility of the college.

Diversity, Equity, Inclusivity, and Accessibility

10. Expand our outreach and relationships with education institutions who are graduating diverse student populations and share our efforts and opportunities in graduate studies and employment as faculty and staff.

11. Grow the number of annual college applicants in RIT's Future Faculty Career Exploration Program (FFCEP) to bring attention to the university's leadership in diversity, inclusivity, and accessibility professional development.

Facilities and Environment

12. Complete comprehensive renovations, including the Creative Core, to ensure the college's infrastructure consistently supports its unparalleled programs and reputation.

13. Enrich and expand community-building spaces (galleries, offices, student lounges, food sites, etc.) for interior and exterior constituencies based on surveys, and person-to-person feedback to guarantee a high degree of beneficial and effective service.

Resources

14. Establish funding for CAD undergraduate and graduate students to increase student participation in national and international conferences, symposia, screening, exhibitions, competitions, etc.

15. Assess and implement approaches to professional development and travel funds to provide a greater impact/resource to faculty, students, and staff who are disseminating their work in more visible venues.

D. Community and Culture

Student Impact:

1. Grow student-led leadership by establishing a CAD Student Advisory Board that meets independently and regularly:
   - An undergraduate board with representation from each program, honors, and student government.
   - A graduate board with representatives from each graduate program along with any graduate delegates to broader RIT.
2. Reestablish collaborative events and student-centric networking for both graduate and undergraduate students. Collaborate with RIT Graduate School on community-building events.

Faculty and Staff Impact:

3. Strengthen the ties among faculty, staff, and administration by engaging in direct conversation around relevant and timely community issues.
4. Establish physical and virtual spaces that encourage interdisciplinary collaboration among faculty and staff.
5. Develop programs that facilitate global outreach and collaboration for CAD faculty and staff (study abroad, exchange programs, collaborative projects with international institutions, et.al.).

Alumni and External Partners

6. Collaborate with University Advancement and Career Services and Cooperative Education to actively track and share alumni job placements with the college.
7. Expand the industry fields (arts, photography, animation, imaging sciences) and number of participants in Creative Industry Days to incorporate more opportunities for all students.
8. Establish new and maintain existing partnerships with priority organizations (e.g., a2ru, SPE, SIGGRAPH, SMPTE, AIGA, NPPA, CILECT, Coca-Cola Refreshing Films, etc.) in supporting creative endeavors, networking and professional development.

Diversity, Equity, Inclusivity, and Accessibility

9. Partner with RIT Library and Office of Diversity and Inclusion to provide resources (print, electronic, etc.) on issues of diversity, equity and inclusivity for classroom and social use for faculty and staff to ensure appropriate language and representation of diverse communities and its constituents.

10. Improve the diverse composition of our community:
    - Increase in ALANA identifying students to 30%
    - Faculty and staff identifying as ALANA within 5% of student constituency.
    - Faculty and staff identifying as non-male to within 7% of student constituency.

Facilities and Environment

11. Work as a college to identify common time(s) when courses will not be scheduled, to facilitate unscheduled blocks where communal activities can be held.

12. Expand community-aligned social spaces for students throughout the college complex by enhancing lounges, connectivity, food MicroMarts, etc.

13. Increase the number of "art on campus" sites across RIT footprint with short- and long-term interactive displays highlighting work by CAD students, faculty, alumni, and invited makers.

Resources

14. Determine budget and secure funding to complete the Creative Core.

15. Increase donor participation and funding in support of community-building initiatives (e.g., artist in residence, lecture series, workshops).

16. Provide financial support for students to have the opportunity to explore and experience the city of Rochester and surrounding areas.

Strategic Plan Implementation and Assessment

The CAD Strategic Plan Committee was formed to ensure that: implementation (initiation of plan), oversight (regular and transparent monitoring), and assessment (reporting and making recommendations) was successfully achieved.

To implement the CAD Strategic Plan, the committee is charged with these tasks:

1. Reviewing the goals and proposed action items

2. Preparing a statement defining current status of issues to be addressed

3. Developing a strategy for implementing the action items

4. Defining the metrics to be used in assessing each action item

5. Developing a budget early in the process for implementation

6. Establishing a timeline/schedule/milestones for implementation

7. Preparing/reporting regular updates on implementation status and any recommendations for changes to the plan

In 2023, a formal charge was given to the committee. Since that date, the committee undertook responsibilities as outlined in Strategic Plan as well as redefined tasks and expectations. Progress will be communicated via the CAD internal website and at all College meetings.

In 2025, the CAD Strategic Plan committee will take up the University's new strategic plan to ensure the College's Strategic Plan is in compliance with the directives and spirit of the University's document. As is the current practice, the Dean will approve revisions to the College's Strategic Plan before any changes or actions are taken. Any plan updates, accomplishments and revisions will be communicated routinely to the college via email, presentations, and on the college's internal website.