



MEMO

THE COLLEGE of
ARCHITECTURE, PLANNING & DESIGN // K-STATE

To: April Mason, Provost and Senior Vice President

From: Tim de Noble, Dean and Professor
College of Architecture, Planning & Design

Date: February 7, 2014

Re: Self-Assessment 2009/10-2013/14
Five Year Review of Goals and Objectives

Policy

In accordance with section B123.4 of the University Handbook, I offer the following summary of progress relative to the goals and objectives associated with my leadership of the College of Architecture, Planning & Design (APDesign) at Kansas State University.

General Statement and Proviso

I am honored to lead this wonderful college and am pleased with the progress made in my time here. While documenting the trajectory of an organization for a period of time is a necessary aspect of a leader's review, please know that the accomplishments addressed herein are the result of our entire APDesign community of faculty, staff, students and leadership team.

These have been difficult years for the professions we serve. The great recession has had a profound impact on the construction industry and on the design and planning professions. In turn the convulsions have rippled through design programs across the nation effecting funding, enrollment and prospects for employment. Our accomplishments, while impressive on their own merit, are of even greater significance when considering the climate of the last few years. As this is written we are witnessing significant growth in the industry and projections of robust employment well into the future, affording us an opportunity to build on our strengths and momentum. In reflecting on data, I am hopeful that the economic uptick will carry with it a greater base of renewed interest in the disciplines offered in APDesign. Nonetheless, I am convinced that the changing demographics of our country and region, as well as the shifting metrics of licensure, require us to be inventive in a greater range of prospective students to our programs. This necessitates the development of alternative pathways to our graduate programs, as well as development of specialized degrees in line with our resident expertise and the demands of industry.

The following excerpt from my initial letter to the APDesign Community, sent during my first week as dean and to this day included in our website, has served as the basis for my decision making and

leadership on behalf of the college. While many events and initiatives, including the 2025 process have occurred since this was written in 2009, the underlying tenets hold true and are in accord with our goals articulated in the K-State 2025 plan for APDesign.

Indeed, our world has changed. And in many ways for the better, particularly when the majority of us recognize the ramifications of our environmental actions and are committed to changing our behavior to mitigate our negative impact on the interrelated systems of our planet. In parallel, we now live in a world where all but a few realize the life-changing enrichment inherent in respecting our diverse and multi-cultural heritage. Both of these issues, sustainability and diversity, have a profound impact on the design professions and, by extension, on the way in which we educate.

The focus on sustainability has fostered a collective, holistic mentality once seemingly held only by select researchers and science-fiction writers. Realizing the impact construction and production has on the environment, and the interconnectedness of our actions, forces us to confront the status quo of design education and research. Professional design education can no longer survive or thrive as individually focused divisions, but must embrace multi and interdisciplinary collaboration in line with the holistic metrics of environmental sustainability and social responsibility while preparing students for a trajectory of community leadership.

It is no longer enough for us to educate students in preparation for an industry serving a select stratum of clients with the means to access their services. Design is a necessity, not a luxury afforded to a few and as such its transformative impact must be made available to, and aimed at, a greater range of our citizenry. Just as the oft-overlooked vernacular buildings of our agrarian heritage resound with dignity imbedded in their response to use, site, and materials, we recognize the dignity in addressing the design of the everyday. Our cities cause us to marvel at the 'background' buildings defining superb, lively public spaces. While we may revere the noteworthy artifacts of great cultures, we are in awe of this selfless architecture of anonymity. As professionals, our graduates should be equally prepared and excited to pursue careers aimed at expanding the periphery of practice, achieving distinction not only for projects of propriety and aesthetic merit, but of social circumstance.

In this vein we are motivated to build on the traditional strengths of our college while finding innovative ways for students of each of the allied disciplines the opportunity to engage in collaborative research and design. We will promote the transforming potential of design and design-oriented research as necessary endeavors in a society dedicated to environmental stability and diversity, through renewed dedication to our land-grant mission; educating students while conducting research and disseminating knowledge aimed at the issues confronting our society. In so doing we aspire to much more than merely preparing our charges with the base competencies necessary to negotiate traditional models of practice, but to instill in them a desire for inventive application of knowledge in expanding the boundaries of design practice.

Just as we are dedicated to fostering an academic environment of collaboration, we need to address the quality of our physical situation. Seaton Hall is a wonderful, well situated, and historic home to the college, in need of renovation and rejuvenation through remodeling and addition, in order that our educational home reflects our commitment to, and belief in, the inspiring potential of design. This is a superb opportunity for us to show the potential of innovation in transforming an historic building into an environmentally sensitive and technically innovative 21st century academic teaching/learning environment.

My primary responsibility outside of serving as the chief academic officer of the college is resource attainment and management. Most of my time and effort is spent in advocacy of the college, of our departments, faculty and students in a wide range of venues aimed at increased funding and opportunities from a myriad of public and private sources. While engagement in fundraising and

development is predictable for a dean, I did not foresee the level of public advocacy I have been engaged in during my time here including meetings, presentations and tours with the Kansas Board of Regents, members of the Kansas Legislature, the Governor and his aides. This reflects a commitment by the upper administration to our college in recognition of our national reputation and sustained excellence. The Targeted Enhancement Request (TER) written and submitted to the upper administration for presentation to the Kansas Board of Regents in 2012, while aimed at increasing our base funding in order that we may address the deficiencies of Seaton Hall, requires that we significantly increase our financial support from private sources as well as increase our research profile (grants) and our student-generated monies through increased enrollment and student fees. As a comprehensive proposal, the Targeted Enhancement Request (TER) was structured to advance our programs while addressing the sorry state of our facilities. In this way, the TER defined the focus of my activities for the remainder of my time as leader of the college.

Goals/Objectives/Accomplishments

General

The resources and services provided by the Office of the Dean must be structured to support faculty excellence in teaching/research and promote student success and preparation while managing resources efficiently and effectively.

Organization and administration

- *Consolidate duplicate resources (e.g. multiple shops, Krider Center/Weigel Library) in order to gain fiscal efficiencies and increase opportunities for multi-disciplinary student interaction.*
- *Hiring of new Department Heads in Architecture and Interior Architecture & Product Design*
- *College committee reorganization to better reflect and act upon APDesign 2025 plan*
- *Reorganization of the Dean's Office (Ongoing)*

Development

- *Significantly increase endowment of the college and planned-giving commitments*
- *Increase the number of scholarships and support of student activities*
- *Added Annual Scholarship Recognition Reception for donors and recipients*
- *Increase faculty support including excellence funds and endowed positions*
- *Increase bricks and mortar support*
- *Establish Campaign development goals*
- *Invigorate alumni base and increase percentage of alumni participation in giving, engagement and advocacy*

Communications

- *Put in place clear communication structure and archiving protocols for the college including improved website, social networking, e-news and print communications aimed at increasing recognition, alumni interaction, and development.*
- *Rebranding APDesign in coordination with K-State rebranding efforts*

Building

- *Establish clear trajectory for building addition and remodeling capital campaign in line with University Initiatives and the 2025 plan.*

- *Overcome the inertia of underfunding and bureaucracy in advancing necessary improvements to numerous ill-configured spaces in Seaton Hall/ Seaton Court*
- *Hiring (public process) of design consultant (ENNEAD/ANDROPOGON) for programming, conceptual design and promotional materials*
- *Employ specialists (students) in developing promotional video of building design*
- *Reprogram and modify existing spaces to better address teaching and research needs*
- *Convert fallow (storage) spaces in Seaton to usable studio space (45 additional desks)*
- *Consolidation of student managed plotting resources*
- *Enhanced security through new door lock plates and video monitoring of public areas*

Curriculum and Program Development and Support

- *Initiation of indexed assessment and perception surveys*
- *Promotion of alternative pathways to our graduate degrees*
- *Initiated review of First Year (ENVD)studio curriculum, 2013*
- *Promotion of summer studios affording sequencing and course flexibility for students as well as summer compensation for faculty*
- *Initiated Summer Bridge studio, aimed at increasing diversity and increased enrollment (2014 first offering)*
- *Consolidated Italian Studies program to Centro Studi, Orvieto*
- *Cold desks (assigned work-spaces) in the second-semester for first year ENVD students (made possible by conversion of storage space)*
- *Initiated development of APDPRO, a professional leadership and mentoring program*
- *Encourage and support greater interdisciplinary engagement (within and outside of APDesign)*
- *Encourage and support increased service-learning and community outreach*
- *Established task force to review Professional Practice course (in process)*
- *Support development of online offerings including Professional Practice*
- *Shifted DesignExpo organization and administration to Career and Employment Services and expanded committee participation to include Interior Design (College of Human Ecology) and Graphic Art (Department of Art) students*
- *Significant expansion of APDesign Shop capacities including equipment and dedicated shop personnel in support of teaching, research and service-learning activities*
- *Encourage and support engagement of students in CBA Entrepreneurial Studies 'Next Big Thing' competition and development of Summer 'Entrepreneurial Boot Camp'*

Research

- *Increase faculty pursuit of funded research opportunities.*
- *Supported development of first APDesign Research Symposium (Fall 2013)*
- *Participation in annual Federal Relations trip to Washington DC*
- *Advocate for matching startup funds from Vice President for Research*
- *Created annual \$1,500 research fund for each tenure track faculty of which \$1,000 must be matched with funds from other sources. For use in attending conferences, preparing publications, etc.*
- *Identify opportunities for faculty led design and design research on campus (East Memorial Stadium project and Campus Creek)*

Diversity

- *Support APDesign Diversity Committee events focused on introducing exemplars of cultural diversity in the design and planning professions to the APDesign Community and beyond*
- *Sponsorship of annual APDesign Diversity Lecture as a part of MLK Celebration Week*

- *Support of National Organization of Minority Architecture Students (NOMAS), including NOMAS leadership of Multi-Cultural Student Center Charrette*

Representation

As the leader of APDesign, it is my duty to promote the college through wide public engagement and my belief that these efforts will help us identify resources and build affinity for our programs.

College

- *Deans Advisory Council (twice annually)*
- *Deans Student Advisory Council (2-3 times/semester)*
- *Recruiting Presentations (Manhattan, St. Louis, Kansas City, Wichita, Dallas)*
- *Department Professional Advisory Boards (as requested)*

University

- *Advocate for increasing faculty and staff compensation in line with regional norms*
- *Speaker, 'Challenge the Process' Coffman Leadership Institute Alumni Reception, 2009*
- *Speaker, Coffman Leadership Institute, 2012*
- *Speaker, Hispanic Student Recruitment Luncheon, 2011*
- *Speaker, "InView" M.O.M, Men on Mothers, K-State Diversity Summit, 2011*
- *Speaker, Phi Kappa Phi Fall Initiation, 2010*
- *Ad hoc member (Deans Council representative), KSU Foundation Asset Management Committee*
- *Member, (Deans Council representative), KSU Foundation Annual Giving Review Committee (2010)*
- *KSU Foundation Board of Trustees presentations (periodic)*
- *K-State Alumni Association, presentations and tours (periodic)*

Local/Regional

- *Seek public and private funding to augment service/learning and multi-disciplinary opportunities for students.*
- *Clarify our relationship with KU regarding the KCDC.*
- *Hosting of Governor/Legislature and Board of Regents for Seaton Complex Tours*
- *Presenter, K-State Innovation Center, Knowledge Based Economic Development, Creative Arts*
- *Sponsor student participation in Joplin Charrette, AIA Missouri*
- *Lecture, 'Pullet' Young Architects Forum, Kansas City Design Center*
- *Lecturer, UMKC Department of Architecture, Urban Planning + Design (annual)*
- *Attendee, AIA Kansas Annual Convention*
- *Presentation, Blocks Program, AIA Kansas*
- *Presentation, Pillars Program, AIA Kansas City*
- *Attendee, Kansas City Area Development Council Annual Meeting, 2012, 2013*
- *Attendee, Wichita Downtown Development Corporation Annual Meeting, 2012*

National/International

- *APDesign Alumni gatherings, presentations and visits. (Austin, Boston, Chicago, Colorado Springs, Dallas, Denver, Honolulu, Houston, Kansas City, Los Angeles, New York, Orlando, Phoenix, Philadelphia, St. Louis, San Diego, San Francisco, Topeka, Tucson, Washington DC, Wichita, Williamsburg)*

- *AIA Large Firm Roundtable Dean's Forum, Chicago, 2013*
- *Design Futures Council, Annual Summit on Design Innovation and Technology, Delegate(2011,12,14)*
- *Design Futures Council, Annual Summit on Sustainability (2013)*
- *Design Intelligence 2014ForeSight Panelist*
- *ACSA National and Administrators National Conferences (generally alternate my participation per annum)*
- *ASLA (attend national meeting and host alumni event(s))*
- *Associate Member, ASLA*
- *AIA (attend national meeting and host alumni event(s))*
- *Member, AIA*
- *Member, International Interior Design Association*
- *Member, Phi Kappa Phi*
- *Lecturer, 'Passion' Gensler, San Francisco*
- *Coordination visits to Centro Studi, Orvieto*
- *Coordination visit to Santa Chiara, Castiglione*
- *Coordination visit to DIA, Dessau*
- *Support membership in professional organizations for all interested faculty*
- *Sponsor participation of NOMAS students in NOMA Conference and Competition*

Service

Involvement affords us the opportunity to pay-back/pay-forward the service of others while also serving as an avenue to identify resources for students, faculty and staff, as well as best practices of organization and administration.

University

- *Chair, Vice President for Administration and Finance Search*
- *Chair, Associate Vice President for Facilities Planning and Management Search*
- *Member, NCAA Certification Steering Committee*
- *Co-Chair, K-State 2025 Theme Internationalization Committee*
- *Co-Chair, K-State 2025 Theme Committee, Athletics*
- *Member, Campus Planning and Development Advisory Committee*
- *Member, Carnegie Engagement Application Working Group*
- *Deans Council Representative, KSU Foundation Annual Giving Review Committee*
- *Member, Campus Master Plan Update Committee*
- *Chair, Associate Vice Provost Office of International Programs*

Profession

- *AIA Kansas, At-Large Board Member*
- *AIA Kansas City, The Future of Architectural Education Deans Panel, Panelist*
- *Watercolor, Continuing Education Credit Workshop, AIA Kansas Convention, Presenter*
- *AIA Kansas City, 2010 Design Excellence Awards, Master of Ceremonies*
- *AIA Kansas, 2013, Design Excellence Awards, Master of Ceremonies*
- *AIA Kansas 2010, Pecha Kucha Presentation*
- *AIA Kansas 2011, Pecha Kucha Presentation*

Community/State/Region

- *Committee Member, Take Charge Manhattan Leadership Team,*

- *Member, Marianna Kistler Beach Museum of Art Advisory Board*
- *President, Kansas City Design Center Advisory Board*
- *University Representative, Wildcat Creek Working Group*
- *Commissioner, State of Kansas Building Advisory Commission (Appointed by Governor)*
- *Invited Juror, University of Missouri-Kansas City*
- *Event Host, Habitat for Humanity Event, 2010*
- *Emcee, Manhattan High School Varsity Baseball Banquet*

National

- *Invited Juror Syracuse University School of Architecture*
- *Team Chair, University of Utah, School of Architecture, Graduate Council Review*
- *Manuscript Reviewer, University of Virginia Press, Analogy and Design, Andrea Ponsi*
- *Panelist (Juror), Library Journal, New Library Landmarks, 2010 and 2011*
- *External Reviewer, Arizona State University, Herberger Institute for Design and the Arts, Candidate for promotion to Professor*
- *External Evaluator, Florida International University, College of Architecture and the Arts, Department of Architecture, Board of Governor's Program Assessment*
- *Critic and Reviewer, University of Texas, All-School Studio Review,*
- *Reviewer, University of Virginia Press, Analogy and Design, Andrea Ponsi, Book Prospectus,*
- *Lecturer, University of Maryland- School of Architecture, Planning and Design. Symposium in Honor of the Life and Career of Thomas L. Schumacher*
- *External Reviewer, University of Washington College of Built Environments, Candidate for promotion to Associate Professor with tenure*
- *External Reviewer, Illinois Institute of Technology College of Architecture, Candidate for promotion to Associate Professor with tenure.*
- *External Reviewer, Washington University, Sam Fox School of Design & Visual Arts, Candidate for Tenure and Promotion to Associate Professor*
- *External Reviewer, University of Tennessee, College of Architecture + Design, Candidate for Tenure and Promotion to Associate Professor*
- *External Reviewer, Virginia Tech, Candidate for promotion to Professor*
- *External Reviewer, Syracuse University, Candidate for promotion to Professor*
- *External Reviewer, Arizona State University, Candidate for promotion to Professor*
- *Team Member, LAAB Accreditation, (Spring 2014)*

Individual Creative Practice Awards/Publications

While no longer directly involved in the practice of demxarchitecture, p.a., projects completed during my time of sole ownership have continued to receive recognition.

Projects

- *RomWoods House, Fayetteville, Arkansas, American Institute of Architects, Center for Emerging Professionals Annual Exhibition, AIA Grassroots Leadership and Legislative Conference, Washington DC. March 2012.*
- *Vetro 1925, Fayetteville, Arkansas, University of Arkansas, Fay Jones School of Architecture 2011 Design Merit Award. (Submitted by Tim Maddox, partner)*
- *Bowtie House, Fayetteville, Arkansas, AIA Arkansas 2010 Design Merit Award*
- *RomWoods House, Fayetteville, Arkansas, University of Arkansas, Fay Jones School of Architecture 2010 Design Merit Award. (Submitted by Tim Maddox, partner)*

- *Bahkita Ridge House, University of Arkansas, Fay Jones School of Architecture 2010 Design Merit Award. (Submitted by Tim Maddox, partner)*

Publications

- *Article, The Public Work: Defining the Standard for an Urban Society, OZ, Volume 34, 2012*

Teaching

- ENVD 299 Design Matters, Fall 2011
- Regular invited presentations to ENVD203- Survey of the Design Professions
- Regular invited presentations to Italian Studies Class (Study Abroad Orientation)
- Presentation to Professional Practice

Data

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Financial Information					
State Funds	6,141,839	6,296,796	6,480,098	6,612,330	6,701,164
Targeted Enhancement Request					~1,000,000
Sponsored Research Awarded	172,343	60,008	295,918	52,125	20,463
Sponsored Research Expenditures	35,004	16,484	98,422	115,600	*60,837
Technology Fee	376,290	384,553	354,178	353,769	*326,982
Student Information					
Enrollment	823	812	736	753	708
Degrees Awarded	128	148	134	129	~156
Entering Freshman	192	158	170	190	NA
Retention Rate (1st-2nd yr)	94%	91%	90%	82%	
Transfers from UMKC	21	12	12	12	~15
Student Credit Hours	21,646	20,807	18,801	18,795	NA
Faculty and Staff					
Faculty FTE (includes department heads)	56.0	56.0	57.0	60.0	58.0
Staff FTE (includes deans)	22.5	21.5	23.5	24.5	26.7
Foundation Information					
Foundation Annual Donations	748,701	1,474,610	797,157	2,151,409	5,250,237
Foundation Outright Gifts	313,705	401,710	385,660	553,156	786,995
# of Named Scholarships	94	94	98	110	*120
				*	to date
				~	projected
				~	FY 2015=1,500,000 proj.
					FY 2016=5,000,000 proj.

Goals/Objectives

Enrollment and Recruiting

As stated in the beginning of this document, the professions served by APDesign have experienced incredible volatility since 2008. In turn design programs across the nation have had record drops in interest and enrollment, even as prospects for employment into the next decade are very favorable. My goal is to capitalize on our national reputation and relative affordability to attract more students from a greater geographic and socio-economic range. Accordingly we need to build on the traditional strengths of our current programs in developing new and/or concurrent first-professional and post-professional programs aimed at attracting students from other two- and four-year programs. Additionally, we need to promote our opportunities at the

Kansas City Design Center, our study-abroad capacities in Orvieto and through other exchange agreements, as well as our robust internship program in attracting students to our programs.

In the main, we need to effectively advocate for equal support of our students through scholarships as that afforded students in other programs, including engineering. This will require increased funding at the university level as well as through private donations aimed at recruitment. This is particularly important given the length of our programs and the added cost associated with graduate study.

Research

Our teaching, research and service-learning activities should capitalize on the comprehensiveness of APDesign's housing all scales of the design and planning endeavor and as such should serve to expand the periphery of tradition practice, a necessary aspect of design leadership in today's age. In this regard we should be attuned to pursuing sources of public research funding as well as drawing from private sources traditionally served by our professions. Additionally we should, when appropriate with regards to our curricula, engage in service-learning activities with the capacity to fund applied research opportunities. We have increased our thrust in this arena over the last five years through design/build activities, the Kansas City Design Center and numerous other sponsored studio activities. These opportunities infused with interdisciplinary collaboration have greatly enriched the student experience.

Seaton Hall

The Request for Qualifications (RFQ) has been sent to the State of Kansas Office of Facilities Planning and Management (OFPM) and firms will soon be shortlisted. As in our programming study interviews, the selection process will be very public and transparent. I see this process as not only significant in identifying the most qualified design team, but an important learning opportunity for our students. To this end I have been vocal in advocating for an open process on this (and other) projects.

The retooling of Seaton Hall and Seaton Court will require significant coordination and triaging of activities in order to minimize disruption of our academic mission. In this regard, I will be working with the project team, university officials and our department heads in identifying surrogate spaces, as well as the possibility of expanded off-campus activities in accommodating students and faculty during this period of transition.

APDPro

The next phase of development of the APDPro program involves the identification and matching of mentors from our alumni base and beyond with students in line with their intended

trajectories beyond their degrees. This will require significant effort by our staff and cooperation of our faculty and alumni in identifying the skills and foci of potential mentors. The mentorship component of the program will not only benefit the students, but will help us build advocacy and support of our college.

Orvieto/International Study

Having made the decision to concentrate our Italy-based program in Orvieto, we will work to build the center beyond activities specific to APDesign, promoting our presence in this superb location as a great foothold for Kansas State to increase program offerings in Italy, reducing our dependence on other universities to offer these programs to our students. Building the breadth of the program will afford a greater range of elective and interdisciplinary opportunities for our students and faculty.

Offerings for non-majors

We will continue to investigate offering additional courses in our college for non-majors with the intent of building interest and efficacy for the role of design and planning in our society. This may include offering additional minors and cross-indexed programs with other colleges.

“Our guiding principle is that design is neither an intellectual nor a material affair, but simply an integral part of the stuff of life, necessary for everyone in a civilized society.” -Walter Gropius