

COLLEGE OF ARCHITECTURE, PLANNING & DESIGN

NEXT-GEN K-STATE

STRATEGIC PLAN 2030





KANSAS STATE UNIVERSITY

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A LETTER FROM DEAN MICHAEL MCCLURE

Dear Faculty, Staff, Students, Alumni & Friends:

I wish to extend my most sincere thanks to each of you who contributed your time, energy, and expertise to the creation of the APDesign Kansas State University Next-Gen Strategic Plan 2025. The process of envisioning and planning our future has been an incredible undertaking, and your collective efforts have been invaluable in shaping a bold and transformative roadmap for our college.

The dedication, collaboration, and innovation demonstrated throughout this process have been truly inspiring. Faculty, you have brought your expertise and academic vision to the table, ensuring that the plan reflects the highest standards of education and research. Staff, your support and attention to detail have been critical in translating these ideas into actionable strategies. Students, your participation and insight have ensured that the future we are planning remains student-centered, forward-thinking, and adaptable to the challenges and opportunities that lie ahead. Alumni and Friends have brought perspectives that ensure we meet the highest professional and community standards.

As we move forward, this strategic plan serves as more than just a document—it is a reflection of our shared commitment to excellence, a roadmap for innovation, and a guiding framework that will help us continue to thrive as a leading institution in design, planning, and architecture. It will be a tool that ensures our continued relevance and impact both locally and globally.

I am deeply proud of the collaborative spirit that has brought this plan to life, and I am confident that, with your continued dedication, we will accomplish the ambitious goals we have set out to achieve. Thank you once again for your hard work, your passion, and your unwavering commitment to our shared vision for the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. McClure', written in a cursive style.

Michael McClure, FAAR, AIA

Dean and Professor

Colege of Architecture, Planning & Design



INTRODUCTION

APDesign is a beacon of creativity, a hub of critical thinking, and an exemplar of student success. We will continue our record of excellence as a model 21st century land grant college by exploring new ways to keep improving, engaging our disciplines to enrich our communities, and most importantly to inspire the next generation of thinkers and creators.

Our multidisciplinary education reflects the interrelated nature of the professions we serve and contributes to our graduates' immediate impact in their professions and their communities. Having these disciplines "under one roof" truly makes APDesign a unique and potent design college:

- Architecture (M ARCH, MS ARCH)
- Community Development (MS, graduate certificate)
- Community Planning (minor)
- Furniture Design (graduate certificate)
- Interior Architecture (M IARC)
- Interior Design (BS)
- Industrial Design (M INDD, minor)
- Landscape Architecture (M LA)
- Real Estate & Community Development (BS)
- Regional & Community Planning (M RCP)
- Environmental Design & Planning (PhD)

APDesign's census for Fall 2024 totaled 1,002 students; 61% female, 39% male; 21% first generation; and 54% in-state residency. During Fall 2024, the college employed 96; 66 faculty, 25 staff and 5 administrators, 74 Hourly student employees and 21 GRA/GTAs.

OUR GUIDEPOSTS

MISSION

To be a comprehensive design community comprising all scales of the design and planning endeavor, informed by a culture of inquiry, focused on the significant issues facing our society including environmental stewardship, social equity, economic viability, and aesthetic delight in support of the University's mission as a Land Grant institution.

VISION

To be a nationally recognized center of design and planning excellence and a nexus of interdisciplinary engagement, outreach and research serving the University, the profession and society.

K-STATE VALUES

The College of Architecture, Planning & Design affirms and prioritizes the University Values outlined in the Next Gen Plan.

CONNECTION

We are stronger together — cultivating trust and building relationships to connect our K-State community with our state, nation and world.

COURAGE

We lead with bold conviction — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.

IMPACT

We listen, adapt and challenge the status quo — leading change through learning and discovery that transforms lives and creates shared prosperity for all.

LEARNER-FOCUSED

We welcome all who seek to learn and grow — providing an accessible, inclusive and exceptional experience that helps them achieve their potential.

PEOPLE-CENTERED

We are everything because of our people — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.

STEWARDSHIP

We are committed to our future — using our resources responsibly to leave a positive, lasting legacy.

APDESIGN VALUES

In addition to the values outlined in the University's Next Gen Plan, the College of Architecture, Planning, and Design have outline values that are imparative both to our college and professions.

INCLUSIVITY

We celebrate collaboration, the expertise of others, and welcome interdisciplinarity. We are committed to respecting the cultural histories and identities of those we serve.

INNOVATION

Design and Planning are uniquely poised to be at the forefront of addressing the most pressing challenges facing society today.

CREATIVITY

We make solutions and redefine problems. We organize new patterns and structures. Creating is the highest and most advanced level of Bloom's Taxonomy.

The College of Architecture, Planning, and Design has adopted 3 priorities as a framework for the strategic planning process and to further guide planning conversations. Each theme contains goals that are to be achieved, strategies by which they will be achieved, metrics which can be used to gauge their completion, and a timeline.

As a comprehensive college that houses all the disciplines in design and planning, APDesign is committed to the university's 2030 vision of leading the nation as a next-generation land-grant university. We will engage with each of the university's 10 strategic imperatives through our unique and distinctive strengths:

- Design Excellence and Innovation
- Applied Learning and Research, Scholarship, Creative Works, and Discovery
- Collaborations and Community Engagement
- Student, Faculty, and Staff Excellence





PRIORITY 1
DESIGN RESEARCH AND CREATIVE WORKS INNOVATION HUB

Alignment to K-State Next-Gen Imperatives 3, 4, 5, 6, 7

We build teams, we build partnerships, and we solve problems for others. Design and Planning are uniquely poised to be at the forefront of addressing the most pressing challenges facing society today including climate change, social justice, community health, housing, and equitable access. As a college of professional and applied disciplines, we embrace the full breadth of activities in the enterprise of research, scholarship, creative activities, and discovery (RSCAD). APDesign is committed to leveraging its expertise in design and planning through our interconnected and intertwined approach to applied learning, community engagement, and RSCAD enabling us to address significant societal challenges and wellbeing within Kansas through engaged, sustainable, and resilient solutions.

GOALS

- **Advance Applied Research & Creative Works:** Promote interdisciplinary projects that reflect the complexity and diversity of our world.
- **Champion Design for Good Community-Engaged Learning:** Foster student engagement with local and global communities to address real-world challenges, enhancing practical skills, and societal contributions through innovative design solutions.
- **Cultivation of Research & Creative Works Culture:** Foster a supportive environment that encourages innovative and impactful research, scholarship, creative works, and discovery.
- **Infrastructure Development:** Enhance the facilities and resources available to support robust activities across the college.

STRATEGIES

- Draft and enact a plan to elevate the culture of research and creative works and recognition within the college.
- Develop a program to address the lacking infrastructure for research and creative works within the college.
- Establish a Center for Applied Design Research and Creative Works and Extension
 - Design for Good Initiative. Engage in interdisciplinary service learning and in support of expanding research and development of complex community issues with partners from the public and the profession offering applied design services that the market or professional industry is not able to service.
 - Offering design services, education, outreach, and training on applied design thinking and systems principles.
 - Develop industry and publicly sponsored research and creative works projects, faculty positions, endowed chairs, and staff positions to increase our capacity to service the needs of Kansans.
 - Seek “non-traditional” industry partners to innovate materials, creative process, etc.

- Expand reach of Housing Consortium.
- Develop strategy to leverage the Kansas City Design Center (KCDC) as an urban and professional center of engagement.
- Expand partnerships with community groups, governmental bodies, and non-governmental organizations to enhance our impact on society and leverage external expertise.

METRICS

- **Increase in student participation in applied learning activities.**
- **Research & Creative Works Output and Engagement:** Track increases in RSCAD production, including external funding/grants received, projects initiated, and findings disseminated through peer-reviewed channels. Develop methods to evaluate the impact and relevance of research and creative works activities to ensure they align with strategic objectives and societal needs.
- **Grow Partnerships & Community Engagement:** Track the increase in number and level of partnerships and resources, such as funding, expertise, and technology, obtained through partnerships. Develop criteria and methods to measure the impact and relevance of partnerships to both APDesign and our partners.

TIMELINE

- 2024-2025** Measure scholarly and research and creative works activity in the college to determine baselines. Develop methods to evaluate the impact and relevance of scholarly and research and creative works activity. Formally measure applied learning activities and set a baseline for the college.
- 2025-2026** Draft and enact a plan to elevate the culture of research and creative work recognition within the college while developing a program to address lacking infrastructure for research and creative work. Work with other initiatives on campus that are focused on applied learning and community engagement. Seek improvement in applied learning activities above the college baseline. Conclusion of two-year competition period for Gateway Decathlon and project report. Develop plan for additional interdisciplinary projects. Seek philanthropic support for plan implementation.
- 2026-2027** Communicate more effectively about the type of research and creative works conducted by the faculty and students within APDesign.





PRIORITY 2
DESIGN INNOVATION AND EXPANSION FOR MORE VIBRANT PROFESSIONS AND THE BETTERMENT OF ALL

Alignment to K-State Next-Gen Imperatives 1, 2, 3, 5, 6, 7

APDesign is dedicated to providing an innovative and future-focused education that anticipates and responds to the dynamic changes in society, economy, technology, and climate to prepare students not just for the current professional landscape but for future challenges and opportunities. We will foster robust partnerships integral to our mission of solving problems and creating solutions through design. APDesign is committed to being a leader in design education, centered around student success, rigor, professionalism, and wellness. We will work towards constant improvement to reach the university goals for student success as well as continue to improve students' wellness and sense of community.

GOALS

- **Expand Educational Offerings:** Improve current programs to increase flexibility and capacity, addressing both student and market demands. Introduce new, non-studio-based degrees and certificates to provide alternative pathways into design fields. Develop interdisciplinary degrees that merge design with other academic disciplines across campus. Explore opportunities for the expansion of professional development content.
- **Advance Interdisciplinary Education:** Promote interdisciplinary projects that reflect the complexity and diversity of the professional world, preparing students to address multifaceted societal issues.
- **Financial Support Enhancement:** Address and reduce financial barriers that adversely impact student success, focusing on scholarships, material cost assistance, and internship opportunities.
- Foster innovation, cross-disciplinary collaboration, and a user-centered problem-solving approach through **Design Thinking** offerings within the Kansas State University academic community.

STRATEGIES

- Partner with other disciplines on education abroad, community engaged and applied learning projects, and internship opportunities.
- Explore the use of KCDC as a site to integrate and engage with professionals, recruiting, adult learners.
- Create an APDesign National Design Competition focused on high school students and undergraduate students nationwide to win scholarships to K-State for current APDesign programs with enrollment capacity.
- Address and reduce financial barriers that adversely impact post-baccalaureate recruitment.

- Identify targets for financial support that would allow every APDesign student to participate in signature field experiences and enact a plan to secure the necessary funding.
- Develop comprehensive facilities programs to address needs to support growth in enrollment, learning, research and creative works outreach, and service goals associated with the next-generation plan.
- Convene a Design Thinking Task Force to research feasibility of new curricular offerings and develop a Design Thinking Education Action Plan which includes a foundational Design Thinking course.

METRICS

- **Program Growth:** Monitor the launch and growth of new program offerings
- Increase APDesign's enrollment growth as a percentage of the University to reach 30,000 [1,050 by 2025; 1,200 by 2030].
- **Program Capacity Utilizations:** Regularly review existing programs' capacities in relation to available facilities and faculty/staff capacity.
- **Facilities expansion:** Expand our physical facilities to meet the needs of the college's larger size and growing research and creative works and engagement activities.
- **Retention and Graduation Targets:** Meet or exceed K-State targets for retention and graduation rates.
- **Wellness and Community Engagement:** Establish surveys and ongoing assessments to measure key areas and work towards improvements.
- **Curricular and Pedagogical Effectiveness:** Monitor and report on issues related to curriculum and teaching that affect student graduation and retention.
- Increase in education abroad, internships, and interdisciplinary work.
- Continued Professional Accreditation for all appropriate programs.
- Create a survey instrument for Dean's Advisory Council, Professional Advisory Boards, industry, and community partners to measure engagement and feedback as well as for responsive curriculum processes and adaptation.

TIMELINE

- 2024-2025** Convene faculty champions in design thinking to develop strategies, plans, potential new offerings in Design Thinking for the college, university, professions and public.
 Research interest, market, and feasibility of new degrees, certificates, etc.
 Initiate a process to solicit feedback from college advisory councils on curricular development.
 Continue to grow scholarships, 5th Year Fellowships, and Society We Serve initiatives.
 Identify a team and schedule of work for an interdisciplinary master plan for Seaton & Regnier Halls.
- 2025-2026** Increase the number of students awarded financial support and the impact on retention.
 Finalize Seaton & Regnier Hall master plan that is supported by key stakeholders.
- 2026-2027** Increase the number of students awarded financial support and the impact on retention.
 Complete two components of work identified in the Seaton & Regnier Halls master plan.
 Develop initial phase of a plan to secure funding to implement plan.



PRIORITY 3
RECRUIT, RETAIN, AND SUPPORT WORLD CLASS FACULTY, STAFF, AND STUDENTS

Alignment to K-State Next Gen Imperatives 1, 2, 8, 9

APDesign aims to be recognized as a premier design college and employer, not just in Kansas but nationally, by supporting and valuing the contributions of its talented, dedicated, and hardworking faculty and staff with special considerations to enhance compensation, recognition, professional development, and overall workplace wellbeing to attract and retain top talent.

GOALS

- **Health and Wellness Promotion:** As part of our membership in the Okanagan Charter for Health Promoting Universities, enhance wellness programs and community-building activities to support overall student well-being.
- **Competitive Compensation and Recognition:** Advocate for and implement compensation packages competitive with peer institutions, along with meaningful recognition programs highlighting the efforts and achievements of staff and faculty.

STRATEGIES

- **Wellness and Community Engagement:** Establish and improve wellness/community engagement baselines through surveys and ongoing assessments. Evaluate the number and effectiveness of wellness initiatives and recognition programs, aiming for continuous improvement.
- Strengthen APDesign’s integration with other academic and support areas across the university, supporting the overarching One K-State mission.
- Recognize and celebrate faculty, staff and student efforts.
- **Job Satisfaction and Retention:** Monitor and improve job satisfaction levels, aiming for enhanced employee retention and engagement.
- **Compensation Parity:** Track and ensure compensation levels are comparable to those of peer institutions.

METRICS

- **Program Capacity Utilizations:** Regularly review existing programs’ capacities in relation to available facilities and faculty/staff capacity.
- **Retention and Graduation Targets:** Meet or exceed K-State targets for retention and graduation rates.

- **Curricular and Pedagogical Effectiveness:** Monitor and report on issues related to curriculum and teaching that affect student graduation and retention.
- **Operational Alignment:** Establish and monitor a baseline for operational alignment within APDesign and across university departments, aiming for continual improvement.
- **Collaboration Effectiveness:** Measure the effectiveness of collaborative projects and initiatives in terms of output, impact, and participant satisfaction.
- **Job Satisfaction and Retention:** Monitor and improve job satisfaction levels, aiming for enhanced employee retention and engagement.

TIMELINE

- 2024-2025** Convene a wellness committee to draft an APDesign Wellness Plan.
 Complete a comparative compensation assessment.
 Create a faculty award development process.
- 2025-2026** Review and conduct open discussions about plan. Set strategies for improving wellness among the APDesign community and finalize plan.
 Collect feedback and improve upon faculty award development process.
- 2026-2027** Implement first phase of wellness plan.
 Develop and launch a faculty award mentorship program.





BOLD IDEAS TO MOVE THE COLLEGE FORWARD

DESIGN THINKING

Coordinate, Elevate, and employ the skillsets of APDesign. Design Thinking is an essential, cross-disciplinary mindset and methodology at an R1 land grant university, fostering creativity, problem-solving, and innovation. It empowers students and professionals to address complex real-world challenges, encouraging cross-disciplinary collaboration and adaptability. This approach prioritizes diverse perspectives, empathetic understanding, and human-centered solutions, preparing graduates to tackle 21st-century challenges and drive meaningful societal change in their respective fields, aligning with the university's mission. Outcomes could include courses, certificates, professional development, and programs for the university, professions, and public.

APPLIED DESIGN COLLABORATIVE: A NATIONAL CENTER FOR APPLIED DESIGN RESEARCH AND CREATIVE WORKS AND EXTENSION

The quality of our physical environment has a direct impact on our lives. As the only college in the country with professional degrees in Architecture, Interior Architecture, Interior Design, Industrial Design, Landscape Architecture, Planning, and Real Estate and Community Development, we are uniquely positioned with the expertise required to work on the multi-scaled complex problems facing Kansans and the globe. APDesign can work to improve the built environment at every scale, from furniture to buildings to landscapes to community and regional planning. All APDesign faculty have the potential to contribute to an applied design collaborative because we value all creative work and its contribution to society.

A Center for Applied Design Research would be a nexus where our faculty, staff, and students could engage with communities and organizations to solve their design problems. It recognizes that our teaching, learning, research and creative works, and service are most powerful when we apply our knowledge to solve design problems for others. The Applied Design Collaborative will be able to coordinate and service a broad range of projects that the market or professional industry is not able to service and therefore increase communities' capacity for improvements through design.

In parallel or as part of the Applied Design Collaborative, there are opportunities to develop interdisciplinary working groups tasked with issues that are of major importance to Kansans, the Nation, and the Globe. Two primary concerns already being addressed by APDesign are Housing and Community Wellness.

HOUSING CONSORTIUM

Housing quantity and quality has been identified as a primary concern for Kansans. The need for high quality, affordable housing is also an issue across the country. This project will bring together multiple research and creative works projects at APDesign and across the campus. This project will coordinate and develop cross disciplinary curriculum, applied learning, and engagement opportunities that focus on the interdisciplinary skills required to tackle this important and pressing societal issue. At APDesign we house the disciplines and expertise to study these issues and offer solutions to communities. We have a strong and deep record of community engagement and research and creative works on Affordable Net Zero housing, survey of housing stock and quality, planning for equitable housing policy, and housing as a social determinant of health.

DESIGNING WELLNESS: A MODEL IN HEALTH, WELLNESS, AND BELONGING

Promoting Health and Wellness is a prime concern of Kansans, the country, and global society today. At APDesign we understand that our professions are essential to the creation and maintenance of our physical environments and that design is a major determinant of community and human health, wellness, and belonging. This program's aim is for APDesign to become a leader in the complete cycle of health and wellness through design at every scale.

We will address design as a major determinant in wellness for society. We will address student wellness. We will address professional wellness.



OUR CAPABILITIES

The Capabilities That Have Led to Our Excellent National Reputation

APDesign is committed to being a leader in design education, centered around student success, rigor, professionalism, and wellness while expanding its educational offerings to meet the growing demand for diversity and innovative pathways into the creative design fields. Our current professional, accredited, studio-based degree programs are vibrant. As a college we have worked diligently to retain our remarkable reputation, working to enhance learning diversity, and meeting evolving industry needs.

In recent years, the college added a Bachelor's level Real Estate & Community Development program in collaboration with the College of Business Administration. This program provides students with an outstanding and industry relevant educational experience through non-studio-based courses which had some capacity to grow. Additionally, in Fall of 2024, APDesign welcomed the Bachelor of Science in interior design program into our college administratively. To fully realize the benefits of this transition additional space is needed. APDesign is at the forefront of design education and at capacity of faculty, staff, and facility resources.

Our straightforward and honest approach during the recruitment process and keen attention to welcome and support activities have been honed through years of work to develop processes that have enabled our success, and we have earned admirable retention and graduation rates (see 5-year average below). APDesign has and will continue to work towards constant improvement to reach the university goals for student success as well as continue to improve students' wellness and sense of community.

	APDESIGN AVERAGE	2025 K-STATE TARGET	2030 K-STATE TARGET
1ST YEAR RETENTION	88.6%	90.0%	92.0%
2ND YEAR RETENTION	83.9%	80.0%	81.0%
6-YEAR GRADUATION RATE	74.0%	70.0%	75.0%

Applied learning is at the core of APDesign's educational philosophy, embodying the principle of 'learning by doing'. Long has APDesign's studio-based curricula required applied learning and our administration and faculty remain committed to build upon our excellence in preparing students as professional leaders through immersive, real-world experiences every semester. APDesign students are encouraged to travel and participate in education abroad offering students exposure to international standards of planning and design, thereby fostering empathy and global awareness.

The dedicated individuals who serve as part of APDesign's faculty and staff are the heart of our lean operation. We are in constant search for ways in which to be efficient in our work. Professional development is highly valued, and the college intends to expand these opportunities.

Following an impressive escalation in philanthropic support in response to our building renovation and construction project and the Innovation & Inspiration Campaign, we have continued this momentum with a new stretch goal to provide each non-baccalaureate masters student support in their 5th year of their programs through the 5th Year Fellowship and further aimed to increase support of underrepresented populations through our Society We Serve initiative. The college intends to increase our annual philanthropic goal by 2.5% each year during the Next-Gen Strategic plan.

PROCESS OF PLAN DEVELOPMENT

Timeline Summary

Kansas State University launched the Next-Gen Strategic Plan on September 8, 2023. In November 2023, the college received formal advice on how to proceed with our planning process. APDesign's CCOP was convened in December 2023 for a briefing on strategic planning developments and feedback solicited. APDesign held a college retreat on January 9, 2024. During this session, Mentimeter was used to collect feedback through a variety of question types. The raw data was processed and distributed for the college for committees, departments and other affinity groups input over a seven-week period. Following the collection of responses, feedback was collated and refined with the refined plan circulated again and a survey developed to collect individual responses. The second feedback period was held over the course of six weeks. Additionally, feedback was solicited from our Dean's Advisory Council during its April meeting through verbal feedback and Mentimeter questions. APDesign submitted a draft plan for review by central administration in June 2024. Comments from central administration and other unit leads were received and considered during a further refinement period in early September 2024 along with an open call to faculty, staff, a select group of students, and alumni.

Next Steps

Following submission of this plan, the college will continue work on developing our action items to operationalize our plan.



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