Strategic Vision 2015

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INTRODUCTION

Northeastern University’s College of Arts, Media and Design has embarked on a strategic planning process to better position itself as a new paradigm in the emerging and interdisciplinary fields of arts, media, and design. The college’s vision, mission, distinctions, strategies, key priorities and measures all focus upon leveraging both Northeastern University’s and the college’s strengths in experiential partnerships and collaborative learning to prepare its students to be informed citizens and creative leaders.

Vision
The College of Arts, Media and Design explores the spaces between our disciplines. Building on existing knowledge, we frame, research, and answer transformative questions. Our work together challenges, engages, and shapes global cultures and marketplaces.

Mission
We create a distinctive experiential education by leveraging emergent practices and scholarship in the arts, media, and design. Our unique combination of disciplines empowers innovative thinking and making. Our students become informed citizens and creative leaders with an enlightened entrepreneurial spirit.

We will fulfill our mission and strive toward our vision through our focus on educational programs; the innovation, scholarship and creativity of our faculty; and our service to internal and external stakeholders. We see ourselves as a community of students, faculty, and staff with a shared commitment to developing tomorrow’s creative leaders and global citizens. Our educational programs prepare our students for professional and scholarly opportunities, lifelong social engagement, and career success. Similarly, our research, scholarship, and creative activity merges traditional modes of scholarship and creative enterprise to foster and reward critical reflection and engaged problem-solving. The leadership that our faculty, students, and alumni provide is deeply rooted in CAMD’s core values of collaboration, engagement, openness, inquisitiveness, agility, and integrity.

As the College of Arts, Media and Design looks ahead, our focus is on strengthening core areas of our work and building on that foundation to achieve key goals related to our mission and vision. This strategic plan provides an overview of the college’s distinctions and high-priority strategies. Using the plan as a roadmap, we seek to further our goals and reach for new achievements in the following important fields of our college: our education activity; our people across the organization; our research, scholarship, and creativity; our external relations; and our internal structures and processes. To this end, this plan is organized around
these five core areas of the college. Detailed action steps support these distinctions and the strategies behind them, as do the measures we will use to track our progress toward implementation.

These distinctions and strategies enhance our capacities in core areas of the college’s work, and in particular allow us to collectively focus on six broad priorities:

- **Undergraduate Education**: The educational experience we provide to our undergraduate students is our utmost priority, and our strategies approach this from a variety of perspectives. Our focus is to create a supportive and collaborative undergraduate educational environment where students are challenged through intellectual, creative, and practical experiences to become critical thinkers and socially-engaged citizens. This is accomplished by ensuring that curricula are not only flexible, innovative, and continually evolving, but also effectively assessed on a regular basis. We recognize our academic programs are based on our ability to continue to attract and develop a diverse faculty composed of critically engaged scholars and practitioners. The research and creative work of our faculty provide a foundation for the intellectual life of the college and the college aims to support these faculty with internal and external partnerships across the arts industry, the creative disciplines, and the public sphere.

- **Graduate and Continuing Education**: Our goal is to ensure that our graduate programs and curricula are flexible, innovative, and continually evolving. We will take advantage of existing academic strengths to develop new degree programs (with an emphasis on professional Masters and to explore PhD options) and non-degree programs (continuing education, post-professional) in a variety of innovative formats. As with our undergraduate programs, our goals are supported by our ability to attract diverse faculty and support these faculty with internal and external partnerships across the arts, media, and design landscape.

- **Organizational Structure of the College**: We will redefine the organizational structure of the college to introduce the necessary changes for building effective and efficient operations. We recognize the need to provide meaningful information, technology, and technical support and management tools to enable the college’s leadership and faculty to manage their responsibilities in an effective manner.

- **Identity of the College**: Our success is contingent on establishing our identity as a new paradigm of education, research, and creativity in disciplines that drive the global knowledge economy. This will be enhanced through providing an intellectual exploration
of the college’s potential synergies among its different fields, by publicly presenting its work and achievements, and by facilitating and promoting the exchange of ideas and best practices across all domains to position the college as a leading voice in contemporary cultural debates.

- **Infrastructure/Resources**: We recognize that the college requires a coherent and functional infrastructure with supporting resources. Securing renewed facilities for the college’s academic programs, its students and faculty is a high-priority for the college in the years ahead. We will expand our personal and financial resources to support our mission and infrastructure.

- **Viability**: Our success requires new and innovative sources of revenue as we move towards a hybrid management model in which self-sufficiency will increase. We will work with the university’s advancement office to cultivate relationships with alumni, parents, donors, potential donors, corporations, and foundations to fund high-priority projects that have been identified and that leverage our identity as a new paradigm of education, research, and creativity in disciplines that drive the global knowledge economy.

**Distinctions and Strategies**

Five core areas of our work are at the heart of this plan and drive the pursuit of our key priorities: the people who are the heart of our college, our research, scholarship and creativity, our educational programs, the external relations we pursue to connect with our stakeholders, and the internal structures and processes in place to manage the College of Arts, Media and Design. In each of these areas we define what makes us distinctive: built partly on our current strengths and partly on the capabilities we need for the future. The strategies summarized following each of the five areas serve to bring those distinctions to fruition.

1. **Education**

   In an urban learning environment CAMD prepares students for professional and scholarly opportunities, lifelong social engagement, and career success. The college uses emerging technologies and a flexible curriculum to enhance traditional disciplinary study. CAMD embraces the symbiotic relationship between theory and practice and sustains the premiere experiential learning program in the nation.

   To this end, we will:
• Ensure that our curriculum is flexible, innovative, continually evolving and structured to generate revenue to support undergraduate and graduate tuition scholarships and assistantships. Establish state of the art facilities that embrace and employ emerging technologies.
• Expand and improve relationships with Co-op employers, colleagues within and outside CAMD, and related city and community partners, and professional partners throughout the world.
• Assess and improve training and preparation for students who are applying for Co-op positions and entering the job search.
• Expand our people resources (staff) in quantity and quality such that they assist us with the implementation of our stated goals.
• Efficiently and effectively evaluate and assess our progress on all of these strategic fronts on a continuing basis.

2. People
CAMD is a community of students, faculty, staff, and administrators with a shared commitment to developing tomorrow’s creative leaders and informed citizens. This mission is undertaken in a collegial and supportive climate where positive, cooperative interactions are encouraged, where critical and informed risk thinking are valued and a variety of perspectives and approaches are respected.

To accomplish this we must:

• Attract and develop a faculty composed of critically engaged scholars and practitioners whose research and creative work provide a foundation for intellectual and artistic discovery and elevates the stature of the college.
• Create a supportive and collaborative environment where students are challenged through intellectual, creative and practical experiences to become responsible leaders in a global community.
• Build a culture of inclusion, openness and trust that rewards risk taking and innovation.
• Provide a variety of venues and opportunities for the community to facilitate and promote the exchange of ideas and best practices across all domains.

3. Research, Scholarship and Creativity
CAMD merges traditional modes of scholarship and creative enterprise to foster and reward critical reflection and engaged problem-solving in a changing world.

These goals necessitate that we:
• Pursue internal and external partnerships across the arts industry, the creative disciplines and public sphere.
• Encourage and reward individual scholarship as well as collaborative research that takes advantage of the unique collection of disciplines within CAMD.
• Establish recognized standards of academic value for diverse forms of creative practice for use in establishing promotion and tenure guidelines for CAMD.
• Enhance the public discourse at the intersection of the creative arts, scholarship and civic life.
• Take advantage of strengths in these areas to develop new degree and non-degree programs.
• Develop and maintain facilities for research and creative work in CAMD.

4. External Relations
CAMD will cultivate a professionally oriented, practical focus that forms the basis for mutually beneficial partnerships and relationships with our stakeholders.

To foster these connections we will:

• Leverage existing relationships and build new relationships to share our knowledge and expertise and to enrich our students’ educational experiences.
• Reach out to colleges similar to CAMD domestically and internationally to pursue mutually beneficial partnerships and synergies.
• Work with the admissions office to increase quality and diversity of applicants as well increase yield.
• Work with the advancement office to cultivate relationships with alumni, donors, potential donors, corporations and foundations to fund high priority projects that have been identified.
• Facilitate a close working relationship between the college’s and the university’s communications offices — driven by the overall marketing and communications strategy for the university — to connect faculty experts with the news media and to reach out to other external constituents.

5. Internal Structures and Processes
CAMD develops and provides administrative, financial, and technological tools and procedures to build the foundation from which the college can excel and flourish.

This capability will be fully realized as we:
• Assess the current state of facilities to identify the structural needs of CAMD and to develop a plan to meet the physical, spatial, and technological requirements of the college.
• Provide timely and meaningful data and tools to faculty, staff, and management so they can effectively manage their responsibilities.
• Establish a budget process that facilitates timely and effective decision-making.
• Re-evaluate the organizational structure of the college to determine if changes are necessary for building effective and efficient operations.
• Act as ambassadors for the admissions office to increase the quality and diversity of applicants and yield.
• Develop a culture of “customer service” that promotes the highest level of collaboration, cooperation and communication.

Each of these strategies is built on a detailed implementation plan with actions steps, timelines, clearly identified accountabilities, and measures so we may track our progress toward implementation.

Values

We recognize that the values within our college community underpin its ability to successfully achieve its mission. Through our strategic planning process we identified six critical values that define our community.

• **Collaboration:** We form interdisciplinary teams across the college, the university and other institutions to bring a broad range of knowledge and experience to research and intellectual inquiry.
• **Engagement:** Our educational and civic mission encourages interactions with the world through local and global learning experiences and creative initiatives
• **Openness:** We believe that transparency, accountability and truthfulness are integral to the ethical foundation of the college.
• **Inquisitiveness:** We value curiosity about the world as it is and as it yet to be. We frame our research and creative work by redefining problems and seeking innovative outcomes.
• **Agility:** We foster the capacity to react quickly to new circumstances and critically examine opportunities presented by rapid technological and social changes.
• **Integrity:** We are a socially engaged community with shared values that seeks to advance ethical responsibility among our students and faculty.
The college has been actively creating new programs and research areas, which will benefit from and take full advantage of collaboration across our academic units and with other colleges.

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<thead>
<tr>
<th>New graduate degrees</th>
<th>Research in progress</th>
<th>Interdisciplinary areas</th>
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<tbody>
<tr>
<td>MS Music Industry Leadership (MMIL)</td>
<td>Research in Entertainment, Arts, Technology &amp; Entrepreneurship - CAMD, DMSB, SOL</td>
<td>Arts/Media/Creative Industries &amp; Entrepreneurship</td>
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<tr>
<td>MDes in Sustainable Urban Environments (MDEs-SUEN)</td>
<td>Metropolitan Design - CAMD, CSSH, COE, COS</td>
<td>Urban Design &amp; Sustainability</td>
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<tr>
<td>MS Game Science &amp; Design</td>
<td>Playable Innovative Technologies - CAMD, CCIS, DMSB, COS</td>
<td>Game Science &amp; Design</td>
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<tr>
<td>MFA Information Design &amp; Visualization</td>
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<td>Information Design/&quot;Big Data&quot;/Digital Humanities</td>
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CREATIVE LEADERS

CONCEPT

CREATIVE LEADERS are students in the College of Arts, Media and Design who are:

- exceptionally talented in our creative and communication disciplines
- highly entrepreneurial and innovative
- driven to interdisciplinary interests

The objective of this program is to:

- provide these students with a special mentoring from industry leaders and successful alumni
- support them in the development of an entrepreneurial project
- establish a unique model of honors program that fosters creativity and entrepreneurship

STRUCTURE

During four of their semesters at Northeastern University, students in the Creative Leaders Program must:

- Enroll in an introductory workshop that defines the goals of the program, initiates the definition of their project, and brings potential mentors to the college
- Work with an external mentor (industry leader, alumna/us)
- Propose and have approved an entrepreneurial, interdisciplinary project which:
  - Builds upon their creative talents
  - Includes a highly entrepreneurial initiative, such as creating a company
  - Culminates in a public presentation
- Enroll in at least one global initiative (Study abroad, Dialogue, Global Co-op)
- Participate in special events designed for Creative Leaders

Students must successfully complete this entrepreneurial project to graduate as a Creative Leader.

ELIGIBILITY

Students are eligible for Creative Leaders if they:

- Have been admitted as freshmen into the Creative Leaders Program
- Have completed the freshman year and have demonstrated excellence and entrepreneurial interests, so they may join the Creative Leaders Program in their sophomore year.
Admission to the Creative Leaders Program is based on the recognition of the applicants’ creative experiences and capabilities. Students invited to join the program demonstrate a unique talent that relates to the mission and goals of our college.

**CO-OP STRATEGY**

CAMD’s Co-op strategy focuses on stimulating innovation and entrepreneurship in the creative disciplines and their industries. As the profile and expectations of the student population in the College of Art, Media and Design continues to evolve, our co-op program will meet and strive to exceed the needs of our ever-changing student body. We will continue to partner with employers who are the leaders in their industries, building on the base we have already established and continuing to develop creative, innovative and entrepreneurial opportunities for our students.

New actions are designed to increase and improve the following:

1. Out of state opportunities and relationships
2. International opportunities and participation
3. Alumni network to obtain new Co-op opportunities
4. Various media to present Co-op, including the CAMD website and collateral materials
5. Cross referral process with other Colleges
6. Students’ evaluations of Co-op Coordinators
7. Restructured Advising Center with Co-op and Academic Advisors
8. Employers selection to be revised, updated, and extended

**Out of state Co-op**

By percentage, CAMD has the most students on out-of-state co-op, with the largest concentration in allied industries in New York and Los Angeles. We will continue to increase and diversify these destinations and build on our alumni network to increase the number of opportunities in other states.

**International Co-op**

We encourage students to consider international co-op and have made efforts to work closely with the International Co-op team to increase placements abroad. CAMD is committed to growing International Co-ops, as evident in this current placement cycle. This year, we have
placed 32 co-ops in China, Singapore, United Kingdom, Spain, France, Germany, Italy, Australia, Canada, and Chile.