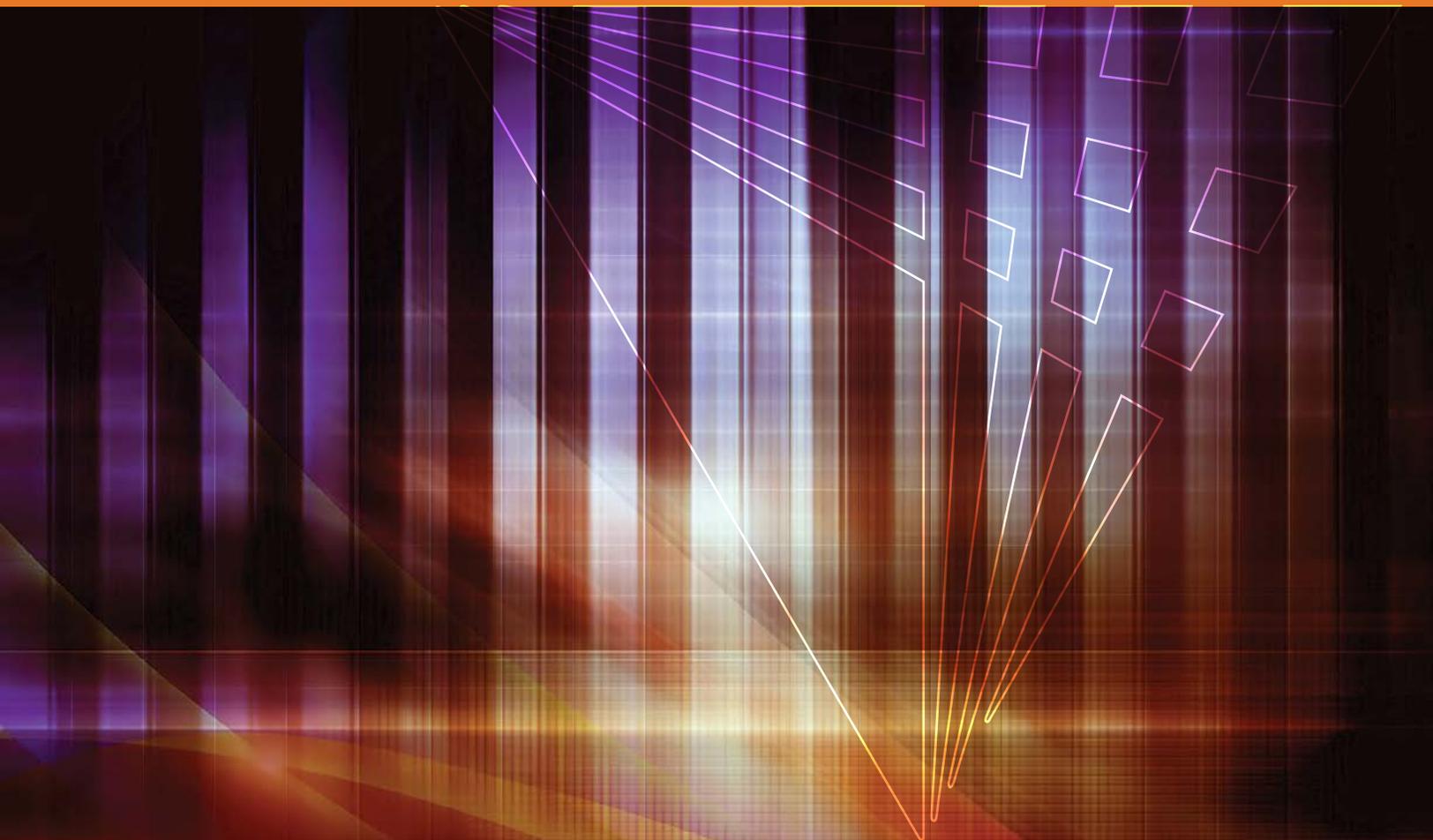


INSTITUTE OF DESIGN

Strategic Plan Summary



ILLINOIS INSTITUTE OF TECHNOLOGY

INSTITUTE OF DESIGN STRATEGIC PLAN SUMMARY

Context of IIT And ID

Over the last few years, for the first time since ID joined IIT in 1949; IIT leadership sees a strategic role for ID in helping the University. The central goal of this role is to enhance creativity and innovation across IIT, particularly in the undergraduate program. The most direct way of doing this is to create new offerings to the undergraduate IPRO and general elective classes and to create elective “design awareness” classes for IIT master’s students from other colleges. Assuming the university builds an innovation center on the Mies Campus, ID will have a useful and visible facility that will help interaction with other parts of IIT.

In addition to increasing creativity and innovation in other parts of IIT, the expanded role has several practical benefits for ID. These include the opportunity to have fewer, larger floors to enhance interaction within ID, more expansive rooms that permit larger scale prototypes, and increased ease of meeting faculty on the Mies campus.

In addition to the benefits, there are challenges that need attention. These include confirming the financial benefits of teaching classes to those outside of ID, staying focused on advanced design methods which are core to the general ID strategy, and avoiding an erosion of the ID sense of community, given the likelihood of having people located on the Mies campus and downtown where we will likely maintain classes for executives.

IIT has asked each college to create goals that support IIT’s strategy. The following goals are beneficial to both ID and IIT:

1. Promote innovation across the university.

Measure: Be the leading academic unit related to the innovation center

2. Elevate ID’s visibility and reputation in design through its academic and short courses and through special events, such as conferences.

Measure: Grow the enrollment in the degree programs to 150 students

3. Expand ID’s reputation as one of the top design schools in the world embracing the economic and social context of design and the creation and teaching of advanced design methods.

Measure: Attract visiting scholars from top design schools, membership on boards of relevant publications, contributions to leading publications, top ranking on relevant lists. Grow global short courses and immersion programs.

OVERVIEW OF ID STRATEGIC PLAN

Context of Field of Design and ID

The problems facing today’s companies and other organizations are more complex, ambiguous and volatile than problems faced during most of the 20th century. The expanded capabilities of design are particularly suited to solve this type of problem. This is why design is getting so much attention now. But design will not be able to cope with the speed and complexity if today’s informal rules of thumb are not developed into more formal theories, framework and methods.

Mission

1. Educate “methods-based” professional designers.
2. Contribute to a body of knowledge about design.
3. Transfer methods to organizations.

Position

For people and organizations who want to address the growing number of large scale problems dealing with the daily lives of people and their interactions with the physical and social environment, ID develops and teaches methods that produce systemic innovations and create value for both users and producers.

Unlike business schools that base innovation on measurement of existing solutions, ID’s process incorporates factors often considered tangential to the obvious “here and now”. We pay attention to what might be, rather than focusing only on what currently exists.

Unlike most other graduate schools of design with curricula that focus on individual vision about visual form and do not conduct formal research, ID teaches rigorous design methods and our research builds knowledge about how design connects to other fields and society.

Unlike the small but growing number of schools involved with human centered design or the relationship between design and business, ID has a stronger research program and set of educational programs relevant to a larger, more diverse population.

Areas For Growth

To be more effective at our mission, ID should grow in these areas:

- a. Total student body to 150
- b. Full-time faculty from 11 to at least 14
- c. Executive program by a factor of two to \$1M of revenue/year
- d. Expand number and type of global programs from two to six/year

Increase the number of students to 150 (Goals 2 & 3)

The chart below shows the desired approximate distribution of students. At this level, ID will have an additional \$1,000,000 of tuition revenue compared to today.

Increase number of full-time faculty (Goals 1, 2, & 3)

Given the projected growth in students, the success of research, and executive education, we should add at least three faculty positions.

Grow non-credit Executive Education by a factor of two (Goals 2 & 3)

Executive education at ID serves three primary functions: brand building, methods transfer, and revenue generation. Future growth of executive education will come through a combination of expanding existing offerings (summer camp and custom corporate programs) and developing new ones that support goals of broadening the school’s influence.

Increase International Activities (Goals 2 & 3)

Immersion Program

The program takes a team of students and faculty from the Institute of Design abroad to collaborate with a team of professionals from a sponsoring organization. Together they work on a three-to-four-week-long project of particular relevance to the sponsor. During their stay, students work on the identified problem, employing methods for each stage of ID's design process. The program, built on an experiential learning platform, exposes students to aspects of daily life and local culture in the host country, through research, visits, lectures, and networking events. At the same time, sponsors learn how design methods can help them approach new opportunity areas and develop new offerings. The school has run two successful programs in India and Brazil.

There are four programs we want to pilot to help grow:

Global 4th semester

This involves a minor restructuring of the order in which the students take classes to enable them to have only electives in their last semester. This would enable several options including:

- The Immersion Programs could be conducted for 6 weeks instead of 3 and could include activities that count for academic credit.
- Time could be spent doing research, including building information about global design.

Global executive program

If faculty members are in other countries with the Immersion Programs, they can conduct executive seminars while there.

Transform Lab

We should pilot a program in which recent alumni work with organizations that want to extend and develop projects the organization started with ID.

CEO Design Club

This would involve ID bringing together senior executives who are interested in design.