

EXECUTIVE SUMMARY

A.1. Mission of the School of Architecture (2015-2020 plan)

The Mission of the School of Architecture is to advance excellence in architectural education through innovative research, teaching and design practices.

A.1.1 Vision

In five years, the School of Architecture at UNC Charlotte will be known for its Culture of Innovative **Research** and **Design Practices**.

> Alignment to College of Arts + Architecture Goals

The School of Architecture's Dual Strategic Planning goals to **Advance Excellence in the Built Environment through (1) Research and Interdisciplinary Collaboration** and **(2) Innovative Design Practices** each directly contribute to the College of Arts + Architecture goals as indicated in the following highlighted phrases from 2015-2020 College Strategic Plan.

1. **Present degree programs that align with emerging methods of practice in all arts and design disciplines at both undergraduate and graduate levels.**

The School of Architecture supports this College goal through the following objectives and action items:

- **Objective 1.2:** Increase Pre-Professional and Post-Professional Degree Offerings within the School.
 - **Action 1.2.1:** Establish a Master of Science in Architecture with multiple areas of interdisciplinary concentration: Design and Computation (SoA/CS), Building Performance (SoA/CoE), Urban Analytics (SoA/GEOG/CS), Architectural History, and Historic Preservation (SoA/AAH).
 - **Action 1.2.2:** Strengthen the interdisciplinary of our existing pre-professional undergraduate degree through increased integration with the arts and the addition of optional minors in Architectural History/Theory/Criticism and Environmental Design.

2. **Emphasize and demonstrate how diversity is central to our skill and cultural development.**

The School of Architecture supports this College goal through the following action item:
Action 1.4.1: Expand and focus recruitment to increase the diversity of the student body.

3. **Promote public programming and scholarship on arts and design in the public interest.**

The School of Architecture supports this College goal through the following action item:

- **Action 2.1.7:** Create a vibrant culture of public events in Center City to raise the visibility of the School.

4. Develop an innovative and supportive operational culture and systems to support the mission of the college.

The School of Architecture supports this College goal through the following objectives:

- **Objective 1.1:** Promote research and interdisciplinary collaboration within the College and across the University.

> Alignment with the College of Arts + Architecture Survey

The School of Architecture's Dual Strategic Planning goals to **Advance Excellence in the Built Environment through (1) Research and Interdisciplinary Collaboration** and **(2) Innovative Design Practices** each directly contribute to the College of Arts + Architecture survey as indicated in the following results:

- 65.69% of Survey respondents rated Interdisciplinary coursework within a major as "very important;" 45.37% of Survey respondents rated Interdisciplinary Arts and Design Thinking as "very important" while 29.47% of respondents chose "important."
- 51.06% of Survey respondents rated Art and Design in the Public Interest as "important" while 26.60% of respondents chose "very important."
- 35.24% of Survey respondents rated Global Education and Practices as "very important" while 49.52% of respondents chose "important;" 80% of Survey respondents rated the significance Cultural Perspective gained through International Education as "very important."
- 38.10% of Survey respondents rated Sustainability as "very important" while 38.10% of respondents chose "important."

> Alignment with the School of Architecture Survey Questions within the College of Arts + Architecture Survey:

The School of Architecture's Dual Strategic Planning goals to **Advance Excellence in the Built Environment through (1) Research and Interdisciplinary Collaboration** and **(2) Innovative Design Practices** are framed in relation to the School of Architecture section within the College of Arts + Architecture survey as indicated in the following results:

- 54.55% of Survey respondents rated SoA participation in CoAA Interdisciplinary degree programs, certificates, or other instruments of collaboration as "important" while 9.09% of respondents chose "very important."
- 54.55% of Survey respondents rated curricular overlap and shared coursework between the SoA and other CoAA units at the undergraduate level as "important" while 18.18% of respondents chose "very important."
- 45.45% of Survey respondents rated engagement with other CoAA disciplines as "very important" while 27.27% of respondents chose "important;" 63.64% of Survey

respondents rated engagement with other CoAA disciplines as “very important” in setting the SoA apart from other educational choices.

- 63.64% of Survey respondents rated an expanded CoAA footprint in the Center City Campus as “very important.”

B. Process for Strategic Plan

The School of Architecture began evaluating its strategic goals in Fall 2014 with a faculty-wide survey in which 18 faculty members participated prior to the start of the fall term. Themes arising from this survey were discussed at the first faculty meeting of the term and a Strategic Planning Working Group was elected at that time. This was followed in the fall term by a series of 6 open meetings (9.3.14, 9.24.14, 11.5.14, 11.19.14, 1.12.15, 2.11.15) with faculty facilitated by the Strategic Planning Working Group. 2 two additional open meetings (10.27.14, 2.20.15) were scheduled in order to address faculty concerns and strategic planning updates and focused discussions were held in 4 faculty meetings (10.15.14, 11.12.14, 1.5.15, 2.1.15). These meetings focused upon the 2010-2015 Strategic Plan, various drafts of strategic planning documents based on themes and goals derived from the fall 2014 survey, and discussions of emerging new themes and goals to be included in a 2015-2020 Strategic Planning document.

This process was complimented by sequential solicitations for feedback based upon initial drafts of the Strategic Plan; feedback was solicited via email prior to each open meeting with the strategic planning working group. Over the course of the fall and spring term, 16 faculty members provided written or electronic feedback on various drafts of the strategic plan.

It should be noted that a number of faculty participated in the open strategic planning working group meetings and on-going discussion (via email) held in January and February of 2015. This resulted in an extended roster for the Strategic Planning Working Group; our initial composition of 5 members (Gamez-Chair, Makas, Brentrup, Gentry, Snyder, and Swisher) was extended to include an additional 11 (Forget, Beorkrem, Sauda, Wong, Senske, West, Carlson-Reddig, Ellinger, Kwiatkowski, Balmer, Davis), which brought the informal total to 16 participants. This “extended” working group contributed to the development of the February “working drafts” of the strategic plan, which led to the final document dated February 27, 2015. A series of 3 formal “draft” documents (including the final draft) were developed by the committee and submitted to the Director of the School of Architecture in accordance to timelines established by the College of Arts and Architecture (10.24.14, 1.30.15, 2.27.15).

STRATEGIC GOALS, OBJECTIVES, ACTION PLANS, AND PERFORMANCE OUTCOMES FOR 2015-2020

Goal 1: Advance Excellence in the Built Environment through Research and Interdisciplinary Collaboration

- **Objective 1.1:** Promote research and interdisciplinary collaboration within the College and across the University.
 - **Action 1.1.1:** Revise the School's RPT policy to recognize interdisciplinary scholarship as a category of creative work that counts toward tenure and promotion.
 - **Action 1.1.2:** Expand opportunities for students to work collaboratively with faculty through colloquia, conference presentations and multidisciplinary hubs of scholarship.
 - **Action 1.1.3:** Partner with other units in the College to create a project grant and course release policy that supports interdisciplinary 1) coursework, 2) projects/events, and/or 3) research that lead to scholarly outcomes (publications, peer-reviewed activities and performances, competitions, etc.).

- **Objective 1.2:** Increase Pre-Professional and Post-Professional Degree Offerings within the School.
 - **Action 1.2.1:** Establish a Master of Science in Architecture with multiple areas of interdisciplinary concentration: Design and Computation (SoA/CS), Building Performance (SoA/CoE), Urban Analytics (SoA/GEOG/CS), Architectural History, and Historic Preservation (SoA/AAH).
 - **Action 1.2.2:** Strengthen the interdisciplinary of our existing pre-professional undergraduate degree through increased integration with the arts and the addition of optional minors in Architectural History/Theory/Criticism and Environmental Design.
 - **Action 1.2.3:** Create post-graduate student offices to support student research.

- **Objective 1.3:** Increase Support for Research Initiatives.
 - **Action 1.3.1:** Establish a School of Architecture Research Office and Staff position.
 - **Action 1.3.2:** Create distinct research/practice, teaching, and joint faculty appointments with clearly articulated rationale, course-load, and productivity expectations.
 - **Action 1.3.3:** Revise work-load policies associated with large lecture format classes and design studio courses.
 - **Action 1.3.4:** Integrate faculty research into School curricula and coursework including international programs.
 - **Action 1.3.5:** Increase funding for additional graduate research and teaching assistantships.
 - **Action 1.3.6:** Increase funding for the School's Teaching Research Fellowship and expand responsibilities to include independent coursework for fellows to build their teaching portfolios.
 - **Action 1.3.7:** Establish Research Fellowships and create independent coursework for fellows to build their teaching portfolios.

- **Objective 1.4:** Increase the Diversity of the School's Student Population.
 - **Action 1.4.1:** Expand and focus recruitment to increase the diversity of the student body.
 - **Action 1.4.2:** Conduct a climate study in order to assess the degree to which the School is welcoming to diverse student groups; develop additional action items in response to the climate study findings.
 - **Action 1.4.3:** Expand scholarships for high school students to attend the School's summer camp and to identify potential recruits for the undergraduate program.
 - **Action 1.4.4:** Establish a School Recruitment and Outreach staff position.

Goal 2: Advance Excellence in the Built Environment through Innovative Design Practices

- **Objective 2.1:** Integrate Teaching with Innovative Practices
 - **Action 2.1.1:** Seek funding for an endowed Distinguished Professor (long term--5 year appointment) intended have a "high impact" upon the School through research, publications, symposia, and workshops.
 - **Action 2.1.2:** Establish a Visiting Professor of Practice program in which external critics are invited to participate actively in the School for short term (1 to 2 semesters) through multiple visits, master classes, and/or co-teaching studios.
 - **Action 2.1.3:** Renovate/modernize classrooms and seminar rooms to better integrate technology.
 - **Action 2.1.4:** Create "clean + dirty" and/or "war room" spaces within existing studios to support collaborative and research activities; integrate technology (wireless systems, monitors, writing surfaces, pin-up areas) to support on-going collaborative activities.
 - **Action 2.1.5:** Increase computational and environmental literacy of faculty through School sponsored workshops, retreats, and tutorials.
 - **Action 2.1.6:** Partner with the AIA to develop a network of professional guest reviewers to participate in School presentations/reviews/juries.
 - **Action 2.1.7:** Increase funding/resources to support guest reviewers from out of state to participate in School presentations/reviews/juries.
 - **Action 2.1.8:** Create a vibrant culture of public events in Center City to raise the visibility of the School.

- **Objective 2.2:** Increase relationships with professional partners outside the University that foster innovative design practice models and that prepare students to become design leaders.
 - **Action 2.2.1:** Partner with the AIA to create a network of internship opportunities.
 - **Action 2.2.2:** Create release time opportunities that support faculty collaborations with practice sponsored positions/and or projects.
 - **Action 2.2.3:** Increase professional and institutional relationships that foreground innovative practice-based environments, create partnerships, and foster unique studio environments.
 - **Action 2.2.4:** Increase the number of practicing architects teaching in advanced studios.
 - **Action 2.2.5:** Establish a "Faculty Practice Grant" (modeled upon the current SoA FRG) to foster design practices among School faculty.
 - **Action 2.2.6:** Create an "incubator practice space" to support design practices among School faculty.

- **Objective 2.3:** Clarify the goals of and relationships between pre-professional, professional and post-professional (research) degree paths.
 - **Action 2.3.1:** Reassess the format and viability of the School's professional degree programs in the context of changes in licensure requirements promoted by the National Council of Architectural Registration Boards. Add, transform, or eliminate professional paths as indicated by the assessment. Degree formats to be assessed include current B Arch and M Arch options, 5-year integrated program (as B Arch or M Arch), and 3+2 leading to M Arch Degree.
 - **Action 2.3.2:** Determine the viability of graduate programs organized by degree tracks and interdisciplinary research opportunities and make any necessary changes.
 - **Action 2.3.3:** Base selected portions of the School's curriculum and initiatives within the Center City.

- **Objective 2.4:** Establish international study and global literacy as fundamental to the culture of our School.
 - **Action 2.4.1:** Establish a regular, rotating semester abroad program offering a full credit hour course load curriculum (including studio).
 - **Action 2.4.2:** Establish an endowment for scholarships intended to offset the costs of international study programs/tuition.
 - **Action 2.4.3:** Increase participation in studying abroad by improving communication with students about opportunities and financing study abroad with ongoing curricular advising, augmented website, and regular information sessions; clarify degree costs that include required study abroad experiences.