

UT College of Architecture + Design Strategic Plan: 2016-2020 December 14, 2016/aj/121616/020716		FINAL							
<b>Mission:</b>	We transform the world through design.								
<i>reason for existence</i>									
<b>Vision:</b>	The college is a respected and emulated national leader and an incubator for design innovation. It is supported by world-class facilities and underpinned by a culture of collaboration and open inquiry. Our people welcome innovative thinking and are adaptive to change, and our curious students are enterprising risk takers who are prepared to succeed and unafraid to fail. Through research, creative activity, academic engagement and scholarship, we foster investigations of critical issues in the built environment. We engage with industry affiliates, research institutes and agencies, many of which are led by our own successful alumni who use innovative design to transform the world through improved quality of life in the communities they serve.								
<i>how we appear in a future successful state</i>									
<b>Values:</b>	Curiosity	Exploration	Resilience	Maker Culture	Passion				
<i>what we believe in</i>	Collaboration	Innovation	Civility	Generosity of spirit	Perseverance				
<b>Key Phrases</b>	Design. Make. Transform.	Educate to Inspire. Design to Transform. Explore to Discover.	Transforming design.						
<b>University Priorities</b>	<b>College Strategies</b>	<b>College Tactics/Tools</b>	<b>College Success Indicators</b>	<b>College Metrics: 2016 Baseline</b>	<b>College Metrics: 2020 Goals</b>	<b>Timeline</b>	<b>Barriers</b>	<b>Next Steps</b>	
<i>How university will reach Top 25</i>	<i>How we will support the university's priorities</i>	<i>Tools we will adopt or continue to use to achieve strategies</i>	<i>Indicators of success toward achieving strategies</i>	<i>On what we will base our 2020 metrics</i>	<i>How we will measure success toward strategies</i>	<i>When we should expect accomplishments</i>	<i>What could prevent us from achieving strategies</i>	<i>How will we overcome barriers; who plays a role in progress</i>	
<b>Priority 1: Undergraduate Education</b>									
<i>Recruit, enrich and graduate undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders</i>	RECRUIT: Create the moment when a student envisions his/her life at the university and college by articulating the broad educational value of design and reinforcing characteristics that differentiate the college leaders	<b>To be adopted:</b> Create high school outreach program like NCDC; emphasize design thinking; seek high-level, collaborative projects; seek sustained and enhanced national and international exposure on initiatives that differentiate the college; work with PTAs and STEM programs; increase digital/online visibility; create website/archive of student work; increase news to media, UT media, social media, COAD media; hire staff for outreach marketing; establish industrial design major; hold Design Day in Nashville; build relationships with top 4+2 programs for graduate recruiting - <b>To continue:</b> Host open house; host transfer student information sessions; host Design Matters! Camp; participate in Governor's Chair; produce promo/marketing materials; continue industrial design minor	Increased number of applicants; increased number of students with Volunteer Scholarships; increase in visits to webpage and time on page; reach enrollment goals; increased campus visits to the college by prospective students; improved programming for middle school and high school students						
	ENRICH: Instill curiosity, imagination, creativity as overarching themes to guide curricular development and decisions that will enrich the educational experience for students	<b>To be adopted:</b> Seek internships; create website/archive of student work; increase study abroad opportunities; formalize design/build program; seek high-level, collaborative projects; increase digital/online visibility; improve alumni outreach; provide faculty mentors; opt for intimate class sizes; offer students and faculty training in software and technology; reestablish the college honors program --- <b>To continue:</b> Offer field trips; support the college/studio culture; provide lectures, films, workshops beyond the classroom; conduct a student satisfaction survey annually or semi-annually	Increased placement; success in national competitions; successful reaccreditations; increase retention	1. ACT UGArch 28, ID 26; GPA UGArch 4.0, ID 3.8 2. Acceptance rate: 54% Arch; 66% ID; 55% Arch students, 19% ID students with Volunteer Scholarships 3. Career Day firms: 53 4. UGArch #10 public/#25 overall 5. Both schools accredited 6. 88% ARE tests taken reached scores above national average and best in SEC (since 2010)	1. ACT UGArch 30, ID 28; GPA UGArch 4.2, ID 4.0 ID; 70% Arch students, 35% ID students with Volunteer Scholarships 3. Career Day firms: 70 4. UGArch Top 5 public/top 20 overall 5. retain maximum terms of reaccreditations 6. retain ARE standing in SEC and remain above national average		<ul style="list-style-type: none"> <li>Fledgling national and state reputation</li> <li>Not consistently high-priority destination for in-state students</li> <li>Weak pipelines to high schools</li> <li>Limited internship pipelines</li> <li>Understanding by prospective students of what "interior design" is</li> <li>Not fully understanding why students drop out</li> <li>Limited established job connections to firms outside of Tennessee</li> <li>Lack of understanding of the value of design education</li> <li>Lack of effective communication of uses of architecture and design degree</li> <li>Conflicting deadlines for 1st- and 2nd-year students</li> <li>Students are unaware of what "maker culture" is</li> <li>Financial constraints and outside</li> </ul>		

	GRADUATE: Help students manage expectations of demands of the college to equip them to graduate	<b>To be adopted:</b> Encourage student professional portfolios; establish "fair second chance" process; participate in Laddership @ AIA ETN level; participate in AIAS mentorship; offer tech-tutoring support for students; establish expectation for communication between faculty and students who withdraw; -- <b>To continue:</b> Strengthen peer mentorship; improve graduation rate; continually assess and improve first-year curriculum	Lower attrition				employment of students	
	PLACE: Improve student placement	<b>To be adopted:</b> Improve assessment of placement; develop pipelines; improve communications with potential employers; establish recruitment scholarships through annual and endowed gifts; improve communication with alumni and friends; initiate stewardship activities with current donors; encourage student professional portfolio --- <b>To continue:</b> Host open house; expand Career Day	Increased number of firms at career day; increased number of graduates with positions in their disciplines within a year of graduation adjusted for economic impact to AEC industry					
<b>Priority 2: Graduate Education</b>								
<i>Strengthen graduate education through an emphasis on excellence and improvement of the graduate student experience</i>	Differentiate our graduate programs through a commitment to clearly defined areas of focus and continual curricular assessment and realignment	<b>To be adopted:</b> Establish focused disciplinary expertise; establish a new professional preparation track; establish curricular alignment with areas of focus; engage alumni as a curricular focus and industry partners as resources; host social, student-led gatherings; offer guaranteed overseas experience; strengthen teaching excellence; formalize design/build program; offer tech-tutoring for students; conduct a student satisfaction survey annually or semi-annually --- <b>To continue:</b> Maintain Professors of Practice; communicate successes that are graduate-student specific; communicate extraordinary regional resources (TN River, GSMNP, ORNL, city); collaborate across disciplines; participate in Governor's Chair; encourage studio collaborations of all schools; continue master's tracks: BArch+MLA (5+2), BSID + March (4+2); continue strong faculty research interests; continue MLA + MArch (hybrid degrees); continue to connect with other colleges; continue guaranteed assistantships and scholarships; continue industrial design minor	Increased applications and enrollment; increased quality of applicants; increased quality of placements within two years of graduation	1. (See Career Day above) 2. Acceptance rate: 50% M.Arch, 73% LandArch 3. \$128,975 (LandArch), \$193,773 (M.Arch) (tuition remissions and stipends) 4. Unranked 5. Both schools accredited	1. (See Career Day above) 2. Acceptance rate: 25% M.Arch, 40% LandArch 3. \$175,000 (LandArch), \$225,000 (M.Arch) (tuition remissions and stipends) 4. At least one school in Top 25 5. Both schools accredited		<ul style="list-style-type: none"> <li>• Lack of national reputation</li> <li>• Limited graduate assistantships</li> <li>• Lack of a differentiator</li> <li>• Lack of successful recruiting</li> </ul>	
	Strengthen and articulate the broad educational value of design	<b>To be adopted:</b> Establish dialogue and definition of the value of design; communicate the value of design through success stories; formalize design/build program; seek projects that affect the broader good of society	Increased communication of our story through mainstream media					
<b>Priority 3: Research &amp; Engagement</b>								
<i>Strengthen our capacity, productivity and recognition across our total portfolio of research, scholarship, creative activity and engagement</i>	Improve research, scholarship, creative activity and engagement program	<b>To be adopted:</b> Become fully integrated and supported; seek external funding; revisit course organization; formalize Design/Build Program with dedicated director, curriculum; support applied research and pure research; establish a funded studio model; offer classes on fundamentals and applied research; seek industry engagement, partnerships and sponsorships; seek additional opportunities and resources for students; reinvigorate alumni outreach program --- <b>To continue:</b> Engage and hire faculty; hire fellows; encourage participation in Pecha Kucha; continue position of Associate Dean for Research and Academics; continue UT-ORNL Governor's Chair	Increased sponsored research; increased number of papers accepted for presentation at top (TBD) national conferences; increased books and book chapters; increased creative awards for national and international work; continue projects for the public good	1. 1 national award 2. 2 cross-campus collaborations (Green Oak, Red Bird kiosks)	1. 2 national awards 2. 3 cross-campus research collaborations		<ul style="list-style-type: none"> <li>• Low participation in grant seeking</li> <li>• Lack of mentors for sponsored research</li> </ul>	

	Address barriers to research, scholarship, creativity activity and engagement	<b>To be adopted:</b> Establish clear expectations; seek funding and identify space; initiate in-college mentorship program for grant opportunities; improve networking across the college, university and affiliates; offer Faculty Development Leave; increase number of student summer research assistants as needed --- <b>To continue:</b> Continue to seek opportunities in the Fab Lab	Identify barriers; support for faculty development leaves; better awareness and use of university-based research and scholarship programs	2. Five year collaboration starting in 2014 4. \$137K college research expenditures (leaves, start-ups, matching, other)	3. Continuation of Governor's Chair 4. \$200K college research expenditures (leaves, start-ups, matching, other)		<ul style="list-style-type: none"> <li>Limited networking across campus and profession</li> <li>Low funding and limited space</li> </ul>	
	Break down "silos" by collaborating with UT, professionals and other partners	<b>To be adopted:</b> Collaborate with all schools in COAD; establish COAD as a campus laboratory; connect with local municipal and governmental agencies; strengthen connections with TVA; establish connections with businesses, like Local Motors; formalize Design/Build Program --- <b>To continue:</b> Continue UT-ORNL Governor's Chair	Increased research partnerships					
<b>Priority 4: Faculty &amp; Staff</b>								
Attract, retain and recognize stellar faculty and staff who strive for excellence and proudly embody Volunteer values	Improve faculty experience and opportunities for success	<b>To be adopted:</b> Create more professorships for current faculty; encourage collaborative research with industry professionals, partners; establish ID as a graduate program; create mentorship program; improve morale and sense of community; gain more spotlights in internal and university media; improve awards program; increase publicity on faculty accomplishments --- <b>To continue:</b> Continue appreciation events; continue college-wide gatherings	Increased applications and nominations for awards; increased number of retention professorships; increased support from industry partners					
	Improve staff experience and opportunities for success	<b>To be adopted:</b> Examine, define staff roles; offer professional development opportunities and support; establish "Ladder-ship" program; establish awards program; gain more spotlights in internal and university media; increase publicity on staff achievements --- <b>To continue:</b> Continue appreciation events; continue college-wide gatherings	Spotlights in internal media; support for professional development; competitive salaries	1. 1 endowed professorship 2. 1 faculty fellowship 3. 2 national or international awards	1. 1 additional endowed retention professorship; 1 recruiting professorship 2. 3 faculty fellowships 3. 4 national or international awards 4. 2 staff members attain advanced degrees or certifications		<ul style="list-style-type: none"> <li>Few long-term industry/agency/foundation partners for faculty support</li> <li>Lack of funding for professorships and scholarship initiatives</li> <li>Low awareness of opportunities for staff elevation</li> <li>Fledgling national reputation</li> <li>Low awareness of regional assets</li> </ul>	
	Recruit smarter, more effectively	<b>To be adopted:</b> Expand network to recruit faculty; employ continuous recruitment; establish more professorships for new faculty; establish endowed chairs; establish fellowships across three programs --- <b>To continue:</b> Continue Architecture Fellowship; strengthen industry partnerships; continue internal and external professorships; continue Governor's Chair; tout Fab Lab	Faculty fellows in all three schools; an expanded network; increased number of recruiting professorships					
<b>Priority 5: Resources &amp; Infrastructure</b>								
Develop a resource base for the future; continue transformation of campus infrastructure	Identify and act on opportunities to enhance the resource base to support the teaching and learning environment	<b>To be adopted:</b> Seek scholarships; plan for new building for enrollment growth and programs; enrich research program; plan for space for growth; increase classroom and lecture space; increase work space; plan for student social spaces; establish environment for modes of learning; formalize Design/Build Program; increase Fab Lab use; improve Materials Library use; create a first-rate presentation space in the A+A with quality lighting; establish 4D lab/virtual lab; improve engagement with design community; strengthen industry partners; plan for new facility for design/build; build on \$2.5M spent for student desks in A+A and equipment in Fab Lab; improve use of virtual computer lab in A+A --- <b>To continue:</b> Continue Urban Design Studio in Nashville with NCDC; continue to host established critics for reviews	Increased number of corporate partners; increased number of endowed scholarships; increased support from alumni, industry affiliates and foundations	1. 41 endowed scholarships; \$3.4M endowed scholarships; \$750K endowed travel scholarship 2. 420 new (2014) student workstations 3. Fab Lab 5-yr lease began 2014 4. 1 enduring industry partner	1. Purchase land to start process for designed or renovated build facility 2. \$1M endowed design/build fund 3. 50% increase in dollar amount of endowed scholarships; increase number of endowed scholarships by 30%; \$1M in endowed travel scholarships 4. 500 total (80 new) student workstations (\$320K) 5. All of A+A building allocated to college or new addition under way (depending on School of Art) 6. 3 enduring industry partners		<ul style="list-style-type: none"> <li>Demographics of alumni (young age of alumni, 90% under age 70)</li> <li>Lack of data regarding alumni, especially interior Design</li> <li>Few long-term industry/agency/foundation partners</li> <li>High propensity/low capacity of donors</li> <li>Lack of robotics expertise</li> <li>Lack of fabrication and demonstration facility</li> </ul>	

	Continually assess and upgrade the teaching and learning infrastructure	<b>To be adopted:</b> Upgrade facilities; upgrade technology; update bathroom facilities and kitchen in A+A; maintain student desks in A+A and Fab Lab studio --- <b>To continue:</b> Continue to upgrade Fab Lab technology	Continued technology upgrades in A+A and Fab Lab					
	Build and/or maintain programs with national reputations		Improved design-build program through a build facility and endowed program; enriched collaboration with urban-design partners					
<b>Priority 6: Diversity &amp; Inclusion</b>								
<i>Enhance diversity and inclusion to benefit our campus</i>	Create a safe and open atmosphere to support diversity and inclusion	<b>To be adopted:</b> Provide leadership opportunities for minority students; seek alumni assistance; promote stories about out-of-state, international students; communicate value of a diverse student body; encourage diversity of ideas outside of the monoculture; consider another all-female lecture series and female-led lectures --- <b>To continue:</b> Continue to participate in NOMAS; continue Welcome Day; continue Peer Mentor Program; continue lecture series	Enhanced awareness of the value of a diverse college; additional opportunities and programming in support of diversity					
	Define "diversity" and "inclusion" and normalize the concepts through intentional practices	<b>To be adopted:</b> Seek opportunities for conversations about diversity and inclusion; celebrate successes of diverse students and faculty; review/revise student groups' mission statements; seek representation in all three schools; build a diverse faculty; communicate value of diverse faculty and student body; instill multiculturalism and global perspectives in students --- <b>To continue:</b> Continue to identify opportunities and support for minority students to be recognized such as Gensler Diversity Award; continue to communicate successes in diversity and diverse student body; continue to increase diversity of student body by creating recruiting pipelines	Increased student body that is diverse in geography, race, intellectual ideology, ethnicity, culture and other aspects; improved communication about diversity; successful recruiting pipelines	1. 11% women full professors; 35% women FTIT; 0% racially diverse faculty 2. 18% minority students 3. Out-of-state students: 30%	1. 25% women full professors; 45% women FTIT; 5% racially diverse faculty 2. 30% minority students 3. Out-of-state students: 40%		• Low proportion of diversity in student body and faculty that affects ability to recruit diversity • Design profession is often not a primary choice for first-generation minority students	