BUILD | GROW | SUCCEED

College of Architecture and Construction Management

STRATEGIC PLAN

2022-2027
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A Message from the Dean

It is with great pleasure that I welcome you to the College of Architecture and Construction Management (CACM)! The college and departments of Architecture and Construction Management are filled with extraordinary faculty and staff who are here to serve the students in the start of their journey. This journey is not simply the time spent in classrooms or design studios over the next few years, but will be a life-long experience, one which starts with a strong foundation from the CACM.

The disciplines of architecture and construction management are inherent in our everyday lives. In our homes, places of worship, businesses, recreation and leisure, we are reminded of the importance of good design and well-managed projects. The built environment is around us all and plays a vital role in our mental and physical well-being, which in turn affects our interpersonal relationships. It is our ambition to nurture students through the rigors of these highly complex areas of study and provide them with experiences which will prepare them to be the next leaders of industry.

We are building professionals!

Best,
Dr. Andrew Phillip Payne
Dean and Professor of Architecture
College of Architecture and Construction Management
Kennesaw State University
MISSION

The Kennesaw State University College of Architecture and Construction Management prepares students to be recognized leaders and responsible professionals in the design, construction and management of the natural and built environment.

VISION

We will be the leading multidisciplinary college focused on the built environment in the region. Our close-knit college community develops skills and knowledge to enable the highest degree of professionalism and leadership across the industry. We foster a culture of collaboration across disciplines with emphasis on community engagement, sustainability, and technology.

The values and guiding principles in this strategic plan reflect our commitment to creating a culture of professionalism and support.
C ACM
BY THE NUMBERS
Academic Year 2021-2022

DEGREE PROGRAMS
• Bachelor of Architecture
• Bachelor of Construction Management
  - General Contracting Concentration
  - Specialty (Mechanical and Electrical) Construction Concentration
  - Heavy Civil or Highway Construction Concentration
  - Residential Construction Concentration
  - Facility Management Concentration
  - Land Development Concentration
• Master of Science in Construction Management

UNDERGRADUATE MINORS
• Architecture
• Construction Management

UNDERGRADUATE CERTIFICATES IN CONSTRUCTION MANAGEMENT
• Project Management
• Land Development
• Specialty Construction
• Facility Management

ASSOCIATION BOARD-ACCREDITED PROGRAMS
• Bachelor of Architecture (National Architectural Accrediting Board – NAAB)
• Bachelor of Construction Management (American Council of Construction Education - ACCE)
• Bachelor of Construction Management, Facility Management Concentration (International Facility Management Association - IFMA)
• Master of Science in Construction Management (American Council of Construction Education - ACCE)

TOTAL C ACM STUDENTS
1441

FALL 21 - SPRING 22

1421
Undergraduate Students
18
CACM Staff and Administrators

20
Graduate Construction Management Students

41
CACM Faculty Members

8
CACM Professors

11
CACM Associate Professors

10
CACM Assistant Professors

4
CACM Senior Lecturers

2
CACM Lecturers

6
CACM Limited-Term

DEGREES CONFERRED - BREAKDOWN PER MAJOR/SEMESTER

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### STUDENT ENROLLMENT

#### ARCHITECTURE
- **Total:** 713
  - **Gender:**
    - Male: 372
    - Female: 341
  - **Race/Ethnicity:**
    - American Indian or Alaska Native: 1
    - Asian: 41
    - Black/African American: 192
    - Hispanic/ Latino: 193
    - Native Hawaiian or Other Pacific Islander: 1
    - White: 251
    - Two or More Races: 22
    - Race/Ethnicity Not Specified: 12

#### CONSTRUCTION MANAGEMENT
- **Total:** 728
  - **Gender:**
    - Male: 616
    - Female: 112
  - **Race/Ethnicity:**
    - American Indian or Alaska Native: 3
    - Asian: 9
    - Black/African American: 115
    - Hispanic/ Latino: 172
    - Native Hawaiian or Other Pacific Islander: 1
    - White: 396
    - Two or More Races: 18
    - Race/Ethnicity Not Specified: 14

#### COLLEGE TOTAL
- **Total:** 1441
  - **Gender:**
    - Male: 988
    - Female: 453
  - **Race/Ethnicity:**
    - American Indian or Alaska Native: 4
    - Asian: 50
    - Black/African American: 307
    - Hispanic/ Latino: 365
    - Native Hawaiian or Other Pacific Islander: 2
    - White: 647
    - Two or More Races: 40
    - Race/Ethnicity Not Specified: 26

#### FACULTY
- **Total:** 41
  - **Gender:**
    - Male: 26
    - Female: 15
  - **Race/Ethnicity:**
    - American Indian or Alaska Native: 0
    - Asian: 12
    - Black/African American: 5
    - Hispanic/ Latino: 0
    - Native Hawaiian or Other Pacific Islander: 0
    - White: 24
    - Two or More Races: 0
    - Race/Ethnicity Not Specified: 0

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**5-year growth in CACM Programs**

**ENROLLMENT**

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**5-year growth in CACM DEGREES CONFERRED**

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OBJECTIVE 1

STUDENT SUCCESS

Objective Statement:
Increase Student Success through Retention and Progress to Graduation

Goals
- Improve retention/graduation rates
- Achieve 100% Early Alert reporting from Faculty
- Reduce D/W/F rates in targeted courses
- Create a smooth transition between classes on the curriculum path
- Align incoming students and industry expectations (Freshman Orientation)
- Integrate entrance surveys and exit surveys

Initiatives
- Maintain balanced student/faculty ratio in classes/studios
- Increase tools to engage at-risk students
- Develop Early Alert action plan
- Develop faculty advisement relationships to promote higher levels of communication
- Develop position within college to work alongside admissions/enrollment management to target recruitment efforts
- Target STEAM High Schools for recruitment

Resources for Action
- College Student Advisory Council
- Reporting Data and Tracking Plan
- Recruiting Plan and Budget
Objective Statement:
Increase Faculty/Staff success through professional and personal development opportunities

Goals
• Promote highly motivated faculty and staff to leadership roles
• Foster mentor relationships
• Maintain a highly conducive and respectful working environment

Initiatives
• Develop strong mentorship plans and career development programs for all levels of staff and faculty (full-time, part-time, non-tenure, tenure-track, tenured)
• Provide orientation sessions for part-time faculty
• Develop and offer workshops for career development (QEP HIP courses, peer-reviewed publications, grant writing, work-life balance, etc.)
• Offer more training for professors in technology and online learning
• Develop a college knowledge map of research background, current research projects, research network, research impact, research interest, and research plan of faculty and staff to show connections and opportunities
• Update faculty web pages to reflect current information
• Increase collaboration via co-teaching classes, co-authored articles, collaborative QEP HIP courses, projects etc.

Resources for Action
• Increase student participation in faculty surveys
• Promote and support continuing education opportunities
• Offer Lunch and Learn sessions on requested topics
• Offer etiquette and respect sessions for workplaces
• Support productive and effective retreat sessions
• Highlight and share faculty/staff engagements and successes
• Utilize associate dean for faculty/staff and research to advance professional development
OBJECTIVE 3

BUILDING OUR BRAND

Objective Statement:
Grow and Solidify Reputation for Success

Goals
• Increase visibility through opportunities for and achievements of both faculty and students
• Instill a culture of success within the CACM
• Expand technology resources with new cutting-edge labs
• Increase program exposure through successful student competitions (national and international recognition)
• Increase recognition as one of the top-tiered undergraduate programs in Architecture and Construction Management

Initiatives
• Establish partnership with industry for competition involvement
• Seek opportunities for faculty/student collaboration
• Increase research opportunities/activities with multi-disciplinary teams
• Showcase faculty and staff research and creative activities
• Create virtual reality and advanced technology labs
• Create robust and formalized internship process
• Create and maintain a comprehensive branding and advertisement strategy
• Host more academic and industry conferences, symposia, expos, seminars

Resources for Action
• Provide additional lab support (staff and student workers)
• Seek/attract global opportunities for faculty, staff, and students
• Encourage engagements through SPSU and KSU alumni
OBJECTIVE 4

EXPAND AND STRENGTHEN EXTERNAL RELATIONS

Objective Statement:
Build, Grow, and Strengthen links with the industry and the community

Goals
- Create and expand collaboration with local community, industry partners, alumni, and professionals

Initiatives
- Establish Elite Lecture and Exhibition Series
- Host regional, national, and international conferences, and symposia
- Lead enhanced activities with design firms, construction management firms, nonprofit and community organizations and alumni
- Create a catalog of current college and faculty/staff memberships, roles, and duties

Resources for Action
- Coordination with KSU events, foundation, and alumni relations
- KSU Marietta Conference Center, Architecture Gallery, and Design Two Auditorium
- Establish digital archives for materials
OBJECTIVE 5

INTERDISCIPLINARY CURRICULUM

Objective Statement:
Provide enhanced collaborative opportunities within the college and across the university

Goals
• Create infrastructure to promote and support interdisciplinarity
• Increase the overall level of collaborative research and teaching
• Recognize and reward interdisciplinary activities

Initiatives
• Expand degree offerings (Undergraduate and Graduate)
• Encourage faculty to submit interdisciplinary proposals for electives courses
• Align elective courses with faculty research agendas
• Streamline curriculum to make way for new elective, collaborative, or innovative courses
• Review elective paths with the departments and identify cross-pollination opportunities
• Create a cross-discipline curriculum map for like/similar courses within CACM
• Create cross-teaching strategy and co-teaching workload policy
• Encourage more collaborative use of labs for enhanced learning and research
• Encourage and support more study abroad opportunities

Resources for Action
• Create productive departmental discussions and consensus with industry input
• Expand resource access between departments
• Include lab staff in curriculum support meetings
• Encourage College Curriculum Committee (CCC) to promote collaborative opportunities
• Seek input from student organizations
OBJECTIVE 6

ACHIEVE LOCAL AND GLOBAL ENGAGEMENT

Objective Statement:
Achieve high-impact engagement opportunities for faculty and students through Local and Global relationships

Goals
• Support up to three partnerships for study abroad programs annually
• Maintain three to five collaborative community projects, exchanges, and goal-oriented relationships annually
• Participate in three to five partnerships with local government agencies, NGOs, private sector, public sector, schools, etc.

Initiatives
• Create an engagement unit with faculty/staff from both departments
• Collect data from on-going partnerships and assess for ROI value
• Collect proposals for new short- and long-term partnerships
• Create interdisciplinary courses tied with external partners
• Expand partnerships with global academic and professional communities
• Develop a process and network for partnership funding

Resources for Action
• Travel funding grant program/Study abroad scholarship enhancement
• Office of Research
• Office of Global Engagement
• Associate Dean for Research and Faculty/Staff Affairs
OBJECTIVE 7

PRODUCE HIGH-QUALITY PROFESSIONALS AND CRITICAL THINKERS

Objective Statement:
To identify ways to improve collective professional skills, soft skills, and critical thinking skills relevant to student and academic success

Goals
• Increase retention and graduation rates
• Increase number of student engagements outside of the classroom

Initiatives
• Identify more community involvement activities
• Provide enhanced student success workshops
• Develop expanded career connection/job fairs with industry
• Establish CACM Elite Lecture and Exhibition series
• Create a professional environment for student discourse
• Enhance KSU Journey Honors College experience in CACM

Resources for Action
• Student Success Headquarters (SSHQ)
• Alumni
• Community partners
• Formal internship process
• Student organizations
• Department of Career Planning and Development
• Event funding from departments, dean, and industry
OBJECTIVE 8

SUSTAINABILITY AWARENESS AND ACTION

Objective Statement:
Engage in environmental literacy as a binding ethical premise of the built environment

Goals
• Align and support sustainability efforts
• Increase awareness of passive systems, local methods, and regional materials
• Reinforce iterative design and construction processes and engage simulation tools to assess better performing built environments

Initiatives
• Encourage and support third-party accreditation of faculty (e.g., WELL, ILFI, LEED, others)
• Strategic integration of sustainability into the curriculum
• Establish and support a USGBC student chapter
• Seek faculty with expertise (education and practice) in sustainability
• Foster short- and long-term awareness about sustainable approaches
• Develop a sustainable showcase of projects by highlighting work which demonstrates action
• Integrate strategies into our facilities use, performance of buildings, and events
• Develop collaborative courses focused on the common environmental goals/concerns in the built environment
• Establish partnerships with local and national professional agencies

Resources for Action
• NCARB / AGC curriculum grants
• Memberships in all related organizations with dedicated liaison roles (e.g., USGBC, ILFI, WELL, ASHRAE, BTES, etc.)
• KSU Sustainability Fellowship Program