

2012 SPSU Architecture Program Strategic Plan

Southern Polytechnic State University Architecture Program

- November 16, 2010 SPSU Architecture Program Chair appointment of 2012 SPSU Architecture Program Strategic Plan Committee and committee charge
- November 16, 2011 Approval of the 2012 SPSU Architecture Program Strategic Plan by the 2012 SPSU Architecture Program Strategic Plan Committee
- December 02, 2011 Approval of the 2012 SPSU Architecture Program Strategic Plan by the SPSU Architecture Program Full-Time Faculty and Architecture Program Administration

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Dean, School of Architecture, Civil Engineering Technology and ConstructionWilson Barnes, Ph.D.

2012 SPSU Architecture Program Strategic Plan Committee

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Respectfully Submitted,

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Chair, 2012 SPSU Architecture Program Strategic Plan Committee

2012 SPSU Architecture Program Strategic Plan

Southern Polytechnic State University Architecture Program

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Section 1 - The 2012 SPSU Architecture Program Strategic Plan Report

Background

In November of 2010, the SPSU Architecture Program Chair appointed an Academic Council of the SPSU Architecture Faculty with an initial charge of the design the 2012 SPSU Architecture Program Strategic Plan. The Academic Council with the direction of the Academic Council Chair subsequently organized the membership of the Academic Council into the 2012 SPSU Architecture Program Strategic Plan Committee. The 2012 SPSU Architecture Program Strategic Plan Committee immediately began the design of this 2012 SPSU Architecture Program Strategic Plan which is intended to guide the SPSU Architecture Program for the next five years (2012 through 2017) and have significant influence on the guidance of the Program for the next ten years.

Southern Polytechnic State University (SPSU) Architecture Program Strategic Planning and Program Accreditation History

The NAAB accredited SPSU Architecture Program has its foundation in the Architectural Engineering Technology (AET) program at Southern Polytechnic State University (SPSU), then known as Southern College of Technology and before that as Southern Technical Institute. The Architecture Program received its initial candidacy for NAAB accreditation in January, 1992. This was the first formal step in transition from the non-accredited, 4-year AET program to the present NAAB accredited program of the SPSU Architecture Program. NAAB refers to “Programs” of architecture and this 2012 SPSU Architecture Program will follow that precedent, although the Architecture Program at SPSU is organized in the University’s hierarchy as one of three Departments within one of four Schools of the University. The Architecture Department is in the School of Architecture, Civil Engineering Technology, and Construction Management (ACC).

Following the successful candidacy application of January, 1992, the Architecture Program was granted a renewed NAAB candidacy status in 1994 and was granted permission by NAAB and the University to apply for full NAAB accreditation in 1995. The 1995 NAAB accreditation application was successful and the Architecture Program became one of the few programs in NAAB accreditation history to be granted a five-year term of accreditation on its first accreditation attempt.

Timeline of SPSU Architecture Program Strategic Plan and NAAB Accreditation

The three SPSU Architecture Program Strategic Plans and their timeline relationship to NAAB accreditation visits and subsequent renewed accreditations have occurred as follows:

- 1992 NAAB Candidacy for Accreditation
- 1994 NAAB Candidacy for Accreditation Renewed
- 1995 NAAB Accreditation #1 Confirmed (5 Year Term)
- 1998 Strategic Plan #1** (Professor Bill Marchant, Committee Chair)
- 1999 NAAB Visiting Team for Accreditation #2 (Spring 1999))
- 2000 NAAB Accreditation #2 Confirmed (5 Year Term)
- 2004 Strategic Plan #2** (Professor Tony Rizzuto, Committee Chair)

2005 NAAB Visiting Team for Accreditation #3 (Spring 2005)

2006 NAAB Accreditation #3 Confirmed (3 Year Term)

2008 NAAB Visiting Team for Accreditation #4 (Spring 2008)

2009 NAAB Accreditation #4 Confirmed

2012 Strategic Plan #3 (Professor Richard Cole, Committee Chair)

2014 NAAB Visiting Team for Accreditation #5 (Spring 2014)

Design of the 2012 Architecture Program Strategic Plan - Personnel

2012 SPSU ACC and Architecture Program Administration

Dean Wilson Barnes, Ph.D., School of Architecture, Civil Engineering Technology, and Construction, SPSU

Architecture Program Chair, Ameen Farooq, Ph.D., Architecture Department, SPSU

2012 SPSU Architecture Program Strategic Plan Committee Members:

Professor Richard Cole, Chair

Professor Ed Akins

Professor Rich Becherer, Ph.D.

Professor Kathryn Bedette

Professor Mine Hashas, Ph.D.

Professor Liz Martin

Professor Pete Pittman

Professor Tony Rizzuto, Ph.D.

Professor Ermal Shpuza, Ph.D.

Professor Saleh Uddin, Ph.D.

Professor Chris Welty

Professor Bill Carpenter, Ph.D.

SPSU Architecture Program Strategic Plan Subcommittee Members:

Survey and SWOT Subcommittee

Professors Kathryn Bedette, Mine Hashas, Ed Akins, Rich Cole

Shareholder Identification Subcommittee

Professors Pete Pittman, Ermal Shpuza, Rich Becherer, Rich Cole

Assessment Subcommittee of the 2004 Strategic Plan Subcommittee

Professors Tony Rizzuto, Chris Welty, Saleh Uddin, Kathryn Bedette, Rich Cole

Goals and Actions Subcommittee

Professors Kathryn Bedette, Mine Hashas, Ed Akins, Tony Rizzuto, Saleh Uddin, Chris Welty, Rich Cole

Review of the 2004 SPSU Architecture Program Strategic Plan (herein referred to as the 2004 Strategic Plan)

The 2004 Strategic Plan identified five **Strategic Issues** affecting the Architecture Program and decisions made should be made in consideration of the Strategic Issues. The Strategic Issues were:

1. **Program Growth:** The 2004 Strategic Plan states that “Program growth is considered desirable but not at the expense of maintaining standards of excellence.”

2012 Strategic Plan Comment: Even at the time of the design of the 2004 Strategic Plan growth in the architecture program had been considerable. The Program had approximately 388 students in 2004 and approximately 452 students in Fall 2011. And while there is no measurable data to show that standards of academic excellence have diminished with a 14% growth in the Architecture Program’s student population, the 2012 Strategic Plan recommends that the Program must remain vigilant with regard to maintaining excellence as the enrollment continues to climb. The 2010 University Strategic Plan states that funding for the University is to be shifted from the number of students to the proven success of graduates. The 2012 Architecture Strategic Plan supports this position but, as with growth in enrollment, the Architecture Program must maintain the highest standards of excellence in educating our students.

2. **Budget Constraints:** The 2004 Strategic Plan concluded this Strategic Issue with the stating that “Alternative sources of funding are increasingly necessary for the future development of the program as called for in the strategic plan.”

2012 Strategic Plan Comment: The budget constraints experienced by the University has not lessened since the 2004 Plan and the 2012 Strategic Plan address funding in Goal 5 - Increase resources within the SPSU Architecture Program.

3. **Administrative Support:** The 2004 Strategic Plan noted that the Architecture Program was the only professional program at SPSU and that the nature of an architectural professional program requires a unique definition of administrative support which includes faculty workloads, space availability, support programs, and resources.

2012 Strategic Plan Comment: Much of the concerns in this category have been adequately addressed, although there are still concerns with faculty workloads and resources. These are addressed in the 2012 Strategic Plan.

4. **Faculty Compensation:** The 2004 Strategic Plan stated, “At the heart of the SPSU’s ability to maintain and expand and outstanding Architecture Program is its full-time faculty. While new faculty have been hired in at competitive salaries, the majority of the program’s faculty including its senior and most experienced faculty earn considerably less than their peers of equal rank and experience at other programs both in Georgia and nationally. Salaries at the Associate and Full Professor levels are well below published national averages.”

2012 Strategic Plan Comment: As of the design of the 2012 Strategic Plan, some faculty have been hired at competitive rates and some senior faculty have seen increases in salary. However, there are still notable discrepancies that should be addressed. Salary information is public record and inequitable salaries diminish the efforts of hard working, dedicated faculty. Although salaries are largely beyond the control of the Architecture Faculty, the 2012 Architecture Program Strategic Plan

supports continued monitoring and support of competitive salaries for Architecture Program faculty. As stated in the 2004 Strategic Plan, "This condition threatens the Program's ability to retain current and hire new qualified faculty."

The Architecture Program presently has a faculty member on the Salary Equity Committee of the SPSU Faculty Senate. This committee is charged with the determining a strategy for the fair and equitable distribution of salaries should there be an infusion of capital from the State to remedy the present situation. This is a campus- wide problem and an aggressive plan of fund raising is an integral part of planning for the future of the SPSU Architecture Program.

5. Academic and Professional Standards: The 2004 Strategic Plan noted that the student to faculty ratio for the SPSU Architecture Program was higher than generally encountered in NAAB accredited programs. This has been remedied since that time and the average ratio since at least 2007 is 1:16 approved by the VPAA (Vice President for Academic Affairs) SPSU and the visiting NAAB team of the 2008 Accreditation. This category of Strategic Issues in the 2004 Strategic Plan also clarified that SPSU is a teaching institution as opposed to a research institution and, therefore, the faculty of the Architecture Program could not be expected to be provided with the same level of resources for "research, scholarship, publication, teaching resources and support" as would be expected in a research institution.

2012 Strategic Plan Comment: Although the SPSU Architecture Program resides in a teaching institution as opposed to a research institution, it is imperative that a respectable level of scholarship funding, publication of scholarly work and student work, funding of activity in the ACSA and NAAB, as well as competitive support programs such as student organizations, lectures and exhibitions, and study abroad programs be adequately funded. Likewise, maintaining currency in the profession with regard to memberships and leadership roles in NCARB and the AIA. The 2004 Strategic Plan stated that adequate funding and support was essential "if the Architecture Program at SPSU is to satisfy its mission of being a prominent leader in architectural education at the national and international levels and if it is to achieve its goals of increased visibility and recognition; improve its' professional and academic reputation, and enhance the performance of the program." The 2012 Strategic Plan agrees with this fundamental position.

2012 SPSU Architecture Program Strategic Plan Procedure

To begin the work of the Committee, the 2012 Strategic Plan Committee Chair called an initial Committee meeting shortly after the November 2010 Committee appointment to discuss organization, scholarship for planning protocol, and scope of the Committee's work. It was decided that the protocol and procedures of the 2004 Architecture Program's Strategic Plan be reviewed along with the **Vision, Mission, and Values** stated in the 2004 Plan. Accordingly, if the protocol and procedures, or portions thereof, of the previous 2004 Plan were found to be sound, reasonable, and valid for the 2012 Strategic Plan, the Committee would adopt and adapt those portions of the protocol and procedures of the 2004 Strategic Plan for the new 2012 Strategic Plan. It was noted that the 2004 Strategic Plan was executed with substantive effort, led by a professional expert in Strategic Planning, and was well-accepted by the SPSU Architecture Program, the ACC (School of Architecture, Civil Engineering Technology, and Construction), and the University. Utilizing and expanding upon the applicable procedures of the 2004 Strategic Plan, the committee agreed, would benefit the 2012 Strategic Plan with reference to continuity and comparisons.

The Committee also decided in the earliest meetings to research the applicable scholarship for procedures in Strategic Planning, including an examination of the scholarship of the 2004 Strategic Plan. The 2004 Strategic Plan used as its primary procedural guide, the A. Lerner text, "A Strategic Planning Primer for Higher Education." This text is included in the Appendix of this document.

Lastly, the earliest committee meetings focused on an examination of the **Vision, Mission, and Values** stated in the 2004 Strategic Plan. The Vision, Mission, and Values articulated in the 2004 Strategic Plan,

as ratified by the Architecture faculty, guided the SPSU Architecture Program through our 2006 NAAB Accreditation and our latest 2009 NAAB Accreditation for a full six-year term.

The Committee accepted the **Vision, Mission, and Values** stated in Section III, page 4 of the 2004 Architecture Program Strategic Plan as incorporated herein as follows:

2012 SPSU Architecture Program Vision, Mission and Values

Vision

Building on its strong history of excellence, the Architecture Program at SPSU continues to create an environment supportive of a multidisciplinary approach to learning, creativity, scholarship, application, and engagement. We believe that these components are integral to a strong educational foundation, the creation of an environment that fosters our student's drive to achieve excellence and to contribute to their profession and their communities, and which encourages a greater appreciation of architecture and good design.

Mission

The Architecture Department at SPSU attracts and retains a strong faculty committed to professional excellence and recruits and supports qualified students who desire to learn, achieve and excel in their field. The mission of the Architecture Program is to be a prominent leader in architectural education at the national and international levels. It fulfills this mission via a strong commitment to:

Creating and continuously improving a multidisciplinary curriculum that nurtures critical thinking; embraces new technologies and encourages creativity and innovation through the integration of the theory, art, technology and science of the built environment.

Applied learning methods that emphasize hands- on exploration designed to provide the student with the knowledge, skills, and experiences necessary to be productive, contributing leaders in the architectural profession and civic community.

Encouraging outreach programs designed to maintain vital connections with the architectural community, improve effective communication, support continued professional development and build future leaders of the profession.

Advocating an appreciation of good design and the benefits of responsible architecture through the education of its students and the civic community.

Values

In addition to the core values identified in the strategic plans of SPSU and the School of Architecture, Civil Engineering Technology and Construction, the Architecture Department holds the following core values as important:

Professionalism. The Architecture Department values its strong relationship with the professional community and the active role its members play in the Architecture Program, as colleagues with its faculty, participating on design juries and the advisory committee, and serving as mentors and role models to its students as they strive to develop design expertise, aesthetic competency and sound contextual responses in their work. We believe that this serves to strengthen our pursuit of the Program's goal to develop and nurture a culture of professionalism and a strong sense of ethics within the program and the profession.

Balancing Theory and Practice. The Architecture Department places great value on balancing theory and practice in its curriculum. We believe that an emphasis on applied learning and hands-on experience combined with theoretical exploration contributes to higher design standards that are evidenced in the quality and technical prowess of our student projects, the challenging studio and community projects we pursue, and the intellectual dialogues that our students and faculty

engage in. We believe that this contributes to our student's proficiency and preparedness in addressing issues of professionalism, a commitment to improve the man-made environment, an awareness of environmental issues and sustainability, urbanism, etc.

Diversity. The Architecture Department values diversity in its student body, faculty, supportive interdisciplinary climate, commitment to teamwork, and learning environment. We believe that this encourages collaboration and strong professional relationships among student, faculty, alumni and professionals and strengthens our commitment to encouraging critical thinking, creativity and innovation.

The 2012 Strategic Plan Committee thoroughly reviewed the 2004 Architecture Program Strategic Plan, the existing ACC Plan, as well as the 2010 SPSU (the University's) Strategic Plan. Applicable Goals, Actions, and Implementations necessitated by a review of these Strategic Plans are incorporated into the 2012 SPSU Architecture Program Strategic Plan.

Environmental Scan - Strengths, Weaknesses, Opportunities, Threats (SWOT)

In order to perform an Environmental Scan (i.e. acquisition and use of information, trends, and relationships in the Architecture Program's environment), the Survey and SWOT Subcommittee held seven (7) Focus Group meetings and published nine (9) Questionnaires to conduct an environmental scan of the following Shareholder Groups (i.e. groups that are affected by and/or have an interest in the operations and objectives of the SPSU Architecture Program).

Survey and SWOT Focus Group Meetings

The Survey and SWOT Subcommittee held seven (7) Focus Group meetings and published nine (9) Questionnaires to conduct an environmental scan with the following shareholder groups and applicable dates:

Student Focus Groups

1. Thesis Students - Focus Group Meeting: Wed, Feb 23, 2011
2. Third and Fourth Year Students - Focus Group Meeting: Wed, Mar 2, 2011
3. Second Year Students - Focus Group Meeting: Wed, Mar 16, 2011
4. First Year Students - Focus Group Meeting: Wed, Mar 30, 2011

Faculty Focus Groups

5. Full-Time Faculty - Focus Group Meeting: Wed, Apr 6, 2011
6. Part-Time Faculty - Focus Group Meeting: Wed, Apr 13, 2011

SPSU Architecture Program Advisory Board Focus Group

7. Advisory Board - Focus Group Meeting: Wed, Apr 20, 2011

Survey and SWOT Subcommittee Procedure

Comments were solicited by the SWOT and Survey at each Focus Group meeting in the categories of Strength, Weaknesses, Opportunities, Threats (SWOT). The general procedure at each Focus Group meeting follows:

1. Advertise the meeting dates via direct email notification, announce the date at general faculty meetings, provide email reminders and post flyers in the Architecture Department building.

2. Begin each Focus Group meeting with a digital slide presentation introducing the 2012 Strategic Plan Committee and Subcommittees, charge of the 2012 Strategic Plan Committee, history of Strategic Planning and NAAB Accreditation in the SPSU Architecture Program, overview of the planning process, and detailed explanation of the agenda for the meeting including the SWOT procedure and the role the SWOT analysis would have in the Strategic Planning process.
3. Moderators from the Survey and SWOT Subcommittee listed all comments from members of the respective Focus Groups in a table with headings for S (Strengths), W (Weaknesses), O (Opportunities), T (Threats) as well as general questions and a solicitation for any comments a group member may wish to be heard and/or discussed. As discussion was encouraged by the moderators, the comments from the groups were recorded.
4. The Survey and SWOT Subcommittee convened after each Focus Group meeting to cross-check from each moderator that all comments had been recorded. The comments were then recorded in a digital document and archived for use with the subsequent Questionnaire for each respective Focus Group.

Focus Group Questionnaires

In addition to the Survey and SWOT Focus Group meetings, six (6) online Questionnaires were published to each Focus Group based on the comments made at the respective Focus Group meetings. Additionally, Questionnaires were published to the SPSU Architecture and AET (Architectural Engineering Technology) alumni and the SPSU Architecture Program staff as listed below:

1. Student Questionnaire (116 Responses to 342 Invitations - 34%)
2. Full-Time Faculty Questionnaire (19 Responses to 19 Invitations - 100%)
3. Part-Time Faculty Questionnaire (8 Responses to 11 Invitations - 73%)
3. Advisory Board Questionnaire (9 Responses to 11 Invitations - 75%)
5. Alumni Questionnaire
6. Staff Questionnaire

Design of the Focus Group Questionnaires

From the comments recorded in the SWOT categories for each Focus Group, the Survey and SWOT Subcommittee held several meetings to determine which comments would be examined further by publication of a Questionnaire to the larger membership represented by each Focus Group.

Responses from the SWOT comments were literally hung in strips on a wall with vigorous discussion and challenges from the Survey and SWOT Subcommittee members. Additionally, the previous 2004 Strategic Planning documented effort was scrutinized to monitor consistency with the applicable procedures and intentions of the 2004 Strategic Plan.

Survey and SWOT comments were grouped and analyzed as to their potential to elicit a response that would help to quantify whether or not a particular question merited a strong response, positively or negatively or neutral, to the intent of the question.

Note as to the Scientific Validity of the Questionnaires

The Subcommittee made no pretense that this was a scientifically designed Questionnaire, as that would be well beyond the credentials of the Subcommittee members and the design of a scientifically-analytical survey was not the intent of the Subcommittee. The questions appearing on the Questionnaires were to solicit views and data to facilitate the Subcommittee's awareness of faculty concerns, some of which would be helpful in the Strategic Planning process, and to give a degree of quantification to the SWOT

comments made at each Focus Group meeting. The Survey and SWOT Subcommittee members agreed that the results of the Questionnaires would be informational only and not defined as scientifically or analytically accurate or binding. Questions that could only be useful if they were analytically scientific was not the design goal of the Subcommittee with regard to the Questionnaires and no inference to scientific, analytical accuracy was to be inferred by the results. The Questionnaires were an important component of the planning process, but they were only one part of the planning process.

Testing of the Questionnaires Prior to Publication to Respective Focus Groups

Before publishing the Questionnaires to the respective Focus Groups, the Questionnaires were published to the web with access limited to the Subcommittee members and the SPSU Architecture Program Administration. Additionally, the 2012 Strategic Plan Chair made the Questionnaires available to three (3) reviewers external to the Subcommittee, Administration, faculty, and any other potentially interested party. Feedback from all respondents was considered and influenced the final edit of the Questionnaires.

Procedure for the Analysis of Questionnaire Results

The Goals and Actions Subcommittee was charged with the analysis of the six (6) Focus Group Questionnaires as the Questionnaire results related to potential impact on the 2012 SPSU Architecture Program Strategic Plan. The Subcommittee utilized the summary tools provided by the web-based survey application software as well as an analysis protocol developed by the Subcommittee. The software provided the number of invitations sent, responses received, the number of responses to each question, and the percentage of responses for each answer to each question. The general structure of each question was to state the question, then provided consistent possible answers of:

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

All Questionnaire results, with percentages of responds for each answer, are in the Appendix of this 2012 SPSU Architecture Program Strategic Plan.

Determining the Relevancy of the Questionnaire Results

The Goals and Actions Subcommittee reviewed all responses from all questions of all six (6) Questionnaires and determined the relevance and hierarchy of those questions that would substantially influence the 2012 Strategic Plan. This relevancy was determined by a methodology of three (3) steps as follows:

Step One (1) was primarily intuitive. The committee members reviewed the results of the Questionnaires, compared those results with the Survey and SWOT comment summaries and made a first draft of Goals for consideration based upon, but not limited to, the Questionnaire results.

Step Two (2) was quantitative. A relative, numerical value was assigned to the answers for each question of each Questionnaire. Values were assigned to the answers for each question as follows:

- Strongly Agree+5
- Agree+2
- Neutral +1
- Disagree-2
- Strongly Disagree ...-5

This value assigned to each answer for each question identify which questions on which Questionnaires elicited a response from a respective group more strongly to the “Agree” or “Disagree” side of a neutral response. Those questions eliciting a definitive “Agree” or “Disagree” were candidates for consideration as to influence on the design of the Strategic Plan.

Step Three (3) in the evaluation process was to compare the intuitive compilation of questions from Step 1 with the quantitative compilation from Step 2. Any outlier questions were discussed and a decision made as to their disposition.

Step Four (4) was devoted to compilation of similar Questionnaire response. The Subcommittee grouped similar questions from the four (4) Questionnaires (Students, Full-Time Faculty, Part-Time Faculty, Advisory Board), compared those once again with the comments of the respective Focus Groups and subsequently began the Subcommittee deliberations, coordinated with the larger Committee, to produce the first Draft of the 2012 Strategic Plan.

Brainstorming Session - March 17, 2011

In addition to the seven (7) Survey and SWOT Focus Group sessions and six (6) published Focus Group Questionnaires, the 2012 Strategic Plan Committee held a Brainstorming session on March 17, 2011. The purpose of this session was to generate ideas about the 2012 Strategic Plan and the 2012 Strategic Plan process that would be enlightened by the previous Focus Group sessions (three sessions with students had been held before March 17) and the experience thus far of the committee members. In addition to generating ideas and reflecting on the Focus Group sessions to-date, the Brainstorming session was an opportunity for the 2012 Strategic Plan Committee to record their ideas and comments and subsequently compare those with the full body of Architecture Program Faculty, professionals from the SPSU Architecture Program Advising Board, staff, and alumni.

Because the comments of the Brainstorming Session were not as quantifiable and, therefore, selective as the Focus Group Questionnaires, yet were influential in the design procedure of the 2012 Strategic Plan, the results are published in the body of this document. The Focus Group Comments and Questionnaires are published in the Appendix to this document. The Agenda and Minutes of this meeting are also included in the Appendix of this document.

The comments recorded at the Brainstorming Session, March 17, 2011, are as follows: (the Agenda)

Responses from 2011 Strategic Plan Committee “Brainstorming” Session

March 17, 2011 from 11:30 AM to 3:00 PM - Architecture Department Conference Room

The session Moderator led a question and response exercise with the following responses listed hierarchically. The responses from two groups of 2012 Strategic Plan Committee members discussed all responses with reference to their potential to influence the 2012 Strategic Plan.

The questions and responses were:

Q1. Where does the profession stand right now? What are the projected needs of the profession? Where is the profession going?

Group 1 Responses:

1. Architects losing credibility as leaders.
2. No clear vision / dispersed knowledge.
3. Need more digital fabrication and processes.
4. Need more sustainability and strategies.

Group 2 Responses:

1. There is a multi-disciplinary culture presently in the profession.
2. There is the danger of obsolescence in the profession - or at least in the conventional role.
3. There is a need to educate architecture students more generally in order to prepare them for the changing profession and other professions.

Q2. Where do we stand among other the other schools in GA and in the US?

Group 1 Responses:

1. Relatively little name recognition.
2. We admit lower SAT scores than other schools.
3. We need more research in this area to help determine our standing.

Group 2 Responses:

1. Our 5-year program is thriving, but there may be real concerns for 5-year programs in the future.
2. As we try to “emerge from the shadow” of other schools, we are becoming more like them.
3. The specialized nature of the university mission is at odds with the needed generalized mission of the architecture program.

Q3. How can we differentiate ourselves from the regional schools?

Group 1 Responses:

1. Accommodate lower SAT scores and family incomes and still produce successful graduation rates.
2. Define our identity and be aware of what GT and SCAD are doing and position ourselves as something different (must be supported with faculty initiatives and new hires should fit our identity)
3. Focus on specific topics as a faculty as we pursue publication

Group 2 Responses:

1. We could identify more with “craft” (digital craft, intellectual craft, and facture craft)

Q4. What does increasing global connectivity mean to us?

Group 1 Responses:

1. Represents real opportunity to share our knowledge and promote our identity
2. Can be a threat if we don't embrace global connectivity with enthusiasm and resources

Group 2 Responses:

1. More opportunities for internships
2. Opportunity to break down the walls between studio and core lecture courses.

Q5. What do we want from our students when they graduate from this school?

Group 1 Responses:

1. Become leaders
2. Obtain an architecture degree and be open to a future broader than architecture

Group 2 Responses:

1. Think independently and ability to think critically.
2. Ability to physically “make” (digital fabrication) coupled with the understanding of our history in “making.”

Q6. What can be done to balance the expectations from the students and the student profile we have?

Group 1 Responses:

1. Provide more opportunities for students to evaluate whether or not they want an architecture degree
2. Provide more scholarship opportunities to help attract students.
3. Find our own special pedagogical approach to help lower qualifying students without lowering the quality of our program.

Group 2 Responses:

1. Find a way to attract a different profile of student into the professional program
2. Recruit out-of-state students as well as in-state
3. Possible require a portfolio for entry into 1st Year after an expanded “boot-camp” to expand our applicant pool.

Section 2 - The 2012 SPSU Architecture Program Strategic Plan

Southern Polytechnic State University Architecture Program

Academic Standards

Goal 1: Raise the academic student profile for the Architecture Program.

Reference: Full-Time Faculty Questionnaire Questions 4, 6, 7, 8, 9, 21

Reference: Part-Time Faculty Questionnaire Questions 7,8, 9, 10, 21

Reference: Advisory Board Questionnaire Questions 1, 7

Reference: Student Questionnaire Question 8

Reference: Alumni Questionnaire Questions 30, 31

Reference: SPSU 2010 Strategic Plan, Goal 1 and Goal 3, Objective 3.2

Action 1.1: Evaluate and adjust admission standards to admit students who are likely to be successful in our program.

Implement 1.1.1: Track the academic performance with incoming SAT and/or ACT scores of students in the DFN program. Coordinate with the Registrar's office to secure a compilation of SAT and/or ACT scores of incoming students for academic years 2012 and 2013 and compare those with the performance of the those students for the first two academic years of the Architecture Program (DFN years one and two).

Implement 1.1.2: In accordance with the SPSU 2010 Strategic Plan, assess the impact of increasing the entry requirements for the Architecture Program as determined by an ad hoc Academic Admissions Evaluation Committee with membership specified by the Architecture Program Chair for Fall 2014.

Implement 1.1.3 If the ad hoc Academic Admissions Evaluation Committee determines the SAT and/or ACT scores of incoming students should be raised, the committee shall make available to the SPSU administration a report recommend the minimum acceptance standard for the SAT and/or ACT scores be raised for incoming Architecture Program students. Concurrent with the committee's investigation of SAT and/or ACT entry standards, the committee will investigate and report to the Architecture Faculty alternative, early evaluation options to facilitate student success.

Implement 1.1.4: Increase public relations and marketing to attract students with higher SAT and/or ACT scores based upon findings in 1.1.3 (Reference Action 2.4)

Action 1.2: Institute a competitive scholarship program for incoming students.

Implement 1.2.1: The Architecture Program Scholarship Committee shall establish three academic scholarships for the incoming Fall 2014 students dependent on at least partial funding for each. Additionally, two academic scholarships shall be established for the 5th Year students dependent on at least partial funding for each. Funding shall be sought by the Architecture Program Administration and the distribution of the scholarships shall be determined by the Architecture Program Scholarship Committee.

Implement 1.2.2: The Architecture Program Administration shall establish an Architecture Program / Advisory Board Funding Task Force charged with investigating internship possibilities with local companies and fund raising opportunities.

Implement 1.2.3: In accordance with the University's 2010 Strategic Plan and 1.2.1 above, set aside scholarship opportunities for women students with the intent of supplementing the University's goal of increasing the number of women students at SPSU.

Implement 1.2.4: In accordance with the University's 2010 Strategic Plan, the Architecture Program in conjunction with the Architecture Program Scholarship Committee shall develop a plan to increase the retention rate of incoming Hispanic and Latino students.

Action 1.3: Improve the basic college-level skills generally related to academic success such as taking notes, organizing notes, and listening carefully to instructions.

Implement 1.3.1: Maintain a high level of support for Architecture Program student resources such as plotters, copiers, computing, and other resources.

Implement 1.3.2: An Academic Plan Task Force, as established in Goal 6 of this 2012 Strategic Plan, shall make recommendations to the Architecture Program faculty with regard to basic academic success strategies to be employed across the Architecture Program curriculum.

Action 1.4: Inform prospective students of the intensity and rigor of the SPSU Architecture Program.

Implement 1.4.1: Marketing material and the Summer Workshop shall make students aware of statistical data relative to student success in the Architecture Program such as hours devoted to academics expected outside of class, average grades, incoming SAT and/or ACT averages for the incoming class, and personal testimonies from students. Paralleling the delivery of this information, the students should be made aware of the efforts the Architecture Program makes to facilitate student success. (Reference 1.3.1 and 1.3.2)

Action 1.5: Continue to strengthen the SPSU Architecture Program International Studies.

Implement: 1.5.1: Establish an International Studies Committee within the Architecture Program to be charged with establishing a sustainable number of Study Abroad Programs and monitoring their progress and activities.

Implement: 1.5.2: Establish at least one scholarship for the Study Abroad Programs with funding sought by the Architecture Program Administration and directed by the Architecture Program Scholarship Committee.

Public Relations

Goal 2: Increase the public's and the profession's awareness of the SPSU Architecture Program.

Reference: Full-Time Faculty QuestionnaireQuestions 50, 51, 52

Reference: Part-Time Faculty QuestionnaireQuestions 8

Reference: Advisory Board QuestionnaireQuestion 26

Reference: Student QuestionnaireQuestions 10, 11

Reference: Alumni QuestionnaireQuestions 26, 35

Brainstorming Session of Strategic Plan Committee 2011-03-17

Action 2.1: Determine and institute innovative curricular development that will help make the SPSU Architecture Program unique and anticipates the skills and knowledge required for students as projected at least 5 years beyond their graduation.

Implement: 2.1.1: The Academic Plan Task Force, as established in Goal 6 of this 2012 Strategic Plan, shall analyze the creation of applicable new courses within the broad scope of the Architecture Program Mission, Vision, and Values that are necessary for the Academic Plan and the architectural skills and knowledge needed at least 5 years beyond the incoming class graduation.

Action 2.2: Establish a coordinated, consistent image for the SPSU Architecture Program.

- Implement 2.2.1: Establish an ad hoc Promotion and Marketing Image Committee of the Architecture Faculty to determine an appropriate print, web, and other media image for the SPSU Architecture Program to supplement the media image established by the University.*
- Implement 2.2.1: Secure an independent computer server to facilitate the web presence and up-to-date information with regard to the SPSU Architecture Program. Information at the site, and in publications, will be coordinated with the university's site, image, and publications, but not bound to the aesthetic established by the University.*

Action 2.3: Investigate the establishment of additional fields of study within the SPSU Architecture Program.

- Implement 2.3.1: A Curriculum Development Committee shall be appointed by the Architecture Program Chair and charged with investigating the feasibility of establishing additional majors and certificates within the Architecture Program and provide a report to the Academic Council by Spring 2013. If approved by the Academic Council, the recommendation shall move to the Architecture Faculty.*

Action 2.4: Increase the awareness of the SPSU Program amongst the high schools in the State of Georgia.

- Implement 2.4.1: The Architecture Program Administration shall develop a plan to increase the recognition of the program to schools in the state, including a print, web, and personal visit campaign.*

Action 2.5: Increase our student's participation in the the IDP (Intern Development Program) of the NCARB.

- Implement 2.5.1: The Intern Development Program Committee shall make IDP information and encouragement for membership to all students in the Architecture Program on a continuous basis with presentations, coordination with AIAS, and a web presence to support the IDP effort.*

Faculty Development

Goal 3: Increase the support for faculty success and development, including scholarship and academic achievement, in the SPSU Architecture Program.

- Reference: Full-Time Faculty QuestionnaireQuestions 52*
- Reference: Part-Time Faculty QuestionnaireQuestions 67*
- Reference: Advisory Board Questionnaire 19*
- Reference: Student Questionnaire44, 46*
- Reference: Alumni Questionnaire..... Question 29*

Action 3.1: Increase funding for faculty travel and release time for long-term, intensive pursuits that increase faculty teaching effectiveness.

- Implement 3.1.1: Each faculty member shall be entitled to a budgeted amount each academic year for faculty development and for especially intensive endeavors, a faculty member shall be considered for release time from teaching load.*

Implement 3.1.2: The Architecture Program Administration, in conjunction with interested faculty, shall provide information and encouragement with regard to travel grant opportunities. This effort shall include access to a web search engine to help locate such opportunities.

Action 3.2: Increase the faculty's knowledge of applicable and relevant digital media.

Implement 3.2.1: The Architecture Administration shall seek funding for software purchase and software training for the Architecture Faculty as determined by the Curriculum Development Committee established in this Strategic Plan.

Action 3.3: Support the University's Goal with regard to establishing a sense of community

Implement 3.3.1: The Architecture Faculty shall continue to support diversity and inclusiveness in the hiring, promotion, and mentorship of women and underrepresented groups.

Faculty Governance

Goal 4: Continue to improve processes and efficiencies of faculty governance and resources in the SPSU Architecture Program.

Reference: Full-Time Faculty Questionnaire Questions 8, 49

Reference: Part-Time Faculty Questionnaire Questions 49, 66

Reference: Advisory Board Questionnaire Question 29

Reference: Student Questionnaire Question 33

Action 4.1: Continue to improve upon governance efficiencies.

Implement 4.1.1: Develop web based communication of Agenda, meeting Minutes, recording of votes, and general adherence to parliamentary procedures for formal meetings.

Action 4.2: Develop closer communication and coordination between the Full-Time and Part-Time Faculty.

Implement 4.2.1: The Architecture Program Administration shall design, with the cooperation of the Architecture Faculty, a Part-Time Faculty Handbook and establish routine meetings between Full-Time and Part-Time Faculty teaching identical or similar courses.

Implement 4.2.2: Increase Part-Time Faculty participation as invited jurors on Full-Time Faculty studio reviews and, likewise, increase Full-Time Faculty participation on Part-Time Faculty reviews.

Action 4.3: Establish the Architecture Faculty Committees and Academic Council Task Forces within the Architecture Program as required by this 2012 Strategic Plan.

Implement 4.3.1: Establish and/or maintain these Architecture Program Committees and Task Forces: (note: some of the following Committees are existing Committees of the Architecture Program but are listed herein for convenience and reference)

- *Academic Admissions Evaluation Committee, ad hoc (Reference 1.1.2)*
- *Architecture Program Scholarship Committee (existing - Reference 1.2.1)*
- *Architecture Program / Advisory Board Funding Task Force (Reference 1.2.2)*
- *International Studies Committee (Reference 1.5.1)*
- *Promotion and Marketing Image Committee, ad hoc (Reference 2.2.1)*
- *Curriculum Development Committee (Reference 2.3.1)*

- Intern Development Program Committee (existing - Reference 2.5.1)
- Resource Advisory Committee (Reference 5.1.1)
- Academic Plan Task Force (Reference 4.4.1)

Action 4.4: Assess the implementation of this 2012 SPSU Architecture Program Strategic Plan

Implement 4.4.1 At the last Architecture Faculty meeting of Spring Semester, the Architecture Program Head, Academic Council Chair, Architecture Program Coordinator, DFN Coordinator, and Advising Coordinator shall make a joint report to the Architecture Faculty on the status of the implementation of the 2012 SPSU Architecture Program Strategic Plan.

Resources

Goal 5: Increase resources within the SPSU Architecture Program.

Reference: Full-Time Faculty QuestionnaireQuestions 46, 52, 51, 56
Reference: Part-Time Faculty QuestionnaireQuestions 50, 67
Reference: Advisory Board QuestionnaireQuestions 35, 36
Reference: Student QuestionnaireQuestion 44, 45
Reference: Alumni Questionnaire26, 35)
Reference: SPSU 2010 Strategic Plan
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Action 5.1: Increase fund raising activities within the Architecture Program.

Implement 5.1.1: The Architecture Program Chair shall establish and Chair a Resource Advisory Committee. The Committee shall develop a fund-raising strategy to seek resources for the Architecture Program.

Implement 5.1.2: The Resource Advisory Committee established in 5.1.1 above shall report to the Architecture Faculty with a target goal and in-progress assessments. This Action is to be coordinated with the University's 2010 Strategic Plan.

Academic Plan

Goal 6: Create an Architecture Program Academic Plan that provides a unified, consistent, and efficient curriculum to serve the Vision, Mission, and Values of the 2012 SPSU Architecture Program Strategic Plan

Reference: Full-Time Faculty QuestionnaireQuestions 21, 52
Reference: Part-Time Faculty QuestionnaireQuestions 21, 66, 67
Reference: Advisory Board QuestionnaireQuestions 19, 30, 31
Reference: Student QuestionnaireQuestion 41, 45, 46
Reference: Alumni Questionnaire10, 30
Reference: SPSU 2010 Strategic Plan
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Action 6.1: Evaluate the present Architecture Program curriculum with reference to the Vision, Mission, And Values of this 2012 SPSU Architecture Program Strategic Plan.

Implement 6.1.1: Establish an Academic Plan Task Force of the Academic Council, Co-Chaired by the DFN and Professional Program Coordinators to examine the existing curriculum's structure, course content, sequencing, and scheduling.

Implement 6.1.2: The Task Force established in 6.1.1 above shall make a recommendation to the full Academic Council of an Architecture Program Academic Plan which will constitute curriculum structure, course content, sequencing, and scheduling and consistent academic “threads” to satisfy this Goal 6 of this 2012 Strategic Plan.

Implement 6.1.3: The Task Force established in 6.1.1 after completing the Implementation of 6.1.2 (recommendation to the Academic Council) and securing approval of the Academic Council shall present the Academic Plan for approval to the Architecture Faculty.

University Goals

Goal 7: Coordinate, support and contribute to the University’s 2010 Strategic Plan with the following Actions and Implementations

Source: SPSU Strategic Plan 2010 - page 10 - The New Plan

Action 7.1: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” coordinate with the University’s transition from the internal emphasis on numbers of students and numbers of programs offered to the external measures of success and the value that SPSU graduates bring to their careers and their community.

Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan

Implement 7.1.1: Coordinate with the Registrar’s office to track, document, and publicize the success of the Architecture Program graduates. (Reference Goal 2)

Action 7.2: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” coordinate with the university’s transition from dependence on funding from the state to internally generated resources.

Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan

Implement 7.2.1: Pursue fund-raising, grants, contracts, and identify and pursue other revenue sources. (Reference Goal 5)

Action 7.3: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” build on the “sense of place” goal of the SPSU 2010 Strategic Plan and support the concept that the most important resource the University has is the people who compose the University community.

Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan

Reference: Full-Time Faculty Questionnaire - Questions 53, 56, 57

Implement 7.3.1: Increase Architecture Program funding for professional development. (Reference Action 3.1)

Action 7.4: In accordance with the SPSU 2010 Strategic Plan, Strategic Goal One, increase the number of graduates who are well prepared for work and for life.

Reference: SPSU 2010 Strategic Plan - p. 12 - Strategic Goal One - Objective 1.3, Key Indicators

Reference: SPSU 2010 Strategic Plan - p. 12 - Strategic Goal One - Objective 1.4, Key Indicators

Reference: Full-Time Faculty Questionnaire - Questions 9, 10

Implement 7.4.1 Analyze predictors of student success in graduating within six years of first enrollment and adjust admissions criteria accordingly. (Reference Action 1.1)

Implement 7.4.2: Analyze and adjust, as applicable, the SAT and ACT standards for the Architecture Program. (Reference Action 1.1)

Implement 7.4.3: Develop and implement departmental plans in support of the University's goals for retention and graduation rates. (Reference Actions 1.1, 1.2, 1.3, and 1.4)

Implement 7.4.4: Develop and implement a plan for industry feedback to the Architecture Program to ensure that students are graduating with the necessary knowledge and skills. (Reference Action 2.5)

Action 7.5: In accordance with the SPSU 2010 Strategic Plan, Strategic Goal Two, increase the resources available to support the University's mission.

Reference: SPSU 2010 Strategic Plan - p. 13 - Strategic Goal Two - Objective 2.1, Key indicators

Reference: SPSU 2010 Strategic Plan - p. 14 - Strategic Goal Two - Objective 2.4, Key indicators

Reference: SPSU 2010 Strategic Plan - p. 14 - Strategic Goal Two - Objective 2.5, Key indicators

Reference: Full-Time Faculty Questionnaire - Questions 39, 40, 41, 45

Implement 7.5.1: Seek funding to support the ACC in the effort to reach the endowment targeted by the University in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)

Implement 7.5.2: Seek funding to support the ACC in the effort to facilitate the funding of an endowed and named faculty position in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)

Implement 7.5.3: Seek to increase Architecture Faculty's involvement in grants and contracts in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)

Implement 7.5.4: Analyze potential sources of additional revenue, consistent with the University's mission and the USG Board of Regents' "Principles to Guide Innovation." (Reference Goal 5)

Action 7.6: In accordance with the SPSU 2010 Strategic Plan, Strategic Goal Three, increase the sense of community within the University and between the University and the region.

Reference: SPSU 2010 Strategic Plan - p. 14-15 - Strategic Goal Three- Objective 3.1, Key indicators

Reference: SPSU 2010 Strategic Plan - p. 15 - Strategic Goal Two - Objective 3.2, Key indicators

Implement 7.6.1: Seek to increase the percentage of women students enrolled in the Architecture Program in support of the SPSU 2010 Strategic Plan. (Reference Action 1.2)

Implement 7.6.2: Seek to increase the retention rate (freshman-to-sophomore) for Hispanic and Latino students in support of the SPSU 2010 Strategic Plan. (Reference Action 1.3)

Implement 7.6.3: Analyze the Architecture Program student, faculty, and staff demographics and support the diversity and inclusiveness of the University community. (Reference Action 3.3)

Implement 7.6.4: Seek to increase the percentage of women faculty in the Architecture Program in support of the SPSU 2010 Strategic Plan. (Reference Action 3.3)

Implement 7.6.5: Support the University strategies and provide Architecture Program mentorship for women faculty and people from underrepresented groups on the Architecture Faculty for eligibility for promotion, including senior leadership positions. (Reference Action 3.3)

Section 3 - Appendix: The 2012 SPSU Architecture Program Strategic Plan

Southern Polytechnic State University Architecture Program

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