

DRAFT

College of Architecture Strategic Plan 2014-2025

Design. Technology. Engagement.

School of Architecture

School of Building Construction

School of City and Regional Planning

School of Industrial Design

School of Music

June 2014

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From the Dean

The College of Architecture at the Georgia Institute of Technology houses a rich mix of disciplines that are critical in shaping how people live. This is a time of great change for the world and for our College. Grand challenges, such as energy and climate, major demographic shifts and the digital revolution, require the creativity, innovation and expertise that our students and faculty can provide. The College is well positioned to develop the knowledge and approaches needed to address these challenges and to educate the next generation of professional leaders. This strategic plan lays out a road map that will guide our teaching, research and service missions for the next decade.

The College of Architecture has a long and illustrious history. Architecture was one of the initial fields of study created as a part of the Georgia Institute of Technology in 1885. The Department of Architecture was formed in 1908 within Engineering. The Industrial Design Program was added to the Department in 1940. The City Planning Program was added in 1953 and the Building Construction Program in 1958. The School of Architecture was elevated to college status in 1975. Music joined the College in 1989. The five academic programs - Architecture, Building Construction, City and Regional Planning, Industrial Design and Music - became schools in 2010. It is our job to build upon that legacy to create the global leaders of tomorrow.

We are fortunate to be a part of one of the leading technological institutions in the world and we must contribute to, and draw from, the strengths of this great institution. The Georgia Tech College of Architecture will be the leader in using technology to support the design process and in the effective incorporation of technology into what we design and build. There are few important challenges that can be solved by any one discipline today; therefore it is critical that our students and faculty learn to work with other disciplines and aspire to be the leaders of the interdisciplinary teams required to tackle and solve the world's most pressing problems. Collaborating with excellent students and faculty from the other colleges at Georgia Tech provides us with unique opportunities that will set us apart from similar colleges. Since our disciplines are linked to professional practice, it is also important that our faculty and students be engaged with those professions as well as those whose lives are impacted by our work.

This strategic planning process has served as a mirror that has helped us sharpen our focus and better understand our unique special place within the world of design education. While you will find much greater detail in the plan that follows, I believe the essence of this plan can be summarized in three words: *Design. Technology. Engagement.*

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College of Architecture
Georgia Institute of Technology
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The Planning Process

The College of Architecture (COA) initiated this strategic planning process in the fall of 2013 with a survey to gather opinions on the current state and future direction of the College and an invitation to participate in a one-day retreat. Close to 100 participants were in attendance and represented relevant stakeholders including faculty, staff, students and alumni. Dean Steven French set the context and provided a charge for the planning process that considered the grand challenges that affect Georgia Tech, higher education and the COA's professions: energy and climate, demographic changes, and the digital revolution. Participants heard presentations on how the COA strategic plan would align with the Institute's strategic plan; reviewed the data collected through the pre-retreat survey; and discussed the trends in students, faculty, staff and research that have shaped the College over the last five years.

Retreat participants were separated into eight sub-groups, referred to as Task Forces, designed to address a set of pre-determined focus areas. Over the course of the academic year these Task Forces researched, developed and vetted the content around each of these focus areas. A Steering Committee consisting of the school chairs, key College administrators, students and alumni, met periodically throughout the process to guide the process and review the content generated by the Task Forces, and to shape the mission and vision statements for the College. The draft strategic plan was presented to the COA's stakeholders and Institute leadership for feedback and refinement prior to final publication.

Vision, Mission and Guiding Principles

The Georgia Tech strategic plan, *"Designing the Future: A Strategic Vision and Plan"* establishes a 25 year master plan to guide our efforts to shape and influence the Institute's future as a leading technological university in the 21st century. The goals presented in the Institute strategic vision include:

1. Be among the most highly respected technology-focused learning institutions in the world
2. Sustain and enhance excellence in scholarship and research
3. Ensure that innovation, entrepreneurship, and public service are fundamental characteristics of our graduates
4. Expand our global footprint and influence to ensure that we are graduating good global citizens
5. Relentlessly pursue institutional effectiveness

With this in mind, the College of Architecture presents the following strategic plan that will be the blueprint for navigating the next five to ten years. This plan aligns with and helps achieve the Institute's strategic vision and goals.

Vision:

Based on its guiding principles, current capabilities, and future aspirations, the College of Architecture formulated the following vision statement:

The College will be a global leader in education, scholarship and practice for integrating knowledge and technology to improve people's lives and the environment.

Mission

In order to realize its vision, COA will undertake the following mission:

The College of Architecture fosters innovators in design, research and technology who create culturally relevant and socially responsible places, products, and experiences.

Guiding Principles

While "*Designing the Future*" reinforces the values of *Integrity, Excellence, Impact, Innovation, Entrepreneurship, Leadership and Community* that are important for every member of the Georgia Tech community; the faculty, students and staff of the College of Architecture also live by a set of guiding principles that distinguish its academic, research and service activities. The COA strives to be:

Creative – The College will nurture and develop creativity because it is fundamental to design and innovation.

Collaborative – Our students, staff and faculty will be prepared to be important contributors to the interdisciplinary teams that are the hallmark of professional practice today.

Inclusive – The College community will represent and value diverse backgrounds, perspectives, interests and talents.

Responsible – Our students, staff and faculty will strive to be socially and environmentally responsible in our work.

Engaged - The College will be engaged with our professional disciplines as well as the stakeholders impacted by our work.

GOAL ONE: Be the premier institution for technology-focused design education

Objective 1: Elevate the profile of the College and its Schools

Action Strategies:

- Develop a strategic communication plan
- Continuously improve the national and international rankings of the Schools
- Create new and leverage existing international collaborations and exchanges
- Consider a new College name that better reflects its diverse disciplines
- Formulate a strategic development plan
- Experiment with innovative pedagogical methods

Objective 2: Build and strengthen core areas of focus within the College

Action Strategies:

- Strengthen design thinking throughout the curriculum
- Increase community engagement in studio work
- Be the leader in digital technologies for design and construction of a sustainable built environment
- Strengthen existing work on health care design, assistive technologies and healthy places
- Build upon existing strengths in transportation, energy and urban design

Objective 3: Establish a stronger role for the College in the arts at Georgia Tech

Action Strategies:

- Expand faculty collaborations in the arts and technology
- Leverage faculty expertise to accomplish Georgia Tech's arts and technology goals
- Foster connections with the art institutions in Atlanta and around the world

GOAL TWO: Build a vibrant interdisciplinary environment

Objective 1: Enhance the interdisciplinary culture of undergraduate education

Action Strategies:

- Prepare students to be leaders in multidisciplinary teams

- Assess the viability of new degree and certificate programs in select areas
- Connect the undergraduate curriculum with associated professions through internships, co-ops and service learning
- Develop a database of local professionals from related disciplines to engage in curriculum

Objective 2: Develop collaborative initiatives with other Georgia Tech colleges at the graduate level

Action Strategies:

- Establish joint degree programs and collaborative research initiatives with other Georgia Tech units
- Establish joint degree programs and research opportunities with global partners
- Encourage students to engage in interdisciplinary projects and activities
- Increase the number of industry partners engaged with the College

GOAL THREE: Create a culture of research and design excellence that drives innovation in professional practice

Objective 1: Increase faculty participation in collaborative research

Action Strategies:

- Expand partnerships between research centers, labs and schools both within the College and across the Institute
- Allocate internal funding and develop infrastructure to encourage faculty participation in research
- Identify new research areas in which we can develop a competitive advantage

Objective 2: Increase student participation in collaborative research

Action Strategies:

- Actively participate in the Institute's Quality Enhancement Program (QEP)
- Develop new research opportunities for undergraduate and graduate students
- Increase research funding support for graduate students

GOAL FOUR: Cultivate College diversity, equity, and inclusion

Objective 1: Ensure the College has an inclusive, welcoming and supportive climate and culture

Action Strategies:

- Strengthen participation in programs and events that enhance gender, racial and ethnic equity
- Periodically assess the College's progress towards achieving an inclusive, welcoming and supportive climate and culture
- Strive for excellence in meeting and exceeding Title IX, ADA, Equal Opportunity and other laws designed to support an inclusive culture

Objective 2: Ensure the College community represents diverse backgrounds, perspectives, interests and talents

Action Strategies:

- Recruit and retain diverse student, faculty and staff populations
- Integrate multi-dimensional diversity concepts into course work
- Enhance outreach efforts and leverage service learning opportunities

Objective 3: Provide a roadmap to excellence for women and underrepresented minority faculty, students and staff

Action Strategies:

- Encourage and recognize participation in the programs offered by ADVANCE and the Women, Science and Technology Center
- Take advantage of programs available through the Offices of Diversity, Student Affairs and Human Resources
- Identify metrics to track faculty and staff advancement, promotion and retention
- Identify measures of success for recruiting, retaining and progressing women and underrepresented minority students

GOAL FIVE: Improve College facilities, processes, and support functions

Objective 1: Improve the quality of the physical space throughout the College

Action Strategies:

- Focus on improving current space and facility deficits associated with the academic and research units
- Reconfigure educational spaces within the College to respond to changes in pedagogy and technological needs
- Improve the collaborative possibilities, sustainability and functional efficiency of College spaces overall

Objective 2: Strengthen administrative and collaborative support throughout the College

Action Strategies:

- Ensure excellent technology, process and support structures for academic and research units
- Demonstrate strong financial stewardship and sustainable management strategies
- Be a leader in sound business practices and customer friendly administrative processes

Objective 3: Ensure effective support resources for our students

Action Strategies:

- Provide targeted career services support
- Strengthen and expand internship and co-op opportunities
- Develop stronger relationships with our professional communities
- Increase scholarship support for graduate and undergraduate students