**2020 Plan**

**Process**

Clemson’s university-wide strategic planning process to establish priorities and strategies for the next decade kicked off in March of 2010 with a town meeting, followed by a leadership retreat at which all faculty and staff were asked to respond to the Provost’s “Questions for Colleges and Departments”, and all academic units were asked to develop 2020 plans, including “divest to invest” strategies.

The School of Architecture began its 2020 strategic planning in earnest in the middle of the summer of 2010, first through individual meetings between all faculty and staff and the chair; then through data collection and analysis; then with a faculty retreat in early September; followed by a series of faculty meetings. The School’s new Professional Advisory Board participated during their November 2010 meeting. The plan was presented to the university’s vice presidents in late November 2010, as part of the university’s 2020 planning process.

**Purpose**

This strategic plan is a framework for guiding discussion, priorities, planning, and allocation. It is a directional document, built solidly on a past, but focused on the future, to guide decision-making without limiting opportunities. It defines where the School of Architecture wants to be in the next decade and outlines steps to get there. It is intended to be a dynamic document, subject to appropriate modifications through its application, assessment of its success, and inevitable changes in context.

**Approval**

The faculty of the School of Architecture voted in support of this plan at its regularly scheduled meeting on 7 February 2011.
2020 Vision

Clemson University’s School of Architecture will be a premier producer of transformational architectural leadership, shaping the environment of the 21st century for a better future.

Mission

Clemson’s School of Architecture is an interconnected, geographically distributed community of teachers and learners, dedicated to:

- **Educating future architects**, through rigorous and expansive design education, with local and global understandings of firmness, commodity and delight;

- **Generating knowledge** to address the great challenges of the time, like health care, ecology, and an increasingly digital society, through innovative, interdisciplinary research, practice and scholarship;

- **Advocating** for the improvement of built, natural and social environments, through design activism, public service and public education.

Values in support of the mission:

- **Excellence**: Supporting and celebrating a culture of high expectations in all processes and products, rewarding innovation, creativity, critical thinking, craft & making, and intellectual curiosity.

- **Inclusivity**: Actively seeking and sustaining the participation of people in the school with different places of origin, points of view, and ways of knowing.

- **Collegiality**: Cooperatively working independently and collectively, encouraging individual achievement, collaboration, open discourse and shared decision-making.

- **Accountability**: Taking responsibility for the consequences of our actions on each other, our many constituents, the planet and the future.

- **Legacy**: Designing the future upon an understanding and respect for the past, our unique heritage of peoples and places.

- **Connectivity**: Enjoying and optimizing the contributions of all constituents and locations, from students to alumni, faculty to industry partners, Clemson to Genoa and all points in between.

Goals to fulfill the mission:

- **Fluid Campus**: Fully & uniquely developed

- **Design Culture**: The inspirational heart of the school at all locations, at all times, influencing all constituents

- **Degree Programs**: Innovative, future-focused, individually strong & mutually enriching

- **Distinctive Design-Research Streams**: Architecture + Health
  - Design/Build/South
  - Advanced Materials & Systems

- **Space & Resources**: Supportive of a flourishing mission and the realization of the vision
Strategies: Divest/Invest

Divestments
- Implement curricular streamlining where possible, thus reducing instructional demand
- Dual-list undergraduate and graduate offerings if/when it makes sense to do so
- Utilize online courses to reduce duplication at off-campus locations and to better integrate campuses
- Increase section sizes and decrease number of course sections in required courses where possible
- Investigate shared/overlapping courses with sister disciplines (LA, CRP, CSM, Art, RED) for enrichment and reduced redundancies
- Divest of some senior faculty, through retirements and resignations

Investments in support of the mission:

Fluid Campus:
- Investigate adding an Asian campus location
- Stabilize curricula to:
  - Ease students’ movements through fluid campus to graduation;
  - Ensure equivalent education across locations;
  - Optimize unique opportunities at each location
- Make each location “self-supporting”

Design Culture:
- Invest in faculty:
  - Improve salaries to be competitive
  - Continue to provide support for faculty development and scholarship
  - Improve mentoring of junior faculty
- Invest in students:
  - Increase graduate assistantships
  - Support student organizations
- Celebrate & communicate accomplishments:
  - Institute a more public means of faculty and student recognition
  - Institute a more celebratory and public system of final reviews
  - Increase communications with external constituents and alumni
- Strengthen connections with professional community

Degree Programs:
- Enlarge and improve accredited M.Arch. graduate programs
- Improve BA degree, (add Structures II), so that our undergrads are not disadvantaged in graduate programs
- Investigate a “fast-track” for seamless progression from BA through M.Arch.
- Investigate the initiation of new programs:
  - Certificate Program (or dual degree) in Historic Preservation
  - Other dual-degree opportunities: M.Arch. + Design-Build, M.Arch. + Public Health, M.Arch. + CSM
- Institute the Minor in Architecture
- Increase summer offerings

Distinctive Design-Research Streams:
- Strengthen and support:
  - Architecture + Health
  - Design/Build/South
  - Advanced Materials & Systems
- Hire Endowed Chair in Architecture + Health
- Increase interdisciplinary research and scholarship
- Hire new tenure-track faculty who can contribute to Design-Research Streams

Space & Resources:
- Improve digital & full-scale fabrication facilities and processes
- Use new and renovated spaces to make design reviews more public and celebratory
- Use new and renovated spaces to make Lee Hall more welcoming to non-Lee Hall occupants
- Invest in staff, with competitive compensation

New Revenues
The School of Architecture is home to top tier programs within the university and the discipline. Planned growth and expanded programs will increase revenues and expenses. Moving to Tier 1 tuition from Tier 2 for students in the accredited M.Arch. will create new revenue and appropriately support the accomplishment of this 2020 Plan.