

Strategic Plan 2024

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Prepared for:
School of Architecture

Created by:
Clemson University
School of Architecture
323 Fernow St
Clemson, SC 29634
jsteve@clemson.edu



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Clemson University

Vision:

Clemson will be one of the nation’s top-20 public universities.

Mission:

Clemson University was established to fulfill our founder’s vision of “a high seminary of learning” to develop “the material resources of the State” for the people of South Carolina. Nurtured by an abiding land-grant commitment, Clemson has emerged as a research university with a global vision. Our primary purpose is educating undergraduate and graduate students to think deeply about and engage in the social, scientific, economic and professional challenges of our times. The foundation of this mission is the generation, preservation, communication and application of knowledge. The University also is committed to the personal growth of the individual and promotes an environment of good decision-making, healthy and ethical lifestyles, and tolerance and respect for others. Our distinctive character is shaped by a legacy of service, collaboration and fellowship forged from and renewed by the spirit of Thomas Green Clemson’s covenant.



School of Architecture

Mission:

The Clemson University School of Architecture (SoA) is the only architecture school in South Carolina and its mission directly aligns with that of Clemson University. Clemson University has taught architecture for over a century. Today, the School of Architecture meets 21st-century challenges through pedagogical and technological advances to provide design and preservation leadership in an expansive global environment. There is a strength and longevity of ambition and excellence in this School of southern roots and global reach; a permanent ethos of thinking critically and globally, while acting and making locally; a continuous engagement with public service; and a culture that prides itself on inclusivity, collegiality, accountability and connectivity.

The School of Architecture's mission is to be a premier producer of transformational design and preservation leadership, shaping the environment of the 21st century for a better future. We are an interconnected, geographically distributed community of teachers and learners, dedicated to:

- Educating future architects, landscape architects, preservationists and urban designers 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, resilience and an increasingly digital society, through innovative, interdisciplinary research, practice and scholarship;
- Advocating for the improvement and preservation of built, natural and social environments, through design activism, public service and public education.



Architecture Program

Long-Range Goals:

The Architecture program's long-term goals align with and support the three pillars of the Clemson University Strategic plan, Clemson Elevate. The three pillars are:

1. Deliver the No. 1 Student Experience
 - a. Excel in experiential learning, amplify academic success and promote the Clemson Experience.
2. Double Research by 2035
 - a. Build an AAU-aligned faculty to address societal needs, create world-class research infrastructure and leverage Innovation Campuses and partnerships.
3. Transform Lives Statewide and Beyond
 - a. Enhance educational and economic opportunities; improve agriculture, natural resources and animal health; and improve health outcomes for South Carolinians



PILLAR 1:

deliver the no.1 student experience

Initiative 1:

Key Actions to Excel in **Experiential Learning**

1. Increase students' hands-on learning experiences.

The Architecture program provides numerous opportunities for hands-on learning, which is foundational to an architecture education. The School of Architecture will seek to increase hands-on learning in non-studio courses. Doing so will provide new pedagogical opportunities for lecture and seminar courses.

Outcomes, Goals and Objectives

1. All Architecture courses have hands-on learning experiences.
2. Create new minor and graduate certificate or concentration curricular pathways that increase experiential learning.

2. Expand the curriculum for leadership, innovation, creativity and entrepreneurship.

The SoA will seek opportunities to expand the curriculum to include leadership, innovation, creativity and entrepreneurship. The programs will seek opportunities for cross-college and cross-university collaborations to leverage the strength of all disciplines in the College of Architecture, Art and Construction.

Outcomes, Goals and Objectives

1. The Architecture Program will contribute architecture coursework to the other disciplines in the College of Architecture, Art and Construction. The Architecture curriculum offerings can be offered through a new college program or in collaboration with existing programs.
2. The Architecture program will expand offerings to non-Architecture majors beyond the current minor in Architecture program. The Architecture curriculum offerings can be offered through undergraduate "Global Challenges" coursework or open, non-prerequisite coursework.

3. Leverage service and Extension activities, Innovation Campuses.

The Architecture program operates three Fluid Campuses in Charleston, Genoa, Italy, and Barcelona, Spain. These campuses serve as a location for teaching, faculty exchange, visiting teaching opportunities for Clemson faculty and faculty research. To further leverage these locations and the Fluid campus educational model, the Architecture program will seek new and innovative locations to establish more geographical locations. Doing so will widen the scope, providing students with more diverse opportunities representative of global architectural and ecological concerns. Additionally, the Architecture program will develop more opportunities engagement between faculty at Clemson's main campus and Fluid campus locations to ensure a cohesive academic experience.

Outcomes, Goals and Objectives

1. Add a minimum of one additional Fluid campus opportunity for graduate and undergraduate students. The campus opportunity can be a new "Fluid campus" location or a faculty-approved Exchange with a partner institution.
2. Every three semesters (excluding summer), faculty from at least two Fluid campus locations will visit Clemson's main campus for reviews and faculty engagement.

4. Partner with prospective employers

The Architecture program provides students with opportunities to develop professional skills by working alongside industry experts through cooperative education programs and the Integrated Path to Licensure (IPAL) program. Both programs pair undergraduate and graduate Architecture students with employers, allowing Architecture students to participate in the required internships while still in school. IPAL is supported at the Clemson Design Center, Charleston. The Architecture program will seek to expand initiatives that increase the number of students enrolled in the IPAL program or partner with prospective employers and seek additional funding for students pursuing this track to graduation and architecture licensure.

Outcomes, Goals and Objectives

1. Increase the number of students participating in cooperative education programs or the IPAL program in Charleston and at Clemson's main campus.
2. Create opportunities for students to engage with prospective employers through mentorship and portfolio reviews.

Initiative 2:

Key Actions to **Amplify Academic Success**

1. Increase retention and four- and six-year graduation rates.

The undergraduate Architecture program has a six-year graduation retention rate of 85.38%. The Architecture program has identified that professional advising and expanded student counseling will improve the overall retention rates.

Outcomes, Goals and Objectives

1. Provide professional advising services to 100% of undergraduate and graduate Architecture students.
2. Increase support services available to all Architecture students to improve overall well-being.

2. Close opportunity gaps.

The Architecture program works continuously to close the opportunity gap that exists in the field of architecture. The administration, faculty and staff acknowledge the need to expand opportunities and make architecture education more accessible. Therefore, initiatives that close the opportunity gap in the program will continue to be built upon.

Outcomes, Goals and Objectives

1. Provide new externally funded student support for underserved students.
2. Develop new programs that engage underserved students at the pre-college level with the School of Architecture.



Initiative 3:

Key Actions to **Promote the Clemson Experience**

1. Assure well-being and a sense of belonging for all.

The Architecture program is committed to assuring the well-being and sense of belonging of all students

Outcomes, Goals and Objectives

1. Create a clear and explicit public statement regarding the Architecture program's shared value of belonging and community.
2. Establish faculty and staff oversight of student, faculty and staff well-being to communicate needs and concerns clearly to the School of Architecture and the College of Architecture, Art and Construction administration.

2. Improve post-graduation success and lifelong Clemson connection.

The Architecture program is committed to ensuring post-graduation success and engagement with Architecture alumni. The Clemson Architecture Foundation (CAF), an allied alumni non-profit organization, works alongside Architecture administration to maintain lifelong connections to Clemson.

Outcomes, Goals and Objectives

1. In collaboration with Alumni Services, build a comprehensive and complete list of Architecture alumni that identifies all legacy degree programs (Bachelor of Design) and legacy departmental and College organizations.
2. Expand alumni engagement with the CAF Trustees beyond biannual meetings of the Board of Trustees and the Clemson Architecture Foundation.



PILLAR 2: double research by 2035

Initiative 1:

Key Actions to **Build an AAU-aligned faculty that leverages existing and emerging research strengths and addresses societal needs.**

1. Implement cluster hiring in targeted research areas, starting with AI/data science, future advanced materials, human genetics/personalized medicine and human performance.

The Architecture program will contribute to cluster hire opportunities in research on AI, parametric, digital, human-centered and robotic architecture. By leveraging existing research centers and faculty expertise, the Architecture program can serve as a critical home to new faculty recruited through cluster hiring.

Outcomes, Goals and Objectives

1. Hire a new tenured Architecture faculty member as part of a cross-college/University cluster hire.
2. Leverage existing School of Architecture and College of Architecture, Art and Construction Research Labs and Institutes to host the research of a critical member of a cluster hire. This can be executed by faculty with tenure in Architecture or other disciplines

2. Increase instructional tenure/track faculty by 20 percent in the next five years in areas of strategic importance and increase the number of National Academy or similarly credentialed/recognized faculty

The Architecture program is well-positioned to contribute to increasing the number of tenure and tenure-track faculty with nationally recognized credentials. Equivalencies to the National Academy for Architecture include Fellowship in the American Institute of Architecture (AIA), AIA/ACSA Topaz Medallion for Excellence in Architectural Education, Latrobe Prize and ACSA Distinguished Professor.

Outcomes, Goals and Objectives

1. The Architecture program will contribute to the tenure/tenure-track faculty increase by hiring candidates for new or replacement faculty lines with nationally recognized credentials like the National Academy.
2. The Architecture program will support faculty pursuing a Fellowship at the American Institute of Architects (AIA). A minimum of three faculty members should be eligible for a Fellowship.

Initiative 2:

Key Actions to **Create world-class research infrastructure**

1. Increase total research space from 995,500 to 1,400,000 square feet by 2028 and 1,700,000 square feet by 2035.

The School of Architecture occupies 182,862 feet, 4.5% of which is designated for research by the School of Architecture. School of Architecture Research space must be increased to provide the necessary physical infrastructure to double research by 2035.

Outcomes, Goals and Objectives

1. Increase research-designated space from 4.5% to 10% by 2035.
2. Provide new technological infrastructure to enable world-class research.

2. Align new space additions and renovations with new cluster or other hires.

To align with the Architecture program's strategic hiring goals, the program must designate new research space or renovate existing space to provide needed technological infrastructure to attract new hires, retain current faculty and enable world-class research.

Outcomes, Goals and Objectives

1. The Architecture program will create new or renovate existing space to accommodate faculty members of a cluster hire.
2. The program will have research access via cluster hire members to new or renovated spaces for research outside of the program.

Initiative 3:

Key Actions to **Leverage Innovation Campuses and partnerships**

1. **Continue to invest in Innovation Campuses, Research and Education Centers (RECs) and the Clemson Experimental Forest.**

The Architecture program maintains three “Fluid Campus” locations in Charleston, SC; Genoa, Italy; and Barcelona, Spain, where students study year-round and take full-time coursework in the accredited Architecture program. The Architecture program is committed to continuous investment in the Fluid Campus locations and seeks to increase research conducted there.

Outcomes, Goals and Objectives

- 1. Establish a new research center for Historic Preservation at the Clemson Design Center in Charleston to enable cross-discipline and cross-collegiate collaborations.
- 2. Establish a faculty-led and program-funded research opportunity for Architecture faculty at the Charles E. Daniel Center for Building Research and Urban Studies in Genoa, Italy. This new initiative must not interrupt existing programming, but will act to further support our current offerings through short-stay residencies.

2. **Triple industry research**

The Architecture program works with industry partners in a research capacity and through sponsored research or “fluid” studios. The sum of industry-sponsored research does not make up a substantial portion of the program’s total research production. Given that the program is a professional program and is in proximity to a rapidly growing industrial sector in South Carolina, the Architecture program is well-positioned to increase industry-sponsored research.

Outcomes, Goals and Objectives

- 1. Triple industry research in architecture.
- 2. Establish industry partnerships outside of traditional architecture practice by leveraging research in materials, fabrication and construction processes

PILLAR 3:
transform lives
statewide and
beyond

Initiative 1:

Key Actions to **Enhance educational and economic opportunities for South Carolinians**

1. **Enhance access to higher education for South Carolinians.**

The Architecture program is committed to increasing South Carolinians’ access to architectural education. As a profession, architecture has struggled to recruit, educate and license professionals that represent the demographics of the state of South Carolina. The Architecture program will seek to enhance the educational opportunities for all South Carolinians to remedy the demographic imbalance.

Outcomes, Goals and Objectives

- 1. Have student demographics in the School of Architecture match that of the state of South Carolina.
- 2. Increase scholarships and fellowships for underrepresented students by 25%.

2. **Expand transformative partnerships with South Carolina companies to promote their competitiveness and address workforce development needs.**

The Architecture program maintains strong ties to the architecture practice community in South Carolina. As the only accredited Architecture program in South Carolina, the program seeks to meet the needs of new architecture interns

and future licensed architects. The Architecture program currently tracks and publishes the Architecture Registration Exam pass rates (ARE) to ensure the curriculum appropriately prepares students for the examination.

Outcomes, Goals and Objectives

- 1. Form a committee of industry professionals to advise the Director of the School of Architecture and ensure the program fulfills workforce development needs.
- 2. Meet or exceed ARE pass rates of peer institutions in neighboring states.

Initiative 2:

Key Actions to **Promote agricultural and natural resources excellence and lead animal health issues for the state.**

1. **Improve sustainability and quality of natural resources.**

The Architecture program recognizes the critical role of architecture in promoting and preserving sustainable natural resources. Through teaching and research, faculty prepare a new generation of architects to address numerous ecological challenges. The Architecture program conducts research that is critical to protecting natural resources while also developing infrastructure necessary to the economy of South Carolina.

Outcomes, Goals and Objectives

- 1. Recruit at least one new full-time tenure/tenure-track faculty with expertise in sustainability and sustainable building practices.
- 2. Develop or identify a specific design studio each academic year to focus on rural resilience and health.



Initiative 3:

Key Actions to **Improve health outcomes for South Carolinians**

1. **Apply knowledge of social determinants of health and health disparities in partnerships with others to improve health outcomes, especially in rural areas.**

The Architecture program is a national leader in healthcare architecture. With the Master of Architecture + Health program, Clemson University boasts one of the only programs with an accredited degree in Architecture designed specifically to train architects in health care architecture and acute care facilities. The Architecture program is well-positioned to address and improve public health outcomes for South Carolinians. Increase research expenditures in design for public urban and rural health to match current research expenditures for acute care facilities and healthcare architecture.

Outcomes, Goals and Objectives

- 1. Increase research expenditures in design for public urban and rural health to match current research expenditures for acute care facilities and healthcare architecture.
- 2. Establish a minimum of one new endowed professorship in Architecture + Health.





Lee Hall
323 Fernow Street
Clemson, SC 29634

