

School of Architecture 2020Forward Strategic Plan

Vision	Clemson University's School of Architecture is nationally recognized as a premier producer of transformational design and preservation leadership, shaping the environment of the 21st century for a better future.									
Mission	Clemson's School of Architecture is an interconnected, multidisciplinary, geographically distributed community of teachers and learners in architecture, landscape architecture, historic preservation and resilient urban design, with the mission to: Generate knowledge through design and preservation research, practice and scholarship; Advocate for the improvement of the environment through design and preservation activism, environmental stewardship, global engagement, service and public outreach; Educate future designers, scholars, researchers, and preservationists with rigorous and expansive theoretical knowledge and practical abilities.									
	Architecture		Landscape Architecture		Historic preservation		MRUD			
Program Specific Mission	In this, its second century, the mission of Clemson Architecture is to provide transformational leadership in architecture, through nationally recognized research, education and service, shaping the environment of the 21st century for a better future. Generating the knowledge, abilities and an ethos to address the great challenges of the time, like health care, resilience, social justice and an increasingly digital society, is achieved across Architecture's Fluid Campus through strong commitments to project-based pedagogy; innovation and excellence; multi-disciplinary collaboration; community engagement; professional and industry partnerships; and a robust balance of theoretical and applied inquiry, of thinking and making.		Through excellent leadership and engaged scholarship across research, teaching and service, Landscape Architecture 1) advances national recognition in critical thinking, creative practice, interdisciplinary collaboration, environmental justice, and socio-cultural diversity, 2) enhance transformative and resilient design and education for the state of South Carolina and beyond, and 3) serves as a diverse and inclusive resource for land stewardship that anticipates the evolving challenges of local, state, national and global priorities and addresses environmental responsibility and socio-cultural sensitivity. (Refined by Hyejung based on the newer vision+mission)		The mission of the collaborative Clemson University / College of Charleston Graduate Program in Historic Preservation is to educate future leaders in the documentation, evaluation, interpretation, and conservation of historic structures, sites, objects, and landscapes with the goal of developing appropriate sustainable preservation strategies for the future.		The Resilient Urban Design Program will serve as a resource for the state of South Carolina and beyond promoting excellence and leadership in teaching, research and service that emphasizes transformative and resilient design based on equitable, ecological, and healthy placemaking			
Goals (common for all)	Objectives		Objectives		Objectives		Objectives			
<p><b>Research</b></p> <p>Support and develop significant, innovative, interdisciplinary faculty and student scholarship to address the great challenges of the time, like health care, ecology, and an increasingly digital society, as well as creative activities that contribute to the body of knowledge and advances understanding of the built and natural environments</p>	Support and grow distinctive, innovative and future-focused research and creative activities		LAAB Standard 5. Faculty: Support and develop the research interests and capabilities of faculty members towards the achievement of nationally and internationally recognized scholarship that fits with Clemson2020Forward Plan and the CAAH 2016-2021 Strategic Plan.  Attract, develop, retain and support faculty who are exceptionally productive and diverse and who contribute to the DoLA's unique mission		Standardize teaching loads commensurate with R 1 universities. Maintain a strong studio and academic culture through the active engagement of faculty with students. Increase faculty and staff numbers, diversity and expertise. Define ways administrative staff supports faculty. Improve mentoring for junior faculty. Increase and support opportunities for faculty development, faculty travel, conference attendance, courses releases and sabbaticals. Establish visiting practitioner program, professor-of-practice, and/or named professorships.		Support work of local, regional and national historic preservation organizations through collaborative research projects that focus on the history and meaning of place and creation of innovative historic preservation policies and processes.  Expand research partnerships and seek new opportunities for funded research. Seek new collaborative opportunities with Warren Lasch Conservation Center.		Generate innovative, interdisciplinary knowledge based on applied, theoretical and creative research activities that address the pressing issues of the 21st century of how we graciously dwell in in our built and natural environments.  Support and develop the research interests and capabilities of faculty members towards the achievement of nationally and internationally recognized scholarship that fits with Clemson2020Forward Plan and the CAAH 2016-2021 Strategic Plan. Strengthening existing and building new interdisciplinary and collaborative relationships pertaining to the built and natural environments. Build on networks and connections for collaborative research and creative activities with other universities (national and international). Attract, develop, retain and support FACULTY who are exceptionally productive and diverse and who contribute to the Resilient Urban Designs unique mission.	
	Advance and promote a culture of collaborative research and education relating to healthy places, civic cultures and communities.		Build on the Clemson University School of Health Research [CUSHR] relationship with GHS through collaborative teaching, learning and research projects. Build on the research collaboration between the School of Architecture's A+H program and MUSC. Develop and document service-learning protocols, definition and template agreements for the school to share across its multiple locations. Become active in the AIA's national health initiative		(need related strategies)		Strengthen connections with the profession, and gain intelligence on the future of the profession, its needs.		Making networking with local and regional professionals a priority. Attend and present at conferences.	
			Strengthen existing and build new interdisciplinary and collaborative relationships pertaining to the built and natural environments.		Build on previous collaborations with the SC Botanical Garden, Clemson Experimental Forest, and Clemson Campus Facilities and Planning Build on the research collaboration in Architecture + Health between the School of Architecture and Medical University of South Carolina Explore new initiatives with the Greenville Health System					
			Increase external funding and entrepreneurship by 15%.		(need related strategies)					
	Architecture		Landscape Architecture		Historic preservation		MRUD			

<p style="text-align: center;"><b>Engagement</b></p> <p>Advocate for the improvement of built, natural and social environments regionally, nationally and globally, through design activism, public service and public education with a focus on creating healthy sustainable places, civic cultures and community.</p>	<p>Champion and promote architecture as an integral component of Clemson University's mandate to be a "high seminary of learning."</p>	<p>a. Engage Architecture faculty and students in University campus planning and capital projects committees to contribute expertise to an institutional appreciation of very high-quality design of the built environment, and to help improve the culture of facility procurement, design and construction.  b. Continue to offer a strong minor in Architecture  c. Share/lead studio learning/teaching as a model for other Clemson disciplines and degree programs outside of Lee Hall, and participate with the College of Engineering in design pedagogy discussions</p>	<p>LAAB Standard 6. Outreach: Strengthen OUTREACH to and engagement with the Institution, Communities, Alumni &amp; Practitioners by:</p>	<p>Advocating for the improvement of society and related built and natural environments, through design activism, public service and public education.  Increasing student awareness and knowledge of critically designed works of landscape architecture through regional, national and global academic and experiential opportunities.  Expanding outreach and service learning collaborations to prepare citizens to be informed participants in creating sustainable healthy places, communities, and cultures.  Exposing students to real life applications of landscape architecture through research, teaching and service endeavors.  Strengthening the identity of the DoLA through engagement and collaboration outside Lee Hall through the Clemson University Long Range Master Plan, the Cities of Clemson, Greenville, Charleston and North Charleston.  Sustaining and strengthening the DoLA's Professional Advisory Board. Increasing interaction with the professional and alumni community.  Improving external communications, including web communications.  Increasing student connections to ASLA, and mentorship opportunities. Improving outreach to development office on campus, (increasing external support).  Improving recognition of faculty, student and alumni accomplishments.  Growing collaborative community scholarship and engagement, service and teaching activities including the a.LINE.ments program, CO-Lab and their relationships to the AAH Community Research + Design Center (CRDC).</p>	<p>Continue to respond public service research opportunities whenever possible by framing projects into course fieldwork and research designs.</p>	<p>(need related strategies)</p>	<p>Advocating for the improvement of built, natural and social environments, through design activism, public service and public education.</p>	<p>Champion and promote architecture (and landscape architecture and urban design and historic preservation) as an integral component of Clemson's mandate to be a "high seminary of learning"  Advocate for and participate in the application of sustainable practices for healthy places, civic cultures and communities  Promote, articulate and explore the role of urban design in furthering sustainability, global change and smart growth initiatives  Raise awareness and increase appreciation for the achievements of architecture's faculty, staff and students</p>	
	<p>Advocate for and participate in the application of sustainable practices for healthy places, civic cultures and communities.</p>	<p>a. Expand Architecture's outreach and collaboration outside of Lee Hall, including establishing a supportive design relationship with the City of Clemson, engaging faculty in city design decisions, as well as campus design decisions  b. Fully articulate our thinking about the Citizen Architect and leadership, and how that relates to the undergraduate and graduate programs  c. Organize a Architecture + Community BUILD conference in Spring 2018 in Charleston  d. Continue to host and participate in annual Architecture+Health Chattaqua</p>				<p>Provide consulting and technical services where they support achievement of local historic preservation goals.</p>	<p>(need related strategies)</p>		
	<p>Promote, articulate and explore the role of architecture in furthering sustainability, global change and smart growth initiatives.</p>	<p>a. Expand on already existing community engagement activities in Clemson, Charleston, Genoa and Barcelona  b. Organize a multi-disciplinary symposium on this topic as a launch for the MRUD degree program</p>							
	<p>Raise awareness and increase appreciation for the achievements of architecture's faculty, staff and students.</p>	<p>a. Continue to offer current local-level awards and named professorships, etc. to faculty and staff, and increase nominations of faculty for university, state, regional, national and international recognitions  b. Implement outcomes of marketing and communication plan  c. Increase participation of Architecture faculty on college and university committees  d. Continue to recognize the accomplishments of alumni through awards and publications  e. Create and disseminate a publication of student work</p>							
	<b>Architecture</b>		<b>Landscape Architecture</b>		<b>Historic preservation</b>		<b>MRUD</b>		
	<p>1. Offer distinctive, innovative and future-focused programs that prepare students for professional employment or further studies.</p>	<p>Implement the Integrated Project Delivery graduate Certificate Program and investigate a related minor for undergraduates; Implement a successful collaborative component into the freshman curriculum with LA and CSM (in process); Continue to offer two graduate certificate programs in Architecture + CommunityBUILD and Digital Ecologies, and add a third, in History/Theory; Implement the Integrated Path to Architectural Licensure (IPAL) Program; Add three new ARCH electives (grad and undergrad) and faculty devoted to advanced building technologies and systems with an emphasis on sustainability and resiliency, environmental systems, and complex buildings; Investigate a joint M.Arch/MSHP and/or a graduate certificate program in HP; Balance focus areas in healthcare architecture and design-build in the graduate program with greater emphasis on other dominant areas of professional practice; Emphasize critical thinking, and increase the intellectual discourse of the school; Successfully achieve an 8-year reaccreditation in 2017; Investigate additional post-professional degree opportunities and</p>	<p>1. Strengthen and improve the CURRICULA ( LAAB Standard 3. Curriculum)</p>	<ul style="list-style-type: none"> <li>Sustaining and enhancing our academic programs to produce graduates recognized at the national and international level who are prepared to meet the challenges of our time.</li> <li>Making relevant our accredited professional programs that contribute to the academic mandate of the College of Architecture, Arts and Humanities, and Clemson University as a "high seminary of learning."</li> <li>Maintaining two accredited first professional degree programs and increasing the MLA student yield rate (at least 12 new students in the MLA First Professional Program).</li> <li>As per the Nov 2016 LAAB Report on the MLA Re-accreditation, create clarity between the MLA First Professional (LAAB accredited) and MLA Second Professional (unaccredited) programs.</li> <li>Maximizing the unique opportunities of studio education and collaboration in a multi-disciplinary environment, and articulating relationships with other units/disciplines in Lee Hall and beyond.</li> <li>Enhancing opportunities for real-world, problem-based engagement experience or leadership opportunities for every student, through design/build opportunities, community outreach</li> </ul>	<p>Continue to be grounded in precepts and processes that have led to past success and pursue the addition of innovative and academically challenging courses to ensure that students at all levels are prepared to compete and excel in professional areas that will become increasingly globalized.</p>	<ul style="list-style-type: none"> <li>Work toward approval of MARCH/MSHP dual degree.</li> <li>Work toward approval of MRUD/MSHP degree.</li> <li>Revise Historic Preservation Certificate.</li> <li>Advance the role of digital tools in all HP courses.</li> </ul>	<p>Educating future urban designers, through rigorous and expansive design education, with local and global understandings of resilience.</p>	<p>Offer distinctive, innovative and future-focused curricula that prepare students for professional employment or further studies.  Attract, develop and retain students, faculty and staff who are exceptionally productive and diverse and who contribute to the unique missions of the school, college and the university.  Maximizing the unique opportunities of studio education and collaboration in a multi-disciplinary environment, and articulating relationships with other units/disciplines in Charleston and beyond.  Support and grow travel opportunities within the curricula.  Enhance opportunities for real-world, problem-based engagement experience or leadership opportunities for every student, through design/build opportunities, community outreach and engagement, internships and creative inquiry.  Evaluate and revise curricula to be pedagogically strong, competitive with peer institutions.  Evaluate core courses, electives, summer courses, internships and other enrichment opportunities.  Contribute to the renovation of the PhD PDBE Programs.  Contribute to and supporting collaboration with</p>	

**Academic Core**

Provide a rigorous, comprehensive, innovative design education to ensure students to actively engage in the local and global practice of environmental design that inspires present/future citizen advocates as well as life-long practitioners and scholars

<p>2. Attract, develop and retain students, faculty and staff who are exceptionally productive and diverse and who contribute to the unique missions of the school, college and the university.</p>	<p>Complete a marketing and communications plan; Better communicate to our undergraduates the value of a minor and better mentor them to choose an appropriate minor; Continue to foster and understand how we can communicate the value of a broad undergraduate education to prospective students; Increase the ethnic diversity of our students and faculty by 15% by 2020; Better identify our prospective student audience, undergrads and grads, and widen our domestic "catch-basin" for undergrads and grads, (geographic representation) by 10% by 2020; Evaluate the success of undergraduate advising, and make any necessary modifications; Increase named/endowed professorships by 1; Expand Summer Scholars offerings to Charleston and other locations for student recruitment; Make best use of opportunities to hire faculty to support these strategic goals, including focusing on university priorities as appropriate; Diversify faculty ranks, adding new titles as appropriate, including a Research Professor; Improve faculty recruitment; Improve faculty mentoring; Update the school's learning and studio culture policies.</p>	<p>2. Advance STUDENT AND PROGRAM OUTCOMES (LAAB Standard 4. Student and Program Outcomes)</p>	<ul style="list-style-type: none"> <li>Enhancing and improving program enrollment through advising, recruiting and retention.</li> <li>Developing a cohesive recruitment strategy for the MLA First Professional program.             <ul style="list-style-type: none"> <li>- increase MLA student intake by 25%.</li> </ul> </li> <li>Increasing performance expectations.</li> <li>Increasing student scholarships/fellowships.</li> <li>Increasing student diversity, including domestic and under-represented minorities, as well as international students.</li> <li>Increasing enrichment opportunities for BLA and MLA students, including lectures, fieldtrips, workshops, visiting critics, conference attendance.</li> <li>Improving internship and career connections.</li> <li>Improving outcomes assessment and protocols.</li> <li>Maximizing opportunities for student organizations roles/opportunities.</li> <li>Improving advising, academic and career advising.</li> </ul>	<p>HP curriculum will continue to exceed minimum requirements set by National Council for Preservation Education (NCPE) and will complete program review approval and endorsement by NCPE by 2021.</p>	<p>(need related strategies)</p>		
<p>3. Champion and promote innovative collaborations and content delivery through the college's unique structure, learning centers and studios</p>	<ul style="list-style-type: none"> <li>Expand MS in Architecture enrollment to support and engage research</li> <li>Fully develop the Clemson Design Center in Charleston at the Cigar Factory, by: Expanding Architecture enrollments; expanding Architecture + Health enrollments; providing a space for the Endowed Chair in Architecture + Health and collaborations with MUSC; implementing a new Master of Urban Design degree program; Investigating other dual majors or certificate programs between Architecture and MSHS; and implementing the IPAL program, (including leading a change in the law)</li> <li>Strengthen and expand CR+DC collaborations</li> <li>Increase/expand Fluid Studios on- and off-campus to engage more disciplines beyond Architecture and Landscape Architecture, to include CSM, Art, Civil Engineering, PRTM, and others.</li> <li>Learn from the Solar D experience to offer other interdisciplinary experiences for our students and faculty</li> </ul>	<p>3. Enhance and maintain FACILITIES, EQUIPMENT &amp; TECHNOLOGY (LAAB Standard 7. Facilities)</p>	<ul style="list-style-type: none"> <li>Taking advantage of the opportunities of Lee Hall, treating Lee Hall and its environs as a laboratory, and completing a POE improving advising, academic and career advising.</li> <li>Participating in the sustained development and engagement of the Fluid Campus (e.g. Charleston, Genoa, and Barcelona) facilities.             <ul style="list-style-type: none"> <li>- Explore expansion of Fluid Campus (East Asia, South America, Middle East)</li> </ul> </li> <li>Improving technology in Lee Hall, including access to plotting/printing, computing, and GIS.</li> <li>Improving shop/fabrication facilities (high bay).</li> <li>Developing an outdoor lab, and using the green roof as lab.</li> </ul>				
<p>4. Support and grow study abroad and international programs</p>	<p>Broaden our fluid campus geography from the U.S and Europe to establish a new summer, semester-long or traveling program in Mexico, South America, Africa or Asia; Implement the A+H summer study abroad program in Europe; Reboot the relationship with the university's OGE; Continue to refine and improve our in-house recruiting and orientation/pre- departure programs; Create and offer some summer certificate programs for international students and professionals; Continue to define the Fluid Campus, and that it's unique importance is more about the what than the where; Expand academic content and research relating to healthy places, civic cultures and communities; Implement the Master of Resilient Urban Design degree; Expand and enrich Architecture + Health and increase enrollment by 50%, supporting a cohort of students in Charleston without compromising the strengths of the existing program; Grow Design/Build offerings including regular offerings to undergraduates; Develop one of our undergraduate studios to include sustainable design learning outcomes; Expand resilient/sustainable design education and research by 10%.</p>						
<p>Expand academic content and research relating to healthy places, civic cultures and communities.</p>							
<p>Architecture</p>		<p>Landscape Architecture</p>		<p>Historic preservation</p>	<p>MRUD</p>		

<p style="text-align: center;"><b>Living</b></p> <p>Align with strategic priorities and support high-quality university, college and school programs acquire adequate resources that will enable us to strengthen the cherished sense of community and connectedness by enhancing diversity, improving workplace quality of life and creating an environment of inclusive excellence</p>	Increase internal financial resources to meet and anticipate college needs.	<p>a. Determine how to best financially support digital fabrication equipment and services for all of Lee Hall: Complete a mid- and long-range plan about output facilities, supplies and services, revenues and costs, and off- site access to services</p> <p>b. Investigate differential tuition</p> <p>c. Investigate/implement a program fee for the CACC</p> <p>d. Investigate other fee models that would eliminate lab fees and incorporate them into a program fee or differential tuition</p>	LAAB Standard 2. Program Autonomy and Governance: Sustain the DoLA's system of GOVERNANCE, including:	<p>An administrative and staff structure that supports the accomplishment of the DoLA's mission and objectives.</p> <p>An administrative and staff structure that supports the accomplishment of the DoLA's mission and objectives.</p> <p>Updating and developing the TPR system that supports excellence and diverse career pathways.</p> <p>Updating Bylaws to foster shared governance and clarity.</p> <p>Defining the role of students in Governance.</p> <p>Fostering a supportive, healthy and collegial work and learning environment.</p>	To meet challenges posed by increasingly competitive recruiting environment, HP will secure financial resources needed to attract and retain the nation's best students	MSHP program will establish endowments to support tuition fellowships., TAs, travel/research	Increase external financial resources to meet and anticipate program needs, and increase support for students, faculty, staff.	<p>Offer some fee-based courses or services, such as continuing education Courses</p> <p>Apply for sponsored research funding.</p> <p>Investigate online education opportunities</p> <p>Establish/grow (and fund) an endowment or annual gift commitment to support domestic travel (fieldtrips) for classes or studios.</p>
	Increase external financial resources to meet and anticipate college needs.	<p>a. Offer some fee-based courses or services, such as continuing education courses</p> <p>b. Increase sponsored research funding by 10%</p> <p>c. Increase CUF/CAF funding by 10%</p> <p>d. Increase funding of/by PSA-type work by 10%</p> <p>e. Investigate a Design Extension program, to strengthen community design efforts and professional ties</p> <p>f. Investigate online education opportunities</p>				MSHP program will establish endowments to permanently fund two Teaching Assistantships		
	Secure new, renovated, and expanded facilities to meet and anticipate college needs.	<p>a. Build/secure a new fabrication facility for all large-scale, full-scale mock-up, and prototyping School of Architecture endeavors.</p> <p>b. Redesign and equip the existing ARCH wood shop for better studio and class work support. (part of other discussion)</p> <p>c. Make more learning spaces state of the art in terms of digital and virtual exchange technologies to promote and support virtual collaboration in education and research.</p> <p>d. Complete a video-conferencing room/facility in Lee Hall.</p> <p>e. Complete and move in to expanded facilities in Charleston</p> <p>f. Genoa: Replace the roof</p> <p>g. Replace glazing in Lee I and improve HVAC system</p> <p>h. Continue to be good stewards of Lee Hall's facilities and culture: Re-establish the stewardship committee</p> <p>i. Administer a post-occupancy evaluation of Lee 3 and make any use modifications to optimize its potential as a "building that teaches"</p>				MSHP program will establish endowment to support student research and travel to academic conferences.		
	Increase support for students.	<p>a. Develop "retention" scholarships for our undergraduates to keep very talented students as well as those that do not have the funds</p> <p>b. Establish/grow (and fund) an endowment or annual gift commitment to support domestic travel (fieldtrips) for classes or studios.</p> <p>c. Increase funding for Graduate Assistantships and Scholarships to attract the top 10% of applicants to graduate programs.</p> <p>d. Increase support for student orgs, AIAS, GASP, NOMAS, WIAS.</p> <p>e. Develop strategies and means of strengthening and sustaining student leadership</p>						
	Increase support for faculty and staff.	<p>a. Reduce the bureaucratic burden of the Institution on faculty, including redundant reporting and non-productive activities that distract from teaching and research productivity, and prevent faculty from having adequate time/support to document their previous work and propose new work.</p> <p>b. Hire a grant writer to write proposals, (pre-proposal period)</p> <p>c. Better communicate the school's accomplishments with prospective and new faculty/staff</p> <p>d. Reward and re-classify staff as appropriate to their increasing responsibilities</p> <p>e. Financially support professional development and education for staff</p>						
	Architecture		Landscape Architecture		Historic preservation		MRUD	