



CLEMSON UNIVERSITY
**College of Architecture,
Arts and Humanities**

**Five-Year Strategic Plan
2016-2021**



VISION

In support of the ClemsonForward strategic plan, the College of Architecture, Arts and Humanities will further our national distinction in creativity, critical thinking, collaboration and cultural awareness through engaged learning, research and teaching.

MISSION

Through leadership in the arts, design/building, and the humanities, we are creating a diverse, inclusive and resilient community that anticipates and addresses the challenges of evolving local, state, national and global priorities.

GOALS

- Goal 1: To prepare talent for the evolving economy and help drive innovation, the College of Architecture, Arts and Humanities will emphasize creativity and cultural literacy through teaching, research and service.

- Goal 2: To serve the public good and prepare citizens for informed participation, the College of Architecture, Arts and Humanities will study, understand and create sustainable healthy places, and civic cultures and communities.

- Goal 3: To meet the demands of strategic priorities and to support high-quality university and college programs and initiatives, the College of Architecture, Arts and Humanities will acquire adequate resources.

Goal 1: To prepare talent for the evolving economy and help drive innovation, the College of Architecture, Arts and Humanities will emphasize creativity and cultural literacy through teaching, scholarship and service.

1. Champion and promote the arts, design and building, and the humanities as integral components of Clemson University’s mandate to be a “high seminary of learning.”

RESearch

- Standardize teaching loads commensurate with R1 universities.
- Renovate the RCID and PDBE Ph.D. programs as necessary to support Clemson’s R1 status.

ENGAGEMENT

- Lead multi-disciplinary, multi-collegiate engaged studio research/teaching/learning with campus and local communities, emphasizing design and building issues related to university priorities.
- Expand the focus of college programs to include global engagement through academic and experiential opportunities such as study abroad, student, faculty; visiting scholar exchange programs and on-campus internationalization projects.

ACADEMIC CORE

- Sustain strong major programs by ensuring tenured/tenure-track faculty in key areas and maintenance of a 14:1 student-faculty ratio.
- Increase the number of students competing for nationally recognized scholarships and fellowships such as Rhodes, John Jay, Fulbright, Marshall and Truman scholarships.
- Participate, and play a leading role in a restructured general education plan.
- Increase faculty as needed to sustain and promote educational excellence.
- Grow majors in parallel with anticipated university growth.

LIVING

- Continue to offer professional, high quality and diverse arts programming.
- Continue to create and promote opportunities for all students to attend and participate in cultural arts activities.
- Engage AAH faculty in university campus planning and capital projects to contribute expertise and foster an institutional appreciation of high-quality design in the built environment and public art and help improve the culture of procurement, design and construction of university facility projects.
- Launch and offer programs for the CREATE/STEAM Living Learning Community.

2. Offer distinctive, innovative and future-focused programs that prepare students for professional employment or further studies.

RESEARCH

- Increase graduate applications by at least 10%.

ENGAGEMENT

- Create relevant entrepreneurship and leadership experiences through curricular revisions.
- Achieve 100% internship participation for students in college interdisciplinary majors and in selected majors, including Language and International Health, Language and International Trade, and Production Studies in Performing Arts (Audio).
- Increase student exposure to, and engagement with, successful alumni by 50% through presentations, mentorship programs, board service and speaking engagements.
- Increase intellectual discourse opportunities through integrated and coordinated lecture series and other enrichment programs across the college:
 - i. Coordinated activities and outreach in the humanities through a new Humanities Hub.
 - ii. Integrated engagement opportunities with visiting artists, lectures by scholars and practicing professionals.

ACADEMIC CORE

- Secure permanent funding for existing Ph.D. programs.
- Nurture existing interdisciplinary programs through faculty leadership, staff support and operating budgets.
- Maintain overall college percentage of classes under 20.
- Achieve maximum-term reaccreditations for all professional and pre-professional programs.
- Emphasize critical thinking in undergraduate and graduate classes, and increase number of faculty trained in CT².
- Continue high success rate in placing graduates in prestigious graduate programs and appropriate professional employment opportunities.
- Incorporate leadership education through appropriate curricular revisions and certificate programs.
 - i. Explore, create and implement new degree programs, minors and certificates in response to emerging societal and market needs pertaining to creativity, community design, public art and resilience.
- Implement new degree programs and make modifications to existing programs and certificates as needed, including:
 - i. Master of Resilient Urban Design for delivery in Charleston.
 - ii. Integrated Project Delivery Graduate Certificate Program (hybrid delivery).
 - iii. Collaborative freshman curriculum with relevant D + B programs.
 - iv. Integrated Path to Architectural Licensure (IPAL) Program in Charleston.
- Explore and develop, as appropriate, new degree programs and minors, including:
 - i. Masters/Ph.D. in Digital Humanities
 - ii. Medical Humanities
 - iii. Building Science minor for undergraduates
 - iv. Immersive English program
 - v. Dual MLA/MFA in Art and Landscape Design
 - vi. Build specializations within the Master of Landscape Architecture program, such as:
 1. Healthy Landscapes
 2. Executive Master of Landscape Architecture program

- vii. Interdisciplinary Ph.D. in Southern Studies
- viii. Master of Architecture + Historic Preservation
- ix. Master of Landscape Architecture + Master of City and Regional Planning
- x. Joint degrees and graduate-level certificates, including:
 1. Master of Business Administration + International Trade
 2. Bachelor of International Business Engineering
 3. Master of International Public Health
 4. MLA/MCRP and/or a graduate certificate program in American landscape studies and/or city and regional planning

LIVING

- Achieve 100% employment or graduate school entrance at graduation for all final-year majors actively seeking employment or advanced studies.
- Use summer sessions and minimesters to expose students to new experiences in the arts, including Audio Boot Camp, Art Portfolio Preparation and study abroad

3. Support and grow distinctive, innovative and future-focused research and creative activities.

RESEARCH

- Increase externally funded research by at least 25%.
- Maintain average departmental research productivity at a minimum of the 50th percentile of Research Very High public universities (as measured by Academic Analytics).
- Encourage and support entrepreneurial-funded faculty and student research projects through seed grants and fellowships.
- Build on faculty networks and connections for collaborative research and creative activities with other universities (national and international).
- Expand student scholarships and fellowships to support national areas of research excellence, especially health and STEAM.
- Expand activities and publications of the Center for Health Facilities Design + Testing.
- Strengthen existing and build new interdisciplinary relationships pertaining to
 - i. Conservation, planning and management
 - ii. Design/industrial design
 - iii. Constructed and natural environments in collaboration with PRTM, Public Health, Education, Horticulture and Civil Engineering
- Increase faculty performance and exhibition participation in peer-reviewed national venues.

ENGAGEMENT

- Increase faculty, student and alumni participation in regional and national professional organizations.
- Strengthen connections with the professions and anticipate future educational needs to meet market demand.
- Grow collaborative community scholarship and engagement activities including the Community Research + Design Center, a.LINE.ments Studio (Landscape Architecture) and Planning, Development and Preservation community development.

ACADEMIC CORE

- Increase number of students involved in Creative Inquiry (pending funding).

LIVING

- Initiate and fund artist-in-residence program.

4. Attract, develop and retain students, faculty and staff who are exceptionally productive and diverse and who contribute to the unique missions of the college and the university.

RESEARCH

- Assist the library in identifying and securing digital humanities archives such as Early English Books Online, ProQuest and other digitized scholarship databases.
- Fund one new named or endowed professorship in each school

ENGAGEMENT

- Complete a marketing and communications plan for prospective students, prospective faculty, prospective employers, and alumni.

ACADEMIC CORE

- Lead the university in increasing the percentage of under-represented minority faculty.
- Budget for annual raises to address salary compression.
- Offer competitive stipends to recruit high quality graduate students.
- Increase lecturer salaries to national market norms.
- Provide training for the recruitment and retention of under-represented minority faculty.
- Create four humanities post-doc positions to support general education teaching.
- Increase out-of-state/international enrollments by 10%
- Conduct an assessment of college-wide undergraduate student advising and make necessary modifications.
- Expand recruiting scholarships and grants-in-aid to increase student enrollment yield.

LIVING

- Support a university plan to implement a nationally competitive salary structure for faculty & staff.
- Expand Summer Scholars and other pre-collegiate offerings, especially in Charleston, for student recruitment.
- Support collaborative spousal hires as appropriate and affordable.

5. Champion and promote innovative collaborations and content delivery through the college's unique structure, learning centers and studios.

RESEARCH

- Examine curricula and directed research to strengthen and support collaboration and intersections with other Clemson University programs:
 - i. Planning, Design and the Built Environment
 - ii. Rhetorics, Communication, and Information Design
 - iii. Digital Humanities
 - iv. Undergraduate BA in Digital Production Arts
 - v. School of Education
 - vi. College of Engineering/STEAM
 - vii. Entrepreneurship
- Expand graduate enrollments to support engaged research opportunities.
- Build upon Indigo Pine project to offer new interdisciplinary experiences for students and faculty.

ENGAGEMENT

- Develop mechanisms for collaborative educational opportunities, to include theses projects, classes, creative inquiry, and experiential learning.
- Support investments in the Clemson University Press in collaboration with the Center for Electronic and Digital Publishing.
- Cross-schedule classes, both interdepartmentally and thematically (e.g., Race and the University, Clemson Colloquium on Race & Ethnicity, Sustainability, Pre-law, etc.).
- Strengthen collaborations and expand activities of centers and institutes:
 - i. Community Research + Design Green Crescent project
 - ii. Center for Health Facilities Design and Testing
 - iii. Art exhibitions in the Brooks Center lobby and other satellite galleries with guest speakers
 - iv. Set, costume and property design

ACADEMIC CORE

- Occupy and fully develop the Clemson Design Center in Charleston.

LIVING

- Expand Fluid Campus concept to arts and humanities students.

6. Support and grow study abroad and international programs.

ENGAGEMENT

- Increase student participation in global engagement by at least 20%.
- Involve more departments in the Fluid Campus.
 - i. Broaden the Fluid Campus from the U.S and Europe to include Mexico, South America, Asia, Middle East, Africa and Australia
- Enhance student off-campus opportunities at American universities and craft campuses such as Penland, Arrowmont, and Pilchuck

ACADEMIC CORE

- Strengthen the college's relationship with the university's Office of Global Engagement.

LIVING

- Streamline and facilitate study abroad and visa application processes.
- Create and offer summer certificate programs for international students and professionals:
 - i. Explore teacher recertification program in the arts in Charleston
 - ii. Develop Intensive English Language program

Goal 2: To serve the public good and prepare citizens for informed participation, the College of Architecture, Arts and Humanities will study, understand and create sustainable healthy places, civic cultures and communities.

1. Expand academic content and research relating to healthy places, civic cultures and communities.

RESEARCH

- Promote collaborative humanities research through a new Clemson Humanities Center.
- Pursue new Creative Inquiry project dedicated to research on women, adolescents and poverty in the developing world.

ENGAGEMENT

- Create an endowed Clemson Humanities Hub/Center, to coordinate, publicize, and administer existing and new humanities outreach activities.

ACADEMIC CORE

- Develop engaged humanities opportunities that capitalize on and contribute to Clemson's existing strengths [in architecture and science], such as an environmental humanities focus area.
- Take advantage of Special Topics and Creative Inquiry courses to investigate active living, healthy places, such as "Public Art as Place-making" and STEAM.
- Implement the Master of Resilient Urban Design degree.
- Encourage students and faculty to become LEED certified.

LIVING

- Nurture and promote outreach activities, including:
 - i. Clemson Literary Festival (Litfest)
 - ii. Race and the University
 - iii. Clemson Colloquium on Race & Ethnicity
 - iv. Zeitgeist Poetry Series
 - v. Community Research + Design
 - vi. Atelier InSite Public Art

- vii. Passport to the Arts
- viii. K-12 Tri-Arts Program
- ix. Department of Languages Declamation Contest

2. Advocate for and participate in the application of sustainable practices for healthy places, civic cultures and communities.

RESEARCH

- Further develop the Public Service Assistantship (PSA) program beyond the School of Design + Building, and to new public and private national and international research partners.

ENGAGEMENT

- Develop and expand programs, such as Race and the University, with a richer emphasis on collaborative courses that engage students more deeply with diversity, inclusiveness, critical race theory, and regional histories

ACADEMIC CORE

- Take advantage of Special Topics and Creative Inquiry courses to investigate active living, healthy places, etc.

LIVING

- Nurture outreach activities to continue to offer and expand high quality, professional exhibitions, performances and educational programs through the Brooks Center for the Performing Arts and the Lee Hall (and satellite) Galleries.
- Expand Design + Building outreach and collaborations outside of Lee Hall through:
 - i. Clemson University Master Planning
 - ii. City of Clemson
 - iii. City of Charleston and North Charleston

3. Advance and promote a culture of collaborative research and education relating to healthy places, civic cultures and communities.

RESEARCH

- Build on the research collaboration in Architecture + Health between the School of Architecture and the Medical University of South Carolina.
 - i. Explore new programs with the Greenville Health System, such as Theatre + Medical Training and Landscape + wellness

ENGAGEMENT

- Develop and document service-learning protocols, definitions and template agreements for the college to share across its multiple locations and disciplines.

ACADEMIC CORE

- Build on the Clemson University School of Health Research [CUSHR] relationship with the Greenville Hospital System through collaborative teaching, learning and research projects.

LIVING

- Explore feasibility of centralized production support for university events.

4. Explore, promote, and articulate the role of the arts, design and building, and the humanities in furthering sustainability, global change and smart growth initiatives.

ENGAGEMENT

- Expand on existing community engagement activities in Clemson, Charleston, Genoa, Barcelona, Cordoba (Argentina) and other locations.
- Organize a multi-disciplinary symposium as a launch for the Master of Resilient Urban Design degree program in Charleston.

ACADEMIC CORE

- Highlight activities that promote and celebrate the unique ability of art and artists to evoke new modes of expression, combine the unexpected, and stimulate new ideas that lead to deeper understandings of our global connectivity such as Global Fest (i.e., Creole Carnival) and international committee events and programs.

LIVING

- Engage with stakeholders locally, across the state and region, as well as abroad, to provide leadership and training in leveraging the transformative power of the arts to develop and promote attractive communities with a strong sense of place.
 - i. Host regional visual and performing arts conferences
 - ii. Support student and faculty participation in national and international conferences

5. Raise awareness and increase appreciation of the achievements of the college's faculty, staff and students.

RESEARCH

- Initiate a college-wide subvention fund.
- Elevate national rankings of all professional programs.
- Increase funding support for faculty and student travel to conduct scholarly and creative research, present at regional, national, and international conferences and exhibition performance venues.

ENGAGEMENT

- Sustain existing publication efforts: *CAAH Monthly*, *Faculty Junctures*, and *This Week in CAAH* and other promotional materials.
- Broadly disseminate alumni data and success stories:
 - i. Increase promotion of faculty achievements in university, college, and professional media outlets through the Clemson University Public Affairs office.
- Increase nominations for university, state, regional, national and international awards and recognitions.
- Continue to offer local-level awards and named professorships to faculty, students and staff.
- Increase participation of faculty on college and university committees.
- Continue to recognize the accomplishments of alumni through awards and publications.
- Host national and international meetings.

ACADEMIC CORE

- Conduct assessment of marketing and communication activities and revise as needed.
- Create and disseminate a high-quality publication of student work.

Goal 3: To meet the demands of strategic priorities and to support high-quality university and college programs and initiatives, the College of Architecture, Arts and Humanities will acquire adequate resources.

1. Increase internal financial resources to meet and anticipate college needs.

RESEARCH

- Fund existing humanities graduate programs with permanent recurring budgets.
- Determine how best and more equitably to finance and support digital and physical fabrication equipment and services for Lee Hall.

ENGAGEMENT

- Develop and offer distinctive summer courses that allow Pre-K-12 teachers greater opportunities for professional development such as Sketchbook and creativity workshops for high school teachers, teacher recertification for visual and performing arts educators, Advanced Placement training, etc.

ACADEMIC CORE

- Ensure that departmental budgets cover full-time faculty and staff salaries, graduate program expenses and operations.
- Secure at least one faculty member for each of the three interdisciplinary programs.
- Investigate and implement differential tuition for appropriate degree programs.
- Investigate funding models that would eliminate lab and materials fees into a single program fee or differential tuition.

LIVING

- Develop and offer online and regular multi-disciplinary Design + Building courses during the summer.
- Develop and monetize an English as a Second Language program.

2. Increase external financial resources to meet and anticipate college needs.

RESEARCH

- Provide adequate recognition for grant application work (as publication).
- Increase sponsored research funding by 25%.
- Engage with Clemson University administration to investigate fee-based support for faculty consulting.

ENGAGEMENT

- Partner with civic and community groups to sustain and expand programming.
- Offer fee-based courses or services, such as continuing education courses.
- Increase industry and professional advisory boards' support and funding by 25%.
- Increase funding of/by PSA-type work by 20%.
- Investigate a Design Extension program, to strengthen community design efforts and professional ties.
- Maintain \$5M or more in annual private giving.
- Provide donors with high-level stewardship and donor relations.
- Develop and monetize a suite of courses to be offered in Greenville.
- Create new professional advisory boards including Language and International Health, Language and International Trade, and Women's Leadership.

ACADEMIC CORE

- Increase revenue generated by summer school, on-line education and certificates by 25%.
- Increase the number of fellowship applications by 20% over the next 4 years.

LIVING

- Increase private funding for new facilities including the Center for Visual Arts, a synthetic turf for band practice field, a High Bay research facility, expansion of the Brooks Center and a Humanities Center

3. Secure new facilities, and renovate and expand existing ones to meet and anticipate college needs.

RESEARCH

- Build/secure a new high-bay facility for all large-scale, full-scale mock-up, and prototyping for the School of Design + Building endeavors, including sufficient office and instructional space for the department of construction science and management.

- Redesign and equip the existing Lee Hall Wood Shop for enhanced studio and class work support.
- Initiate a feasibility study for a Center for Creativity/Center for Visual Arts facility.
- Build/secure appropriate interior rehearsal space for Tiger Band.

ENGAGEMENT

- Transform existing educational spaces into state-of-the-art digital and virtual exchange laboratories.
- Complete a video-conferencing/distance learning room in each academic building in the college.

ACADEMIC CORE

- Promote the construction of a new classroom building on campus.
- Create four new seminar rooms for the humanities.
- Identify and furnish faculty offices that will allow instructors to meet comfortably with students.
- Conduct a feasibility study for a Brooks Center addition that includes adequate practice space for Tiger Band, practice rooms, equipment storage, studio spaces, and applied teaching areas.
- Explore permanent consolidated home for Design + Building in Charleston.
- Develop space to house interdisciplinary programs.

LIVING

- Lead efforts to renovate Daniel Hall
- Seek additional office spaces for graduate and adjunct faculty.
- Improve Lee Hall HVAC system.
- Re-establish the Lee Hall stewardship committee.
- Administer a post-occupancy assessment of the Lee 3 addition and make any usage modifications to optimize its potential as a “building that teaches”.

4. Increase support for students.

RESEARCH

- Increase stipends for masters-level students by 20% to align with national norms.
- Strengthen college student infrastructure to develop and submit research proposals to state, regional, and national research foundations and agencies.

ENGAGEMENT

- Develop funding for student conference participation.
- Enhance alumni networks and mentoring programs to support students with career preparation, internships, skills development, networking, etc.

ACADEMIC CORE

- Align graduate student teaching loads, in line with national Top-20 peers.
- Increase funding for masters graduate assistantships and fellowships to attract the top 20% of applicants to graduate programs.

- Develop “retention” scholarships for undergraduates to keep highly talented and diverse students.
- Maintain and increase support for terminal professional degrees.

LIVING

- Increase support for AAH student organizations:
- Develop strategies and means of strengthening and sustaining student leadership.
- Enhance new and existing endowments and scholarship opportunities to be competitive with other top tier schools.
- Establish/grow/fund an endowment or annual gift commitment to support domestic travel for classes or studios.

5. Increase support for faculty and staff.

RESEARCH

- Support tenure-track faculty with pre-tenure research class releases, after successful third-year review.
- Hire a pre-proposal grant writer

ENGAGEMENT

- Better communicate the college’s accomplishments with prospective and new faculty/staff.
- Develop relationships with colleagues from across campus for collaborative projects that garner external funding.

ACADEMIC CORE

- Reward and re-classify staff as appropriate to their increasing responsibilities.

LIVING

- Support clear and consistent family leave policies.
- Emphasize the need to increase the frequency of performance and compression/market raises for high performing faculty and staff.
- Continue to voice support for a university day care center on campus.