

**Florida Agricultural and Mechanical University**  
**School of Architecture**  
**DRAFT**  
**2010-2020 Strategic Plan**

May 18, 2010

The School of Architecture (SOA) has developed a strategic plan that supports the strategic initiatives identified in Florida Agricultural and Mechanical University's 2020 Vision with Courage.

These initiatives are:

- Initiative 1: Create a 21st century living and learning collegiate community
- Initiative 2: Enabling Excellence in University Processes and Procedures
- Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission
- Initiative 4: Enabling Excellence in University Relations and Development
- Initiative 5: Enhance and sustain an academic and social environment promoting internationalization, diversity and inclusiveness.

The SOA believes showing productivity and progress with these initiatives will allow it to achieve greater success in preparing its students for careers in architecture and landscape architecture. In addition, the SOA will review its current program to determine the effectiveness of the program in meeting its goals and objectives. The School is committed to maintaining its accredited programs, while preparing students for careers in academia and practice.

The School has embraced the University's strategic initiatives and has identified the following goals and strategies.

<b>Strategic Initiative 1: Create a 21<sup>st</sup> century living and learning collegiate community .</b>
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**Goal 1.1: Enhance Access to the University**

**Strategy 1.1.1:** Enhance and implement effective and targeted recruitment strategies

**Performance measure(s):**

- 1.1.1.1 Increase the number of first-time-in-college students interested in earning degrees in Architecture by 10 percent in 5 years and 20 percent in 10 years.
- 1.1.1.2 Increase the number of community college (AA degree) students interested in earning degrees in Architecture by 10 percent in 5 years and 20 percent in 10 years.
- 1.1.1.3 Increase the number of international students interested in earning degrees in Architecture by 10 percent in 5 years and 20 percent in 10 years.
- 1.1.1.4 Increase the number of students interested in earning a Bachelor of Landscape Design and Management by 50 percent in 5 years and 100 percent in 10 years.
- 1.1.1.5 Increase the number of students interested in earning a Bachelor of Architecture degree by 10 percent in 5 years and 20 percent in 10 years.
- 1.1.1.6 Increase the number of students interested in earning a Master of Architecture degree by 25 percent in 5 years and 50 percent in 10 years.
- 1.1.1.7 Increase the number of students interested in earning a Master of Landscape Architecture degree by 25 percent in 5 years and 50 percent in 10 years.

**Strategy 1.1.2:** Develop and Implement Comprehensive Distant Learning Programs

**Performance measure(s):**

1.1.2.1 Implement Blackboard.com in 100% of the SOA courses in 5 years.

1.1.2.2 Implement a Distance Learning classroom (with a dedicated high bandwidth real time AV remote communication) that is used by five (5) SOA classes in 5 years and ten (10) classes in 10 years.

**Goal 1.2: Continuous enhancement and assessment of the student experience**

**Strategy 1.2.3:** Enhance critical thinking skills of undergraduate students

**Performance measure(s):**

1.2.3.1 Increase the exposure of graduating students to licensed professionals by 25% in 5 years.

**Goal 1.3: Improve academic progression, performance, and graduation rates**

**Strategy 1.3.1:** Continuous Assessment and Improvement of student Retention, Academic Progression, and Graduate Rates

**Performance measure:**

1.3.3.1 Achieve a six-year Bachelor of Science graduation rate of 50 percent in 5 years.

**Goal 1.4: Assess and enhance current degree programs**

**Strategy 1.4.1:** Enhance current academic programs

**Performance measure:**

1.4.1.1 Maintain NAAB accreditation.

1.4.1.2 Maintain LAAB accreditation.

1.4.1.3 Increase the exposure of graduating students to licensed professionals by 25% in 5 years.

**Strategic Initiative 2: Enable excellence in University processes and procedures.**

**Goal 2.1: Improve Administrative Processes throughout the University**

**Strategy 2.1.1:** Enhance and improve the assessment and evaluation system, which permits continuous improvement of administrative workflow processes.

**Performance measure:**

2.1.1.1 Fill 100% of the vacant positions.

2.1.1.2 Develop assessment activities that combine the requirements of Professional Accreditation with 100% of the University's requirements by 2020.

**Goal 2.3: Enhance and Improve Accountability and Communication Processes**

**Strategy 2.3.2:** Enhance and improve communication and information systems.

**Performance measure:**

2.3.2.1 Increase the distribution of SOA News by 50% in the next 5 years.

2.3.2.2 Implement five (5) SOA faculty meetings every semester.

- 2.3.2.3 Implement ten (10) SOA Administration news emails each semester.
- 2.3.2.4 Implement four (4) Undergraduate Council meetings each year
- 2.3.2.5 Implement four (4) Graduate Council meetings each year .
- 2.3.2.6 Implement four SOA Committees and/ or Tasks Forces each semester.
- 2.3.2.7 Implement a real time “electronic bulletin” information system by 2011.

**Strategy 2.3.3:** Improve customer relations in serving students.

**Performance measure:**

- 2.3.3.1 Implement six (6) meetings of the SOA Administration with student representatives each year.
- 2.3.3.2 Implement two (2) School wide meetings of the SOA Administration with all students each year.
- 2.3.3.3 Implement famu.edu based email distribution list by 2011.
- 2.3.3.4 Increase the catalog of potential SOA donors and employers of students by 25% n 5 years.

**Strategic Initiative 3: Develop, enhance, and retain appropriate fiscal, human, technological, research, and physical resources to achieve the University’s mission.**

**Goal 3.2: Retain and recruit excellent and diverse faculty, staff and students.**

**Strategy 3.2.2:** Provide professional development opportunities for faculty and staff

**Performance measure:**

- 3.1.2.1 Increase faculty participation at conferences, seminars and training sessions for professional development by 10% in 5 years.
- 3.1.2.2 Maintain faculty participation in sabbatical program and professional development.

**Goal 3.3: Strengthen the institutions cyberinfrastructure and provide cost effective technology resources that enable high usability and efficiency**

**Strategy 3.3.2:** Develop strategies that support the acquisition of state-of-the-art Information Technology (IT) resources for the University community.

**Performance measure(s):**

- 3.3.2.1 Increase use of digital resources in lecture rooms to 75% of faculty in 5 years and 100% in 10 years..
- 3.3.2.2 Upgrade 20% of the SOA’s digital resources every year for the next 5 years.
- 3.3.2.3 Implement a “laptop centric” computer lab system in the next 5 years.
- 3.3.2.3 Implement a “smart card” pay system in the next 5 years.

**Goal 3.4: Enhance visibility and productivity as a Doctoral/Research University.**

**Strategy 3.4.1:** Establish a comprehensive research strategy identifying areas of critical importance to the University.

**Performance Measure(s):**

- 3.4.1.1 Develop five (5) whitepapers that define the SOA faculty research interests in support of the University’s comprehensive research strategy and areas of critical importance in 5 years and ten (10) papers in 10 years.

- 3.4.1.2 Publish faculty research profiles and research collaborations on the SOA website for 50% of the faculty by 2012 and for 100% of the faculty by 2015.
- 3.4.1.3 Increase submission of research proposals with International activity by 25% in 5 years and 50% in 10 years.

**Strategic Initiative 4: Enabling Excellence in University Relations and Development.**

**Goal 4.1: Enhance Institutional Fundraising**

**Strategy 4.1.2:** Enhance the relationships and involvement with the Industry Cluster Partners.

**Performance measure(s):**

4.1.2.1 Increase the participation of firms in SOA events (e.g. Job Fairs, juries, lectures) by 25% in 5 years.

**Strategy 4.1.3:** Enhance the University relations with and the donations from trustees, alumni, faculty, staff and other university constituents.

**Performance measure:**

4.1.3.1 Increase support for the SOA to raise \$500,000 over the next five years.

**Strategic Initiative 5: Enhance and sustain an academic and social environment that promotes internationalism, diversity, and inclusiveness.**

**Goal 5.1: Produce diverse and culturally astute graduates for the global workforce.**

**Strategy 5.1.3:** Promote diversity and inclusion among faculty, staff and students.

**Performance measure:**

5.1.3.1 Become the top producer in Florida of African Americans with a professional degree in architecture, in the next five years.

5.1.3.2 Become the top producer in Florida of African Americans with a professional degree in landscape architecture, in the next five years.

5.1.3.3 Maintain the diversity of the SOA student body.