

College of Architecture

STRATEGIC PLAN 2007-2016

Design is Leadership

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CoA 2016

1. Preamble:

“Education seems to me to be more the solving of meaningful and exciting problems of life than the dull implanting of facts and methods. There will be no such thing in the future as an artist, an architect, a photographer, or a scientist in the present accepted meanings of the terms. There will be cultured and buoyant men and women experienced in the problems and solutions of living and with specialist training in their chosen fields. An architect will be (as few are now) prophet, conservationist, confident, competent designer and a compassionate fellow-being. He will not just put contraptions upon the face of the earth, but he will conceive and build structures of spirit and beauty in which even the most mundane task can become an act of faith and purpose. To accomplish this he must work with nature - not against it. He must have the same veneration for a tree or a stone as for the greatest works of man; he will build with and around, rather than over and upon. He must consider the myriads of eyes that will look upon his work, the moods of beauty and wonder his work should evoke, and the comfort and efficiency of his spaces and vistas... Conservation, therefore, represents the order and dignity of man and his relationship with the world, and with other men. The planner and the architect are essential to the realization of the tremendous ideal.”
- Ansel Adams

Seeing *design as leadership* is central to the mission and purpose of the College of Architecture at UTSA. We see design-thinking as the key to future innovation and practice that will lead to a better world. We seek to educate designers, who are concerned about their fellow citizens, and who see the health of built and natural environment as central to our shared future. We share Adams’ unbridled optimism and insight about the essential role architects, designers, and planners must continue to play in improving the built and natural environment, specifically, as well as in research and innovation. We must be provocateurs and critics, conservationists and builders, and empathetic fellow citizens and leaders who transcend disciplinary boundaries—to be designers “experienced in the problems and solutions of living.” It is in this context of an opportunity to make a positive difference that the College of Architecture defines its mission.

Helping us in this challenge, the UTSA College of Architecture is home to accredited professional programs in architecture and interior design and related professional areas. We are a young, progressive and dynamic College that nourishes intellectual diversity, and for this we are considered to be a vanguard component of an emerging research-extensive university of more than 28,000 students. We are one of the nation's most exciting and fastest-growing architectural institutions with a diverse faculty and unique student body. Enmeshed in thousands of years of a culturally, historically and politically fecund part of Texas, we hold a strategic advantage to be a literal and figurative gateway to South Texas and the Latin American worlds. We aim to be partners and guides to the citizens and leaders of the city of San Antonio and the region with all of its heritage, peoples, enterprises, and possible futures. San Antonio, a city par excellence, is our living laboratory.

2. COA Mission, Vision and Core Values:

Mission Statement

1. To educate the next generation of professionals in the creation of useful, sustainable, and beautiful buildings, interiors, and cities

2. To advance research in architecture, interior design, construction science, preservation, urban and regional planning
3. To serve communities in our region

Vision Statement 2016

1. The College will become a leader in Texas for teaching, research, and service in the fields of architecture, interior design, historic preservation, construction science and management, and urban and regional planning

Core Values:

1. Commitment to
 - 1.1. Communities
 - 1.2. The design and construction of sustainable buildings and urbanism
 - 1.3. Providing leadership in the production of the built environment
 - 1.4. Advancing the quality of life through design of the built environment
 - 1.5. Ethical practice and commitment to the public health, safety, and welfare
 - 1.6. Interdisciplinary collaboration between professionals
 - 1.7. The preservation and conservation of the architectural heritage of the region
 - 1.8. The creation of humane and harmonious buildings and places that respect local traditions

3. COA Strategic Advantages:

San Antonio downtown in the legendary South Texas region, is a confluence of many worlds, a gateway in many respects. The fervor of a young and growing academic community; the rich composition of international faculty; students who are a strategic advantage in their own right for their unique perspectives, background, and potential; close ties to the profession and industries; and growing relationships to the regional and world communities are our distinguishing strategic advantages.

4. COA Strategic Challenges:

Characteristic of a young program, we are challenged by high faculty-student ratios; an out of balance full-time to adjunct faculty ratio; a still developing research culture in which expectations outpace support; sparse resources, including a lack of facilities for fabrication and design-build projects; the lack of a locus for the development of design culture, including a dedicated library or technical resource center, gallery, archive, café, and other social spaces that serve to support the development of community within the college; and, a reputation that does not yet represent the quality, uniqueness, and intensity of the education provided within the College. Along with other public educational institutions in Texas, we share the challenge presented by low graduation and retention rates and inadequate preparation of students in secondary education. We see these challenges as opportunities for leadership and creativity.

5. Strategic Initiatives, Goals, Action Items and Metrics

In order to meet our vision and fulfill our mission, COA is committed to pursuing **five** strategic initiatives, encompassing more than **22** goals. Our initiatives reflect support for UTSA's strategic plan as well as the three foundational themes and five areas for collaborative excellence described in the matrix found in Appendix II.

COA Strategic Initiative 1: TEACHING AS A MEANS TO Enrich Educational Experiences and Enable Student Success

Goal 1.1: Develop a vibrant academic design culture to promote learning, exploration and innovation

1.1 Prioritized Action Items:

1. Develop a new COA governance structure for greater participatory leadership, institutional nimbleness, and productivity.
2. Exceed accreditation requirements in all academic and support areas commensurate with a Tier-1 academic environment.
3. Align Teacher-Student Ratio with national averages and with the recommendations established by relevant accrediting agencies.
4. Institute programs for faculty success and development by funding continued education, skill development, etc.
5. Acquire and expand the use of new techniques and technologies of instruction.
6. Develop physical and digital space including a gallery, coffee shop, dedicated library, and broad spectrum IT connectivity.
7. Hire college publications and Web dissemination staff for systematic dissemination of faculty and student work.
8. Integrate student groups in administrative, social, and academic activities.
9. Ensure consistent learning outcomes through domain-specific academic evaluation systems and other accountability measures.
10. Develop stronger alumni relations in all academic activities through the development office, college and departmental leadership, and faculty.
11. Establish a masters-to-freshman (M2F) mentoring program where freshman students work with graduate thesis students as a part of the required or elective curriculum.
12. Develop and offer vertically integrated collaborative coursework (seminars and studios) to enable both teamwork and leadership by offering cross-listed graduate and undergraduate courses.
13. Enable greater involvement of graduate and undergraduate students in faculty research, creative work and scholarship.
14. Establish a COA Student Council to liaison with the university Student Government Association and with the college faculty administration.
15. Develop social programs, which advance participation, learning, and celebration, such as lecture series, symposia, competitions, awards ceremonies, and other activities that foster a sense of community. Develop and implement a Quality of Community Index (QoCI) through annual surveys.

1.1 Metrics:

1. Number of activities aimed at fostering community
2. Number of college committees involving student representation
3. Number of stated amenities to support academic environment
4. Students to professor ratio
5. Number of courses that aim to integrate curricula vertically and horizontally
6. Overall aggregate of teaching evaluations by students
7. Quality of Community Index (QoCI)

Goal 1.2: Prepare COA graduates to enter the future workforce and to address challenges of continuity and sustainability in an increasingly complex society.

1.2 Prioritized Action Items:

1. Integrate within curricula issues associated with sustainability in design including energy consumption, environmental quality, and health and wellness.
2. Develop certificate in sustainable design.
3. Develop a program (or certificate program) in Health and Wellness and foster stronger ties for students to UT Health Science Center.
4. Develop a certificate program in smart environments and technologies.
5. Expand opportunities available to students in the college to work with professionals in their chosen field of study and future practice.
6. Foster opportunities for design-build, fabrication, exposure to digitally-driven delivery and production methods (such as BIM or Building Information Modeling), and other emergent industries and professional office procedures.
7. Establish a Placement Center for CoA with one full-time staff.
8. Develop projects and course content that promote environmental sustainability, multi-ethnic and multicultural perspectives, and sensitivity to local culture, shared history and heritage.

1.2 Metrics:

1. Number of students involved with research endeavors
2. Number of courses/enrollment which promote environmental sustainability, multi-ethnic and multicultural perspectives, and sensitivity to local culture, shared history and heritage
3. Involvement with emergent industries and professional office procedures
4. Enrollment in certificate programs
5. Enrollment in degree programs

Goal 1.3: Prepare students for global practice, advocacy, and leadership.

1.3 Prioritized Action Items:

1. Develop curricula that prepare students with knowledge, skills and understanding of global issues as identified in the Blue Ribbon Committee.
2. Target international recruitment forums to attract faculty and students to UTSA.
3. Target international professionals and scholars for lectures and exhibitions.
4. Provide immersive learning opportunities through study abroad, exchange programs, and international internships and make a requirement for all graduates by 2016.
5. Develop and build a Global Virtual Studio space that is fully wired and connected.
6. Establish CoA student ambassador program to run a variety of public relations and recruitment activities on behalf of the college.
7. Support student organizations, clubs and activities that supplement academic and professional education.

8. Include students in global architectural practices through studio projects, seminars, virtual studios, and opportunities to work in international design firms.
9. Promote global practice as work that is informed by sensitivity to local and regional concerns.

1.3 Metrics:

1. Number of courses which include globally-referential content and projects
2. Number of students (or percentage of) involved in study abroad, exchange programs, and international internships
3. Number of students applying for opportunities abroad
4. Number of students employed abroad
5. Number of courses with international field trips or study tours
6. Number of international virtual collaborations

Goal 1.4: Foster multidisciplinary and collaborative thinking through teaching.

1.4 Prioritized Action Items:

1. Develop and offer interdisciplinary seminars and studio courses.
2. Develop and offer vertically-integrated collaborative coursework (seminars and studios) to enable both teamwork and leadership by offering cross-listed graduate and undergraduate courses.
3. Enhance partnerships across the academic communities and develop joint or dual degree programs that link design to other disciplines, both expected and serendipitous.
4. Develop certificate programs which link to other disciplines in strategic areas.
5. Establish lecture series, symposia, and conferences that bring multidisciplinary perspectives to the College of Architecture.

1.4 Metrics:

1. Number of courses (multidisciplinary perspective)
2. Number of courses (interdisciplinary)
3. Number of courses (primarily collaborative)
4. Number of joint or dual degree programs and students enrolled
5. Number of multidisciplinary events held at CoA
6. Number of interdisciplinary certificate programs
7. Number of people from other disciplines involved in CoA

Goal 1.5: Improve graduation and retention rates.

1.5 Prioritized Action Items:

1. Manage enrollment to balance resources and institutional outcomes. Institute aptitude test or other filtering mechanisms to selectively admit freshman students. Integrate advising with curricular planning and course scheduling issues.
2. Institute a pre-architecture program to selectively admit students into architecture programs.
3. Match the overall college enrollment with that of our aspirational peers (850 students maximum).

4. Gradually bring undergraduate-to-graduate student enrollment ratio to 65/35 over the next 10 years.
5. Increase financial aid availability and support through scholarships and fellowships.
6. Integrate advising, curriculum planning, and course scheduling.
7. Institute an "Advising Portfolio" for every student. The portfolio will contain all pertinent information.
8. Institute a "four-channel" communication system regarding academic deadlines and other time-sensitive issues.
9. Conduct annual surveys to better understand the challenges that the students face in graduating on time.
10. Increase the number of undergraduate assistantships.
11. Establish an Intern Placement Center as a part of the CoA Placement Center.
12. Provide student housing close to downtown campus.
13. Manage transfer student intake to balance enrollment and to ensure consistent learning outcomes.
14. Promote Tomás Rivera Center and the Writing Center through departmental advising.

1.5 Metrics

1. Four-, five- and six-year graduation rates
2. Retention rates
3. Number and amount of scholarships
4. Number of UG assistantships
5. Placement numbers
6. Number of freshman students in the M2F program

Goal 1.6: Prepare students to serve as advocates and leaders in the communities and the professions.

1.6 Prioritized Action Items:

1. Increase development funding to enable College to provide community-service opportunities to students.
2. Engage in “real projects” and further develop community initiatives to provide students greater leadership and advocacy opportunities.
3. Endow a visiting professorship to bring high-profile professionals to teach studios and/or other courses.
4. Develop a professional internship program.
5. Integrate course work and students with Community Design Leadership Institute (1,000 sf with three shared staff)
6. Develop CoA as an Urban and Regional Asset via design interventions and service intended to provoke, educate, and benefit the citizens of our region and city.
7. Develop K-12 initiatives and linkage with the goal of developing a magnet school to educate future generations about the built and natural environment.
8. Develop studio as an arena for practical ethics through case study approach and other methods of teaching.

1.6 Metrics:

1. Number of funded/sponsored community projects
2. Number of community-centered initiatives
3. Number of local and national leadership positions held by students
4. Number of student conferences organized by CoA students
5. Citations of community work in regional and national media
6. Number of K-12 initiatives
7. Number of students entering CoA through K-12 initiatives

CoA Strategic Initiative 2: Design AS A MEANS FOR Serving Society through Creativity, Expanded Research, and Innovation

Goal 2.1: Provide adequate infrastructure and institutional funding support in strategic areas for design, creative production and research.

2.1 Prioritized Action Items:

1. Establish research centers, institutes, and greater funding mechanisms.
 - a. Capacity-building labs such as geospatial information systems (1,000 sf)
 - b. Global studio (wired), (1,500 sf)
 - c. Center for housing, planning and transportation issues (1,000 sf, two staff)
 - d. Design for Humanity Institute (1,500 sf, three staff)
 - i. Multicultural environments research group (500 sf, one staff)
 - ii. Disaster and crises prevention and assistance group
 - iii. Sensitivity to local and regional cultures research group
 - e. Digital fabrication and testing laboratory (12,000 sf with two staff)
 - f. Health and wellness research institute (1,000 sf, two staff)
 - g. High-capacity research computing laboratory (1,000 sf with one staff)
 - h. Historic preservation institute (2,000 sf with one staff)

- i. Lightweight, fabric and advanced materials research institute (1,500 sf with two staff)
- j. Community Design leadership institute (1,000 sf with three shared staff)
- k. Sustainable design institute (1,000 sf with one staff)
- 2. Acquire new building or adaptive reuse of an existing building for CoA as a living laboratory and a model building with an international profile.
 - a. Establish gallery space open to public with continuous shows of student work, faculty work, traveling shows.
 - b. Acquire and upgrade amenities: café, social spaces and in-house library.
- 3. Increase travel funding for presenting peer reviewed papers at national and international conferences from in-house sources as well as external sponsorships.
- 4. Establish a design-build foundation nonprofit organization.
- 5. Establish fully staffed development office.
- 6. Reduce teaching load to 2/2 course load by 2016.
- 7. Fund Graduate Research Assistant positions to assist with faculty research.

2.1 Metrics:

- 1. Amount of square feet of area dedicated to design/research activities
- 2. Number of buildings built through the design-build programs
- 3. Frequency of exhibitions and other activities in gallery space
- 4. Amount of research expenditures by research groups and centers
- 5. Number of memberships in consortia
- 6. Number of volumes in the dedicated library
- 7. Amount of coffee consumed in the café
- 8. Amount of development funds raised by development office for research activities
- 9. Faculty course load
- 10. Number of GRA positions

Goal 2.2: Increase multidisciplinary, collaborative and funded research expenditures from external sources to match that of the aspirational peers by 2016.

2.2 Prioritized Action Items:

- 1. Establish endowed chairs and fellowships to foster research agendas. Utilize STARS initiative from UT System to attract leading researchers.
- 2. Establish and endow inter-disciplinary doctoral programs in design, planning and construction science (15 students by 2016)
- 3. Increase the number of funding proposals by providing grant-seeking, writing and management support. Hire three full-time grant coordinators by 2016.
- 4. Incentivize joint research projects with other colleges within UTSA and with institutions nationally and internationally through college-level grants
- 5. Run collaborative and individual research and creative projects through research centers, labs and institutes.
- 6. Prioritize hiring new and diverse faculty members with expertise in key design/research areas using existing funding or potential funding.

2.2 Metrics:

1. Number of funding proposals
2. Amount of funding sought
3. Total research expenditures and sponsored revenue
4. Number of collaborative projects
5. Number of research centers and groups
6. Number of research consortia
7. Number of funded studio projects
8. Number of competition prizes and awards
9. Number of doctoral students enrolled
10. Number of endowed professorships and chairs

Goal 2.3: Greater productivity and dissemination of built, creative and scholarly work.

2.3 Prioritized Action Items:

1. Increase travel funding for presenting peer reviewed papers at national and international conferences from in-house sources as well as external sponsorships.
2. Establish CoA's own publications by collaborating with Texas Society of Architects press or other presses.
3. Conduct symposia in key research areas.
4. Increase publication output to match or exceed the aspirational and regional peers.
5. Increase faculty leadership in journals, conferences, exhibitions, and other activities by providing funding support, annual evaluation, tenure and promotion incentives.
6. Encourage faculty members and students to participate in collaborative high-profile design competitions (juried work) that would lead to multiple publications and construction.
7. Design-build and community studios with multiple deliverables.
8. Increase dissemination of creative and built works through publications and juried exhibitions.
9. Increase productivity relative to creative and built works.
10. Foster working relationships, publication pipelines, and long-term agreements with publishing houses.

2.3 Metrics:

1. Number of books published by CoA faculty members
2. Number of library adoptions of publications by CoA faculty
3. Number of peer reviewed publications by CoA faculty and students
4. Number of conferences and symposia organized or chaired by faculty members
5. Number of journal editorial board memberships
6. Number of design competition entries
7. Number of design competition prizes and awards
8. Number of invited talks, reviews, presentations, and keynote lectures
9. Number of juried exhibitions
10. Number of publications of student design work or research papers
11. Number of CoA publications

12. Citations and reviews of CoA faculty and students work
13. Number of creative works and built projects

Goal 2.4: Increase regional, national and international visibility, brand name, and outreach of CoA research and scholarly work.

2.4 Prioritized Action Items:

1. Conduct an international design competition for new CoA facilities.
2. Establish CoA's own publications by collaborating with Texas Society of Architects press or other presses.
3. Establish events that become part of the city's annual events.
4. Create an on-line international forum for dissemination of knowledge and networking.
5. Expand the scope and international reach of CoA annual research symposia.
6. Increase CoA profile through faculty leadership in journals, conferences, exhibitions, and other activities.
7. Hire a publicity professional in the development office.
8. Encourage institutional membership in key research organizations, societies and associations.
9. Encourage individual memberships in professional and scholarly organizations for faculty playing leadership roles in those organizations.
10. Encourage faculty members and students to participate in design competitions.

2.4 Metrics:

1. Number of competition entries submitted to CoA international design competition for its facilities
2. Acquisition of a new 140,000 sf facility or adaptive reuse of a 140,000 sf building
3. Number of publications by CoA press
4. Number of publications and equivalent activities by CoA faculty
5. Number of annual events that are part of city events that are listed as a part of city's events
6. Number of subscribers for the international on-line forum
7. Establishment of CoA design/research symposia budget line item
8. Number of news items of CoA achievements and events at local, national and international levels
9. Number of faculty and students participating in design and scholarly competitions
10. Number of leadership positions in professional and scholarly organizations
11. Number of invited talks, reviews, and keynote speeches at non-CoA venues
12. Number of faculty members tenured or promoted based on the merit of creative, design, or built work

Goal 2.5: Integration of graduate and undergraduate education with ongoing design, research, and other creative activities by faculty members.

2.5 Prioritized Action Items:

1. Establish and endow inter-disciplinary doctoral programs in design, planning and construction science (15 students enrolled by 2016).

2. Fund a student-run design and scholarly publication.
3. 100% of graduate students will participate in design, research or other creative work by faculty members.
4. 100% of senior undergraduate students will participate in research, design-build or other creative work by faculty members.
5. Increase the quality of incoming students by collaborating with K-12 institutions and international recruitment efforts.
6. Fund graduate research assistant positions to assist with faculty research.
7. Fund a graduate student symposia on design.

2.5 Metrics:

1. Number of graduate research assistant positions
2. Number of graduate students participating in faculty research
3. Number of undergraduate students participating in faculty research
4. Number of student publications of creative work and research papers
5. Number of certificate programs
6. Number of doctoral students
7. Number of graduate student symposia
8. Number of issues of student-run publication

CoA Strategic Initiative 3: Promoting Access and Affordability

Goal 3.1: Create and market an enrollment plan that promotes student success and supports the goals of Texas' Closing the Gaps initiative. The enrollment plan will include student recruitment and financial aid strategies to meet the goals of access and affordability.

3.1 Prioritized Action Items:

1. Develop an enrollment management plan.
2. Establish a pre-architecture program.
3. Establish criteria and filtering procedures for freshman admissions.

3.1 Metrics:

1. Ratio of students applying/accepted to the programs
2. Number of first generation, special needs, and minority college students enrolled
3. Graduation and retention rates

Goal 3.2: Develop partnerships with families, schools, community colleges, and communities that facilitate a collaborative teaching, learning, service, and research environment and communicate to learners the pathways toward their educational and career goals.

3.2 Prioritized Action Items:

1. Develop K-12 initiatives and linkage with the goal of developing a magnet school to educate future generations about the built and natural environment.
2. Develop collaborative programs with Alamo Community Colleges and other community colleges.
3. Educate the target population about design as leadership at CoA.

3.2 Metrics:

1. Number of K-12 students enrolled in CoA program at a magnet school

2. Number of collaborative programs with Alamo Community Colleges and other colleges
3. Exhibitions, publication, and presentation of CoA work in communities

Goal 3. 3: Refine policies and expand programs for student financial aid to help qualified students gain and maintain access to a high-quality, affordable education.

3.3 Prioritized Action Items:

1. Expand financial aid programs.
2. Establish endowed scholarships and fellowships.
3. Offer more undergraduate and graduate research assistantships.
4. Promote student participation in competitions for grants, scholarships and fellowships.

3.3 Metrics:

1. Number and amount of scholarships
2. Number of undergraduate and graduate research assistantships
3. Amount of financial aid provided
4. Amount of awards received by students

CoA Strategic Initiative 4: Serving the Public through Community Engagement

Goal 4.1: Develop community partnerships to provide quality, accessible and lifelong learning at various community levels. Become a gateway between the local and global communities.

4.1 Prioritized Action Items:

1. Promote sensitivity to local and regional cultures globally by establishing a research group within a Design for Humanity Institute.
2. Establish internship programs and cooperative learning experiences locally, nationally and internationally in conjunction with professional bodies.
3. Provide leadership within the communities through symposia, publications and other forums.
4. Collaborate with other academic units to address community quality of life issues through joint research and design-build projects.
5. Develop an "Educate the Educators" program with other disciplines within the University to promote design-thinking.
 - a. Promote the use of design as a visual and spatial way of communicating ideas and concepts to primary and secondary students.
 - b. Promote design-thinking as an alternative way of problem solving.
 - c. Undertake an immersive studio experience initiative for educators, administrators and others (Dean's Studio).

4.1 Metrics:

1. Number of projects, publications and activities fostered by the Design for Humanity Institute
2. Number of internship programs that involve community service regionally, nationally or internationally
3. Number of collaborative community service activities
4. Number of survey respondents who recognize and positively use design-thinking for problem solving

Goal 4.2: Stimulate social and economic development through outreach, service, and collaborative research and commercialization programs that respond to community needs.

4.2 Prioritized Action Items:

1. Establish research groups, centers, and institutes focused on community design.
2. Develop entrepreneurial resource partnerships with communities.

4.2 Metrics:

1. Entrepreneurial dollars raised in partnership with communities
2. Number of patents or discovery disclosures that result from community-centered research or educational work

Goal 4.3: Develop a rich and vibrant culture in the arts and humanities that will expand the community's awareness and appreciation of the human condition, culture, and aesthetic awareness to preserve and present our global shared history.

4.3 Prioritized Action Items:

1. Develop a program of design exhibitions, debates, discussions, and performances.
2. Collaborate with the Institute of Texan Cultures and other cultural institutions.
3. Establish events that integrate with the city and regional annual events, celebrations and festivals. Hire an event coordinator.

4.3 Metrics:

1. Number of academic events that address issues within communities
2. Number of publications that address issues within communities
3. Number of cultural institutions actively involved in CoA's programs

Goal 4.4: Establish and maintain active programs promoting COA research and community service activities.

4. 4 Prioritized Action Items:

1. Increase coverage of CoA research and community activities through local media.
2. Work with community groups to identify projects that require innovative research and study.
3. Maintain high visibility in community and region through leadership activities, publications and events.
4. Establish community educational programs to make public aware of environmental, cultural and quality-of-life issues.
5. Make CoA a working billboard of community involvement. Keep student work visibly on exhibit in the community.
6. Establish a 3,000 sf satellite exhibition space (physical and digital) in the local community in order to serve the community through provocation and education.

4. 4 Metrics:

1. Number of news items published in local media
2. Frequency of CoA exposure in local media
3. Number of news items published in national and international media
4. Number of words written about CoA activities
5. Number of activities in the satellite exhibition space
6. Number of design and planning-related town hall meetings and other community events held at CoA

CoA Strategic Initiative 5: Expanding Resources and Infrastructure

Goal 5.1: Acquire a 140,000 sf facility for CoA as a living laboratory with an international profile.

5.1 Prioritized Action Items:

1. Acquire new facility that includes adequate space for instruction to meet or exceed the norms indicated in the National Architectural Accrediting Board (NAAB) surveys.
2. Acquire adequate space for research laboratories in key areas (minimum 36,000 sf).
 - a. Gallery space open to public with continuous shows of student work, faculty work, and traveling shows (3,000 sf with full-time staff)
 - b. Archive, special collections and model storage warehouse (10,000 sf)
 - c. Capacity-building labs such as geospatial information systems (1,000 sf)
 - d. Center for housing, planning and transportation issues (1,000 sf, two staff)
 - e. Lightweight, fabric and advanced materials research institute (1,500 sf with two staff)
 - f. Smart environments laboratory (1,000 sf, one staff)
 - g. Digital fabrication laboratory (12,000 sf with two staff)
 - h. Mobile fabrication laboratory mounted on a truck
 - i. Historic preservation institute (2,000 sf with one staff)
 - j. Sustainable design institute (1,000 sf with one staff)
 - k. High-capacity research computing laboratory (1,000 sf with one staff)
 - l. Health and wellness research institute (1,000 sf, two staff)
 - m. Design for Humanity Institute (1,500 sf, three staff)
 - 1) Community Design leadership center (1,000 sf with three shared staff)
 - 2) Multicultural environments research group (500 sf, one staff)
 - 3) Disaster and crises prevention and assistance group
 - 4) Sensitivity to local and regional cultures research group
3. Acquire and upgrade essential amenities.
 - a. In-house library. Quadruple the NA (Architecture) collection to match our aspirational peers.
 - b. Café and small event space
4. Establish a 501 (C) (3) non-profit design-build foundation with 1,000 sf and two staff.
5. Establish development office with a development officer and three staff.
6. Implement a facility-wide digital, visual communication system with flat panel displays.
7. Develop sophisticated Web system and hire an information technology associate dedicated to Web system maintenance (one staff).
8. Establish a global studio with broad-spectrum connectivity, large-scale displays and access to leading edge collaborative design technologies.
9. Establish a 3,000 sf satellite exhibition space (physical and digital) in the local community in order to serve the community through provocation and education.

10. Hire a public relations and marketing person.
11. Hire an event coordinator.

5.1 Metrics:

1. The actual acquisition of space and facilities listed in 5.1 Prioritized Action Items
2. Number of international studios collaborating with Global Studio
3. Implementation of facility-wide digital flat panel display communication system
4. Amount of resources raised by development office
5. Number of projects mediated by the design-build foundation

Goal 5.2: Raise funds to aid resource-building identified under other goals

5.2 Prioritized Action Items:

1. Undertake a \$42,000,000 CoA capital campaign as a part of the university campaign for the design and construction of new facilities outlined in Goal 5.1.
2. Undertake an \$18,000,000 campaign to support other academic and research goals.
3. Establish endowed chairs to foster research agendas in strategic areas.
4. Establish research and creative work fellowships.
5. Establish endowed doctoral and graduate scholarships.

5.2 Metrics:

1. Funds raised through various campaigns
2. Number of endowed chairs with research/creative agendas
3. Number of scholarships and fellowships
4. Amount of scholarship and fellowship funds

Goal 5.3: Communication on all levels: locally, nationally, and internationally

5.3 Prioritized Action Items:

1. Increase communication between faculty, staff and students
 - a. More social activities at the college
 - b. More colloquia that promote dialog within the college
 - c. Broad-spectrum connectivity using multiple channels of communication: cell phone text messaging, email lists, Website, and blogs
2. Institute a press for CoA.
 - a. Publish our faculty design/research work.
 - b. Publish student work,
 - c. Publish collaborations with communities and institutions.
3. Develop a publicity campaign to promote CoA agenda.
 - a. Hire a public relations and marketing person.
 - b. Publish newsletter, annual report and other informative publications.
 - c. Nurture personal relationships with local media.
 - d. Promote greater multilingual publicity and visibility in national and international media.

- e. Develop an advertising campaign in local and national media.
- 4. Host more international-level events such as symposia and conferences (at least three events a year).
- 5. Support faculty and students to participate in national and international conferences. Provide separate funding stream for international travel.

5.3 Metrics:

- 1. Number of unique visits to the Website
- 2. Number of repeat visits to the Website
- 3. Number of social events at CoA
- 4. Number of colloquia events
- 5. Implementation of “broad-spectrum” communication system
- 6. Number of publications disseminated by CoA press
- 7. Frequency and amount of news coverage for CoA
- 8. Number of conferences hosted at CoA
- 9. Amount of advertising expenditures
- 10. Effectiveness of publicity campaign (impact analysis)

Goal 5.4: College Brand Name Recognition

5.4 Prioritized Action Items:

- 1. Develop a name for the college to reflect the mission and the diversity of fields represented (i.e., College of Design).
- 2. Professionally redesign college logo, signature, and branding.
- 3. Trademark CoA tag line “Design is Leadership.”
- 4. Brand design studio as an innovative learning environment for other disciplines.
- 5. Brand design-thinking as a multi-disciplinary approach to problem solving.
- 6. Leverage high-visibility and high-value design-build studios, service learning and community projects.

5.4 Metrics:

- 1. Brand recognition
- 2. Market share: percentage of students choosing CoA over other choices regionally, nationally and internationally
- 3. Alumni satisfaction and loyalty
- 4. Funds raised
- 5. Brand differentiation
- 6. Retention rate from undergraduate to graduate
- 7. Brand valuation
- 8. Perceived quality
- 9. Student satisfaction
- 10. Employer satisfaction

6. CoA Key Indicators:

The following metrics will serve as indicators of CoA's overall progress in achieving our vision and meeting our strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.

CoA Strategic Initiative 1: Enriching Educational Experiences to Enable Student Success

- Construction of new CoA facilities
- Higher Quality of Community Index (student satisfaction, faculty satisfaction, graduation rates, participation in meetings and events)
- Majority of CoA graduates engaged in leadership activities
- National and international geographical spread of CoA alumni
- Majority student participation in international activities
- Professional recognition of CoA students and faculty for their expertise in key areas (sustainability, health and wellness, development, energy and environment)

CoA Strategic Initiative 2: Serving Society through Creativity, Expanded Research, and Innovations

- Design/research productivity on par with aspirational peers
- Research expenditures on par with aspirational peers
- Tenure and promotion of faculty based on the merit of creative, design, research or built work
- CoA faculty, staff and students achieving national and international recognition

CoA Strategic Initiative 3: Ensuring Access and Affordability

- Greater number of first generation, special needs, and minority college students enrolled
- Abundant financial aid opportunities
- Consistent inflow of students from K-12 initiatives

CoA Strategic Initiative 4: Serving the Public through Community Engagement

- Brand recognition of CoA as a premier community leadership resource
- Consistent participation of CoA in community initiatives

CoA Strategic Initiative 5: Expanding Resources and Infrastructure

- Sufficient funds raised for new facilities and research infrastructure
- Brand recognition of CoA as a global resource

7. Call to Action and Accountability for CoA:

For our *UTSA 2016* Strategic Plan to be successful, we must follow through to incorporate the CoA initiatives into our everyday management, operations, and decision making. The intent of UTSA is to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from our present reality toward realization of our future vision. Thus, we

will become a catalyst and crucible for change, inviting and involving all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship imbedded in our statements of mission, vision, and core values. Citizenship in its truest sense involves a shared responsibility and contribution to the welfare of our entire community.

Implementation:

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

<u>Plan Levels</u>	<u>Scope</u>	<u>Timeframe</u>	<u>Lead Responsibility</u>	<u>Content</u>
University Strategic Plan	University Strategic Direction	10 years	Campus Management and Operations (CMO) and Team 2016	Long-term initiatives
University Compact	Operational Goals	2 years	CMO and Deans Council	Short-term initiatives
Vice Presidential and College Strategic Plans	Unit Strategic Directions	5 years	Vice Presidents and Deans	Long-term initiatives
Departmental Plans	Operational Goals	12 months	Colleges and Departments	Implementation details
Task Forces	Cross-divisional Goals	Short-term	Appointed by CMO	Priority initiatives and reforms

We must integrate UTSA 2016 into our operational planning (unit-level plans and compacts).

- *We must integrate UTSA 2016 as the guide for our CoA budget process.*
- *We must participate in ongoing revision and modification of the CoA plan.*
- *We must develop an organizational structure to support the CoA plan and assign responsibilities.*

Accountability:

In order for the plan to work, CoA must ensure that an effective system involving both communication and assessment is established and maintained.

Communication:

CoA must develop a communication system to inform our personnel of our fidelity to our mission and progress toward its initiatives, goals and action items. Routine reporting of metrics on our

goals will be a standard part of our meeting schedules. Every month there will be a report on one of the initiatives. The report will include progress (metric review) and issues. Twice a year, progress on all initiatives will be incorporated into a report reviewed by the CMO, Team 2016 and the Executive Leadership Council. UTSA's president will present an annual public "State of UTSA" address that reflects overall progress toward university initiatives and goals to which CoA contributes.

As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as needed.

Marketing UTSA:

CoA will contribute information to the CMO and Team 2016 to help UTSA tell its story and share our 2016 Vision, both of which are essential to attract top students, faculty, research sponsors, and resource contributors and to gain optimal buy-in from all of UTSA's community and state stakeholders. Stories will demonstrate UTSA's values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. The UTSA image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognizing and celebrating accomplishments along this journey.

Assessment:

CoA must develop an assessment system to determine our fidelity to our announced mission and progress toward our vision. Clear lines of responsibility will be established for managing and reporting the components of our strategic plan, to include collecting metric data, reporting progress, and resolving issues.

8. Appendices:

- I. CoA Strategic Planning Process
- II. CoA Matrix of University Foundational Themes and Areas of Excellence

APPENDIX I:
CoA Strategic Planning Process
"Be Amazing!"



CoA Strategic Planning Retreat in Progress, September 22, 2007

In fall 2007, interim dean Robert Baron, AIA, had initiated the College of Architecture strategic planning process. Associate dean for academic affairs and research Mahesh Senagala was entrusted with the management of the process. Early in the fall semester, a participatory and democratic process was initiated whereby three members from faculty were elected through a nomination and voting mechanism to the "Strategic Planning Taskforce" (SPT). Andrew Perez, Vincent Canizaro, and Irina Solovyova were elected by the faculty body. Janice Kelsey-Ferguson was the appointed representative of the college staff on the taskforce.

The "Be Amazing!" Retreat

The first task undertaken by the SPT was to organize a retreat. Code named "Be Amazing!" the faculty, staff and student retreat took place on September 22, 2007. Hosted at the famed Camp Street Lofts gallery space, the daylong retreat served to expressly discuss important questions about CoA identity, composition, aspirations, and collective vision. The retreat was conceived and planned by the CoA Strategic Planning taskforce led by Mahesh Senagala, who also facilitated the retreat in consultation with Robert McKinley of the UTSA Institute for Economic Development.

Interim dean Bob Baron opened the retreat by welcoming the attendees. He was followed by Gerry Dizinno, associate vice provost for accountability, who presented an overview of the university's vision as outlined in the strategic plan UTSA 2016, which was developed in 2006. Dr. Dizinno also discussed the significance of the role played by the College of Architecture within the university. The daylong retreat consisted of four plenary sessions that addressed a variety of important topics including:

1. Taking Stock and Envisioning the Future
2. Enriching Educational Experiences and Excellence, Promoting Access to Education at CoA
3. Serving Society through Creativity, Research and Innovation at CoA
4. Serving the Public through Community Engagement and Expanding Resources and Infrastructure at CoA

To address each of these topics, small break-out discussion "cafés" were held, followed by a plenary session. The results of the retreat were multifarious: hundreds of note cards full of ideas, and the excitement of intense discussions. The results from the retreat became the starting point for the CoA Strategic Planning process that followed. The retreat was attended by a large number of tenured, tenure-track, and non-tenure track faculty from the College of Architecture as well as representatives from the college's staff and students.

Strategic Plan Document Development

The content generated by the retreat was transcribed, ordered and analyzed to produce the first draft of the strategic plan. Due to the young and evolving structure of the college, with one department and two other academic programs, it was decided that the college would develop a plan that represented the collective aspirations of all the stakeholders.

A number of subsequent meetings with the college's stakeholders were held where the progress of the plan was reported and feedback was solicited. The SPT worked on the plan through regular meetings, an online discussion group, and in concentrated "design charrettes" to produce a comprehensive vision, mission, and other details of the strategic plan. UTSA's Team 2016 has been kept updated about the progress of the planning process.

The final plan represents countless hours of participatory and collective work as well as enthusiastic feedback from the faculty, staff and students of CoA.

The tagline "Design is Leadership" is being trademarked for CoA and partners' use in the promotional, official, and academic materials. The tagline represents the firm belief by the CoA community that design is a form of leadership and design-thinking is a collaborative and multi-disciplinary approach to creative living and problem solving.

Content generated by CoA faculty, staff, students, and other stakeholders at the retreat



APPENDIX II.
*CoA Matrix of Foundational Themes and
 Areas of Excellence*

The University Foundational Themes and Areas of Collaborative Excellence

Foundational Themes			Areas of Collaborative Excellence				
Globalization	Diversity	Transformative Leadership	Health	Security	Energy and Environment	Human Development	Sustainability
Study abroad programs in Italy, Spain, Mexico, India, China, UK and South America; Design for Humanity Institute; Increased global travel funding for faculty; Endowed chair in global practice; Global industry participation; Global practice; International placement of students; International recruitment of faculty and students; Global virtual studio	Enrollment management; Multicultural environments research group; Sensitivity to local and regional cultures research group; Integrate with the city and regional annual events, celebrations and festivals; Urban and regional planning master's degree program in collaboration with COPP; Community engagement through design and planning; Western/non-Western culture, histories, and traditions;	Design build foundation; Student groups; Educate the Educators program and Dean's Studio; Design Leadership symposia; Multidisciplinary learning communities and advocacy; Masters-to-freshman (M2F) mentoring program; CoA Student Council; CoA student ambassador program	Certificate program in Health and Wellness; Health and wellness research institute; Endowed Chair in Health and Wellness design; Next generation health care facilities; Collaboration with UT Health Science Center	Security through design and planning, and risk analysis; Defensible space and community engagement; Smart environments lab;	Digital fabrication and testing laboratory; High-capacity research computing laboratory; Lightweight, fabric and advanced materials research institute; Mobile fabrication laboratory; Endowed chair in energy and environment; Energy efficient design/renewable energy; Carbon neutral approaches; Green building/LEED; Geographic Information Systems/Life cycle analysis; Smart environments; Energy audits and research projects; Building technologies and environmental systems; Environmental restoration through design and planning; Collaborate with SW Research Institute	Community Design Leadership Institute; K-12 initiatives; Design magnet school; Center for housing, planning and transportation issues; Design for Humanity Institute; Multicultural environments research group; Disaster and crises prevention and assistance group; Sensitivity to local and regional cultures research group; Historic preservation institute; PhD program in design and planning; Satellite exhibition space	Certificate in Sustainable Design; geospatial information systems lab; Sustainable design institute; Endowed chair in sustainable design; Cultural sustainability: Historic preservation, regionalism, environmentally sensitive practice; Role of architectural design in STEM (STEM to STEAM); Sustainable materials; Technology, process, practice and life cycle analysis; Certificate program in smart environments and technologies