

TO: Ronald G. Douglas  
Executive Vice President and Provost

FROM: Tom Regan  
Dean

DATE: 18 July 2001

SUBJECT: Strategic Plan 2001 Report

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In response to your memorandum of 9 March 2001, the College of Architecture Strategic Plan 2001 Report is attached. As requested, the Report is composed of an introduction, responses to the Vision 2020 Twelve Imperatives, both past and future, and a summary.

We are taking the strategic plan reporting request as an opportunity to initiate a new strategic planning process for the College of Architecture. The timing of this new effort is appropriate. Since the last strategic plan, *Target 2000*, was written in 1995-96, all administrators in the College except one are new. It is important that this new generation of leadership establish a planning process that is inclusive as well as effective.

Renewing our commitment to the importance of involving the College community in comprehensive planning, we have designed a new Strategic Planning Process rather than submitting a completed plan with this report. The Process will be a long-term effort. While we will adhere to the University's four-year cycle, our intention is to consider the "envisioned future" of the College through the year 2025. Our process requires annual updates and progress / redefinition reports to the College community. Presently, there are over a dozen sub-units within the College which have their own strategic plans. Our new Planning Process allows these units to continue to change within their own strategic plans in an orderly procedure while we work to incorporate all strategic planning efforts under the umbrella of the College Strategic Plan over time.

"Future Drivers" are a significant consideration in our new Strategic Planning Process. As we construct the "envisioned future" for our College, we will incorporate research into the critical forces in the future in which we will operate. Our initial review of future drivers has concentrated on a report entitled *Global Trends 2015* produced by the National Intelligence Council. As our work progresses, we will research the future of the higher education environment, of both state and nation, the disciplines and professions represented in our College, and other relevant areas of inquiry. We hope that the University Strategic Plan will give us some insights into the future drivers of Texas A&M.

Thank you for the opportunity to submit our efforts for your consideration.

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## **INTRODUCTION: The College Strategic Planning Process**

### **Establishing the *Envisioned Future* for the College of Architecture**

This document is not a Strategic Plan; it is part of a Strategic Planning Process for the College of Architecture. The Process outlines a sequence of events that allows our faculty members, along with staff, students, former students, and friends of the College, to establish an *envisioned future* for the College. This *envisioned future* is a description of the College from the threshold of the present stretching to the year 2025. The faculty will define the initial *envisioned future* of the College during the fall of 2001, and they will refine, modify, update, and elaborate it during the year until the next version has its definition. The faculty will also set *strategic goals* and *initiatives* that will cause the *envisioned future* to be realized, taking into account *future drivers*, hypotheses and assumptions about future factors that impinge on the University, Texas, the nation and the world. As they develop the College's envisioned future, the faculty will order their strategic goals and initiatives with the Vision 2020 Imperatives Framework, which is based on Vision 2020's twelve imperatives. They will also place special emphasis on the three crosscutting issues to meet our commitment to Texas, to diversify and globalize the A&M community, and to increase access to intellectual resources.

This process of defining then improving the *envisioned future* of the College will be an annual event. The *envisioned future*, coupled with the *strategic goals and initiatives* that will make the vision a reality, will compose the 2002-2025 College of Architecture Strategic Plan.

### **Integrating the College Strategic Plan with other Strategic Plans within the College**

The College of Architecture is composed of three departments and eight research + interdisciplinary centers and laboratories. Each of these units has or will have its own strategic plan resulting from its own strategic planning process. Additionally, the Office of the Dean has four topical sub-units, and each will have its own strategic plan and planning process. Initially, these strategic plans will exist "in parallel" with each other, and with the College Strategic Plan. Over the years, common beliefs, common projects, and actions resulting from all the planning processes will integrate these many strategic plans. As the strategic planning processes in the College evolve and mature, this integration will happen naturally.

### **Comprehensive Planning in the College of Architecture: Operational and Strategic Goals**

If the initial task of Strategic Planning in the College is to establish an *envisioned future* and goals and initiatives follow from that vision, consideration must also be given to the ongoing academic and administrative activity which took place in the past. These past plans and resulting actions comprise our degree programs, research agendas, and service initiatives that occupy our time, energy, and resources in the present. These plans, which originated in the past and must be incrementally upgraded for improvement of existing programs and activities, are referred to as *Operational Goals*. When new initiatives are envisioned, or when the change in existing programs are quantum leaps rather than incremental change, these are referred to as *Strategic Goals*. It is important that all unit plans include both *Operational Goals*, which incrementally improve existing conditions, and *Strategic Goals*, which introduce new components to the unit or drastically change an existing one, are both included in the comprehensive planning processes throughout the College.

### **How Change Will Occur in the College of Architecture: Connecting Planning with Resource Allocation**

Committed participation in a strategic planning process by the College community requires that participants can see tangible results produced by their planning efforts. Change in academic institution happens in many ways; the open process of approvals and resource allocations, whether the "resources" are dollars, space, staff, students, time, or energy, is one key to success. As the *strategic goals and initiatives* and *operational goals and initiatives* from any of the unit plans in the College develop specific proposals which require approval and/or resource support, they will be submitted to the College Executive Committee for consideration. The EXCOM makes recommendations to the dean for approval and/or resource support. The dean either approves or rejects the recommendations; if approved recommendations require resource support, the support is either allocated or made a

part of the next year's budget planning process. While the planning process is not the only catalyst for change in the College, that process can effectively produce change in a transparent manner.

### **College Commitments to Strategic Planning**

The strategic planning processes are designed to help faculty members define their aspirations and beliefs; embody these in a future vision for their programs; and develop goals and initiatives for the realization of their vision. The College is dedicated to the benefits and successes of this process, and we have made the following commitments to increase faculty trust and enthusiasm:

- Commitment to a collectively *envisioned future*
- Commitment to integrating *planning, budgets, and resource allocation*
- Commitment to routine *outcomes assessment and future course corrections*
- Commitment to *VISION 2020 and future-driven analysis*
- Commitment to an open decision making process

**RESPONSES: Suggested Goals for Vision 2020 Thirteen Imperatives**

As an initiation of the College's annual Strategic Planning Process, the Executive Committee generated a list of possible strategic and operational goals for consideration by the College Faculty Strategic Planning Committee. *Strategic Goals* are new initiatives or quantum leaps in continuing goals rather than incremental change. These goals are new things that we want to do, or existing things that we want to do with much greater intensity. *Operating Goals* are existing programs or activities that originated in the past but are continuing and will be upgraded for improvement. These are things that we are already doing, but that require energy and/or resources to improve them.

The College is recommending the addition of a Thirteenth Imperative for consideration:  
Provide Buildings and Facilities of Quantity and Quality Comparable to the Best Public Universities

**2020 Imperative Number 1:  
*Elevate Our Faculty and Their Teaching, Research and Scholarship***

*STRATEGIC GOALS*

*Attain a faculty-student ratio equal to the median of the best public universities*

*Increase the number of endowed positions through increased fundraising and the capital campaign*

*Increase faculty salaries and compensation equal to or greater than faculty salaries in comparable disciplines in public universities*

*Provide the resources and facilities that will allow faculty to lead the way in developing the highest quality learning environment in the classroom and laboratory*

*OPERATIONAL GOALS*

*Establish a faculty development plan, which will expand faculty member opportunities for growth or renewal in teaching, research, service/outreach and technology*

*Review current strategies for recruiting faculty members and design new strategies, which will enable departments to identify and attract more top quality faculty members*

*Create a "Community of Scholars" through increased support and options for the faculty*

**2020 Imperative Number 2:  
*Strengthen Our Graduate Programs***

*STRATEGIC GOALS*

*Develop new graduate programs to meet emerging needs in our professional disciplines based on future drivers, including a Ph.D. in Construction Science*

*Prepare Ph.D. students to become faculty members in our disciplines at top tier universities*

2020 Imperative Number 2: CONTINUED*OPERATIONAL GOALS*

*Increase the number of graduate students while developing financial resources and refining the academic cultures that support excellence in graduate education. Specifically, make financial support of graduate student competitive with that of the best institutions*

*Reinforce the Architecture Ph.D. option designed to attract faculty in other universities and accomplished practitioners*

**2020 Imperative Number 3:  
Enhance the Undergraduate Academic Experience**

*STRATEGIC GOALS*

*Expand, improve, and implement the "undergraduate semester away" program to include more international study, internship, and research opportunities*

*Ensure that activities for intellectual exchange and dialogue between faculty and students occur across disciplines and departments throughout the College*

*Increase the development of innovative and pertinent experiential learning options for students*

*OPERATIONAL GOALS*

*Develop means for faculty members to be mentors for undergraduate students*

*Improve, expand, and implement the OPTIONS Program in the environmental design curriculum*

*Implement policies and activities to enhance our students' writing and speaking skills*

*Design and test "undergraduate research" activity as a part of the undergraduate experience*

**2020 Imperative Number 4:  
Build the Letters, Arts, and Sciences Core**

*STRATEGIC GOALS*

*Create a visual arts offering, distinctive to the College of Architecture, with the possibilities of an interdisciplinary arrangement with the development of a visual and performing arts program in the University, possibly creating new Department of Visual Studies*

*Require a foreign language experience that is related to the disciplines in the College as part of our academic programs*

*OPERATIONAL GOALS*

*Propose the addition of a minor in art history in the College*

*Reestablish the program for visiting artists in the College*

**2020 Imperative Number 5:  
Build on the Tradition of Professional Education**

*STRATEGIC GOALS*

*Design and develop new College outreach and/or continuing education programs to serve the needs of practicing professionals*

*Create a first rate student placement program for all degree graduates throughout the College*

*OPERATIONAL GOALS*

*Enrich efforts to publicize programs available in the College*

*Continue to improve and implement policies to attract top ranked visiting faculty members*

**2020 Imperative Number 6:  
Diversify and Globalize the A&M Community**

*STRATEGIC GOALS*

*Diversify the student and faculty population of the College through the recruitment of outstanding candidates from the state, nation and world*

*Develop stronger and more relevant "semester away/study abroad" programs and provide guidance and assistance to students in their decisions about participating in these programs*

*Develop distance education programs, which are designed for two-way interactions between students and other participants away from campus and faculty on campus*

*Create high priority satellite programs which will enrich opportunities for teaching, research and outreach in selected global geographical areas worldwide*

*OPERATIONAL GOALS*

*Create better and more effective means of publicizing the College's international activities*

*Develop policies and standards which enable the College to become more selective in the admission of international graduate students*

*Create a program to recognize and celebrate the presence of international students enrolled in the College*

**2020 Imperative Number 7:  
Increase Access to Knowledge Resources**

*STRATEGIC GOALS*

*Design mechanisms to increase the worldwide visibility of faculty members and of the College through the distribution of information about research expertise and accomplishments*

*2020 Imperative Number 7: CONTINUED*

*OPERATIONAL GOALS*

*Create additional means to broker faculty expertise and scholarship on a worldwide basis through such*

*opportunities as the following:*

*+ More access to web initiated resources*

*+ Raise the international profile of the Journals that are edited in the College and coordinate Journal offerings/*

*+ Establish e-mail accounts for all former students to increase information interaction*

*+ Circulate College Research / Interdisciplinary Centers and Laboratory annual reports*

*internationally*

*+ Bring more professionals and scholars to campus for academic activities*

*Have state-of-the-art information and communication systems available to students, faculty, and administrators*

*Have electronically assisted instruction used in all courses in the College to increase the frequency and*

*quality of faculty-student interaction*

*Create a cost-effective infrastructure for electronic communication that enhances student-faculty interaction.*

**2020 Imperative Number 8:  
Enrich Our Campus**

*STRATEGIC GOALS*

Provide the resources and facilities for the highest quality learning environment for our College

Cooperate with University representatives and others to advocate the redesigning of the A&M Campus master plan

Develop strategies for College representatives to participate with the Master Planning Committee and the selection of architects for projects

Consider establishing a Center for Campus Design and Operation in collaboration with the University Physical Plant Department which would develop applied research agendas that would consider the A&M campus a living laboratory

Since Imperative Number 8 makes no reference to buildings and facilities, we propose adding Imperative Number 13 to encourage the planning, design, and construction of new buildings, building additions, and building modifications equal to the best public universities

2020 Imperative Number 8: CONTINUED

*OPERATIONAL GOALS*

*Assist the President's Advisory Committee on Arts Policy (PACAP) in developing a comprehensive set of policies and procedures for art on the A&M campus, and a "campus plan for art"*

**2020 Imperative Number 9:  
Build Community and Metropolitan Connections**

*STRATEGIC GOALS*

Develop means to enable the College to lead in participation in campus-community relationships

Become a voice for better community planning and urban design

Establish satellite studios/research centers and distance learning centers (beachhead campuses) in metropolitan and rural areas

*OPERATIONAL GOALS*

Coordinate and publicize studio and research projects completed for communities, towns, and metro areas in Texas

**2020 Imperative Number 10:  
Demand Enlightened Governance and Leadership**

*STRATEGIC GOALS*

*Design various models (e.g., distance education, seminars, and case studies) to provide leadership programs for administrators*

Lead the University in planning and other efforts by taking risks, proposing bold changes, and providing imaginative leadership.

**OPERATIONAL GOALS**

*Assist the University in establishing a departmental, college, and university level management/leadership development program for all line administrators*

*Enhance the role of the faculty senate in the governance of the College and University*

*Develop a more effective method to inform the University and System of the quality and impact of the College's academic programs, research, and service projects*

*Send College and department leaders to management short courses based on an administrator's need to develop specific skills or abilities*

**2020 Imperative Number 11:  
Attain Resource Parity with the Best Public Universities**

**STRATEGIC GOALS**

*Lead the University in acquiring a differential tuition for TAMU and the College*

*Reduce the ratio of students per faculty member by up to 50% to be on par with the best colleges of architecture in public universities*

*Raise faculty salaries to the level of the best public universities*

*Increase the amount and number of graduate assistantships to match the best colleges of architecture in public universities*

Match the School of Architecture student fee structure at the University of Texas, Austin

Collaborate with the University to acquire funding for significant additions to the buildings that compose the Langford Architecture Center

Collaborate with the University to acquire funding for a new building for the College.

**OPERATIONAL GOALS**

*Acquire space and facilities for faculty members comparable to space allocated by the best public universities*

**2020 Imperative Number 12:  
Meet Our Commitment to Texas**

**STRATEGIC GOALS**

*Significantly increase activity of the "Target Texas" throughout program the College*

*Offer appropriate graduate degree programs via distance learning to serve Texas constituencies*

*Assist state government with those aspects of its agenda that relate to the virtual and built environment through research projects in the College centers, labs, and other programs*

*Establish a communication methodology to inform the state government and the public of the benefits that research and service efforts of College faculty bring to Texas*

*Design and develop new College outreach and/or continuing education programs to serve the needs of practicing professionals in Texas*

*Offer new degree programs that are needed by professions and industry in Texas*

2020 Imperative Number 12: CONTINUED

OPERATIONAL GOALS

*Enhance center and laboratory research grants and contracts with state government, local governments, and Texas-based industries*

*Focus on studio and research projects that bring benefit to Texas*

*Develop additional agreements for collaboration with other academic and governmental programs in Texas*

*Continue to assist other Texas A&M University System universities to establish degree programs in our disciplines*

*Establish stronger collaborative relationships with other universities in Texas related to our disciplines*

**2020 Imperative Number 13:**

***Provide Buildings and Facilities of Quantity and Quality Comparable to the Best Public Universities***

“Imperative Number Thirteen” should encourage the planning, design, and construction of new buildings, building additions, and building modifications equal to the best public universities. The impact on academic quality of adequate space and facilities in buildings of high quality has been overlooked in the original VISION 2020 Twelve Imperatives. Consider, for example, the rise in national rankings of academic units at Texas A&M after relocating in new, high quality buildings.

Many of the *VISION 2020 Imperatives*, such as Elevate our Faculty, Strengthen Our Graduate Programs, Enhance the Undergraduate Experience, and Enrich Our Campus imply significant increases in both the quality and quantity of academic space available to allow these improvements to happen. Without an interactive plan to coordinate advancements in these areas with the construction of new buildings, additions to existing buildings, and remodeling, potential gains will be unsuccessful.

There are many ways the College of Architecture could participate in the Thirteenth Imperative. For example, we could assist in organizing a central University Building Design and Planning Center, which would establish processes by which academic units can add or renovate space for short, medium, and long-term needs. This Center would also provide academic colleges, departments, and programs assistance in leasing or purchasing space off-campus and assistance in seeking funding for building and facility needs. It could also provide assistance in coordinating faculty, staff, student, and research expansions with appropriate space and facilities. Additionally, such a center could be charged with establishing quality standards for building design and construction specifically for the Texas A&M University campus, similar to other University policies and procedures that are refinements to

TAMU System regulations. The College can also assist in coordinating building needs with the University Master Plan.

**TARGET 2000 STRATEGIC PLAN: Review of Accomplishments**

## GOAL

1. Stabilize enrollments at 1700 students by 2000. This will require reducing undergraduate enrollments and increasing graduate enrollments.

*STATUS: ACCOMPLISHED*

Enrollments stabilized through adoption of College Enrollment Plan. Moving toward targets.

## GOAL

2. Move towards complete computerization of academic programs. Students will exit all programs literate in computing skills requisite to their chosen discipline. This commitment is enhanced by increased access to academic computing. Our goal is 275 seats by 2000.

*STATUS: ACCOMPLISHED*

Both undergraduate and graduate students in all twelve-degree programs in the College graduate with computer literacy. Our goal now is to provide more computers per student.

## GOAL

3. Increase the teaching capacity of the faculty. We presently teach, on average, 447 SCH per FTE. Our target for the year 2000 is to teach 500 SCH per FTE.

*STATUS: ACCOMPLISHED*

Faculty teaching capacity is now at an appropriate level.

## GOAL

4. Continue the academic and research excellence associated with our centers and laboratories. Identifying extramural resources for all centers and laboratories will become part of a College fundraising campaign.

*STATUS: CONTINUING PROGRESS*

Centers and Labs are continuing excellence; increased funding for them is part of the upcoming capital campaign.

## GOAL

5. Build continuing education and distance learning efforts in the College to a level of 40 offerings per year by 2000.

*STATUS: PROGRESS WITH NEW INITIATIVE*

Continuing education offerings have increased significantly; major success with distance learning, particularly with the LOS AMERICAS program. However, progress has been too slow. A new position has been initiated, the Associate Dean for Continuing Education and Distance Learning, so significant progress is expected soon.

## GOAL

6. Achieve a level of scholarly publications of 3.0 per FTE by 2000.

*STATUS: ACCOMPLISHED*

The level of faculty publication has significantly increased; our estimates indicate that the faculty average more than three publications per year.

GOAL

7. Develop service and outreach programs that enhance the reputation of the College of Architecture. Our 2000 target is 40 service projects per year.

*STATUS: ACCOMPLISHED, BUT NOT ACROSS THE COLLEGE*

The Center for Housing and Urban Development, our primary service/outreach program in the College, has many more than 40 projects per year, but there are far fewer in other units. Our effort now is to have more units across the College increase their outreach/service efforts.

GOAL

8. Increase faculty commitment to advising by having faculty members actively engage in undergraduate advising by 2000. Our goal is 41 active advisors by 2000.

*STATUS: NOT APPLICABLE*

Student advising differs in each of the three departments; College level advising is under reorganization.

GOAL

9. Develop more equity across faculty in advising and mentoring graduate students. The goal is to have each graduate faculty member actively engaged in 12 graduate committees per year by 2000.

*STATUS: ACCOMPLISHED*

A College review of graduate faculty committee assignments demonstrated that the faculty is serving on the appropriate number of committees, although there is some concerns that some faculty members serve on too many committees.

GOAL

10. Increase graduate enrollment to 400 students by 2000 and to 475 by 2003 while increasing the quality of entering graduate students.

*STATUS: NOT YET ACCOMPLISHED; EFFORTS INCREASING*

Since we established our Enrollment Plan last year, each graduate program now has an agreed-upon target enrollment. While several of our nine graduate programs have exceeded their targets, some lag behind. New strategies and efforts for recruiting in under enrolled programs.

GOAL

11. Attain a level of \$5 million per annum in extramural funding for research by 2000.

*STATUS: NOT ACCOMPLISHED*

New strategic planning process should be a catalyst for increased research funding. Also, the formation of advisory boards for the Research + Interdisciplinary Centers and Labs will increase funding.

GOAL

12. Improve relationship between teaching and scholarship so that 50 percent of the faculty are involved in scholarly work that is directly related to their teaching activity by 2000.

*STATUS: ACCOMPLISHED*

Although difficult to accurately measure, there has been a significant increase in the interrelationship of research and teaching by the faculty. Establishing graduate certificates by for Centers and Labs two years ago was a major step forward in the research/teaching relationship.

GOAL

13. Increase participation in foreign study programs to 35 percent of our graduating students by 2000.

*STATUS: ACCOMPLISHED*

The SEMESTER AWAY program now expects all undergraduates in the College to spend one regular semester off-campus. The majority of these students now join international study options in the College. By the fall of 2001, regular international study abroad programs developed by the College will include

beachhead campuses in Italy, Spain, and Mexico, with exchange programs available throughout the world. Our College leads the University in study abroad participation.

GOAL

14. Increase the diversity of the graduate student population by 100 percent by 2000.

*STATUS: NOT EFFECTIVELY ACCOMPLISHED; EFFORTS CONTINUING*

While there may be twice as many minority students enrolled as there were four years ago, we are far short of representational percentages of minority students in the College. We will increase efforts in this area.

GOAL

15. Increase the diversity of the faculty by 25 percent by 2000.

*STATUS: PARTIALLY ACCOMPLISHED; EFFORTS CONTINUING*

We have had significant percentage increases in women and minority faculty members, but not an adequate proportion. We will continue our efforts and or progress in this area.

GOAL

16. Increase gifts and endowments to the College to \$25 million by 2000.

*STATUS: PARTIALLY ACCOMPLISHED; EFFORTS CONTINUING*

Gifts and endowments have increased significantly in the last two years, but not to this level. We now have a full-time Director of Development, and anticipate significant gains during the upcoming capital campaign.

GOAL

17. Develop funding sources for significant modification and alterations to building "B" in the Langford Architecture Complex to house the Department of Construction Science, the Technical Reference Center, and a number of new classroom and laboratory spaces.

*STATUS: PARTIALLY ACCOMPLISHED*

Some building modifications and alterations have been accomplished, but efforts for a new building or major additions are still in the development phases.

GOAL

18. Create a budgeting plan for the College that ties achievements of the strategic plan to internal budgeting allocations.

*STATUS: IN PROCESS*

Connecting planning to budgets is a major component of the new strategic plan.

GOAL

19. Develop techniques for increasing summer offerings in the College of Architecture.

*STATUS: VERY SUCCESSFULLY ACCOMPLISHED*

A survey of the faculty of the College in 1999 indicated that this was the most important goal in the TARGET 200 Plan. By arrangement with the Provost, we developed a new teaching/funding strategy that allows all faculty members who so desire to teach in the summer. The arrangement also allows student groups to have courses taught with sufficient enrollment. The arrangement has already allowed many students to graduate sooner.

GOAL

20. Continue to build the national reputation of the visualization program and the Colonias initiative.

*STATUS: CONTINUING*

Industry, academic, and national efforts to publicize the VIZ program have been established, but efforts continue. CHUD established an Advisory Board to increase state awareness and involvement, and help for the TAMU President's and Provost's Offices have increased visibility.

**TARGET 2000 STRATEGIC PLAN: Goals Regrouped Under 12 Imperatives of Vision 2020**

Note: the number in the left column refers to the TARGET 2000 goal number. Some goals appear in more than one VISION 2020 Imperative. See progress report on each of the 20 TARGET 2000 goals in the next section of the report.

**2020 Imperative Number 1:****Elevate Our Faculty and Their Teaching, Research and Scholarship**

4. Continue the academic and research excellence associated with our centers and laboratories. Identifying extramural resources for all centers and laboratories will become part of a College fundraising campaign.
6. Achieve a level of scholarly publications of 3.0 per FTE by 2000.
9. Develop more equity across faculty in advising and mentoring graduate students. The goal is to have each graduate faculty member actively engaged in 12 graduate committees per year by 2000.
11. Attain a level of \$5 million per annum in extramural funding for research by 2000.
12. Improve relationship between teaching and scholarship so that 50 percent of the faculty are involved in scholarly work that is directly related to their teaching activity by 2000.
15. Increase the diversity of the faculty by 25 percent by 2000.
19. Develop techniques for increasing summer offerings in the College of Architecture.

**2020 Imperative Number 2:****Strengthen Our Graduate Programs**

1. Stabilize enrollments at 1700 students by 2000. This will require reducing undergraduate enrollments and increasing graduate enrollments.
1. Move towards complete computerization of academic programs. Students will exit all programs literate in computing skills requisite to their chosen discipline. This commitment is enhanced by increased access to academic computing. Our goal is 275 seats by 2000.
3. Increase the teaching capacity of the faculty. We presently teach, on average, 447 SCH per FTE. Our target for the year 2000 is to teach 500 SCH per FTE.

**2020 Imperative Number 2: CONTINUED**

9. Develop more equity across faculty in advising and mentoring graduate students. The goal is to have each graduate faculty member actively engaged in 12 graduate committees per year by 2000.
10. Increase graduate enrollment to 400 students by 2000 and to 475 by 2003 while increasing the quality of entering graduate students.

- B. Improve relationship between teaching and scholarship so that 50 percent of the faculty are involved in scholarly work that is directly related to their teaching activity by 2000.
- 14. Increase the diversity of the graduate student population by 100 percent by 2000.
- 19. Develop techniques for increasing summer offerings in the College of Architecture.

**2020 Imperative Number 3:  
Enhance the Undergraduate Academic Experience**

- 1. Stabilize enrollments at 1700 students by 2000. This will require reducing undergraduate enrollments and increasing graduate enrollments.
- 2. Move towards complete computerization of academic programs. Students will exit all programs literate in computing skills requisite to their chosen discipline. This commitment is enhanced by increased access to academic computing. Our goal is 275 seats by 2000.
- 3. Increase the teaching capacity of the faculty. We presently teach, on average, 447 SCH per FTE. Our target for the year 2000 is to teach 500 SCH per FTE.
- 8. Increase faculty commitment to advising by having faculty members actively engage in undergraduate advising by 2000. Our goal is 41 active advisors by 2000.
- 19. Develop techniques for increasing summer offerings in the College of Architecture.

**2020 Imperative Number 4:  
Build the Letters, Arts, and Sciences Core**  
*NO TARGET 2000 GOALS UNDER THIS IMPERATIVE*

**2020 Imperative Number 5:  
Build on the Tradition of Professional Education**  
*NO TARGET 2000 GOALS UNDER THIS IMPERATIVE*

**2020 Imperative Number 6:  
Diversify and Globalize the A&M Community**

- 13. Increase participation in foreign study programs to 35 percent of our graduating students by 2000.
- 14. Increase the diversity of the graduate student population by 100 percent by 2000.
- 15. Increase the diversity of the faculty by 25 percent by 2000.

**2020 Imperative Number 7:  
Increase Access to Knowledge Resources**

- 5. Build continuing education and distance learning efforts in the College to a level of 40 offerings per year by 2000.

**2020 Imperative Number 8:  
Enrich Our Campus**  
*NO TARGET 2000 GOALS UNDER THIS IMPERATIVE*

**2020 Imperative Number 9:  
Build Community and Metropolitan Connections**

*NO TARGET 2000 GOALS UNDER THIS IMPERATIVE*

**2020 Imperative Number 10:  
Demand Enlightened Governance and Leadership**

18. Create a budgeting plan for the College that ties achievements of the strategic plan to internal budgeting allocations.

**2020 Imperative Number 11:  
Attain Resource Parity with the Best Public Universities**

4. Continue the academic and research excellence associated with our centers and laboratories. Identifying extramural resources for all centers and laboratories will become part of a College fundraising campaign.
16. Increase gifts and endowments to the College to \$25 million by 2000.
17. Develop funding sources for significant modification and alterations to building "B" in the Langford Architecture Complex to house the Department of Construction Science, the Technical Reference Center, and a number of new classroom and laboratory spaces.

**2020 Imperative Number 12:  
Meet Our Commitment to Texas**

5. Build continuing education and distance learning efforts in the College to a level of 40 offerings per year by 2000.
7. Develop service and outreach programs that enhance the reputation of the College of Architecture. Our 2000 target is 40 service projects per year.
20. Continue to build the national reputation of the visualization program and the Colonias initiative.

**2020 Imperative Number 13:  
Provide Buildings and Facilities of Quantity and Quality Comparable to the Best Public Universities**

17. Develop funding sources for significant modification and alterations to building "B" in the Langford Architecture Complex to house the Department of Construction Science, the Technical Reference Center, and a number of new classroom and laboratory spaces.

**SUMMARY:****Three Cross-Cutting Imperatives and The 13<sup>th</sup> Imperative****2020 Imperative Number 12:***Meet Our Commitment to Texas*

The College of Architecture has a long tradition of service to Texas through all three of our major functions, teaching, research and service. We are the largest producer of graduates in our professional disciplines in the state, and in some disciplines, the only producer. Those who graduate from our twelve degree programs compose a higher percentage those employed in the professions and industries that plan, design, and construct the built environment in Texas than alumni from any other university in the state. Research done by faculty members in our College directly impacts many areas of activity in Texas, particularly applied research in such categories as hazard mitigation, historic preservation, healthcare design, facility management, and visualization. We are also leaders in service/outreach programs in Texas. Faculty and students routinely collaborate with non-profit and governmental organizations throughout the state to assist in planning and design strategies for a multitude of projects. The *Target Texas* program assists small towns throughout the state with planning issues. The Center for Housing and Urban Development's extensive work in the *colonias* region along the Texas border with Mexico impacts thousands of Texas residents each year, and it is a national model for effective community support.

It is our intention to expand our efforts in the College to be of service to Texas. We are considering an information gathering effort to specifically record and publicize the impact on Texas of all our teaching, research, and outreach efforts. The University may wish to establish an information gathering and distribution unit to coordinate all academic impacts on Texas in a routine manner.

The College Faculty Strategic Plan Committee will set strategic goals and initiatives for each of the *2020 Imperatives* as part of our planning process. The Executive Committee proposed a list of possible strategic and operational goals for consideration by the Committee for Imperative Number 12. They are:

**STRATEGIC GOALS**

- Significantly increase activity of the "Target Texas" throughout program the College
- Offer appropriate graduate degree programs via distance learning to serve Texas constituencies
- Assist state government with those aspects of its agenda that relate to the virtual and built environment through research projects in the College centers, labs, and other programs
- Establish a communication methodology to inform the state government and the public of the benefits that research and service efforts of College faculty bring to Texas
- Design and develop new College outreach and/or continuing education programs to serve the needs of practicing professionals in Texas
- Offer new degree programs that are needed by professions and industry in Texas

**2020 Imperative Number 12: CONTINUED****OPERATIONAL GOALS**

- Enhance center and laboratory research grants and contracts with state government, local governments, and Texas-based industries
- Focus on studio and research projects that bring benefit to Texas

Develop additional agreements for collaboration with other academic and governmental programs in Texas

Continue to assist other Texas A&M University System universities to establish degree programs in our disciplines

Establish stronger collaborative relationships with other universities in Texas related to our disciplines

**2020 Imperative Number 6:**

*Diversify and Globalize the A&M Community*

The College has made progress in diversifying our student body and our faculty. The percentage of minority students enrolled in both undergraduate and graduate programs has increased, but not in amounts that are substantial enough to impact the cultural composition of the student body. New initiatives are underway to recruit, enroll, and retain students from more diverse groups.

Recent progress in recruiting a more diverse faculty has met with more success. The number of women faculty members and those from diverse groups who have been employed, tenured, and promoted in the past two years has significantly increased. Retention of these faculty members and the continued recruitment efforts are operational goals for the future.

Globalization of the College of Architecture is on the brink of major breakthroughs. The initiation of the "semester away" policy, encouraging all undergraduates in the College to spend one regular semester off campus, is having a major impact on the number of students who have a substantial international experience. International graduate students, always a large component of our graduate programs, are receiving more recognition and attention to their home nation. A recent endowed gift to the College of \$1.3 million will allow us to establish routine reporting of our international activities, invite international scholars to the College, and more adequately support faculty and student international travel.

Faculty of the College is making major impacts globally with their research and scholarly work. Records compiled in the past two years show that faculty members have made refereed or invited presentations in over twenty five nations around the world. This international involvement by the faculty in their research is increasing.

Study abroad programs organized for our students have also increased in the past two years. College participation in the TAMU Study Abroad Program in Italy has significantly increased in number, and the long running exchange program in Guatemala is doing well. In addition, new group programs have been started in Australia, Spain, and Mexico. New memoranda of agreements with universities in Japan, Australia, and Mexico have been signed.

There are plans to establish more organized affiliations with our former students throughout the world, and to strengthen our ties with universities from which our graduate students have traditionally come in Korea, Thailand, India, and China. The College is also part of the recent agreement with the European Common Market and Texas A&M University, so we expect to expand our activities in Europe in the next few years.

We consider the College of Architecture a Global College.

**2020 Imperative Number 6: CONTINUED**

The College Faculty Strategic Plan Committee will set strategic goals and initiatives for each of the *2020 Imperatives* as part of our planning process. The Executive Committee proposed a list of possible strategic and operational goals for consideration by the Committee for Imperative Number 6. They are:

**STRATEGIC GOALS**

Diversify the student and faculty population of the College through the recruitment of outstanding candidates from the state, nation and world

Develop stronger and more relevant "semester away/study abroad" programs and provide guidance and assistance to students in their decisions about participating in these programs

Develop distance education programs which are designed to have two way interactions between students or participants away from campus and faculty on campus

Create high priority satellite programs which will enrich opportunities for teaching, research and outreach in selected geographical areas worldwide

#### OPERATIONAL GOALS

Create better and more effective means of publicizing the College's international activities

Develop policies and standards which enable the College to become more selective in the admission of international students

Create a program to recognize and celebrate the presence of international students enrolled in the College

#### **2020 Imperative Number 7:**

##### *Increase Access to Knowledge Resources*

The College has made significant progress over the past four years in this Imperative. The number and availability of computing equipment for students has been drastically increased, primarily due to the availability of funds from student instruction fees and the commitment of the faculty to move forward in this critical area. We have also made considerable progress in faculty computing, again significantly enhanced by the faculty computer program initiated by the University.

The curricula in several programs have been modified to include information technology courses. The teaching strategy and presentation requirements of some programs have made major shifts to a base of information technology rather than traditional methods used by our disciplines for years. Our Master of Science in Visualization Science and our Visualization Laboratory have continued to lead the way in utilizing leading edge technologies.

Our goals for the future are based on continued expansion of information technologies in specific areas of development. Many are identical to those outlined in VISION 2020. The Master of Architecture "Las Americas" program, which electronically connects several schools of architecture throughout Central and South America, is a model of imaginative utilization of the power of information technology based education programs. We want to expand such programs and our distance learning degree programs as well. Considerable efforts will be made to utilize information technology to publicize the research and scholarly work of our faculty, and to expand our influence globally through information technology means.

#### 2020 Imperative Number 7: CONTINUED

The College Faculty Strategic Plan Committee will set strategic goals and initiatives for each of the *2020 Imperatives* as part of our planning process. The Executive Committee proposed a list of possible strategic and operational goals for consideration by the Committee for Imperative Number 7. They are:

#### STRATEGIC GOALS

Design mechanisms to increase the worldwide visibility of faculty members and of the College through the distribution of information about research expertise and accomplishments

#### OPERATIONAL GOALS

Create additional means to broker faculty expertise and scholarship on a worldwide basis through such

opportunities as the following:

+ More access to web initiated resources

+ Raise the international profile of the Journals that are edited in the College and

- coordinate Journal offerings/
- + Establish e-mail accounts for all former students to increase information interaction
- + Circulate College Research / Interdisciplinary Centers and Laboratory annual reports internationally
- + Bring more professionals and scholars to campus for academic activities

Have state-of-the-art information and communication systems available to students, faculty, and administrators

Have electronically assisted instruction used in all courses in the College to increase the frequency and quality of faculty-student interaction

Create a cost-effective infrastructure for electronic communication that enhances student-faculty interaction.

**2020 Imperative Number 13:**

*Provide Buildings and Facilities of Quantity and Quality Comparable to the Best Public Universities*

“Imperative Number Thirteen” should encourage the planning, design, and construction of new buildings, building additions, and building modifications equal to the best public universities. The impact on academic quality of adequate space and facilities in buildings of high quality has been overlooked in the original VISION 2020 Twelve Imperatives. Consider, for example, the rise in national rankings of academic units at Texas A&M after relocating in new, high quality buildings.

Many of the *VISION 2020 Imperatives*, such as Elevate our Faculty, Strengthen Our Graduate Programs, Enhance the Undergraduate Experience, and Enrich Our Campus imply significant increases in both the quality and quantity of academic space available to allow these improvements to happen. Without an interactive plan to coordinate advancements in these areas with the construction of new buildings, additions to existing buildings, and remodeling, potential gains will be unsuccessful.

**2020 Imperative Number 13: CONTINUED**

There are many ways the College of Architecture could participate in the Thirteenth Imperative. For example, we could assist in organizing a central University Building Design and Planning Center, which would establish processes by which academic units can add or renovate space for short, medium, and long-term needs.

This Center would also provide academic colleges, departments, and programs assistance in leasing or purchasing space off-campus and assistance in seeking funding for building and facility needs. It could also provide assistance in coordinating faculty, staff, student, and research expansions with appropriate space and facilities. Additionally, such a center could be charged with establishing quality standards for building design and construction specifically for the Texas A&M University campus, similar to other University policies and procedures that are refinements to TAMU System regulations. The College can also assist in coordinating building needs with the University Master Plan.