

# Strategic Plan – September, 2013

## College of Architecture, Construction and Planning

### The University of Texas at San Antonio

## **Creating Positive Global Influence on the Built Environment**

### **Preamble**

UTSA's College of Architecture, Construction and Planning accepts the responsibility of providing a quality education for students choosing to enroll in our programs. As can be expected, we also have more specific discipline based educational responsibilities to our constituency groups, and a deep commitment to exceeding expectations thereto. All of our programs address content and current condition of matters related to planning, designing and construction of the built environment. In addition, developing effective global citizens through exploration of issues of sustainability, cultural heritage, innovation, responsibility, ethics and professional practice are paramount to continued production of future leaders for the built environment.

### **Mission Statement**

*CACP is committed to excellence in education, scholarship, and community engagement in the context of planning, design and construction of a sustainable built environment.*

### **Core Values** – Commitment to:

- Student Development as Learned Global Citizens
- Ethics and Professionalism
- Sustainability, Diversity and Multiculturalism
- Collaboration and Leadership
- Creativity, Critical Thinking and Innovation

## **Goals -**

### **A. To ensure outstanding educational experiences that enable student success**

1. Recruit and support a highly qualified diverse student body
2. Develop a vibrant academic culture to promote learning, exploration and innovation
3. Improve recruiting strategies for graduate and undergraduate programs
4. Foster multidisciplinary and collaborative thinking through teaching and research
5. Prepare students for global professions, advocacy, and leadership
6. Prepare graduates as leaders for the workforce, prepared for challenges and sustainable solutions in an increasingly complex global society
7. Improve graduation and retention rates.

### **B. To advance creative activity, research, innovation and engagement**

1. Provide infrastructure and institutional support in strategic areas for research, innovation, and engagement
2. Increase multidisciplinary, collaborative and funded research expenditures from external sources.
3. Increase productivity and dissemination of creative and scholarly work.
4. Increase regional, national and international visibility, brand, and outreach of CACP research and scholarly work
5. Integrate graduate and undergraduate education with ongoing design, research, and other creative activities.

### **C. To support communities through research, service, and leadership**

1. Develop community partnerships to provide quality, accessible and life-long learning. Become a gateway between the local and global communities
2. Stimulate social and economic development through outreach, service, service learning, and collaborative research and commercialization programs that respond to community needs
3. Develop a rich and vibrant culture that accentuates the connection between art and architecture, design and construction, and planning and sustainable development. Help expand the community's awareness and appreciation of the human condition, culture and aesthetic and sustainable construction of the built environment
4. Establish and maintain active programs promoting CACP research and community engagement/service learning opportunities

**D. To build recognition, global presence and relationships**

1. Expand resources and improve infrastructure
2. Increase marketing, branding and public relation efforts
3. Develop facilities to further research in areas such as sustainability, historic conservation technology, rapid prototyping, new building component design, visualization, etc.

**II. Implementation**

Implementation processes are ongoing, and shall be continued. Departments/programs shall develop appropriate strategic plans that compliment/align with college strategic goals, while addressing operational goals for themselves.

**III. Planning, Implementation, Measurement and Assessment**

- A. Implementation of strategic planning goals
- B. Continuous measurement of progress towards strategic planning goals
- C. Periodic assessment and revision of the strategic plan (every 5 years)

## Appendix A

### Metrics for measuring success of Goals A – D (with metric specific goals)

#### 1. Metrics for Goal A:

- a. SAT / ACT scores
  - i. Increase in SAT scores for entering sophomores (after University College initial year)
- b. Students from top quartile of HS graduating class
  - i. Increase in number of students from top quartile of high school graduating class (for UG) and increase in graduate students from aspirant peer undergraduate programs (Texas A&M Univ, UT Arlington, Univ of Houston, etc).
- c. International studies participation
  - i. Increase in number of students participating in international studies on the undergraduate and graduate level through increase in program options.
- d. Graduation rates – by 2016, as compared to 2013 statistics,
  - i. Decrease years to degree rates by 15 %, and increase sophomore-to-junior retention rate by 20 %
- e. Graduate satisfaction
  - i. Create and implement exiting/graduation, 5 year and 10 year survey for alumni of all programs to provide curriculum efficacy and professional preparation feedback

#### 2. Metrics for Goal B:

- a. Establishment of specific research areas of excellence
  - i. Come to consensus on 4 research areas of excellence for the CACP
- b. Strategically faculty hires
  - i. Hire faculty within these research areas of excellence
- c. Refereed publications for faculty as a whole
  - i. Increase number of refereed conference proceedings
  - ii. Increase number of refereed journal articles
  - iii. Increase book completion numbers
  - iv.
- d. External funding
  - i. Increase external funding for research and outreach
- e. Global collaboration
  - i. Increase global collaboration via research and teaching teams created through international studies connections.
- f.

#### 3. Metrics for Goal C:

- a. Incidents of community engagement / outreach activities
  - i. Increase activity level of engagement via creation of the Center for Architectural Engagement – measured by number of sanctioned activities
- b. Lecture series
  - i. Continue/expand college lecture series as a means of reaching out to the San Antonio community.
- c.

4. Metrics for Goal D:

- a. Marketing efficacy
  - i. Increase marketing reach through website expansion and effective brochures per each program
  - ii. Consider more illustrative name for the college to represent all disciplines and activities
- b. Activity level at ISC – Urbino
  - i. Increase activities (in number and offerings) at international study center in Urbino
  - ii. Utilize the campus in Urbino as a springboard for other European experiences and collaborations
- c. Research facility expansion
  - i. Pursue funding for new research facility for the College of Architecture, Construction and Planning.
- d. Technology upgrades
  - i. Over time, purchase new technologies for use / investigation by faculty (eg. 4 d printer, architecture conservation equipment, etc)
- e.