

Southern Polytechnic State University Architecture Program

- November 16, 2010! SPSU Architecture Program Chair appointment of 2012 SPSU Architecture Program Strategic Plan Committee and committee charge
- November 16, 2011! Approval of the 2012 SPSU Architecture Program Strategic Plan by the 2012 SPSU Architecture Program Strategic Plan Committee
- December 02, 2011! Approval of the 2012 SPSU Architecture Program Strategic Plan by the SPSU Architecture Program Full-Time Faculty and Architecture Program Administration

!.....Ameen Farooq, Ph.D.

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!.....Wilson Barnes, Ph.D.

Richard Cole (Chair), Ed Akins, Richard Becherer, Kathryn Bedette, Mine Hashas, Liz Martin  
Peter Pittman, Tony Rizzuto, Ermal Shpuza, Saleh Uddin, Chris Welty, William Carpenter

Respectfully Submitted,

C. Richard Cole, Professor, SPSU Architecture Program  
Chair, 2012 SPSU Architecture Program Strategic Plan Committee

Southern Polytechnic State University Architecture Program

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Program Strategic Planning and Program Accreditation History!.....03

Timeline of Program Strategic Plan and NAAB Accreditation!.....04

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In November of 2010, the SPSU Architecture Program Chair appointed an Academic Council of the SPSU Architecture Faculty with an initial charge of the design the 2012 SPSU Architecture Program Strategic Plan. The Academic Council with the direction of the Academic Council Chair subsequently organized the membership of the Academic Council into the 2012 SPSU Architecture Program Strategic Plan Committee. The 2012 SPSU Architecture Program Strategic Plan Committee immediately began the design of this 2012 SPSU Architecture Program Strategic Plan which is intended to guide the SPSU Architecture Program for the next five years (2012 through 2017) and have significant influence on the guidance of the Program for the next ten years.

2005 NAAB Visiting Team for Accreditation #3 (Spring 2005)

2006 NAAB Accreditation #3 Confirmed (3 Year Term)

2008 NAAB Visiting Team for Accreditation #4 (Spring 2008)

2009 NAAB Accreditation #4 Confirmed

# (Professor Richard Cole, Committee Chair)

2014 NAAB Visiting Team for Accreditation #5 (Spring 2014)

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supports continued monitoring and support of competitive salaries for Architecture Program faculty. As stated in the 2004 Strategic Plan, "This condition threatens the Program's ability to retain current and hire new qualified faculty."

The Architecture Program presently has a faculty member on the Salary Equity Committee of the SPSU Faculty Senate. This committee is charged with the determining a strategy for the fair and equitable distribution of salaries should there be an infusion of capital from the State to remedy the present situation. This is a campus- wide problem and an aggressive plan of fund raising is an integral part of planning for the future of the SPSU Architecture Program.

The 2004 Strategic Plan noted that the student to faculty ratio for the SPSU Architecture Program was higher than generally encountered in NAAB accredited programs. This has been remedied since that time and the average ratio since at least 2007 is 1:16 approved by the VPAA (Vice President for Academic Affairs) SPSU and the visiting NAAB team of the 2008 Accreditation. This category of Strategic Issues in the 2004 Strategic Plan also clarified that SPSU is a teaching institution as opposed to a research institution and, therefore, the faculty of the Architecture Program could not be expected to be provided with the same level of resources for "research, scholarship, publication, teaching resources and support" as would be expected in a research institution.

as ratified by the Architecture faculty, guided the SPSU Architecture Program through our 2006 NAAB Accreditation and our latest 2009 NAAB Accreditation for a full six-year term.

The Committee accepted the \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ stated in Section III, page 4 of the 2004 Architecture Program Strategic Plan as incorporated herein as follows:

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Building on its strong history of excellence, the Architecture Program at SPSU continues to create an environment supportive of a multidisciplinary approach to learning, creativity, scholarship, application, and engagement. We believe that these components are integral to a strong educational foundation, the creation of an environment that fosters our student's drive to achieve excellence and to contribute to their profession and their communities, and which encourages a greater appreciation of

engage in. We believe that this contributes to our student's proficiency and preparedness in addressing issues of professionalism, a commitment to improve the man-made environment, an awareness of environmental issues and sustainability, urbanism, etc.

**Diversity.** The Architecture Department values diversity in its student body, faculty, supportive interdisciplinary climate, commitment to teamwork, and learning environment. We believe that this encourages collaboration and strong professional relationships among student, faculty, alumni and professionals and strengthens our commitment to encouraging critical thinking, creativity and innovation.

The 2012 Strategic Plan Committee thoroughly reviewed the 2004 Architecture Program Strategic Plan, the existing ACC Plan, as well as the 2010 SPSU (the University's) Strategic Plan. Applicable Goals, Actions, and Implementations necessitated by a review of these Strategic Plans are incorporated into the 2012 SPSU Architecture Program Strategic Plan.

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In order to perform an Environmental Scan (i.e. acquisition and use of information, trends, and relationships in the Architecture Program's environment), the Survey and SWOT Subcommittee held seven (7) Focus Group meetings and published nine (9) Questionnaires to conduct an environmental scan of the following Shareholder Groups (i.e. groups that are affected by and/or have an interest in the operations and objectives of the SPSU Architecture Program).

The Survey and SWOT Subcommittee held seven (7) Focus Group meetings and published nine (9) Questionnaires to conduct an environmental scan with the following shareholder groups and applicable dates:



- 2.! Begin each Focus Group meeting with a digital slide presentation introducing the 2012 Strategic Plan Committee and Subcommittees, charge of the 2012 Strategic Plan Committee, history of Strategic Planning and NAAB Accreditation in the SPSU Architecture Program, overview of the planning process, and detailed explanation of the agenda for the meeting including the SWOT procedure and the role the SWOT analysis would have in the Strategic Planning process.
- 3.! Moderators from the Survey and SWOT Subcommittee listed all comments from members of the respective Focus Groups in a table with headings for S (Strengths), W (Weaknesses), O (Opportunities), T (Threats) as well as general questions and a solicitation for any comments a group member may wish to be heard and/or discussed. As discussion was encouraged by the moderators, the comments from the groups were recorded.
- 4.! The Survey and SWOT Subcommittee convened after each Focus Group meeting to cross-check from each moderator that all comments had been recorded. The comments were then recorded in a digital document and archived for use with the subsequent Questionnaire for each respective Focus Group.

comments made at each Focus Group meeting. The Survey and SWOT Subcommittee members agreed

( ) was quantitative. A relative, numerical value was assigned to the answers for each question of each Questionnaire. Values were assigned to the answers for each question as follows:

- Strongly Agree!.....+5
- Agree !.....+2
- Neutral!..... +1
- Disagree !..... "2
- Strongly Disagree!... "5

This value assigned to each answer for each question identify which questions on which Questionnaires elicited a response from a respective group more strongly to the “Agree” or “Disagree” side of a neutral response. Those questions eliciting a definitive “Agree” or “Disagree” were candidates for consideration as to influence on the design of the Strategic Plan.

( ) in the evaluation process was to compare the intuitive compilation of questions from Step 1 with the quantitative compilation from Step 2. Any outlier questions were discussed and a decision made as to their disposition.

( ) was devoted to compilation of similar Questionnaire response. The Subcommittee grouped similar questions from the four (4) Questionnaires (Students, Full-Time Faculty, Part-Time Faculty, Advisory Board), compared those once again with the comments of the respective Focus Groups and subsequently began the Subcommittee deliberations, coordinated with the larger Committee, to produce the first Draft of the 2012 Strategic Plan.

In addition to the seven (7) Survey and SWOT Focus Group sessions and six (6) published Focus Group Questionnaires, the 2012 Strategic Plan Committee held a Brainstorming session on March 17, 2011. The purpose of this session was to generate ideas about the 2012 Strategic Plan and the 2012 Strategic Plan process that would be enlightened by the previous Focus Group sessions (three sessions with students had been held before March 17) and the experience thus far of the committee members. In addition to generating ideas and reflecting on the Focus Group sessions to-date, the Brainstorming session was an opportunity for the 2012 Strategic Plan Committee to record their ideas and comments and subsequently compare those with the full body of Architecture Program Faculty, professionals from the SPSU Architecture Program Advising Board, staff, and alumni.

Because the comments of the Brainstorming Session were not as quantifiable and, therefore, selective as the Focus Group Questionnaires, yet were influential in the design procedure of the 2012 Strategic Plan, the results are published in the body of this document. The Focus Group Comments and Questionnaires are published in the Appendix to this document. The Agenda and Minutes of this meeting are also included in the Appendix of this document.

The comments recorded at the Brainstorming Session, March 17, 2011, are as follows: (the Agenda)

March 17, 2011 from 11:30 AM to 3:00 PM - Architecture Department Conference Room

The session Moderator led a question and response exercise with the following responses listed hierarchically. The responses from two groups of 2012 Strategic Plan Committee members discussed all responses with reference to their potential to influence the 2012 Strategic Plan.

The questions and responses were:

*Group 1 Responses:*

1.! Architects losing credibility as leaders.

2.!

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*Group 1 Responses:*

1.!

Southern Polytechnic State University Architecture Program

Reference: Full-Time Faculty Questionnaire ..... Questions 4, 6, 7, 8, 9, 21  
Reference: Part-Time Faculty Questionnaire ..... Questions 7,8, 9, 10, 21  
Reference: Advisory Board Questionnaire ..... Questions 1, 7  
Reference: Student Questionnaire ..... Question 8  
Reference: Alumni Questionnaire ..... Questions 30, 31  
Reference: SPSU 2010 Strategic Plan, Goal 1 and Goal 3, Objective 3.2

**Action 1.1: Evaluate and adjust admission standards to admit students who are likely to be successful in our program.**

- Implement 1.1.1: Track the academic performance with incoming SAT and/or ACT scores of students in the DFN program. Coordinate with the Registrar's office to secure a compilation of SAT and/or ACT scores of incoming students for academic years 2012 and 2013 and compare those with the performance of the those students for the first two academic years of the Architecture Program (DFN years one and two).*
- Implement 1.1.2: In accordance with the SPSU 2010 Strategic Plan, assess the impact of increasing the entry requirements for the Architecture Program as determined by an ad hoc Academic Admissions Evaluation Committee with membership specified by the Architecture Program Chair for Fall 2014.*
- Implement 1.1.3 If the ad hoc Academic Admissions Evaluation Committee determines the SAT and/or ACT scores of incoming students should be raised, the committee shall make available to the SPSU administration a report recommend the minimum acceptance standard for the SAT and/or ACT scores be raised for incoming Architecture Program students. Concurrent with the committee's investigation of SAT and/or ACT entry standards, the committee will investigate and report to the Architecture Faculty alternative, early evaluation options to facilitate student success.*
- Implement 1.1.4: Increase public relations and marketing to attract students with higher SAT and/or ACT scores based upon findings in 1.1.3 (Reference Action 2.4)*

**Action 1.2: Institute a competitive scholarship program for incoming students.**

- Implement 1.2.1: The Architecture Program Scholarship Committee shall establish three academic scholarships for the incoming Fall 2014 students dependent on at least partial funding for each. Additionally, two academic scholarships shall be established for the 5th Year students dependent on at least partial funding for each. Funding shall be sought by the Architecture Program Administration and the distribution of the scholarships shall be determined by the Architecture Program Scholarship Committee.*
- Implement 1.2.2: The Architecture Program Administration shall establish an Architecture Program / Advisory Board Funding Task Force charged with investigating internship possibilities with local companies and fund raising opportunities.*
- Implement 1.2.3: In accordance with the University's 2010 Strategic Plan and 1.2.1 above, set aside scholarship opportunities for women students with the intent of supplementing the University's goal of increasing the number of women students at SPSU.*

*Implement 1.2.4: In accordance with the University's 2010 Strategic Plan, the Architecture Program in conjunction with the Architecture Program Scholarship Committee shall develop a plan to increase the retention rate of incoming Hispanic and Latino students.*

**Action 1.3:**

**Action 2.2: Establish a coordinated, consistent image for the SPSU Architecture Program.**

*Implement 2.2.1: Establish an ad hoc Promotion and Marketing Image Committee of the Architecture Faculty to determine an appropriate print, web, and other media image for the SPSU Architecture Program to supplement the media image established by the University.*

*Implement 2.2.1: Secure an independent computer server to facilitate the web presence and up-to-date information with regard to the SPSU Architecture Program. Information at the site, and in publications, will be coordinated with the university's site, image, and publications, but not bound to the aesthetic established by the University.*

**Action 2.3: Investigate the establishment of additional fields of study within the SPSU Architecture Program.**

*Implement 2.3.1: A Curriculum Development Committee shall be appointed by the Architecture Program Chair and charged with investigating the feasibility of establishing additional majors and certificates within the Architecture Program and provide a report to the Academic Council by Spring 2013. If approved by the Academic Council, the recommendation shall move to the Architecture Faculty.*

**Action 2.4: Increase the awareness of the SPSU Program amongst the high schools in the State of Georgia.**

*Implement 2.4.1: The Architecture Program Administration shall develop a plan to increase*



*Implement 3.1.2: The Architecture Program Administration, in conjunction with interested faculty, shall provide information and encouragement with regard to travel grant opportunities. This effort shall include access to a web search engine to help locate such opportunities.*

**Action 3.2: Increase the faculty's knowledge of applicable and relevant digital media.**

*Implement 3.2.1: The Architecture Administration shall seek funding for software purchase and software training for the Architecture Faculty as determined by the Curriculum Development Committee established in this Strategic Plan.*

**Action 3.3: Support the University's Goal with regard to establishing a sense of community**

*Implement 3.3.1: The Architecture Faculty shall continue to support diversity and inclusiveness in the hiring, promotion, and mentorship of women and underrepresented groups.*

*Reference: Full-Time Faculty Questionnaire ..... Questions 8, 49  
Reference: Part-Time Faculty Questionnaire ..... Questions 49, 66  
Reference: Advisory Board Questionnaire ..... Question 29  
Reference: Student Questionnaire ..... Question 33*

**Action 4.1: Continue to improve upon governance efficiencies.**

*Implement 4.1.1: Develop web based communication of Agenda, meeting Minutes, recording of votes, and general adherence to parliamentary procedures for formal meetings.*

**Action 4.2: Develop closer communication and coordination between the Full-Time and Part-Time Faculty.**

*Implement 4.2.1: The Architecture Program Administration shall design, with the cooperation of the Architecture Faculty, a Part-Time Faculty Handbook and establish routine meetings between Full-Time and Part-Time Faculty teaching identical or similar courses.*

*Implement 4.2.2: Increase Part-Time Faculty participation as invited jurors on Full-Time Faculty studio reviews and, likewise, increase Full-Time Faculty participation on Part-Time Faculty reviews.*

**Action 4.3: Establish the Architecture Faculty Committees and Academic Council Task Forces within the Architecture Program as required by this 2012 Strategic Plan.**

*Implement 4.3.1: Establish and/or maintain these Architecture Program Committees and Task Forces: (note: some of the following Committees are existing Committees of the Architecture Program but are listed herein for convenience and reference)*

- *Academic Admissions Evaluation Committee, ad hoc (Reference 1.1.2)*
- *Architecture Program Scholarship Committee (existing - Reference 1.2.1)*
- *Architecture Program / Advisory Board Funding Task Force (Reference 1.2.2)*
- *International Studies Committee (Reference 1.5.1)*
- *Promotion and Marketing Image Committee, ad hoc (Reference 2.2.1)*
- *Curriculum Development Committee (Reference 2.3.1)*

- *Intern Development Program Committee (existing - Reference 2.5.1)*
- *Resource Advisory Committee (Reference 5.1.1)*
- *Academic Plan Task Force (Reference 4.4.1)*

**Action 4.4: Assess the implementation of this 2012 SPSU Architecture Program Strategic Plan**

*Implement 4.4.1 At the last Architecture Faculty meeting of Spring Semester, the Architecture Program Head, Academic Council Chair, Architecture Program Coordinator, DFN Coordinator, and Advising Coordinator shall make a joint report to the Architecture Faculty on the status of the implementation of the 2011-25.9 ( ) JTJET Q q 1 0 0 -1 0 792cm B 0.2(o)0.2 (f) 0.( ) 0.2 (o)iactort m*

*Implement 6.1.2: The Task Force established in 6.1.1 above shall make a recommendation to the full Academic Council of an Architecture Program Academic Plan which will constitute curriculum structure, course content, sequencing, and scheduling and consistent academic “threads” to satisfy this Goal 6 of this 2012 Strategic Plan.*

*Implement 6.1.3: The Task Force established in 6.1.1 after completing the Implementation of 6.1.2 (recommendation to the Academic Council) and securing approval of the Academic Council shall present the Academic Plan for approval to the Architecture Faculty.*

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**Action 7.1: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” coordinate with the University’s transition from the internal emphasis on numbers of students and numbers of programs offered to the external measures of success and the value that SPSU graduates bring to their careers and their community.**

*Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan*

*Implement 7.1.1: Coordinate with the Registrar’s office to track, document, and publicize the success of the Architecture Program graduates. (Reference Goal 2)*

**Action 7.2: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” coordinate with the university’s transition from dependence on funding from the state to internally generated resources.**

*Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan*

*Implement 7.2.1: Pursue fund-raising, grants, contracts, and identify and pursue other revenue sources. (Reference Goal 5)*

**Action 7.3: In accordance with the SPSU 2010 Strategic Plan, “The New Plan,” build on the “sense of place” goal of the SPSU 2010 Strategic Plan and support the concept that the most important resource the University has is the people who compose the University community.**

*Reference: SPSU 2010 Strategic Plan - p. 10 - The New Plan*

*Reference: Full-Time Faculty Questionnaire - Questions 53, 56, 57*

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*Implement 7.4.3: Develop and implement departmental plans in support of the University's goals for retention and graduation rates. (Reference Actions 1.1, 1.2, 1.3, and 1.4)*

*Implement 7.4.4: Develop and implement a plan for industry feedback to the Architecture Program to ensure that students are graduating with the necessary knowledge and skills. (Reference Action 2.5)*

**Action 7.5: In accordance with the SPSU 2010 Strategic Plan, Strategic Goal Two, increase the resources available to support the University's mission.**

*Reference: SPSU 2010 Strategic Plan - p. 13 - Strategic Goal Two - Objective 2.1, Key indicators*

*Reference: SPSU 2010 Strategic Plan - p. 14 - Strategic Goal Two - Objective 2.4, Key indicators*

*Reference: SPSU 2010 Strategic Plan - p. 14 - Strategic Goal Two - Objective 2.5, Key indicators*

*Reference: Full-Time Faculty Questionnaire - Questions 39, 40, 41, 45*

*Implement 7.5.1: Seek funding to support the ACC in the effort to reach the endowment targeted by the University in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)*

*Implement 7.5.2: Seek funding to support the ACC in the effort to facilitate the funding of an endowed and named faculty position in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)*

*Implement 7.5.3: Seek to increase Architecture Faculty's involvement in grants and contracts in coordination with the SPSU 2010 Strategic Plan. (Reference Goal 5)*

*Implement 7.5.4: Analyze potential sources of additional revenue, consistent with the University's mission and the USG Board of Regents' "Principles to Guide Innovation." (Reference Goal 5)*

**Action 7.6: In accordance with the SPSU 2010 Strategic Plan, Strategic Goal Three, increase the sense of community within the University and between the University and the region.**

*Reference: SPSU 2010 Strategic Plan - p. 14-15 - Strategic Goal Three- Objective 3.1, Key indicators*

*Reference: SPSU 2010 Strategic Plan - p. 15 - Strategic Goal Two - Objective 3.2, Key indicators*

*Implement 7.6.1: Seek to increase the percentage of women students enrolled in the Architecture Program in support of the SPSU 2010 Strategic Plan. (Reference Action 1.2)*

*Implement 7.6.2: Seek to increase the retention rate (freshman-to-sophomore) for Hispanic and Latino students in support of the SPSU 2010 Strategic Plan. (Reference Action 1.3)*

*Implement 7.6.3: Analyze the Architecture Program student, faculty, and staff demographics and support the diversity and inclusiveness of the University community. (Reference Action 3.3)*

*Implement 7.6.4: Seek to increase the percentage of women faculty in the Architecture Program in support of the SPSU 2010 Strategic Plan. (Reference Action 3.3)*

*Implement 7.6.5: Support the University strategies and provide Architecture Program mentorship for women faculty and people from underrepresented groups on the Architecture Faculty for eligibility for promotion, including senior leadership positions. (Reference Action 3.3)*

Southern Polytechnic State University Architecture Program

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This Table of Contents published herein is for reference and convenience.

A. Lerner (excerpts), Strategic Planning Text!.....02  
 Strategic Planning Research Process Report!.....16

Thesis Students!.....20  
 3rd and 4th Year Students!.....25  
 2nd Year Students!.....28  
 1st Year Students!.....31  
 Tenure and Tenure-Track Faculty!.....34  
 Part-Time Faculty!.....40  
 Advisory Board!.....41

Student Questionnaire!.....46  
 Tenured and Tenure-Track Faculty Questionnaire!.....65  
 Part-Time Faculty Questionnaire!.....73  
 Advisory Board Questionnaire!.....82  
 Alumni Questionnaire!.....87

Student Questionnaire Analysis!.....94  
 Tenured and Tenure-Track Faculty Questionnaire Analysis!.....95  
 Part-Time Faculty Questionnaire Analysis!.....95  
 Advisory Board Questionnaire Analysis!.....96  
 Alumni Questionnaire Analysis!.....97

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(published separately)

(published separately)