

October 30, 2007

## ***STRATEGIC PLAN, 2007***

### **COLLEGE OF DESIGN, CONSTRUCTION AND PLANNING**

#### **MISSION**

To offer exceptional professional education programs addressing design, development, construction, and preservation of the built and natural environments. Through faculty and doctoral-level basic and applied research, DCP faculty critically assess ongoing processes of change in human settlements, engage students in projects intended to guide those processes, and bring new strategies and approaches to bear on work in the professions of architecture, building construction, historic preservation, interior design, landscape architecture and urban and regional planning. Underlying DCP's educational philosophy is a commitment to advance applications of the principles of sustainability in the design, construction, planning and preservation of the built and natural environments.

#### **TEACHING, RESEARCH, SERVICE APPROACH OF DCP**

DCP is distinctive in the depth and scope of programs addressing the challenges of designing, constructing and sustaining human settlements, but also in the opportunities it provides to students to gain professional training through engagement with real world challenges. No other College of its kind has its students and faculty so fully connected to cutting edge practice within Florida communities, as well as operating from a national and international platform. Through formal studio projects based at multiple locations in the United States and beyond, and potentially at the disposal of most students, DCP offers an incomparable educational experience. Community and professional engagement, advancing the principles of sustainability and preservation, training and mentoring to achieve design excellence, and a globally-connected educational experience are the hallmarks of DCP. Through a strategy of carefully calculated utilization of *eLearning* tools and off campus opportunities, we will create a seamless interface between our extensive work in the field and our Gainesville base at UF, while at the same time reaching a larger and more diverse student body without further taxing campus resources. The application of state-of-the art information and design-focused technology to the teaching and research missions of DCP programs will enable us to continue to attract top students especially to our professional masters and doctoral programs where these are essential tools in basic and applied research. DCP's mission is supported by focused and active research centers that enhance graduate education and the research and civic engagement missions of the College. Through the work of the research centers as well as through its professional programs, DCP faculty model interdisciplinary collaboration on a regular basis. Where we are now moving is toward greater inter-College collaboration, such as with the Colleges of Education, Fine Arts (including the Digital Worlds project), Health and Human Performance, Engineering (in transportation and sustainability areas), the Levin College of Law, the Warrington

College of Business Administration, select departments in the College of Liberal Arts and Sciences and the Centers for Latin America, Africa, and European Studies. Additional opportunities for collaboration are being explored in conjunction with the Institute for Food and Agricultural Sciences.

## **GOALS** (not in order of priority)

**Goal 1**: Provide state-of-the-art instructional technology relevant to the design fields as well as applied professional fields such as historic preservation, urban and regional planning and building construction.

### **Strategies**

Upgrade plotting equipment and facilities, including acquisition of laser cutters to support architecture model building, to support students in design courses

Add capabilities to teach Building Information Modeling (BIM) to be used by DCP programs, especially Architecture, Building Construction and Interior Design  
Add capabilities to teach new approaches to digital design

Add capabilities for Interior Design studios to utilize Smart Boards for learning and applying graphic skills

Add capabilities for Distance Education offerings by DCP programs

Ensure that teaching in DCP programs is effectively supported through software availability and tech support

Create a classroom facility capable of supporting state-of-the-art media/instructional opportunities

Create internship opportunities which enable students to work directly with professional organizations using appropriate technology

### **Measures:**

*# of work stations*

*# of plotters/laser cutters per student*

*student fees generated by equipment usage to cover replacement*

*# of computer-based courses/programs offered*

*# of students accessing technology*

**Goal 2:** Achieve national rankings or appropriate measures of acclaim for all professional and graduate programs, with all programs in DCP within the top fifteen percent (15%), and at least two programs within the top ten percent (10%) of their respective disciplines.

### **Strategies**

Increase faculty size in order to reduce faculty/student ratios

Use new faculty hires to strengthen the research output of DCP faculty

Develop a research-focused publication, widely distributed, that documents outputs of DCP faculty

Invite leading academics, professionals and practitioners as lecturers, jury members, and visiting practitioners to gain firsthand knowledge of DCP programs

Identify and monitor progress/metrics of an affinity group of programs (8-10) within each of the fields in the College

Identify and monitor progress/metrics of an affinity group of Colleges with a similar mix and quality of programs

### **Measures**

*Monitor Design Intelligence; U.S. News and World Report (for architecture)*

*Develop indicators of faculty articles/books per faculty*

*Develop a listing of “affinity programs” and “peer programs” within DCP fields, and secure data that allows for comparisons*

*Faculty/student ratios by program within DCP*

*DCP Faculty as Fellows of Major Societies; officers of national professional organizations; editors of academic and professional journals*

**Goal 3:** Secure and sustain a source of funding for faculty to seed new research initiatives and to complete ongoing projects.

### **Strategies**

Establish at the College level consultancy and staff support for external faculty grants, working through the Associate Dean for Graduate Studies and Research

Establish ongoing College research grant program (maximum grants - \$5,000), with particular emphasis on supporting junior faculty

Establish ongoing College grant fund for conference participation (maximum \$500 per trip)

Establish funding for faculty travel to national funding agencies (maximum \$500 per trip)

Leverage College support with requests for start up/summer release funds from Vice President for Research

Incorporate funding of faculty research within priorities of Development activities

Establish DCP research seminar program to highlight faculty strengths (e.g. sustainability, design, historic preservation) and disseminate results through publications, press releases, and presentations

Enhance interdisciplinary and transdisciplinary research through selective engagement with other campus units

### **Measures**

*#of grant proposals submitted*

*Total annual dollar allocation to research grant program*

*# of projects funded annually*

*# of completed/published products from research grants*

*# of grant proposals submitted*

**Goal 4:** Ensure salaries for faculty within ranks are equal to or exceed the average within ranks for the recognized peer programs.

### **Strategies**

Each department/school, with support from Dean's office, prepares a salary study within the field to identify challenges, accomplishments and opportunities

Work with development office to secure external funds to support faculty salaries

Develop programs at the School/Department levels to increase potential faculty salary support, particularly through off-book programs

Ensure faculty mentoring programs are in place

### **Measures**

*Salary equity data*

*# of faculty teaching in off-book programs*

*List of faculty mentors/mentees*

*\$ from Development efforts in support of faculty salaries*

**Goal 5:** Ensure adequate and appropriately furnished space for studios, seminars, exhibition, research activities, materials preparation, computer usage, and general classroom for the current level of student enrollment.

### **Strategies**

Develop plan for utilization of St. Augustine historic properties to expand studio, lecture and event space

Establish a studio space at the Florida Community Design Center, Gainesville

Plan for implementation of the CitiLab Orlando initiative during 2007-08

Secure additional off-campus studio/workshop space, pending availability of funding

College Space Committee develops a plan to assess and reconfigure spaces within existing Architecture Building

Involve campus planning office in developing plans for renovation of Architecture Building and DCP portion of Fine Arts C

Make space naming/funding a Development priority

Create new technology laboratory space

Reconceptualize the wood shop into a materials research and refabrication facility

Implement plan for space reconfiguration during 2007-08

Expand space available for lectures, exhibitions, and design reviews

### **Measures**

*Square footage of studio space*

*# and square footage of faculty office space*

*Square footage of gallery and design review spaces*

*Additional off-campus facilities to support program activities*

*New equipment secured through donations/funding*

**Goal 6:** Provide students within all academic and professional programs the opportunity for an international and/or cross-cultural educational experience.

## **Strategies**

Develop additional study abroad opportunities with DCP, including Indonesia, Jamaica, Singapore and expanded programs in India, China, Latin America and Europe

Develop new courses to support internationalization of the curriculum

Develop alliances campus-wide to share and engage international capabilities

Provide opportunities for students to engage in service learning, especially when it involves a cross-cultural experience

## **Measures**

*# of students (by program) who participate in international/cross cultural programs*

*# of courses in international field offered by DCP faculty*

*# of international programs operated through DCP*

**Goal 7:** Assume a leadership role at the University of Florida and at the national level in offering courses and programs dealing with sustainability.

## **Strategies**

Develop and offer an undergraduate major (and minor) in Sustainability and the Built Environment

Support Legislative Budget Request for campus-wide sustainability program

Implement the Sustainable Design concentration and certificate during 2007-08

Support research that advances the field of sustainability in the built and natural environments

Develop additional courses in sustainability as part of a campus-wide program

Ensure that DCP research centers, including but not limited to the Powell Center for Sustainable Construction, advance research on sustainability

Actively participate in local, state, national and international issues regarding sustainability

Give priority to research projects by faculty and students dedicated to sustainability issues

Develop continuing professional education opportunities through courses in sustainability, including courses for LEED certification

Green DCP facilities through coordinated efforts of faculty, student and staff, led by the Sustainability Committee

Establish DCP Sustainability Committee as a standing college committee engaged in activities related to instruction, research and service

### **Measures**

*# of students selecting sustainability courses and specializations/certificates*

*# of courses offered*

*course enrollments*

*# of joint endeavors with professional and community groups to advance applications of sustainability*

*Research outputs in sustainability (articles, books, chapters, funded and unfunded projects)*

**Goal 8:** Engage faculty, staff and students in nationally recognized and appropriately funded research/training and outreach Centers consistent with the College mission and reflecting the expertise of its faculty.

### **Strategies**

Establish the Center for World Heritage Research and Stewardship

Establish the International Institute for Disaster Management (IIDM) dealing with various aspects of disaster planning and mitigation in conjunction with other units on campus

Annual performance and activity reports prepared by research center directors

Annual assessment by DCP regarding center initiatives and outcomes

### **Measures**

*level of funding*

*# of projects*

*# of graduate assistants employed*

*# of proposals submitted*

**Goal 9:** Strengthen graduate programs in DCP, including increased graduate enrollments and improved quality of graduate students for both master and doctoral programs.

### **Strategies**

Dedicated funding for graduate assistantships

Assess and identify where necessary, strategies to improve DCP Ph.D Program

Develop a professionally-focused mid-career program using intensive course format for a Masters in Interdisciplinary Design and Management

Develop a non-accredited Bachelor of Sustainability and the Built Environment to enhance retention of native student population at UF as a feeder for graduate programs and to provide teaching opportunities for Ph.D students

Develop a Ph.D. in Construction Management to facilitate faculty place in the Building Construction field

Develop a Master of Science in Historic Preservation to meet student demand for a recognized preservation degree program

Create a program to support completed Ph.Ds in DCP to gain teaching experience at UF under a limited appointment arrangement

Establish joint degree programs to strengthen interdisciplinary capacity, such as a joint degree in Urban Planning and Transportation Engineering

Establish Distance Education options for deliver of existing and new graduate courses in support of degree programs and non-degree offerings

Develop creative funding opportunities that match University, College and departmental and school resources (including individual research grant opportunities)

Improve the facilities (office and research space) of the Ph.D. program

Develop opportunities for doctoral graduate students (in DCP) to participate in post-doc capacities for the research centers in the College

Improve the quality of doctoral students

Encourage doctoral faculty to place doctoral student work (dissertations or research products) into award competitions

### **Measures**

*# of graduate students, including Masters and Doctoral programs*

*GRE scores of entering classes of masters and doctoral students*

*placement of graduates*

*# of Distance Education graduate students (SCHs)*

*Number of post-docs employed in research capacity*

*Number of awards for doctoral students and doctoral faculty*

*Number of publications by doctoral students and doctoral faculty*

**Goal 10:** Achieve fund raising target of UF Capital Campaign (\$31 million) to support DCP strategic objectives in areas of additional space, faculty endowments, support for international programs, instructional equipment.

**Strategies**

Address opportunity for space naming in support of improved instructional and studio facilities

Develop materials about DCP objectives to use in fund raising

Develop alumni clubs and make regular contacts

School and Department faculty assist College with cultivation of donors through separate development strategies geared to the seven discrete units in DCP (Dean's Office, Architecture, Building Construction, Historic Preservation, Interior Design, Landscape Architecture, and Urban and Regional Planning)

Upgrade web site materials specifically aimed at alumni and potential donors

**Measures**

*\$s received*

*# of proposals submitted*

**Goal 11:** Improve Internal and External College Communications

**Strategies**

Sustain DCP News as monthly newsletter for faculty and staff

Support internal focused events that involve 2 or more academic units

Sustain Witters Competition as an interdisciplinary, and inter-unit activity in DCP and beyond

Building bridges between the student organizations within the College

Utilize Historic Preservation, Sustainability and Doctoral programs as opportunities for collaboration between faculty and students across Schools/Departments

Develop programs in service learning, outreach, and interdisciplinary projects that increase interactions across units

Social events to strengthen cohesion of faculty, staff and students

Sustain quality publications for external audiences, most notable the annual *Perspective* but also including a DCP Annual Report (to be developed in 2007-08)

Upgrade and maintain a website to support College and unit communication internally and externally

**Measures**

*# of publications*

*Web site hits*

*Outcomes from Witters Competition*

*College Events/participation*