

## Department of Architecture

### Strategic Plan 2016-2020

IOWA STATE UNIVERSITY'S DEPARTMENT OF ARCHITECTURE offers nationally and internationally recognized Undergraduate and Graduate education programs for students of increasingly diverse national and geographically rich backgrounds and potentials. ISU Architecture is proud to sit within a comprehensive College of Design with seven departments that believe in the innovative value of interdisciplinary design. ISU Architecture Faculty share a belief that the discipline architecture has the power to profoundly and ethically impact, citizens, communities, and societies. The 2016-2020 Strategic Plan outlines objectives and strategies to guide our responsibilities and ambitions.

The Department's **MISSION** is to educate, produce research, disseminate knowledge, and to reflect upon as well as expand the discipline of Architecture. Our curriculum critically examines and seeks to understand the complexities of the natural and built environment in their social, economic, political and cultural dimensions.

We **VALUE** rigorous research that underpins our educational ambitions by producing architectural knowledge that spans from the theoretical to the pragmatic. As a research-one and land-grant institution, we disseminate our scholarly work to the discipline and broader publics through outreach and community engagement.

Our **VISION** of architecture for the academic discipline as well as within professional practice is one that questions assumptions, imagines inclusive and alternative futures, and prepares students to contribute meaningful and culturally responsive design concepts, ideas, and realizations that contribute to a just and equitable society.

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The Department has identified four primary and inter-related **OBJECTIVES & TACTICS** that we believe directly speak to our mission, values and vision, they are: Collaboration, Diversity and Access, Departmental Culture, and Education-Research-Impact. Each objective is presented with multiple supporting tactics; and each identify the necessary leadership roles and players to be involved in order to achieve the objective, as well as measures with which to discuss, gauge, and calibrate progress.

#### I. COLLABORATION

1. Cultivate mutually beneficial internal and external alliances that address contemporary challenges and opportunities. Produce trans-disciplinary ideas and knowledge that positively affects our students, the profession and the world.
2. Promote the creation, sharing, and application of architectural design and scholarship, by cultivating different scopes and scales of partnerships.

##### Tactics

1. Foster strategic partnerships that leverage funding and support critical educational/research/scholarship opportunities.
2. Increase visibility through programming that engages diverse audiences and potential partners, while promoting departmental research and teaching objectives.

##### Leadership/Players:

Department chair; Research Portfolio Coordinators; DoGE; Public Programs Committee; Substantive Area Committees; individual faculty initiatives.

##### Measure of progress:

Number/frequency of partnerships; dollars generated (grants); recognition (awards/publications/journals/conferences/exhibitions).

## II DIVERSITY AND ACCESS

1. Increase the diversity of backgrounds and perspectives represented in the Department of Architecture, and thereby the discipline. This encompasses cultural, ethnic and economic diversity, as well as diversity of discourses and intellectual positions.
2. Broaden access to architectural education and knowledge in order to enrich the discipline by engaging with individuals and groups that bring multiple perspectives, abilities and capacities.
3. Promote and value architectural design, production, and research that embrace traditional and alternative practices, relevant to increasingly broad and diverse spectrums of society.

### Tactics

1. Coordinate curriculum offerings and support research that addresses a broad range of topics representative of the full diversity of knowledge and interests of the faculty and the profession. This will encompass a range of economic conditions, communities, geographies and contemporary social challenges.
2. Identify and intensify strategies to recruit and retain an increased diversity amongst both student and faculty.
3. Develop input and outreach strategies that highlight diverse voices and engage the local community and broader publics.

### Leadership/Players:

Department Chair; International Programs Director; Undergraduate and Graduate Program Committees; Undergraduate and Graduate Recruiters; Multicultural Liaison Officer; College Equity Advisor; Development Officer; Student Affairs Council, Faculty and Students.

### Measure of progress:

Trend data on diversity of first-year cohort of undergraduate and graduate students and new faculty hires; Track topic and numbers of symposia/events/exhibitions that engage a broad spectrum of perspectives or positions; track the reach of information spread across social media platforms; monitor course development and research topics supporting the above goals.

## III DEPARTMENTAL CULTURE

1. Enhance the global dimension within the department to increase awareness of local, regional, national and international design issues and culture, and highlight the department's contributions to international scholarship, research and dialogue.
2. Cultivate a culture of academic rigor, critical analysis, and excellence in both teaching and research.
3. Incorporate approaches to architectural education and research that challenge normative definitions of architecture as a field of inquiry.

### Tactics

1. Develop a broad range of programming, projects and protocols that create high-impact educational and scholarly opportunities.
2. Promote the importance of an immersive educational and research environment for students that includes participation in extracurricular events, studio and collegial culture, and ongoing peer mentoring.
3. Encourage faculty to uphold consistent, clear and high standards in their teaching, foster the immersive educational experience of their students, and actively contribute to architectural research, discourse, and collegial culture.
4. Encourage productive risk-taking and academic rigor by creating opportunities for students and faculty to engage with novel, experimental and alternative learning and research methods.

### Leadership/Players:

Global Image & Public Programs Committees; Undergraduate and Graduate Committees; Studio Coordinators and teachers; International Program Director; Development Officer; Substantive Committee Chairs; Research Portfolio members.

### Measure of Progress:

Number and diversity of international and domestic experiences available to students; private funding for study abroad and studios involving domestic travel; quality of international exchange agreements. Track number of university awards and grants that reflect excellence in educational delivery. Work with Alumni director to track student achievements post-graduation, particularly monitoring engagement in alternative practice.

#### **IV. EDUCATION-RESEARCH-IMPACT**

1. Maintain and enhance a current and critical disposition with respect to research, education, and creative practice, so as to engage with relevant architectural discourse on a global stage.
2. Expand and develop departmental infrastructure that enables experimentation and innovation in design, research, and pedagogy.

##### **Tactics:**

1. Ongoing evaluation of resource use in order to incorporate contemporary technologies and equipment,
2. Support resources for exploratory scholarship, and funding for high-impact public programming.
3. Identify, pursue, and obtain external funding to fill resource gaps that enable research and pedagogical goals to be met.
4. Strategic hiring of faculty in order to support and expand critical areas of knowledge and relevant expertise.
5. Promote our achievements and expand our global impact.

##### **Leadership/Players:**

Department Chair; Faculty.; Architectural Advancement Council, Dean's Office, ISU Foundation, Center for Excellence in Arts and Humanities, VPR Office, IDRO.

##### **Measure of Progress:**

Publications/awards/recognition; increased participation in public programs; quality of program applicants; program rankings; grants received; faculty fellowships; new equipment; facility upgrades.