

**Department of Architecture**  
**STRATEGIC PLAN**

Approved by the faculty September 2015

## STRATEGIC PLAN

### Introduction

The Department of Architecture embarked on Strategic Planning in fall 2013. The last Strategic Plan had been made in 2006 and there was consensus that it was time for a new planning effort that would cover both short and long range planning for the future. The NAAB Visiting Team Report following the team visit in March 2013 found that the requirement for long-range planning (Condition A. I.1.4) for both the B.Arch. and M.Arch. programs had not been met, which added to the need for new strategic planning. It was also agreed, that with a strong accreditation report and a new eight-year term of accreditation, this would be a good time to start a planning process that could lead to curricular and other structural changes.

The effort was begun in September 2013, in a day and a half long faculty retreat in which the group as a whole and smaller break-out groups discussed strengths and challenges of the department, as well as recommended actions. There was general agreement on both strengths and challenges.

### Strengths

- Long and distinguished history, producing highly respected graduates who have made a significant impact on the professions of Architecture and Interior Architecture.
- Active and productive faculty with a strong research profile
- Long history as the leading Architecture program in sustainable design
- Students actively engaged in faculty research
- Strong in designing with meaning, social depth, human experience

### Challenges

- Funding, as it impacts faculty support for research, student support (GTFs), department office staffing, Eugene facility upgrades
- Maximizing Portland potential
- Bringing established and active design professionals to Eugene
- Need for curricular updates

A large number of suggested action items emerged from the discussions and the faculty decided that in order to prioritize them we needed further discussion. We agreed to form two committees, one focused on Research and Curriculum and the other focused on Outreach and Dissemination, that would meet in the fall term 2013 and report back to the faculty as a whole in winter.

In early winter 2014, the faculty had a meeting with robust discussion based on the presentations made by the two committees. There was a wide-ranging discussion about the profession and about what we should be teaching students and doing ourselves. We agreed that while we needed to continue faculty discussions, that it would be useful to seek feedback from external focus groups.

In winter 2014, we conducted focus group sessions with the following groups:

- Emerging professionals/recent graduates of the architecture programs

- Professionals at the February Career Fair
- Adjunct professional faculty
- Heads of large Portland architecture firms
- Recent interior architecture graduates
- Heads of Portland interior architecture firms

We asked the focus groups about what they thought about the current and future state of the profession, what they thought architectural education should be focusing on, and what they thought were our programs' strengths and weaknesses. The results of these focus groups were remarkably consistent. We heard that we should:

- Teach students diverse communication skills (verbal, both hand and digital graphics, modeling, and simulation techniques)
- Introduce more interdisciplinary and collaborative courses and experiences
- Address large-scale, contemporary projects and issues

We brought student leaders into the faculty discussion and worked with the AIAS to put out a survey to the student body in spring 2014. There was broad student participation in the survey and the central issues that emerged largely paralleled the ones raised in the focus groups. The students favored:

- More sustainability education
- More interdisciplinary coursework in both studios and other classes
- More collaborative design work
- More linkage of design communications to studio
- More digital media
- More real works studio projects (and some slight favoring of more speculative/theory projects)

The faculty met and discussed the results of the focus groups and the student survey in late spring 2014. What was clear to the faculty was that we needed to focus on a number of curricular issues:

- Diverse communications skills, including digital media
- More interdisciplinary and collaborative education opportunities
- More real world projects, better and more contemporary design work
- More connection between studios and other courses, especially integrating sustainability

At this faculty meeting there was some endorsement for the idea of change in general, and, in particular, in updating the curriculum.

In September 2014 we had a second faculty retreat focusing on strategic planning. In a group of the whole, we reviewed and discussed the results of the NAAB VTR, our own discussions, the focus groups and student surveys. We then broke into four smaller groups to discuss and make proposals for addressing:

- Restructuring and updating the curriculum for both undergraduate and graduate programs
- Prioritization of existing and new programs: best and highest use of Portland program (urban setting, multidisciplinary urban design credentials, Yeon Center, access to

professionals as adjuncts, student internships, hosting international and US groups, especially in summer, new Master of Urban Design degree and possible new M.S. programs); prioritization of study abroad and design/build programs.

- Support of research and creative practice: support for Centers and Labs; support for additional graduate fellowships and graduate program enhancement.
- Strategic partnerships (industry and academic partners at UO and elsewhere, including international and Oregon State University) and recruiting opportunities (competitions, symposia, career fairs, website).

A number of specific proposals came out of these discussions. Some of these were already moving ahead and others were starting in the coming year. However, since the department would be undergoing a University Program Review in 2014-15, we decided to finalize the Strategic Plan after the University Program Review Committee visited the department and made their report to Academic Affairs, and after a discussion with Academic Affairs about the report.

The University Program Review external committee visited the department in winter 2015. Their report was generally very positive, noting many strengths of the department, as well as a number of short and long term opportunities and challenges. Many of these paralleled our own findings and reinforced what we thought would be our priorities. Even before reviewing the report with Academic Affairs, the School of Architecture and Allied Arts Dean's office acted on several of the more urgent recommendations of the external committee, as did the university. Other recommendations are continuing to be discussed and addressed.

The faculty met for another retreat in September 2015. At this retreat we finalized and approved (by nearly unanimous vote – there was one abstention) a strategic plan for the department. The Plan includes Goals, Actions and Timeline (for each action). We noted where many of the actions had already begun and where others were planned to start and found that we were already moving forward with many aspects of the plan that had resulted from this two year long planning process. We hope to be able to make further progress in the coming years.

## 1. FACULTY DEVELOPMENT

GOALS	ACTIONS	TIMELINE
Form Strategic Partnerships (funded)	<p>SCI SCI and Journalism SCI and Law</p> <p>ESBL and Biology – BioBE</p> <p>UDL</p> <p>PUARL/Mercy Corps</p> <p>HiPE and Neuroscience HiPE + PPM</p> <p>OSU-UO National Center for Advanced Wood Products Manufacturing and Design</p>	<p>Begun 2009 Begun 2015 Spring 2016</p> <p>Begun 2010</p> <p>Begun 2014</p> <p>Begun 2014</p> <p>Begun 2015 Begun 2008</p> <p>Begun July 2015</p>
Increase Support of Research labs – Create endowments	<p>Work with Development to create endowments for labs for research and GRF support</p> <p>Endowment for ESBL</p>	<p>Begun fall 2015</p>
Increase Support of Faculty Research including travel and IT support	<p>Work with Development to spend existing funds and create new ones – Head + faculty</p> <p>Mulvanny G2 and Gordon funds</p>	<p>Ongoing</p> <p>Call summer 2015 Awarded fall 2015</p>
Develop Support of Faculty Creative Work	<p>Work with Development to find practices to support faculty internships and other support</p> <p>Unthank Design Excellence Faculty Award</p>	<p>Begin (again) fall 2015</p> <p>Call summer 2015 Awarded fall 2015</p>
Develop plan to replace key senior faculty on leave or after retirement	<p>Work with Dean’s office - Head</p> <p>Hired New TT faculty member to take over Directorship of ESBL</p>	<p>Ongoing</p> <p>September 2015</p>
Develop plan for increasing faculty capacity to teach specializations	<p>Work with Dean’s office – Head</p> <p>Search for two new full-time Research Faculty in Advanced Wood Products – funded by OSU-UO AWPMD Center</p>	<p>Ongoing</p> <p>Funded – begin Search fall 2015</p>

## 2. OUTREACH AND RECRUITING

GOALS	ACTIONS	TIMELINE
Find Sponsorship for Lecture Series	Work with Development on support of lecture series	Begun fall 2014 with Bay Area Lecture Series, ongoing
Sponsor Symposia and publications	Establish John Reynolds Sustainability Symposium  Publication on ESBL	Inaugurated 2014-15 1st JRSS May 2015 (funded)  Scheduled with Second Sustainability Symposium scheduled for May 2016 (funded)
Update website	UO hired communications consultant – 1 <sup>st</sup> project is AAA	September 2015 Website update 2015-16
Increase Recruiting Efforts for quantity, quality and diversity of students	Coordinate recruiting efforts with Head, Director of Grad Studies, Interior Architecture and Portland Programs, Student Services Director and Staff	Increase of approx. 20 additional new Masters students in summer/fall 2015, efforts ongoing
Create New Recruitment Materials and travel plans	Create new videos, brochures and web materials, travel plans - Head, Director of Grad Studies, Interior Architecture and Portland Programs, Student Services Director and Staff	Academic Affairs awarded Dept. \$20,000 for recruiting efforts September 2015, ongoing efforts over 2015-16

### 3. ADMINISTRATIVE/STRUCTURAL

GOALS	ACTIONS	TIMELINE
Add staff to cover Arch. Dept. office operations	Two new staff members for Architecture Department	Position descriptions out – positions will be filled fall 2015
Reconfigure Portland Administrative Structure	Rationalize relationship of staff and faculty in Portland with new administrative structure	Implemented summer 2015 with elimination of AAA Associate Dean position and creation of new OA position for Portland, hired Sept. 2015
Bring established design professionals to Eugene	Better utilization of foundation funds (Belluschi, Walsh, Stott, Wilkes)	Begun 2014-15, ongoing
Establish new funds to bring in active practitioners to Eugene	Work with Development on this goal – Head and Director of Interior Architecture Program	Ongoing
Address large studio sizes; limited GTFs and other graduate student support	Embrace tuition increases for out-of-state graduate students to be implemented by Dean's office over three years	Begin fall 2016
Increase faculty salaries	Work with Dean's office on significant salary increases for faculty receiving promotion - Head	Ongoing

## 4. FACILITIES

GOALS	ACTIONS	TIMELINE
Short-term improvements to Lawrence	<p>Upgrade furniture, flooring, wall surfaces and IT in LA 206, 278, 279, 286, 405A (possibly A-frames)</p> <p>Hayden Gallery</p> <p>New Lawrence computer labs LA 383 and LA 100</p> <p>Upgrades to IT and ventilation in Lawrence/Pacific</p>	<p>Begun summer 2015 with completion December 2015</p> <p>Begun 2014-15</p> <p>Summer 2015</p> <p>2015-16 (?)</p>
Long-term plan for updated and expanded facilities	Work with Dean's office and Dean's Advisory Council on new long-range plan to update and add to existing AAA facilities including research space - Head	Begun summer 2015, ongoing



## 5. PRIORITIZATION OF NEW AND EXISTING PROGRAMS

GOALS	ACTIONS	TIMELINE
New degree programs  MUD	Write and submit proposal for MUD degree program in Portland – led by Larco	Submit fall 2016 for implementation fall 2017
New Specializations  Optimizing paths through specializations	Advanced Wood Products Manufacturing and Design – led by Sheine with Moore and Donofrio  Curriculum committee to discuss 2015-16 Others???	Begin fall 2015 for implementation fall 2017  Curriculum committee to discuss 2015-16
Prioritize programs in Portland (M.Arch. Track II; Final year for M.Arch.. B.Arch.; post-professional degrees; visiting international programs, IES certificate...)	Portland Work Group to make proposal to faculty as a whole for discussion	Winter 2016
Prioritize and potentially re-structure International Programs	AAA FAC to develop principles and criteria for prioritization of study abroad and exchange programs  Arch. Dept. uses AAA FAC criteria to evaluate and prioritize study abroad and exchange programs – Sub-committee of Curriculum Committee	2015-16  2016-17
Prioritize and potentially re-structure Design/Build Programs	Sub-committee of Curriculum committee evaluates and recommends prioritization of design/build programs	2015-16
Evaluate NCARB proposal for licensure upon graduation	Faculty discussion and decision to wait and observe evolution of this proposal before acting	Fall 2014

## 6. CURRICULUM

GOALS	ACTIONS (To be led by Curriculum Committee Unless Noted Otherwise)	TIMELINE
More emphasis on diverse communications skills (multimodal), digital media and hand media, and better integration into studios	<p>Introduce new digital media courses in design media sequence</p> <p>Coordinate required media courses with studios</p> <p>Evaluate and potentially re-structure design media courses</p>	<p>Introduced 2014-15, ongoing</p> <p>ARCH 202/22: begun 2012; ARCH 610: begun 2014</p> <p>Begin 2015-16</p>
<p>More interdisciplinary and collaborative opportunities</p> <p>Explore opportunities for GE and other courses to offer to University at large</p>	<p>Evaluate curricula and propose structure new potential interdisciplinary areas</p> <p>Housing courses, IARC 204, ARCH 201, ARCH 4/530</p> <p>Identify existing collaborative opportunities – lecture courses and studios</p> <p>Evaluate new AAA interdisciplinary degree program</p>	<p>Begin 2015-16</p> <p>Planning 2015 Implementation: 2016</p> <p>2015-16</p> <p>Fall 2015</p>
More design for contemporary global imperatives	<p>Introduce more large, complex programs into intermediate studios</p>	<p>Begun 2014-15, ongoing</p>
More sustainability integration (tech and non-tech) into studios	<p>Develop more linkages between required lecture courses and studios</p> <p>Studio awards to support consultants</p> <p>Activated facades course</p> <p>Find additional opportunities for “sustainability” consultants for studios</p>	<p>Begin 2015-16</p> <p>2014-15, ongoing</p> <p>Since 2010</p> <p>Begin 2015-16</p>
Improve design skills	<p>Evaluate and re-structure core design studio sequence in B.Arch. and B.I.Arch. program: done by Design Committee</p>	<p>Re-evaluation winter/spring 2014 Implementation: begun W/S 2014, ongoing</p>

	Evaluate and re-structure core design studio sequence in M.Arch. and M.I.Arch. program: Done by Design Committee	Re-evaluation winter/spring 2014 Implementation: summer 2014, ongoing
More integration of technical skills into studios	Evaluate place and structure of comprehensive studio	Begin 2015-16
Raise level of graduate programs	More differentiation of undergraduate and graduate programs  Evaluation of and proposals for undergrad/grad course integration and differentiation	Begin 2015-16
Introduction of additional Global issues/revision of architectural history curriculum	Introduce global culture into ARH 314 and 315 by ARH faculty  Added sequence to 4/540  Evaluate and re-structure history/theory curriculum, esp. for grad students	Begun 2014-15  2014-15  Begin 2015-16
More coordination of Portland tech courses with those in Eugene	Coordinate ARCH 561 and 562 by Structures faculty  Coordinate ARCH 591 and 592 by Environmental Controls faculty	Begun fall 2013, ongoing  Begin 2015-16
Practicum needs to be differentiated from internship	Clarify ARCH 609 syllabus	Done fall 2014