

# DCP Strategic Plan

## February 28, 2018

### BACKGROUND

Founded in 1925 as the College of Architecture, the College of Design, Construction and Planning (DCP) at the University of Florida has a long and distinguished tradition of excellence and educational innovation. It is dedicated to providing an outstanding academic experience to all its students in the disciplines of architecture, construction management, urban and regional planning, landscape architecture, interior design, sustainability, and historic preservation. The College has a strong focus on educating students and conducting research in these key aspects of the built and natural environments. It is distinctive in the depth and scope of programs addressing the challenges of planning, designing, constructing and sustaining human settlements and spaces, but also in the opportunities it provides to students to gain professional training through engagement with real world challenges. DCP strives in all its endeavors to apply the principles of shared governance.

#### Values

##### *Excellence*

We pursue excellence in all our endeavors – teaching, research, creative scholarship, service/outreach, and governance – and seek excellence from our administrators, students, faculty and staff in all aspects of their work.

##### *Innovation*

We consider innovation critical to teaching, research, creative scholarship, and service and will seek to produce graduates that embrace innovation in the planning, design, construction, operation, conservation, and preservation of landscapes and constructed facilities.

##### *Professionalism and Ethics*

We conduct all our tasks ethically and with professional and academic integrity, exercising good judgment, protecting the environment, sharing information and respecting others.

##### *Diversity and Fairness*

We embrace diversity in all its forms and will seek to enhance the diversity of the College community through proactive recruitment and retention of a diverse body of students, faculty and staff. We strive to treat all College personnel fairly, and to address any implicit biases and barriers to success.

##### *Collaboration*

We value collaboration and will work across disciplinary boundaries within and outside the College to attract and integrate expertise and experiences complementary to ours.

##### *Sustainability*

We strongly value sustainability and will seek to integrate it into our curriculum, research, creative scholarship, and service/outreach activities. In particular, we will work towards ensuring sustainability in the built and natural environments.

### VISION

DCP's **vision** is to be recognized globally as a preeminent College for teaching, research, creative scholarship, and outreach in the built and natural environments.

### MISSION

The mission of the College of Design Construction and Planning is to improve the quality of the built and natural environments through offering exceptional educational and professional programs and research/scholarship

initiatives that address the planning, design, construction, and preservation of the built and natural environments.

## **STRATEGIC GOALS**

### **Strategic Goals in Institutional Governance**

The strength of shared governance is that it recognizes and respects the unique contributions of each individual as well as the recognized governance groups participating in the process.

Goal 1: Promote a culture of openness throughout the College, maximizing transparency and mutual respect (information, communication).

Objectives:

- 1) Communicate at the earliest opportunity the level of openness and rationale for decision making processes and priorities.
- 2) Clearly define decision-making roles and the relative influences of participants.
- 3) Convey open information in a timely manner to appropriate faculty, staff, students and other stakeholders.
- 4) Maintain and establish open lines of communication, with protective, fair, and responsive avenues for people within the College to express concerns and have them addressed.

Goal 2: Ensure involvement and participation of all faculty, staff, students and other stakeholders when decisions have significant impacts on departments/schools, or other academic units.

Objectives:

- 1) Encourage participation all stakeholders in the decision-making process.
- 2) Engage in creative problem solving to incorporate diverse perspectives and minority viewpoints.
- 3) Require the highest standards of ethical conduct for all members of the College.

Goal 3: Work for College cohesion while maintaining the individual integrity of each academic unit.

Objectives:

1. Identify and guide the College activities towards inherent strengths and opportunities.
2. Establish consistent and effective policies, processes, resources, and priorities at the College level to guide success within the College.
3. Work to build the strength of each discipline such that it can be an effective contributor to collective College agenda.
4. Promote the concept of "One DCP" and establish initiatives that promote this amongst students, faculty, staff and alumni.

Goal 4: Advocate the best interests of the College in relation to other colleges, the university, and the public.

Objectives:

1. Communicate the special contributions and needs of the College, and advocate support from the university.
2. Develop policies for cross-college collaborations, such as for funded research, student advising, and teaching.
3. Publicize individual and unit accomplishments within the College and alumni, across the university, and with the public.
4. Maintain contact with alumni, as key stakeholders in the College and potential partners for initiatives.
5. Maintain the College's reputation and minimize risk over the long term by adhering to the highest ethical standards.

Goal 5: Actively pursue collaborations with allied disciplines within the UF community (engineering, law, real estate, economics, etc.)

### **Strategic Goals in Education**

Excellence in teaching is a cornerstone of the College, which requires that we provide our students access to full and rich humanitarian traditions of higher education, technical prowess, design speculations and innovations, multi-disciplinary professional alliances and focused research efforts that will frame the future of the built and natural environments.

Goal 1: Ensure the continual advancement of undergraduate teaching and learning:

Objectives:

- 1) Identify target numbers for first-time-in-college and transfer students to all undergraduate programs, and monitor these numbers to improve recruitment efforts, student diversity, retention rates and overall on-time graduation numbers.
- 2) Continuously evaluate undergraduate teaching resources by identifying areas of strength and weakness within each unit and across units to ensure that faculty lines and graduate teaching assistantships are distributed based on need as well as past success with the goal of preeminence in each discipline ~~found~~ within College.
- 3) Invest in teaching excellence at all levels of undergraduate education, with the understanding that expertise and efficiency of teaching is a core value of each unit and the College as a whole.
- 4) Identify strategic areas for curricular expansion to increase teaching outreach (high enrollment general education courses, minors, off-book programs, etc.) that expand the profile of the College and its units without an excessive increase in workloads or demand on current resources.

Goal 2: Ensure the continual advancement of current graduate programs, and complement them with the strategic introduction of new programs and research centers.

Objectives:

- 1) Develop and monitor enrollment goals for graduate programs in order to improve recruitment efforts, retention rates and overall graduation numbers.
- 2) Expand teaching and research opportunities available for Master and PhD students, with additional funding support to enhance recruitment efforts.
- 3) Increase the profile, ranking and visibility of the graduate programs within the College.
- 4) Invest in teaching excellence at all levels of graduate education, with the understanding that expertise and efficiency of teaching is a core value of each unit and the College as a whole.
- 5) Identify strategic areas for curricular expansion to expand the profile of the College and its units without an excessive increase in workloads or demand on current resources.

Goal 3: Enhance the interactions between teaching, research, creative scholarship, and the professions at all levels.

Objectives:

- 1) Encourage faculty and student participation in the dissemination of research through internal symposia, conferences, competitions and disciplinary meetings.

Goal 4: Introduce interdisciplinary courses that can attract interests across the UF community.

## **Strategic Goals in Research and Creative Scholarship**

The depth and breadth of influence of the College is perhaps best reflected in the rich and diverse scholarship and research of our faculty. This work is instrumental in advancing the College's visibility and profile as the preeminent college for all aspects pertaining to the built and natural environments. In this spirit, we support the ambition to have the research and scholarly efforts of the faculty and units enhanced, accelerated, and disseminated across national and international venues.

Goal 1: Engage faculty, staff, and students in approved, nationally recognized and appropriately funded research, training, and outreach centers consistent with the College mission and reflecting the expertise of its faculty.

Objectives:

- 1) Establish the Florida Institute for Built Environment Resilience (FIBER) to encourage a campus-wide research cluster.
- 2) Ensure that new faculty hires have the capacity to strengthen the research output of the College ~~faculty~~.
- 3) Integrate centers in research oriented events, such as the annual College research symposium.
- 4) Enhance interdisciplinary and transdisciplinary research through selective engagement with other campus units.
- 5) Strengthen the College research seminar program to highlight faculty strengths, initiate collaboration, and stimulate the dissemination of results through publications, press releases, and presentations.
- 6) Strengthen research infrastructure.

Goal 2: Secure and sustain a source of funding to seed new research initiatives and to complete ongoing projects.

Objectives:

- 1) Establish seed grant programs to help develop exploratory research in preparation for grant applications.
- 2) Incorporate funding of faculty research within priorities of development activities
- 3) Establish funding for faculty travel to national funding agencies and foundations.
- 4) Explore alternative research funding streams.
- 5) Hire or designate a specialist in grant applications and support

Goal 3: Identify areas of clustered research interest in the College to create synergies for individual faculty and faculty affiliated with research centers.

Objectives:

- 1) Maintain a clear description of centers and areas of research interest on the College website, and identify the faculty participating in each.
- 2) Continue the annual College research symposium to foster communication, understanding, and respect for the research and creative scholarship being undertaken by colleagues and students.
- 3) Create a forum for researchers to identify future research opportunities, influence funding agencies, and target large multidisciplinary grants.

Goal 4: Grow research funding from year to year, with the aim of trebling research expenditures by 2022.

Objectives:

- 1) Increase the number and value of proposals submitted by College faculty.
- 2) Encourage the formation of multi-disciplinary teams that can go after larger grants.
- 3) Support faculty in diversifying the sources of funding for research.

Goal 6: Develop and promote a publication policy

Goal 7: Promote and support involvement in hosting research symposia, colloquia and conferences.

### **Strategic Goals in Fundraising**

Adequate funding assembled from multiple sources is essential for our college to fulfill its mission. We recognize that the needs of our diverse programs vary due to national and international competition, the college's available infrastructure, and access to outside funding sources. We seek sufficient funds to offer the highest quality degree programs, and research initiatives, recognizing that college approval constitutes a commitment to partner in securing the resources needed to achieve success.

Goal 1: Secure the College's fair share of state funding recognizing:

- 1) The new UF budget model links student credit hour (SCH) production and tuition to provide baseline state funding for academic programs.
- 2) A balanced budget is required at the College level based on SCH generation, program costs and target enrollments.
- 3) In addition to faculty and staff salaries, basic operating budgets are required for all degree programs and administrative oversight.
- 4) Establish strategic and discretionary funds for unit directors and chairs
- 5) Address the problem of salary compression of faculty members

Goal 2: Support existing and develop new off-book programs that, once established, cover direct program costs while also contributing a strategic revenue source for on-book programs. This will involve:

- 1) Conducting a review of existing off-book programs to establish their financial health, viability and relevance.
- 2) Identifying opportunities for new off-book programs in consultation with academic program advisory boards.
- 3) Develop and secure approval for the most financially viable programs.
- 4) Providing strong and efficient administrative and logistic support to all off-book programs.

Goal 3: Develop a robust funded research portfolio for the College using incentives and policies to encourage faculty participation

Objectives:

- 1) Implement incentives and targets for the use of direct and indirect costs to support:
  - a. Master and doctoral students
  - b. Summer salaries for faculty
  - c. Soft money researchers including post docs
  - d. Staff positions
  - e. Faculty, staff and student travel

Goal 4: Continue to cultivate and pursue private and corporate/foundation gifts that:

- a. Grow the College's endowment year on year, with a view to increasing it by 50% by 2020.
- b. Support the college's strategic initiatives
- c. Strengthen academic units and their individual initiatives
- d. Develop linkage between advisory committees and strategic initiatives
- e. Further research links and initiatives with industry
- f. Enhance and expand the College's facilities.

## **Strategic Goals in Facilities**

Our College is unique on the University campus as it is the nexus of so many of the different disciplines that examine, analyze, understand, review, design and construct our built and natural environments. As such, we need to ensure that our facilities meet the immediate needs for teaching and research, anticipate future needs and ambitions within the units, between units, within the college as a whole, and aspire to embody and reflect the best vision of our collected professions.

Goal 1: Improve our existing instructional facilities to ensure that our students and faculty have the best spaces in which to learn, to conduct research, to experiment, to collaborate, and to advance the strategic objectives of each unit and the College as a whole.

Objectives:

- 1) Perform a comprehensive inventory and evaluation of the College's instructional infrastructure, including physical resources (studio and classroom spaces, review and gallery spaces, etc.), equipment and instruments (desks, lighting, projection, and digital output).
- 2) Identify the usage and distribution of spaces and physical resources within and between units so that strategic decisions about future usage, growth, redistribution and future investments can be made efficiently and effectively.
- 3) Identify areas of strength and shortfalls within the College that are grounded in needs as well as opportunities, including; ensuring that priorities for space distribution, and identifying areas for repair and refurbishment.
- 4) Identify potential spaces within the College than can become laboratories for making and enhance collaborative work while minimizing the potential for negative impacts on any single unit.

Goal 2: Develop an immediate vision for improvements and growth needs of the College, while also working in close consultation with each individual unit to ensure that the integrity and needs of all are properly addressed.

Objectives:

- 1) Work with the UF Physical Plant Division to identify immediate problem areas, prioritize these concerns, and, in coordination with the faculty and staff of affected units and college, develop strategies to address the range of issues in an efficient and effective manner.
- 2) Request from each unit a list of current faculty offices and resources, any existing shortfalls, and specific and anticipated future faculty needs.
- 3) Develop an open dialogue with the units and faculty about how college facilities are being used, distribution strategies within and between units and the college, any anticipated needs and accompanying planning strategies, and methods to ensure that potential changes do not unnecessarily impact any unit without consultation or expressed justification.
- 4) Develop an open dialogue with the entire College community to ensure that investments into the physical resources target a shared vision and have the greatest impact on the advancement of the culture of the college and its units.

Goal 3: Develop a long-term vision of the future needs of the College and accompanying strategy for development efforts and capital campaigns to support those needs.

Objectives:

- 1) Undertake a study of the long-term needs of the College and each academic unit;
- 2) Formulate a road map for realizing the College's long-term vision.

## **Strategic Goals in People**

We believe that the single greatest resource of our College is its people. Administrators, current and emeritus faculty, staff, alumni and students at all levels form the heart of the DCP community, and our goals, vision and aspirations for preeminence must be anchored to the collective strengths and specific contributions that the College brings to the University.

Goal 1: Enrich the relationship and experience of our students within and across majors and units.

Objectives:

- 1) Cultivate a sense of mutual respect within the student body by investing in existing student groups (such as the DCP Ambassadors, AIAS, Studio Culture Committee, Design Build Competition Team, etc.).
- 2) Identify and develop opportunities for collaborative student projects and experiences within and beyond the classroom.

Goal 2: Recognize, value, and manage faculty positions, roles and responsibilities within the College.

Objectives:

- 1) Ensure equitable and incentive budgeting, compensation, and benefits, including addressing salary compression/inversion and fairness of merit pay increases across the college and its faculty in a clear and transparent manner.
- 2) Ensure that the units set clear, reasonable, and fair work expectations and prioritizations for promotion and tenure (such as faculty summer workloads, research funding, off-book teaching, etc.), and that College expectations reflect and appreciate the distinctions between units.
- 3) Provide adequate and effective support to faculty to improve their efforts and effectiveness at all levels.
  - a. Support research grant-writing and training.
  - b. Secure funds to support faculty travel for conferences.
  - c. Secure funds for instrumentation and infrastructural support for research.
  - d. Increase funding for undergraduate and graduate teaching and research support.

Goal 3: Provide adequate College-wide support to all staff to meet expectations, improve job performance, increase morale, and enhance communications between staff, units and faculty.

Objectives:

- 1) Provide support for professional development and training, and enhance access to information that is: targeted, user-friendly, and efficient.
- 2) Reinforce teamwork and delegation of duties and responsibilities.
- 3) Develop procedures and routines for efficiency and fairness, including merit and/or raise procedures.
- 4) Establish new staff awards to recognize outstanding performance in key areas.

Goal 4: Strengthen College cohesiveness and continuity.

Objectives:

- 1) Support individual relationships within units, across units and with the Dean's Office.
- 2) Raise awareness of the different roles and strengths of the different units, centers, and groups within the college.
- 3) Provide neutral avenues of conflict resolution and support problem solving.
- 4) Engage alumni to relate the units, history, and expectations.
- 5) Promote mutual respect for all and professional conduct within the College.

Goal 5: Promote work-life balance.

Objectives:

- 1) Unit directors inquire with faculty and staff regarding their needs for work-life balance and strategize support that the college can provide.
- 2) Create programs and policies to support work-life balance, and advertise existing support available from the university.

### **Strategic Goals in Outreach**

One of the persistent challenges of our college is that of outreach. As a College, we are dedicated to our teaching and research efforts, and in doing so may lose sight of the importance of building relationships within and beyond our University community. It is important that we are proactive in engaging the various disciplines, organizations and communities that both support and benefit from our efforts.

Goal 1: Reinforce and expand the interactions between the College, its units, its alumni, and the diverse groups that support the activities of the College.

Goal 2: Establish and enhance connections to the alumni base of the College.

Goal 3: Expand opportunities for collaborative experiences between units and their respective professional groups while finding additional opportunities for interdisciplinary interaction.

Goal 4: Reconstitute and/or reinforce Program Advisory Boards so they can provide strategic guidance to each academic unit.

Goal 5: Develop a proactive and comprehensive marketing and communication plan that consistently promotes the College's activities to all stakeholders, the university community, and the wider public.

### **Strategic Goals in International Education**

The University often references the global reach of the Gator Nation. As a part of the UF academic community, our College has often been noted for its commitments to international education and research. It is critical we reinforce existing efforts and expand our position as global citizens within the international community of scholars and practitioners.

Goal 1: Ensure that all interested students and faculty have the opportunity to participate in international travel, educational and research experiences.

Goal 2: Grow the financial support for international travel and education available to students and faculty.

Goal 3: Establish consistent linkages with international institutions and increase resources for increased recruitment, retention and graduation of international students at all levels and disciplines.

Goal 4: Increase student engagement with the international academic community by bringing guest professors and scholars to the College, thereby promoting non-travel based international experience for DCP faculty, staff and students.

Goal 5: Encourage future faculty hires that support the international interests and diversity of the College and University.



### **Strategic Goals in Sustainability**

It is well understood that the future development and design of our built and natural environments will play an instrumental role in forming and reinforcing the environmental, social and economic health of our communities, cities, nations, and ultimately, the planet. Our College is uniquely positioned to be a leader in providing a clear, positive and ethically sound direction to the underlying issues of why, what and how we build.

Goal 1: Ensure that the College, its faculty and its students actively support ethical conduct and stewardship at all scales of development and geography.

Goal 2: Expand the present interdisciplinary and collaborative problem-solving initiatives regarding the full scope of sustainable development.

Goal 3: Reinforce curricular structures that are forward-looking and actively address discipline-specific and shared sustainability ~~ethical~~ concerns of the built and natural environments.

Goal 4: Engage industry, government, and non-profits as partners in advancing pedagogical and research strategies