

KSA STRATEGIC PLAN

October 10, 2012

*Document based on KSA Performance Plan (WI 2010),
KSA Task Force Reports (SP 2011), CoE Strategic Plan (SU & AU 2011),
KSA faculty meetings (WI & SP 2012), and faculty edits (AU 2012).
Approved by faculty, October 10, 2012*

SCHOOL OVERVIEW

Mission

Achieve and maintain internationally recognized excellence in education, scholarship and creative activity; shape and serve the professions of architecture, landscape architecture, and city and regional planning; contribute to the intellectual and creative purposes of the College and University; and promote and influence the quality of design and planning locally and globally.

Vision

To become a pre-eminent school of architecture, landscape architecture, and planning, the Austin E. Knowlton School of Architecture will adapt to a world marked by interconnectivity, volatility, and scarcity. The University Strategic Plan has outlined the cumulative effects of these factors according to three discovery themes and has charged academic units with their address: food production and security, energy and the environment, and health and wellness. In meeting this challenge, the Knowlton School of Architecture embraces the University's legacy of utilitarian address and cultural engagement. The School deploys design and planning as the critical interface between technique and theory, combining technical expertise with conceptual breadth to create alternatives to outmoded conventions.

Goals

Teaching and Learning

- Provide an experiential, interdisciplinary, and global focus for educational programs.
- Improve student support services, recruiting, and diversity.

Research and Innovation

- Enhance and promote faculty research.
- Augment KSA research through professors of practice and emerging professionals.
- Participate in interdisciplinary research opportunities within KSA, College and University.
- Recruit faculty who align with KSA, College, and University goals.
- Improve diversity recruitment and retention.
- Clarify promotion and tenure procedures.

Outreach and Engagement

- Promote public and private sector relationships to support service learning and research.
- Enhance alumni and professional outreach.
- Develop student and staff participation in K-12 outreach.
- Use targeted marketing and a message of eminence to elevate KSA reputation and ranking.

Operating and financial soundness and simplicity

- Optimize internal operations.
- Diversify fiscal resources.
- Maintain and improve Knowlton Hall.

STRATEGIC SCAN

Context

University Strategic Plan. The University Strategic Plan has defined the challenges posed by today's world in terms of three discovery goals: food security and production, energy and the environment, and health and wellness. All three goals are within the teaching and research interests of the School and present unique opportunities for the Knowlton School of Architecture in the College of Engineering.

Ohio Economic Development. Ohio's economic development interests in advanced materials, energy technologies, manufacturing, and transportation align well with the College, while the School is uniquely poised to analyze best practices and project future applications for the College and the University.

Globalization. Cultural breadth and technical expertise are required in a global marketplace.

Diversity. The percentage of minorities in the design and planning professions has not significantly increased in the past twenty-five years.

Economic turmoil. The US has yet to recover from a deep recession that has had significant consequences for the professions of architecture, landscape architecture, and planning.

National reputation. Planetizen ranked the KSA planning program as 5th in the Midwest and 21st in the country in 2012. Design Intelligence ranked the KSA landscape architecture undergraduate program as 7th in the nation in 2012, but did not rank the graduate program (only the top fifteen programs are ranked.) Design Intelligence reported that 81% of KSA architecture graduate students graded their education as "excellent" but did not rank the graduate or undergraduate architecture programs (only the top ten are ranked regionally and the top twenty nationally.)

Weaknesses to be addressed

Scholarly reputation. Our educational, scholarly, and creative accomplishments are substantial, but we have yet to achieve commensurate national and international recognition.

Perception of a design education. Our students are uniquely trained to analyze a range of information, synthesize this information in creative proposals, and present these proposals to a broad public. The School must capitalize on business and industry's recognition of design education as essential training for the global market.

Established strengths and recent successes

Educational innovation. KSA's curricula embody experiential learning, combining conceptual breadth and technical expertise in creating propositions that address real world problems. Its particular qualities are threefold: it is active, shifting students' education from reception to engagement; it is interdisciplinary, calling upon the humanities, the sciences, and the arts; and it is collaborative, relying upon the productive exchange of faculty and students. The design studio's unique potentials have lead business and industry to adopt it as a pedagogical model.

Faculty Investment. The School has recently hired new leadership for planning, and will make crucial hires in FY 2013 to strengthen landscape architecture, the planning undergraduate program, and architecture's digital fabrication capabilities.

Leading Publications. In addition to published research in other venues, KSA faculty edit and contribute to leading publications in their disciplines: the *Baumer and Glimcher Source Books*, a series of case studies of seminal contemporary architecture and landscape architectural design; *Praxis*, the principal architectural journal devoted to current theory and building; and the *Journal of Planning Literature*, the recognized source for review articles and abstracts of recent literature in city and regional planning.

Current Faculty Achievement. Faculty have strengths in sustainable building, landscape, and infrastructure practices, as well as housing and planning at all scales. This in combination with the faculty's strengths in design, information visualization, and history and theory, give strength and depth to the School's contributions to goals of the University Strategic Plan.

Prestigious Visiting Faculty. Through the Baumer, Trott and Glimcher Professorships, the LeFevre Fellowship, and the KSA Lecture series, our students are exposed to and study with the top emerging practitioners and established master practitioners, insuring that a KSA education is informed by contemporary ideas and practices.

Abroad Programs. Over the past four years, the School has offered study abroad programs on five continents. One quarter of all KSA students participate in these programs, and have traveled to locations including Brazil, Belize, Finland, Holland, Germany, Italy, South Korea, Thailand, China, and Ghana. In addition, each year the School provides Research Travel Awards that support student international travel and research.

Real World Applications. KSA students played a leading role in the OSU entries to the US Department of Energy's Solar Decathlon, placing 10th in 2009 and 5th in 2011. KSA faculty and students, with support from the International Poverty Solutions Collaborative, have made a multi-year commitment to Columbus' Weinland Park neighborhood, applying design-based research methodologies to address nutrition, food production, employment, housing, and land use issues. In rural Ghana, KSA students are working in concert with the Sustainable Change Program are providing solutions to pressing problems of housing, energy, health care, sanitation, and agriculture.

Professional Development. Through internships, alumni networks, and placement services, KSA assists students' professional development. Examples include the Cannon Design Internships Program, which provides summer internships to architecture students in Washington DC and Shanghai, and planning's Internship Program, which provides three-quarters of all masters students with two-year internships in the public, nonprofit, and private sectors.

Alumni Successes. Architecture, landscape, and planning undergraduates are admitted to prestigious Ivy League and public university programs, while recent graduate students in these disciplines are now at work in prestigious national and international firms such as NBBJ, Snohetta, Diller Scofidio, Pelli Clark Pelli, Landworks Studio, and SOM. Planning undergraduates have continued with well-ranked masters programs and professional careers. MCRP graduates work in counties, cities, and towns throughout Ohio and the U.S., while PhD Students have gone on to tenure track positions at national and international public universities.

Unmatched Facilities. Knowlton Hall has been awarded ten national, regional and local awards since its completion in the autumn of 2004. Knowlton has outstanding library, computer, shop, studio, and classroom facilities as well as its own café. Its design reinforces the School's pedagogy, attracts the best students and faculty, and gains the School national recognition.

Enrollment Growth. Total credit hours generated by KSA programs have increased by more than a third since 2008.

Budget Stability. The School has met its operating budget for the last three years and has a three-year plan to eliminate its operating deficit through increased enrollments.

Advancement. The School has reorganized its advancement team and has embarked on an ambitious program of donor and alumni outreach through electronic and print communication, a reformatted website, a revitalized Office Associates program, and proposed endowments for faculty chairs, student scholarships, and exceptional educational programs.

TEACHING AND LEARNING

The Knowlton School of Architecture's four Teaching and Learning strategies provide graduates with the technical facility and conceptual breadth to engage the world. Our experiential, interdisciplinary and global emphases combined with improved student services and recruitment will be central to our contribution to the University's Learning Goal, "To provide an unsurpassed, student-centered learning experience led by engaged, world-class faculty and enhanced by a globally diverse student body."

A. Provide an experiential, interdisciplinary and global focus for our educational programs.

Key Initiatives

1. Leverage KSA as 'One School' within College
Focus Areas
 Interdisciplinary offerings for School and College: seminars, studios, workshops, undergrad sustainability minor, and grad urban design minor
Funding
 Support for course preparation
2. Build on study abroad successes
Focus Areas
 Formalize structure, scheduling, and funding; May term opportunities; coordinate with OIA and College Global Studies Office (GSO)
Funding
 Endowment for travelling studio; endowment for travelling scholarships
3. Provide exceptional educational experiences
Focus Areas
 KSA lecture series, symposia, Banvard exhibits, all school competitions, charrettes, "Pritzker Prize" for landscape architects, student publications
Funding
 Lecture series endowment; gallery fund and curator endowments; symposia endowment; student competition endowment; "Pritzker" endowment, (see Outreach and Engagement D1 for student publication funding)
4. Develop GE courses and minors that expand the audience for our disciplines
Focus Areas
 Sustainability, information visualization, urban studies, undergraduate and graduate disciplinary minors
Funding
 Support for course preparation, additional auxiliary faculty / GTA's
5. Develop online educational content to support traditional educational experience and initiate new pedagogical strategies
Focus Areas
 Digital library, KSA Community website
Funding
 See Operating and Financial Soundness and Simplicity, C.3

B. Improve student support services

Key Initiatives

1. Reorganize and expand KSA Student Services to enhance recruitment, advising, and career services, and coordinate with College
 - Focus Areas*
Student Services Manager
 - Funding*
FY13 Budget Request
2. Strengthen participation in KSA student organizations to increase engagement and networking
 - Focus Areas*
Assigned staff member to coordinate student groups (AIAS, SCASLA, CRPSA, Servitecture, etc.)
 - Funding*
Endowment for student events
3. Formalize schedule of all-school events
 - Focus Areas*
Welcome Back and Final Friday's each semester, Career Day, Commencement Brunch, Awards Day, competitions and charrettes
 - Funding*
Endowment for School events
4. Strengthen KSA Honors and Scholars programs
 - Focus Areas*
Honors with Scholars event integration, special events for Honors targeting first year students, dedicated staff
 - Funding*
Endowment for honors and scholars events

C. Enhance student recruiting

Key Initiatives

1. Meet enrollment goals for each program
 - Focus Areas*
Develop target enrollments that match program and Knowlton Hall capacities
 - Funding*
na
2. Improve materials and events
 - Focus Areas*
Printed and web recruitment materials, updated mailing lists, off-campus recruitment travel for staff, open houses
 - Funding*
See Outreach and Engagement, D1
3. Improve undergraduate financial support
 - Focus Areas*
Four undergraduate scholarships per section to retain the best freshman undergrads
 - Funding*
Endowment

4. Improve graduate financial support

Focus Areas

University Fellowship Acceptance rate, Office Associateships, University support for planning internship tuition waivers, PhD scholarships

Funding

Endowment

D. Increase the cultural and economic diversity of the student body

Key Initiatives

1. Increase enrollment of underrepresented minorities

Focus Areas

Minority high schools and colleges, and OSU branch campuses and minority student organizations, Graduate Enrichment Fellowships

Funding

Endowment

2. Increase enrollment of women

Focus Areas

Freshman undergraduate and entering graduate financial aid offers

Funding

Endowment

3. Increase first generation and STEM student recruits

Focus Areas

KSA Summer Workshops for high school students interested in design

Funding

Endowment

RESEARCH AND INNOVATION

KSA research and innovation strategies link University Discovery Goals with present KSA strengths. Energy and the environment links with sustainable building, landscape, and infrastructure¹ practices. Food production and security links with infrastructure and productive landscapes. Health and wellness links to all of the above as well as planning at all scales and urban housing. In addition, the College's strength in advanced materials links with KSA's strength in digital fabrication. Finally, KSA's strengths in design, information visualization, and history and theory give depth and breadth to KSA's contributions.

A. Enhance and promote faculty research and innovation activities

Key Initiatives

1. Host national and international symposia and research conferences

Focus Areas

Administrative support within School and University

Funding

Symposia endowment

2. Increase KSA support for faculty research

¹ Infrastructure refers physical networks of transportation, energy, water management, communications, solid waste, and earth monitoring.

Focus Areas

KSA faculty research awards

Funding

Endowment for faculty research awards including travel, research assistants, and publication support

3. Support faculty grant proposal submissions

Focus Areas

College and University proposal writing resources, release time for major grant proposals, library support

Funding

na

4. Promote faculty achievement

Focus Areas

Enhanced communication and marketing

Funding

See Outreach and Engagement, D2

B. Augment KSA research through professors of practice and emerging professionals

Key Initiatives

1. Endow three distinguished visiting professors

Focus Areas

Architecture, Landscape Architecture, City and Regional Planning

Funding

Endowment for three positions

2. Endow three professors of practice

Focus Areas

Architecture, Landscape Architecture, City and Regional Planning

Funding

Endowment for three positions

3. Endow three emerging professional teaching fellowships

Focus Areas

Architecture, Landscape Architecture, City and Regional Planning

Funding

Endowment for three positions

4. Endow Director, and Architecture and Planning Section Head positions

Focus Areas

Architecture and City and Regional Planning

Funding

Directorship endowed; section heads endowed

C. Participate in interdisciplinary research opportunities within KSA, College and University

Key Initiatives

1. Encourage interdisciplinary research, particularly with CEG, FABE, MSE, MAE, ISE²
Focus Areas
 Sustainability, infrastructure, productive landscapes, digital fabrication, information visualization
Funding
 See A.2
2. Pursue joint faculty hires, particularly with CEG, FABE, MSE, MAE, ISE
Focus Areas
 Sustainability, infrastructure, productive landscapes, digital fabrication, information visualization
Funding
 na

D. Recruit faculty who align with KSA, College, and University goals

Key Initiatives

1. Determine number and nature of tenure and non-tenure faculty to balance enrollment, accreditation, retirements, and research aspirations
Focus Areas
 Determine expected faculty mix by FY-14
Funding
 na
2. Hire to KSA and University goals
Focus Areas
 FY 2014: Landscape Section Head and two landscape professors in ecological urbanism; two planning clinical professors in sustainability and infrastructure; architecture joint hire with MSE in digital fabrication
 FY 2015: landscape targeted hire; landscape architecture clinical hire
 FY16 and beyond: tbd based on D1, curricular needs and strategic goals
Funding
 na

E. Improve diversity recruitment and retention

Key Initiatives

1. Encourage diversity recruitment in all searches
Focus Areas
 KSA guidelines, College and University recruitment support
Funding
 na
2. Expand early identification of promising diversity scholars at the graduate level
Focus Areas
 Peer institutions, NOMA, POCIG, ACSP interest groups
Funding
 na
3. Improve faculty retention

² Acronyms refer to Civil Environmental and Geodetic Engineering, Food Agricultural and Biological Engineering, Material Sciences and Engineering, Mechanical and Aerospace Engineering, and Integrated Systems Engineering.

Focus Areas

OSU faculty best practices; College retention program

Funding

na

F. Clarify promotion and tenure procedures*Key Initiatives*

1. Clarify annual evaluation and promotion and tenure criteria and coordinate with College

Focus Areas

Standardized criteria that recognize individual disciplines and areas of specialization

Funding

na

2. Formalize mentoring procedures

Focus Areas

POA, APT, annual reviews

Funding

na

3. Expand criteria for promotion to full professor

Focus Areas

APT research, teaching, and service criteria

Funding

na

OUTREACH AND ENGAGEMENT

Our goals in Teaching and Learning and Research and Innovation are interdependent with partners and constituents outside the University. To mobilize knowledge as practice and engage society in the excitement of our disciplines, we will build fruitful relationships as outlined below. We will coordinate our efforts with the College to sustain and build partnerships.

A. Promote public and private sector relationships to support service learning and create new research opportunities*Key Initiatives*

1. Support KSA service learning initiatives at local, national, and international levels

Focus Areas

Weinland Park, Columbus Neighborhood Design Center, Habitat for Humanity, Ghana

Sustainable Change Program, Sustainable Futures in Linden Village, International Workshop on Urban Landscapes

Funding

Endowment for community outreach studio

2. Identify sponsorship for research opportunities in specific research areas

Focus Areas

Sustainability, infrastructure, productive landscapes, digital fabrication, information visualization

Funding

See Research and Innovation, A2

B. Alumni and professional outreach

Key Initiatives

1. Coordinate student professional development with KSA Alumni Society
Focus Areas
 Career Day, open office visits
Funding
 na
2. Offer workshops and seminars staffed by local alumni and professionals
Focus Areas
 Digital technologies, sustainable design
Funding
 na
3. Provide continuing education credits for KSA events
Focus Areas
 Baumer lecture series
Funding
 na
4. Seek partnerships student charrettes that include nationally prominent practitioners
Focus Areas
 One charrette per semester that rotates between disciplines
Funding
 Endowment
5. Encourage faculty professional engagement
Focus Areas
 Professional societies, development commissions, academic organizations, University and community design review boards
Funding
 See Research and Innovation, A2.

C. Promote student and staff participation in K-12 outreach to increase student diversity and attract central Ohio K-12 STEM talent.

Key Initiatives

1. Coordinate KSA Summer activities with local practitioners and the College
Focus Areas
 Camp Architecture, Planners Day in School, landscape workshops, Columbus Metro School
Funding
 See Teaching and Learning, D3
2. Formalize and expand communication with Ohio K-12 STEM schools, COSI, and Columbus Metro School
Focus Areas
 High school guidance counselors communication & Knowlton Hall visits
Funding
 See D1

D. Use targeted marketing and a message of eminence to elevate KSA reputation and ranking.*Key Initiatives*

1. Develop KSA strategic communications plan
Focus Areas
 Formalize and coordinate message for printed, email, website, digital library, and social media
Funding
 Endowment for publications and publication coordinator
2. Promote KSA achievements
Focus Areas
 Faculty and student accomplishments, lecture series, gallery exhibitions, symposia, conferences, competitions, visiting faculty, creative collaborations
Funding
 See D1 above
3. Target communications plan to specific constituency groups
Focus Areas
 University, alumni, professionals, donors, academics, prospective students
Funding
 See D1 above
4. Increase KSA alumni outreach events outside Ohio
Focus Areas
 Professional meetings, and cities with concentration of KSA alumni
Funding
 Endowment

OPERATING AND FINANCIAL SOUNDNESS AND SIMPLICITY

Three supporting strategies will provide operational and administrative efficiencies and the physical facility that enable the achievement of our other Key Initiatives.

A. Optimize the operation of internal administrative support processes.*Key Initiatives*

1. Clarify staff organizational structure and reporting lines.
Funding
 na
2. Institute quarterly fiscal reports.
Funding
 na
3. Coordinate IT support with College.
Funding
 na
4. Institute staff professional development policy and funding.
Funding
 Endowment

B. Diversify fiscal resources through an enhanced development effort.*Key Initiatives*

1. Establish and achieve KSA annual goals in cooperation with College and University Development
Focus Area
 above (all)
Funding
 Total fundraising goals listed above
2. Achieve budget rebasing with increased enrollments to achieve balanced operating budget
Focus Area
 Balanced budget by FY15
Funding
 Seek increase in permanent budget allocation

C. Develop program for Knowlton Hall maintenance and improvement*Key Initiatives*

1. Establish program of building maintenance
Focus Areas
 Studio and lounge furniture; window washing; building commissioning; roof garden ivy mesh
Funding
 Building and furniture endowment
2. Increase fabrication lab capabilities
Focus Areas
 fabrication lab equipment and coordinator
Funding
 Fabrication lab coordinator endowment; Equipment endowment
3. Increase digital resources for teaching
Focus Areas
 studio, classroom, and study abroad
Funding
 Equipment endowment
4. Optimize building revenues
Focus Areas
 Café, liquor license; rental policies elsewhere on campus
Funding
 na
5. Expand lecture hall options
Focus Areas
 Main stair IT and curtain additions
Funding
 Joint funding KSA & College