



**K-State 2025 Strategic Action and Alignment Plan**  
**College or Major Unit: Architecture, Planning and Design**  
**Department: Architecture**

**1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?**

The Department of Architecture’s mission is to be a vibrant design community educating students to become leading design professionals effecting positive change in the world.

The Department of Architecture’s vision is to be a nationally recognized architecture program pursuing excellence in professional practice, design process, research, and service learning.

In contributing to these aspirations of Kansas State University’s 2025 goals the Department of Architecture commits to:

- **Seek and Reward excellence in teaching, research and scholarly and creative activities**
- Facilitate recognition of faculty and student endeavors.
- Prepare students for architectural practice as well as non-traditional careers.
- Promote intellectual and cultural diversity.
- **Provide multiple, relevant and diverse learning opportunities.**
- Encourage interdisciplinary collaboration.
- Practice and support service learning, advocacy and collaboration.
- Provide multiple opportunities for professional engagement.
- Provide alternative points of entry to the Master of Architecture degree.
- **Provide opportunities for student engagement in design make and research activities.**
- Practice and promote multiple modes of inquiry, including inquiry by design.
- Provide infrastructure for support of design make research.
- Advocate for the latest technologies in computer, software and fabrication equipment.
- Support college efforts to secure adequate and appropriate funding.

**2. What are your Department’s key strategic activities and outcomes?**

**3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)**

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
<b>Theme 1 - Research, Scholarly and Creative Activities and Discovery</b>			
1.A Seek and Reward excellence in research and scholarly and creative activities (O1, O4)	1.A.1 Develop infrastructure supporting research, scholarly and creative activities. Establish baseline of current department activities. Develop support for establishing sponsored studios, digital fabrication research, building performance research with design firms and other sources in accordance to	1.A.1 Infrastructure in place providing information and support on research, scholarly and creative work including funding opportunities and interdisciplinary collaborations [O4, O1]	1.A.1 Infrastructure provides increase of activity and funding over baseline
1.A.1 Engage in a wide range of research, scholarly and creative activities, including design.			

	faculty interests. Promote design competitions [O4.5]		
1.B. Facilitate recognition of faculty and student RSCAD endeavors (O4, C4)  1.B.1 Submit research scholarly and creative work for review and publication or dissemination	1.B.1 Develop infrastructure to distribute information and funding support for faculty engagement in dissemination of research, scholarly and creative products [O4.4, O4.3]	1.B.1 Increased dissemination of faculty and student work in scholarship, creative activity and research. Provide consistent funding support for new faculty development in RSCAD [O4.4]	1.B.1 Increase in the number of faculty and students recognized by peers for excellence in research, scholarly and creative work. Recognition as a leader in contributing to the discipline of architecture and architectural education [O4, C4, C2]
<b>Theme 2 - Undergraduate Educational Experience</b>			
2.A Encourage and reward broadminded and critical thinking (O1)  2.A.1 Work with other departments to develop cross-disciplinary opportunities (C1)	2.A.1 Identify current collaborative activities and potential activities inside and outside the college. Identify potential on-line courses. Encourage student participation in college foreign study programs [C1.6]	2.A.1 Offer jointly taught and/or offered courses including cross-curricular courses and on-line courses [C3.4]	2.A.1 Increase in the number of offerings jointly taught and/or offered core and elective courses including on-line courses
2.B Prepare students for architectural practice as well as non-traditional careers (T3-N)  2.B.1 Prepare students to enter an evolving professional context (V1, C2)  2.B.2 Work with colleagues in the college to develop a non-professional design major (V2, C1)  2.B.3 Facilitate curricular integration across subject areas including relationship of core courses in technology to design studio sequence (C1)	2.B.1 Work with Architecture Professional Advisory Board and American Institute of Architecture to assess changes in the practice environment. Strategies developed for alignment [C1.6]  2.B.2 With the college, support the formation of an interdisciplinary committee to develop a proposal (protocols, curriculum, market study, resource implications, etc.) for a non-professional environmental design degree [C3.4]  2.B.3 Support existing technology curriculum task force to assess current learning objectives in the curriculum and provide recommendations [V3.3]	2.B.1 Curriculum accessed and refined in response to changes in the professional environment C3, V1]  2.B.2 Seek approval for a new degree / recruit students / implement [C1.6, C3.4]  2.B.3 Recommendations of faculty on alignment and curricular placement of learning objectives implemented	2.B.1 Recognized leader in providing a relevant professional education to changing architectural practice [T3-N]  2.B.2 New degree in place [C3.4]  2.B.3 Alignment and curricular placement of common learning strategies accessed to keep pace with changes in practice and technology [T6-K]
<b>Theme 3 - Graduate Scholarly Experience</b>			
3.A Promote intellectual and cultural diversity through student opportunities (C1)  3.A.1 Develop opportunities for individuals with degrees in other fields or previous design education to pursue the MARCH	3.A.1 Develop a proposal (define: entry requirements, curriculum, market potential, resource requirements, etc.). Begin marketing program [V2.4]	3.A.1 Admit first students. Refine the curriculum and entry requirements. Secure resources for additional faculty as required [V2.4, C4.6]	3.A.1 Enrollment of 12-15 students per year matriculating in alternative MARCH path. New faculty hired with additional resources

degree (V2)			
3.B Provide multiple, relevant & diverse learning opportunities (V5)  3.B.1 Develop opportunities for students to engage in non-traditional learning experiences, such as design-build projects and research projects (T4)  3.B.2 Expand areas of inquiry open to students in Master of Science in Architecture (O4)	3.B.1 Support existing design-build studio(s) in fifth year. Continue to develop infrastructure departmentally and in collaboration with college to support faculty and students. Pilot a studio doing design-build with a research focus [V5.2, V5.3]  3.B.2 Review areas of expertise available on the faculty and in the professional community. Access resources available and develop strategies to balance faculty teaching loads. Establish baseline. Begin marketing program [T5-F, V2.4]	3.B.1 Formal infrastructure in place at department and college level. Seek funding for design-build and research studios and/or projects through grants or partnerships with design firms [V5.2]  3.B.2 Students admitted to work with specific faculty in their area of expertise (some as graduate research assistants). Faculty rewarded for work with MS students [V2.4, T3-D]	3.B.1 Students have options to engage in design-build or design build research studios and/or projects [T3-I]  3.B.2 Offer a wider range of options to graduate students and increase enrollment 50% over baseline
<b>Theme 4 - Engagement, Extension, Outreach and Service</b>			
4.A Practice and support service-learning, advocacy and collaboration (O2, O3)  4.A.1 Engage in studio projects that can enlighten Kansas communities (T4)	4.A.1 Continue support of current service-learning studios and projects. Develop protocols, and infrastructure for service-learning efforts. Kansas City Design Center is an active part of program [O2.1, O3.1]	4.A.1 Infrastructure in place for faculty and student support of service-learning studios and projects. Seek external funding for projects [V2.4]	4.A.1 Students have opportunities to engage in service-learning studios and/or projects. Program recognized as a leader in service-learning
4.B.1 Encourage faculty and student involvement with professional organizations  4.B.2 Provide opportunities for practicing professionals to contribute to the educational experience (guest lecturers / critics / instructors) (O1)	4.B.1 Subsidize the costs of participation in professional organizations for faculty. Support and encourage student participation in the American Institute of Architecture Students and other organizations such as National Organization of Minority Architects [O1.1]  4.B.2 Support existing design studio partnerships with architectural firms. Broaden the pool of practitioners contributing to the curriculum	4.B.1 Recognize and reward leadership in professional organizations. Student chapters of professional organizations are an active part of the student experience  4.B.2 Seek funded sponsorships of design studio partnerships. Broaden participation beyond the region using on-line resources [V5.2]	4.B.1 Partnered with professional organizations on issues of mutual concern. K-State architecture is a leader in faculty and student engagement with professional organizations  4.B.2 Recognized leader in professional engagement
<b>Theme 5 - Faculty and Staff</b>			
5.A Seek and reward excellence in teaching, research, and service (C4)  5.A.1 Develop programs, such as mentoring, to help faculty members grow and advance (T5)  5.B Encourage collaboration and collegiality	5.A.1 Access and Investigate ways of strengthening existing mentoring programs. Identify current teaching, service and RSCAD strengths of faculty [C4.2, C4.4]  5.B.2 Access current interests of faculty	5.A.1 Developed strategies supporting faculty and staff in achieving excellence in teaching, service and RSCAD. Means developed to reward excellence [O4.2, C6.2, C6.3]  5.B.2 Collaborative engagement is part	5.A.1 Faculty recognized for excellence through awards and leadership [C6.3]  5.B.2 Opportunities for team-teaching and collaborative inquiry are supported through funding

	in comparison to other college and university faculty. Provide venues for social interaction	of faculty culture and rewarded	and other incentives
<b>Theme 6 - Facilities and Infrastructure</b>			
6.A Advocate for new and make good use of existing facilities and technologies (V3, V5)	6.A.1 Architecture facility and technology needs are accessed and represented in College facilities planning [I1.3]	6.A.1 Architecture space needs for design-build, fabrication, prototyping, research, teaching and technology are filled. [I1.4, I1.5]	6.A.1 Facilities and technology are recognized for excellence
6.B.1 Participate actively in the development of plans and policies to enhance the quality of the built environment inside and outside the university	6.B.1 Faculty and student contributions and potential for advocating high-quality built environments are identified [I1.5]	6.B.1 Faculty and students contribute design expertise to university community	6.B.1 Faculty and students contributions to the design of high-quality built environments are recognized at the university, city and state level

**4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?**

Several items listed above (2.B.2 & 3.A.1) have the potential to increase the number of students served, and thus will increase tuition revenue.

**4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?**

Funds are needed to enhance faculty opportunities, either through direct support for research, scholarly and creative endeavors, or to provide release time for faculty to pursue these endeavors.

**5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?**

The departmental professional advisory board has started a campaign to provide a faculty development fund to provide supplemental support for faculty efforts.

**6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)**

Linkages to 2025 themes - the matrix is organized by these themes.

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-4 - Number of faculty awards B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-2 - Culture CE-3 - Diversity CE-6 - International CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b></p> <p>T1-3 - # of juried, adjudicated, or externally vetted performances, shows and designs</p> <p>T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-L - Recognized for prominent and productive placement of our graduates</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</p>
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b></p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</p> <p>T2-2 - # and % of undergraduate students completing an experiential learning experience</p>	<p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p>	<p>T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence</p> <p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-K - Superior and diverse faculty recognized for teaching excellence</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint</p>	

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></p> <p>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p>	<p>T3-E - Expectation of excellence for the graduate scholarly experience</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p> <p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-O - World-class reputation as a preferred destination for outstanding graduate students</p>
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b></p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-5 - # of participants involved in community-based research and outreach projects</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p> <p>T4-I - All undergraduate students engaged in at least one engagement /service learning project</p> <p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-P - Recognized as a leader in Engagement reaching both rural and urban communities</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T5 - Faculty and Staff</b></p> <p><b>Theme 5 Metrics:</b></p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-3 - Competitive compensation packages for faculty and staff</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</p>	<p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce</p>	<p>T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p> <p>T5-I - Stable funding available for recruitment and retention of top level faculty and staff</p> <p>T5-J - Optimal number of faculty and staff comparable with our benchmark institutions</p>
<p><b>T6 - Facilities and Infrastructure</b></p>	<p>T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>T6-B - Adequate temporary space to house programs and staff impacted by renovations of existing facilities</p> <p>T6-C - Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration</p>		<p>T6-G - High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students</p> <p>T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators</p>