

College of Architecture, Planning & Landscape Architecture

Strategy Document

Prepared on August 6, 2018



College of Architecture, Planning
& Landscape Architecture

CAPLA Combined Strategy

Our Vision

Building a Changing World

Our Values

Value	Associated (Expected) Behaviors
Emergent Thinking	<ul style="list-style-type: none"> • Create and own transformative ideas • Foster future oriented research, teaching, and outreach • Apply expertise, skills, and knowledge to global challenges • Anticipate new opportunities to expand college reach and impact • Stay among the vanguard
Curiosity	<ul style="list-style-type: none"> • Encourage the spirit of inquiry and delight in learning • Make strategic decisions with an appropriate balance of invention, risk, and probable success • Provide inspirational solutions with impact • Explore the unknown • Apply lessons learned
Design Perspective	<ul style="list-style-type: none"> • Hone our sensibilities in this place that is the Sonoran Desert • Use design thinking methods which are empathetic and consider the well-being of all participants • Leverage studio culture and making environments to enhance student centered learning and applied research • Address the global impacts of the built environment • Demonstrate the value of design and planning in reshaping the world
Interdisciplinarity	<ul style="list-style-type: none"> • Use intellectual diversity as a means to create comprehensive thinking • Create thoughtful, purposeful partnerships • Remove barriers and develop rules of engagement to be applied to interdisciplinary processes • Support cross-institutional, cross-college, and cross-departmental activity • Facilitate inclusive approaches to problem solving
Collaboration	<ul style="list-style-type: none"> • Seek different perspectives, backgrounds, skills, and expertise • Respect the value, skills, and qualities of others • Strive for transparency, engagement, sharing, and divergent thinking • Teach and demonstrate collaborative problem solving skills
Stewardship	<ul style="list-style-type: none"> • Be accountable for our responsibilities and actions • Exhibit professional ethics, competence, and reliability • Treat all members of our community with respect, dignity, and empathy, empowering them to be excellent in their domains • Use resources fairly, ethically, and humanely to achieve goals in the present and to safeguard the future



Our Aspirations

Aspirations, Objectives, and Initiatives

MAKE CAPLA A LEADER IN BUILT ENVIRONMENT INNOVATION

Objective 1: Place the Built Environment grand challenges among the university's highest priorities and increase CAPLA leadership and visibility in the area.

- **Initiative 1:** Raise the awareness at the University of the importance of the entire scope of challenges related to the built environment.
- **Initiative 2:** Leverage the environmental and social challenges that exist in our living laboratory in Tucson and the Sonoran Desert to demonstrate CAPLA knowledge and experience.
- **Initiative 3:** Create a Built Environment network on the UA campus and foster small group faculty engagement on specific issues (e.g., brown-bag, lunches, social hours, etc.).
- **Initiative 4:** Identify opportunities to support larger multi-disciplinary projects get off the ground (e.g., seed funding; administrative support). Encourage faculty to propose research plans and seek funding on the Grand Challenges by strategically investing in proposals with high potential.
- **Initiative 5:** Work with partners (e.g., Institute of the Environment and the Institute for Energy Solutions) to sponsor periodic annual university-wide symposia and global conferences on the built environment at the UA.

Objective 2: Aggressively communicate and leverage our successes beyond the university to expand collaboration and partnership opportunities.

- **Initiative 1:** Create an annual report highlighting CAPLA's teaching and research featuring each faculty member's current work, and provide research available funding on the CAPLA website, disseminated broadly.
- **Initiative 2:** Invest in marketing and PR efforts to systematically communicate our college's work including research, and assess networks to disseminate CAPLA success stories.
- **Initiative 3:** Lead the development of a university journal publication on the built environment topics.
- **Initiative 4:** Provide a physical CAPLA showcase that accommodates current faculty scholarship and research products, especially work on the Grand Challenges.
- **Initiative 5:** Monitor progress and publish a report card on state performance on crucial built environment related sustainability indicators ("the CAPLA index").
- **Initiative 6:** Create a unified lecture series or recurring event (for example, lunchtime, every other Friday, with food, if possible) to bring the multi-disciplinary qualities of the college to the forefront.
- **Initiative 7:** Position CAPLA among the best which includes working professionally with ranking organizations to present our best qualities, our innovations, and our trajectory.

Objective 3: Recruit, retain, and support successful students who can actively contribute to CAPLA and the community, and who will actively contribute to changing the built environment upon graduation.

- **Initiative 1:** Invest in student recruitment with a focus on both diversity and success.
- **Initiative 2:** Conduct market research to compare graduate student offer packages from other peer universities then shape financial aid packages and marketing campaigns to attract diverse and successful graduate students.
- **Initiative 3:** Provide facilities that welcome and support engaged and successful graduate students, especially when they are also research-focused.



- **Initiative 4:** Provide Graduate Teaching Assistant/Graduate Research Assistant CAPLA training and orientations, and optimize the GA/TA experience and effectiveness through exit surveys.
- **Initiative 5:** Provide a full range of support from “first contact to launch” for students to achieve success such as a) student orientation; b) community-building events; and c) job fairs.

Objective 4: Recruit, retain, and support successful faculty and staff who wil actively contribute to the College, the University, and the Community by addressing the challenges of the built environment.

- **Initiative 1:** Invest in and improve faculty and staff recruiting processes to increase selection pools and to attract the diverse and highly-qualified candidates for available positions.
- **Initiative 2:** Hire faculty whose teaching and research interests align with the College goals regarding the challenges of the built environment.

DO TRANSFORMATIONAL RESEARCH

Objective 1: Dramatically increase grant funding and large project grants led by CAPLA faculty.

- **Initiative 1:** Conduct innovative transformational research that will have impact and will differentiate the researcher and distinguish the college.
- **Initiative 2:** Pursue research that drives new funding opportunities.
- **Initiative 3:** Accelerate the pursuit of research projects that are fully interdisciplinary and integrated addressing the grand challenges of the built environment, engaging, among others, materials scientists, business specialists, medical researchers, data technicians, economists, humanists, social scientists, artists, and policy experts.

Objective 2: Increase mechanisms to support and foster the ongoing professional development of our faculty and researchers.

- **Initiative 1:** Improve procedures guiding faculty performance such as a) obtaining external reviews of mentoring and tenure practices, b) clarifying and synchronizing APR, DOE, and P&T guidelines, c) illustrating the range of successful research pathways for tenure-track faculty, d) allocating sufficient DOE time for professional development, and e) holding annual meetings for tenure-eligible faculty with the dean and recently tenured faculty.
- **Initiative 2:** Provide an orientation program for new faculty and faculty research training, as well as development plans, training strategies for faculty consistent with development plans, and an ongoing first-year junior faculty seminar to better support new faculty.
- **Initiative 3:** Support the development of skillsets for new and broader interdisciplinary research projects.
- **Initiative 4:** Create doctoral programs for our college.
- **Initiative 5:** Form research partnerships across campus, with other national and international universities, and with public, private, non-profit, and non-governmental sectors to develop research studies, innovative solutions, and products, and to attract faculty and student talent from around the world.
- **Initiative 6:** Secure a time to be blocked each week reserved for collaborative lunches, lectures, and interdisciplinary meetings.



Objective 3: Align resources to enable quality research by CAPLA faculty.

- **Initiative 1:** Develop strategic principles and a structure for incentivizing and attracting faculty for excellent research, recruitment, and retention (e.g., salary increase on large grants, project seed funding).
- **Initiative 2:** Provide visible research space that accommodates flexibility for various research projects and collaborative activities, experiments, and learning processes, etc.
- **Initiative 3:** Explore any and all options for expanding our resources and investing strategically in research that matches our mission(s) and work with RDI to create a database of Built Environment-related funding opportunities.
- **Initiative 4:** Engage in industry and community research fundraising.
- **Initiative 5:** Communicate transparently regarding resource allocation. Provide transparency on F&A costs/funds distribution (e.g., by issuing a biannual research financing report).
- **Initiative 6:** Provide professional development for research support staff.
- **Initiative 7:** Collect impact-based data from research projects that can be categorically organized and disseminated.
- **Initiative 8:** In support of teaching, make our research (information and information-based systems) accessible college-wide.
- **Initiative 9:** Develop a funding pool and plan for distribution of funding for Graduate Assistant (GA) support for faculty.

CREATE A TRANSFORMATIONAL LEARNING ENVIRONMENT

Objective 1: Create curriculum to address the future needs of built environment professionals.

- **Initiative 1:** Continuously scan the future challenges of the built environment for gaps and opportunities to create new and relevant learning experiences.
- **Initiative 2:** Organize a college-wide conversation about a future-oriented curriculum and degree mix.
- **Initiative 3:** Implement curricular changes necessary to provide an exceptional student experience supporting them for future practice and for the future of the built environment challenges.
- **Initiative 4:** Align student organizations with the mission of serving the challenges of the built environment and the community.

Objective 2: Create infrastructure and facilities to support teaching and collaboration.

- **Initiative 1:** Support and reward teaching with awards and other recognition for all types of faculty, including the dissemination of the work that garnered the awards in each department.
- **Initiative 2:** Build a culture of teaching that will promote and embed pedagogy; instill the value of teaching as an intellectual exercise.
- **Initiative 3:** Increase access to appropriately sized and technologically outfitted learning spaces (classrooms, etc.), and increase space options suited to pedagogical need and innovation.
- **Initiative 4:** Develop and prioritize partnerships that emphasize skills CAPLA wants to build in students (e.g., equity, climate change, migration).
- **Initiative 5:** Develop synergistic and exciting study abroad opportunities for all CAPLA students.
- **Initiative 6:** Provide spaces for small gatherings and informal collaborations.



- **Initiative 7:** Continuously improve CAPLA facilities to effectively demonstrate resilient and sustainable practices.

Objective 3: Strengthen the link between research and teaching/learning.

- **Initiative 1:** Align teaching assignments with research expertise.
- **Initiative 2:** Establish research as a direct student experience in each of the degree programs and include Research/Thesis requirements across all programs/degrees.
- **Initiative 3:** Develop a research literacy program for all CAPLA programs and provide faculty development and mentorship with appropriate assessment milestones.
- **Initiative 4:** Re-evaluate and reform foundational pedagogies for research-focused practices.
- **Initiative 5:** Empower faculty and students with better understanding of the role of IP + Tech Transfer for their work and their careers by leveraging Tech Launch Arizona, coursework and annual workshops.
- **Initiative 6:** Create hybrid degree programs to address the growing need for students, researchers, and professionals to have interdisciplinary skills, and help the industry fill gaps in research.

Objective 4: Cultivate a community of lifelong learners and meaningful interaction with alumni beyond graduation.

- **Initiative 1:** Create meaningful interactive forums between faculty and alumni.
- **Initiative 2:** Create an alumni publication, preferably in print and online (e.g. newsletter, magazine) to highlight work by students, faculty, and alumni and to encourage collaboration and engagement..
- **Initiative 3:** Create formal certificate and accelerated degree opportunities for post-grad professionals to enhance skillsets, link faculty to applied research, and build collaborations.
- **Initiative 4:** Create life-long opportunities for alumni and members of the community to educate and actively engaged in community urban transformation.

Objective 5: Support diversity in teaching modes and support hands-on engagement with the world.

- **Initiative 1:** Provide training permitting the CAPLA community to stay current with diverse and evolving teaching modes (e.g., online and hybrid).
- **Initiative 2:** Recruit and promote to achieve faculty diversity relative to teaching and research goals.
- **Initiative 3:** Create initiatives to support and emphasize making, material, and place-based teaching that is transformational in service of the College mission.
- **Initiative 4:** Teach both the philosophical and technical implications of our tools (analog and digital).
- **Initiative 5:** Include members of diverse backgrounds in committees and task forces.



*EMBRACE OUR LAND GRANT STATUS AS SERVICE TO THE COMMUNITY TO ENRICH
TEACHING, RESEARCH, AND SERVICE IN THE BUILT ENVIRONMENT*

Objective 1: Leverage the Drachmann Institute's reputation and resources for community engagement and focus on community-based applied projects.

- **Initiative 1:** Facilitate a visioning exercise about the future of Drachman; reactivate Drachman as a hub for teaching, providing support and rewarding faculty for teaching and engagement with Drachman. Examine other national models as examples. Consider the creation of an urban center that supports the community with Design Thinking offerings, executive education, project-related research, community research data archiving, and other services. Re-name or re-brand the Drachman to be more representative of its mission.
- **Initiative 2:** Use Drachman as a mechanism to link CAPLA to university "Grand Challenges" and 100% engagement.

Objective 2: Make engagement work a recognized part of CAPLA promotion success.

- **Initiative 1:** Develop workshops for faculty on effective partnership and community-oriented research and learning, including standards for partnering.
- **Initiative 2:** Develop a community engagement faculty mentoring program.
- **Initiative 3:** Review and modify school and college bylaws to prioritize community projects in promotion criteria.

Objective 3: Develop more robust and effective community and global partnerships.

- **Initiative 1:** Regularly reach out to community partners to evaluate and document needs to which CAPLA can contribute.
- **Initiative 2:** Develop an infrastructure that provides administrative, outreach, triage, and negotiation support for all community-related projects.
- **Initiative 3:** Develop an infrastructure that provides administrative, outreach, triage, and negotiation support for all international or study abroad projects.
- **Initiative 4:** Through our teaching, convey the mission of the College to the greater community as a demonstration of deeper understanding: "Building a Changing World."
- **Initiative 5:** Pursue the development of micro-campus as partnering opportunities and as a source of revenue for the college.
- **Initiative 6:** In the spirit of the community extensions, instill in our graduates the value of disseminating their knowledge to the community and the world.
- **Initiative 7:** Explore the feasibility for the development and implementation of collaborative programs with international partners (i.e. heritage conservation, design build, etc.)



MAKE CAPLA A LEADER IN INCLUSIVE EXCELLENCE

Objective 1: Recruit, support, and retain successful students who reflect the future of Arizona and the communities we serve.

- **Initiative 1:** Recruit continuously diverse students.
- **Initiative 2:** Emphasize recruitment in under-served Arizona populations, in part by leveraging new HSI status.
- **Initiative 3:** Provide new student, faculty, and staff orientations that introduce students to the CAPLA culture of diversity and inclusiveness.
- **Initiative 4:** Embrace Hispanic Serving Institution status

Objective 2: Reinforce an inclusive and respectful environment where all faculty, administrators, staff, students, and outside partners contribute to CAPLA's success.

- **Initiative 1:** Include diversity and inclusiveness in leadership, goals, and values.
- **Initiative 2:** Embed diversity in human resources, student affairs, and services.
- **Initiative 3:** Support and re-invest in staff through professional development opportunities.
- **Initiative 4:** Recruit and promote to achieve faculty diversity.
- **Initiative 5:** Acknowledge the history of diverse groups and their contributions in different disciplines within CAPLA.
- **Initiative 6:** Develop new projects and initiatives to include more diverse groups in the community.

Objective 3: Prioritize wellbeing, equity, and diversity as a central tenant of CAPLA culture in all our activities.

- **Initiative 1:** Continuously benchmark with our peer institutions seeking opportunities to improve practices and culture.
- **Initiative 2:** Conduct cultural competency training offered at least once annually, in coordination with all college meetings at the beginning of each semester.
- **Initiative 3:** Include diversity and inclusiveness in marketing and promotional materials.
- **Initiative 4:** Complete data collection and assessment moving toward diversity and inclusiveness goals.
- **Initiative 5:** Fund diversity and inclusiveness initiatives.
- **Initiative 6:** Ensure physical spaces are inclusive.