Strategic Plan
SCHOOL OF ARCHITECTURE, PLANNING AND PRESERVATION

Vision
adopted 5/2008

Our vision is to advance the leadership and effectiveness of the professions responsible for designing, planning, developing and preserving the health and integrity of the physical environment, so that we may together more consciously and systematically conceive of, and realize, a more appealing, safe, just, enlightened and sustainable world.

Mission Statement
adopted 5/2008

The School’s mission is to educate Architects, Planners, Preservationists, Developers, and the many allied stakeholders whose work and scholarship focuses on the quality of the built environment and promotes social justice, cultural value, resource conservation, and economic opportunity. We take advantage of our unique location – in a region that features the nation’s capital and the post-industrial City of Baltimore, and links the Appalachian Mountains to the Atlantic Ocean while surrounding the Chesapeake Bay. Maryland’s opportunities and challenges are found in its diverse communities, explosive growth and extensive historic resources. Our faculty, students and alumni collaboratively advance their vision and commitment through research, teaching, colloquia, writing, creative design, planning, policy formation, and professional work. Our mission is historically rooted in our land grant mandate and enhanced by our regional and international activities.

Objectives
adopted 5/2008

The Mission will be addressed by specific initiatives in the following broad categories and their priorities are indicated by the typeface use of bold (highest priority), regular (medium priority) and italicized (lower priority).

I. STUDENTS
   1.1  Recruit higher quality and more diverse student body through
        a)  Effective and innovative recruiting
        b)  Expanding financial support for qualified students

II. FACULTY
   2.1  Strengthen and Expand faculty
   2.2  Develop and expand funded research, scholarship and creative work
   2.3  Develop priorities for Community Service

III. EXTERNAL RELATIONS
   3.1  Nurture effective relationships with our
        a)  Alumni
        b)  Academic peers
        c)  Professional constituents
3.2 Establish a clear and effective School Identity
   a) Expanding Scope of Geographic Reach (regional/national/international)
   b) Conveying Signature Programs/Pedagogy/Projects
   c) Discovering and embracing key words and phrases to capture the stature and status aspirations of the School and its programs
3.3 Establish Communication that promotes the School’s Identity
   a) Web Site
   b) Print Material
   c) Publications
3.4 Build upon our Lecture Series, Exhibits, and Symposia, etc.

IV. EDUCATIONAL MILIEU
4.1 Improve teaching by
   a) Expanding critical and creative thinking
   b) Educating professionals for competitive roles in their disciplines
   c) Engaging studio, case study and applied learning
4.2 Promote interdisciplinary and collaborative projects
4.3 Provide significant, beneficial impacts to communities in regional, national and international settings through studios, internships, and other special projects
4.4 Provide state-of-the-art professional development and education through special conferences, continuing education, and certificate programs
4.5 Continue to strengthen newer programs (HISP, PH.D, Real Estate)
4.6 Salons and other for MAPP culture building
4.7 IT Innovations

V. Study Feasibility and Accept or Reject NEW PROGRAMS OR INITIATIVES
5.1 ENDP (New Undergraduate Program: Environmental Design and Planning)
5.2 Masters of Professional Studies in Practice Leadership/Management
5.3 MS in Urban Design, Urban Design in MCP
5.4 Other Joint Degrees and Certificate Programs

VI. SUPPORT and ORGANIZATIONAL INFRASTRUCTURE
6.1 Expand and improve our facilities and their utilization by School
6.2 Media Infrastructure Support (especially new VC/MC Center)
6.3 Refine or Revise our management structure and administrative procedures for maximum efficiency and effectiveness
6.4 Address College Department vs. School/Programs issues
## MAPP ACTION PLAN

### Implementation Timeline

| Strategic Objective | Action Item | Fall | Fall | Spring | Spring | Spring | SUMMER | Fall | Spring | Spring | Spring | Fall | Spring | 2008-9 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------------------|-------------|------|------|--------|--------|--------|--------|-------|--------|--------|--------|-------|--------|--------|--------|--------|--------|--------|--------|
| **STUDENTS**        |             |      |      |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 1.1.a Improve Recruiting | Develop 5yr plan |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 1.1.b Expand $ Support | Raise $2,000,000 |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 2. FACULTY          |             |      |      |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 2.1 Strengthen & Expand | Replace to Fill Gaps |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 2.2 Develop $ for R,3,CP | Sustainability RC |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 2.3 Community Service | Develop Policies |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 3. EXTERNAL RELATIONS |             |      |      |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 3.1 Nurture Relationships | Alumni |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 3.2 Develop School Identity | Expand Geography |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 3.3 Improve Communication | WEB Site |       |       |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |
| 3.4 Build Lectures, Exhibits, etc |         |      |      |        |        |        |        |       |        |        |        |       |        |        |        |        |        |        |        |

**Assigned TO:**
- Directors
- MA, CMB, JG
- CBW, CMB, RE?
- JG
- GR, JG
- GR, JJ
- GR, JJ
- GR, JW, BDW
- GR, JJ
- MM & BD
- JJ, GR & Directors
- GR, JJ, BB, RB alumni
- JC, MT, DL, MM
- same
- IF, JG, VB, MS
- JG, JW
- MS, BK, MA, RE
- JG
- JJ & Directors
- CMB, JG
- JG, Directors
- JG, Dean & Directors
- JG, Direction
- JG, Dean & Directors
- JG, Dean & Directors
- JG, Dean & Directors
- JG, Dean & Director
- JG, JJ & alumni
- MA, DO, Directors
- RE, GR, TS, JG
### 4 EDUCATIONAL MILIEU

#### 4.1 Improve Teaching

a. **Expand Critical & Creative**
   - Develop <# Venues
   - Support Faculty Dev

b. **Educate for Competition**
   - <# Sponsored Interns
   - <# Skill Development

#### 4.2 Promote Collaboration

1. **<# Multi-Disciplinary**
   - MH, GK, MS

2. **< institutional Coop's**
   - GK, GR

#### 4.3 Provide <# Service/Learn

#### 4.4 <# Professional Dev Conf

#### 4.5 Strengthen New Programs

1. Compare w/Peer
2. Use Peer Data

#### 4.6 MAPP Salons

1. Maintain & Improve
2. Explore New Ideas

#### 4.7 Advance IT

1. **Expand, Upgrade H/S**
   - DL, JC, SW & IT Comm

2. **Expand Facilities**
   - GR & DL

3. **Establish IT Req's**
   - DL & IT Comm

4. **Develop Upgrade Stds**

5. **Develop VRC/VCC**

#### 5 NEW PROGRAMS

##### 5.1 ENDP (BAED)

1. **Develop Proposal**
   - BDW, CMB, RE, GR

2. **University Approval**
   - BDW, CMB, RE, GR, AC, T

3. **Develop Infrastructure**
   - BDW, GR

4. **Recruitment Plan**
   - BDW, GR

5. **Launch**
   - BDW

##### 5.2 Practice Leadership

##### 5.3 Urban Design

1. **Complete Plan**
   - MB, SH

2. **Secure Approvals**
   - MB, SH

3. **Launch**
   - MB, SH

##### 5.4 Others?

#### 6 INFRASTRUCTURE

##### 6.1 Expand & Improve Facilities

1. **Complete Pending**
   - JJ, GR

2. **Demonstration Imp's**
   - JJ, GR

3. **Expansion Vision/$**
   - JJ, GR, RE

4. **Gain Approvals**
   - GR, JJ

5. **Fundraising**
   - GR, JJ

6. **Phase I**

7. **Phase II**

8. **Phase III/IV**

##### 6.2 Media Infrastructure

(Phase III)

##### 6.3 IT Infrastructure

##### 6.4 College/Dept vs bch/Prog