

# **DEPARTMENT OF LANDSCAPE ARCHITECTURE**

## **STRATEGIC PLAN (2006-2010)**

### **MISSION STATEMENT**

The Department of Landscape Architecture at Texas Tech University is dedicated to providing the highest quality professional educational experience for its students. Through a broad range of general and professional courses, the curriculum strives to enable students to define environmental problems, select and articulate appropriate solutions, and guide the implementation process with clarity of vision; balance human needs with the large ecosystem, and stewardship of the land.

### **VISION STATEMENT**

The Department of Landscape Architecture should be, and will be perceived by the public, as being the center of excellence for leadership, discovery, and delivery of disciplinary and multidisciplinary knowledge on all current and emerging aspects of landscape architecture and management of landscapes.

#### **The Department of Landscape Architecture will**

- Be recognized as one of the top departments in landscape architecture and natural resource management in the United States, attracting the best students, faculty, and staff;
- Prepare society-ready graduates with the ability to think creatively and analytically, and design rural and urban areas;
- Be involved in basic and applied disciplinary and multi-disciplinary discovery of knowledge with active participation in the design profession by graduate and undergraduate students; and
- Be engaged in local, regional, and state social and economic development and growth.

#### **The Department of Landscape Architecture is committed to the values of**

- Mutual respect;
- Cooperation and communication within the College, the University and the public;
- Creativity and innovation;

- Community service and leadership;
- Academic and intellectual freedom;
- Pursuit of excellence;
- Public accountability; and
- Diversity.

## **GOALS, BENCHMARKS, OBJECTIVES, AND STRATEGIES**

### **Goal 1. People First: Support an Environment That Encourages Recruitment and Retention of Excellent and Diverse Faculty, Staff, and Student Body**

#### **Benchmarks:**

- Two new tenure-track faculty positions
- Provide scholarships to 35% of undergraduate students
- Enrollment of 165 undergraduate students (2005: 56)
- Enrollment of 10 graduate students per year (2005: 16)
- Increase by 10% student diversity (2005: 9%)
- Increase by 10% faculty diversity (2005: 0%)

#### **Objectives:**

***Objective 1.1: Recruit and retain, recognize, and reward outstanding, diverse faculty and staff.***

#### **Strategies:**

- Compensate faculty and staff at salaries competitive to peer institutions.
- Facilitate and encourage faculty participation in professional development opportunities.
- Support sabbatical opportunities for the faculty.
- Identify and recognize outstanding faculty and staff accomplishments.

***Objective 1.2: Increase student numbers, diversity, and academic excellence.***

Strategies:

- Strengthen recruiting efforts by sending landscape architecture students to their high schools.
- Strengthen recruiting efforts in attracting high quality undergraduates and graduate students by offering scholarships.
- Increase funding opportunities through alumni support.
- Increase ability to offer greater number of graduate assistantships.
- Increase communication with the Department's alumni to provide students with internships and employment opportunities.
- Increase involvement of the Department's alumni in recruiting minorities to enhance diversity.
- Increase scholarships to enrolled undergraduate students who have demonstrated high academic achievement.

***Objective 1.3: Increase faculty visibility on campus and in regional, national, and international professional organizations.***

Strategies:

- Encourage faculty to participate and provide leadership activities on campus and in regional, national, and international professional organizations.
- Nominate faculty for recognition and awards.

***Objective 1.4: Construct, renovate and modernize the landscape architecture facilities.***

Strategies:

- Utilize the CASNR master plan that identifies and addresses space needs for the Landscape Architecture department.
- Increase access and use of state-of-the-art technology in teaching, research, and engagement.

***Objective 1.5: Develop and implement objective procedures to improve assessment of productivity and performance.***

Strategies:

- Continue to identify key measurable factors related to faculty and staff performance, and integrate these factors into annual faculty and staff evaluations.
- Integrate strategic planning assessment reports and annual faculty evaluations into annual assessments.

***Objective 1.6: Enhance continuing professional growth of faculty, staff, and students.***

Strategies:

- Encourage faculty to apply for Texas Tech University faculty development leaves and other fellowships, awards.
- Encourage staff to participate in on- and off-campus short courses.
- Encourage students to apply for graduate schools, Fulbright awards, and special professional internship opportunities.

**Goal 2. Excellence in Education: Attain national recognition as a top program in undergraduate and graduate education.**

**Benchmarks:**

- Require quality internship from all the undergraduate students (work with registered landscape architects).
- Increase to 2 offerings of Honors courses. (2005: 0)
- Have 5% to 10% of students involved in exchange programs.
- Develop linkage agreements with universities in Mexico and Canada.
- Develop a new course in landscape architecture for non-department majors.
- Departmental involvement in national and international competitions once every two years.
- Develop an undergraduate research initiative.
- Stress multimedia technology to enhance educational experiences in newly created courses.
- Reward faculty who develop courses for non-departmental majors.
- Publish 1 student project per year.
- Offer 2 distance learning courses. (2005: 2)

**Objectives:**

***Objective 2.1: Increase the number of students that will take part in the Study Abroad Programs***

Strategies:

- Create links with overseas landscape architecture programs and firms.
- Pursue additional opportunities for undergraduate internship programs with private and governmental entities.
- Create opportunities for the faculty and students to be involved in international and study abroad programs by offering courses/tours to Spain and Mexico.
- Seek scholarships for students who participate in the study abroad.

***Objective 2.2: Enhance and increase undergraduate involvement in research***

Strategies:

- Encourage faculty to mentor undergraduate students involved in the CASNR research program.
- Publish research and projects done by the undergraduate and graduate students.
- Increase opportunities for undergraduates to be actively involved in ongoing faculty research projects.
- Recognize and reward faculty that participate in undergraduate research programs in the College and across campus.

***Objective 2.3 Increase recognition of landscape architecture students in national scholarship and fellowship programs.***

Strategies:

- Identify Freshmen and Sophomores with potential for academic and personal national recognition.
- Develop special mentoring for promising students to ensure that they will achieve their full potential.

***Objective 2.4 Increase the number and quality of refereed and popular journal publications.***

Strategies:

- Reward faculty with good publication records as part of the annual faculty evaluation process.
- Develop data on MLA theses published.
- Develop funding for two new faculty positions.

**Goal 3. Excellence in research; attain national recognition.**

**Benchmarks:**

- Achieve participation in research from all faculty in the department.
- Achieve faculty involvement in scholarly activities, 1 per semester.
- Produce five publications per year.
- Attain two funded research per year and generate \$75,000 sponsored funds.

**Objectives:**

***Objective 3.1: Develop new research initiatives.***

Strategies:

- Review research priorities and search for new areas in research.
- Review the professional surveys and look for new areas of research.

***Objective 3.2: Increase the number and quality of refereed and popular journal publications.***

Strategies:

- Reward faculty with good publication records as part of the annual faculty evaluation process.
- Develop data on MLA theses published.
- Develop funding for two new faculty positions.

***Objective 3.3: Support and promote multidisciplinary and inter-institutional research.***

Strategies:

- Pursue opportunities for collaborative research program with other departments in CASNR.
- Encourage stronger ties with other departments at Texas Tech University to form research teams.
- Strengthen relationships with other institutions to form research agenda.

***Objective 3.4: Increase federal, state, and private research funding.***

Strategies:

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- Encourage each landscape architecture faculty to pursue external funding.
- Encourage timely information on funding opportunities.

**Goal 4. Partnership: Strengthen partnerships and alliances to enhance the quality of education, research, and outreach.**

**Benchmarks:**

- Develop a joint project per year with Texas A&M University and/or with other landscape architecture programs in Texas and other states.
- Host at least 1 regional, national, and international professional meeting per 4 years on campus to improve exposure of the landscape architecture program.

- Develop an exchange program with international institutions.
- Three courses with service learning component.
- Offer 4 activities and events of service to the community.

## **Objectives**

***Objective 4.1: Develop communications and partnerships among landscape architecture schools.***

Strategies:

- Develop design projects to be completed by various landscape architecture programs and the solutions exchanged between these programs.
- Exchange faculty for a portion of the semester between design programs or firms, both national and international.
- Exchange students between schools of design.

***Objective 4.2: Host professional meetings on the Texas Tech University campus.***

Strategies:

- Present bids to host professional meetings on campus for LABASH and CELA.

***Objective 4.3: Develop educational partnerships with regional colleges.***

Strategies:

- Capitalize on guest lectures and retired faculty to serve in faculty positions at regional colleges.

***Objective 4.4: Increase faculty, staff, and student involvement in service learning and outreach activities.***

Strategies:

- Increase the number of landscape architecture courses that include a service learning component in landscape architecture courses (in design and construction courses).
- Increase participation of the students' organization (SASLA) in service to the community.
- Develop ties between Texas Tech University and various communities throughout our region.
- Create a rural community design team to help communities with their design problems.

**Goal 5. Tradition and Pride: Enhance public support of CASNR and the Department of Landscape Architecture.**

**Benchmarks:**

- Present 3 news casts a year on local, regional or national news.
- Develop 3 regional alumni functions
- Produce at least 1 newsletter per year.

**Objectives:**

***Objective 5.1: Develop Programs to Enhance the Public Awareness of the Profession of Landscape Architecture.***

Strategies:

- Strengthen ties with Texas Tech University marketing to promote the department.
- Improve dissemination of information to the public.
- Increase the number of public meetings called to present solutions to community problems.
- Enhance ties with the program alumni and encourage them to present the department and CASNR in various community activities.
- Develop promotional campaigns that highlight the department achievement and its outstanding people.
- Encourage continuing professional development of faculty, staff, and students.

***Objective 5.2: Provide the public the understanding of the field of landscape architecture to enhance public perception of the department.***

Strategies:

- Promote the departmental programs and activities with Texas Tech University News and Publications as well as with local news media.
- Expand, improve, and update each semester the departmental web page.

***Objective 5.3: Enhance the department prestige associated with its academic program and activities.***

Strategies:

- Identify and recognize outstanding faculty, alumni, and student's accomplishments.

To achieve the program's vision, the College and Texas Tech University administration must provide the needed support in the following areas:

1. Increase the number of tenure-track faculty from 7 FTE to 8.5 FTE.
2. Achieve parity in salaries for faculty and staff as benchmarked by appropriate studies.
3. Renovate and modernize the department studio space.
4. Create needed specialized space for teaching (jury gallery and storage of students' projects).
5. Increase the departmental operating budget by a minimum of 20%.