

DEPARTMENT OF LANDSCAPE ARCHITECTURE STRATEGIC PLAN FOR THE FUTURE

MISSION STATEMENT

The Department of Landscape Architecture at Texas Tech University provides 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 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 design, planning, and management.

The Department of Landscape Architecture will

- be recognized as one of the top departments in landscape architecture and environmental planning and 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;
- 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
- cultural diversity.

GOALS, CRITICAL SUCCESS FACTORS, and OBJECTIVES

(including Strategies and Assessments)

Goal 1. Access and Participation: Recruitment, Retention, Graduation.

Recruit and retain an excellent and diverse faculty, staff, and student body

Critical Success Factors:

- Mean SAT score that exceeds the University average
- Mean GRE score that exceeds the university average
- Enrollment of 160 undergraduates
- Retention rate of 80%
- Graduation rate of 70%
- Enrollment of 10 graduate students

Objectives:

Objective 1.1: Recruit and retain diverse student body who is better academically prepared for the program.

Strategies:

- Increase recruiting efforts that target advanced placement classes at various high schools.
- Increase funding opportunities in order to offer scholarships to incoming students with high academic record.
- Increase ability to offer greater number of graduate assistantships.
- Increase recruiting efforts that target selected undergraduate and graduate programs to enhance diversity and high academic standards.
- Preview and update on regular basis the curriculum to reflect societies' needs and respond to the job market.
- Increase communication with the Department's alumni to provide 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.
- Enhance Departmental research programs and provide additional funded research opportunities.
- Increase funding to offer more than one graduate assistantship.
- Increase study abroad opportunities.

Assessments:

- SAT scores of incoming.
- Number of undergraduate students.
- Number of undergraduate students.
- Retention rate.

Goal 2. Academic excellence: Attain national recognition as a top department of landscape architecture in the nation.**Critical Success Factors:**

- Internships from all the undergraduate students.
- Scholarships to 35% of the undergraduate students.
- Increased offerings of Honors courses.
- Greater participation of faculty and students in exchange programs with international institutions.
- Link agreements with universities in Mexico and Canada .
- Courses in landscape architecture for non-department majors.
- Participate in national and international competitions.
- Undergraduate research initiative.
- Increase publications of research.
- Multimedia technology used to enhance educational experiences in newly created courses.
- Reward faculty who develop courses for non-departmental majors.

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.

Assessments:

- Number of students who have been involved in international studies.
- Number of undergraduate students receiving scholarship support.
- Number of courses in landscape architecture for non-majors that fulfill general education requirements.

Objective 2.2: Enhance and increase undergraduate involvement in research

Strategies:

- Encourage faculty to mentor undergraduate students involved in the CASNR research program.
- 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.
- Recognize and reward faculty who mentor undergraduates in research projects.
- Include undergraduate research mentoring as part of the annual faculty evaluation.

Assessments:

- Participation of students in research course.

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.

Assessments:

- Number of students identified.
- Number of students mentored.

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.

Assessments:

- Number of refereed publications.
- Number of popular publications.

Goal 3. Engagement. Develop community connections that enhance the quality of life for the community and students.

Critical Success Factors (measures of the degree of success over the next 5 years):

- Reward faculty and students for their involvement with community activities.
- Develop two programs (workshops, symposia, etc.) to enhance community development.

Objectives:

Objective 3.1: Enhance and develop partnerships with communities, agencies, institutions, and the profession to define critical issues, goals and agendas, and to share knowledge and expertise of the department.

Strategies:

- Develop ties between TTU and various communities throughout our region.
- Create a rural community design team to help communities with their design problems.
- Determine communities design needs.
- Document design solutions offered by the department to solve rural communities' needs.

Assessments:

- Number of faculty and students involved in community activities.
- Number of community involvement activities and compare to previous years.
- Number of programs directed at local and regional community development.

Objective 3.2: Promote and support multidisciplinary and inter-institutional research.

Strategies:

- Encourage faculty to pursue opportunities for collaborative research development.
- Strengthen ties with other departments to form appropriate research teams.
- Develop relationships with other institutions to form research teams.

Assessments:

- Number of interdisciplinary research teams formulated.

Goal 4. Technology. Maximize the use of technology in the delivery of services.

Critical Success Factors (measures of the degree of success over the next 5 years):

- Increase student credit hours generated by distance learning.
- Offer (two) courses using distance learning.
- Effectively utilize advanced technology in teaching.

Objective 4.1: Provide educational access to off campus students through distance learning..

Strategies:

- Develop undergraduate courses for delivery by compressed video and web based instruction.
- Develop faculty expertise in developing distance education.
- Use distance education to enhance the public knowledge and support existing classes.

Assessments:

- Number of classes taught.
- Number of faculty participating.
- Number of students participating.

Objective 4.2: Develop a new multi-media classroom and design studio.

Strategies:

- Upgrade the existing studio (Ag Pavilion and Room 110).
- Develop jury room to include full multi-media presentation.

Assessments:

- Document the improvement to existing studios.
- A new jury room.

Objective 4.3: Provide various specialized educational access for individuals interested in improving their skills through professional development and continuing education.

Strategies:

- Obtain the needed technology to provide educational experience for short courses and workshops.
- Target special needs for new short courses and workshops and continuing education needs for registered landscape architects in Texas .

Assessments:

- Number of workshops/short courses.
- Number of distance-based courses for professionals.

Goal 5. Partnerships. Build strategic partnerships and alliances.

Critical Success Factors (measures of the degree of success over the next 5 years):

- Joint projects with other landscape architecture programs.
- Regional , national , and international professional meetings on campus.
- Greater participation in exchange programs with international institutions.

Objective 5.1: Develop communications and partnerships among landscape architecture schools.

Strategies:

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

Assessment:

- Number of exchange projects.

Objective 5.2: Increase the number of graduate research assistantships.**Strategies:**

- Call on alumni to support assistantships.
- Search for professional firms and societies for graduate research assistantships.

Assessments:

- Number of research assistantships.

Objective 5.3: Host professional meetings.**Strategies:**

- Present bids to host professional meetings on campus for Landscape Architecture Student Conference and for Landscape Architecture Educators.

Assessments:

- Number of meetings held on campus.

Objective 5.4: Develop educational partnerships with regional colleges.**Strategies:**

- Capitalize on guest lectures and retired faculty to serve in faculty positions at regional colleges.
- Develop educational programs that utilize distance education.

Assessment:

- Number of students recruited through distance education classes from regional colleges.

Objective 5.5: Support and promote multidisciplinary and inter-institutional research.**Strategies:**

- Pursue opportunities for collaborative research program development.
- Encourage stronger ties with other departments at TTU to form research teams.
- Strengthen relationships with other institutions for form research agenda.
- Reward faculty who engaged in multidisciplinary research.

Assessments:

- Amount of research output.
- Number of interdisciplinary research teams.

Objective 5.6: Enhance opportunities for research collaboration.**Strategies:**

- Pursue opportunities for collaborative outreach program development.
- Identify unique niches that will enhance program and others.

Assessment:

- Number of collaborative research projects.

Goal 6. Human Resources. Enhance the quality of the workforce and its environment.**Critical Success Factors:**

- Increase the number of tenure track faculty positions commensurate with growth in student numbers and research agenda.
- Develop a lectureship position (2).
- Recognize outstanding faculty.
- Recognize outstanding staff.
- Recognize outstanding students.

Objectives:

Objective 6.1: Develop endowed faculty support.

Strategy:

- Seek funding to upgrade the financial resources and commitment to endowed faculty support.

Assessments:

- Amount of financial resources.
- Amount of “in-kind” contributions.

Objective 6.2: Retain and recruit excellent and diverse faculty and staff.

Strategies:

- Recruit nationally and internationally for faculty vacancies.
- Enhance salary structure to retain quality faculty and staff personnel.

Assessments:

- Parity with other comparable institutions and other landscape architecture programs.
- Salary structures for faculty and staff.

Objective 6.3: Provide professional development opportunities for faculty and staff.

Strategies:

- Coordinate with CASNR development efforts with targeting funding sources to support the lecture-ship series.
- Encourage all faculty and staff to participate in Service Plus, ATLC, and other University sponsored training programs.
- Encourage the faculty to participate in sabbatical programs.

Assessment:

- Number of faculty and staff participating in training and development programs.

Objective 6.4: Recognize outstanding faculty, staff and students.

Strategies:

- Nominate faculty and staff for professional society awards, Quality Service Awards, staff council.
- Nominate students as officers for College, University, State, Regional, and National organizations.

Assessments:

- Number of faculty and staff that have received nominations and awards.
- Number of students that have received nominations for office and officers.
- Number of students that have received national awards.

Goal 7. Tradition and Pride: Establish a national image for the landscape architecture program.

Critical Success Factors:

- Promotional campaigns that highlight the Department achievement and its outstanding people.
- Continuing professional development of faculty, staff, and students.

Objectives:

Objective 7.1: 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 TTU News and Publications as well as with local news media.
- Expand, improve, and update each semester the Departmental web page.

Assessment:

- Number the promotional campaigns that highlight the Department achievement and outstanding people.

Objective 7.2: Enhance the Department prestige associated with its academic program and activities.

Strategy:

- Identify and recognize outstanding: alumni accomplishments, student accomplishments, and faculty accomplishments.

Assessment:

- Number of individuals recognized for outstanding achievements.

Objective 7.3: Enhance continuing professional growth of faculty, staff, and students.

Strategies:

- Encourage faculty to apply for 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.

Assessments:

- Number of faculty who received faculty development leaves, fellowships, and awards.
- Number of staff who attended short courses.
- Number of students who have applied for graduate or professional school, Fulbright awards, or professional internships.

Goal 8. Strengthen fiscal stability.

Critical Success Factors (measures of the degree of success over the next 5 years):

- Endowments for Professorships.
- Increase scholarship endowments by \$10,000.

Objectives:

Objective 8.1: Develop endowments for professorships.

Strategy:

- Contact and solicit funds from the department alumni who have participated in Departmental activities while on campus.

Assessments:

- Number of contacts made to alumni.
- Amount of cash and “in-kind” contributions.

Objective 8.2: Increase scholarship and operational endowments.

Strategy:

- Contact and solicit funds from alumni and landscape architectural firms who have participated in Student Chapter of ASLA and former students who were awarded scholarships.

Assessment:

- Number of contacts made annually to alumni.

Objective 8.3: Expand external research funding.

Strategies:

- Encourage every member of the faculty to pursue additional external funding.
- Develop flexible strategies to balance workloads in a manner that will recognize differences in availability of funding opportunities.
- Reward faculty involved in expanding funded research programs.

Assessment:

- Amount of research funding.

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 9 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%.