



2022-23 KSU College of Architecture and Construction Management (CACM) R2 Roadmap Plan

Kennesaw State University

Scope

The R2 Roadmap for the KSU CACM is designed to be a tactical template with accountability measures for CACM. It is comprised of three levels (*Goals, Initiatives, and Actions*) to align the university goals with college needs while including measurable actions for Students, Faculty, Staff, and Administration. We acknowledge the finite resources of the College, and the Roadmap is used as a tool to select focus areas that will help expand and encourage research within the College with the most significant impact in the year ahead.

Situational Context

CACM focuses on design and construction excellence with unique approaches to contemporary urban, environmental, and ethical global challenges. The College focuses on cross-disciplinary research opportunities through building our strong foundations to produce superior research with real-world applications.

CACM is the home of 38 Faculty with many research areas of impact, including education, architectural design, design-build, project management, and sustainability. The active network of partner academic institutions is more than 40 globally, and more than 200 local public and private entities have participated in various CACM research projects.

Using the Atlanta region as a laboratory, CACM will promote environmental leadership and diverse community engagement with a focus on creative cross-disciplinary thinking. The vision of CACM is to establish itself as a premier research college in this subject matter amongst R2 universities.

The Action Plan (in GSOT format, actionable and measurable)

The CACM R2 Roadmap is developed in alignment with the following documents:

- The *CACM Strategic Plan (2022-26)*. A copy of the document is reported at the end of the CACM R2 Roadmap.
- The *2022-2026 KSU Strategic Plan (The ABCs of Campus to Community)* for community partners and *KSU Roadmap to R2 Success*. The CACM R2 Roadmap uses the same format as the latter and its four pillars (Advance, Enhance, Grow, Promote). A summary table with Goals and Initiatives of the KSU Roadmap to R2 is reported at the beginning of each session to help visualize alignments.
- The *CACM DEI Strategic Plan*, a copy of the document is reported at the end of the CACM R2 Roadmap.
- Other management documents like *CACM QEP*, *Department of Architecture 2021 Strategic Plan*, and *Department of Construction Management 2019 Strategic Plan*.

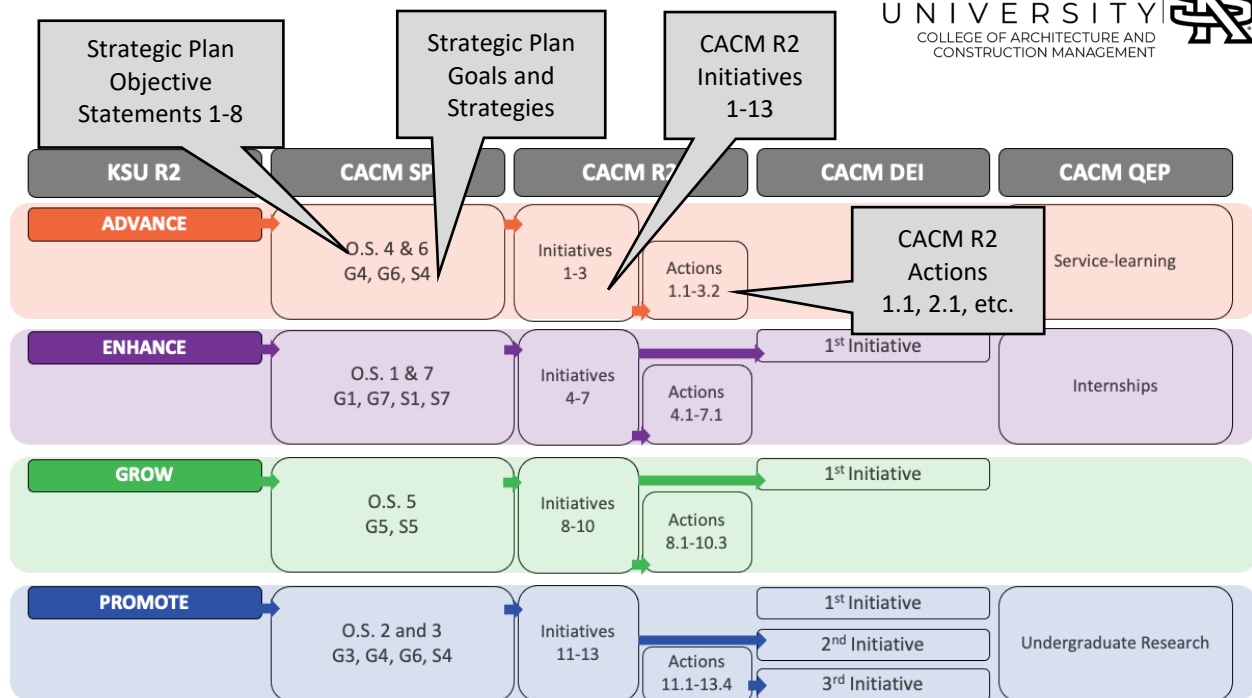


Figure. KSU R2 and CACM Alignment

HOW TO READ THIS DOCUMENT

1. CACM R2 Roadmap is based on the College Strategic Plan Objective Statements, Goals, and Strategies.
2. An intermediated level (*Initiative*) is used to link the KSU R2 Roadmap and the CACM SP to meet top-down and bottom-up needs.
3. The third level (*Action*) provides a specific outcome linked to a timeframe and point-of-contact for trackability and accountability. At this level,
 - o The *alignment* provides the connection with other documents. Letters in (XX) refer to the CACM SP, symbols in [XX] refer to KSU R2 Roadmap,
 - o The *status* is either ongoing or starting in Fall 2022, etc.
 - o *POC* identifies the point-of-contact that will oversee the specific task, and
 - o The *target* is the measurable outcome for the 2022-2023 academic year.

The first step CACM will take to implement this Roadmap successfully is to prepare a Dashboard focusing on retention rates, service learning, honor, HIPs, extra-curricular experiences, research, and alumni. This will provide a better understanding and appreciation of our world, its complexities and vision.

An interactive version of the CACM R2 Roadmap in Dashboard format can be found at the following link: [DRAFT CACM R2 2022 Dashboard.xlsx](#)

KSU R2

ADVANCE Community and Culture

PILLAR. A Focus on Partnerships and Connections

| GOALS | INITIATIVES |
|---|---|
| <ul style="list-style-type: none"> - ADV G1. Nurture a welcoming campus climate, a sense of belonging, and a broad marketplace of ideas. - ADV G2. Strengthen KSU's engagement with external organizations to include corporations, boards, governments, and community partners. - ADV G3. Advance athletic, artistic, and educational programming to engage the community with campus events and activities. - ADV G4. Foster mutually beneficial collaborations to increase annual growth in KSU's economic impact on the region. | <ul style="list-style-type: none"> - ADV I1. Offer inclusivity training for the campus community. - ADV I2. Host community impact events to celebrate partners, nonprofits, and public officials. |

KSU R2 Language

Bridge between KSU R2 and CACM R2

CACM Strategic Plan Alignment: Obj 4. Build, Grow, and Strengthen links with the industry and the community. Obj 6. Achieve high-impact engagement opportunities for Faculty through Local and Global relationships

Alignment with KSU R2 Language

CACM R2

Initiative 1. Foster a welcoming campus climate through Local and Global relationships.

CACM R2 Initiatives and Actions

Action 1.1 Establish a design-build community-based Initiative or Laboratory to foster Local relationships.

- o Alignment: [ADV G1], [ADV I4]
- o Status: start in Fall 2022
- o POC: AD FAR
- o Target: feasibility study for the center during Fall 2022

Point-of-Contact

Action 1.2 Spotlight and celebrate Hall-of-Fame partners at annual awards ceremonies and Alumni recognition events.

- o Alignment: [ADV G3], [ADV I2], [ADV I4]
- o Status: start in Fall 2022
- o POC: AD FAR
- o Target: one annual award ceremony during 2022-2023

Trackable and Measurable through a Dashboard

Action 1.3 Identify and promote DEI-related grant opportunities.

- o Alignment: [G4]
- o Status: start in Fall 2022
- o POC: DEI College Liaison/ AD FAR
- o Target: prepare a target list of grants opportunity targeting Architecture and Construction Management and submit one proposal on DEI related study

Initiative 2. Advance the College's community engagement and impact through partnerships and experiential learning (i.e., internships, research, service-learning). [ADV G2]

Action 2.1 Maintain collaborative community projects, exchanges, and goal-oriented relationships annually with design firms, construction management practices, nonprofit and community organizations, and alumni.

- o Alignment: (G6), [ADV G2]
- o Status: ongoing
- o POC: AD FAR
- o Target: three to five per academic year

- Action 2.2** Foster College's engagement with local, national and international organizations through study abroad programs.
- Alignment: (G6), [ADV G2]
 - Status: ongoing
 - POC: ARCH and CM Faculty
 - Target: submit one study abroad program per Department during AY2022-2023
- Initiative 3.** Create and expand collaborations with government agencies, industry partners, alumni, and professionals. (G4) [ADV G2]
- Action 3.1** Participate in partnerships with local government agencies, NGOs, private sector, public sector, schools, etc.
- Alignment: (G6), [ADV G2]
 - Status: ongoing
 - POC: CACM
 - Target: establish three to five partnerships during the AY2022-2023 academic year
- Action 3.2** Establish Distinguished Lecture and Exhibition Series.
- Alignment: (S4), [ADV G2], [ADV I1], [ADV I2]
 - Status: ongoing
 - POC: Coordinators
 - Target: three lectures per semester per Department and one exhibition

ENHANCE Undergraduate Educational Experiences

PILLAR. An Impactful Learning Environment

| GOALS | INITIATIVES |
|---|--|
| - ENH G1 Attain first-year retention rate of 82% by 2025. | - ENH I1 Strategically advance the impact of advising. |
| - ENH G2 Achieve six-year graduation rate of 60% by 2028. | - ENH I2 Improve class accessibility. |
| - ENH G3 Provide unique educational opportunities. | - ENH I3 Increase external funding for scholarships. |
| | - ENH I4 Incentivize the Honors program. |
| | - ENH I5 Empower college-level accountability for student success. |

CACM Strategic Plan Alignment: *Obj 1. Increase Student Success through Retention and Progress to Graduation*
Obj 7. To identify ways to improve collective professional skills, soft skills, and critical thinking skills relevant to student and academic success

Initiative 4. Develop a clear, cohesive, and comprehensive onboarding process for new students that will provide them with a clear plan for graduation.

Action 4.1 Create summer camps/workshops for high school students interested in the built environment.

- Alignment: [ENH G1]
- Status: ongoing (report)
- POC: CM and ARCH undergraduate Coordinators
- Target: one summer camp/workshop for summer 2023

Action 4.2 Design outreach appointments for Faculty to target STEAM High Schools for recruitment.

- Alignment: (S1), [ENH G1]
- Status: start in Fall 2022
- POC: Faculty
- Target: one Faculty per Department to join Career or Trade Schools during 2022-2023

Action 4.3 In Orientation for Freshman and Transfer Students align incoming students and industry expectations.

- Alignment: [ENH G1]
- Status: start in Fall 2022
- POC: Academic Advisors
- Target: create a new session in the presentation to address expectations for the current academic year

Initiative 5. Facilitates student learning and success (retention/graduation rates) through a commitment to provide the right mix of academic programs, course scheduling, advising, and student services.

Action 5.1 Provide enhanced student success workshops.

- Alignment: (S7), [ENH I1]
- Status: ongoing
- POC: AD SSA / Academic Advising / SMART Center
- Target: one workshop per Department (i.e., CV writing, Interview Training, Leadership Intro)

Action 5.2 Develop expanded career connections/job fairs with industry.

- Alignment: (S7), [ENH I1]
- Status: ongoing

- POC: Chairs, IAB
- Target: one career fair per Department during 2022-2023

- Action 5.3** Establish CACM Distinguished Lecture and Exhibition series.
- Alignment: Action 3.2 (S7), [ENH G3]
 - Status: start in Fall 2022
 - POC: CACM Dean
 - Target: one for the CACM (i.e., Architecture lecture series, equinox)

- Action 5.4** Revise P&T and PTR guidelines to include student success and research.
- Alignment: [ENH I5]
 - Status: start in Fall 2022
 - POC: CM and ARCH Chairs
 - Target: Dean to give charge for Chairs during AY2022-2023

- Action 5.5** Increase endowed funding for scholarships through IAB and Development.
- Alignment: (G1)
 - Status: start in Fall 2022
 - POC: Office of Development (AT)
 - Target: one fundraising event during AY2022-2023

- Action 5.6** Provide orientation sessions for part-time Faculty.
- Alignment: (G1)
 - Status: start in Fall 2022
 - POC: AD FAR
 - Target: two workshops per year

Initiative 6. Increase the students enrolled in the Honors College [ENH I4]

- Action 6.1** Increase the number of undergraduate students participating in research through honor's College.
- Alignment: [ENH I4]
 - Status: start in Fall 2022
 - POC: Faculty Liaison to HC/ADR
 - Target: two activities during AY2022-2023 to recruit HC students in research paths. A workshop explaining to students the research path with honors will be planned once the final list of honor students is available

Initiative 7. Increase number of students engaging in outside of the classroom activities (G7)

- Action 7.1** Create a Faculty task force to identify more community involvement activities.
- Alignment: (S7)
 - Status: start in Fall 2022
 - POC: Faculty Advisors for RSOs
 - Target: involve one RSO in CACM in a design-build community-based project during 2022-2023 (i.e., NOMAS, AIAS)

GROW Graduate Programs and Enrollment

PILLAR. A Highly Educated Workforce

| GOALS | INITIATIVES |
|---|---|
| <ul style="list-style-type: none"> - GRW G1. Increase graduate program enrollment to 10% of KSU student population by Fall 2025. - GRW G2. Align graduate programs to areas of strategic emphasis and growth. - GRW G3 Ensure graduate students, Faculty, and programs are institutionally prioritized and adequately resourced. | <ul style="list-style-type: none"> - GRW I1 Strategically develop new graduate degree programs in alignment with targeted research and academic priorities. - GRW I2 Enhance infrastructure to manage graduate research and teaching assistants and admissions processes. - GRW I3 Develop strategic initiatives to promote and populate Double Owl Pathways |

CACM Strategic Plan Alignment: *Obj 5. Provide enhanced collaborative opportunities within the College and across the university*

Initiative 8. Increase graduate enrollment by 5% of CACM student population by Fall 2023. [GRW G1, G2]

- Action 8.1** Consider international/domestic recruitment pathways.
- o Alignment: [GRW G1], [GRWG2]
 - o Status: start in Fall 2022
 - o POC: AD SSA
 - o Target: generate a report on applications and enrolled students by the end of Fall 2022

Initiative 9. Build collaborations across graduate programs for teaching, research, and service. [GRW I1]

- Action 9.1** Increase and reward interdisciplinary activities.
- o Alignment: Action 1.2, (G5)
 - o Status: start in Fall 2022
 - o POC: CACM award committee/ AD FAR / Dean
 - o Target: plan one class that involves Faculty from across campus (i.e., CM Research Method) and one award event during AY2022-2023

- Action 9.2** Encourage and support more study abroad opportunities.
- o Alignment: Action 2.2, (S5)
 - o Status: start in Fall 2022
 - o POC: AD FAR / Dean
 - o Target: one event during AY2022-2023

- Action 9.3** Encourage Faculty to submit interdisciplinary proposals for electives/HIP courses.
- o Alignment: (S5)
 - o Status: start in Fall 2022
 - o POC: Curriculum Coordinators
 - o Target: one submission per academic year

Initiative 10. Expand degree offerings. Strategically develop new graduate degree programs in alignment with targeted research and academic priorities.

- Action 10.1** Create a cross-discipline curriculum map for like/similar courses within CACM.
- o Alignment: (S5)
 - o Status: start in Fall 2022
 - o POC: ADs

- Target: track data and generate a report by the end of Spring 2023

Action 10.2 Submit new master's program for review/approval.

- Alignment: [GRW G1], [GRW G2]
- Status: ongoing
- POC: Curriculum Committee
- Target: submission during January 2023 (September)

PROMOTE *Interdisciplinary Research with Relevance*

PILLAR: A Commitment to New Knowledge and Discovery

| GOALS | INITIATIVES |
|--|---|
| <ul style="list-style-type: none"> - PRO G1. Target research productivity goals, including increasing research expenditures and activity by 20% per year. - PRO G2. Build a strong and sustainable infrastructure to support research. | <ul style="list-style-type: none"> - PRO I1. Identify targeted research areas of excellence for KSU in partnership with university and community stakeholders. - PRO I2. Sustain and expand programming to encourage Faculty and students to engage collaboratively in research. - PRO I3. Support the advancement of entrepreneurship and innovation opportunities arising from research and discovery. |

CACM Strategic Plan Alignment: *Obj 2. Increase Faculty/Staff success through professional and personal development opportunities*
Obj 3. Grow and Solidify Reputation for Success

Initiative 11. Design workloads that support excellence in research, creative activities, teaching, and service.

Action 11.1 Identify grant opportunities for faculty and students to consider and develop a college knowledge map of research background.

- o Alignment: [PRO I1], [GRW G2]
- o Status: start in Fall 2022
- o POC: AD FAR
- o Target: generate a report by the end of Fall 2022

Initiative 12. Target research productivity goals, including increasing research expenditures and activity by 10% per year.

Action 12.1 Identify and apply to external grants and/or sponsored submissions.

- o Alignment: [PRO G1], [PRO G2]
- o Status: start in Fall 2022
- o POC: AD FAR
- o Target: generate a report by the end of Fall 2023 and prepare one NSF submission per Department

Action 12.2 Create and support research seminars to showcase Faculty and student research by requiring public presentations for any funded conference travel.

- o Alignment: Action 3.2, [PRO G1], [PRO G2]
- o Status: start in Fall 2022
- o POC: AD FAR
- o Target: plan one public presentation for faculty that have disseminated their work

Action 12.3 Continue providing the Dean's Research Grant to support collaborative research.

- o Alignment: [PRO G1], [PRO G2]
- o Status: start in Fall 2022
- o POC: Dean
- o Target: recipient to generate a report by the end of Spring 2023. Dean to generate a summary report of return on investment

Aspirational Institutions

PRIMARY

The University of North Carolina at Charlotte, *Charlotte, NC* (public)

Carnegie Mellow Status: Doctoral Universities – High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), M.ARCH (NAAB)

NSF Rank (2020): 141

Rationale for inclusion: UNC Charlotte is KSU's primary aspirational institution. The Architecture programs are accredited and with a strong emphasis on research and community. The Construction Management program is considered one of the tops in the R2.

CUNY, *New York, NY* (public)

Carnegie Mellow Status: Doctoral Universities – High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), M.ARCH (NAAB)

NSF Rank (2020): 208

Rationale for inclusion: Strong focus on partnership with industry.

California Polytechnic, *San Luis Obispo, CA* (public)

Carnegie Mellow Status: n.a.

Programs (Accrediting Body): B.ARCH (NAAB), BS.CM (ACCE)

NSF Rank (2020): 245

Rationale for inclusion: Strong focus on the internal and external connection of the programs.

SECONDARY

Illinois Institute of Technology, *Chicago, IL* (private)

Carnegie Mellow Status: Doctoral Universities – High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), M.ARCH (NAAB), M.ENG. ARCE (ABET)

NSF Rank (2020): 240

Rationale for inclusion: Top tier R2 institution in both Architecture and Construction Management.

Catholic University in DC, *Washington D.C.* (private)

Carnegie Mellow Status: Doctoral Universities – High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), BS.CM (ACCE)

NSF Rank (2020): 255

Rationale for inclusion: Top tier R2 institution in both Architecture.

Kent State University, *Kent, OH* (public)

Carnegie Mellow Status: Doctoral Universities – Very High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), BS.CM (ACCE)

NSF Rank (2020): 200

Wentworth Institute of Technology, *Boston, MA*

Carnegie Mellow Status: Doctoral Universities – Very High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), BS.CM (ACCE)

NSF Rank (2020): n.a.

University of Washington, *Seattle, WA*

Carnegie Mellow Status: Doctoral Universities – Very High Research Activity

Programs (Accrediting Body): B.ARCH (NAAB), BS.CM (ACCE)

NSF Rank (2020): 5

Rationale for inclusion: Involvement of Architecture in research initiatives.



APPENDIX 1

Table with Goal with trackable and measurable outcomes, point of contact, and matrix for success.

[DRAFT CACM R2 2022 Dashboard.xlsx](#)

- DATA Needed.
 - From Student. Generic stats, demographic, enrollment, retention. ETC.
 - From Faculty. Access to digital measurements. Papers, presentations, grants, and creative activities.