



**BUILD | GROW | SUCCEED**

College of Architecture  
and Construction Management

# STRATEGIC PLAN

2022-2027



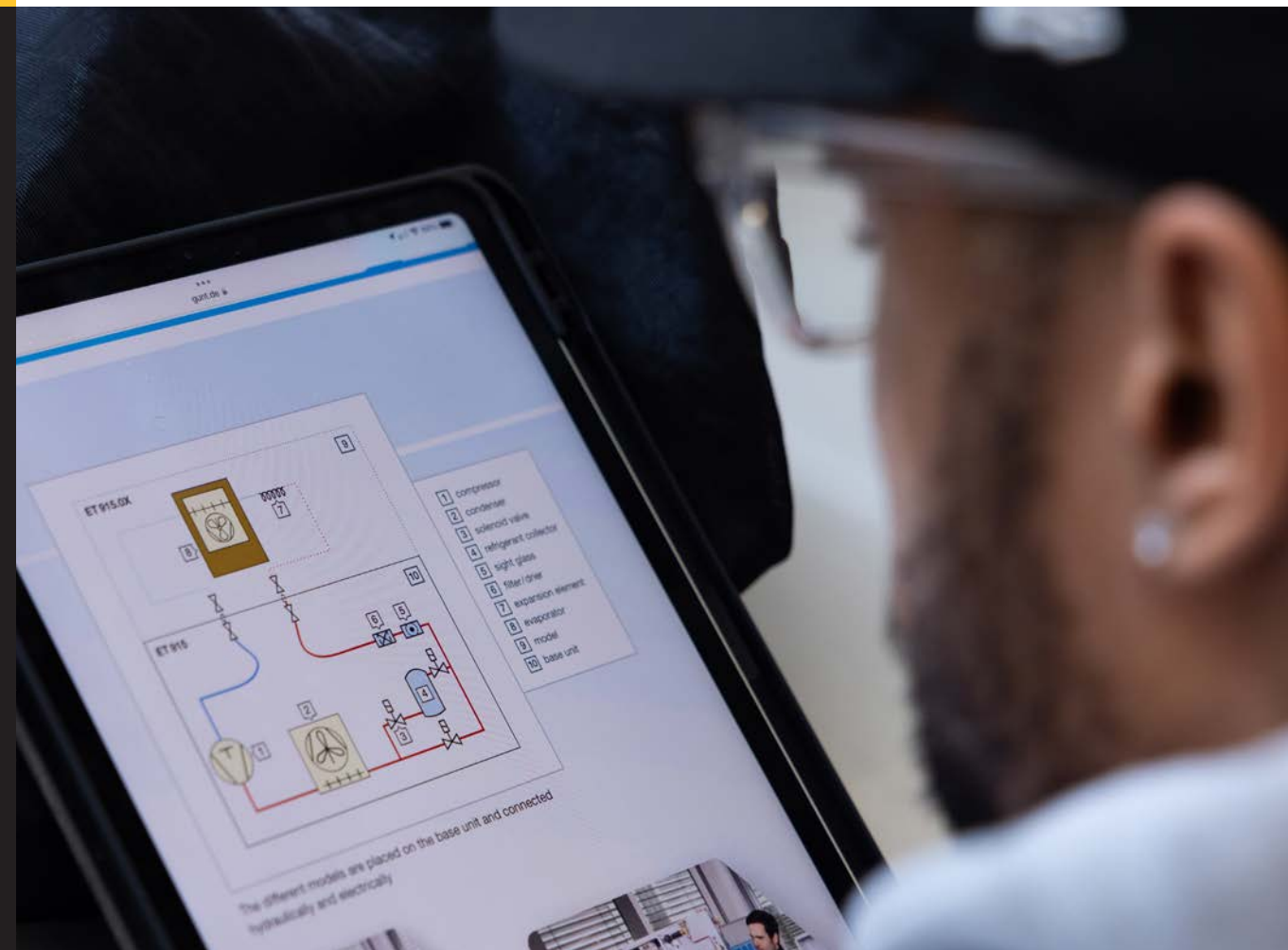
**KENNESAW STATE  
UNIVERSITY**

COLLEGE OF ARCHITECTURE AND  
CONSTRUCTION MANAGEMENT



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# A Message from the Dean



It is with great pleasure that I welcome you to the College of Architecture and Construction Management (CACM)! The college and departments of Architecture and Construction Management are filled with extraordinary faculty and staff who are here to serve the students in the start of their journey. This journey is not simply the time spent in classrooms or design studios over the next few years, but will be a life-long experience, one which starts with a strong foundation from the CACM.

The disciplines of architecture and construction management are inherent in our everyday lives. In our homes, places of worship, businesses, recreation and leisure, we are reminded of the importance of good design and well-managed projects. The built environment is around us all and plays a vital role in our mental and physical well-being, which in turn affects our interpersonal relationships. It is our ambition to nurture students through the rigors of these highly complex areas of study and provide them with experiences which will prepare them to be the next leaders of industry.

**We are building professionals!**

Best,

**Dr. Andrew Phillip Payne**

*Dean and Professor of Architecture*

*College of Architecture and Construction Management*

*Kennesaw State University*

# MISSION

The Kennesaw State University College of Architecture and Construction Management prepares students to be recognized leaders and responsible professionals in the design, construction and management of the natural and built environment.



# VISION

We will be the leading multidisciplinary college focused on the built environment in the region. Our close-knit college community develops skills and knowledge to enable the highest degree of professionalism and leadership across the industry. We foster a culture of collaboration across disciplines with emphasis on community engagement, sustainability, and technology.

The values and guiding principles in this strategic plan reflect our commitment to creating a culture of professionalism and support.

# CACM BY THE NUMBERS

Academic Year  
2021-2022

3

## DEGREE PROGRAMS

- Bachelor of Architecture
- Bachelor of Construction Management
  - General Contracting Concentration
  - Specialty (Mechanical and Electrical) Construction Concentration
  - Heavy Civil or Highway Construction Concentration
  - Residential Construction Concentration
  - Facility Management Concentration
  - Land Development Concentration
- Master of Science in Construction Management

2

## UNDERGRADUATE MINORS

- Architecture
- Construction Management

4

## UNDERGRADUATE CERTIFICATES IN CONSTRUCTION MANAGEMENT

- Project Management
- Land Development
- Specialty Construction
- Facility Management

4

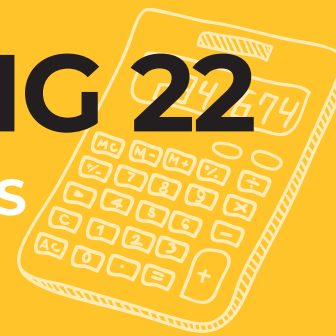
## ASSOCIATION BOARD-ACCREDITED PROGRAMS

- Bachelor of Architecture (National Architectural Accrediting Board – NAAB)
- Bachelor of Construction Management (American Council of Construction Education - ACCE)
- Bachelor of Construction Management, Facility Management Concentration (International Facility Management Association - IFMA)
- Master of Science in Construction Management (American Council of Construction Education - ACCE)

# FALL 21 - SPRING 22

TOTAL CACM STUDENTS

1441



1421

Undergraduate Students

Architecture  
Construction Management

20

Graduate Construction  
Management Students

18

CACM Staff and Administrators

41

CACM Faculty Members

8

CACM Professors

11

CACM Associate Professors

10

CACM Assistant Professors

4

CACM Senior Lecturers

2

CACM Lecturers

6

CACM Limited-Term

## DEGREES CONFERRED - BREAKDOWN PER MAJOR/SEMESTER

DEGREE	F'21	Sp'22
BACHELOR OF ARCH	2	44
BACHELOR OF CM	65	47
MASTERS OF CM	1	9
CERTIFICATE OF CM	1	2

# STUDENT ENROLLMENT

ARCHITECTURE TOTAL 713	
GENDER	
Male	372
Female	341
RACE/ETHNICITY	
American Indian or Alaska Native	1
Asian	41
Black/African American	192
Hispanic/ Latino	193
Native Hawaiian or Other Pacific Islander	1
White	251
Two or More Races	22
Race/Ethnicity Not Specified	12

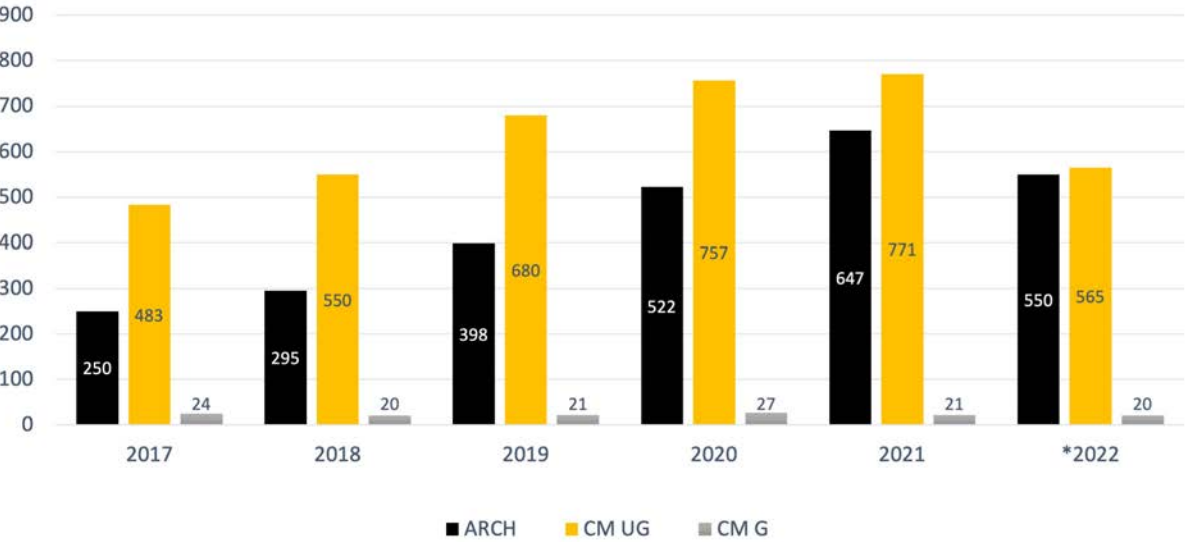
CONSTRUCTION MANAGEMENT TOTAL 728	
GENDER	
Male	616
Female	112
RACE/ETHNICITY	
American Indian or Alaska Native	3
Asian	9
Black/African American	115
Hispanic/ Latino	172
Native Hawaiian or Other Pacific Islander	1
White	396
Two or More Races	18
Race/Ethnicity Not Specified	14

COLLEGE TOTAL 1441	
GENDER	
Male	988
Female	453
RACE/ETHNICITY	
American Indian or Alaska Native	4
Asian	50
Black/African American	307
Hispanic/ Latino	365
Native Hawaiian or Other Pacific Islander	2
White	647
Two or More Races	40
Race/Ethnicity Not Specified	26

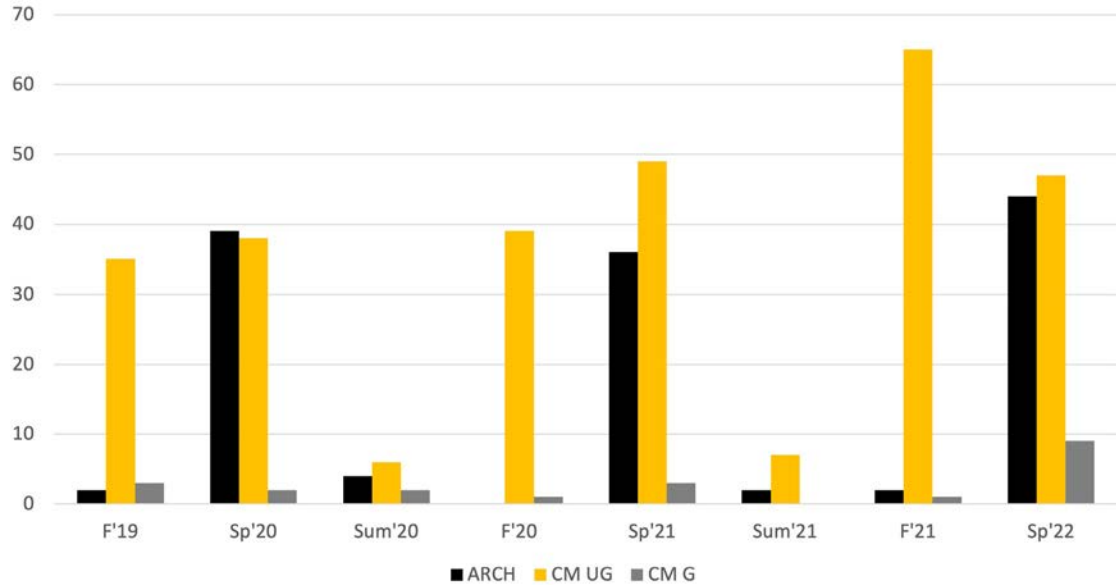
# FACULTY

FACULTY TOTAL 41	
GENDER	
Male	26
Female	15
RACE/ETHNICITY	
American Indian or Alaska Native	0
Asian	12
Black/African American	5
Hispanic/ Latino	0
Native Hawaiian or Other Pacific Islander	0
White	24
Two or More Races	0
Race/Ethnicity Not Specified	0

5-year growth in CACM Programs  
ENROLLMENT



5-year growth in CACM  
DEGREES CONFERRED



## OBJECTIVE 1

# STUDENT SUCCESS



### **Objective Statement:** Increase Student Success through Retention and Progress to Graduation

#### **Goals**

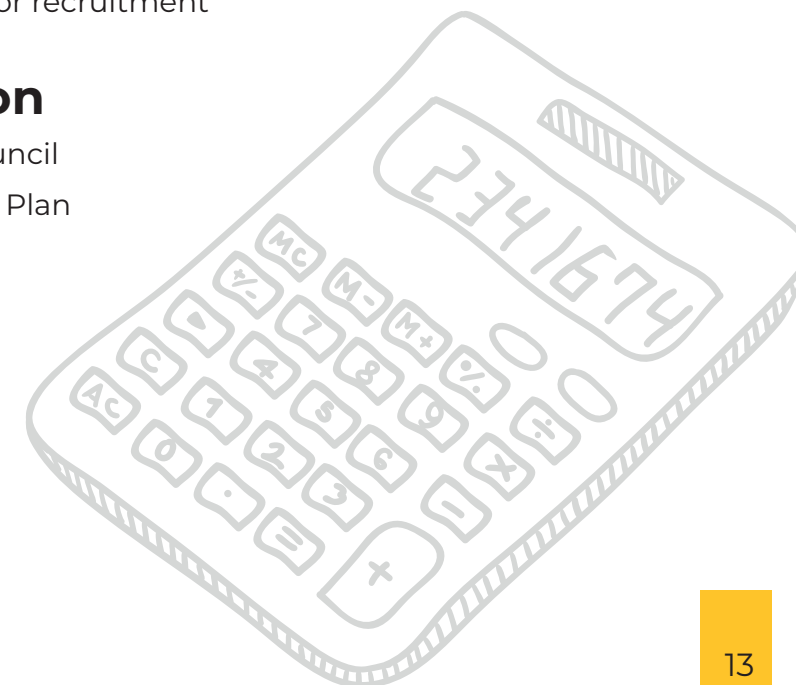
- Improve retention/ graduation rates
- Achieve 100% Early Alert reporting from Faculty
- Reduce D/W/F rates in targeted courses
- Create a smooth transition between classes on the curriculum path
- Align incoming students and industry expectations (Freshman Orientation)
- Integrate entrance surveys and exit surveys

#### **Initiatives**

- Maintain balanced student/faculty ratio in classes/studios
- Increase tools to engage at-risk students
- Develop Early Alert action plan
- Develop faculty advisement relationships to promote higher levels of communication
- Develop position within college to work alongside admissions/enrollment management to target recruitment efforts
- Target STEAM High Schools for recruitment

#### **Resources for Action**

- College Student Advisory Council
- Reporting Data and Tracking Plan
- Recruiting Plan and Budget



## OBJECTIVE 2

# FACULTY AND STAFF SUCCESS



**Objective Statement:**  
**Increase Faculty/Staff success through professional and personal development opportunities**

### Goals

- Promote highly motivated faculty and staff to leadership roles
- Foster mentor relationships
- Maintain a highly conducive and respectful working environment

### Initiatives

- Develop strong mentorship plans and career development programs for all levels of staff and faculty (full-time, part-time, non-tenure, tenure-track, tenured)
- Provide orientation sessions for part-time faculty
- Develop and offer workshops for career development (QEP HIP courses, peer-reviewed publications, grant writing, work-life balance, etc.)
- Offer more training for professors in technology and online learning
- Develop a college knowledge map of research background, current research projects, research network, research impact, research interest, and research plan of faculty and staff to show connections and opportunities
- Update faculty web pages to reflect current information
- Increase collaboration via co-teaching classes, co-authored articles, collaborative QEP HIP courses, projects etc.

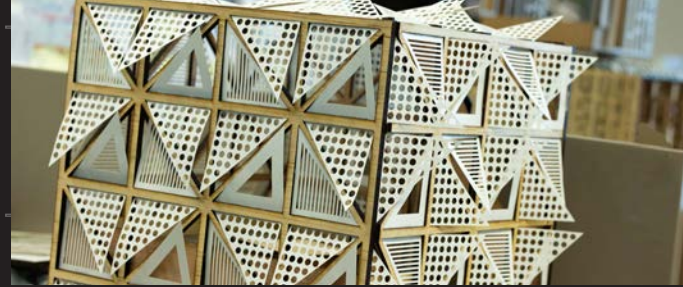
### Resources for Action

- Increase student participation in faculty surveys
- Promote and support continuing education opportunities
- Offer Lunch and Learn sessions on requested topics
- Offer etiquette and respect sessions for workplaces
- Support productive and effective retreat sessions
- Highlight and share faculty/staff engagements and successes
- Utilize associate dean for faculty/staff and research to advance professional development



## OBJECTIVE 3

# BUILDING OUR BRAND



## Objective Statement: Grow and Solidify Reputation for Success

### Goals

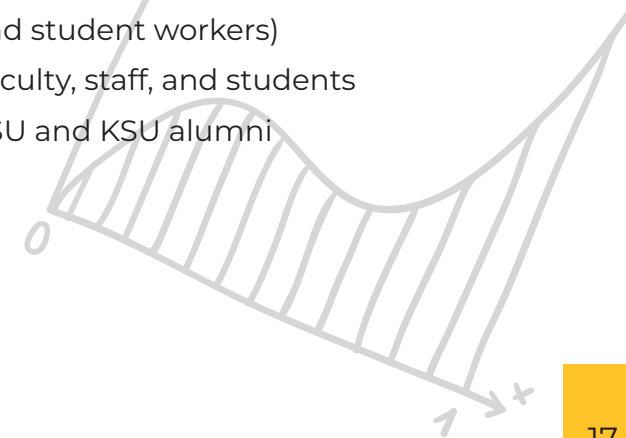
- Increase visibility through opportunities for and achievements of both faculty and students
- Instill a culture of success within the CACM
- Expand technology resources with new cutting-edge labs
- Increase program exposure through successful student competitions (national and international recognition)
- Increase recognition as one of the top-tiered undergraduate programs in Architecture and Construction Management

### Initiatives

- Establish partnership with industry for competition involvement
- Seek opportunities for faculty/student collaboration
- Increase research opportunities/activities with multi-disciplinary teams
- Showcase faculty and staff research and creative activities
- Create virtual reality and advanced technology labs
- Create robust and formalized internship process
- Create and maintain a comprehensive branding and advertisement strategy
- Host more academic and industry conferences, symposia, expos, seminars

### Resources for Action

- Provide additional lab support (staff and student workers)
- Seek/attract global opportunities for faculty, staff, and students
- Encourage engagements through SPSU and KSU alumni



## OBJECTIVE 4

# EXPAND AND STRENGTHEN EXTERNAL RELATIONS



**Objective Statement:**  
Build, Grow, and Strengthen links with  
the industry and the community

### Goals

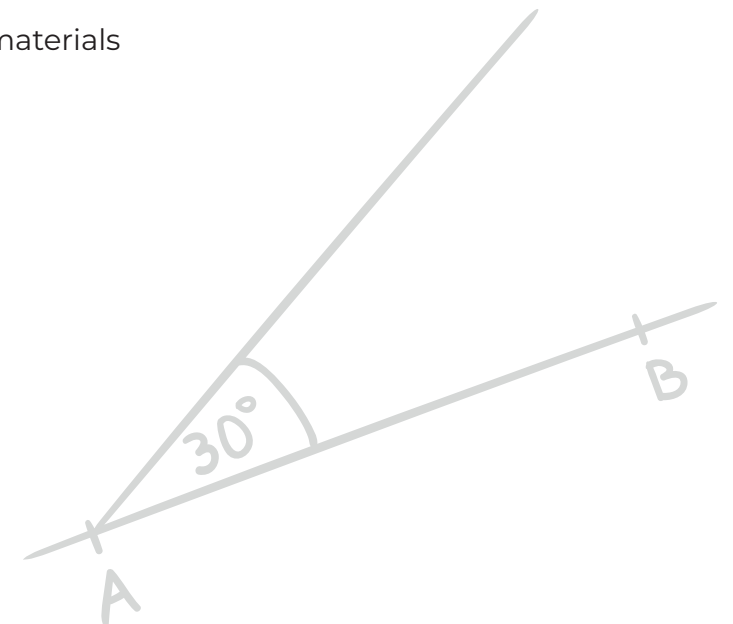
- Create and expand collaboration with local community, industry partners, alumni, and professionals

### Initiatives

- Establish Elite Lecture and Exhibition Series
- Host regional, national, and international conferences, and symposia
- Lead enhanced activities with design firms, construction management firms, nonprofit and community organizations and alumni
- Create a catalog of current college and faculty/staff memberships, roles, and duties

### Resources for Action

- Coordination with KSU events, foundation, and alumni relations
- KSU Marietta Conference Center, Architecture Gallery, and Design Two Auditorium
- Establish digital archives for materials



## OBJECTIVE 5

# INTERDISCIPLINARY CURRICULUM



**Objective Statement:**  
Provide enhanced collaborative opportunities within the college and across the university

### Goals

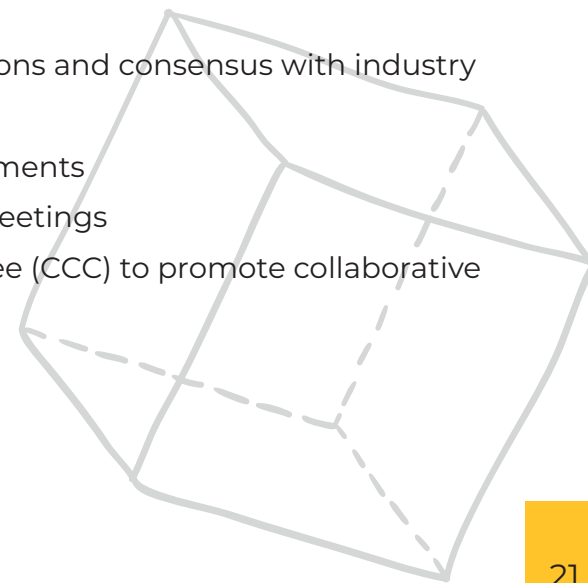
- Create infrastructure to promote and support interdisciplinarity
- Increase the overall level of collaborative research and teaching
- Recognize and reward interdisciplinary activities

### Initiatives

- Expand degree offerings (Undergraduate and Graduate)
- Encourage faculty to submit interdisciplinary proposals for elective courses
- Align elective courses with faculty research agendas
- Streamline curriculum to make way for new elective, collaborative, or innovative courses
- Review elective paths with the departments and identify cross-pollination opportunities
- Create a cross-discipline curriculum map for like/similar courses within CACM
- Create cross-teaching strategy and co-teaching workload policy
- Encourage more collaborative use of labs for enhanced learning and research
- Encourage and support more study abroad opportunities

### Resources for Action

- Create productive departmental discussions and consensus with industry input
- Expand resource access between departments
- Include lab staff in curriculum support meetings
- Encourage College Curriculum Committee (CCC) to promote collaborative opportunities
- Seek input from student organizations



## OBJECTIVE 6

# ACHIEVE LOCAL AND GLOBAL ENGAGEMENT



### Objective Statement:

**Achieve high-impact engagement opportunities for faculty and students through Local and Global relationships**

### Goals

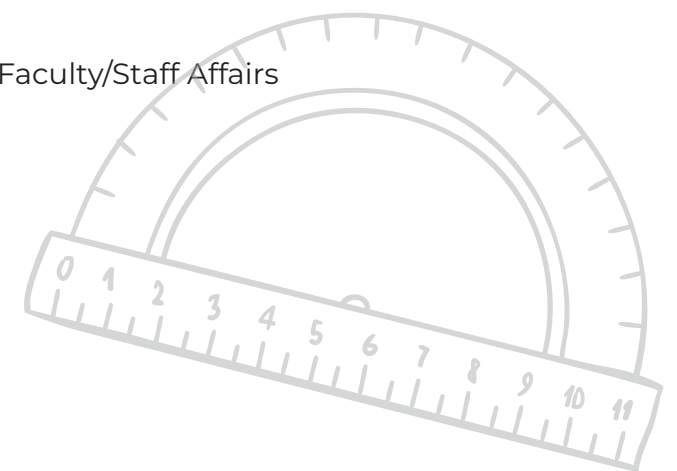
- Support up to three partnerships for study abroad programs annually
- Maintain three to five collaborative community projects, exchanges, and goal-oriented relationships annually
- Participate in three to five partnerships with local government agencies, NGOs, private sector, public sector, schools, etc.

### Initiatives

- Create an engagement unit with faculty/staff from both departments
- Collect data from on-going partnerships and assess for ROI value
- Collect proposals for new short- and long-term partnerships
- Create interdisciplinary courses tied with external partners
- Expand partnerships with global academic and professional communities
- Develop a process and network for partnership funding

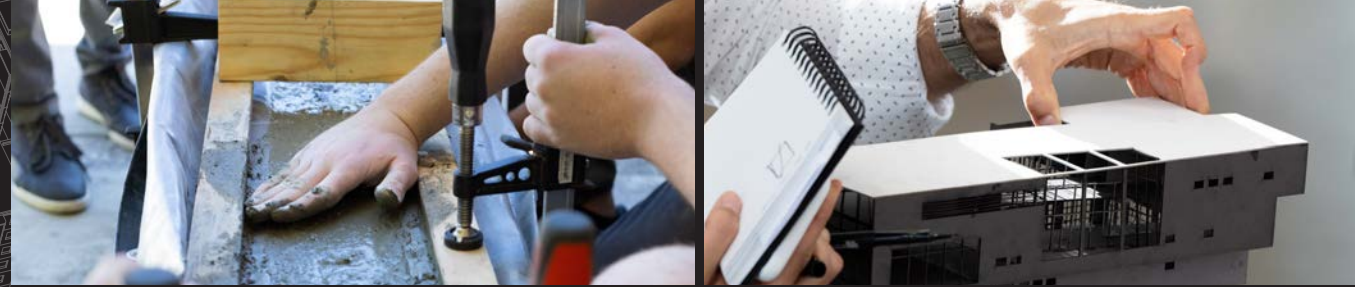
### Resources for Action

- Travel funding grant program/Study abroad scholarship enhancement
- Office of Research
- Office of Global Engagement
- Associate Dean for Research and Faculty/Staff Affairs



## OBJECTIVE 7

# PRODUCE HIGH-QUALITY PROFESSIONALS AND CRITICAL THINKERS



### Objective Statement:

To identify ways to improve collective professional skills, soft skills, and critical thinking skills relevant to student and academic success

### Goals

- Increase retention and graduation rates
- Increase number of student engagements outside of the classroom

### Initiatives

- Identify more community involvement activities
- Provide enhanced student success workshops
- Develop expanded career connection/job fairs with industry
- Establish CACM Elite Lecture and Exhibition series
- Create a professional environment for student discourse
- Enhance KSU Journey Honors College experience in CACM

### Resources for Action

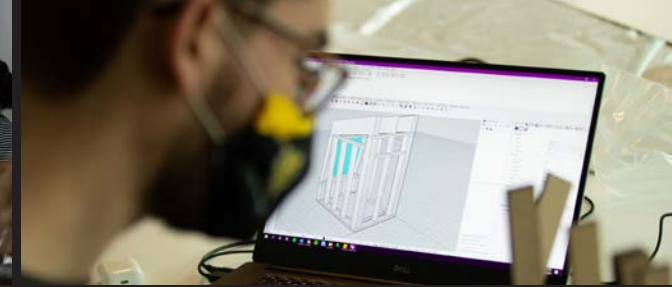
- Student Success Headquarters (SSHQ)
- Alumni
- Community partners
- Formal internship process
- Student organizations
- Department of Career Planning and Development
- Event funding from departments, dean, and industry



## OBJECTIVE 8

# SUSTAINABILITY

# AWARENESS AND ACTION



### Objective Statement:

**Engage in environmental literacy as a binding ethical premise of the built environment**

### Goals

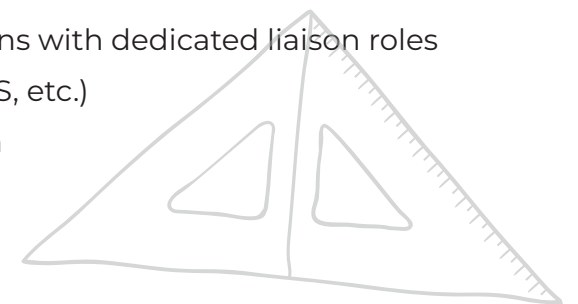
- Align and support sustainability efforts
- Increase awareness of passive systems, local methods, and regional materials
- Reinforce iterative design and construction processes and engage simulation tools to assess better performing built environments

### Initiatives

- Encourage and support third-party accreditation of faculty (e.g., WELL, ILFI, LEED, others)
- Strategic integration of sustainability into the curriculum
- Establish and support a USGBC student chapter
- Seek faculty with expertise (education and practice) in sustainability
- Foster short- and long-term awareness about sustainable approaches
- Develop a sustainable showcase of projects by highlighting work which demonstrates action
- Integrate strategies into our facilities use, performance of buildings, and events
- Develop collaborative courses focused on the common environmental goals/concerns in the built environment
- Establish partnerships with local and national professional agencies

### Resources for Action

- NCARB / AGC curriculum grants
- Memberships in all related organizations with dedicated liaison roles (e.g., USGBC, ILFI, WELL, ASHRAE, BTES, etc.)
- KSU Sustainability Fellowship Program





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