Vision

The College of Environment and Design (CED) will be a flagship institution in applying new advanced strategies and enduring approaches to global practice, community engagement, and sustainability.

Preamble

Change is part of human life and the true condition in nature. However, change that happens too rapidly or too dramatically often leads to negative consequences. The great changes in progress driven by an aging population, climate change, peak oil, urbanization, rural poverty, and other causes may limit our prosperity and/or cause harm to the natural environment. On the other hand, technological innovations, government initiatives, and growing public advocacy for the environment may offer significant professional practice and educational opportunities. The College of Environment and Design and its programs and professions can contribute to the development of better environments, if the college stays abreast of new innovations and policy decisions. Those opportunities will also allow CED to embrace an updated land grant mission by providing a relevant planning and design vision for the people of Georgia and beyond. In providing that service, the college will remain true to its perennial strengths including a long heritage of environmentally sensitive design and planning, quality design, outstanding visualization, and preservation. In building on those long-term assets, CED will assist the university and general populace in striking the appropriate balance of continuity and change.

Mission

Through teaching, research, and service in design, planning, and management of the land and its structures, CED will work to improve the environment by providing new and time-tested models for development and preservation. The college will educate the next generation of landscape architects, planners, and historic preservation practitioners to become experts in their areas of specialization with the capacity to collaborate and work effectively across traditional disciplinary and professional boundaries. Graduates of the programs will be equipped to practice in an increasingly complex and changing world characterized by global influences, local needs, and the imperative to create a more sustainable future.

Goals

I. The college will provide outstanding and innovative international and off-campus engagement programs.
II. The college will develop quality community engagement, service learning, and collaborative partnership programs for the benefit of students, faculty, staff, and the public.

III. The college will emphasize sustainability and assist in the development of a green economy and a green physical planning and design agenda for Georgia and beyond.

IV. The college will embrace opportunities and seek solutions to problems created by rapidly changing conditions, while building on and enhancing the perennial strengths of the disciplines within the college and respecting the heritage of place.

Objectives, Action Steps, and Measures

I. International and Off Campus: Because of the ease of communication, interconnected economies, and other factors, the influence of globalization will continue. In the future landscape architects, preservation practitioners, and planners will be more effective if they are given significant international and off-campus educational experiences. Faculty will also benefit from a wider array of research opportunities.

A. Teaching

1. Objective: The number of students engaging in off campus experiences will be significantly increased.
   a. Action Step: In addition to summer programs new opportunities will be implemented and existing programs expanded during the regular academic year with the intent of accommodating 35% of undergraduate students and 20% of graduate students.
   b. Measures: The number of new semester opportunities and the percentage of participating students will be calculated.

2. Objective: Support for student travel will be secured.
   a. Action Steps: CED will seek and secure funding for travel scholarships.
   b. Measures: Fifteen $500 travel scholarships will be funded by donors or though other sources.

3. Objective: New international projects will be brought into on-campus studios during the regular academic year.
   a. Action Step: We will collaborate with faculty and students at other international universities to develop such projects.
   b. Measures: We will keep track of the number of projects implemented during the next five years, which we expect to number 5 or more.

4. Objective: United States based off-campus study options will be established for those who cannot go abroad.
   a. Action Step: American off-campus programs will be developed. We will develop permanent facilities in one or two locations and seek other experiences elsewhere. Possibilities for both types of
experiences include inner city Atlanta, Savannah, a preservation field school location, and other U.S. cities outside of Georgia.

b. Measures: A business plan will be completed and implemented. The permanent location(s) will be established.

5. Objective: The various programs and student needs will be managed and coordinated.
   a. Action Steps: An Off-Campus Programs Coordinator will be appointed
   b. Measures: The coordinator will be in place by January 2010.

B. Research
   1. Objective: Faculty will engage in significant international and off-campus research projects.
      a. Action Step: Faculty will cultivate personal contacts and new collaborative relationships to develop those research projects.
      b. Measures: Five significant international and off-campus research projects will be completed in five years.
   2. Objective: Graduate students and graduate assistants will participate in international research projects.
      a. Action Step: Graduate students will comprise project teams and write individual theses related to the international projects.
      b. Measures: In three years at least 5 students will have participated in international research projects. In five years a total of 10 will have participated. During that time at least 10 students will have written theses related to international research projects.

C. Service
   1. Objective: Faculty and students will engage in international public service projects.
      a. Action Step: Projects of social, environmental, or preservation significance will be selected.
      b. Measures: At least three such projects will be developed in three years. An assessment of the social, environmental, or preservation significance will be made.
   2. Objective: CED will host a significant international conference.
      a. Action Step: The conference will be organized around a theme such as urban change or water.
      b. Measures: The theme will be selected and the conference held within two years. Attendees will be from at least six nations.

D. Critical Regionalism
   1. Objective: To work true to place in other parts of the nation and abroad.
      a. Action Step: In new places students and faculty will team with students and faculty familiar with that place.
      b. Measures: We will keep track of those collaborations and ask our collaborators to assess the appropriateness of our designs and treatments.

E. Facilities and Technology
   1. Objective: CED will enhance communication between the University of Georgia and various remote locations, where important international and off campus teaching, research, and service activities take place.
a. Action Step: The needed computer and communication equipment will be funded and purchased.
b. Measures: Funding and purchase of the equipment will take place within two years.

II. Community Engagement: While globalization pressures are increasing, there will also be a greater emphasis on the local. Fuel costs and other determinants will likely change the way food is transported. Local biofuels initiatives promise to greatly influence local economies. Because of those changes, students and faculty will benefit from a greater interaction with communities through public service and outreach or in regular classes. In pursuing those projects, CED will also contribute to an updated land grant mission for UGA.

A. Teaching
1. Objective: Opportunities for community-based projects and service learning within regular design studios will be increased and where appropriate comply with the “s” suffix program of the University’s CAPPA system.
   a. Action Step: Faculty, the public service and outreach staff, and advisory committee will initiate and help generate new and appropriate studio projects.
   b. Measures: There will be at least a 15% increase in community-based and service learning projects in three years. There will be a 100% increase in the number of funded projects. At least 3 “s” courses will be developed.

2. Objective: Undergraduate students in greater numbers will be involved in assisting with public service and outreach projects.
   a. Action Step: A plan will be developed in collaboration with the BLA coordinator.
   b. Measures: Ten part-time undergraduate positions will be created and filled over the next three years.

3. Objective: Graduate assistants will continue to participate in community-based projects but in greater numbers.
   a. Action Step: Graduate assistants will serve as project manager partners with faculty and staff guidance. They will guide the projects through to the appropriate level of completion.
   b. Measures: Funding for 12 graduate assistants working on community-based or service learning projects will be in place in three years.

B. Research
1. Objective: Faculty will be provided the opportunity to participate in community-based research projects and count those projects toward promotion and tenure.
   a. Action Step: Promotion and Tenure guidelines will be adjusted accordingly.
   b. Measures: New guidelines will be in place by the beginning of AY 2010.

2. Graduate students will engage in community-based research in greater numbers.
   a. Action Step: Grant funding will be sought.
b. Measures: In three years 10 graduate students will undertake community-based research projects some of them with funding.

C. Service
1. Objective: A public service and outreach plan will be implemented.
   a. Action Step: The plan will include organization, governance, and a budget.
   b. Measures: The plan (including a business plan) will be in place by August 2009. Public service operations will be money generating from that time forward.
2. Objective: Faculty will strive to work with the professional community on service-learning projects.
   a. Action Step: New collaborations with professionals will be envisioned and developed to enhance student experience, provide service, and ultimately create a funding source for CED.
   b. Measures: We will engage in four such public private collaborations over the next four years. The projects will bring in $50,000 to the college.

D. Facilities
1. Objective: Public service and outreach staff and participating students will be relocated into a larger facility.
   a. Action Step: The move will be to the Broad Street facility because of its size and location.
   b. Measures: The move to the Broad Street facility will be completed by August 2009.

E. Collaboration
1. Objective: Faculty, students, and Staff will work on community-based projects in collaboration with other disciplines, academic programs, practitioners, and public agencies.
   a. Action Step: University entities and partners such as the Land Use Clinic, Archway Partnership Program, Fanning Institute, Carl Vinson Institute of Government and other groups and organizations will work with CED faculty, staff, and students. Access to the Broad Street facility will be available to those groups.
   b. Measures: The number of collaborative projects will increase by 10 in three years and 12 in five years.

F. Advisory Committee
1. Objective: a six-person advisory and coordination committee will be organized and appointed by the dean.
   a. Action Step: The committee’s function will be to coordinate all incoming projects, link them to courses or faculty when appropriate, and determine typical charges for projects.
   b. Measures: The committee will be put in place by July 1, 2009. Its effectiveness will be monitored.

III. Green Planning and Design: Sustainability is no longer an option; it is an imperative. The college can build on its perennial strengths in this arena to better educate students and also assist the public in better understanding what a green future will be like and how to get there.

A. Teaching
1. **Objective:** Class offerings and opportunities for study in this area at the graduate and undergraduate levels will be increased.
   a. **Action Step:** That will require added course offerings (perhaps related to the idea of adding specialization to the curricula) and added faculty expertise.
   b. **Measures:** Two new course opportunities and one new faculty member with an environmental / ecological expertise will be added within three years.

**B. Research**

1. **Objective:** The intensity and quality of research in this area will be increased.
   a. **Action Step:** Student and faculty research teams will be developed.
   b. **Measures:** Five new faculty / student research teams will be developed in five years. Those teams will secure funding and will work in collaboration with others at UGA.

2. **Objective:** A GIS Laboratory will be developed as a means of enhancing research output related to environmental issues.
   a. **Action Step:** A new faculty member will be hired to oversee the laboratory.
   b. **Measures:** The GIS Lab with 20 computer stations will be established in three years. The new faculty member will be hired in two years.

3. **Objective:** CED faculty will link to major UGA initiatives in this arena.
   a. **Action Step:** Faculty should connect to the new water initiative as one example.
   b. At least three faculty in three years will link to major university initiatives on the environment.

4. **Objective:** Faculty will engage in research on green issues of national and international significance.
   a. **Action Steps:** Grant proposals will be written to secure funding for those projects.
   b. **Measures:** At least $100,000 in grant funding for significant national and international projects will be secured.

**C. Service and Outreach**

1. **Objective:** CED will provide public education opportunities in this area through extension.
   a. **Action Step:** We will add this as a focus to extension programs.
   b. **Measures:** At least one extension event dedicated to green design and planning will be held every year. One demonstration project will be developed.

**D. Collaboration**

1. **Objective:** CED will take advantage of the Environmental Ethics linkages to create new collaborations about green design and sustainability.
   a. **Action Step:** The Environmental Ethics program will spearhead grant applications to allow for such collaborations.
   b. **Measures:** At least three such collaborations will be initiated in two years.

**E. Facilities**
1. **Objective: Denmark**
   a. **Action Step:** Denmark Hall will be renovated as a CED research center to include a GIS Lab, a Building Materials Conservation Lab, and other research spaces.
   b. **Measures:** While some interim steps toward those functions will need to take place, the renovation of Denmark should be underway within four years.

IV. **Rapid Change and Heritage:** Students will learn about the good and bad of rapid change and, as consequence, be better prepared to practice their professions during uncertain times. The faculty will develop research agenda to assist the public in adjusting to those new conditions.

A. **Teaching**

   1. **Objective:** Students will be provided with state of the art technology and equipment.
      a. **Action Step:** High-end model making equipment will be secured and installed.
      b. **Measures:** All equipment will be in place and operational within three years.

   2. **Objective:** Students will learn about the design, planning, preservation, and environmental ethics as those fields relate to various change factors.
      a. **Action Step:** Study related to food systems, alternative fuels, health care and an aging population, urbanization, rural poverty, climate change, peak oil, political realities, advanced technologies, and social factors will be folded into our curriculum.
      b. **Measures:** A matrix will be established to determine how those factors are included in CED curricula. The system will include annual reporting as a check on progress.

   3. **Objectives:** In studying change, students will learn to identify and value elements of the past necessary to understand the future.
      a. **Action Step:** Courses in all programs will focus on careful analysis of what exists and what must be maintained.
      b. **Measures:** A matrix will be developed, and an annual assessment of courses will assure that this ethic is taught.

   4. **Objective:** Teaching collaborations with other disciplines will be initiated.
      a. Those collaborations will include teaching in teams and exchanges with other colleges or universities.
      b. During the next five years, four teaching teams and two exchanges, will take place.

   5. **Objective:** New faculty will be hired to provide expertise related to those areas of change.
      a. **Action Steps:** Faculty with expertise in social, environmental, and technological fields relevant to change will be recruited and hired.
      b. **Measures:** One replacement position faculty member and four new faculty will be hired over the next four years. This total includes the positions discussed above.
6. **Objective:** Design, planning, and preservation basics will be taught well as one way of assuring that graduates of our programs have the skills to provide future visions.
   a. **Action Step:** Those basics include continued refinement in design and planning studios, construction and engineering courses, preservation and preservation planning courses, and other core curriculum work.
   b. **Measures:** A matrix will be established to determine that the course continue to be stressed in CED curricula.

**B. Research**

1. **Objective:** Faculty will secure funding for research topics related to change by forging collaborations.
   a. **Action Step:** Those collaborations will be formed with faculty from numerous disciplines at UGA, from other universities, and with practitioners to develop funded research projects.
   b. **Measures:** At least five new collaborative projects will be initiated and external funding will exceed $400,000 during the next four years.

2. **Objective:** Graduate students will engage in research related to various drivers of change.
   a. **Action Steps:** Students will work with faculty by joining in several established collaborative teams.
   b. Twenty students will join these collaborative projects on the topics of change listed, and sixteen will write individual theses on those subjects during the next four years.

3. **Objective:** CED will consider the restoration economy.
   a. **Action Steps:** Faculty and students will work with partners on projects that restore existing infrastructure, buildings, and landscapes to demonstrate the cost effectiveness of this approach.
   b. **Measures:** Five major restoration projects will be completed during the next four years and at least three of them will be funded for a total of $75,000.

4. **Objective:** Funding and other incentives will be provided to allow faculty greater engagement in research and collaborative research projects.
   a. **Action Step:** Several faculty will be given release time and seed grants will be provided to spur collaborative projects.
   b. **Measures:** During the next four years the CED will provide 15 new course release opportunities and $30,000 for at least ten collaborative seed grants.

**C. Service**

1. **Objective:** Through quality design and planning, the public service faculty office and advisory committee will facilitate projects relevant to the change topics ameliorating negative social, economic, and health conditions.
   a. **Action Steps:** Those public service projects will be designed to include faculty, graduate, and undergraduate students.
   b. **Measures:** Fifteen such projects will be completed during the next five years.

**D. Facilities**
1. Objective: Space will be provided for some collaborative research projects.
   a. Action Step: A number of projects will eventually be housed in Denmark Hall.
   b. Measures: Five collaborative projects will be housed in Denmark Hall after the completion of the facility as a research center.

2. Objective: The teaching needs related to the subjects of change and other traditional subjects will be met with the move to the old visual arts building on Jackson Street.
   a. Action Step: All teaching facilities will move to the former visual arts and Tanner Buildings. Tanner will be vacated at the time a new addition to the visual arts building is completed.
   b. Measures: The move to visual arts and Tanner will take place within four years.

3. Objective: The Lumpkin House and gardens will be restored. The house will be used for seminars and as a center for heritage studies.
   a. Action Steps: A full plan for the building’s use will be developed and funding activities initiated.
   b. Measures: A one million dollar endowment will be raised. Restoration activities will be completed in five years.

E. New programs
2. Objective: In order to increase CED’s capacity to engage a changing world, new programs will be started and developed.
   a. Action Step: The new planning program will be fully developed. Other programs in the college or in collaboration with other colleges will be implemented.
   b. Measures: The Master of Environmental Planning Program will grow to 30 students and will pass its initial accreditation. CED will develop a PhD in landscape architecture and a building construction program. An architecture program and a master of real estate program with a physical design emphasis will be initiated in collaboration with other colleges.

F. Lecture Series
1. Objective: A new lecture series intended to inform students, faculty, staff, and the public about the many relevant topics of change will started.
   a. Action Steps: A lecture series planning committee and a lecture series action committee of three people each will be established. A medal will be awarded annually to one distinguished invited lecturer.
   b. Measures: Five people will be asked to participate in the lecture series in AY 2010 and thereafter. The awarding of the medal will commence in AY 2011.

G. External Advisement
1. Objective: External advisory committees will be established.
   a. Action Step: A committee for strategic directions and fundraising and a professional advisory board will be organized both with 15 members.
   b. Measures: The committees will be established by August 2009 and will meet three times a year.

H. Public Relations
1. Objective: The college will work toward greater exposure through a well organized public relations campaign to better inform the public and prospective students of its engagement with changing conditions.
   a. Action Step: CED will develop a cutting-edge presence including the best way of representing all of its programs. Other promotional literature for programs will be developed. Our relationship with alumni will be developed even further.
   b. Measures: The web site will be in its enhanced stage by January 2010. Each program will develop one outstanding mailing for every year of this plan.

I. Budget
   1. Objective: The college will work toward a transparent budget system so that faculty staff and students may keep track of revenues and expenditures related new and old initiatives.
      a. Action Step: Several units will work to establish their own budgets and monitor and discuss those budgets with CED’s financial office.
      b. Measures: The budget committee will meet monthly to discuss the budget and provide information to the faculty.