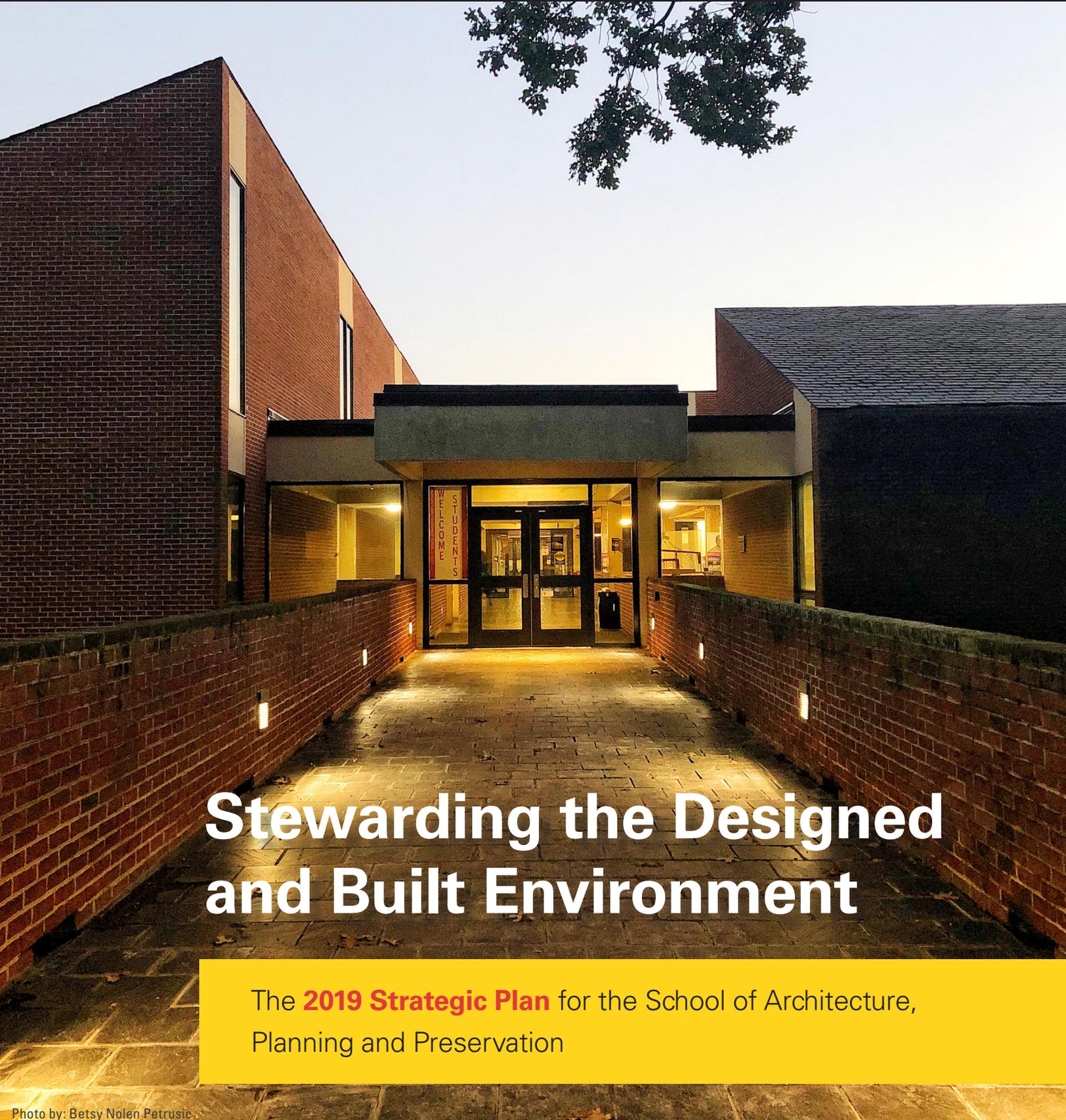




SCHOOL OF ARCHITECTURE, PLANNING & PRESERVATION

A photograph of a brick building entrance at dusk. The entrance is illuminated from within, and a sign on the left door reads "WELCOME STUDENTS". The building is surrounded by a brick wall with small lights. The sky is dark, and a tree branch is visible in the upper right.

Stewarding the Designed and Built Environment

The **2019 Strategic Plan** for the School of Architecture,
Planning and Preservation

Photo by: Betsy Nolen Petrusic

MARYLAND'S BUILT ENVIRONMENT SCHOOL

Letter from the Dean



During 2018 and 2019, the Maryland School of Architecture, Planning and Preservation engaged in a strategic planning process to “MAPP” out plans for expanding our contributions to the built environment through excellence in education, practice, research, and scholarship. Together, the School’s faculty, staff, and students, with input from our Board of Visitors and alumni, defined our values, established strategic commitments and principles to support our mission and vision, and developed a series of strategic initiatives, goals, and actions to meet our commitments and principles and honor our values. As such, this plan will move us forward with excellence, energy, and excitement for designing, developing, planning and honoring places that matter.

The School of Architecture, Planning and Preservation, **Maryland’s Built Environment School**, has a 50+ year tradition of strong leadership and innovation in the built environment disciplines. Building on our history of strong individual programs in architecture, community planning, historic preservation, and real estate development, the School is taking national leadership in interdisciplinary education, research, and practice for the built environment through cutting-edge research centers, like the National Center for Smart Growth and the Environmental Finance Center, and inspiring community-engaged practice; innovative, experiential course offerings; cross-disciplinary, community-driven programs such as Partnership for Action Learning in Sustainability (PALS); an outstanding interdisciplinary PhD program; and an expanding list of interdisciplinary dual master’s degree programs.

The new strategic plan builds on and expands our many past successes, and looks to new opportunities that will allow our faculty and students to contribute to creating places and spaces that hold significance and uplift all. As you will see below, we are anticipating the growth and enhancement of our very successful interdisciplinary dual graduate degree programs, an expansion of our role in real estate education through the launch of a new undergraduate real estate major, a coordinated effort to impact some of our society’s big challenges in the built environment space (i.e., climate change, immigration, housing), and continued success in creating a more diverse and inclusive built environment practice.

Our plan is an evolving document that is agile and responsive, allowing us to refocus on current and future issues as needed, and to be leaders in training the next generation of practitioners and scholars for the built environment. As such, we are committed to reviewing our progress and shortfalls on an annual basis in order to direct our priorities for the next academic year and beyond.

I am grateful to the many individuals who helped shepherd this plan to completion; it is and will be a team effort dedicated to moving us forward together.

Donald W. Linebaugh, PhD, RPA

Dean and Professor

School of Architecture, Planning, and Preservation

December 4, 2019



OUR MISSION

The School of Architecture, Planning and Preservation advances excellence in education, scholarship, and professional practice towards just and resilient communities. We promote social justice, cultural diversity, resource conservation, and economic opportunity through excellence in architectural design, urban planning, historic preservation, and real estate development.

OUR VISION

With a half century of excellence in research, scholarship, education, and practice in the built environment disciplines of architecture, community planning, historic preservation, and real estate development, the University of Maryland School of Architecture, Planning and Preservation leads in innovative and community-focused education to train future generations of scholars and practitioners, and in tackling the big challenges of our times through creative and pioneering research and entrepreneurial practice solutions. Our work together is driven by our values of social justice, resilience, critical inquiry, innovation, collaboration, and leadership, toward goals of inspiring and enriching our communities and neighborhoods and crafting places that matter for all.



OUR STRATEGIC COMMITMENTS AND PRINCIPLES

Drawing on our foundational values, we have identified four fundamental commitments and principles to our students, our disciplines and professions, our communities, and our alumni:

PREPARE future practitioners and scholars to meet the challenges of 21st-century practice and research

We will prepare our students for interdisciplinary and collaborative practice and research to address the world's major social and environmental challenges like climate change, housing, immigration, and health.



EXPAND innovative and entrepreneurial research and practice

We will expand innovative and entrepreneurial research, scholarship, and practice to provide dynamic student training and field experiences, to address the persistent and emerging challenges of our disciplines and the world, and to financially support the School's overall mission.



LEAD and TRANSFORM the built environment disciplines and professions

We will lead and transform the built environment disciplines and professions through our focus on interdisciplinary education and community-engaged research and scholarship, and by focusing on building diverse and inclusive practices that support social and environmental justice.



ENGAGE communities across the region in crafting quality environments for all

We will expand our engagement with communities across the state and region toward crafting better environments for all via innovative and entrepreneurial programs such as the Partnership for Action Learning in Sustainability (PALS), our research centers (National Center for Smart Growth [NCSG] and the Environmental Finance Center [EFC]), and The Kibel Gallery, and partnerships with agencies, organizations, and firms.



OUR VALUES

The School of Architecture, Planning and Preservation holds the following core values as central to the philosophy that guides our research, scholarship, teaching, and practice for the built environment. These values are the foundation upon which we developed our strategic commitments and principles and crafted our strategic initiatives, goals, and actions.



RESILIENCE

We promote a resilient, adaptive built environment that is rooted in sustainable communities, new and old, respecting the natural environment and diverse cultures.



INNOVATION

We encourage innovative and engaged research, scholarship, education, and professional practice that promote meaningful stewardship and transformation in the built environment.



SOCIAL JUSTICE

We value and practice social justice through a broad commitment to diversity, equity, and inclusion. We educate and empower students to promote these values in their personal lives and professional practice.



COLLABORATION

We collaborate across disciplines and with communities to ensure people-centered approaches to shaping the built environment. Through interdisciplinary alliances, we help communities leverage their assets and realize their collective aspirations.



CRITICAL INQUIRY

We promote critical inquiry to advance knowledge and benefit society through creative and innovative approaches for studying and enhancing the built environment.



LEADERSHIP

We develop enlightened and empathetic leaders who advance our values by respecting local knowledge in balance with specialized knowledge.

OUR STRATEGIC INITIATIVES: Key to priorities

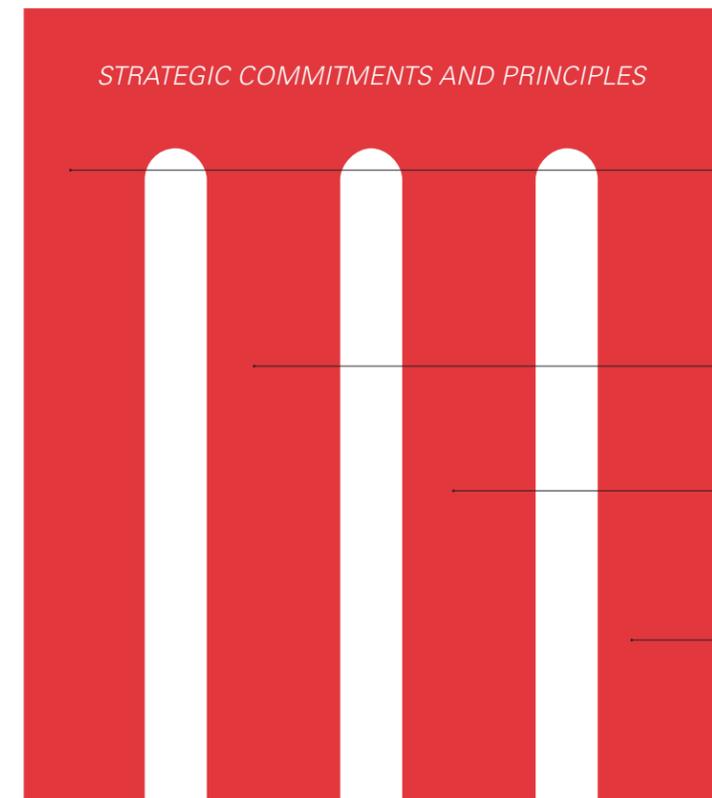


These **strategic initiatives** and goals were developed based on a consideration for our core **values** and an analysis of our current challenges and opportunities. They are intended to help us achieve our **strategic commitments and principles** and accomplish our mission and vision for the School.



STRATEGIC INITIATIVES

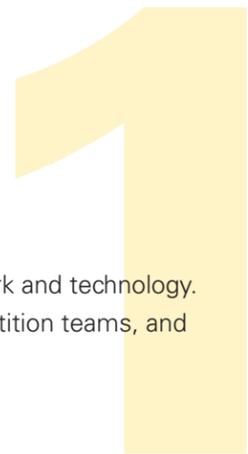
- 1 Lead in interdisciplinary education for the built environment
- 2 Create diverse and inclusive built environment discourse and action
- 3 Address society's "BIG" challenges
- 4 Effectively promote our school's scholarship, research, practice, and teaching excellence to recruit top students and faculty



VALUES

RESILIENCE | SOCIAL JUSTICE | CRITICAL INQUIRY
 INNOVATION | COLLABORATION | LEADERSHIP

Lead in interdisciplinary education for the built environment



Successful built environment practice in the 21st century is grounded in interdisciplinary teamwork and technology. Our School has embraced this approach in our innovative teaching, award-winning student competition teams, and interdisciplinary dual degree and PhD programs, and will expand our impact in this realm.

GOALS

- INTEGRATE** and **ENHANCE** dual degree offerings for graduate students **(S/M)**
- STABILIZE** and **GROW** enrollment in graduate programs **(S/M)**
- EXPAND** interdisciplinary undergraduate offerings for built environment disciplines **(M/L)**
- ENHANCE** interdisciplinary curricular connections within the School and across the University **(S/M)**
- INTEGRATE** the work of our interdisciplinary research centers in the School and across the University **(S/M)**
- EXPAND** and deepen our work in local communities within the Metropolitan Washington region and across Maryland through teaching, research, and practice **(M)**
- ENSURE** students have an opportunity to engage with the broader globalized community through study abroad and internationally-engaged courses **(S/M)**

S – short term
M – medium term
L – long term

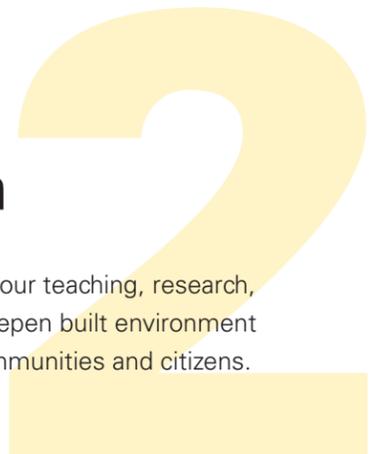


What if we enlarge the table to include more voices from day one?

MAPP@50: CONCRETE PASTS, POSSIBLE FUTURES



Create diverse and inclusive built environment discourse and action



We seek to nurture diverse and inclusive built environment discourse and action through our teaching, research, scholarship, and practice. In particular, we seek to be change agents that broaden and deepen built environment practice and research across many dimensions and to fully reflect the diversity of our communities and citizens.

GOALS

- EXPAND** the participation of underrepresented groups in built environment practice and leadership **(S)**
- ENGAGE** with diverse geographic and socio-economic communities to provide visions of their built environments **(S/M)**
- ENGAGE** professional and academic organizations in the Metropolitan Washington region **(S)**
- BUILD** and continue to grow existing strategic partnerships with diverse partners **(M/L)**



How can I preserve places that respect diverse cultures?

MAPP@50: CONCRETE PASTS, POSSIBLE FUTURES



Address society's "BIG" challenges

As a society, we face numerous "big" challenges including climate change; insufficient housing supply, quality, and equity; immigration; creating a diverse and inclusive world; and the impact of digital technology on the social fabric. The School community is committed to strategically working toward solutions that improve our environment and society through innovative, community-engaged practice and research that utilize our world class research and scholarship, and prepare our students to tackle these challenges as they enter the professions.

GOALS

CREATE well-designed, livable, equitable communities through research, scholarship, practice, and education **(S)**

IMPROVE housing opportunities – challenge inequality through research, scholarship, practice, and education **(S/M)**

DEVELOP community resilience strategies along multiple axes—socio-cultural, environmental, economic—through research, scholarship, practice, and education **(S/M)**

ADDRESS climate change challenges and ecosystem health through research, scholarship, practice, and education **(S/M)**

ADDRESS immigration challenges and changing community demographics through research, scholarship, practice, and education **(S)**

FOSTER interdisciplinary conversations about the future of urbanism **(S/M)**

ESTABLISH the School as a leader in Smart Cities research and education **(M)**

CRITICALLY RESPOND to the opportunities and challenges of new technologies as they continue to evolve and transform education, practice, and the built environment



Effectively promote our School's scholarship, research, practice, and teaching excellence to recruit top students and faculty

Our School has an extraordinary record of research, scholarship, professional practice, and teaching successes by students, faculty, and alumni. In order to attract the best students and faculty to our community in the future, we need to effectively communicate our accomplishments across the country and around the globe.

GOALS

ESTABLISH an effective and active communications pipeline across and beyond the University **(S)**

ESTABLISH the School as a campus leader in community-engaged service learning, research, scholarship, and practice **(M)**

BECOME a recognized leader in education abroad **(M)**

BECOME recognized for our innovative and interdisciplinary leadership **(S)**

BECOME recognized for our successful alumni **(S)**



When will we elevate social equity and environmental justice?

MAPP@50: CONCRETE PASTS, POSSIBLE FUTURES





SCHOOL OF ARCHITECTURE, PLANNING & PRESERVATION



MARYLAND'S BUILT ENVIRONMENT SCHOOL