Department/School/College: School of Architecture
The department would fall under Academic Affairs.

Advisory Committee Members:
Clark E. Llewellyn, Dean / David Rockwood, Interim Associate Dean
A. Spencer Leineweber, Professor / Stephen Meder, Associate Professor

**Administrative Unit (e.g. College) Prioritization Summary**

This form is to be used to provide a summary of program priorities within an administrative unit (e.g. college). Please list each program identified in the Summary Matrix forms in a priority category. This Prioritization Summary form should be forwarded, along with all self-review materials and the summary matrix rubric score forms, to the next level of review.

<table>
<thead>
<tr>
<th>New/In Transition</th>
<th>Target for Growth or Investment</th>
<th>Maintenance</th>
<th>Reorganize/ Restructure/ Merge/ Consolidate</th>
<th>Reduce in Size or Scope</th>
<th>Phase Out Close</th>
<th>Eliminate</th>
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<td>D. Arch./School of Architecture</td>
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I. BACKGROUND
The School of Architecture – Building a New Future

This is a new era for the School of Architecture. We stand on the threshold of a transformative century: climate change, the end of oil, political and economic volatility, resource shortages - the list goes on. Adaptability and sustainability may evolve into survivability. How we value our past, plan, design, construct and operate our buildings and cities, protect our environment and serve our society must all fundamentally improve. Solutions lie within innovative and multidisciplinary approaches. We cannot train architects to effectively address the issues of the 21st Century with 20th Century educational models. This is the time for the School to capture its potential, elevate its educational and research value, and tangibly contribute to the success of this University.

The School should be targeted for growth and investment. The considerable strengths of the School must be augmented to more fully address the critical needs of the built environment in Hawaii, Asia, the Pacific, and the world. The School has shown its leadership and ability to define the future of the architectural profession by establishing the first and only accredited doctorate level professional degree. The School plans to triple current enrollment and add approximately 7 new programs by AY 13-14 following the widely recognized and highly valued “College/School of Environmental Design” model. The school plans to assemble a strong set of related programs (most at the graduate level) connected with the design, construction, and operation of buildings, cities, and landscapes thereby strengthening the School’s ability to address – both in individual disciplines and through multi-disciplinary collaboration – the primary issues which concern the built environment. Investment will enable the School to start innovative programs, develop national and international partnerships, and attract faculty, increase enrollment, and expand research, curricula, and service. This will create revenue through increased tuition, grants, gifts, awards, and technology transfer. New faculty hires will have a depth of expertise that will encourage cross-disciplinary teaching and foster internationally recognized research. Investment in the School will yield an incomparable return on investment for the University, private partnerships and the environment.

II. INNOVATION AND GROWTH AT THE SCHOOL
1. Model Local Regional And Global University
   a. School Model
      To best address local and global needs and expand and enhance teaching, research, and service, the School plans to transition to a “School of Environmental Design” and implement the programs listed below. All programs can be sustained on tuition revenue.

      | Degree                  | Start Date | Enrollment |
      |-------------------------|------------|------------|
      | D. Architecture         | ongoing    | 150        |
      | B. Environmental Design | AY 10-11   | 400        |
      | B. Constr. & Project Mgmt. | AY 10-11   | 200        |
      | M. Landscape Architecture | AY 11-12  | 50         |
      | M. Construction & Project Mgmt. | AY 11-12  | 50         |
      | M. Interior Architecture | AY 12-13  | 50         |
      | M.S. Historic Preservation | AY 12-13  | 30         |
      | M.S. Sustainable Design | AY 13-14  | 30         |

      Total projected enrollment in five years 960
b. Principle Initiatives
   - Sustainability:
     - Assist UHM campus sustainable design and energy initiatives with participation of 5 UG and
       Grad students and 2 full time faculty supporting campus improvement projects.
     - Serve the urgent needs of the university and state by educating future leaders in livable
       community design, preserving and enhancing the natural environment, reducing energy use and
       dependency on non-renewable resources, and supporting the local professional design and
       construction community. This initiative will have a local/regional focus.
   - Local Interdisciplinary Agreements:
     - By fall 2009 contribute 0.5 FTE to a joint faculty position with Sea Grant and the UH Center for
       Smart Building and Community Design.
     - Conduct research on sustainable coastal development strategies with the Sea Grant College.
       Program and the School’s Center for Smart Building and Community Design.
     - Offer a Master of Landscape Architecture degree with the College of Tropical Agriculture and
       Human Resources.
     - Offer Construction and Project Management degrees at the Bachelor and Master level with the
       College of Engineering and the Shidler College of Business.
     - Offer a Master of Interior Architecture with the School of Travel Industry Management.
     - Offer a Master of Science in Historic Preservation with the Department of American Studies.
   - Global Academic Partnership Agreements:
     - Remote Degree Programs Established: D. Arch. program in China by 2011 and in Korea by 2112.
     - Dual Degree Programs Established: Dual degree program with Level One institution in China by
       2011 and with Level One institution in Korea by 2012.
     - Twinning Degree Programs Established:
       - Pre-professional transfer agreements with UH community colleges by 2010.
       - Professional degree transfer agreements with three Asian institutions by 2011.
       - Professional degree transfer agreements with three Pacific Rim institutions by 2012.
   - Technology
     - 3D Virtual Web-based Environments
       - Partner with world leader in delivery of web based 3-D virtual environment in 2009.
       - Initiate and display 3-D Virtual Web-based environment in 2010.
       - Be recognized as a world leader in 3-D Virtual Web environment by 2012.
   - Construction Innovation
     - Integrate high technology into building construction to improve the quality and
       affordability of construction in Hawaii and the Pacific.
     - Become a regional leader in digital fabrication technology
     - Create two high technology partnerships of global recognition by 2011.

2. Student Success - Learning, Research And Service
   a. Faculty and Graduate Education Global Research
      - By Spring 2010 add 3 FTE faculty in the areas of Sustainable Design, Structures and Materials, Digital
        Design and Fabrication
      - Institute a research support infrastructure by 2012.
   b. Graduate Research Opportunities
      - Graduate Research Assistantships will grow from 6 in Fall 2007 to 15 by 2010, and to 20 by 2013.
      - Double extramural grants and awards at the existing research labs by 2013:
        - Environmental Research and Design Lab
        - Construction Process Innovations Lab
        - Heritage Center
        - Hillside Design Lab
        - Community and Sustainable Design Program
        - Center for Smart Building and Community Design
      - Initiate new research programs and obtain initial extramural funding by 2013:
        - Research Consortium for Pacific Rim Universities
        - Digital Design and Fabrication Lab
   c. Student Access
      - Externally funded undergraduate scholarships will grow from 0 in 2007 to 30 by 2010, including 3
graduate research assistantships funded outside sources for each year over the next 5 years.
-Open Western Undergraduate Exchange by creating a Bachelor of Environmental Degree program.
-Increase enrollment of Native Hawaiians from 5 students in 2007 to 12 by Fall 2011.
-Increase Native Hawaiian D. Arch. graduates from 0 for the three-year period, 2005-2008, to 1 per year by AY 20012/13.
-Develop Articulation Agreements with UH system and other institutions.

d. Technology
-Emphasis on the integration of computational design and analysis tools including but not limited to 3D modeling, Building Information Management (BIM), digital generation in design, energy and environmental analysis, material and material preservation tools, and Geographic Information Systems (GIS).

3. Sustainability, Place And Community
a. Culture Society and the Arts
-Expand curricular and extracurricular service outreach to community need-based groups that integrate sustainable design, historic preservation and Hawaiian cultural values.

b. Place
-SoA Heritage Center
-SoA Environmental Research and Design Lab
-SoA/Sea Grant Center for Smart Building and Community Design
-SoA Community and Sustainable Design Research Program:
  The program was established in 2008 in downtown Honolulu and is actively engaged with the community and professional community in addressing local design issues. Donated space will grow from 1,500 square feet in 2008 to 3,000 square feet in 2012 (donated spaced valued at $50K to $100K).
- All of these programs strive to bring unique support, research, analysis and design skills to university and community needs.

c. Social Justice
-Work Force Development:
  -Increase the percentage of Hawaii-trained architects from 6% to 12% of newly registered architects by 2012 and 20% by 2016.
  -Continue to develop gender-equity opportunities within the School’s educational milieu and within the profession.
  -Increase the percentage of newly licensed architects in Hawaii from 20% School of Architecture graduates to 30% by 2016.
  -Meet the demand in Hawai’i for professional high quality professional education in Construction and Project Management, Landscape Architecture and Interior Design.

- Accreditation:
  -Continued NAAB accreditation for the D.Arch. program, and specialized accreditation for other professional programs. An accredited degree is a prerequisite to obtaining a professional license in most disciplines proposed in the new Masters programs. These disciplines also require continuing education coursework.

4. Resources And Stewardship
a. Fiscal Strategy
-Revenue Generation:
  -Development: Broaden the support base with the hire of a full-time Development Officer and public relations staff.
  -Research - Extramural Grants and Awards: Assemble a large graduate faculty and GA cohort and support structure for faculty research grants.
  -Tuition Revenue: Create separate professional program tuition structure/schedules, increase percentage/number of non-resident and International students.
  -Expanded Distance Learning. Develop off campus (international and online) professional degree courses.
  -Outreach College - Continuing Professional Education: Develop Continuing Education programs required for professional licensure.
  -Public/Private Partnerships which provide increased resources.
-Cost Control/Operational Efficiency:
- New programs are supported through tuition, special programs, external funding.
- Cost sharing agreements developed with the University to share tuition.
- Innovative Educational Delivery: Introduce innovative high quality/cost effective course delivery methods.
- Support Services: Creative efficient centralized staff and administrative support structure including appropriate structure for grant development.

b. Strategic Partnerships
- Partnerships with federal, state, county and city government planning organizations will increase from 2 in 2008 to 8 by 2013, including:
  - New research activities.
  - Historic Preservation.
  - Community educational outreach, building and community design demonstration projects.
  - Climate change, sustainable adaptation, disaster mitigation, clean energy initiatives and sustainable design assistance to state agencies at the state level.
  - Sustainable/high performance building design assistance to public and private sectors in Hawaii and throughout the Region.
- Partnerships with non-profit organizations will increase from 2 in 2008 to 8 by 2013, including:
  - Sustainable design support to under-funded community groups such as low income housing and community health organizations with a particular focus on under served sectors of community.
  - Outreach to support native Hawaiian cultural values.
  - Outreach to support elevating standards of practice through professional non-profit organizations.
- Partnerships with industry will increase from 2 in 2008 to 8 by 2013. Increase contractual partnerships with industry to provide a substantial increase in the amount of annual support by 2012.