

REINVESTMENT PLAN For The COLLEGE OF ARCHITECTURE

REINVESTMENT PLAN RELATIONSHIP TO THE MISSION OF THE COLLEGE

The mission of the College of Architecture at Texas A&M University is to significantly influence the virtual and built environment, and its professions and industries, through teaching, research, and service. The Signature Faculty Reinvestment is a significant advancement that will provide the College new opportunities to become the most influential college of architecture in the world.

OBJECTIVES of the COLLEGE OF ARCHITECTURE REINVESTMENT PLAN:

- A. To provide maximum impact on already outstanding programs in the College.
- B. To hire the best possible faculty members, regardless of professional affiliation.
- C. To focus on research potentials first, teaching assignments second, since the “research-informs-teaching” model is highly developed in the College of Architecture.
- D. To increase the research output of the faculty members in the College while reducing the number of courses taught by each faculty member while maintaining the College’s Weighted Semester Credit Hour level.
- E. To involve and energize existing faculty by involving as many faculty members as possible, college-wide, in the signature faculty recruiting process.
- F. To increase the diversity of our faculty.
- G. To coordinate faculty hiring targets with our Capital Campaign development targets.

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 - a. faculty lost since 1993
 - b. faculty / WSCH ratio
 - c. faculty / student ratio
 - d. percentage faculty who teach lower division courses
 - e. faculty / (projected) research expenditures

1. STRATEGY For ASSIGNING SIGNATURE FACULTY POSITIONS Within The COLLEGE

The planning-design-construction industry is one of the largest in the United States, second only in expenditures to healthcare. A major structural “driver” in these professions and industries is cross-disciplinary integration. INTERDEPENDENCY of the virtual and built environment disciplines is a primary force in the College of Architecture, and we are a national leader in this trend. Therefore, our request for and use of the reinvestment opportunity for hiring new SIGNATURE FACULTY is based on how these faculty members can continue our progress in interdependency. The three focus areas of excellence in the College, Visualization, Healthcare, and Sustainability, are already significant in all twelve degree programs that are offered by the three departments in the College, and they all three are the basis of important research accomplishments by our faculty.

Faculty positions are traditionally filled in a specific department based largely on teaching assignments that department requires. Research ability and accomplishments are considered when selecting faculty members by this traditional method, but research is clearly the secondary criterion for hiring.

The College of Architecture will reverse this traditional process when hiring our Signature Faculty. First, the search will be college-wide rather than by an individual department. Second, the primary criterion for selection of the best faculty member will be his/her research rather than his/her teaching specialty. Third, we will hire the best candidate in any one of the three research focus areas, regardless of the department in which the new faculty will be tenured, and regardless of the number of other new faculty members to be hired in a particular research area.

Therefore, using a sports analogy, we will recruit the “best athlete” for each of our sixteen Signature Faculty positions over the next four years. In the first year, for example, this may result in from zero to five faculty hired in any one of our three departments, and from zero to five faculty members hired with research expertise in one of our focus areas of Visualization, Healthcare or Sustainability. Each year we will evaluate the impact of our hiring patterns for Signature faculty members, and adjust our recruiting strategies accordingly.

2. STRATEGY For FACULTY SEARCH And SELECTION

Our Signature Faculty search process will place primary emphasis on the research/scholarly expertise of the candidates, and secondary emphasis on which department the candidate will join for his/her teaching contributions. While we will require all successful candidates to be excellent teachers, the discipline in which the candidates will teach will be of secondary importance. How these candidates can contribute to the research and scholarly work in one of the three focus areas, broadly defined, will be our primary criterion.

While a departmental selection committee and the department head will propose individual candidates for hire, the searches will be coordinated College-wide by three “College Search Groups,” one for each research area: Visualization, Healthcare, and Sustainability.

The Groups, composed of a representative of the Dean’s Office as Chair, a faculty “expert” in the field, and two faculty representatives of each of our three departments, will coordinate the searches with the departmental search committees for the five new “Signature Faculty” positions to be filled in FY05.

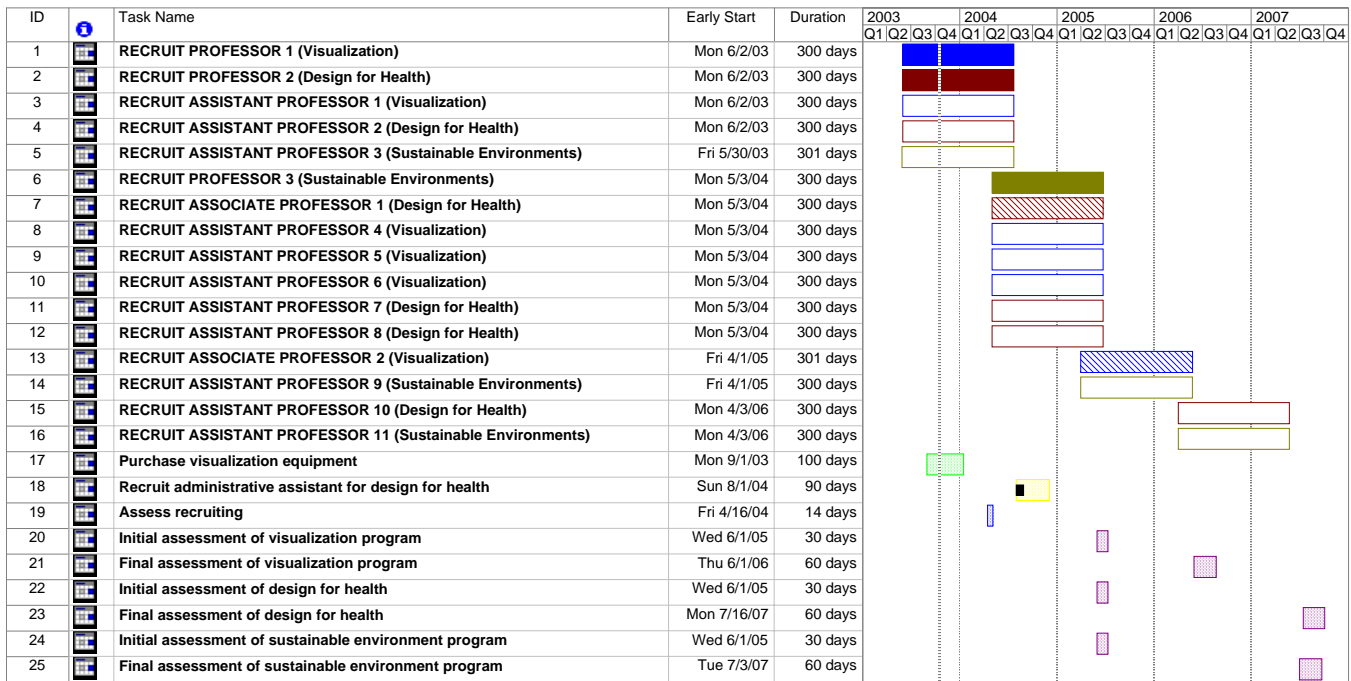
After candidates for the five positions have been screened and are invited for campus interviews, each department will recommend their best candidates for hire - regardless of which focus area of Visualization, Healthcare, or Sustainability the candidate excels. We will hire the best five candidates of all recommended by the departments.

This search strategy is unique; it was specifically designed for the special opportunity that the Reinvestment Plan Signature Faculty process allows us. The strategy has already energized the existing faculty members to participate in the nomination and selection process. Through the organization of the College Search Groups and the three departmental search committees, seventy percent of the tenured and tenure-track faculty in the College are directly involved in the selection process, and others are encouraged to nominate candidates from their areas of research. A significant by-product of this search process is the emphasis on common issues in Visualization, Healthcare, and Sustainability that the faculty members are realizing. This leads directly to our College emphasis on INTERDEPENDENCY of our disciplines.

3. SIGNATURE FACULTY HIRING SCHEDULE

The College of Architecture plans to hire faculty on the same schedule as designated by the Provost’s office in the Faculty Reinvestment First Iteration. However, the schedule is a target rather than a rule. We expect to hire opportunistically based on candidates. The College of Architecture will provide additional funds, if needed, to support opportunistic hiring. Thus, if there are three excellent candidates for full professor in year 1, we plan to hire all three even though only two positions are available for Signature Faculty. We will reallocate the funds to pay the difference in salary from College of Architecture funds. Similarly, if we cannot fill all positions at the quality and rank set aside in the plan, we will bank funds for further searches.

The schedule is as follows (identical to University Faculty Reinvestment First Iteration):



The salaries for faculty are anticipated to follow the same plan as designated by the University and are as follows:

Salaries

	Full Professor			Associate Professor			Assistant Professor			Total per year
	Head-count	Salary	Allocated	Head-count	Salary	Allocated	Head-count	Salary	Allocated	
Year 1	2	\$ 94,977	\$189,954	0	\$68,183	\$ -	3	\$56,641	\$169,923	\$ 359,877
Year 2	1	\$ 97,826	\$ 97,826	1	\$70,229	\$ 70,229	5	\$58,340	\$291,700	\$ 459,755
Year 3	0	\$100,761	\$ -	1	\$72,336	\$ 72,336	1	\$60,091	\$ 60,091	\$ 132,427
Year 4	0	\$103,784	\$ -	0	\$74,506	\$ -	2	\$61,893	\$123,786	\$ 123,786
Total for rank	3		\$287,780	2		\$142,565	11		\$645,500	\$1,075,845

4. SCHEDULED START-UP COSTS

The College expects to provide generous start-up funding packages to attract the best candidates and enable them to initiate strong and productive research programs. We anticipate a split between units similar to the model currently in place, with 1/3 coming from departmental funds, 1/3 from College funds, and 1/3 from the Vice President for Research or other University-level unit. In addition, we request a one-time expenditure for research infrastructure in the second year. This infrastructure is an immersive visualization facility, budgeted at \$200,000.

The College expects to leverage the reinvestment by using facilities improvement funds that have already been allocated to the College. These funds will be used to build offices within open-planned space in the College, build graduate student office cubicles, and outfit spaces for research infrastructure. We also are spending \$1,000,000 to build a research building at

the Riverside Campus that will enable us to undertake full-size construction projects, energy systems test cells, and mock-up full size test environments.

Our projection of startup costs and sources is:

Startup Costs

	Department	College	University/VPR (requested)	Total Startup	Infrastructure costs
Year 1	\$ 79,333	\$ 79,333	\$ 79,333	\$ 238,000	
Year 2	\$ 121,333	\$ 121,333	\$ 321,333	\$ 364,000	\$ 200,000
Year 3	\$ 36,667	\$ 36,667	\$ 36,667	\$ 110,000	
Year 4	\$ 29,333	\$ 29,333	\$ 29,333	\$ 88,000	
Total	\$ 266,667	\$ 266,667	\$ 466,667	\$ 800,000	\$ 200,000

5. LEVERAGING ACCOMPLISHMENTS AND OBJECTIVES

The Signature positions in Healthcare will be leveraged by two new endowed gifts. An endowed chair (\$1M) in Healthcare Facilities Design, and an endowed professorship (\$150K) in Healthcare Facilities Design will reinforce our efforts to recruit excellent faculty in that area. The Director position of our Center for Health Systems Design, with an increasingly significant gift account, will be open next year, and qualified Signature Faculty candidates will be eligible for this position. Research opportunities in Visualization and Sustainability are both augmented by research centers in the College, and the potential for research growth in both areas is significant.

6. REINVESTMENT IMPACTS

The reinvestment in the College of Architecture will have a transformative effect on the College. Already widely recognized as a national and international leader, we expect that the four-year plan will produce a College that is among the top five in the nation and the world.

Specific areas of impact are:

- a. Faculty Lost Since 1993. The reinvestment plan will recover the four FTE lost since 1993 and result in an increase of 12 FTE compared to 1993.
- b. Faculty / WSCH Ratio. The College expects to keep total WSCH production constant. Thus, the addition of 16 new faculty will significantly reduce the FTE/WSCH ratio (by approximately 17%). This will move the College closer to the range that is typical at Texas A&M University. Although this appears to be a decrease in teaching productivity, our plan is to increase research production so that overall productivity between teaching/research/service will increase.
- c. Faculty / Student Ratio. The College expects to keep student enrollment constant or slightly decreasing. A decrease in undergraduate enrollment will be partially balanced by an increase in graduate enrollment. These actions will result in a rise in Faculty/Student ratio.

- d. Percentage Faculty Who Teach Lower Division Courses. The College currently has an exemplary record of assigning tenure and tenure track faculty to lower division courses. We expect to continue this pattern. The reinvestment strategy will not affect this percentage.
- e. Faculty / (Projected) Research Expenditures. The new faculty will be hired, in major part, on the basis of research ability and potential. We expect to dramatically increase research productivity in the College due to the reinvestment strategy through the contribution of the new faculty. As the new faculty will also reduce the teaching load upon our current faculty, we expect to see increased research productivity from the current faculty as well. Conservatively, we expect the number of faculty engaged in sponsored research to double in four years, the number of proposals generated to double, and the value of research to double.
- f. Increase Diversity. By undertaking a broad, inclusive, proactive search, we expect to increase the representation of women, minorities, and other underrepresented groups within the faculty. We will also undertake an aggressive program of recruiting students from under-represented groups in partnership with the new faculty.