STRATEGIC PLAN 2018-2022

Approve by SArD School Administrative Committee [SAC] on January 11, 2019

Introduction

SArD Strategic plans

The School of Architecture and Design has been established in 2009, after the consolidation of the programs in Architecture, Fine Arts, Interior Design, and Graphic Design into one school. The School added on new programs after its inception, namely Fashion Design and a graduate program in Islamic Art & Architecture. The School is now well-positioned to add additional graduate programs, namely a Master of Science in Architecture, Master of Science in Interior Design, and Master of Art in Graphic Design, which are all in process. The School is one of the most active at the university level in holding events, exhibitions, lectures and international collaborations, all of which aim at expanding the students' exposure to international trends in art and design.

The School is located on both campuses, Beirut and Byblos. It is composed of two main departments and one server unit: Department of Architecture & Interior Design, Department of Art & Design, and Foundation Program. The programs offered are recognized nationally and internationally, currently pursuing the National Architecture Accrediting Board [NAAB] accreditation for the Bachelor of Architecture program and the National Association of Schools of Art and Design [NASAD] for the Fine Arts and all other design programs.

Following the merging of the design-based disciplines into one single School in 2009, the School of Architecture and Design developed its first strategic plan in 2012, to plan its first phase of growth. The SArD SP I (2012-2017) http://sard.lau.edu.lb/faculty-resources/index.php set the direction for the development of the School in its first five years. The aims and objectives of the first strategic plan were largely realized, and on schedule. (for the SArD-SPI review refer to Appendix A)

The 2nd School Strategic Plan builds upon the first one to address several pending issues, as well as respond to the University's 3rd strategic plan, which was approved in Spring 2018. The main objectives of the School SP II are to maintain the School's growth and momentum, to raise the quality of research, and to respond to new pedagogical models in the design fields, in order to contribute to the success of LAU's Strategic Plan III.

SArD SPII General Directives

The goals that were articulated for the next five years are based primarily on the philosophical direction of the School, as a center for design education in the Arab world, with a drive towards international exposure and cross-cultural exchanges. The goals were also tuned with particular attention to the requirements for accreditation of all the school programs. The process of accreditation implied a revision of all academic programs, learning outcomes, and pedagogical methods. These goals are also based on the projections of new facilities, both in Beirut and Byblos, and the available spaces for expanding and launching new programs.

The goals and actions that are described in the following sections of this plan were thus drafted with the purpose of providing a state-of-the-art education for our students, one that responds appropriately to the guidelines of accreditation, while aligning the School's development with the University Strategic Plan III. Achieving these goals would require actions and changes that are specific to each program, but also a certain change in the educational culture, adopting more creative and dynamic models.

LAU SPIII Summary

LAU's third strategic plan (https://www.lau.edu.lb/about/strategic-plan/files/lau-sp3-20170516.pdf), will be serving as the university's roadmap to the year 2022. This strategic plan consists of three goals that constitute the three pillars of the plan. LAU's SPIII is aiming to place LAU as a leading regional institution of higher learning in teaching and research, as one of the key objectives of this plan is to raise the research stature of the university by increasing quantity and quality of its research without compromising on the quality of teaching.
Overarching Purpose
Strategic Plan III is focused on accelerating the move of the university toward positioning itself in the upper quartile of higher education institutions in the MENA region through enhanced intellectual capital, more and better research, pedagogical innovation, and moving towards becoming a University without Borders.

SPIII three pillars are:
1- Intellectual Capital and Knowledge Management
Includes capacity building in the domain of knowledge generation, accumulation, and deployment for the purpose of enhancing LAU's stature as a source of scholarly endeavors to a point that propels it significantly towards assuming a lead role among institutions of higher learning locally and regionally with clear global visibility. This pillar touches upon faculty numbers, intellectual contribution, research output, graduate programs, and leveraging our intellectual resources through internal and external interfaces.

2- Pedagogical Innovation and Integrated Delivery
   This pillar addresses ways and means to enlarge and accelerate the already started process of pedagogical innovation touching all aspects of delivery process; course planning, classroom learning, and multi-dimensional assessment. It focuses on development needed by LAU to become a hub of creativity and innovation to sustain a vibrant learning environment whereby the entire university body becomes a community of learners.

3- LAU without Borders
   This pillar seeks to put LAU on a path toward expanding its academic and professional impact beyond Lebanon into the region and further afield. Its crux is examining and recommending options for LAU to penetrate other national education environments through degrees abroad or foreign branches based on partnerships. Part of Pillar Three as well is to invigorate the already existing nucleus of entrepreneurial culture at LAU to make the institution a major provider of consulting services in all areas of expertise available within the university. While this pillar is initially intended for branding and positioning purposes, it is also expected to set the university on a course that will start the process of diversifying revenue sources away from the current overdependence on tuition fees. This will be humble and modest at first but with a real potential for picking up later.

SArD SPII Goals
Summary

Goal 1   Research and Publications
                             1   Faculty Recruitment
                             2   Faculty Research Development
                             3   Graduate Students Involvement

Goal 2   Educational Pedagogy
                             1   Improve Assessment
                             2   Enhance Integrity and Ethics
                             3   Innovative Teaching

Goal 3   Recruitment, Retention and
          Visibility
                             1   Collaborations
                             2   Student Recruitment
                             3   Advising
                             4   SArD Visibility

1. **Research and Publications**

The School of Architecture and Design recognizes its deficiencies in the research capacity produced by its faculty. In order to improve on that deficiency, the school faculty would need to be encouraged in developing research projects and/or being actively engaged in practice leading to noteworthy and recognized design projects. As expressly stated in LAU's SP Pillar I "LAU's vision to become a leader in terms of intellectual capital and research…" SArD will pursue and support those research and creative activities across all its disciplines. One of the main goals would be to increase our research output and to translate that into published articles in international peer review journals.

Given the School's potential to engage in community activities one should look beyond the classroom and studio, and have a particular focus in this strategic plan to include community-engaged research re-directed back to the classroom.

The main difficulty that SArD would be facing is the allocation of resources [funds or facilities]. To be able to support the overall goal of increasing its research capacity, the School will be expected to establish a supportive network, comprised of academics as well as engaged industry representatives, with the goal of strengthening cooperation with the business community, public and private agencies.

Goal 1	Research and Publication					
Action 1.1	**Faculty Recruitment**					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
1.1.1 Identify the strategic areas in the schools where there is a need to recruit Full-time faculty with an active research agenda		1.1.3.1 - 1.5.1.1	SAC			
1.1.2 Provide incentives to attract Full-time faculty with a research agenda		1.5.1.2 - 1.5.1.3	SAC			
1.1.3 Strengthen the school's visibility concerning research			SAC			

Action 1.2	Faculty Research Development					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
1.2.1 Promote research that explores new topics in arts and design, and help develop a research culture within the School			SAC			
1.2.2 Provide faculty with the resources needed to conduct research		1.1.2.1	Dean			
1.2.3 Promote interdisciplinary research clusters within the school and across schools		1.1.3.4	Faculty			
1.2.4 Provide a public forum for presentation and dissemination of faculty research to the university community			Department Chairs Faculty			
1.2.5 Invite visiting researchers and provide incentives to co-publish with LAU faculty		1.1.3.5	Faculty			
Action 1.3	Graduate Students Involvement					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
1.3.1 Develop sustainable graduate programs that can attract graduate students capable of engaging in research projects		1.1.1.3	Faculty			
1.3.2 Increase funding support for research oriented graduate programs		1.1.2.1	Dean			

2. Educational Pedagogy

As conveyed in LAU's SP Pillar II "Learning, through effective pedagogy, is at the heart of the mission of the university". Faculty members are expected to participate and excel in the areas of teaching, research, services, and school extracurricular activities.

The faculty body within the School of Architecture and Design is one of its key assets, its diversity and teaching methodologies contributes strongly to its welfare and growth. Effective dynamic teaching/learning takes place when there is mutual faculty-student engagement in the classroom/studio. Design Studios form the core of all programs; where skills, abilities and knowledge are developed. Faculty are expected to monitor and regularly assess student performance, progress, and achievements in studios where feedback is provided on a one-to-one basis.

Despite initiatives to improve on teaching and learning more effort is still required, specifically in the areas of assessment, reducing plagiarism, and invigorating studio culture so as to enhance integrity and ethics, and strengthen the model of studio based education, which is a forerunner of the now celebrated 'active learning' that has become a requirement in all disciplines. On the other hand, supporting faculty development and promoting innovative teaching/learning initiatives will enrich the educational instruction.

Goal 2	Educational Pedagogy					
Action 2.1	**Improve Assessment**					
Action Steps	**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**	
2.1.1 Offer pedagogy workshops on improving assessment of learning skills, and related pedagogical tools	2.4.1.1	Assistant Dean	Fall 2019	On going		
2.1.2 Improve Assessment of students' achievement of ALL course learning outcomes	2.4.1.2	Faculty Department Chairs	Fall 2019	On going		
2.1.3 Revise course evaluation forms to better respond to assessment goals	2.1.2.1 - 2.4.2.1 - 2.4.3.1 - 2.4.3.2	Department Chairs	Spring 2019	Spring 2019		
2.1.4 Invigorate all program assessment cycles		SAC	Spring 2019	Spring 2022		

Action 2.2	Enhance Integrity and Ethics					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
2.2.1 Maintain a rigorous awareness campaign on plagiarism directed at students and faculty		1.3.1.5 - 2.3.1.1	Department Chairs	Spring 2019	On going	
2.2.2 Ensure communication across all units related to student Code of Ethics, its implementation and sanctions		2.3.1.3	Department Chairs	Spring 2019	On going	
2.2.3 Maintain awareness of Studio Culture and engage students' participation in developing the studio culture guidelines		1.3.1.5 - 2.3.1.1	Department Chairs	Spring 2019	On going	
2.2.4 Offer regular workshops for all faculty regarding academic integrity			Department Chairs	Spring 2020		
Action 2.3	Innovative Teaching					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
2.3.1 Encourage faculty to attend/deliver conferences and/or workshops on pedagogy and innovative teaching methods		2.1.1.1	SAC FAC	Spring 2019		
2.3.2 Encourage the use of technological tools and systems in specific courses where applicable			Faculty	Spring 2019		
2.3.3 Encourage and support team teaching and flexible course modules (multidisciplinary/cross disciplinary courses)		1.2.1.1 - 2.1.3.1	SAC	Spring 2020		
2.3.4 Ensure availability of proper infrastructure (classrooms, labs, studios, …)		1.1.2.1 - 2.1.3.3	Assistant Dean SAC	Fall 2018		
2.3.5 Establish collaboration with national/regional/international institutions and professional bodies		1.2.1.2	Dean Department Chairs	Fall 2019		

3. Recruitment, Retention and Visibility

The School needs to build on its relationships with US and European universities, in order to enhance and develop collaborations on all levels, from student-focused workshops, to faculty exchange, and study abroad opportunities . Now that SArD has revised all of its programs and is undergoing program accreditation, it is becoming essential to recruit, retain and educate motivated students, and foment an atmosphere that encourages creativity, diversity, academic excellence, collaboration, and leadership.

Goal 3	*Recruitment, Retention and Visibility*					
Action 3.1	**Collaborations**					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
3.1.1 Maintain the effective collaboration between SArD and the Scientific College of Design (SCD) Oman, and develop similar plans for other potential schools in the Gulf region		3.1.1.1	Dean			
3.1.2 Develop and implement a plan for international collaboration with US and European universities, especially in regards to graduate programs		3.1.1.1	Dean			
3.1.3 Initiate and support community projects through the school institutes, and provide additional support for the institutes		3.2.1.2 – 3.2.2.4 – 3.2.2.5	Institutes Directors			
Action 3.2	**Student Recruitment**					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
3.2.1 Work with SDEM to develop a plan to recruit and admit highly qualified undergraduate and graduate students		3.1.1.2	Faculty ASA SDEM			
3.2.2 Develop and implement a plan for increasing retention while managing enrollment and resources for effective faculty/student ratios			SAC Faculty			
3.2.3 Initiate and support interdisciplinary collaborations between SArD and reputable local universities			Faculty			

Action 3.3	Advising					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
3.3.1 Enhance the system of advising, in collaboration with SDEM, and ensure that faculty are actively engaged in this process		2.3.3.1	Department Chair Advisors			
3.3.2 Develop and enhance career guidance to students, in collaboration with SDEM		2.2.1.4	Department Chair Advisors			
Action 3.4	**SArD Visibility**					
Action Steps		**Alignment to LAU's SPIII**	**Champion**	**Start Date**	**End Date**	**Status**
3.4.1 Promote SArD's identity and core values, and activities that transcend individual disciplines			Faculty SAC			
3.4.2 Develop marketing plans to increase the school's visibility and promote its current and new programs to the public			SAC STARCOM			

SArD SPI (2012-2017) main action items review:

Review of all its programs:

Except for the Fine Arts which is still developing its new program all other SArD programs have been reviewed and are currently being implemented in their revised version.

Accreditation:

SArD is undergoing the process to accredit the architecture program by the National Architecture Accrediting Board [NAAB]. The Architecture program has successfully passed the candidacy period and has applied for Initial Accreditation in Spring 2018 expecting the NAAB visit in Fall 2018.

All design programs (Fashion Design, Fine Arts, Graphic Design, and Interior Architecture) have initiated the process of accreditation with the National Association of Schools of Art and Design [NASAD] and are expecting the first visit in Fall 2018.

Master programs:

The MA in Islamic Arts and Architecture has been implemented as of Spring 2015.

The MA in Visual Narrative has been completed and launched in Fall 2017.

The MS in Architecture has been developed and is currently awaiting the New York State Education Department [NYSED] approvals. It is expected to be launched in Spring 2019.

The MA in Interior Architecture is under development.

Space and facilities requirements:

SArD has acquired the Gezairi bldg. on the Beirut Campus to host all its programs. The Gezairi bldg. is currently under renovation.

SArD has acquired new studios, faculty offices and storage space on the Byblos Campus.

SArD Strategic Plan [2012-2017] Status Review

First Review by SP Ad-hoc committee on: Wednesday, March 19, 2014
Second Review by SP Ad-hoc committee on: Tuesday, February 03, 2015
Third Review by SP Ad-hoc committee on: Wednesday, October 26, 2016
Forth Review by SP Ad-hoc committee on: Tuesday, December 12, 2017

	Goal	Task	
	Foundation		
1	Revision of the Foundation Program	Set up an Internal Task Force to review of the Foundation program in coordination with the Departments of Architecture and Graphic Design, with its main task to: Review the Curriculum, the courses and course outcomes	Completed
2	Revision of the Foundation Program	Invite 1-2 external reviewers to assist in reviewing the curriculum and evaluating student work	Completed
	Fine Arts		
1	Developing a BFA program with Emphases: Photography, Visual Arts and Art Management	Review existing courses and course outcomes, and develop a series of new courses	BFA under development
		Develop a plan to increase Full Time Faculty and Adjunct positions in Fine Arts	Completed
		Provide basic operating and support resources	NO ACTION YET
2	Develop Fine Arts minors to serve other disciplines (Ex. Graphic design, Interior, etc…) Photography and Visual Arts	Discuss potential minors with other departments and seek their feedback on specific areas of interest for their students	Completed
		Develop new courses that could form a specific area of emphasis [minor]	Completed
3	Enhance the image and the role of the Fine Arts as an Educational Discipline	Organize faculty art exhibitions	Ongoing
		Foster students art exhibitions	Ongoing
		Invite lecturers for conferences and workshops	Ongoing
		Plan international artists' workshops on campus	Ongoing
4	Seek NASAD accreditation	Prepare Self-Study	NASAD accreditation in progress. First visit expected Fall 2018
		Submit Application	
		Follow-up process	
5	Improve photo labs on both campuses	Acquisition of new equipment for Byblos	Completed
		Expand the photo lab in Beirut	Completed
6	Expand and Rehabilitate departmental facilities	Provide dedicated space for studios/ workshops for each art discipline [ceramics, sculpture, printing and painting studios]	New Building Gezairi is currently under renovation.
		Provide technical support and equipment	New Building Gezairi is currently under renovation.
	DAID General		
1	Acquiring additional space in Beirut & Byblos	Request additional space in Beirut campus	New Building Gezairi is currently under renovation. The department has acquired new space and facilities on the Byblos campus.
2	Re-equipment of existing facilities in Byblos	Follow up on the implementation of the new systems in the Lecture Rooms, Design Studios and Technical drawing studios	In Progress

		Re-assess the performance of smart class rooms to date	NO ACTION YET
3	Invigoration of the local and international exposure and relations of the program	Activate the departmental publication	Ongoing
		Promotion the program	Ongoing
		Enhance the department's image	Ongoing
		Extend the international students exchange opportunities	Ongoing
	Architecture		
1	Continue the process of accreditation of the program by the NAAB	Stage 1: Candidacy	Completed
		Stage 2: Initial accreditation	Applied for Initial Accreditation. Next NAAB visits expected in Fall 2018.
		Stage 3:First term of continuing accreditation following a term of initial Accreditation	Not Due Yet
2	Develop a Masters Program in Architecture	Set up a task force that would study the feasibility of such a program and the required procedures	Completed
	Interior Design / Architecture		
1	Revision of the Interior Design programs based on CIDA accreditation requirements	Implement the changes based on the revisions	NASAD accreditation in progress. First visit expected Fall 2018
2	Re-configuration of the current Bachelor program in interior design to a BS in Interior Design and a Masters in Interior Architecture	Continue the implementation after the acquired approval of the DAID and the SAC	The BFA in Interior Architecture is completed. An MA in Interior Architecture is under development
3	Study the Feasibility of creating a separate Department of Interior Design	Set up a Task force to evaluate feasibility and propose a plan including student projections, faculty recruitment, etc.	Aborted
	Graphic Design		
1	Revise the GD program curriculum	Change the designation of the Bachelor from B.S. to B.A. and/or B.F.A.	Completed
		Increase the number of credits to meet NASAD accreditation	Completed
		Revise the curriculum for the minor in advertising	Completed
2	Revise the acceptance criteria for Graphic Design	Re-evaluate the SAT Requirements for GD applicants	Ongoing
		Accept students upon a portfolio review process	Aborted
3	Expose the students to a broader visual culture	Establish exchange programs with foreign institutions	Ongoing
		Develop an outreach community	Ongoing
4	Propose a Master's program	Form a task force to study the feasibility of offering a master's program in Graphic Design	Completed
5	Improve facilities	Request additional studio space	New Building Gezairi is currently under renovation.
6	Apply for NASAD membership and complete accreditation	Conduct a self-study	NASAD accreditation in progress. First visit expected Fall 2018
		Follow the steps for accreditation	In Progress
	Proposed New Programs		
1	Fashion Design	Seeking to develop a new program in affiliation with international schools of fashion	Completed
		Seeking sponsorship of reputed fashion designers	Completed
2	Master in Islamic Art & Architecture		Completed