

Yale School of **Architecture:** **A Plan** **for the Future**

June 2021

University Mission

Yale is committed to improving the world today and for future generations through outstanding research and scholarship, education, preservation, and practice. Yale educates aspiring leaders worldwide who serve all sectors of society.

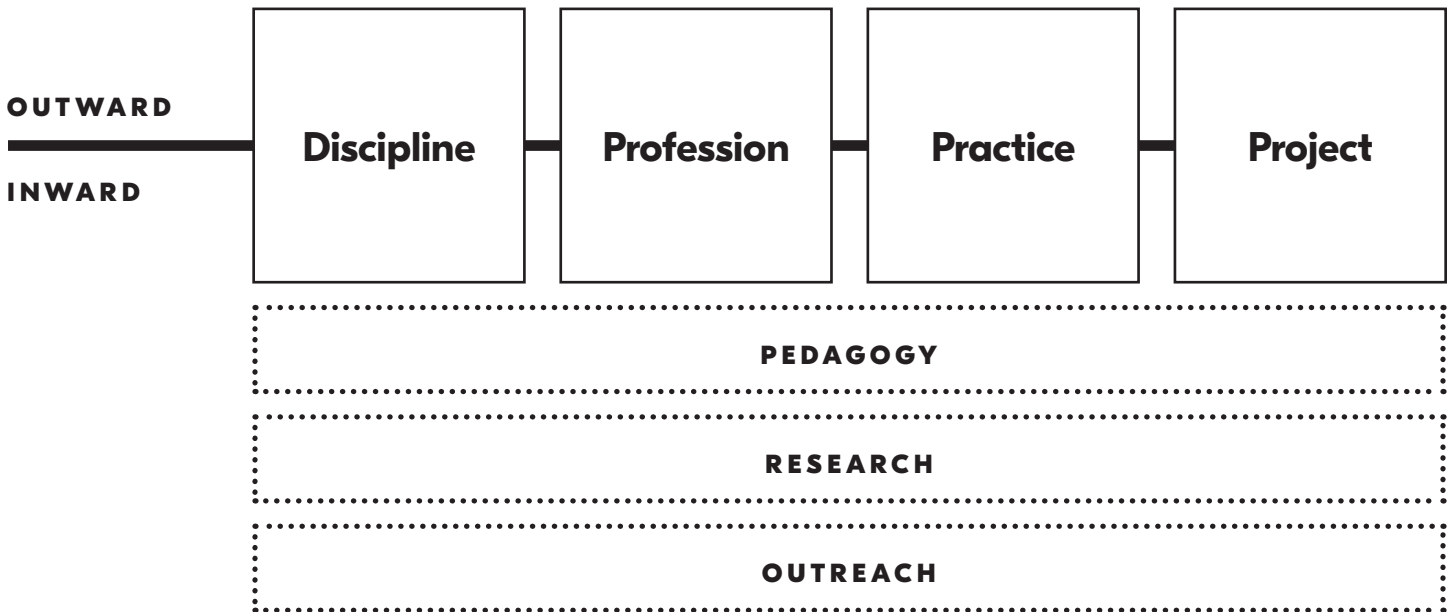
Yale School of Architecture Mission

The mission of the Yale School of Architecture is to educate architects, scholars, teachers, and leaders who will shape the future through design.

Guiding Frameworks

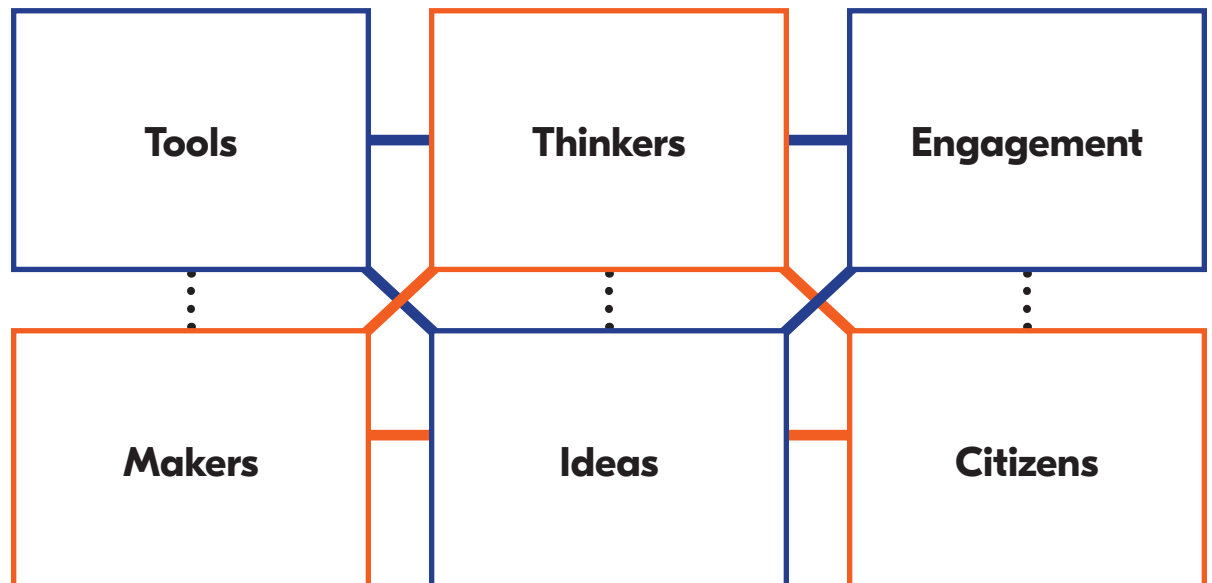
I.

The work of the Yale School of Architecture ranges across the entire spectrum of architecture, from the broadest questions of the discipline to the particulars of project design, founded on pedagogy, research, and outreach.



II.

We **encourage** each student to undertake the essential **roles** that comprise the architect's identity.



Values and Guiding Principles

We foster **creativity** and **innovation**, stretching our modes of study by drawing upon the scholarly ethos of the larger University in which we are situated.

We commit to a culture of **collaboration** and **inclusion** that actively seeks many perspectives and backgrounds and integrates architecture with other disciplines.

We act on our **intellectual curiosity** and **spirit of inquiry** to explore, research, and experiment and to solve real design challenges.

We engage with the world beyond the academy to create an **ethical, relevant** architecture that supports a **sustainable, resilient** planet for all.

Major Goals

Address issues of social justice and climate change in the built environment

Secure funding for all to graduate without tuition debt

Continue building a culture of belonging

Goals

Pedagogy and Program

Curriculum, research, diversity, technology, coordination, lectures, exhibitions, publications

- Offer an integrated curriculum and programming that respond to the needs and conditions of building in the 21st century.

Students

Funding, diversity, research, recruitment, experience, quality, admissions, success, employment

- Attract and support a diverse community of creative intellectuals who will be prepared to lead and influence the future of the discipline.

Faculty

Structure, recruitment, hiring, assessment, contracts, retention, development, research, promotion & tenure

- Attract, support, and develop a diverse body of leading architectural educators.

External Engagement

Positioning, leadership, influence, community involvement, service, alumni relations

- Engage fully with and lead in communities and issues beyond the school, in the field, the university, and the wider world.

Institutional Resources

Staffing, technology, facilities, administration, funding, donor cultivation and stewardship, funding sources, case statement/reasons to give

- Provide the operational infrastructure and funding necessary to support the school's mission.

Culture

Climate, workload, diversity, engagement, leadership & collaboration, assessment, evaluations, discourse

- Model a culture that sets the standard for contemporary architectural education, practice, and research.

Pedagogy and Program

Goal

Offer an integrated curriculum and programming that respond to the needs and conditions of building in the 21st century.

Objectives

- Enhance success and fulfillment of graduates
- Enhance influence in architectural education and beyond

Strategies

- Increase and expand student access to research infrastructure and innovation opportunities
- Strengthen PhD programs
- Define role of research in our programs
- Consider addition of masters-level urban studies program
- Build continuing education program

Students

Goal

Attract and support a diverse community of creative intellectuals who will be prepared to lead and influence the future of the discipline.

Objectives

- Increase number and yield of diverse applicants
- Expand graduate career paths

Strategies

- Strengthen faculty advising structure
- Strengthen connections between students and faculty
- Develop and implement diversity recruiting strategy
- Strengthen student career services
- Gather data on graduates' career paths, using 2012 survey as a baseline
- Encourage intermingling among programs
- Encourage and support creation of student subcommunities

Faculty

Goal

Attract, support, and develop a diverse body of leading architectural educators.

Objectives

- Continue increasing number of Professors in the Practice and ladder appointments
- Continue increasing support for faculty research
- Increase external acknowledgment of achievements of all faculty
- Improve sense of faculty community

Strategies

- Create opportunities, incentives, and expectations for greater faculty visibility in and engagement with the School
- Identify additional sources of support for research and grant infrastructure
- Strengthen student participation in faculty research
- Create faculty “PR strategy” with opportunities for faculty exposure in mainstream and social media

External Engagement

Goal

Engage fully with and lead in communities and issues beyond the school, in the field, the university, and the wider world.

Objectives

- Continue increasing collaboration across campus and with other HE institutions
- Enhance engagement with the City of New Haven and its residents
- Increase engagement globally
- Increase alumni engagement
- Increase visibility and exposure for the School, faculty, alumni, and students

Strategies

- Create a strategy to strengthen the School's global presence and engagement
- Build a program to provide support for interdisciplinary collaborations
- Contribute to Yale's capacity for cross-campus collaborations
- Design and/or refine joint-degree programs and concentrations
- Leverage the work of research centers in the outside world
- Unify New Haven-based student and faculty projects under UDW, Building Project, and future centers
- Build resources to increase alumni engagement

Institutional Resources

Goal

Provide the operational infrastructure and funding necessary to support the school's mission.

Objectives

- Eliminate student tuition debt
- Increase donor engagement and support for the School's priorities
- Increase physical space
- Optimize organizational structure, roles and responsibilities, expertise, and expectations

Strategies

- Use Yale campaign to leverage and promote YSoA funding needs and opportunities
- Involve faculty in donor cultivation and outreach
- Clarify staff and faculty responsibilities and committee structure, roles, and goals to encourage innovation and improved processes
- Spread responsibilities more broadly across staff and faculty
- Improve internal communications
- Involve students in institutional projects

Culture

Goal

Model a culture that sets the standard for contemporary architectural education, practice, and research.

Objectives

- Contribute to change in the culture of the profession and the discipline
- Contribute to the improvement of architecture and the built environment locally, nationally, and globally
- Enhance our ability to embrace, support, and learn from all members of our community

Strategies

- Build on results of school climate survey to address communication, community-building, collaboration, support, and engagement; conduct regular follow-up surveys
- Establish norms and expectations for all members of the School community and visitors
- Articulate, communicate, and carry out the School's role in advancing social justice in the built environment
- Make an enduring and genuine commitment to DEI+B efforts

Objectives

Pedagogy and Program

	Baseline	Year 1	Year 3
Enhance success and fulfillment of graduates	Survey recent alumni (include in alumni demographic survey)	Review curriculum and services based on survey results Develop funding strategies for curricular development in key areas	Review changes based on review
Enhance influence in architectural education and beyond	Review curriculum to define how core values are reflected		
	# of published articles about YSoA pedagogy	+10%	+20%
	# of published articles by YSoA faculty	+10%	+20%
	# of Yale alumni teaching and leading elsewhere	Monitor and strategize +10%	Monitor and strategize +20%
	# of YSoA media mentions		

Students

	Baseline	Year 1	Year 3
Increase number and yield of diverse applicants	Develop up-to-date metrics	Increase diversity metrics 20%	Increase diversity metrics 60%
	Institute recruitment committee/effort	Create relationships with six undergraduate schools	Create relationships with 15 undergraduate schools
Expand graduate career paths	Survey interests of students	Expand lecture series and career fair participants based on survey	Assess curricular offerings based on career paths of students

Faculty

	Baseline	Year 1	Year 3
Continue increasing number of Professors in the Practice and ladder appointments	1 new hire	2 additional hires Revive dormant searches Start history/theory search	3-4 additional hires
Continue increasing support for faculty research	Survey current faculty projects	Facilitate engagement w/ University resources Develop plan and proposal: assess research at YSOA, resources for grants, and development opportunities Part-time grant writing resource Begin development effort	Established research fund and funding sources
Increase external acknowledgment of achievements of all faculty	Institute annual Faculty Progress Reports (FPR) to understand faculty achievement	Evaluate annual FPRs to understand faculty achievement Develop communications plan	Review FPRs
Improve sense of faculty community	2020-21 Climate Survey	Form faculty task group to analyze Climate Survey and draft actionable items for change	Actionable items implemented

External Engagement

	Baseline	Year 1	Year 3
Continue increasing collaboration across campus and with other HE institutions	Inventory, including CEA, Slavery, cross-listed classes, Building Lab, YPH, HBCU projects	Determine external engagement plan	Plan implemented
Enhance engagement with the City of New Haven and its residents	Inventory, including Building Project, Urban Design Workshop, UDW, Design Brigade	Determine external engagement plan	Plan implemented
Increase engagement globally	Both directions: speakers, visualization faculty, students Yale participation in international events	Determine external engagement plan	Plan implemented
Increase alumni engagement	# of alumni contacts # of active alumni # of engagement activities	Establish alumni engagement plan coordinated with capital campaign	Plan implemented
Increase visibility and exposure for the School, faculty, alumni, and students	Not measured	With Yale OPAC, establish exposure metrics and targets	Targets achieved

Institutional Resources

	Baseline	Year 1	Year 3
Eliminate student tuition debt	Analysis of \$ debt per student Yearly total across cohort	25% reduction	Additional 25% reduction
Increase donor engagement and support for the School's priorities	ACES score 19 Campaign launch	ACES score 25	ACES score 30 On track for \$100M total
Increase physical space	Current	Add 350 George St. Determine future needs	Plan in place
Optimize organizational structure, roles and responsibilities, expertise, and expectations	Current Climate survey	Create organizational development plan	Execute plan

Culture

	Baseline	Year 1	Year 3
Contribute to change in the culture of the profession and the discipline	See Pedagogy and Program		
Contribute to the improvement of architecture and the built environment locally, nationally, and globally	None	Establish criteria and plan	Plan implemented
Enhance our ability to embrace, support, and learn from all members of our community	Climate survey DEI+B inventory	Establish plan Coordinate with University-wide DEI+B efforts	Implement plan