• **Strong and committed alumni base.** The division boasts highly successful graduates who are committed to helping the next generation of students succeed. This is most evident in the Professional Advisory Board that serves the division.

WEAKNESSES:

- **Pandemic impacts on studio culture.** The COVID-19 pandemic weakened the studio culture in the division.
- **Teaching Loads.** Due to rapid growth in enrollments and inadequate numbers of new faculty lines, many of the faculty have been teaching 18 credit hours per year without teaching overload pay. Teaching overloads negatively impacts both the quality of education provided to students and research productivity of faculty.

OPPORTUNITIES:

- **Tulsa Urban Design Studio and the Institute for Quality Communities.** Expanding collaborations with the Tulsa program and IQC could help deepen urban design and participatory design expertise among students and grow the profile of the program.
- Affordable Land. Relative to other states,

Objective1: Grow our national reputation as the American School, become a program known for excellence in evidence-based design, research, and creative activity.

Strategy 1.1: Meet American Association of Universities

- Maintain permanent support for three associate directors with course releases and/or stipends.
- Advocate for staff retention, compensation, raises, and promotions relative to peers and inflation.

Tactic 1.2D: Continue to cultivate a positive and inclusive work environment for all faculty and staff.

- Maintain incentives and rewards for behavior that is kind, supportive and helpful through awards such as the Jim Kudrna Award for Professionalism and staff merit awards and nominations.
- Maintain faculty development events annually, which range from orientations to social events.
- Advocate for the OU Faculty Senate to establish clearer guidelines and consequences for faculty or staff who engage in bullying or harassment.
- Advocate for greater f

Tactic 2.1 B: Maintain practices to regularly review and assess areas of the curriculum every 3-4 years

Strategy 3.1: Implement proactive recruiting and retention efforts to support the American Institute of Architects goal of broadening the pathways to architecture.

Tactic 3.1 A: Improve recruitment, retention, and support for students with financial need and underrepresented groups through better communications about aid and increased funding. 12. KPI: Double the dollar amount of need based scholarships awarded annually by 2027. (5Y)

Strategy 3.2: Broaden our prospective student base to include adult learners seeking career pivots, additional trainings, or certifications as well as a greater number of prospective undergraduates.

Tactic 3.2 A: Develop and implement t

Tactic 4.2 A: Develop and implement a comprehensive program to help first generation and students from groups underrepresented in architecture gain the mentoring and support needed to succeed. (2Y, 5Y) (SDC) 15. KPI