

**GROWING THE FUTURE AND LEADING THE WORLD**



**SCHOOL OF ARCHITECTURE AND PLANNING**

**STRATEGIC**

**PLAN**

**2025-2032**



Dear School of Architecture and Planning  
community and partners,

The Morgan State University School of Architecture and Planning (SA+P) Strategic Plan for 2025–2032 builds upon a collaborative and inclusive process designed to position the school as a leader in advancing spatial and environmental justice through education, research, and community engagement. This plan was refined through input from SA+P stakeholders. This process aligned departmental plans with broader goals of the University and incorporated a detailed SWOT analysis informed by feedback from more than 100 students, faculty, staff, and alumni.

The SWOT analysis revealed critical strengths such as SA+P's hands-on learning opportunities, collaborative culture, and dedicated faculty, while also identifying opportunities to enhance global engagement, interdisciplinary research, and community partnerships. These insights have been integral in defining the five strategic goals of the plan, which aim to: (1) lead the nation in educating underrepresented populations for environmental design careers, (2) enhance global citizenship through enrichment activities, (3) advance urban research on the built and natural environment, (4) deliver thought-leadership for underrepresented communities, and (5) foster the development and retention of high-performing faculty and staff.

This strategic plan reflects SA+P's commitment to addressing pressing challenges while fostering innovation, equity, and interdisciplinary collaboration. By integrating diverse perspectives and leveraging the strengths of its community, SA+P is well-positioned to drive impactful change in the years to come.

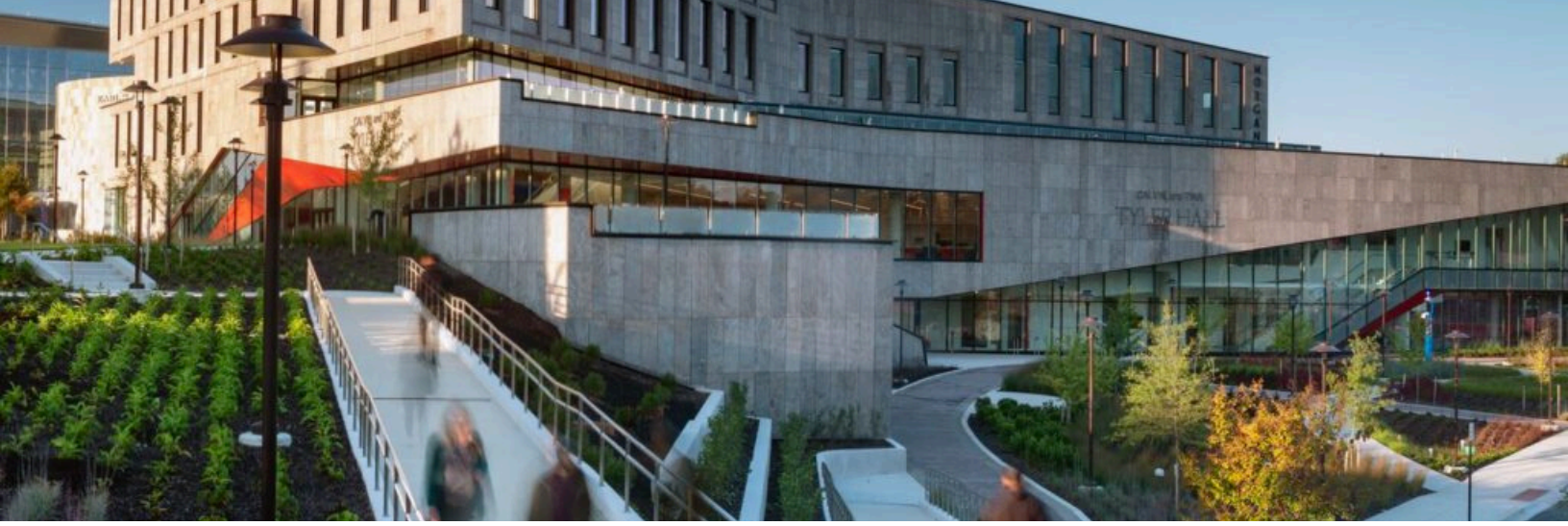
Abimbola Asojo, PhD, FAIA, IDEC, LEED AP, NOMA, NCIDQ  
Dean and Professor  
Morgan State University School of Architecture & Planning



# Our Mission:

---

To cultivate diverse and inspired professionals who advance spatial and environmental justice and equity through skill acquisition, technological advancement, value definition, critical thinking and problem solving.



# OUR VISION

A future shaped by innovative underrepresented designers, professionals, and interdisciplinary researchers in the built environment, fostering inclusive, thriving, and equitable urban communities.



# OUR STRATEGIC GOALS



These interrelated strategic goals build upon our previously defined priorities, aligning with Morgan State University's broader objectives and reflecting the insights and aspirations of the School of Architecture and Planning community. Together, they offer a comprehensive framework to guide organizational transformation and position the School to thrive at the highest levels.

**GOAL 1:** Lead the nation in the education of African Americans and other underrepresented populations for careers in architecture, city and regional planning, construction management, interior design and landscape architecture.

**GOAL 2:** Deliver enrichment activities that enhance global citizenship.

**GOAL 3:** Advance urban research on the built and natural environment.

**GOAL 4:** Offer thought-leadership and frameworks to serve underrepresented communities.

**GOAL 5:** Build faculty and staff development processes to foster and retain high-performing professionals.

# Goal 1. Lead the nation in the education of African Americans and other underrepresented populations for careers in architecture, city and regional planning, construction management, interior design and landscape architecture.

This goal reflects Morgan State University's commitment to excellence in fostering diversity and inclusion in the built environment. By increasing recruitment, improving retention, and supporting professional development, we aim to create a pipeline of highly skilled, underrepresented professionals prepared to lead and innovate in their fields. The following objectives support this goal:

## **Increase Recruitment Efforts**

- Establish a distinct identity as Maryland's destination for careers in the built environment.
- Develop targeted recruitment plans for each program and track effectiveness.
- Identify and build relationships with feeder schools to increase enrollment by 25%.
- Use data to track enrollment trends and social media outreach impact.

## **Improve Retention and Matriculation Rates**

- Develop mentoring programs tailored to each department.
- Provide targeted financial support to first-year and high-need students through novel funding sources.
- Implement skills development programs to prepare students for academic and professional success.
- Measure retention and matriculation improvements.

## **Support Alumni Professional Development and Career Success**

- Create a centralized student and alumni tracking database to monitor career outcomes.
- Expand profession-specific plans for licensure, certifications, and advanced degrees.
- Host annual Built Environment Career Fairs to connect students with employers.
- Develop streamlined job placement strategies and dedicated career development support.

## MEASURING SUCCESS

### • **Recruitment Metrics**

- Recruitment plans implemented for all programs across SAP.
- Increase in enrollment from priority schools by 5–10 students annually.
- Improved engagement and conversion rates from social media and outreach campaigns.

### • **Retention Metrics**

- Retention and matriculation rates by 2% increase every five years.
- Augment financial aid distribution and associated retention rates with \$2,000 in new funding per year.

### • **Career Development Metrics**

- Develop and track success rates and time to licensure Alumni employment.
- Increased attendance at career fairs and workshops.
- Job placement rates and employer satisfaction.

## Goal 2. Deliver enrichment activities that enhance global citizenship.

This goal seeks to prepare students for global engagement by offering robust programs and activities that deepen their understanding of international issues. Through lectures, course enhancements, study abroad programs, and exchanges, SA+P aims to provide meaningful opportunities for cross-cultural learning and collaboration. The following objectives support this goal:

### Host Global Issues Lecture Series

- Organize a semesterly Lecture Series featuring speakers who address global issues.
- Use what is learned from lecture series feedback to plan and host biennial international conferences.
- Push information regarding lectures on social media and the SA+P website.

### Increase course offerings that address global issues

- Identify courses in every program that address global content.
- Increase international content in existing courses through strategic updates and faculty collaboration.

### Develop and Implement Study Abroad Programs

- Launch Study Abroad opportunities during summer, Winter-mester, and spring break.
- Expand and formalize Memoranda of Understanding (MOUs) with international partners by one per year.
- Create courses to support Study Abroad programs, incorporating case studies and lessons from similar initiatives at MSU and other universities.

### Increase Virtual and In-Person Exchange Programs in Existing Courses

- Identify courses that engage virtual exchange platform.

### MEASURING SUCCESS

#### • Global Lecture Metrics

- Establish a baseline of engagement.
- Digital Publication/Catalogue (faculty will have to volunteer).
- Implement post-lecture poll to ensure audience feedback.

#### • International Course Metrics

- Attain program-level inventory of every course.
- Annual listing of courses that cover global content.

#### • Study Abroad Metrics

- Establish pre- and post-study abroad surveys to collect data on cross-cultural communication skills.
- Increased score for communication skills survey.
- Develop a new MOU every 3 years.

#### • Exchange Metrics

- Attain program-level inventory of every course that includes virtual exchange.
- Establish pre and post-survey of students.

## Goal 3. Advance urban research on the built and natural environment

This goal reflects SA+P's commitment to fostering a vibrant research culture that connects the built and natural environments, promotes innovation, and engages faculty, students, and external partners. Through collaboration, recognition, and resource development, the school aims to position itself as a leader in urban research and innovation. This goal will be supported by the following objectives:

### Showcase Faculty Research

- Present faculty research through courses, brown-bag lectures, exhibitions, and poster sessions.
- Host an annual one-day research symposium with faculty exhibitions and student engagement.
- Create a rotating research bulletin board display to highlight ongoing projects.

### Foster a Culture of Research Excellence

- Recognize faculty achievements through workshops and public acknowledgment.
- Encourage collaboration and resource sharing to support research goals.

### Increase Externally Funded Research

- Expand applications for funded research projects by leveraging MSU's existing resources.
- Engage students in research activities to build skills and foster professional growth.
- Develop externally funded community projects that advance urban research.

### Leverage the Morgan Campus as a Research Laboratory

- Use campus facilities as a living laboratory for faculty and student research.
- Promote cross-disciplinary collaborations and innovative solutions.

### Develop SA+P Labs as Hubs for Innovation

- Expand lab facilities such as the BIM Labs to support research and industry partnerships.
- Increase lab use for faculty research, industry outreach, and student innovation.

### MEASURING SUCCESS

#### • Research Outputs

- Increase across faculty presentations, exhibitions, and posters.
- Audience engagement metrics including students, alumni, and external attendees.
- Increase in percentage of SA+P courses featuring research integration.

#### • External Funding

- Number of research proposals submitted and awarded projects.
- Increase in total dollar value of externally funded projects.

#### • Student Engagement

- Number of students involved in research activities.
- Increase in student-led research outputs.

#### • Community Impact

- Increase in externally funded community research projects.



## Goal 4. Offer thought-leadership and frameworks to serve underrepresented communities.

This goal reflects SA+P's commitment to empowering underrepresented communities by integrating service learning, fostering impactful partnerships, and extending the school's presence beyond the campus. Through these efforts, SA+P aims to deliver meaningful contributions to urban and community development while providing students and faculty with transformative learning and research opportunities. The following objectives support this goal:

### **Increase Service Learning Activities and Research Projects**

- Identify all existing service learning activities and fully utilize the Community Engagement & Service Application at SA+P to track and expand participation.
- Ensure at least 10% of classes incorporate service learning or research project components.

### **Expand Formal Partnerships**

- Build partnerships with government agencies, community organizations, and private corporations to address community needs and enhance SA+P's reach and influence.
- Organize formal presentations with larger umbrella organizations (e.g., BDC, Central Baltimore Partnership) to showcase SA+P's capabilities and contributions.

### **Establish a Satellite Presence Beyond Campus**

- Develop a visible, centrally located satellite to extend SA+P's presence and offer a platform for community engagement, collaboration, and visibility.

### MEASURING SUCCESS

- **Service Learning Metrics**
  - Percentage of classes incorporating service learning or research components (target: 10% annually).
  - Number of tracked service learning activities through the Community Engagement & Service Application.
- **Partnership Metrics**
  - Number of formal partnerships established with government agencies, community organizations, and private corporations.
  - Number of presentations organized annually with umbrella organizations (target: at least one per semester).
- **Community Presence Metrics**
  - Progress toward establishing a centrally located satellite.
  - Community and stakeholder engagement metrics tied to the satellite presence.

## Goal 5. Build faculty and staff development processes to foster and retain high-performing professionals.

This goal focuses on creating a supportive and dynamic environment that attracts, develops, and retains top-tier faculty and staff. By promoting an identity centered on spatial and environmental justice, optimizing resource sharing, implementing effective fundraising, and investing in mentorship and development, SA+P seeks to build a culture of collaboration, growth, and professional excellence. The following objectives support this goal:

### **Define, Express, and Market SA+P's Identity**

- Establish SA+P's identity as a school that promotes spatial and environmental justice.
- Develop a marketing plan with compelling imagery, language, and strategies.
- Mobilize existing networks to raise awareness and enhance faculty and staff recruitment.

### **Optimize Resource Sharing**

- Promote collaboration and trust among SA+P programs to strengthen shared resources.
- Revisit the curriculum to encourage interdisciplinary work across departments at least once per semester.
- Allow faculty to pursue their passions and ambitions to sustain engagement and innovation.

### **Develop and Implement a Fundraising Plan**

- Create a formal fundraising strategy aligned with local business tax year deadlines.
- Identify and engage local businesses and stakeholders to support SA+P initiatives.
- Use technology (e.g., tracking website hits and responses) to measure the effectiveness of fundraising campaigns.

### **Invest in Faculty and Staff Development and Mentorship**

- Establish a formal mentorship program for faculty and staff.
- Develop a budget plan for faculty and staff development opportunities, including training and professional support.
- Provide cost-of-living adjustments, merit raises, and other retention incentives to maintain a high level of job satisfaction.

### MEASURING SUCCESS

#### • **Identity and Marketing Metrics**

- Completion of a marketing plan.
- Website and social media engagement metrics.
- Number of applicants and inquiries reflecting increased visibility and desirability of SA+P programs.

#### • **Resource Sharing Metrics**

- Number of interdisciplinary collaborations and joint curriculum initiatives.
- Feedback from faculty and staff on resource-sharing effectiveness.

#### • **Fundraising Metrics**

- Completion of a fundraising plan with specific tasks and deadlines.
- Total funds raised from local businesses and stakeholders annually.

#### • **Development and Mentorship Metrics**

- Increases in faculty and staff retention rates and satisfaction levels.
- Implementation of mentorship programs.
- Number of professional development opportunities offered and taken.

