



Department of Architecture

Strategic Plan

August 2016
(Revised August 2017)

Strategic Plan

Department Mission and General Goals

The mission of the Department of Architecture is to prepare graduates to enter the professional practice of architecture and interior design and to serve the Memphis and Mid-South region through research, engaged scholarship, interdisciplinary collaboration, and creative expression that contributes to sustainable, stable communities and enhances the quality of life for all citizens.

The goals and objectives of the Department of Architecture are as follows: to provide the highest quality professional education through a well-rounded discovery-based curriculum in both the art and science of design with emphasis on processes, professional standards, and the practical application of design and technology; to provide research opportunities for faculty and students with emphasis on “hands on” multi-disciplinary projects through which students gain valuable professional experience while providing services to the citizens of the region; and to expand opportunities for Architecture and Interior Design students by bringing them together with faculty and students in City Planning, Real Estate Development, and other programs to address public issues, support stable and sustainable neighborhoods, and develop community visions throughout the region.

Degree Programs

At the University of Memphis, the study of architecture and interior design encompasses both the art and science of design. The focus is on the education of the individual student through a well-rounded approach in a sequence of foundation courses, design studios, and professional/technical courses. The program of study for each degree program is structured to engage students in the processes and professional standards of design and technology necessary for shaping the built environment. Students are placed at the center of discovery-based studies, and required to assume responsible participation in the study of architecture and interior design.

Architecture Degree Programs – The Master of Architecture (M.Arch) is a terminal professional degree and is fully accredited by the National Architectural Accrediting Board (NAAB), which is the sole agency authorized to accredit professional degree programs in architecture offered by institutions within the USA. The Bachelor of Fine Arts with a major in Architecture (BFA in Architecture) is a pre-professional degree that is linked to the professional Master of Architecture degree (128 hours + 60 hours). This “4+2” professional sequence is based upon NAAB Student Performance Criteria (SPC) and other standards.

The courses and content are structured based on this national “4+2” model to permit students earning the BFA in Architecture at the University of Memphis to meet the educational standards for admission into a professional M.Arch program at another school and for students from an approved pre-professional program at another university to be able to enter the M.Arch at the University of Memphis. The professional sequence meets the education requirements of the National Council of Architectural Registration Boards (NCARB) which regulates the practice of architecture in the USA.

Interior Design Degree Program – The Bachelor of Fine Arts with a major in Interior Design (BFA in Interior Design) is a professional degree recognized by the Council for Interior Design Qualification (CIDQ) and the Tennessee Board of Architectural and Engineering Examiners (A+E Board) as meeting the educational standards for becoming a registered interior designer in Tennessee. The degree is fully accredited by the Council for Interior Design Accreditation (CIDA).

Self-Assessment Process

The Department of Architecture Self-Assessment process is ongoing. The Department uses its mission and goals as well as the mission and strategic plan of the University of Memphis and measures its progress towards meeting these. This assessment incorporates input from faculty, staff, students, members of the professional community, and others. The following information demonstrates how the Department of Architecture has addressed elements of the University of Memphis Strategic Plan as well as its own mission.

Student Success

- *Engagement* – The Department has established a “culture of engagement” which results in every design studio from second through sixth year having a real, participating community partner on at least one studio project. This benefits the students by providing valuable experience and benefits the community as well. This culture is fully embraced by the faculty and has become expected by students in the Department. This engagement was successfully introduced into the first year studios in the SP15 semester and has continued.
- *Living Learning Community* – The Architecture + Design House, formerly located in the Carpenter Complex, provides a special environment for residents through participation in various events and activities. The sharing of experiences among the various academic year cohorts has yielded academic benefits and formed close bonds among the students. The Architecture + Design Living Learning Community was incorporated into the new Centennial Hall in 2016.
- *Leadership and Recognition* – Architecture students have won numerous awards, scholarships, and received international recognition. Among these are the M.Arch First Generation Fellowship, University Diversity Fellowship, University of Memphis Presidential Honors Award, President’s Award from the Memphis Chapter of the AIA, Special Achievement Award from AIAS national. Students have won or received recognition in local, national and international design competitions and had their work selected for display locally and internationally.
- *Acceptance Rates of BFA Students into Master of Architecture Programs* – One hundred percent of the students graduating with a BFA in Architecture degree since the inception of the degree that have made application to a professional Master of Architecture degree program have been accepted at one or more of their choices and all have finished or are on track to finish. This includes many of the top-ranked architecture schools in the nation.
- *Employment in the Profession* – Virtually all recent graduates of the two architecture degree programs within the Department have found employment within professional areas. Many of these graduates have elected to work in the Memphis area including several who returned after going elsewhere to earn the professional Master of Architecture degree. Recent graduates with the BFA in Interior Design have also found positions within the design community in full service architecture firms as well as positions as product representatives and in showrooms.
- *Curriculum* – Meaningful programs and courses designed to reflect emerging technologies and to meet the needs of the students, the profession, and society have been developed. Since the last accreditation visit, the Master of Architecture degree curriculum has been revised to include additional community-focused and theory courses. The curriculum of the BFA in Architecture has also been enhanced to reflect changing needs and to better fit into the M. Arch degree program. The BFA in Interior Design has been completely revised to ensure a more complete integration with the BFA in Architecture, thus providing efficiency in the delivery of the courses and ensuring all undergraduate students are exposed to a more holistic approach to design. The dual major (the architecture curriculum with additional courses in interior design) has enhanced employment opportunities. Course content is evaluated each year and changes made to ensure students are prepared to meet expectations in the next year. All faculty members, full-time and adjunct, are involved in this process.
- *Retention* – This remains an area of concern within the two undergraduate degree programs. First year courses have been revised to improve retention from first to second semester and from

first to second year. A mandatory New Student Orientation and other programs have been created and over the past year were offered in conjunction with the University of Memphis NSO program. The AIAS chapter has also created and offered special workshops for First Year students including diagramming and model making to further improve retention. First Year Coordinator and Department Chair have taught the Introduction to Architecture + Design course together with the involvement of the Director of Architecture and Graduate Studies in Architecture. The involvement of these administrators in NSO as well as first semester courses has been, in part, responsible for an increase in retention and a smoother and more effective transition from first semester to second semester and from first year to second year.

Research and Creativity

The Department of Architecture has become recognized nationally for its work in community engagement and sustainable design. Through engaged scholarship, professional practice, research and creative activities, the Department of Architecture engages the community through partnerships in which students and faculty collaborate with community groups to create a more livable environment through architecture, urban design, and interior design. Whether externally funded or not, this collaboration benefits the students and the organizations and also serves to advance the mission of the University of Memphis as an urban research institution that is engaged in interdisciplinary activities contributing to the intellectual, economic, cultural, and social well-being of the community, region, state, and nation.

These opportunities have been strengthened and enhanced through the creation of the University of Memphis Design Collaborative, a formal partnership between the Department of Architecture and the Department of City + Regional Planning.

Access and Diversity

The Department of Architecture works to promote and sustain an accessible, vibrant community of faculty and students that values diversity and to cultivate a respectful and intellectually stimulating campus environment. The Department often partners with community groups and organizations serving a diverse population and has made efforts to maximize access to academic programs and to increase the representation of historically underrepresented groups. The Department strives to include ethnic and racial minorities and women as members of design juries and guest lecturers.

Partnerships

Through a number of community partnerships, the Department of Architecture has completed projects and activities that further the mission of the University of Memphis as an urban research institution. These partnerships have been through the Department as well as through the UMDc.

In addition, the partnerships formed with organizations such as the Memphis Chapter of the American Institute of Architects and Urban Land Institute have been beneficial to faculty and students. AIA has partnered with the Department on several fundraising activities. The AIA and ULI regularly offer discounts (or free admission) to students to enable them to attend professional events. Many local design firms have also contributed money, furnishings, equipment, and so forth as well as in-kind services to the department. Adjunct faculty members (often firm principals) bring associates into the classes further enhancing the educational experiences of the students. The Memphis Chapter of the Construction Specifications Institute has also been very helpful to the Department. More recent partnerships include those with the Tennessee Society of Landscape Architects and the American Planning Association, both of whom have worked with the Department to co-sponsor lectures and other events.

Sense of Place

The Department has been actively engaged with within the University as well as the surrounding neighborhoods through a series of projects and partnerships intended to create a vibrant community. Most significant among these is the Recycling Zone Prototype which serves as a recycling area,

educational area for sustainable living, and pocket park adjacent to several dormitories and the architecture building.

The Department Chair serves as the main campus faculty representative on the University Green Fee Committee which has funded a number of significant on-campus enhancements as well as on the Master Plan Update Committee. He also chairs the University Facilities and Services Committee. Master of Architecture students have also benefitted and contributed to this goal by working in Graduate Assistant positions in the Campus Planning and Design office as well as the University Space Planning office.

Department of Architecture Goals for Advancing the Mission of the University

Goal 1 – Achieve continuing accreditation from the National Architectural Accrediting Board (NAAB) for the Master of Architecture degree program and continuing accreditation from the Council for Interior Design Accreditation (CIDA) for the BFA in Interior Design degree.

- Steps Taken 2014-2016
 - Successful completion of NAAB Continuing Accreditation of the M.Arch degree
 - Curriculum revisions per NAAB Student Performance Criteria and recommendations in Department self-study
 - Completed substantial improvements to the interior design curriculum
- Plan for Academic Year 2017/2018
 - Continue to make curricular changes to the BFA in Architecture degree and BFA in Interior Design degree to enhance student retention
 - Continue to integrate the Interior Design degree with the BFA in Architecture degree
 - Change name of Interior Design degree to Interior Architecture
- Plan for Academic Years 2018/2023
 - Continue to make curricular changes to the BFA in Architecture degree and BFA in Interior Design degree to enhance student retention
 - Continue to integrate the Interior Design degree with the BFA in Architecture degree
- Measurable Outcome
 - NAAB continuing accreditation in 2023 and CIDA continuing accreditation in 2021

Goal 2 – Increase the number of students in the Master of Architecture degree program.

- Steps Taken 2014-2016
 - Secured new scholarships for BFA students wishing to enter the M.Arch program
 - Secured new scholarships for current M.Arch students
 - Added Graduate Assistant positions
 - Developed new recruiting brochure, launched new website, and expanded national, regional, and local advertising
- Plan for Academic Year 2017/2018
 - Conduct focused recruiting within region
 - Secure new scholarships for M.Arch students
 - Pursue additional funding for GA positions
 - Participate in “open house” recruiting days
 - Continue successful programs, strategies, and activities
- Plan for Academic Year 2018/2023
 - Expand focused recruiting
 - Secure new scholarships for M.Arch students
 - Pursue additional funding for GA positions
 - Investigate the feasibility of Certificate programs including a Certificate in City Building
 - Continue successful programs, strategies, and activities
- Measurable Outcome
 - Number of University of Memphis BFA in Architecture students making application to the Master of Architecture degree program
 - Number of students enrolling in the M.Arch degree program from all schools
 - Number of graduates (goal average above five per year)

- M.ARCH Five-Year: 2013 (4), 2014 (4), 2015 (5), 2016 (8), 2017 (3). Projected 2018 (7), 2019 (5) based on current enrollment

Goal 3 – Increase the number of students, retention, and graduation rate in the BFA in Architecture and BFA in Interior Design degree programs while maintaining the quality of the programs.

- Steps Taken 2014-2016
 - Continued to develop the “dual major” Architecture and Interior Design curriculum
 - Introduced community engagement activities into first year studios and classes
 - Continued Architecture Summer Program with AIA Memphis (fifteenth year)
 - Developed new recruiting brochure, launched new website, and expanded national, regional, and local advertising
 - Revised First Year Day (Surviving Design School) introduced in August 2011
 - Developed an Academic Mapping Program in partnership with the University of Memphis Office of Institutional Research
 - Secured scholarships for BFA students wishing to enter the M.Arch program
- Plan for Academic Year 2017/2018
 - Conduct focused recruiting within region especially for interior design
 - Continue the Academic Mapping program
 - Participate in “open house” recruiting days
 - Complete additional course redesigns to enhance student retention
 - Implement the new Architecture + Design Days with AIA Memphis
- Plan for Academic Year 2018/2023
 - Initiate programs and activities based on outcomes of the Academic Mapping program
 - Continue to develop NSO
 - Expand focused recruiting
 - Develop alternative tracks for students not wishing to major in architecture or interior design but in design-related fields such as architectural history and construction management
 - Continue successful programs, strategies, and activities
- Measurable Outcome
 - Number of first year students entering second year
 - Number of graduates (goal average above ten in both degree programs)
 - ARCH Five-Year: 2013 (7), 2014 (8), 2015 (10), 2016 (11), 2017 (8). Projected 2018 (18), 2019 (13), 2020 (17), 2021 (20) based on current enrollment (2017 does not include anticipated December 2017 graduates)
 - IDES Five-Year: 2013 (3), 2014 (6), 2015 (7), 2016 (6), 2017 (4). Projected 2018 (4), 2019 (9), 2020 (12), 2021 (10) based on current enrollment (2017 does not include anticipated December 2017 graduates)
 - Acceptance rate of BFA in Architecture students into professional Master of Architecture degree programs nationwide (presently at 100%)
 - Increase in number of BFA students making application to the University of Memphis Master of Architecture degree program

Goal 4 – Increase community engagement activities through engaged scholarship, academic and professional internships, and research and increase professional awareness.

- Steps Taken 2014-2016
 - Every design studio from second through sixth year is required to have at least one project with a community partner
 - Expanded community engagement into Introduction to Architecture + Design and other First Year courses
 - Developed the AIAS Design+Build Studio
 - Appointed an NCARB Intern Development Program / NCIDQ Interior Design Experience Program coordinator for the department
 - Value of engaged scholarship and professional practice incorporated into Tenure and Promotion Guidelines

- Plan for Academic Year 2017/2018
 - Expand internal emphasis on AXP and IDEP
 - Appoint an AIAS student licensing advisor
 - Continue the AIAS Design+Build Studio
 - Continue other successful strategies
- Plan for Academic Year 2018/2023
 - Expand emphasis on AXP and IDEP
 - Offer ARE study sessions
 - Offer additional design + build studios
 - Continue other successful strategies
- Measurable Outcome
 - Number of students with meaningful community engagement experience
 - Number of students enrolled in academic and professional internships
 - Number of students enrolled in AXP and/or IDEP
 - Number of students passing the ARE and NCIDQ

Goal 5 – Expand the capabilities of the University of Memphis Design Collaborative (UMDC), the formal partnership between the Department of Architecture and the Department of City + Regional Planning.

- Steps Taken 2014-2016
 - Hired an interim director and obtained two Graduate Assistant positions (one in Architecture and one in City + Regional Planning)
 - Received additional grants to enhance capacity and outreach of the UMDC
 - Continued work with community partners on meaningful, engaged projects and activities
- Plan for Academic Year 2017/2018
 - Continue to apply for external funding and expand fee for services projects
 - Expand partnership with local government on demonstration projects
 - Expand relationship with local government, not-for-profit, and other organizations
 - Hire a research associate and expand Graduate Assistant numbers
 - Initiate a speaker series
 - Investigate the feasibility of another community-focused design + build project
- Plan for Academic Year 2018/2023
 - Continue to apply for external funding and expand fee for services projects
 - Hire a permanent Director and expand staff capabilities.
 - Expand partnership with local government on demonstration projects
 - Continue to investigate feasibility of additional projects and activities
 - Continue to integrate Architecture and Planning courses and studio into UMDC projects
- Measurable Outcome
 - Number of partnerships
 - Implementation of projects and activities
 - Number of students involved in UMDC-related professional/technical and studio courses

Goal 6 – Increase awareness of sustainability in the community.

- Steps Taken 2014-2016
 - Expanded the use of the Recycling Zone Prototype designed and constructed by the Department as a recruitment, retention, and educational tool
 - Received additional grant to enhance the Recycling Zone Prototype
 - Faculty involved on boards and commissions
 - Continued work with community partners on affordable, sustainable design
 - Continued Wednesday lecture/film series focused on sustainability
 - Continued development of the sustainability course and expanded offerings to graduate students from outside the Department
 - Continue to investigate feasibility of a second TERRA project
- Plan for Academic Year 2017/2018
 - Continue to apply for “Green Fee” and other grants
 - Expand partnership with local government on demonstration projects

- Expand relationship with local government through joint faculty appointment with the Office of Sustainability
 - Investigate the feasibility of a sustainable-design focused design + build project
- Plan for Academic Year 2018/2023
 - Continue to apply for “Green Fee” and other grants
 - Expand partnership with local government on demonstration projects
 - Continue to investigate feasibility of additional sustainability-focused demonstration projects
 - Continue to teach sustainability and sustainable design throughout the curriculum
- Measurable Outcome
 - Number of partnerships
 - Implementation of projects and activities
 - Number of students taking sustainable design course
 - Number of studio and professional/technical course projects with major sustainability component

Goal 7 – Increase external/internal support.

- Steps Taken 2014-2016
 - Applied for and received grants and other support including furniture, equipment, and book donations
 - Continued to receive annual grant funding from the Tennessee Board of Architectural and Engineering Examiners
 - Received increased external sponsorship involvement in lecture series
 - Received external support for new scholarships
 - Established University of Memphis Design Collaborative (UMDC) and secured external initial and continuing funding
 - Secured internal funding for UMDC
- Plan for Academic Year 2017/2018
 - Continue to seek external support and partnerships
 - Continue to apply for grants and special project funding
 - Identify community partners for possible collaborative projects and support
 - Increase capacity of UMDC through additional staffing and support
 - Increase external funding of UMDC through grants and project fees
- Plan for Academic Year 2018/2023
 - Continue to seek external support and partnerships
 - Continue to apply for grants and special project funding
 - Increase external funding of UMDC through grants and project fees
 - Develop a “fee for services” process for studio projects
- Measurable Outcome
 - Increase in support
 - Increase in partnerships

Department of Architecture Goals for Facilities

Goal 1 – Secure hardware and software necessary to teach the most current technologies in computer visualization, design and other applications.

- Steps Taken 2014-2016
 - The Department received updated computer systems for both computer labs including the most current software for programs necessary for architectural instruction (AutoCAD, Revit, Adobe Creative Suites, others) through the Technology Access Fee (TAF) and other sources
 - Updated audio-visual equipment was installed in the Collaboration Studio
 - The Department of Architecture Imaging Center was updated
 - The graduate computer lab was updated with the new computer systems purchased through the Tennessee Board of Architectural and Engineering Examiners Grant

- Whiteboards and additional tackable wall surfaces were added
 - Software updates for Autodesk products, Adobe Creative Suites, and other software programs were provided in all instructional spaces
- Plan for Academic Year 2017/2018
 - Complete enhancements to the new in-studio computer lab for graduate students
 - Develop an updated IT Strategic Plan for inclusion in the College plan
 - Continue to seek TAF and other funding for additional instructional software
 - Continue to seek A+E Board Grants for additional furniture, lighting, and so forth
 - Study the feasibility of requiring laptop computers for all students, not just upper-level students
- Plan for Academic Year 2018/2023
 - Complete the three-year cycle replacement of computers in the two instructional computer labs
 - Continue to seek TAF and other funding for additional instructional software
 - Continue to seek A+E Board Grants for additional furniture, lighting, and so forth

Goal 2 – Provide a high quality environment conducive to architectural education including studios, classrooms, photography facilities, wood and metal shops, exhibition space, and critique space.

- Steps Taken 2014-2016
 - The Department of Architecture Gallery in Jones Hall was updated with new audio visual equipment including sound system, projection system, and screen
 - Additional equipment was acquired for the Model Assembly Lab, primarily through the A+E Board Grant
 - New security cameras were installed on the third and fourth floors
 - Updated security systems were installed on the third and fourth floors
 - Installed LED spot lighting in critique spaces including the third floor corridor
 - Aesthetic improvement, including paint, were made throughout the Department space
- Plan for Academic Year 2017/2018
 - Install security cameras in the basement for the Model Assembly Lab
 - Install LED lighting in the Department of Architecture Gallery
 - Enhance the HVAC system in the Gallery
 - Make improvements to the Jones Hall Lobby in partnership with other units occupying the building (display space and related items)
- Plan for Academic Year 2018/2023
 - Install new windows on the third and fourth floors of Jones Hall
 - Improve the HVAC system for the third and fourth floors of Jones Hall
 - Install security cameras in the basement for the Model Assembly Lab
 - Make improvements to the Jones Hall Lobby in partnership with other units occupying the building (display space and related items)
 - Secure an off-campus office location for the UMDC

Other Documents

The following Department of Architecture documents and plans are an integral part of the strategic planning process:

- Student Policies Manual
- Studio Culture Policy
- Drawing Standards
- Entrance Evaluation Guidelines
- Candidacy Review Guidelines
- Master of Architecture Thesis Preparation Guidelines
- Recruitment and Retention Plan
- Degree Pathways Plan
- Tenure + Promotion Guidelines
- NAAB Annual Report

Strategic Priorities

Department Mission

The mission of the Department of Architecture is to prepare graduates to enter the professional practice of architecture and/or interior design/architecture and to serve the Memphis and Mid-South region through research, engaged scholarship, interdisciplinary collaboration, and creative expression that contributes to sustainable, stable communities and enhances the quality of life for all citizens.

Degree Programs

Architecture – The Master of Architecture (M.Arch) is a terminal professional degree and is fully accredited by the National Architectural Accrediting Board (NAAB). The Bachelor of Fine Arts with a major in Architecture (BFA in Architecture) is a pre-professional degree linked to the professional Master of Architecture degree (128 credit hours + 60 credit hours). This “4+2” sequence meets the education requirements of the National Council of Architectural Registration Boards (NCARB) which regulates the practice of architecture in the USA.

Interior Design (Interior Architecture) – The Bachelor of Fine Arts with a major in Interior Design (BFA in Interior Design) is a professional degree recognized by the National Council for Interior Design Qualification (NCIDQ). The degree is fully accredited by the Council for Interior Design Accreditation (CIDA). *NOTE: The process to change the name of the major to Interior Architecture to better align with what is being taught has been initiated.*

Overall Goals

Goal 1 – Achieve continuing accreditation from the National Architectural Accrediting Board (NAAB) for the Master of Architecture degree program. The next NAAB visit is in 2023.

Goal 2 – Achieve continuing accreditation from the Council for Interior Design Accreditation (CIDA) for the BFA in Interior Design degree. The next CIDA visit is in 2021.

Goal 3 – Increase the number of students in the Master of Architecture degree program.

Goal 4 – Increase the number of students, retention, and graduation rate in the BFA degree programs while maintaining the high quality and academic standards of the programs.

Goal 5 – Increase community engagement activities through engaged scholarship, academic and professional internships, professional practice, and research.

Goal 6 – Expand the capabilities of the University of Memphis Design Collaborative (UMDC), a formal partnership between the departments of Architecture and City + Regional Planning.

Goal 7 – Increase awareness of sustainable design and sustainability in the community.

Goal 8 – Increase external/internal support.

Student Success

Engagement – Continue the nationally-recognized “culture of engagement” within the Department. Community engagement is now a part of every design studio.

Leadership and Recognition – Continue the existing efforts and create new opportunities for students and faculty. Expand leadership training through Continuing Education for faculty and students and mentorship for students in all academic years through the partnership between the UofM Chapter of the American Institute of Architecture Students (AIAS) and the Memphis Chapter of the American Institute of Architects (AIA).

Acceptance Rates of BFA Students into Master of Architecture Programs – Continue the high standards and rigor to ensure the continued 100 percent acceptance rate of BFA in Architecture graduates into professional M.Arch programs other than at the UofM).

Employment in the Profession – Continue the high academic standards to ensure appropriate employment upon graduation. Virtually all recent graduates of the three degree programs within the Department are employed within their respective professional areas.

Curriculum – Continue to develop the curriculum in all three degree programs to ensure the courses and content meet accreditation standards and are relevant to the applicable professions.

Retention – Continue to conduct and expand activities to increase retention in the BFA degree programs (New Student Orientation, student-led workshops, faculty-led research and training, mentorship between AIAS and AIA, other activities).

Faculty

Continue to expand opportunities for faculty relative to tenure and promotion.

Continue adjunct faculty funding at a level necessary to maintain appropriate full-time faculty teaching loads and faculty-student ratios in design studios.

Seek and/or provide additional opportunities for professional Continuing Education for faculty.

Staff

Create the position of Business Officer in the Department to better reflect the duties and responsibilities of the Administrative Associate II position. Add additional staff as necessary.

Facilities

Secure the hardware and software necessary to teach the most current technologies in computer visualization, design and other applications.

Provide and maintain a high quality environment conducive to architectural education including design studios, “smart” classrooms, critique space, exhibition space, wood and metal shops, model-building spaces, and support facilities.

Challenges

Graduate Assistant Funding – Increase funding for Graduate Assistant positions. The Department has been very proactive in seeking alternative funding for positions but the GA funding must be “made whole” if these alternative funding sources are decreased or disappear.

Adjunct Faculty Funding – Ensure adequate funding is available to meet teaching standards to ensure course content can be delivered and accreditation maintained as enrollment increases.

Full-Time Faculty Needs – Convert the existing Instructor position to Tenure-Track Position.