College of Design, Construction and Planning
School of Landscape Architecture and Planning
Department of Urban and Regional Planning

Urban and Regional Planning Department
5-year Strategic Plan (2024-2029)
April 16, 2024

The Department of Urban and Regional Planning (URP)'s Strategic Plan has been developed through a broad-based participatory process that engages with the faculty, students, alumni, and other key stakeholders and reflects the standards of the Planning Accreditation Board (PAB). It declares our department's desire for excellence that supports planning education and profession, our communities, and the University of Florida's status as a member of the prestigious Association of American Universities (AAU).

The URP Strategic Plan is a living document with concrete, measurable objectives. The department will consult with the plan when making important departmental decisions and update the plan when needed.

Mission Statement

URP advances the public interest and empowers inclusive, resilient communities through planning education, research and service.

Vision Statement

URP envisions a world where justice and diversity thrive and communities plan for and shape their own prosperity and well-being through connection and cooperation at all geographic levels.

Goals

1. Sustain student success;
2. Foster community within the department and with alumni and stakeholders;
3. Increase impacts outside of the department;
4. Enhance department resilience.

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1. Sustain Student Success

Objectives	Indicators for Success	Monitoring and Evaluation	Dept/Prog
Recruitment: Sustain student support through research assistantships and scholarships	Sustain and continue to increase the amount of scholarship and research funds to attract and retain high-caliber students.	Faculty annual report; URP Admission and Awards committees	Dept
Retention and Graduation: Successful retention and timely graduation of students.	Meet all the following: 1. The percentage students who start in one academic year and reenroll in the next academic year shall be a minimum of: 80% for the MURP online program, 90% for the MURP on-campus program, and 90% for the PhD program. 2. The percentage of Master's students graduating within 4 years shall be a minimum of: 80% for the MURP (online and on-campus) program, 90% for the MSUA program. 3. The percentage of PhD students graduating within 6 years shall be a minimum of 80%.	PAB annual report; MSUA annual report (New); PhD program annual report (New)	MURP/UA /PhD
Enrichment: Foster a holistic environment that enriches student learning and development experiences.	Meet all the following: 1. 80% of students are satisfied with the enrichment opportunities provided by the department. 2. Maintain at least an 80% pass rate in the AICP exam among recent graduates.	Student annual survey; PAB annual report	
Curriculum Improvement: Timely and systematic review to ensure that curriculums reflect current knowledge and align with professional standards.	Meet all the following: 1. Ongoing review of the MURP program (on-campus and online); Complete the review process which is centered around the MURP accreditation. 2. Complete the review of urban analytics programs (Master's and Certificate) in the 5th year.	Faculty meeting/retreat documents; PAB documents	

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2. Foster Community

Objectives	Indicators for Success	Monitoring and Evaluation	Dept/Prog
Inventory and Information Gathering: Conduct a climate survey to gauge the current department climate and inform future engagement activities.	Meet all the following: 1. Meet the minimum response rate of the climate survey: 100% faculty, 80% current students, and 10% alumni. 2. Survey results are used in the next objective of "engagement".	Climate survey questionnaire and survey report (new)	Dept
Engagement: Strengthen community connections by fostering a culture of inclusivity, collaboration, and celebration among students, faculty, and alumni.	Meet all the following: 1. Establish regular community-building activities and events. 2. Engage all major stakeholder groups to prepare and undertake the URP 50th celebration. 3. Engage all major stakeholder groups in the PAB re-accreditation process.	Engagement event calendar (starting from Spring 24; event committee); URP celebration events and documents (new; event committee and Chair); PAB SSR and other documents (new; all core faculty)	
Resource Mapping: Provide a comprehensive and accessible overview of all available resources.	Aspire to collect information to understand the department's strengths (available resources) and weaknesses (gaps in resources).	Inspirational; will investigate the feasibility in AY 26-27.	

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3. Increase Impacts

Objectives	Indicators for Success	Monitoring and Evaluation	Dept/Program
Planning research: Grow funded research, increase the total amount of knowledge generation and dissemination, and expand service to the academy.	Meet all the following: 1. On average, maintain at least a 5% increase in the total monetary amount of new grants received during a fiscal year compared to the past two fiscal years' average. 2. Increase the number of refereed publications (including Books, Book chapters, Refereed journal articles and Peer-reviewed conference articles) 3. Increase annual citation of faculty publications. 4. Increase the service to the academy (research awards and honors, editorships and editorial board memberships, review of scholarly works, membership in technical committees for conferences, and other research activities valued by faculty)	Faculty annual report	Dept
planning profession: Increased impact to the profession.	Meet all the following: 1. Increasing the number of presentations and lectures (including invited presentations, peer-reviewed paper, and other presentations and lectures) 2. Increase the service to professional organizations and societies		
Public service: Increased service to the communities	Increase community service.		

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4. Enhance Resilience

Objectives	Indicators for Success	Monitoring and Evaluation	Dept/Prog
Financial Resourcefulness: Expand the department's financial resources through fundraising efforts, thereby securing additional funds to support department activities that cannot be supported by state funding.	10% annual increase in the giving to URP foundation account.	Faculty retreat document	Dept
Organizational Resourcefulness: Enhance the representation of the department in various organizations to assert our relevance and ensure resilience in adapting to changing environments.	At least 80% of URP core faculty serve on DCP/UF committees.	Faculty annual report	Dept
Programmatic Resourcefulness: Optimize the offering and integration across all URP programs, establish a seamless undergraduate-Master's-PhD student pipeline, and prepare the department for unexpected enrollment challenges.	Meet all the following: 1. All core faculty meaningfully contribute to two URP programs (e.g., MURP on-campus and MURP online; MURP and MSUA, Ph.D.) 2. Complete feasibility studies of at least one new program (e.g., Master of Urban Design, self-funded Urban Analytics, or bachelor's degree program), while balancing the workload of faculty and staff.	Faculty annual report; Feasibility study (new)	MURP/UA/ PhD

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Appendix

1. Strategic planning introduction

2. Summary of Faculty Survey

3. First session
   First session (October 28, 2022) Presentation.pdf
   First session (October 28, 2022)

4. Second session (February 3, 2023) Report

5. Updates between the second and third sessions
   a. URP strategic planning updateLinks to an external site. (Feb 8, 2023; after the second session)
   b. URP strategic planning update Links to an external site.(Aug 15, 2023; before Fall faculty retreat)
   c. URP strategic planning updateLinks to an external site. (Aug 23, 2023; after Fall faculty retreat)
   d. URP strategic planning updateLinks to an external site. (Oct 10, 2023; before the 3rd session)

6. Student and Alumni surveys
   a. MURP current on-campus student surveyLinks to an external site.
   b. MURP current online student surveyLinks to an external site.
   c. URP current other student surveyLinks to an external site.
   d. URP alumni survey links to an external site.

7. Third session (October 27, 2023) Report
8. Faculty meeting minutes