PHASE II
Division/Unit Planning
Kimmel School of Construction Management and Technology
2012-2013
2013 – 2020 Strategic Plan for the Kimmel School of Construction Management and Technology

Submitted by: The KS Leadership Council and James Zhang, Dean

Date: [Submitted Date]

**Vision (Who we want to be):**

The Kimmel School is determined to become a national model for applications-focused engineering and technology education and a leader in project based learning.

**Mission (Who we are):**

The Kimmel School is committed to its statewide mission for education and its regional mission for engagement. The Kimmel School provides innovative academic programs in Construction Management, Engineering, and Technology for students in an environment that supports economic development, professional development, and involvement with businesses and industries. The Kimmel School fulfills its academic missions through teaching and learning, scholarship and discovery, and service and engagement.
Core Values (What guides and inspires us):

Inspired by its SPIRIT, the Kimmel School strives to:

Serve – we serve our students, university, community, and region.

Produce – we produce high-quality graduates through our Project Based Learning model.

Innovate – we explore innovative approaches that stimulate thinking, enhance the learning experience, and contribute to improving people’s lives.

Research – we promote and support fundamental and applied research that enhances scientific discovery, informs teaching, and fosters the academic growth of all students.

Invest – we invest in recruiting, developing and retaining outstanding team members to accomplish our mission.

Teach – we seek to enhance educational effectiveness through continuous improvement and advocacy of original teaching pedagogies.
The Strategic Plan

Strategic Directions:

Strategic Direction # 1: Recruit and Retain High-Quality Students.

Goal 1.1: Manage enrollment growth.

  Initiative 1.1.1: Maintain and gradually increase admissions standards.
  Initiative 1.1.2: Maintain and gradually increase graduation standards.
  Initiative 1.1.3: Continue to strengthen curricula of all programs.

Goal 1.2: Develop and expand high-quality undergraduate programs.

  Initiative 1.2.1: Develop and deliver programs to the Biltmore Park campus based on the needs of the industry in the region.
  Initiative 1.2.2: Develop BSE specialties that meet industry needs.
  Initiative 1.2.3: Develop a BSE specialty that aligns with the current CM major.

Goal 1.3: Develop high-quality graduate programs.

  Initiative 1.3.1: Develop a Master of Science in Engineering (MSE) program.
  Initiative 1.3.2: Develop a resident construction management graduate program.

Strategic Direction # 2: Invest in Our Faculty and Staff.

Goal 2.1: Support faculty teaching and research initiatives.

  Initiative 2.1.1: Support collaboration across all units of the Kimmel School.
  Initiative 2.1.2: Explore approaches to scheduling and assigning faculty workloads that provide flexibility for faculty members to undertake new initiatives.
  Initiative 2.1.3: Continue to enhance and deliver support for externally funded grants.

Goal 2.2: Provide professional development opportunities to faculty and staff.

  Initiative 2.2.1: Obtain and deliver development opportunities related to effective writing and successful grant applications.
Goal 2.3: Create incentives that help improve the quality of lives for faculty and staff

Initiative 2.3.1: Establish summer classes with sustained enrollment that provide summer teaching opportunities for faculty members.

Initiative 2.3.2: Enlarge scope and number of faculty/staff spending accounts offered through Rapid Center’s facilitation of industry/research projects.

Strategic Direction # 3: Build Infrastructure for Future Growth.

Goal 3.1: Expand classroom and laboratory capacities.

Initiative 3.1.1: Establish a program to routinely refresh existing classroom and laboratory resources.

Initiative 3.1.2: Continue to investigate opportunities to develop flexible resources utilizing in-house capabilities.

Initiative 3.1.3: Invest in critical equipment and instrumentation with a particular emphasis on utilization across programs.

Goal 3.2: Create a working model for more efficient software applications.

Initiative 3.2.1: Improve the wireless network and hardware to support centralized computing.

Initiative 3.2.2: Make better use of students’ laptops to reduce the computing resources supported by the school.

Initiative 3.2.3: Move to the student version of software supported by student fees.

Goal 3.3: Expand research and project facilities.

Initiative 3.3.1: Enhance available research equipment and instrumentation.

Initiative 3.3.2: Examine ways to reconfigure existing space to better accommodate emerging needs.

Strategic Direction # 4: Strengthen Partnerships with Community Colleges and Industries.

Goal 4.1: Strengthen partnerships with community colleges.
Initiative 4.1.1: Provide assistance to partner community colleges in developing core curricula and programs that align and integrate with Kimmel School programs.

Initiative 4.1.2: Continue to develop and extend articulation agreements with partner community colleges.

Initiative 4.1.3: Collaborate with community colleges in recruiting students into programs that align with programs offered by the Kimmel School.

Goal 4.2: Strengthen partnerships with industries.

Initiative 4.2.1: Establish Dean’s industry advisory council for the Kimmel School.

Initiative 4.2.2: Build and strengthen industry advisory boards for each unit in the Kimmel School.

Initiative 4.2.3: Formalize “Engineers Week” by engaging industry partners and advisory committee members in classroom activities.

Goal 4.3: Garner support from industry through projects and donations.

Initiative 4.3.1: Refine the process for managing capstone projects to support increasing numbers of students.

Initiative 4.3.2: Establish strategic relationships with Industry partners to increase unrestricted gifts and donated equipment for classrooms and labs.

Strategic Direction # 5: Promote Fundamental and Applied Research.

Goal 5.1: Support grant proposal activities.

Initiative 5.1.1: Provide leadership, mentoring and administrative support for faculty members in the proposal process.

Initiative 5.1.2: Make targeted investment in equipment, instrumentation, and infrastructure to support research and projects with grant potential.

Goal 5.2: Encourage and support collaboration with other institutions and organizations

Initiative 5.2.1: More fully integrate external partners into Rapid Center and Senior Capstone projects as contributors and mentors.

Initiative 5.2.2: Continue to encourage and support faculty in bringing international scholars to our campus.
Initiative 5.2.3: Continue to encourage faculty to bring faculty from other institutions to campus to deliver addresses and exchange ideas.

Initiative 5.2.4: Develop a process for routinely supporting faculty travel for purposes of research collaboration.

Goal 5.3: Encourage and support interdisciplinary collaboration within the institution

Initiative 5.3.1: Continue and expand on the program of regular “brown bag” presentations by faculty and graduate students.

Initiative 5.3.2: Expand on current efforts to encourage attendance and presentations at the “Brown Bag” by faculty from departments across WCU.