Construction Management (CM)

Strategic Plan (2018-2023)

Process and Initiatives
The process to create a strategic plan for the CM Program began in the spring of 2018 parallel to the efforts of revising the strategic plan for the School of Engineering and Technology. The Dean has reaffirmed the charge to the School and all academic programs to:
  • Compete at the highest levels;
  • Strive for excellence in core mission; and
  • Enhance image and reputation.
The CM Strategic Plan is aligned with the strategic plan of the School of Engineering and Technology.

Vision, Mission, and Program Outcomes

Vision
The Construction Management and Engineering Technology Program will be recognized as a national leader in construction management education and construction industry collaboration.

Mission
The Construction Management and Engineering Technology Program provides an innovative and challenging curriculum in a “student-centered” learning environment to prepare our graduates for successful careers in the construction industry.

Program Outcomes
These outcomes describe the career and professional accomplishments that we expect our graduates to achieve early in their careers.
  1. To develop and maintain a sustained program of continuing education and life-long learning.
  2. To practice effective written and oral communication and successfully participate within an interdisciplinary team environment.
  3. To demonstrate an ability to apply problem solving skills and integrate technical knowledge.
  4. To be engaged construction professional who comprehends the ethical, social, environmental, and economic impacts of construction decisions and solutions.
  5. To be engaged citizens who seek service and leadership roles in professional societies and organizations, as well as the community.

Strategic Initiatives
The CM Strategic Plan is based on six strategic areas:
  1.0 CM Undergraduate Program;
  2.0 CM Research, Creative Activities, and Graduate Program;
  3.0 CM Community Engagement;
  4.0 CM Internationalization;
  5.0 CM Diversity, Equity, and Inclusion;
  6.0 CM Best Practices.
1.0 CM Undergraduate Program

Initiative

1.1. Excel in the delivery of instruction and the scholarship of teaching and learning.

Action

1. Enhance the quality of the undergraduate program as evidenced by external accreditation.
   - ACCE accreditation site visit (Spring 2019).
   - Achieve ACCE accreditation (Summer 2019).
   - Sunset ABET accreditation for the CM Program (Spring 2019).
   - Increase number of faculty and IAB members receiving ACCE visiting team training.
   - Increase number of faculty and IAB members serving on an ACCE visiting team.

2. Enhance the quality of the undergraduate program as evidenced by program reviews, and feedback from program constituents.
   - Maintain continuous efforts for program, curricular, and course review based on the CM Assessment Implementation Plan.
   - Enhance the CM IAB course review process.

3. Improve curricula on a continuous basis to keep all offerings relevant and responsive to the current and future need of the construction industry.
   - Increase the quality of the CM IAB course review process and outcomes (Fall 2018 - Spring 2019).
   - Conduct a rigorous review of all course titles, descriptions, prerequisites, course learning outcomes, and course content (Fall 2018 - Spring 2019).
   - Increase industry-based faculty internships.

4. Improve instructional delivery by increasing the number of instructors employing best practices for construction education.
   - Increase involvement by CM faculty and adjuncts in the opportunities offered through the Center for Teaching and Learning.
   - Course instructors participate in communities of practice in teaching and learning with other academic programs within the department.

5. Enhance the culture of excellence in teaching and scholarship of teaching and learning.
   - Recognize and reward for excellence in teaching.
   - Recognize professional development.
   - Recognize and celebrate achievement in the P&T process.
   - Increase competitive proposal submissions in the areas of course, curriculum, and laboratory improvements, as well as innovative pedagogy, course delivery, and STEM education, innovation, and talent expansion.
   - Increase the number of publications in peer-reviewed proceeding and journals and other dissemination outlets dedicated to teaching and scholarship of teaching, document the results, and present as public information.
**Initiative**

1.2. Increase recruitment, acceptance, retention, and graduation of well-qualified students.

**Action**

1. Increase scholarships through gifts that make an impact in perpetuity, including increasing need-based aid.
   - Increase internal endowed scholarships (number and amount).
   - Increase student participation in internal and external financial aid through communication of information.

2. Increase the percentage of students who are members of the IUPUI Honors College or who pursue School-based Honors.
   - Document the number of CM students in Honors College and facilitate presentations by Honors College to CM students on the advantages of membership in the Honors College.

3. Increase undergraduate enrollment.
   - Continue efforts working with the Indiana School Counselors Association.
   - Increase efforts with CM IAB to actively recruit students.

**Initiative**

1.3 Improve undergraduate program recognition.

**Action**

1. Promote the program at all levels.
   - Improve existing and develop new CM marketing materials.
   - Start a local CM Alumni Chapter (and expand to other regions)
   - Increase percentage of alumni making donations to the Development Foundation.
   - Increase undergraduate enrollment and the quality of incoming students as a sustainable effort in conjunction with the CM IAB.
   - Increase presence on social media (attend the ACCE IAB Event in February 2018).
   - Change program name to Construction Management to reflect program focus and industry expectations.
   - Increase attendance at the IUPUI Spring Career from construction companies.
   - Increase CM IAB membership.
   - Maintain and update the CM website to include Public Information, the CM IAB, and notable accomplishments.

**Initiative**

1.4 Improve undergraduate curriculum.

- Incorporate a Business Minor into the CM curriculum (Fall 2018 - Spring 2019 with a new Plan of Study effective Fall 2019).
- Increase exposure to sustainable practices and green building in CM courses (Fall 2018 and Spring 2019).
- Create an additional required internship (sophomore year).
- Develop on-line CM courses to provide additional outreach to potential students working in the construction industry and added flexibility for current students (Fall 2018 and Spring 2019).
**Initiative**

1.5 Promote effective advising, student support, and career development practices

**Action**

1. Improve student performance and satisfaction through effective advising, first-year experience courses, and career development.
   - Create an advisor satisfaction survey administered every semester for New Student Advising and advising within the CM Program (Fall 2018).

2. Increase the number of students who participate in RISE (research, international, service learning, and experiential learning).
   - Increase the number of Rise Scholars in the CM Program (experiential learning and international).

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**2.0 CM Research, Creative Activities, and Graduate Program**

**Initiative**

2.1. Support research foci that build upon faculty talent, established track records, and prior investments to achieve national recognition.

**Action**

1. Increase the number of tenured and tenure track faculty.
   - Increase number of tenure and tenure-track positions in line with enrollment figures and research output.

2. Allocate administrative and technical human resources, as well as space, proportional to productivity and potential.
   - Work with the Office of the Dean for space, equipment, and technical needs.

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**Initiative**

2.2. Enhance infrastructure and collaboration.

**Action**

1. Support partnerships with organizations that can share resources, including space and equipment to advance alliances with industry partners.
   - Strengthen relationships with professional organizations and construction firms to expand opportunities for sharing or acquiring resources.
   - Increase number of CM IAB external equipment proposals.

2. Increase the percentage of CM graduates applying for graduate school.
   - Promote the advantages of graduate education in the SSC meetings and in class, as means to promote professional development.
**Initiative**

2.3. Offer innovative graduate programs

**Action**

1. Expand graduate programs, certificates, and course offerings, which leverage faculty capabilities and interests, as well as demand from stakeholders.
   - Create 4+1 Transfer Agreements between the CM Program and the IUPUI Facilities Management Graduate Program and the Construction Real Estate Graduate Program at the University of Indianapolis (Summer and Fall 2018).
   - Promote the advantages of graduate education in the SSC meeting and in class, as means to promote professional development.

2. Expand options, pathways, and programs of study for students seeking professional master’s degrees.
   - Develop a master’s level on-line professional construction management graduate program (2020-2021).

3. Ensure continuous improvement through the assessment and evaluation of all graduate programs, including external review.
   - Once established and after the first graduation class, apply for ACCE Masters’ Degree accreditation.

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### 3.0 CM Community Engagement

**Initiative**

3.1. Broaden the School’s engagement in economic development and the well-being of local, state, national, and international communities.

**Action**

1. Partner with the IUPUI Office of Community Engagement to enhance the organizational framework to facilitate community-based projects with non-profit or special populations to influence positive change.
   - Increase involvement with Habitat for Humanity.
   - Explore options for community-based projects through the CM IAB.
   - Submit community-engaged research grants and develop service learning projects through the Office of Community Engagement.

2. Enhance resources for faculty to learn more about what activities may be classified as community engagement and mechanisms for describing the impact of those activities, including materials applicable for inclusion into P&T dossiers.
   - Inform and work with tenure track faculty concerning the Scholarship of Engagement.

3. Enhance opportunities for students to increase activities involving community engagement in their programs of study.
   - Encourage SSC members to become involved in service-learning projects and announce at chapter meetings and in classes.

4. Enhance external recognition through dissemination, including marketing about community engagement efforts and successes.
• Document and publicize all community engagement efforts by faculty, adjuncts, staff, and students.

4.0 CM Internationalization

Initiative
4.1. Strengthen existing and develop new international relationships through strategic partnerships

Action
1. Strategically coordinate and manage international activities to ensure alignment with IUPUI and overall Indiana University goals in partnership with the Office of International Affairs.
   • Promote the GO GREEN Germany course (currently an elective in the program).
   • Strengthen relationships with Marseille University and the University of Manheim to explore study abroad opportunities.
   • Increase enrollment of international students.

2. Create incentives for faculty and staff to leverage IU Gateways in China, Europe, India, and Mexico including: developing proposals to use Gateway facilities for workshops, presentations, and to establish and broaden connections and international reach.
   • Work with the IUPUI Office of International Affairs - Study Abroad Program to obtain faculty travel scholarships.

Initiative
4.2. Enhance students’ global citizenship

Action
1. Ensure incorporation of curricular content with corresponding assessment plans such that every B.S. graduate demonstrates the attainment of student outcomes involving the application of construction solutions in a global context.
   • Invite multi-national companies as guest speakers in class.
   • Develop a plan for increasing student understanding of global citizenship and identify appropriate courses for inclusion in the plan.

5.0 CM Diversity, Equity, and Inclusion

Initiative
5.1. Enhance excellence through diversity, equity, and inclusion

Action
1. Recruit and retain diverse faculty and staff.
   • Follow IUPUI policy concerning diversity in faculty and staff hires.
   • Actively recruit diverse faculty.
   • Increase the level of diversity within the CM IAB.
**Initiative**

5.2. Increase access and success for underrepresented students.

**Action**

1. Enhance programs to increase the success and retention of underrepresented students.
   - Meet with the Indiana School Counselors Association to develop strategies for recruiting underrepresented students.
   - Strengthen relationships with the Diversity Enrichment and Achievement Program, 21st Century Scholars, and other relevant units on campus.

**6.0 CM Best Practices**

**Initiative**

6.1. Recruit, retain, and reward excellent faculty and staff

**Action**

1. Improve salaries and employment packages (work with the Office of the Dean to):
   - Offer salaries and start-up packages that are competitive with aspirational peers.
   - Utilize best practices in human resources to establish effective hiring procedures and practices and establish adequate HR staff within the School to support the full lifecycle of employment.
   - Create incentives and rewards to encourage sustained contributions, leadership, and teamwork in all areas of the School’s mission.

2. Improve faculty and staff development and support.
   - Increase opportunities for professional development for faculty and staff at all ranks and at all stages of their careers.
   - Improve documentation, communication, and distribution of all guidelines, policies, and procedures that impact faculty and staff opportunities and professional development.
   - Enhance mentoring of faculty at all ranks, leverage the campus mentoring academy and affiliated programs.

3. Enhance the climate of the program.
   - Promote a welcoming and nurturing climate that enhances the work experience for all faculty and staff of the program and celebrates their accomplishments.