Construction Program IAB Indianapolis Corporation (CEMT IAB)
Strategic Plan (2018-2023)

PROCESS & INITIATIVES:

The process to create a strategic plan for the CEMT Program Industrial Advisory Board (IAB), beginning in the summer of 2018 parallel to the efforts of revising the strategic plan for the CEMT Program. The Industrial Advisory Board has reaffirmed the charge to the Member Committee.

1. Compete at the highest levels.
2. Strive for excellence in core mission.
3. Enhance image and reputation.

The CEMT IAB Strategic Plan is aligned with the strategic plan of the CEMT Program.

VISION, MISSION, PROGRAM OUTCOMES, & VALUE STATEMENT:

Vision
The CEMT IAB is in place to support the program to be recognized as a national leader in construction management education and construction industry collaboration.

Mission
The CEMT IAB assists, supports, and advocates for the Construction Engineering and Management Technology Program at IUPUI.

Value Statement
The IAB reviews and advises the Department Chair on the curriculum and outcomes of the CEMT program course work. The IAB has direct input into the content and subject matters taught in the courses offered in the ACCE accredited program. IAB members can provide their professional counsel to the faculty to achieve the educational outcomes. IAB members help the program provide graduates to the construction industry, with the skills needed to work in the industry, and serve clients using construction services. The IAB members benefit through their access to students and graduates for employment. In addition, their companies benefit from the notoriety of membership with a nation leading construction education program.

Program Outcomes
The following outcomes describe the career and professional accomplishments that we expect our graduates to achieve early in their careers.

1. Develop and maintain a sustained program of continuing education and life-long learning.
2. Practice effective written and oral communication, and successfully participate within an interdisciplinary team environment.
3. Demonstrate an ability to apply problem solving skills and integrate technical knowledge.
4. Be engaged construction professionals who comprehend the ethical, social, environmental, and economic impacts of construction decisions and solutions.
5. Be engaged citizens who seek service and leadership roles in professional societies and organizations, as well as the community.
STRATEGIC INITIATIVES:
The CEMT Program Industrial Advisory Board Strategic Plan is based on six strategic areas:

1.0 CEMT Undergraduate Program
2.0 CEMT Research, Creative Activities, and Graduate Program
3.0 CEMT Community Engagement
4.0 CEMT Internationalization
5.0 CEMT Diversity, Equity, and Inclusion
6.0 CEMT Best Practices

1.0 CEMT Undergraduate Program

Initiative
1.1 Advise and assist the program in the delivery of instruction and the scholarship of teaching and learning.

Action
1. Assist and advise in the enhancement the quality of the undergraduate program as evidenced by external accreditation.
   a. Advise and assist the program in Achieving ACCE accreditation (February 2018).
   b. Advise and assist the program in Sunset ABET accreditation for the CEMT Program (Spring 2019).
   c. Increase number of faculty and IAB members receiving ACCE visiting team training.
   d. Increase number of faculty and IAB members serving on an ACCE visiting team.
2. Assist and advise in enhancing the quality of the undergraduate program as evidenced by program reviews, and feedback from the IAB.
   a. Advise and assist to maintain continuous efforts of program, curricular, and course review based on the CEMT Assessment Implementation Plan.
   b. Enhance the CEMT IAB course review process.
   c. Advise and assist in improving curricula on a continuous basis to keep all offerings relevant and responsive to the current and future needs of the construction industry.
   d. Advise and assist to increase the quality of the CEMT IAB course review process and outcomes (Fall 2018 - Spring 2019).
   e. Advise and assist in conducting a rigorous review of all course titles, descriptions, prerequisites, course learning outcomes, and course content (Fall 2018 - Spring 2019).
   f. Increased industry-based faculty internships.
3. Assist and guide in the improvement of instructional delivery by increasing the number of instructors employing best practices for construction education.
   a. Advise and assist in increasing involvement by CEMT faculty and adjuncts in the opportunities offered through the Center for Teaching and Learning.
   b. Advise and assist course instructors in participating in communities of practice, teaching and learning with other academic programs within the department.
4. Advise and assist to enhance the culture of excellence in teaching and scholarship of teaching and learning.
   a. Advise and assist the recognition and reward for excellence in teaching.
   b. Advise and assist on the recognizing professional development.
   c. Advise and assist on the recognition and celebration in achievement in the P&T process.
d. Advise and assist on increasing 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.

e. Advise and assist to 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 Advise and assist in the increase recruitment, acceptance, retention, and graduation of well-qualified students.

Action
1. Assist and create increase scholarships through gifts that make an impact in perpetuity, including increasing need-based aid.
   a. Create an IAB internal endowed scholarships (number and amount).
   b. Assist and advise to increase student participation in internal and external financial aid through communication of information.
2. Advise and assist to increase the percentage of students who are members of the IUPUI Honors College or who pursue School-based Honors.
   a. Advise, assist, and document the number of CEMT students in Honors College and facilitate presentations by Honors College to CEMT students on the advantages of membership in the Honors College.
3. Advise and assist program to increase undergraduate enrollment.
   a. IAB to continue efforts working with the Indiana School Counselors Association.
   b. Advise and assist to increase efforts with CEMT IAB to actively recruit students.

Initiative
1.3 Improve undergraduate program recognition.

Action
1. Advise and assist the promotion of the program at all levels.
   a. Advise and assist to improve existing and to develop new, CEMT marketing materials.
   b. Advise and assist to create a local CEMT Alumni Chapters (expand to other regions).
   c. Advise and assist to increase percentage of alumni making donations to the IAB.
   d. Advise and assist to increase undergraduate enrollment and the quality of incoming students as a sustainable effort in conjunction with the CEMT IAB.
   e. Increase presence on social media (attend the ACCE IAB Event in February 2018).
   f. Change program name to construction management to reflect program focus and industry expectations.
   g. Increase attendance at the IUPUI Spring Career Fair from construction companies.
   h. Increase CEMT IAB membership (Goal- 200 members by 2023).
   i. Advise and assist program to maintain and update the CEMT website to include Public Information, the CEMT IAB, and notable accomplishments.

Initiative
1.4 Improve undergraduate curriculum.

Action

3
a. Advise and assist to Incorporate a Business Minor into the CEMT curriculum (Fall 2018 – Spring 2019 with a new Plan of study effective Fall 2019).
b. Advise and assist increased exposure to sustainable practices and green building in CEMT courses (Fall 2018 and Spring 2019).
c. Advise and assist in creating an additional required internship (sophomore year).
d. Advise and assist in the Development of on-line CEMT 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 Advise and assist in the promotion effective advising, student support, and career development practices.

Action
1. Advise and assist to Improve student performance and satisfaction through effective advising, first-year experience courses, and career development.
   a. Assist in the creation of an advisor satisfaction survey administered every semester for New Student Advising within the CEMT Program (Fall 2018).
2. Advise and assist to increase the number of students who participate in RISE (research, international, service learning, and experiential learning).
   a. Advise and assist to increase the number of Rise Scholars in the CEMT Program (experiential learning and international).

2.0 CEMT Research, Creative Activities, and Graduate Program

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

Action
1. Support Department Chair with the increase in the number of tenured and tenure track faculty.
   a. Increase number of tenure and tenure-track positions in line with enrollment figures and research output.
2. Ensure administrative and technical human resources space and equipment are proportional to productivity and potential, are allocated by the Director of the Department.

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.
   a. Strengthen relationships with professional organizations and construction firms to expand opportunities for sharing or acquiring resources.
   b. Increase number of CEMT IAB external equipment proposals.
2. Support the increase in the percentage of CEMT graduates applying for graduate school.
   a. Promote the advantages of graduate education in the program through mentoring sessions, meetings, and in class, as means to promote professional development.
Initiative
2.3 Offer innovative graduate programs.

Action
Support the expansion of graduate programs, certificates, and course offerings; which leverage faculty capabilities and interests, as well as demand from stakeholders.
   a. Assist in the creation of 4+1 Transfer Agreements between the CEMT Program and the IUPUI Facilities Management Graduate Program, along with the Construction Real Estate Graduate Program at the University of Indianapolis (Summer and Fall 2018).
   b. Promote the advantages of graduate education in the program through mentoring sessions, meetings, and in class, as means to promote professional development.

2. Assist and identify options for expanding, pathways, and programs of study for students seeking professional master’s degrees.
   a. Assist in the development of a web-based master’s level Professional Construction Management Graduate Program (2020-2021).

3. Ensure continuous improvement through the assessment and evaluation of all graduate programs.
   a. Once established, and after the first graduation class, ensure and assist with the application for ACCE Masters’ Degree accreditation.

3.0 CEMT IAB Community Engagement

Initiative
3.1 Increase student enrollment in the IUPUI CEMT program.

Action
1. Identify high schools who potentially have a student base that would fit well with the IUPUI CEMT program.
   a. Reach out to Vocational Career Center programs to speak to their classes of construction students.
2. Seek construction businesses that would be willing to donate a CEMT IAB scholarship.
   a. Advertise scholarship opportunities to high schools.

Initiative
3.2 Increase the industry’s as well as the community’s awareness of both the IUPUI CEMT Program and the CEMT IAB.

Action
1. Reach out to the IUPUI Office of Community Engagement to get ideas on how we can work together for events or projects.
   a. Plan joint community projects with CEMT students (i.e. Habitat for Humanity).
   b. Seek opportunities for community sponsored research grants.
2. Seek IAB member corporate sponsors for community events to benefit CEMT.
   a. Host community events such as ‘Get to Know IUPUI CEMT’ around the state to better inform educators, parents, and students about the program.
3. Generate and distribute marketing materials about the benefits of CEMT IAB.
   a. Request members to mention IAB at appropriate industry meetings and be prepared to hand out small fliers.
   b. Find opportunities to leverage social media and alumni platforms.
4. Reach out to IUPUI CEMT alumni to find distinguished alumni who may be willing to share their success stories because of the CEMT program.
   a. Establish and grow communication between the IAB and alumni.

4.0 CEMT 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/Purdue University goals in partnership with the Office of International Affairs.
   a. Develop strategies to further promote the GO GREEN Germany course (currently an elective program).
   b. Provide IAB resources to implore new exercises and develop actions to strengthen relationships with Marseille University and the University of Manheim to explore study abroad opportunities.
   c. Engage international alumni and alumni, working together internationally to enhance 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.
   a. Support the IUPUI Office of International Affairs – Study Abroad Program to obtain faculty travel scholarships.

Initiative
4.2 Enhance Students’ Global Citizenship.
Action
1. Provide construction industry resources to ensure incorporation of relevant content, with corresponding assessment, such that every B.S. graduate demonstrates the attainment of student outcomes involving the application of construction solutions in a global context.
   a. Recruit industry partners to attain multi-national companies as guest speakers in class.
   b. Engage high schools, actively promoting international engagement, to assist in developing strategies for globalization strategies.

5.0 CEMT Diversity, Equity, and Inclusion

Initiative
5.1. Support the enhancement of the program’s excellence through diversity, equity, and inclusion.
Action
1. Support the recruitment and retention of diverse faculty and staff by:
   a. Following IUPUI’s policy concerning diversity in faculty and staff hires.
   b. Actively recruiting diverse faculty.
   c. Increasing the level of diversity in in the CEMT IAB.

Initiative
5.2. Support increased access and success for underrepresented students.
Action
1. Support the enhancement of programs to increase the success and retention of underrepresented students.
   a. Assist faculty and staff in meeting with the Indiana School Counselors Association to develop strategies for recruiting underrepresented students.
   b. Assist faculty and staff in strengthening relationships with the Diversity Enrichment and Achievement Program, 21st Century Scholars, and other relevant units on campus.

6.0 CEMT Industrial Advisory Board Best Practices

Initiative
6.1 Advise and assist in recruiting, retaining, and rewarding high performing faculty and staff.
Action
1. Give advice on how to improve salaries and employment packages by working with the Office of the Dean to:
   a. Offer salaries and start-up packages that are competitive with aspirational peers.
   b. Utilize the best practices in human resources to establish effective hiring procedures and practices and advice on establishing an adequate HR staff within the School to support the full lifecycle of employment.
   c. Create incentives and rewards to encourage sustained contributions, leadership, and teamwork in all areas of the school’s mission.
2. Support the improvement of faculty and staff development and support.
   a. Advise and assist in increasing opportunities for professional development for faculty and staff at all ranks, and at all stages of their careers.
   b. Advise and assist in improving documentation, communication, and distribution of all guidelines, policies, and procedures that impact faculty and staff opportunities and professional development.
   c. Advise and assist in the enhancement of mentoring faculty at all ranks, leverage the campus mentoring academy and affiliated programs.
3. Advise and assist in enhancing the culture of the program.
   a. Advise and assist in promoting a welcoming and nurturing culture that enhances the work experience for all faculty and staff of the program and celebrates their accomplishments.