

UWM College of Engineering & Applied Science 2012-17 Strategic Plan

Mission

To educate students to become creative problem solvers, conduct leading-edge research with global impacts, and act as a catalyst for improved economic development and quality of life in Wisconsin.

Vision

To become a globally prominent engineering education and research institution.

Strategic Goals

1. Make CEAS an outstanding environment in which to learn and to work.
2. Create a dynamic environment and infrastructure to enhance innovative research.
3. Anticipate and respond to market demands in order to produce graduates who are prepared to address and adapt to the changing needs of the marketplace and society.
4. Build partnerships with stakeholders and enhance awareness of CEAS strengths and accomplishments.

STRATEGIC GOAL: Make CEAS an outstanding environment in which to learn and to work				
Objective	Measurement	Responsibility	Timing	Actions/Tactics
A: Involve all stakeholders in decision making processes of CEAS	-Annual stakeholders opinion survey results -Number of open invitations to and attendance at college-wide decision making meetings -Attendance and participation rates at meetings	-Associate Dean of Academic Affairs	-Spring 2012, process in place for more open meetings -First survey Fall 2012, then annually. -Annual assessment of measurements at the end of each academic year	-Increase discussions with all stakeholders: faculty, chairs, staff, admin, students, and alumni -Increase visibility in budget decisions -Evaluate and respond to survey results -Conduct surveys -Ensure invitations are issued -Measure attendance and participation
B: Increase Diversity among faculty, staff, and students	-15% women & minority -Student scholarship support	-Dean and executive committee	-Annual Review	-Open House -Increase number of scholarships to under privileged -Determine present proportion of diversity -Increase faculty

<p>C:</p> <p>Foster an open environment to present problems and possible solutions</p>	<ul style="list-style-type: none"> -Periodic climate survey -Utilization of the avenues available 	<ul style="list-style-type: none"> - Associate Dean of Academic Affairs - Assistant Dean 	<ul style="list-style-type: none"> -Plan by Summer 2012 -Begin implementation by Fall 2012 	<ul style="list-style-type: none"> -Suggestion Box -Ombudsman -Expectation of Collegiality -Brown Bag meetings -Establish a “Code of Conduct” for all CEAS employees (with consequences) – Look into something already existing within UWM or System -Establish issue based committees from all ranks and classifications -Conduct surveys
<p>D:</p> <p>Improve compensation by identifying funding sources and obtaining approval for Non-Merit Base Adjustments and other financial support for faculty and staff</p>	<ul style="list-style-type: none"> -Dollars dispersed -Number of disbursements -Average salary per rank by peer institutions 	<ul style="list-style-type: none"> -Dean with support from Assistant Dean and Chairs 	<ul style="list-style-type: none"> -Develop plan Summer 2012 -Seek approval Fall 2012 	<ul style="list-style-type: none"> -Pursue the following methods of funding: industry gifts, endowments, online program revenue -Additional International students -Optimize TA usage -Promoting awareness of funding sources (grants, endowments, etc.)
<p>E:</p> <p>Ensure a balanced workload for faculty and staff</p>	<ul style="list-style-type: none"> -Number of courses taught -Number of graduate students per faculty member -Number of conferences organized -Number of publications per year -Alignment of job description with actual duties performed -Annual goal setting and review process 	<ul style="list-style-type: none"> -Dean -Dept. executive committee -Assistant Dean 	<ul style="list-style-type: none"> -Assessment in 2012, implementation 2013 	<ul style="list-style-type: none"> -Create new faculty and staff positions -Fill Vacant faculty and Staff Positions -Implement fair workload policies for faculty and staff -Annual reviews required to participate in workload reductions

<p>F:</p> <p>Identify and implement mentoring, career path strategies, and support for faculty and staff</p>	<ul style="list-style-type: none"> -Annual review -Survey of mentees -Employee opinion survey 	<ul style="list-style-type: none"> -Dean's Office -Executive Committee 	<ul style="list-style-type: none"> -Policy in place Spring 2013 -Implement 2013 -Survey Spring 2014 	<ul style="list-style-type: none"> - Create mentoring program -Revive tuition reimbursement program (staff)
<p>G:</p> <p>Enhance a sense of community and inclusiveness by creating more opportunities for regular and/or face-to-face communication</p>	<ul style="list-style-type: none"> -Annual climate survey -Number/frequency of opportunities for face to face interaction 	<ul style="list-style-type: none"> -Dean 	<ul style="list-style-type: none"> -Creation of plan 2012 -Implement 2013 	<ul style="list-style-type: none"> -Organize monthly gatherings for everyone -Organize Faculty/Staff gatherings -Include CEAS student council and student reps to dept. meetings
<p>H:</p> <p>Improve physical infrastructure</p>	<ul style="list-style-type: none"> -Dollars spent on infrastructure -Reduced wait times for repairs, maintenance, and access -Capabilities versus demand report -Client/user survey 	<ul style="list-style-type: none"> -Assistant Dean 	<ul style="list-style-type: none"> -Baseline survey by Fall 2012 -Plan by Spring 2013 -Implement Fall 2013 	<ul style="list-style-type: none"> -Create more or increase lab space -Increase office space for faculty staff and students -Increase machine shop space and equipment -Increase EMS cleanliness and update décor

STRATEGIC GOAL: Create a dynamic environment and infrastructure to enhance innovative research				
Objective	Measurement	Responsibility	Timing	Actions/Tactics
A: Improve ranking from 130 to top 100 in 5 years	-ASEE -US News and World Report -Worldwide rankings including Shanghai 500 and Times Higher Education, etc.	-Dean	-Plan by Summer 2012 -Annual assessment of progress toward ranking goals	-Increase external collaboration -Establish ranking goals -Communicate ranking process to faculty -Track national/regional performance -Recruit and retain high-quality faculty, staff, and students
B: Increase external funding consistent with a top 100 school	-Grant money (from \$100,000 to \$400,000 per faculty) -Increase research expenditures proportionally -Income -Number and value of proposals, applications, and awards -Percentage of awards received to those submitted	-Dean -Associate Dean of Research	-Establish annual targets Spring 2012 -Assessment against targets annually	-Increase number and dollar amount of grant proposals -Establish a research strategy -Improve infrastructure -Improve CEAS research, culture, and environment -Optimize faculty workload -Improve incentives at all levels – integrated -Increase faculty ‘participation rate’ for research – with balance -Encourage collaborative and multidisciplinary research -Address teaching/workload -Encourage teamwork
C: Increase the number of significant publications	-Number of refereed papers -Citation index -Impact factor	-Associate dean of research with support from faculty	-Establish annual targets Spring 2012 -Assessment	-Improve citation index -Acknowledge the papers with highest citation index -Acknowledge best paper awards -Increased recognition for

			against targets annually	publications -Collect the data on citation index and impact factor, refereed papers
D: Expand grant administration	-Increase in number of proposals -Faculty understanding of pre/post award process -Faculty administrative support survey of estimate of time spent on administration	-Associate dean of research	-Staff expansion by 2014	-Expand existing staff

STRATEGIC GOAL: Anticipate and respond to market demands in order to produce graduates who are prepared to address and adapt to the changing needs of the marketplace and society

Objective	Measurement	Responsibility	Timing	Actions/Tactics
<p>A:</p> <p>Ensure that curricula provide a strong academic foundation as well as an environment which fosters innovation and problem solving</p>	<ul style="list-style-type: none"> -Industry survey -Feedback from industrial advisory council -Alumni career survey -Senior exit survey 	<ul style="list-style-type: none"> -College Curriculum Committee -With input from Dean and Dept. Chairs 	<ul style="list-style-type: none"> -Conduct surveys in Summer 2012 -Assess/revise 2012-13, then annually 	<ul style="list-style-type: none"> -Assess/revise and/or develop curriculum -Assess/revise instructional method -Conduct surveys and obtain feedback from industrial advisory council
<p>B:</p> <p>Attract, retain, and graduate a diverse, high-quality student body as viewed by the university and industry</p>	<ul style="list-style-type: none"> -ACT/GRE scores -GPA -Retention percentages (Measurement in graduate students related to # of publications and quality of presentations) -Employer/industry survey -Rate of placement -Increase enrollment and retention by 15% -80% first year retention 	<ul style="list-style-type: none"> -Director of CEAS Student Services 	<ul style="list-style-type: none"> -Measure at end of each academic year 	<ul style="list-style-type: none"> -Increase scholarship and fellowship opportunities -Improve national ranking -Conduct surveys -Institute measures -Increase pre-college events -Increase internships, co-op, and graduate placement opportunities -More RA and TA positions -International study and intern opportunities -International partnerships and scholarships (jointly funded)

<p>C: Foster industry, government, and alumni collaboration with faculty, staff, and students.</p>	<ul style="list-style-type: none"> -Number of internships/co-op's -Funding: research, scholarships, fellowships, capitol -Number of industry and faculty mentors -Field trips -Number of company members in CEAS/university industry collaborative centers -Number of adjunct professorships from industry and government -Membership in professional societies (students, faculty, staff, companies) 	<ul style="list-style-type: none"> -CEAS Career Services and Corporate Relations with input from industry liaison 	<ul style="list-style-type: none"> -Plan Spring 2012 -Implement Fall 2012 	<ul style="list-style-type: none"> -Develop and/or increase Internships and co-op opportunities -Increase Applied Research -Recruit, hire, and retain Adjunct Professors -Seek industry liaison council input on curriculum development and revision -Recruit industry collaborative partners -Increase awareness of and encourage participation in professional societies
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STRATEGIC GOAL: Build Partnerships with stakeholders and enhance awareness of CEAS strengths and accomplishments				
Objective	Measurement	Responsibility	Timing	Actions/Tactics
A: Create and implement an effective comprehensive marketing strategy	-Marketing plan adopted -Quantitative improvement in stakeholder awareness -Number of website visits -Number of applications received -Post-contact surveys (“how did you hear about us?”)	-Dean -Marketing manager	-Hire Marketing Manager Fall 2012 -Plan by Spring 2013 -Quantitative improvements by Fall 2014	-Conduct target market analysis -Hire marketing manager -Develop marketing plan -Establish awareness measures and criteria -Collect and review the data -Conduct surveys
B: Enhance recognition and achieve top 100 ranking in 5 years	-ASEE -US News and World Report -Worldwide rankings including Shanghai 500 and Times Higher Education, etc.	-Dean -Marketing manager	-Plan by Summer 2012 -Annual assessment of progress toward ranking goals	-Create goals and marketing strategy (Promote CEAS nationwide, Events to promote CEAS faculty) -Collect review and report on rankings information -Improve webpage
C: Expand collaborations with industries and government by 20% in 5 years	-Number of partners -Number of collaborations -Industry sponsored research value and cost share contributions from government agencies	-Dean -Director of Corporate Relations	-Establish 2011 baseline by Spring 2012 -Plan by Summer 2012 -Implement Fall 2012 -Annual Assessment	-Inform Dept. Advisory Boards of all CEAS activities -Promotion of CEAS to other Advisory Councils outside of UWM -Establish 2011 baseline -Create industry centers on campus -Monitor and report on the measures -Recruit and retain industry collaborators

<p>D:</p> <p>Improve alumni engagement by 15% in 5 years</p>	<ul style="list-style-type: none"> -Alumni awareness -Alumni giving -Alumni participation 	<ul style="list-style-type: none"> -Dean -Director of Development -Marketing Director 	<ul style="list-style-type: none"> -Implement plan by Spring 2013 -Assess and report monthly 	<ul style="list-style-type: none"> -Establish alumni focused Publications -Revive CEAS Scholarship Event -Attract industry mentors -Add Alumni Relations manager for CEAS
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