

Strategic Plan 2019 - 2025

1. The Construction Science Division's Strategic Plan is to provide purpose and direction for the division. It sets priorities and provides a common vision that every member of the department should consider in their day to day activities. **This strategic plan was adopted on 5/24/2019 and revised on 2/22/2021**
2. The goals and objectives set forth in this plan demonstrate our commitment to excellence in construction education, research, and service. To improve, comparison against past performance and against our aspirational peer institutions is necessary.
3. This document contains the goals of the division for the five-year period beginning on the date of adoption and continuing through 2025. It was created over a period of months from August 2017 to May 2019 with every faculty member participating in its development. In addition, industry representatives reviewed and provide feedback on its content.
4. This document includes goals, objectives, strategies, and metrics of performance as defined below.
Goals: Goals consist of short-term, mid-term, and long-term broad issues of importance to the division.
Objectives: Objectives are more specific than goals and are measurable.
Strategy: A plan of action including who, what, and how we will achieve our objective(s).
Metrics: How we determine if we meet our objectives; what the indicators of success are.
5. It is recognized that fluctuations are likely and that they are expected. Thus, most metrics of performance should be evaluated as a three-year rolling average.

University of Oklahoma Mission

The Mission of the University of Oklahoma is to provide the best possible educational experience for our students through excellence in teaching, research and creative activity, and service to the state and society.

Christopher C. Gibbs College of Architecture

The mission of the College of Architecture at the University of Oklahoma is to provide its students with a dynamic professional education in architecture, construction science, interior design, landscape architecture and regional and city planning through a variety of undergraduate and graduate programs in interdisciplinary, collaborative setting emphasizing excellence in education, research, and service to the community.

Haskell & Irene Lemon Construction Science Division

Vision

The vision of the Haskell & Irene Lemon Construction Science Division is: Through a diverse faculty and student population we will lead change and produce the next generation of leaders in construction. We will continue to be respected by the construction industry for high quality teaching, research, and service.

Mission

The Mission of the Haskell & Irene Lemon Construction Science Division is to leverage diverse faculty and close connections with the construction industry to provide a student centered experience that prepares them for success and leadership in their careers. Through experiential, hands-on, and project based learning we foster interdisciplinary teaching, research, and service that prepares students to be life-long learners and agents of change in the construction industry.

Goal Overview

Division

Goal 1: We will focus on construction industry relevance and strong relationships, producing a diverse group of graduates that add value to their employers. *(3 Objectives)*

Undergraduate

Goal 2: We will provide an educational experience for students to develop the knowledge and skills to be a contributing construction professional. *(4 Objectives)*

Research and Scholarly Activity

Goal 3: We will advance the body of knowledge related to the AEC industry. *(2 Objectives)*

Service

Goal 4: We will engage with regional and national professional and academic organizations related to the construction industry. *(1 Objectives)*

Division

Goal 1: We will focus on construction industry relevance and strong relationships, producing a diverse group of graduates that add value to their employers. (3 Objectives)

Objective 1: Ensure the long-term strength of the division through endowments that facilitate faculty and student success.

Strategy: The Division Director with the Dean's office will facilitate the administration of a fund raising program that meets the operational needs of the division, faculty, and students.

1. Fall 2019 - Create an inventory of operational and academic needs
2. Fall 2019 – Set goals for new and existing endowments
3. Spring & Summer 2020 - Identify potential contributors to endowments
4. Fall 2020 - Publish the operational needs of the department to the slate of potential contributors.

Metrics: By Spring 2025 the strategy items have been accomplished.

Objective 2: Maintain an effective online presence to market our brand to current, former, and prospective students as well as construction companies and the public at large about the division.

Strategy: The Division faculty, will facilitate and maintain an effective and up to date web-based presence for the department via the website and social media.

1. At the beginning of each semester faculty will review the website for accuracy and necessary updates.
2. Fall 2019 – All faculty will be given administrative access to division social media accounts so updates can be made by any faculty member.
3. Spring 2020 – Faculty will determine if additional social media accounts should be established.

Metrics: By Summer 2021 the department will be consistently evaluating the website, and making weekly social media posts.

Objective 3: Facilitate opportunities for students to interact with construction industry professionals, especially Professional Advisory Board (PAB) member companies.

Strategy: The Director and faculty will plan and execute opportunities to engage construction industry professionals within the program.

1. Continue hosting summer luncheons for PAB members in OKC and DFW.
2. Continue hosting annual golf tournament in Norman & TopGolf in DFW for any construction industry professional.
3. Continue hosting career fairs each semester.
4. Include at least one guest speaker from the construction industry in 50% of CNS course each semester.

Metrics: The PAB consistently has 20 dues-paying members.
Every student will have at least 6 opportunities to interact with industry professionals each year.

Objective 4: Advance underrepresented groups in the construction industry.

Strategy: The Director and faculty will incorporate materials focused on DEI in CNS courses

1. Introduce all students to the AGC Culture of Care Pledge.
2. Use the AGC's Culture of Care Toolbox series in multiple classes.



3. Produce “spotlights” on individuals from underrepresented groups in construction leadership positions to be displayed around Gould Hall.
4. At least 25% of guest speakers in CNS classes will be from underrepresented groups or Disadvantaged Business Enterprise (DBE) designated firms.

Metrics:

All upper level CNS students are exposed to 3 modules of Diversity Equity and Inclusion instruction and/or discussion related to the construction industry in class as well as informally.

Undergraduate

Goal 2: We will provide an educational experience for students to develop the knowledge and skills to be a contributing construction professional. (4 Objectives)

Objective 1: Maintain consistent teaching assignments for faculty

Strategy: The Division Director will keep faculty teaching assignments consistent to facilitate the continued development and improvement of courses by faculty. Any changes in teaching assignments will include feedback from the faculty involved.

1. Changes in teaching assignments will originate with discussion between all faculty affected
2. The director will include discussion about teaching assignments in annual evaluation meetings

Metrics: By Spring 2020 the division will have made any necessary curricular changes and teaching assignments made will be held consistent through 2024.

Objective 2: Maintain accreditation, and submit annual OU assessment materials.

Strategy: The Division Director will oversee the collection of assessment material to ensure appropriate data is available for the accreditation process.

1. Spring 2019 – submit reaccreditation self-study.
2. In Fall 2019 – reaccreditation visit.
3. In 2020 curricular changes will be assessed by the faculty and decisions made regarding changes deemed necessary.
4. Every Fall semester – Submit OU assessment report.
5. Respond with Interim Reports as required by accreditation body.

Metrics: Accreditation is maintained and OU assessment metrics meet or exceed expectations in all categories.

Objective 3: Introduce and apply currently used technology in the construction industry to our students.

Strategy: The faculty will facilitate the integration of technology in their courses.

1. Ongoing - Facilitate professional development and provide technology support to faculty to ensure a baseline proficiency in technology.
2. 2020 - Each faculty will identify opportunities for technology integration and implementation in their courses.

Metrics: Faculty will report back in subsequent faculty meetings what they did and their perception of the outcome.

Objective 4: Continue to provide project-based courses within the curriculum, and encourage interdisciplinary collaboration.

Strategy: An environment conducive to interdisciplinary collaboration and project-based courses will be maintained with the Director following up with faculty regarding collaboration and projects in their individual courses.

1. 3000 level and above CNS courses will be limited to 40 students.
2. GA/TA support will continue to be provided.
3. Faculty will maintain Industry involvement to secure projects

Metrics: Students will have at least 6 project-based CNS courses.
Students will have multiple points of interdisciplinary collaboration.

Research and Scholarly Activity

Goal 3: We will advance the body of knowledge related to the AEC industry. (2 Objectives)

Objective 1: Improve the scholarly output of graduate students.

Strategy: An elevation of expectation for graduate student productivity will be prioritized.

1. Each Fall – New students will complete a research methods course and identify a potential topic for their thesis or special study project that is aligned with a faculty member’s research interest.
2. Ongoing – Graduate student projects and/or thesis will be submitted to a peer reviewed publication.

Metrics: Faculty meet at least half of their annual research expectations through their graduate student advising.

Objective 2: Continue production of publications in peer-reviewed venues and regular submissions of proposals for external funding.

Strategy: The Director will facilitate the administration of a more productive scholarship environment.

1. 2020 – Establish an incentive program for increased research productivity.
2. Yearly – The Director will meet with faculty to discuss their personal scholarship goals.

Metrics: Tenure/tenure-track faculty shall publish in peer reviewed journals on an annual basis. Division will secure at least \$100k/year in external funding.

Service

Goal 4: We will engage with regional and national professional and academic organizations related to the construction industry. (1 Objectives)

Objective 1: Faculty will serve in leadership positions with professional and/or external academic organizations.

Strategy: Identify organizations with which to engage

1. Ongoing – Faculty engage with organizations through meeting and conference attendance
2. Ongoing – faculty serve on committees
3. Ongoing – faculty seek leadership roles on the committees in which they serve
4. Yearly – The director will meet with faculty to discuss their progress towards this goal

Metrics: Each year, at least one faculty member is serving in a leadership role on a committee or with an organization.