



College of Science, Technology, Engineering,
Mathematics, and Management, and School of
Management

Strategic Plan
for the

B.S. CONSTRUCTION

Program
at the
University of Wisconsin - Stout
Menomonie, Wisconsin, USA

2020-2022

Overview of the Plan

This document sets out the strategic goals of the program. It should be read in conjunction with the Operations and Management department, School of Management (SOM), College of Science, Technology, Engineering, Mathematics, and Management (CSTEMM), and University of Wisconsin-Stout strategic plans. It further identifies actionable and measurable steps to achieve them. The goals are laid out so that any activity, current or proposed, can be evaluated in terms of the plan. The culture of the program is defined in terms of expectations, of the students, the faculty, the college, and the university and administration, and of the Advisory Committee and community

The Strategic Plan is reviewed and revised on an annual basis during the fall and/or spring semesters. The review process is conducted at the program level, with input and direction from the School of Management (SOM), the College of Science, Technology, Engineering, Mathematics, and Management (CSTEMM). Also consulted are education support units such as Planning, Assessment, Research, and Quality (PARQ), Admissions, the Discovery Center, Student Support Services, and the senior leadership (Provost, Chancellor, Faculty Senate). This review will be performed prior to Construction Industry Advisory Committee (CIAC) meetings, to inform the discussions.

Accomplishment of goals and objectives are tracked, and internal and external changes are considered in determining the need to make revisions. The revisions to the strategic plan are reviewed with the Operations and Management Department, SOM, and CSTEMM leadership. In addition, the plan is presented for feedback and input at the CIAC biannual meetings. Feedback from these stakeholders is incorporated in the Strategic Plan. New revisions are approved by the CSTEMM Office of the Dean and the University of Wisconsin-Stout Office of the Provost. Upon approval, revised documents are posted on the University of Wisconsin–Stout B.S. Construction web site <https://www.uwstout.edu/programs/bs-construction>.

This document is intended to be a road map, as well as a living document, and will be updated on a frequent basis, at least biannually in the Fall and Spring, to reflect goals met and the changing world both inside and outside of the university.

The format of the document provides the programs goals with corresponding actions and support required to achieve them. This plan articulates the B.S. Construction programs mission, vision, strengths, weaknesses, opportunities, threats, and action plan intended to guide the efforts to support student-success and stakeholders of the program.

Mission

Prepare students who, at graduation, will be prepared to undertake entry level construction management positions, and with the potential for significant contributions to the construction industry. Create and foster lifelong learning, ethical leadership, and responsible citizenship.

Vision

The University of Wisconsin – Stout BS Construction Program will retain prominence as the State of Wisconsin’s highest quality construction education program, forging collaborations among disciplines with similar interests and among industry, alumni, and the public.

Values

The following presents the values stakeholders of the University of Wisconsin-Stout B.S. Construction program should expect from one another and supporting entities. These values are at the heart of the program:

- **Responsiveness** - Provide a timely response to the needs of the students, university, community, and industry.
- **Learning** - Develop and share a passion for continuous learning and discovery.
- **Innovation and Research** - Encourage, recognize, and reward innovation, research, teaching, and service.
- **Excellence** - Maintain high standards for the quality of learning experience we provide for the students we serve. We will foster development personally, professionally, and as a collective program in the College of Science, Technology, Engineering, Mathematics, and Management.
- **Continuous Improvement** - We will embrace and actively participate in data driven change in the pursuit of performance excellence.
- **Professionalism** - Exhibit professional behavior. This includes the adherence to the code of conduct, the pursuit of lifelong learning, the practice of ethical leadership, and taking accountability, of all faculty, staff and students.
- **Teamwork** –Promote collaboration, support, and encouragement for all stakeholders
- **Respect** – Embrace diversity, promote acceptance of alternative perspectives, thought, opinions, and expression. We will promote the social, environmental, and economic aspects of sustainability with special emphasis on community, healthy living, and human equality.
- **Community** - Consider the communities in which we play a part: campus, local, state, national, and global in our actions and words.

B.S Construction Program Goals

Goal 1: Commitment to the success of all students

Goal 2: Be the university of choice for construction management students

Goal 3: Develop and maintain a community of experts in the construction field

Goal 4: Contribute to the industries' body of knowledge through research

Goal 5: Maintain and expand the relationships with the program's stakeholders

Each goal has concrete and measurable steps, as detailed in the Action Plan table. In each section those responsible to manage these steps, as well as those Resources required from internal and external constituencies and stakeholders are identified and enumerated.

Strengths, Weaknesses, Opportunities, and Threats

Several internal and external trends will impact teaching, research, and service in the University of Wisconsin - Stout BS Construction Program. The BS Construction Program recognizes these environmental factors as critical in the effective planning and development of a program.

Strengths

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- The students prioritize successful student organizations, they are dedicated, maintain a strong work ethic, and are engaged in improving the program.
- The Construction Industry Advisory Committee provides substantial support, is engaged in curricular activities, and actively provides advisement and counsel to the program.
- ACCE accreditation validates the quality of the education provided by the program.
- Lab facilities provide our students with real world application of concepts through applied learning.
- Dedicated faculty with industry experience and education continuously engage with industry to provide service and maintain current skills.

Weaknesses

- Program director turnover has been a significant hinderance to progression and development of the program's goals and objectives.
- Faculty turnover has led to a loss of organizational knowledge.
- Accreditation status has been probationary for the last two years with several program deficiencies identified.
- Lab equipment needs repair, replacement, updating, and upgrading.

Opportunities

- The construction industry's demand for well-trained employees will continue to grow both nationally and internationally. In addition, continuing education and certification needs will grow as the construction management population ages.
- New technologies are available to instruct in leading edge methods such as construction automation, robotics, survey drones, etc.
- Significant grants are available through the Department of Transportation and other government agencies for advancement in methods and technology applicable to the program.

Threats

- Lab equipment upgrades are needed to respond to and lead technology changes in industry.
- State funding will continue to be limited to support upgrades as economic conditions continue to put pressure on Government sources.
- Impacts of the Covid-19 pandemic are resulting in a dynamically changing environment.
- The program will undergo a reaccreditation review in 2020 and address the standards set forth by American Council for Construction Education (ACCE).

B.S. Construction Program Action Plan

The B.S Construction program action plan cannot mandate the actions of entities outside of the department – for example, the School of Management, the College of Science, Technology, Engineering, Mathematics and Management, the Provost's Office, Admissions, the Advisement Center, University Marketing, PARQ and the University Foundation. Units are identified in the plan as responsible partners with the program, their collaboration and support is required to help achieve the goals.

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| University of Wisconsin-Stout B.S. Construction Program 2020-2022 Action Plan | | | | |
|--|--|--|---|--------------------|
| Goals | Objectives | Actions | Responsibility | Time Frame (years) |
| Goal 1: Maintain a program committed to the success of all students | 1.1 Improve assessment process integrating measures, actions, and results | 1.1.1 Improve identification of key process measures to determine effectiveness of curriculum | Faculty, PD | 1 |
| | | 1.1.2 Ensure consistent course assessment measures across course sections | Faculty, PD | 1 |
| | 1.3 Continuously improve curriculum using assessment data driven decisions | 1.3.1 Develop an inter-course scaffolded project | Faculty, PD | 2 |
| | | 1.3.2 Complete revisions of all program courses | Faculty | 4 |
| | | 1.3.3 Complete a program revision | Faculty, PD | 2 |
| | | 1.3.4 Develop service-learning opportunities for students | Faculty, PD, CIAC, SCA | 2 |
| | 1.4 Improve student advisement efforts through consistency, communication, training, and data collection | 1.4.1 Conduct online workshops with students and faculty to improve student advising | Faculty, PD, DC | 2 |
| | | 1.4.2 Maintain and improve program Canvas website to provide up-to-date information and resources for undergraduate students | Faculty, PD | 1 |
| | | 1.4.3 Implement use of Navigator software by all advisement faculty | Faculty, DC | 2 |
| | 1.5 Advance learning for high demand sectors of the construction industry | 1.5.1 Identify potential minors in the high demand sectors | Faculty, PD, CIAC | 2 |
| | | 1.5.2 Identify faculty leads | PD, DC | 3 |
| | | 1.5.3 Implement two minors | Faculty PD | 5 |
| Goal 2: Be the University of choice for construction management | 2.1 Develop articulation agreements with 2-Year colleges | Identify and Prioritize 2-Year colleges with complimentary programs | PD | 2 |
| | | Determine course overlaps, acceptable credit transfers, and defined "pathways" for students | PD, Associate Dean, Admissions, 2-Year Colleges | 3 |
| | | Implement articulation agreements | PD, Admissions, 2-Year Colleges | 4 |
| | 2.2 Develop and improve the UW-Stout | 2.2.1 Redesign the Program web page to improve ease of use | PD, Associate Dean, Marketing | 3 |

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| | B.S. Construction brand | 2.2.2 Revise marketing materials to include banners, handouts, etc. to promote a consistent brand image | PD, Associate Dean, Marketing | 3 |
| | 2.3 Support student competition teams and organizations | 2.3.1 Participate in MCAA, ABC, NAHB Competitions | Student Organizations Advisors (SOA) | 1 |
| | | 2.3.2 Continue to publicize student organization success | SOA | 1 |
| | | 2.3.3 Work with student leadership to develop the operations of the SCA | SOA | 2 |
| | | 2.3.4 Continue involvement of Construction Program Ambassadors | PA, PD | 1 |
| Goal 3: Develop and Maintain a community of experts in the construction field | 3.1 Establish a Construction leadership Seminar series | 3.1.1 Develop a collaborative training relationship with different companies in construction industry | Faculty, Marketing, Discovery | 2-3 |
| | | 3.1.2 Create opportunities to bring industry events to school campus and other program activities | Faculty | 2-3 |
| | 3.2 Continue to work closely with the construction industry to ensure that co-op/ internships provide valuable experience to construction program students | 3.2.1 Maintain communication with the construction industry to share the program's accomplishments and priorities to program students to better equip their future career | PD, Faculty, Marketing, Career Services | 1 |
| | | 3.2.2 Promote partnerships with the construction industry that assists the needs of program students along with the partnering entity | Faculty, Discovery | 1 |
| | | 3.2.3 Develop outreach activities for additional support from the construction industry | PD | 1 |
| Goal 4: Contribute to the industries body of knowledge through Research and Development | 4.1 Develop industry leading practices in equipment, materials, technologies, and resources in the pursuit of educational excellence. | 4.1.1 Obtain grants from government and private sources for research activities in the industry | Faculty, ORSP, WiSys | 2-3 |
| | | 4.1.2 Conduct industry related research that contributes in terms of practices, materials, technologies, and resource use | Faculty, IRB, ORSP, Other Programs | 2-3 |
| | | 4.1.3 Support student research activities | PD, Faculty, ORSP | 2- 3 |
| | 4.2 Become a resource of knowledge and | 4.2.1 Improve and enhance lab testing and simulation equipment to becoming a resource for the construction industry | CIAC, Discovery, Foundation | 3-5 |

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| | technology for the construction industry | | | |
| | | | | |
| Goal 5: Maintain and Expand the Relationships with the program's stakeholders | 5.1 Improve student satisfaction | 5.1.1 Continue to collect information about student concerns in townhall meetings. | PD, Faculty | 1 |
| | | 5.1.2 Continue to deploy the Senior Feedback Survey | Faculty | 1 |
| | | 5.1.3 Incorporate Student feedback in Assessment in the Major (AIM) process | PD, Faculty | 1 |
| | 5.2 Participate in the advancement of the University | 5.2.1 Participate in University Continuous Improvement activities (PRC, AIM) | PD, Faculty | 1 |
| | | 5.2.2 Faculty Participation in University Committees | Faculty | 1 |
| | | 5.2.3 Engage in collaborative research and other inter-program activities | Faculty | 2 |
| | | 5.2.4 Engage UW-Stout Foundation with CIAC to advance support for programming success | PD, Faculty, Dean, Foundation | 1 |
| | 5.3 Construction Industry Advisory Committee (CIAC) | 5.3.1 Engage CIAC in deployment of curriculum | PD, Faculty, CIAC | 1 |
| | | 5.3.2 Consult CIAC in program decisions | PD, O&M, SOM, CSTEMM, University | 1 |
| | | 5.3.3 Provide transparency and effective communications of actions and program decisions | PD, O&M, SOM, CSTEMM, University | 1 |
| | 5.4 Improve standing with ACCE and maintain accreditation | 5.4.1 Attain and maintain status of accreditation in good standing with the ACCE | Faculty, PD, O&M, SOM, CSTEMM, University, ACCE | 1 |
| | | 5.4.2 Achieve member status | PD | 2 |
| | | 5.4.3 Participate in bi-annual meetings | PD | 1 |