

Mission

The Frank Batten College of Engineering and Technology promotes the advancement of engineering knowledge, both its creation and dissemination, by providing successful graduates and a continuously-improving learning environment to its constituents, while maintaining high ethical, multicultural and global standards.

Vision

The Frank Batten College of Engineering and Technology will be recognized as a world-class learning institution for engineering by providing the highest-quality academics that foster student development, and connect knowledge, practice, and outstanding scholarly research. The College will provide innovative programs that will significantly contribute to the prosperity of its region and to humanity, while maintaining harmony with the environment and its precious resources.

Goals

To serve our mission and to achieve our vision, the College will promote, facilitate and resource:

- Continuously improving *educational programs* in engineering and engineering technology. (G1)
- Creation of knowledge through *basic and applied engineering research* and its dissemination through scholarly activities. (G2)
- Prominent service to our communities and internationally recognized service to the engineering profession. (G3)

Objectives Supporting the Goals

- O1.1 Increase enrollment with better informed and better prepared students.
- O1.2 Improve retention.
- O1.3 Graduate successful individuals through excellent undergraduate and graduate programs.
- O1.4 Improve College's reputation and national rankings.

- O2.1 Increase the volume of high quality research and participation rate of the faculty.
- O2.2 Create an environment conducive to research.
- O2.3 Foster an organization that promotes productive collaborations.

- O3.1 Respond to the educational demands of the industry.
- O3.2 Promote outreach efforts to all of our constituents.
- O3.3 Encourage faculty to serve their professional organizations and scholarly publications.

Actions for goal G1

O1.1 Increase enrollment with better informed and better prepared students

- A1.1.1 Implement strategies to increase the registration yield from those who inquire about our academic programs.
- A1.1.2 Increase the headcount of freshmen who enter at or above pre-calculus level.
- A1.1.3 Sponsor, organize, and participate in activities to generate interest in engineering education.
- A1.1.4 Build productive collaborations with K-12 schools across the State.
- A1.1.5 Build a diverse student body by focusing on underrepresented groups and women.
- A1.1.6 Increase the headcount of graduate students, particularly, in the doctoral programs.

Performance Metrics

Headcount of freshmen that enter mathematics courses at or above pre-calculus level
Enrollment data, also normalized by national and state trends in enrollment
Class rankings, prior GPAs, and SAT and GRE scores of entering students

O1.2 Improve retention

- A1.2.1 Create an environment that is student-centric, conducive to learning, and accessible.
- A1.2.2 Empower students to make informed choices about academic programs and career goals.
- A1.2.3 Provide advising, tutoring, peer-mentoring, faculty mentoring.
- A1.2.4 Increase the quantity and quality of space for learning by doing.

Performance Metrics

Real measures of retention, such as, percentage of returning students
Percentage of students declaring majors and who graduate within six years

O1.3 Graduate successful individuals through excellent undergraduate and graduate programs

- A1.3.1 Adhere to the continuous improvement process and sustain the certifications and accreditations.
- A1.3.2 Revise curricula to prepare students for emerging technologies, globalization, sustainability, project management, and changing societal needs.
- A1.3.3 Periodically conduct needs and viability assessments for academic programs.
- A1.3.4 Promote project-based, team-conducted learning and learning-by-doing.
- A1.3.5 Provide research experience for undergraduate students, promote learning by discovery.
- A1.3.6 Better prepare students for the Fundamentals of Engineering exam and increase awareness of State Licensure for Professional Engineers.

Performance Metrics

Program self-studies, certifications and accreditation
Reported graduate satisfaction with programs, including longitudinal data
Job placement or promotions of our graduates, starting salaries
Number of degrees conferred
Percentage of students who pass Fundamentals of Engineering exam

O1.4 Improve College's reputation and national rankings

- A1.4.1 To promote the academic and scholarly achievements, maintain effective web portals, produce and widely distribute effective communication materials.
- A1.4.2 Strategically communicate our competitive and unique degree programs nationally and internationally.
- A1.4.3 Identify the major factors that determine rankings and ensure that appropriate and accurate data is submitted consistently and in a timely fashion; improve our performance on those factors that are within College's control that determine rankings.
- A1.4.4 Improve the rankings for all academic programs, and place at least three programs in the top 100 nationally.

Performance Metrics

Rankings given by National Research Council and other "reputable" web sites and publications
GRE, SAT and GPA averages of entering students
Number of applicants to our programs and our admission rates

Actions for goal G2

O2.1 Increase the volume of high-quality research and the participation rate of the faculty

- A2.1.1 Provide opportunities to the faculty to develop themselves in teaching and research.
- A2.1.2 Increase refereed publications in highly respected journals and presentations at highly selective conferences.
- A2.1.3 Obtain more externally funded graduate scholarships and fellowships.
- A2.1.4 Increase the number of student publications, presentations and participation at national conferences, and activities related to research.
- A2.1.5 Work with the University Administration to secure State and Congressional appropriations to build and maintain the College's research infrastructure.
- A2.1.6 Produce, disseminate, and archive research results and best practices for use by government, academia, and industry.

Performance Metrics

Research expenditures, \$ amount of awards, \$ amount of proposals
Numbers of peer-reviewed publications, scholarly presentations, and technical papers.
Percent of faculty continuously participating in funded research and publishing.
Journal publications per faculty member and citations of College's publications
Faculty honors and awards received

O2.2 Create an environment conducive to research

- A2.2.1 Renew and revitalize on-campus laboratories with state-of-the art equipment.
- A2.2.2 Develop and implement a phased plan for increased and improved space for research.
- A2.2.3 Acquire and establish unique research facilities to give us an edge and a niche.
- A2.2.4 Provide incentives to the faculty and research staff to engage in funded research.

Performance Metrics

Funding provided for graduate student support from external sources.
Quantity and quality of space available for the College.
Lab facility usage commensurate with research expenditures

O2.3 Foster an organization that promotes productive collaborations

- A2.3.1 Facilitate solutions by bringing together researchers who have the appropriate skill sets to address problems in a well-coordinated manner and synergy.
- A2.3.2 Develop real incentives for teaming.
- A2.3.3 Work with all levels of administration to remove real or perceived barriers for collaboration.
- A2.3.4 Implement the criteria and the guidelines for the inception, viability and the termination of research laboratories, institutes and centers.
- A2.3.5 Leverage the expertise and research infrastructure available outside of the College.

Performance Metrics

Number and \$ amount of multi-investigator and multi-organizational projects
Success of research labs, institutes, and centers
Revenues shared between centers and departments
Number of faculty and students pursuing projects with institutes and centers

Actions for goal G3

O3.1 Respond to the educational demands of the industry

- A3.1.1 Deliver professional development programs and customized educational programs to the technical community including industry and government agencies.
- A3.1.2 Develop relationships with the industry through consulting, applied research and development.
- A3.1.3 Partner with the government agencies and institutions to develop facilities needed by the industry.

Performance Metrics

Advisory Board and Corporate Circle memberships
Registrations and revenues of the professional development courses
Demographics of companies participating in co-ops and Internships

O3.2 Promote outreach to all of our constituents

- A3.2.1 Promote connectivity and relevance between K-12 schools, College's programs and the needs of industry.
- A3.2.2 Enhance interaction and collaboration through co-ops, practicum, and internships.
- A3.2.3 Increase accessibility to our programs, particularly, using various distance-learning formats.
- A3.2.4 Enhance and promote the capabilities of the College to maximize its client services.

Performance Metrics

Demographics of participants in outreach activities
Number of partnerships developed

O3.3 Encourage faculty to serve their professional organizations and scholarly publications

- A3.3.1 Increase faculty participation in local, state and national boards, and technical committees.
- A3.3.2 Increase faculty participation as instructors in local and national short courses and professional development seminars.
- A3.3.3 Increase the number of technical editorships, organized conferences and workshops by the faculty

Performance Metrics

Numbers of offices, board memberships held by the faculty
Numbers of editorships, conferences and workshops by the faculty

Process for the Strategic Plan

- College’s management team (Dean’s Office, Chairs and Directors) prepares the **Strategic Plan (SP)** with input from all the stakeholders. This **SP** follows the lead and, therefore, supports the University’s Strategic Plan. The College’s **SP** is implemented through a Tactical Plan (**TP**), which is developed and continuously improved during the regular meetings of the management team. The **TP** includes the specific programs, people and the resources that are necessary for the implementation of the **SP**.
- The **SP** is evaluated in the second-half of each calendar year for the College’s success in attaining its goals and objectives. By also considering the evolving needs of the College and its constituency, the **SP** is revised annually for the subsequent five-years. The revision process for this rolling-five-year **SP** continuously seeks the support of the University and the “buy-in” of the College’s stakeholders.

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