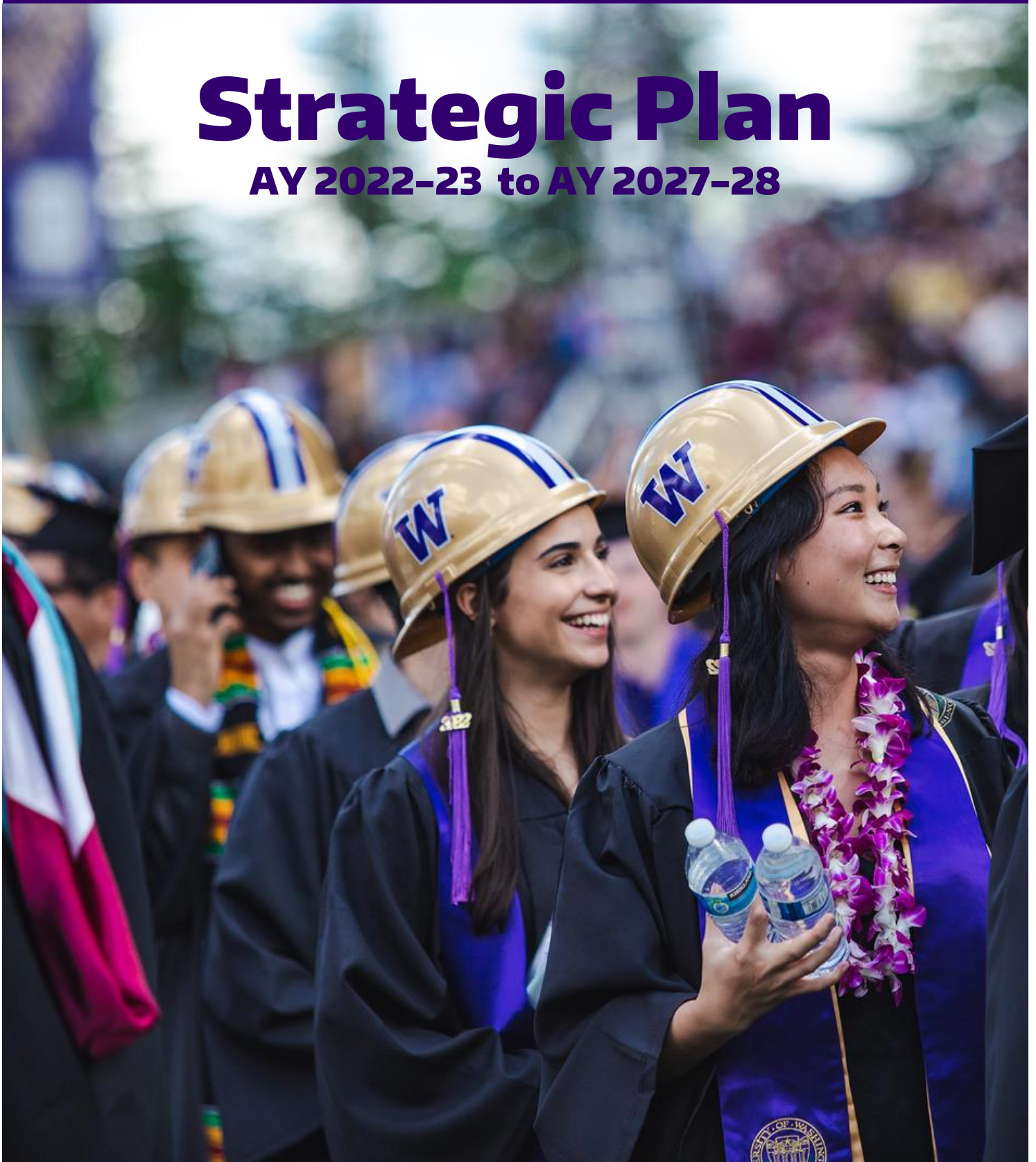


Department of Construction Management
UNIVERSITY *of* WASHINGTON



Strategic Plan

AY 2022-23 to AY 2027-28



Rev. June 2024

The Department of Construction Management

THE PAST

The construction management program at the University of Washington has a rich history. It traces its roots back to the 1950s when students began creating their own study programs from existing university courses. These pioneering students were awarded bachelor of arts degrees from the College of Arts and Sciences. A significant turning point came in October 1962, when the bachelor of arts option was discontinued and replaced with a similar program in the College of Architecture and Urban Planning. This marked the birth of the program we know today as Building Technology and Administration. The first course was offered in the winter quarter of 1964, and the first six graduates were awarded bachelor of science degrees in June 1965, marking the successful transition of the program.

The present department was created by the Board of Regents in August 1968 and was initially named the Department of Building Construction. In April 1994, the Board of Regents approved the creation of a Master of Science in Building Construction program, marking a significant milestone in the department's growth. The first graduate courses were offered during the autumn quarter of 1994, with an initial enrollment of ten graduate students. Also, in 1994, the department developed the Certificate Program in Construction Management with UW Extension, further expanding its offerings. In 1996, the Board of Regents changed the department's name to the Department of Construction Management, and the degrees offered were a Bachelor of Science and Master of Science in Construction Management. The first Master of Science in Construction Management degree was awarded in June 1997. In 2002, the department demonstrated its adaptability by developing a self-sustaining online graduate program with the Department of Civil and Environmental Engineering and UW Extension, a move that anticipated the future of education.

THE PRESENT

Nowadays, the department offers many programs at different levels:

- Undergraduate level
 - Bachelor of Science in Construction Management (BSCM) – [ACCE](#) accredited
 - Dual Degree : Bachelor of Arts in Architectural Design + Bachelor of Science in Construction Management
 - Minor in Construction Management
- Graduate level
 - Master of Science in Construction Management (MSCM)
 - Online Master of Science in Construction Management with emphasis on Heavy Construction
 - Concurrent Master Degree in Construction Management and Real Estate
 - Ph.D. in Built Environment with emphasis on Building, Construction & Property Sciences
- Professional Certificate level
 - Blended Certificate in Construction Management
 - Online Certificate in Construction Management

In Academic Year 2023-24, the department employed 12 full-time and 28 part-time faculty members. A chair administers the department with the support of three program coordinators and four staff members. Undergraduate enrollment is around 180, resident graduate enrollment is around 55, and online graduate enrollment is around 15. Between AY 2019-20 and AY 2022-23, the department has graduated an average of 149 students per year, including 59 students annually with a Bachelor of Science in Construction Management, 11 students with a Dual Degree in Construction Management and Architectural Design, 4 with a CM minor, 22 with a resident graduate Master of Science in Construction Management, 5 with the Master of Science in Construction Management, and 48 in the Certificate in Construction Management.

Strategic Plan

Vision

To be recognized as a global leader in construction management innovation and practice.

Mission

The educators and researchers of the Department of Construction Management serve and inspire students, industry, and community.

Content

This strategic plan is structured around the department's four thematic areas of strategic interest:

- Industry Relations
- Undergraduate Education
- Graduate and Professional Education
- Research

In each section, the top prioritized strategic goals for each of the four thematic areas will be presented, as well as supporting objectives, measurable outcomes, and responsible parties.

Plan Formulation and Update Cycle

The four-themed structure of this strategic plan was identified in Autumn 2020 during the COVID-19 pandemic through a series of remote faculty meetings. Throughout Autumn 2020, the department faculty met several times—at least twice per each of these thematic areas—to discuss why these areas were strategic to the department and outline goals and objectives that would guide actions by the department leadership and staff until an in-person strategic planning process could be held. The department chair compiled this information into four white strategic papers and relied upon them for guidance from Winter 2021 to Winter 2023.

At the onset of the Academic Year 2022-23, the department was finally able to develop a plan to review, revise, and formalize the strategic directions throughout AY 2027-28 with the help of a consultant. Initially, faculty and staff from the Department of Construction Management participated in a full-day strategy planning retreat in December 2022; they later met again in January 2023 for a 2-hour follow-up meeting to further frame strategic goals. These two meetings were facilitated by Mr. Andrew Ballard with Marketing Solutions. While considering the white papers developed in 2020 and any progress toward those initial goals, the purpose was to establish the department's strategic directions through 2028. As part of this strategic planning exercise, participants in the strategic retreats identified new vision and mission statements. They developed Strategic Goals in alignment with each of the thematic areas. During the academic year 2023-24, the department faculty and staff continued working to operationalize the initial plan to its current version.

The department has already scheduled a mid-term review and revisitation of this strategic plan in Autumn 2025 to (1) offer the opportunity to all new faculty to participate in the process and (2) revisit our strategic directions in response to the outcome of the accreditation visiting team report. The planned cycle for revisiting and redeveloping the department's strategic plan is listed below:

- Issuance: Autumn 2023
- Operationalization: Spring 2024 – This document
- Revisitation: Autumn 2025
- Redevelopment: Autumn 2028

Theme No.1: Industry Relations

The Department of Construction Management (CM) program at the University of Washington (UW) has extensive relationships with industry and program alumni. Our department has a structured approach to interacting with industry based on interacting with our Construction Industry Advisory Council (CIAC).

Goal 1.1: Collaborate with industry to promote and broaden inclusiveness in all facets



OBJECTIVES

1. Engage Construction Industry Advisory Council (CIAC).
2. Facilitate faculty participation in industry-led initiatives designed to promote and broaden inclusiveness within the industry and the program.
3. Facilitate the establishment of student chapters for industry organizations aiming to promote and broaden inclusiveness within the industry and the program.

Goal 1.2: Foster experiential learning and internship opportunities for our students

OBJECTIVES

1. Expand internship opportunities.
2. Develop a coordinated approach to expand and facilitate site visits.
3. Coordinate student participation in industry-led experiential events like competitions.



Goal 1.3: Increase engagement between graduate and professional education programs and industry

OBJECTIVES

1. Sustain existing student and honor society chapters and facilitate the establishment of new ones.
2. Establish department-endorsed seminar series in coordination with industry associations.
3. Promote graduate students' added value through mixed academia-industry thesis committees.



Goal 1.4: Pursue industry funding

OBJECTIVES

1. Increase industry-supported scholarships and fellowships.
2. Pursue applied research opportunities for students.
3. Coordinate with CIAC to allocate funds to support the department's key thematic areas.



Goal 1.5: Expand connections between the department and industry

OBJECTIVES

1. Establish a mentoring program for student leadership.
2. Expand the faculty internship program.
3. Establish and support an alumni group.



Theme No.1: Industry Relations

THEME OPERATIONALIZATION

Goal	Objectives	Measurable Achievements	Responsible Parties
Goal 1.1: Collaborate with industry to promote and broaden inclusiveness in all facets	Engage Construction Industry Advisory Council (CIAC)	Assemble and charge committee of the Construction Industry Advisory Council (CIAC)	Chair, faculty liaisons
	Facilitate participation of faculty in industry-led initiatives designed to promote and broaden inclusiveness within the industry and the program.	Annual participation of faculty in initiatives	Chair, all faculty
	Facilitate the establishment of student chapters for industry organizations aiming to promote and broaden inclusiveness within the industry and the program.	Establishment of new student chapters	GPC/GPA & UPC/UPA with support by Chair
Goal 1.2: Foster experiential learning and internship opportunities for our students	Expand internship opportunities.	Number of students with internships (summer, academic year) by cohort	Chair, CIAC members
	Develop a coordinated approach to expand and facilitate site visits.	Number of students participating in site visits by cohort and by quarter; required courses incorporating site visits	Chair, GPC, UPC
	Coordinate student participation in industry-led experiential events like competitions.	Number of students participating in competitions by cohort; number of competition teams	Chair, Faculty Lead, Faculty coaches
Goal 1.3: Increase engagement between graduate and professional education programs and industry	Sustain existing student and honor society chapters and facilitate the establishment of new ones.	Number of active student chapters and honor societies.	Chair, GPC/GPA, UPC/UPA
	Establish department-endorsed seminar series in coordination with industry associations.	Number of industry speakers/panelists at the annual CM 412 offering	CM 412 instructor-of-record
	Promote graduate students' added value through mixed academia-industry thesis committees.	Number of thesis defenses with mixed academia-industry committees	GPC/GPA
Goal 1.4: Pursue industry funding	Increase industry-supported scholarships and fellowships.	Number of students receiving industry-supported scholarships and fellowships; annual \$ awarded	Chair
	Pursue applied research opportunities for students.	Number of students participating in the college's ARC program	Research committee lead, GPC, UPC
	Coordinate with CIAC to allocate funds to support the department's key thematic areas.	Annual \$ secured	Chair
Goal 1.5: Expand connections between the department and industry	Establish a mentoring program for student leadership.	Number of students participating in the program.	Chair, Competition Lead, and Coaches
	Expand the faculty internship program.	Number of faculty participating in the program.	Chair, CIAC Leadership
	Establish and support an alumni group.	Number of members of LinkedIn alumni group.	Department staff (TBD)

Theme No.2: Undergraduate Education

Founded in November 1861, the University of Washington is one of the Pacific Coast's oldest state-supported higher education institutions. Our bachelor of science predated the department; the first six graduates were awarded bachelor of science degrees in June 1965 while the present department was created by the Board of Regents only in August 1968.

Goal 2.1: Retain accreditation



OBJECTIVES

1. Organize the department's reaccreditation efforts.
2. Increase faculty and staff awareness of accreditation processes.
3. Emphasize the importance of the quality of instruction provided to students.

Goal 2.2: Recruit and retain a competent cohort and foster inclusivity

OBJECTIVES

1. Reduce barriers to entering the major.
2. Recruit more applicants from 1st generation and underrepresented groups.
3. Establish partnerships with community colleges.
4. Optimize the use of scholarships for undergraduate student recruitment.
5. Meet enrollment expectations.
6. Expand access to construction management minor.



Goal 2.3: Keep curriculum responsive and influential to best practices

OBJECTIVES

1. Ensure the program curriculum meets accreditation requirements while striving to achieve high-quality education.
2. Annually review curriculum and course content in concert and with feedback from relevant stakeholders to ensure that contemporary and emergent issues are addressed.
3. Expand experiential education opportunities within the curriculum.
4. Support extracurricular activities that align with the curriculum.



Goal 2.4: Continue excellence in providing career services

OBJECTIVES

1. Retain and reinforce industry presence at the department's career expo.
2. Identify metrics and track performance on an annual basis and by cohort.
3. Retain and reinforce a set of seminars, workshops, guest lectures, panels, and coaching sessions on career orientation.



Goal 2.5: Support a high level of academic performance

OBJECTIVES

1. Increase out-of-class support to students.
2. Maintain and exceed the 95% graduation rate (within two years from the start of junior year's CM courses).
3. Maintain and exceed the 99% graduation rate (within three years from the start of junior year's CM courses).
4. Create opportunities for interdisciplinary collaboration.



Bachelor of Science in Construction Management

Construction management is a diverse discipline focused on planning, designing, building, and retrofitting facilities and infrastructures that compose the built environment. The Bachelor of Science in Construction Management (BSCM) is our department's primary undergraduate degree accredited by the American Council for Construction Education (ACCE). We also offer other undergraduate programs not ACCE-accredited, including a dual degree in Architectural Design and Construction Management and a minor in Construction Management open to UW students in Seattle, Tacoma, and Bothell.

BSCM CIP Code

04.0902

BSCM Mission

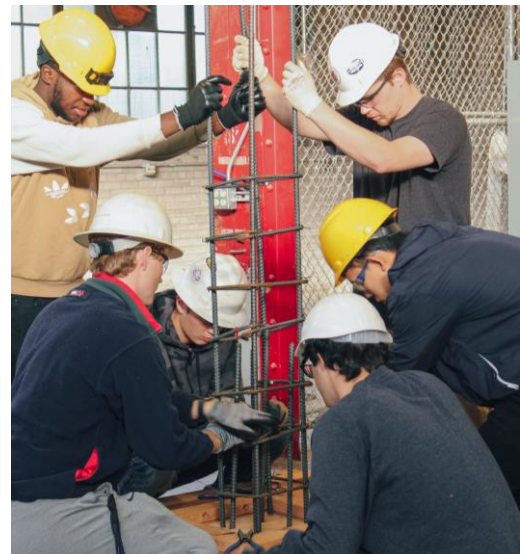
To prepare individuals to assume technical and managerial positions in the construction and related industries by providing high-quality education. This includes educating students in applying scientific, mathematical, and management principles and advanced technology to planning, designing, building, and retrofitting facilities and infrastructures. We provide instruction in green building and sustainable construction principles, computer-assisted digital tools and building information modeling (BIM), construction methods and materials, site analysis, structural principles, contracting, field and project management, graphic communications, cost estimating, project planning and control, and applicable laws and regulations.

BSCM Objectives

- Retain accreditation from the most established professional accreditation body within the field.
- Recruit and retain a competent cohort and foster inclusivity.
- Provide a diversified accredited curriculum that includes tracks for pre-construction, residential, heavy civil, and other specializations, offers experiential learning and interdisciplinary opportunities for BSCM students.
- Continue excellence in providing career services.
- Support a high level of academic performance.

Additional Resources

- College of Built Environments Strategic Framework: <https://be.uw.edu/about/mission-vision/>
- University of Washington Mission, Vision and Values: <https://www.washington.edu/about/visionvalues/>



Theme No.2: Undergraduate Education

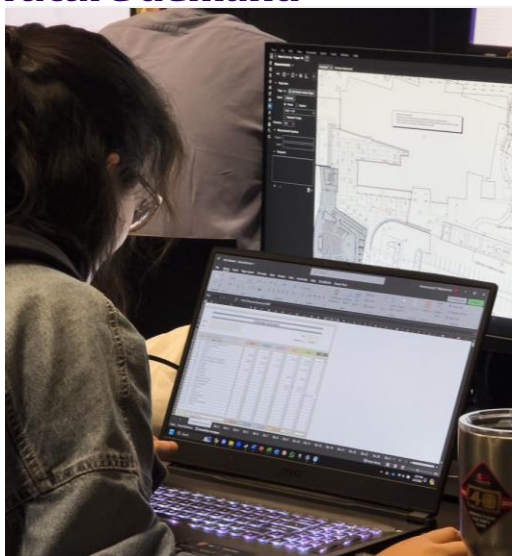
THEME OPERATIONALIZATION

Goal	Objectives	Measurable Achievements	Responsible Parties
Goal 2.1: Retain accreditation	Organize the department's reaccreditation efforts.	Establish an accreditation committee and appoint an accreditation lead.	Chair
	Increase faculty and staff awareness of accreditation processes.	Number of faculty/staff involved in accreditation committee; number of faculty/staff involved in review of final documents; number of faculty/staff who have attended ACCE training conferences.	Chair & Accreditation Lead
	Emphasize the importance of the quality of instruction provided to students.	Number of faculty peer reviews conducted. Number of part-time faculty attending ACCE TLP workshops. Number of part-time faculty holding ACCE-TLP certification.	Chair
Goal 2.2: Recruit and retain a competent cohort and foster inclusivity	Reduce barriers to entering the major.	Implement curriculum change to eliminate unnecessary entrance barriers; implement application pathway change.	Chair, UPC, UPA
	Recruit more applicants from 1st generation and underrepresented groups.	Number of 1st generation; Number of URM students; number of female students.	UPA
	Establish partnerships with community colleges.	Number of community colleges with direct liaisons; annual number of meetings/conferences with community colleges; number of transfer students; number of events participating in UW-wide community college initiatives.	UPA, Chair
	Optimize the use of scholarships for undergraduate student recruitment.	\$ amount available for student recruitment; number of annual recipients of recruitment scholarships.	Chair, UPA, CBE Advancement
	Meet enrollment expectations.	Annual number of students enrolled by cohort.	Chair, UPA, UPC, undergraduate committee
	Expand access to construction management minor.	Number of students in the minor; number of UW campuses represented among students in the minor.	Chair, UPA
Goal 2.3: Keep curriculum responsive and influential to best practices	Ensure the program curriculum meets accreditation requirements while striving to achieve high-quality education.	No. of Strengths/Weaknesses/Concerns listed in accreditation report.	Chair & Accreditation Lead
	Annually review curriculum and course content in concert and with feedback from relevant stakeholders to ensure that contemporary and emergent issues are addressed.	Annual number of CIAC Executive Committee meetings where undergraduate curriculum is discussed; annual number of CIAC Undergraduate subcommittee meetings; annual number of CM Undergraduate Committee meetings.	Chair, UPA, UPC, undergraduate committee, CIAC undergraduate subcommittee
	Expand experiential education opportunities within the curriculum.	Number of classes with applied laboratory component; number of classes with site visits incorporated	Chair, CM Faculty, CIAC members
	Support extracurricular activities that align with the curriculum.	Number of students participating in competition; number of students participating in construction-related Registered Student Organizations (RSO)	Chair, CM Faculty, CIAC members, UPA, Admin
Goal 2.4: Continue pursuing excellence in providing career services	Retain and reinforce industry presence at the department's career expo.	Number of career expo firms; Number of career expo firms by group (GC, HC, SC, owner, designer, vendor, etc.)	Chair, CIAC members, UPA, Admin
	Identify metrics and track performance on an annual basis and by cohort.	Full-time placement percentage	UPA
	Retain and reinforce a set of seminars, workshops, guest lectures, panels, and coaching sessions on career orientation.	Number of students participating in workshops; number of classes with guest lectures, industry panels, and coaching sessions on career orientation	UPA, CM Faculty
Goal 2.5: Support a high level of academic performance	Increase out-of-class support to students.	Quarterly cohort meetings; number of students in CBE mentorship program	UPA
	Maintain and exceed 95% graduation rate (within two years from junior start).	Percentage of students graduating within 2 years from junior start	Chair, UPA, UPC
	Maintain and exceed 99% graduation rate (within three years from junior start).	Percentage of students graduating within 3 years from junior start	Chair, UPA, UPC
	Create opportunities for interdisciplinary collaboration.	Number of faculty involved in BE classes; number of students taking BE classes	Chair, Faculty, UPA, UPC

Theme No.3: Graduate and Professional Education

The department offers three graduate programs and several certificate programs. The first graduate courses for our in-person Master of Science in Construction Management were provided during the autumn quarter of 1994, with an initial enrollment of ten graduate students. Our Online Master of Science in Construction Management with emphasis on Heavy Construction was established twenty years ago and is delivered in partnership with the Department of Civil and Environmental Engineering. The department also participates in a college-wide Ph.D. in Built Environment emphasizing Building, Construction, & Property Sciences, and a Concurrent Master's Degree in Construction Management and Real Estate.

Goal 3.1: Innovate graduate and certificate programs to current and future demand



OBJECTIVES

1. Create graduate pathways and regular/advanced standing.
2. Establish a pipeline between Masters and PhD.
3. Create stackable graduate certificates and change the structure of our degrees to host them.
4. Create an executive track for the MSCM
5. Provide career advancement opportunities through professional education offerings.

Goal 3.2: Recruit and retain a competent cohort and foster inclusivity

OBJECTIVES

1. Improve MSCM application review process around UW holistic admission concepts.
2. Develop graduate student recruitment strategies to foster a more diverse cohort.
3. Recruit high-quality students.



Goal 3.3: Improve operational efficiencies and capacity

OBJECTIVES

1. Provide a framework for course modality decision-making.
2. Increase & forecast course offerings.
3. Increase staff.



Goal 3.4: Enhance the visibility and reputation of graduate research

OBJECTIVES

1. Increase graduate student funding tied to research.
2. Increase the number of students in the research track.
3. Provide standardized and inclusive mentorship guidance.



Theme No.3: Graduate and Professional Education

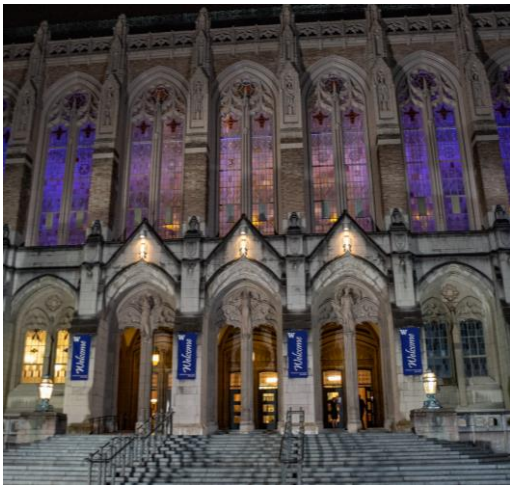
THEME OPERATIONALIZATION

Goal	Objectives	Measurable Achievements	Responsible Parties
Goal 3.1: Innovate graduate and certificate programs to current and future demand	Create graduate pathways and regular/advanced standing.	Curriculum revision approval by Graduate School	GPA, GPC, Grad. Program Committee
	Establish a pipeline between Masters and PhD.	Establishment of a new research pathway in MSCM; Establishment of a graduate student seminar focused on research-related topics, including outside funding (Valle, ARC, etc.), trends in CM research, and a look-ahead to PhD program expectations.	GPA, CM faculty
	Create stackable graduate certificates and change the structure of our degrees to host them.	Identify current course offerings that could be combined into stackable certificates; Develop additional graduate courses to fill out certificate curricula; Receive graduate school curriculum approval; Launch programs.	GPA, GPC, Chair
	Create an executive track for the MSCM	Industry survey; Decision to proceed; Establish curriculum/partnerships; Market research; Receive CBE/grad school approval; Launch program	GPA, CM faculty, Continuum College Staff
	Provide career advancement opportunities through professional education offerings.	Identify topics of interest to industry for professional-focused programming (facility mgmt, executive short course, etc); Market research; Complete feasibility work to determine program type (credit/non-credit, mode, etc); Launch program	GPA, Faculty certificate program director, Continuum College Staff
Goal 3.2: Recruit and retain a competent cohort and foster inclusivity	Improve MSCM application review process around UW holistic admission concepts.	Document current process and identify areas for improvement; Formalize improvements into departmental policy; Publish summary of review process for prospective students;	GPA, GPC, Chair, Grad Committee
	Develop graduate student recruitment strategies to foster a more diverse cohort.	Receive and document input from department faculty on recruitment priorities; Evaluate and generate strategies based on faculty input for alignment with department priorities; Implement strategies; Measure impact	GPA, CM faculty
	Recruit high-quality students.	Develop data-driven profiles of successful students. Refine admission process to collect interviews for students from non-traditional backgrounds.	GPA, CM faculty
Goal 3.3: Improve operational efficiencies and capacity	Provide framework for course modality decision-making.	Document current online meeting paradigm. Develop departmental policy on hybrid/partially online course delivery with the goal of promoting a more consistent student experience. Explore opportunities for new modality alongside new curriculum development.	Chair
	Increase & forecast course offerings.	Increase number of available graduate electives beyond the ten currently offered. Develop a schedule template to forecast needs vs. faculty interests.	GPA, GPC, Chair
	Increase staff.	Provide more dedicated staff time to all aspects of graduate student support.	Chair, GPA, GPC
Goal 3.4: Enhance the visibility and reputation of graduate research	Increase graduate student funding tied to research.	Establish a model for CM student participation in ARC. Define research-focused criteria for use of CBE fellowship funds. Promote CM student participation in the Valle program.	CM faculty, GPA, GPC
	Increase the number of students in the research track.	After curriculum revision approval by Graduate School: annual number of students in the research track, annual number of master theses.	GPA, GPC
	Provide standardized and inclusive mentorship guidance.	Institute new process for connecting incoming master's students with research interest to specific faculty to explore the thesis track.	CM faculty, GPA, GPC

Theme No.4: Research

Most department faculty are research-active. Our current faculty members have published books and articles and are continuously present at national and international conferences. Further, their work has been funded by international, federal, and state agencies, private corporations, and foundations, and has been cited more than 20,000 times

Goal 4.1: Enhance the visibility and reputation of our research and scholarship



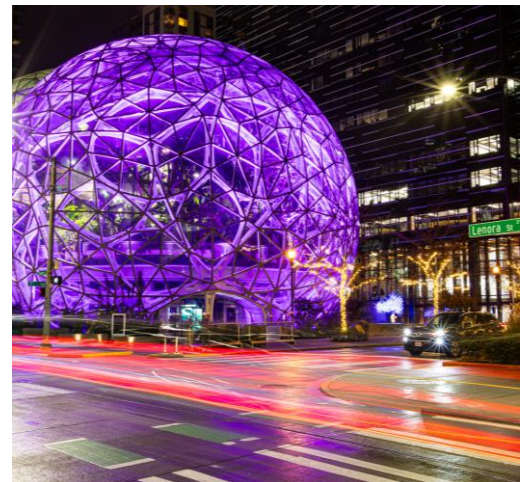
OBJECTIVES

1. Increase scholarly awards for faculty and research students.
2. Pursue high-impact publications (journal articles, book chapters, books).
3. Pursue high- and broad-impact conference presentations.
4. Publish and disseminate department research highlights on the website.
5. Showcase our research through industry workshops, seminars, or reports

Goal 4.2: Develop a departmental approach for supporting faculty research

OBJECTIVES

1. Establish a departmental research committee.
2. Facilitate recruitment of student collaborators (MS or PhD).
3. Enhance support for attending research conferences.
4. Secure ongoing support for faculty research through endowments.
5. Facilitate connections with industry.
6. Increase grant proposal, support, and management.
7. Promote undergraduate research.



Goal 4.3: Encourage internal and cross-boundary scholarship

OBJECTIVES

1. Increase the department's team approach to research outputs.
2. Pursue industry collaborative research activity.
3. Pursue global research outreach and collaboration.
4. Pursue interdisciplinary research.



Goal 4.4: Align faculty research and instructional mission

OBJECTIVES

1. Align student and faculty research.
2. Create research opportunities for students.
3. Integrate faculty research into teaching.



Theme No.4: Research

THEME OPERATIONALIZATION

Goal	Objectives	Measurable Achievements	Responsible Parties
Goal 4.1: Enhance the visibility and reputation of our research and scholarship	Increase scholarly awards for faculty and research students	Annual number of faculty and students nominated for extramural awards, faculty and student extramural awards.	Research committee
	Pursue high-impact publications (journal articles, book chapters, books).	Annual number of articles ¹ by quartile	Research committee
	Pursue high- and broad-impact conference presentations.	Annual number of presentations/papers at selected venues ² ; Annual number of conferences with attending CM faculty or student	Research committee
	Publish and disseminate department research highlights on the website.	Annual number of research highlights	Department Staff (TBD)
	Showcase our research through industry workshops, seminars, or reports	Annual number of workshops/seminars/reports delivered or organized by faculty	Research committee
Goal 4.2: Develop a departmental approach for supporting faculty research	Establish a department's research committee	Date of establishment of research committee with shared charter.	Department Chair
	Facilitate recruitment of student collaborators (MS or PhD).	Annual budget available for recruiting top research students through fellowships, TA, and other forms.	Department Chair with GPC and PhD Director
	Support faculty attending research conferences.	Annual \$ available to faculty to present research at conferences ³	Department Chair
	Secure ongoing support for faculty research through endowments.	Number of research-active faculty with an endowment; annual \$ value available in research support through allowances.	Department Chair with Advancement support
	Facilitate connections with industry.	Number of faculty internships per year ⁴ ; rotation for CM 412; informal connections facilitated by chair.	Department Chair
	Increase grant proposal, support, and management.	Set annual expectations by faculty; annual \$ amount allocated for services that increase grant submissions, such as editorial services or else.	Department Chair with advice by Research committee
	Provide tuition waiver matching program	Annual budget available for providing matching funds through tuition waivers ⁵	Department Chair
Goal 4.3: Encourage internal and cross-boundary scholarship	Promote undergraduate research	Annual SCH on undergraduate research, number of presentations in annual UW UG research conference, number of presentations in outside venues	Research committee
	Increase the department's team approach to research outputs.	Number of collaborative outputs per year - within department, within college, or university	Research committee
	Pursue industry collaborative research activity.	Annual number of proposals to industry entities; annual \$ value secured from industry entities; annual number of unfunded collaborations with industry	Research committee
	Pursue global research outreach and collaboration.	Number of collaborative outputs per year with global collaborators	Research committee
Goal 4.4: Align faculty research and instructional mission	Pursue interdisciplinary research.	Number of collaborative outputs per year with collaborators from other disciplines.	Research committee
	Align student and faculty research.	Admission process that reviews applicants by research potential; onboarding process to inform new students; research seminar to inform existing students about department's faculty research agendas.	Department Chair and program coordinators with advice by Research committee
	Create research opportunities for students.	Establish undergraduate and graduate research tracks.	Department Chair and program coordinators, with advice from Research committee
	Integrate faculty research into teaching.	Revamp course content and/or curricular to reflect most current faculty expertise; number of course taught that align to individual faculty research expertise.	Department Chair with advice by Research committee

¹ Broken down by quartile according to the two major journal ranking systems: Scimago/Scopus & Web of Science/JCR.

² CRC/ASCE, CSCE, WBC/CIB, TRB, ICCCB, Computing in CE/ASCE, ISARC, Lean Construction/LCI, ACI, ASC, EPOC.

³ Formalize department memo on alternative accommodations from teaching when attending conferences.

⁴ Expand the existing program to tenured faculty.

⁵ Eligibility criteria: grant program reputation, grant RCR generation.