

**STRATEGIC PLAN TO
PROVIDE SUPERIOR ENGINEERING
EDUCATION IN NORTHEAST FLORIDA**

2005-2015

UNF

**UNIVERSITY *of*
NORTH FLORIDA™**

Division of Engineering

September 2005

INTRODUCTION

The Division of Engineering at the University of North Florida (UNF) has an opportunity to create a unique, special learning experience that can have a significant impact on the economic development and well-being of Northeast Florida and well beyond. The Division is young and has a talented student body, a highly qualified and energetic faculty, solid institutional support, good basic facilities, and a strong partnership with local and regional industries.

While recognizing the ability of our graduates and faculty to have impacts well beyond Northeast Florida we are especially dedicated to improving the quality of life in our region. Strong engineering education and applied research programs at UNF can provide regional employers with the quality engineering talent they need, attract new employers to the region, and spark the development of new industries in the area. Our graduates will reap the rewards of a superior education and the quality of life in the region will benefit from the products of their knowledge, imagination, and leadership.

The strategic plan described below is the result of a Vision Workshop held on March 10-12, 2005. The workshop brought together nearly 70 representatives from several constituencies including industry, faculty and staff, students, alumni, and our contributing schools. A Strategic Planning Committee drawn from the workshop participants developed the plan (the members are listed elsewhere in this document) and submitted the final draft on June 23, 2005. The Engineering Advisory Council endorsed the draft on September 7, 2005. The Engineering Faculty gave its approval on September 13, 2005. The tireless work of the many involved in preparing this plan sets the UNF Division of Engineering on a new and exciting path.

RELATIONSHIP TO THE UNF STRATEGIC PLAN

The University has developed the draft of a strategic plan for the next five years. Four guiding principles set forth by the UNF Board of Trustees formed the foundation for the UNF strategic plan and for the Division's plan as well. The four guiding principles are:

- a commitment to excellence,
- a commitment to focus,
- a commitment to relevance, and
- a commitment to accountability.

As our strategic plan has evolved we have been cognizant of the UNF plan and we are committed to serving the larger institutional goals. We believe this is evident in this document.

DEFINITIONS

It is very important that coherent and consistent meanings be established for the key terms used in any strategic planning effort. The debate over semantics can consume a considerable amount of time. Thus, we have established the set of definitions shown in Table 1.

Table 1. Definitions of Terms

Term	Definition
Vision	Our aspirations for the future.
Mission	The general functions of the Division – what we do.
Goals	Measurable targets that when attained ensure our vision has been reached.
Strategies	Actions we take to achieve our goals.

OUR VISION

The UNF Division of Engineering offers engineering education and research programs that:

- serve a diverse body of talented, accomplished, and motivated students,
- produce graduates that are desired by employers above all others,
- significantly improve the quality of life in Northeast Florida and beyond, and
- enhance the stature of the profession.

OUR MISSION

Academic programs in the UNF Division of Engineering provide our students the maximum opportunity for leadership, innovation, and success in their careers and lives. We do this by:

- providing a solid engineering education rooted in the fundamentals of the basic sciences, mathematics, and engineering sciences;
- developing critical thinking abilities through real, hands-on challenges in industry and/or research;
- giving context to the technical curriculum through a rigorous liberal arts education and a commitment to service learning;
- conducting research programs that enhance the education of our students, the professional development of our faculty and staff, the technical needs of our industrial partners, and the well being of society; and
- ensuring that all of our programs contribute significantly and measurably to the quality of life in Northeast Florida and beyond.

OUR VALUES

All members of our learning community – students, faculty, staff, administrators, and our industry partners - foster individual and group success through continuous improvement, mutual respect and support, and the highest expectations. Only the most rigorous standards of ethical behavior and collegiality are acceptable. Each member of our learning community is expected to think critically and imaginatively, to be responsible for one’s own actions, to take the initiative to improve the common good, to have entrepreneurial spirit, and to work effectively in teams. We believe that only through exemplary service and leadership in the profession and society does the engineer become a true professional.

OUR GOALS AND MEASURES OF SUCCESS

The UNF Division of Engineering is committed to reaching the following goals by 2015. Measures that indicate the successful attainment of each goal are shown in italics.

Goal I. All graduates are fully engaged in a productive career path after graduation.

All students pass the Fundamentals of Engineering examination, the first of two exams for professional licensure, within 6 months of graduation.

All students are employed in engineering or related areas, or admitted to a graduate program, within 6 months of graduation.

Goal II. All graduates hold leadership positions in business, professional organizations, and community organizations within several years of graduation.

All graduates are in positions of responsible charge in a business organization within 5 years of graduation.

All graduates hold positions of responsibility in professional organizations within 5 years of graduation.

All graduates hold positions of responsibility in community organizations and/or local and state government within 5 years of graduation.

Goal III. Our academic programs are nationally and internationally recognized.

Our programs are listed in widely recognized rankings within our institution category.

Over 50% of our graduates in each academic year are recruited and/or hired by companies appearing in the Engineering News Record's (ENR) top-ranked companies (in all categories) or the Fortune 500.

Over 50% of our graduates in each academic year that pursue graduate studies are enrolled in programs at the top tier of national universities found in widely recognized rankings.

Goal IV. Our academic and research programs contribute significantly to the quality of life in Northeast Florida and beyond.

Over a rolling 3-year period more than 90% of the technology-based companies that locate in Northeast Florida indicate that the presence of engineering programs at UNF were a positive factor in their relocation decision (by Jacksonville Regional Chamber of Commerce statistics and surveys).

Our programs are featured in the major local media outlets on a regular basis, averaging once a month, for our contributions to the community.

Our faculty, staff, and students receive awards and other recognitions for their community service activities on a regular basis, averaging 5 citations per year.

STRATEGIES TO REACH OUR GOALS

The strategies outlined in Table 2 will move us toward achievement of our goals and, in turn, reach our vision. All strategies address strongly (as indicated by a rating of “High”) one or more goals. Table 3 expands the detail by adding specific actions for each strategy. Appendix A places the strategic actions on a timeline and identifies the new resources needed to implement the various strategic actions.

REVIEW AND REVISION OF THE STRATEGIC PLAN

A comprehensive review and assessment of the plan and its effectiveness will be conducted in the Fall 2008 and Fall 2011 terms by a committee appointed by the Director of the Division of Engineering. (Unforeseen events and opportunities may require more frequent reviews and updates as determined by the Director.) Annual assessments of key strategic actions will also be conducted. We also recognize that developing specific actions beyond 3 years is probably not productive. Thus, with a few exceptions, detailed actions are listed only for the first three years. It is highly likely that new strategies will be added and new actions planned as we proceed toward our overall goals and the world around us offers new opportunities. The benchmarks for the Fall 2008 term that indicate successful progress toward meeting our ultimate goals for 2015 are shown in Table 4.

RESOURCES TO IMPLEMENT THE STRATEGIC PLAN

Estimates of the resources necessary to implement the Strategic Plan are identified in Appendix A. Only resource estimates beyond those not already part of normal allocations (for salaries, capital purchases, and operating expenses) provided by the University are shown. The ways and means to acquire these resources is an ongoing effort in partnership with the Engineering Advisory Council; the College of Computing, Engineering, and Construction; and the University.

STRATEGIC PLANNING COMMITTEE

Ajayi O. Adewale, Ph.D., P.E. (UNF Division of Engineering)
Robert J. Bull, M.S. (Naval Air Depot, Jacksonville; Engineering Advisory Council)
Donald W. Ditzenberger, P.E. (retired; Engineering Advisory Council)
Donald D. Farshing, Ph.D. (UNF FEEDS)
Ryan D. Fryman, P.E. (TLC Engineering; Engineering Advisory Council; Alumnus)
Gail G. Gibson, Ph.D., PG, CPG, REP (Florida Community College at Jacksonville)
Tayeb A. Giuma, Ph.D. (UNF Division of Engineering)
Nick W. Hudyma, Ph.D., P.E. (UNF Division of Engineering)
Edward E. Middleton, Ph.D., P.E. (Gannett Fleming, Inc.; Engineering Advisory Council)
Stephan J. Nix, Ph.D. (UNF Division of Engineering)
Lorra A. Richards, B.A. (UNF Division of Engineering)
Christopher D. Sharp, E.I. (TLC Engineering, Alumnus)
Marion B. Zeiner, M.Ed. (Episcopal High School Science Department)

UNF Division of Engineering Strategic Plan, 2005-2015

Table 2. Strategies to Achieve Goals

Strategies	How Much Does the Strategy Contribute to Our Goals?			
	Goal I	Goal II	Goal III	Goal IV
A. Evaluate and modify the technical component of each undergraduate engineering curriculum to ensure that each builds superior analytical and design abilities, develops critical thinking skills, and provides design experiences that are both “hands on“ and require strong analysis skills.	High	High	High	High-Medium
B. Evaluate and modify the liberal studies component of each undergraduate engineering curriculum in order to provide both breadth and depth to our students’ knowledge of the world in which they will live and practice their profession.	High	High	High-Medium	Medium
C. Create and implement a program of foreign experience opportunities for engineering students.	Medium	High	High-Medium	Low
D. Create and execute a plan to have all of our students involved in an applied academic experience. These experiences may include co-operative education, internships, research projects, and other monitored work experiences.	High	High	High-Medium	High-Medium
E. Add undergraduate programs in areas that meet the needs of the region and state, such as computer engineering and biomedical engineering.	Medium-Low	Low	High	High
F. Implement an MS program that meets the needs of the region and state and supports the academic and research needs of the Division.	High-Medium	High-Medium	High	High
G. Create an MBA program with a track in engineering management in collaboration with the Coggin College of Business.	Medium	High	High-Medium	High-Medium
H. Develop and implement an aggressive recruitment program that also includes steps to significantly increase the diversity of our student body.	Low	Medium-Low	High	High
I. Create and offer summer institutes for high school students to develop their critical thinking skills and their interest in engineering.	Low	Low	Medium	High

UNF Division of Engineering Strategic Plan, 2005-2015

Table 2. Strategies to Achieve Goals (continued)

Strategies	How Much Does the Strategy Contribute to Our Goals?			
	Goal I	Goal II	Goal III	Goal IV
J. Build a scholarship endowment that will assist a significant number of our students.	High-Medium	Medium	High	High
K. Create and implement plans that will ensure adequate space and facilities for our growing academic and research programs.	High	High-Medium	High	High-Medium
L. Identify and hire highly qualified full-time faculty to meet our anticipated enrollment growth and that can contribute to the goals of the Division.	High	High	High	High
M. Create and maintain a pool of highly qualified permanent adjunct faculty to teach elective courses and assist with capstone design projects.	High	High	Medium	Medium
N. Create a program to facilitate the professional growth of our faculty members.	Medium	Medium	High-Medium	Medium
O. In collaboration with our industry partners, create a Practitioner-in-Residence program that features one or more full- and/or part-time faculty positions filled by personnel from industry on a rotating basis.	High	High-Medium	High-Medium	Medium
P. Develop and offer a program to support and enhance the efforts of science and mathematics instructors in the contributing schools in order to improve interest and achievement in mathematics, science, and engineering.	Low	Low	Medium	High
Q. Expand the involvement of UNF faculty and students in community activities that increase student interest in engineering as a career, build our students' leadership skills and dedication to community service, and enhance the stature of the profession in the community.	Medium	High	Medium	High
R. Create and execute a plan to increase public awareness of our programs and activities.	Medium	Medium	High	High
S. Create an Engineering Student Resources Center that provides tutoring, software support and instruction, and academic advising.	High	High-Medium	High-Medium	Medium
T. Strengthen our student organizations so they become an integral part of the goals and mission of the Division.	Medium	High	High	High

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions

Strategies	Actions
<p>A. Evaluate and modify the technical component of each undergraduate engineering curriculum to ensure that each builds superior analytical and design abilities, develops critical thinking skills, and provides design experiences that are both “hands on“ and require strong analysis skills.</p>	<p>A-1. Develop broad conceptual guidelines for all engineering curricula. (Summer 2005, Fall 2005)</p> <p>A-2. Simplify and strengthen the ABET continuous improvement process. (Summer 2005, Fall 2005)</p> <p>A-3. Evaluate and modify the undergraduate curricula based on broad conceptual guidelines developed in Action A-1. (Fall 2005, Spring 2006)</p> <p>A-4. Continue to improve and revise curricula as part of our (ABET) continuous assessment and improvement process. (Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives)</p> <p>A-5. Appoint Coordinators for each of the academic program areas. (Fall 2006+)</p> <p>A-6. Prepare and submit documents to implement the modifications to the undergraduate curricula identified in Action A-4 for Fall 2007. (Fall 2006)</p> <p>A-7. Prepare documents for ABET general accreditation review. (Fall 2006, Spring 2007, Summer 2007) <i>Self-Studies are due July 1, 2007.</i></p> <p>A-8. Prepare for and host ABET visiting team. (Fall 2007)</p> <p>A-9. Implement the modified undergraduate curricula developed in Actions A-3 and A-6. (Fall 2007)</p> <p>A-10. Programs are re-accredited by ABET. (Fall 2008)</p> <p>A-11. Prepare documents for ABET general accreditation review. (Fall 2012, Spring 2013, Summer 2013) <i>Self-Studies are due July 1, 2013.</i></p> <p>A-12. Prepare for and host ABET visiting team. (Fall 2013)</p> <p>A-13. Programs are re-accredited by ABET. (Fall 2014)</p>
<p>B. Evaluate and modify the liberal studies component of each undergraduate engineering curriculum in order to provide both breadth and depth to our students’ knowledge of the world in which they will live and practice their profession.</p>	<p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives.) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>C. Create and implement a program of foreign experience opportunities for engineering students.</p>	<p>C-1. With the help of the UNF International Center, develop a program that ensures our students are aware of the available foreign experience opportunities. (Fall 2005).</p> <p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>C-4. Create a foreign travel program for engineering students. (Summer 2008, Fall 2008).</p> <p>C-5. The foreign travel program developed in Action C-4 is implemented. (Summer 2009+)</p>
<p>D. Create and execute a plan to have all of our students involved in an applied academic experience. These experiences may include co-operative education, internships, research projects, and other monitored work experiences.</p>	<p>D-1. Assist with the hiring of a UNF Career Services staff person to coordinate the applied academic experiences program in Engineering. (Accomplished)</p> <p>D-2. Modify advising procedures to strengthen participation in applied academic experiences. (Summer 2005)</p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>D-4. Develop a program that ensures that all students have an applied academic experience. (Spring 2007) <i>This may include some curricular changes and an extensive promotional campaign among employers and students.</i></p> <p>D-5. Implement the applied academic experience program developed in D-4. (Fall 2007+)</p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
E. Add undergraduate programs in areas that meet the needs of the region and state, such as computer engineering and biomedical engineering.	<p>E-1. With the assistance of the Jacksonville Regional Chamber of Commerce and the Engineering Advisory Council, conduct a survey to determine the engineering education needs of the region. (Fall 2006)</p> <p>E-2. Based on results of the survey conducted in Action E-1 and review of national, regional, and local trends, prepare and submit documents to implement one or more new undergraduate programs. (Spring 2007, Summer 2007)</p> <p>E-3. Implement the new undergraduate programs identified in Action E-2. (Fall 2008, Spring 2009, Summer 2009 for acquiring faculty, equipment, recruiting students; Fall 2009+ for full implementation)</p>
F. Implement an MS program that meets the needs of the region and state and supports the academic and research needs of the Division.	<p>F-1. Survey local engineering community for interest in MS programs at UNF. (Summer 2005)</p> <p>F-2. Prepare and submit documents needed to implement an MS program. (Fall 2005)</p> <p>F-3. Offer at least 3 graduate courses via FEEDS. (Fall 2006) <i>These may be tied to the MBA-engineering management track (see Strategy G).</i></p> <p>F-4. Implement the MS program identified in Action F-2. (Fall 2007)</p> <p>F-5. Evaluate need to diversify, expand, or modify MS program. (Fall 2009)</p> <p>F-6. Implement MS program modifications, expansion, etc. from the findings of F-5. (Fall 2011)</p>
G. Create an MBA program with a track in engineering management in collaboration with the Coggin College of Business.	<p>G-1. Consult with the Coggin College of Business on the structure of an engineering management track in the MBA degree program and the procedures to implement it. (Summer 2005)</p> <p>G-2. Develop the curriculum for the MBA-engineering management track. (Summer 2005, Fall 2005)</p> <p>G-3. Prepare and submit documents needed to implement the MBA curriculum identified in Action G-2 for Fall 2006. (Fall 2005)</p> <p>G-4. Implement the MBA curriculum identified in Action G-2. (Fall 2006)</p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>H. Develop and implement an aggressive recruitment program that also includes steps to significantly increase the diversity of our student body.</p>	<p>H-1. Work with the UNF Admissions Office to develop an undergraduate recruitment program. (Summer 2005, Fall 2005) <i>Targets are to increase the headcount to 500 by Fall 2008 and to 800 by Fall 2012. Integrate with Strategies I and J.</i></p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>H-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p>
<p>I. Create and offer summer institutes for high school students to develop their critical thinking skills and their interest in engineering.</p>	<p>I-1. Work with the UNF Mathematics Department and College of Education and Human Services to operate a math, science, and engineering camp for gifted high school students. (Summer 2005, Summer 2006) <i>This will serve as a trial run for similar programs in the future.</i></p> <p>I-2. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>I-3. In cooperation with the UNF Mathematics Department, engineering student clubs, and other appropriate organizations, develop a sustainable summer institute for gifted students. (Fall 2006, Spring 2007) <i>Integrate with Strategies H and J.</i></p> <p>I-4. Implement the summer institute for gifted high school students developed in Action I-3. (Summer 2007+)</p> <p>I-5. In partnership with Duval County Schools, develop a program of two-week, on-site (i.e., in the community) “engineering camps” for at-risk middle school students. (Fall 2007, Spring 2008) <i>Integrate with Strategies H and J.</i></p> <p>I-6. Implement the summer engineering camps for at-risk middle school students developed in Action I-5. (Summer 2008+)</p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>J. Build a scholarship endowment that will assist a significant number of our students.</p>	<p>J-1. Develop a plan with the College Development officer to build a scholarship endowment that will provide 50 students with full scholarships – with significant percentages going to non-traditional students and underrepresented groups. (Fall 2005) <i>The endowment campaign should have a target start date of Fall 2006. The target for the campaign is approximately \$2 million. Integrate with Strategies H and I.</i></p> <p>J-2. Work with the College Development officer to identify and solicit potential kickoff donors for first endowment campaign. (Spring 2006, Summer 2006) <i>The objective is to raise 25 to 40% of the target amount.</i></p> <p>J-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>J-4. The first endowment campaign developed in Action J-1 is conducted. (Fall 2006, Spring 2007)</p> <p>J-5. Assess the results of the first endowment campaign and develop a plan to double size of the original endowment target. (Summer 2007) <i>The commitment to non-traditional students and students from under-presented groups should remain strong.</i></p>
<p>K. Create and implement plans that will ensure adequate space and facilities for our growing academic and research programs.</p>	<p>K-1. Prepare a master space plan to meet projected needs in Fall 2008. (Fall 2005)</p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-3. Prepare a laboratory assessment and plan that addresses the projected needs for our academic and research programs in Fall 2008. (Spring 2006).</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>L. Identify and hire highly qualified full-time faculty to meet our anticipated enrollment growth and that can contribute to the goals of the Division.</p>	<p>L-1. Fill the open position in civil engineering. (Summer 2005, Fall 2005) <i>Position will start in Spring 2006.</i></p> <p>L-2. Develop and document an effective, proactive faculty search process. Apply to the open position in electrical engineering in Action L-4. (Fall 2005)</p> <p>L-3. Create a start-up package that allows new faculty members to begin with \$30,000 allocated and spent over a two-year period. (Spring 2006 to Summer 2007) <i>Apply to new civil and electrical faculty identified in Actions L-1 and L-4.</i></p> <p>L-4. Fill the open position in electrical engineering. (Fall 2005, Spring 2006) <i>Position will start in Fall 2006.</i></p> <p>L-5. Based on projected enrollments develop a plan to create and fill new faculty positions. (Spring 2006) <i>The preliminary projection for the next new faculty line(s) is Fall 2008. See Strategy H.</i></p> <p>L-6. Create one “permanent” visiting professor position. (Fall 2007+) <i>This adds vitality and helps identify potential new permanent faculty.</i></p> <p>L-7. Increase the two-year start-up package to \$50,000. (Fall 2008+)</p>
<p>M. Create and maintain a pool of highly qualified permanent adjunct faculty to teach elective courses and assist with capstone design projects.</p>	<p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>M-2. Set aside funds from appropriate sources to augment the compensation received by adjunct faculty. (Fall 2007+). <i>This will most likely be through courtesies such as paying for parking fees, providing business cards, limited travel support, etc.</i></p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
N. Create a program to facilitate the professional growth of our faculty members.	<p>N-1. Create a faculty reward structure that is aligned with the mission of Division, College, and University. (Fall 2005, Spring 2006) <i>Also listed as Actions Q-4 and T-3.</i></p> <p>N-2. Implement the faculty reward structure created in Action N-1. (Fall 2006) <i>Also listed as Actions Q-7 and T-4.</i></p>
O. In collaboration with our industry partners, create a Practitioner-in-Residence program that features one or more full- and/or part-time faculty positions filled by personnel from industry on a rotating basis.	<p>O-1. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, J-3, P-1, Q-6, R-5, and T-4.</i></p> <p>O-2. With the assistance of our Engineering Advisory Council, develop the structure of a Practitioner-in-residence program. (Fall 2006, Spring 2007)</p> <p>O-3. Implement the Practitioner-in-Residence program created in Action O-3. (Fall 2007+)</p>
P. Develop and offer a program to support and enhance the efforts of science and mathematics instructors in the contributing schools in order to improve interest and achievement in mathematics, science, and engineering.	<p>P-1. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, J-3, O-1, Q-6, R-5, and T-4.</i></p> <p>P-2. Work with local middle school and high school faculty to identify ways in which the Division can enhance their efforts to improve interest and achievement in science, mathematics, and engineering. (Spring 2006, Summer 2006)</p> <p>P-3. Develop a program to meet the needs of middle school and high school faculty identified in Action P-1. (Fall 2006, Spring 2007)</p> <p>P-4. Implement the program developed to meet the needs of middle school and high school faculty in Action P-3. (Fall 2007+)</p>

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>Q. Expand the involvement of UNF faculty and students in community activities that increase student interest in engineering as a career, build our students' leadership skills and dedication to community service, and enhance the stature of the profession in the community.</p>	<p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>Q-2. Create an Engineering Student Leader Council for the purposes of advising the Division on curriculum matters, encouraging and coordinating student organization activities, and encouraging and coordinating community service activities. (Summer 2005) <i>Also listed as Action T-1.</i></p> <p>Q-3. Identify and institute required community service activities at appropriate locations in our undergraduate curricula. (Fall 2005, Spring 2006) <i>Integrate with Strategies A and B.</i></p> <p>Q-4. Create a faculty reward structure that is aligned with the mission of Division, College, and University. (Fall 2005, Spring 2006) <i>Also listed as Actions N-1 and T-3</i></p> <p>Q-5. Develop Foundations of Leadership course as part of proposed CCEC Certificate in Leadership Development. (Spring 2006)</p> <p>Q-6. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, J-3, O-1, P-1, R-5, and T-4.</i></p> <p>Q-7. Implement the faculty reward structure created in Action Q-4. (Fall 2006) <i>Also listed as Actions N-2 and T-4</i></p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 3. Strategic Actions (continued)

Strategies	Actions
R. Create and execute a plan to increase public awareness of our programs and activities.	<p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-3. Design and produce the publications necessary to complement the recruitment plan developed and implemented in Actions H-1 and H-2. (Fall 2005)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>R-5. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, J-3, O-1, P-1, Q-6, and T-4.</i></p>
S. Create an Engineering Student Resources Center that provides tutoring, software support and instruction, and academic advising.	<p>S-1. Conduct a survey of students and faculty to determine the services the Engineering Student Resources Center should provide. (Fall 2005)</p> <p>S-2. Conduct a review of similar facilities at other institutions, paying particular attention to services provided, costs, funding sources, staffing, and sustainability. (Spring 2006)</p> <p>S-3. Based on results of Actions S-1 and S-2, prepare a plan for an Engineering Student Resources Center. (Spring 2006) <i>The target is to open in Fall 2006.</i></p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>

Table 3. Strategic Actions (continued)

Strategies	Actions
<p>T. Strengthen our student organizations so they become an integral part of the goals and mission of the Division.</p>	<p>T-1. Create an Engineering Student Leader Council for the purposes of advising the Division on curriculum matters, encouraging and coordinating student organization activities, and encouraging and coordinating community service activities. (Summer 2005) <i>Also listed as Action Q-2.</i></p> <p>T-2. Identify one or more mentors/contact persons from industry for each student organization. (Summer 2005, Fall 2005) <i>Encourage EAC members to take on this role. Add to EAC those mentors/contact persons not already members.</i></p> <p>T-3. Create a faculty reward structure that is aligned with the mission of Division, College, and University. (Fall 2005, Spring 2006) <i>Also listed as Actions N-1 and Q-4.</i></p> <p>T-4. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions C-3, H-3, I-2, J-3, O-1, P-1, Q-6, and R-5.</i></p> <p>T-5. Implement the faculty reward structure created in Action T-3. (Fall 2006) <i>Also listed as Actions N-2 and Q-7.</i></p> <p>T-6. Develop and implement a policy to require attendance at student chapter or local chapters of professional societies. (Spring 2007) <i>This will most likely take the form of identifying a few classes in each program that will require attendance at a fixed number of meetings of the student's choosing as part of the course grade.</i></p>

UNF Division of Engineering Strategic Plan, 2005-2015

Table 4. Intermediate Benchmarks, Fall 2008

Goal	Benchmark
Goal I. All graduates are fully engaged in a productive career path after graduation.	<i>All students pass the Fundamentals of Engineering examination, the first of two exams for professional licensure, within 6 months of graduation. All students are employed in engineering or related areas, or admitted to a graduate program, within 6 months of graduation.</i>
Goal II. All graduates hold leadership positions in business, professional organizations, and community organizations within several years of graduation.	<i>The majority of our graduates are in positions of responsible charge in a business organization within 5 years of graduation. The majority of our graduates hold positions of responsibility in professional organizations within 5 years of graduation. The majority of our graduates hold positions of responsibility in community organizations and/or local and state government within 5 years of graduation.</i>
Goal III. Our academic programs are nationally and internationally recognized.	<i>Our programs are listed in at least one widely recognized ranking within our institution category. Over 25% of our graduates in each academic year are recruited and/or hired by companies appearing in the Engineering News Record's (ENR) top-ranked companies (in all categories) or the Fortune 500. Over 25% of our graduates in each academic year pursuing graduate studies are admitted to programs at the top tier of national universities found in widely recognized rankings.</i>
Goal IV. Our academic and research programs contribute significantly to the quality of life in Northeast Florida and beyond.	<i>Over the 3-year period from Fall 2005 to Summer 2008 a majority of the technology-based companies that locate in Northeast Florida indicate that the presence of engineering programs at UNF were a positive factor in their relocation decision (by Jacksonville Regional Chamber of Commerce statistics and surveys). Our programs are featured in the major local media outlets on a regular basis, averaging once a quarter, for our contributions to the community. Our faculty, staff, and students receive awards and other recognitions for their community service activities on a regular basis, averaging 2 citations per year</i>

UNF Division of Engineering Strategic Plan, 2005-2015

Appendix A. Action Timeline and Resources Required

<u>Term, Year</u>	<u>Actions</u>	<u>Resources Required</u> (beyond normal annual allocations)
Summer 2005	<p>A-1. Develop broad conceptual guidelines for all engineering curricula. (Summer 2005, Fall 2005)</p> <p>A-2. Simplify and strengthen the ABET continuous improvement process. (Summer 2005, Fall 2005)</p> <p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p> <p>D-2. Modify advising procedures to strengthen participation in applied academic experiences. (Summer 2005)</p> <p>F-1. Survey local engineering community for interest in MS programs at UNF. (Summer 2005)</p> <p>G-1. Consult with the Coggin College of Business on the structure of an engineering management track in the MBA degree program and the procedures to implement it. (Summer 2005)</p> <p>G-2. Develop the curriculum for the MBA-engineering management track. (Summer 2005, Fall 2005)</p> <p>H-1. Work with the UNF Admissions Office to develop an undergraduate recruitment program. (Summer 2005, Fall 2005) <i>Targets are to increase the headcount to 500 by Fall 2008 and to 800 by Fall 2012. Integrate with Strategies I and J.</i></p> <p>I-1. Work with the UNF Mathematics Department and College of Education and Human Services to operate a math, science, and engineering camp for gifted high school students. (Summer 2005, Summer 2006) <i>This will serve as a trial run for similar programs in the future.</i></p> <p>L-1. Fill the open position in civil engineering. (Summer 2005, Fall 2005) <i>Position will start in Fall 2005 or Spring 2006.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class,</i></p>	

UNF Division of Engineering Strategic Plan, 2005-2015

	<p><i>Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>Q-2. Create an Engineering Student Leader Council for the purposes of advising the Division on curriculum matters, encouraging and coordinating student organization activities, and encouraging and coordinating community service activities. (Summer 2005) <i>Also listed as Action T-1.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>T-2. Identify one or more mentors/contact persons from industry for each student organization. (Summer 2005, Fall 2005) <i>Encourage EAC members to take on this role. Add to EAC those mentors/contact persons not already members.</i></p>	<p>Total for term: \$0</p>
<p>Fall 2005</p>	<p>A-1. Develop broad conceptual guidelines for all engineering curricula. (Summer 2005, Fall 2005)</p> <p>A-2. Simplify and strengthen the ABET continuous improvement process. (Summer 2005, Fall 2005)</p> <p>A-3. Evaluate and modify the undergraduate curricula based on broad conceptual guidelines developed in Action A-1. (Fall 2005, Spring 2006)</p> <p>A-4. Continue to improve and revise curricula as part of our (ABET) continuous assessment and improvement process. (Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives)</p> <p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p> <p>C-1. With the help of the UNF International Center, develop a program that ensures our students are aware of the available foreign experience opportunities. (Fall 2005).</p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p>	

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>F-2. Prepare and submit documents needed to implement an MS program. (Fall 2005)</p> <p>G-2. Develop the curriculum for the MBA-engineering management track. (Summer 2005, Fall 2005)</p> <p>G-3. Prepare and submit documents needed to implement the MBA curriculum identified in Action G-2 for Fall 2006. (Fall 2005)</p> <p>H-1. Work with the UNF Admissions Office to develop an undergraduate recruitment program. (Summer 2005, Fall 2005) <i>Targets are to increase the headcount to 500 by Fall 2008 and to 800 by Fall 2012. Integrate with Strategies I and J.</i></p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>J-1. Develop a plan with the College Development officer to build a scholarship endowment that will provide 50 students with full scholarships – with significant percentages going to non-traditional students and underrepresented groups. (Fall 2005) <i>The endowment campaign should have a target start date of Fall 2006. The target for the campaign is approximately \$2 million. Integrate with Strategies H and I.</i></p> <p>K-1. Prepare a master space plan to meet projected needs in Fall 2008. (Fall 2005).</p> <p>L-1. Fill the open position in civil engineering. (Summer 2005, Fall 2005) <i>Position will start in Spring 2006.</i></p> <p>L-2. Develop and document an effective, proactive faculty search process. Apply to the open position in electrical engineering in Action L-4. (Fall 2005)</p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>N-1. Create a faculty reward structure that is aligned with the mission of Division, College, and University. (Fall 2005, Spring 2006) <i>Also listed as Actions Q-4 and T-3.</i></p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>Q-3. Identify and institute required community service activities at appropriate locations in our undergraduate curricula. (Fall 2005, Spring 2006) <i>Integrate with Strategies A and B.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p>	<p>M-1. \$5,000</p>
--	--	---------------------

UNF Division of Engineering Strategic Plan, 2005-2015

	<p><i>H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-1. Work with the UNF Mathematics Department and College of Education and Human Services to operate a math, science, and engineering camp for gifted high school students. (Summer 2005, Summer 2006) <i>This will serve as a trial run for similar programs in the future.</i></p> <p>J-2. Work with the College Development officer to identify and solicit potential kickoff donors for first endowment campaign. (Spring 2006, Summer 2006) <i>The objective is to raise 25 to 40% of the target amount.</i></p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>L-3. Create a start-up package that allows new faculty members to begin with \$30,000 allocated and spent over a two-year period. (Spring 2006 to Summer 2007) <i>Apply to new civil and electrical faculty identified in Actions L-1 and L-4.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>P-2. Work with local middle school and high school faculty to identify ways in which the Division can enhance their efforts to improve interest and achievement in science, mathematics, and engineering. (Spring 2006, Summer 2006)</p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>	<p>Covered by grants.</p> <p>J-2. \$600,000</p> <p>K-2. \$2,000</p> <p>L-3. \$10,000</p> <p>M-1. \$2,500</p> <p>S-4. \$25,000</p> <p>Total for term: \$657,500</p>
	<p>A-4. Continue to improve and revise curricula as part of our (ABET) continuous assessment</p>	

UNF Division of Engineering Strategic Plan, 2005-2015

<p>Fall 2006</p>	<p>and improvement process. (Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives)</p> <p>A-5. Appoint Coordinators for each of the academic program areas. (Fall 2006+)</p> <p>A-6. Prepare and submit documents to implement the modifications to the undergraduate curricula identified in Action A-4 for Fall 2007. (Fall 2006)</p> <p>A-7. Prepare documents for ABET general accreditation review. (Fall 2006, Spring 2007, Summer 2007) <i>Self-Studies are due July 1, 2007.</i></p> <p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p> <p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>E-1. With the assistance of the Jacksonville Regional Chamber of Commerce and the Engineering Advisory Council, conduct a survey to determine the engineering education needs of the region. (Fall 2006)</p> <p>F-3. Offer at least 3 graduate courses via FEEDS. (Fall 2006) <i>These may be tied to the MBA-engineering management track (see Strategy G).</i></p> <p>G-4. Implement the MBA curriculum identified in Action G-2. (Fall 2006)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-3. In cooperation with the UNF Mathematics Department, engineering student clubs, and other appropriate organizations, develop a sustainable summer institute for gifted students. (Fall 2006, Spring 2007) <i>Integrate with Strategies H and J.</i></p> <p>J-4. The first endowment campaign developed in Action J-1 is conducted. (Fall 2006, Spring 2007)</p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p>	<p>A-5. \$20,000 (salary+benefits)</p> <p>C-3. \$22,500 (salary+benefits) \$4,500 (expenses)</p> <p>F-3. \$6,000</p> <p>J-4. \$600,000</p> <p>K-2. \$5,000</p>
-------------------------	--	--

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p> <p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>D-4. Develop a program that ensures that all students have an applied academic experience. (Spring 2007) <i>This may include some curricular changes and an extensive promotional campaign among employers and students.</i></p> <p>E-2. Based on results of the survey conducted in Action E-1 and review of national, regional, and local trends, prepare and submit documents to implement one or more new undergraduate programs. (Spring 2007, Summer 2007)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-3. In cooperation with the UNF Mathematics Department, engineering student clubs, and other appropriate organizations, develop a sustainable summer institute for gifted students. (Fall 2006, Spring 2007) <i>Integrate with Strategies H and J.</i></p> <p>J-4. The first endowment campaign developed in Action J-1 is conducted. (Fall 2006, Spring 2007)</p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p> <p>L-3. Create a start-up package that allows new faculty members to begin with \$30,000 allocated and spent over a two-year period. (Spring 2006 to Summer 2007) <i>Apply to new civil and electrical faculty identified in Actions L-1 and L-4.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>O-2. With the assistance of our Engineering Advisory Council, develop the structure of a Practitioner-in-residence program. (Fall 2006, Spring 2007)</p> <p>P-3. Develop a program to meet the needs of middle school and high school faculty identified</p>	<p>C-3. \$22,500 (salary+benefits) \$4,500 (expenses)</p> <p>J-4. \$600,000</p> <p>K-2. \$5,000</p> <p>K-4. \$40,000 L-3. \$10,000</p> <p>M-1. \$5,000</p>
--	---	--

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>in Action P-1. (Fall 2006, Spring 2007)</p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p> <p>T-6. Develop and implement a policy to require attendance at student chapter or local chapters of professional societies. (Spring 2007) <i>This will most likely take the form of identifying a few classes in each program that will require attendance at a fixed number of meetings of the student's choosing as part of the course grade.</i></p>	<p>S-4. \$5,000</p> <p>Total for term: \$712,000</p>
<p>Summer 2007</p>	<p>A-7. Prepare documents for ABET general accreditation review. (Fall 2006, Spring 2007, Summer 2007) <i>Self-Studies are due July 1, 2007.</i></p> <p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>E-2. Based on results of the survey conducted in Action E-1 and a review of national, regional, and local trends, prepare and submit documents to implement one or more new undergraduate programs. (Spring 2007, Summer 2007)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-4. Implement the summer institute for gifted high school students developed in Action I-3. (Summer 2007+)</p> <p>J-5. Assess the results of the first endowment campaign and develop a plan to double size of the original endowment target. (Summer 2007) <i>The commitment to non-traditional students and students from under-presented groups should remain strong.</i></p>	<p>C-3. \$15,000 (salary+benefits) \$3,000 (expenses)</p> <p>I-4. \$20,000</p>

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p> <p>L-3. Create a start-up package that allows new faculty members to begin with \$30,000 allocated and spent over a two-year period. (Spring 2006 to Summer 2007) <i>Apply to new civil and electrical faculty identified in Actions L-1 and L-4.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>	<p>K-2. \$5,000</p> <p>K-4. \$40,000</p> <p>L-3. \$10,000</p> <p>M-1. \$2,500</p> <p>S-4. \$3,000</p> <p>Total for term: \$98,500</p>
<p>Fall 2007</p>	<p>A-4. Continue to improve and revise curricula as part of our (ABET) continuous assessment and improvement process. (Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives)</p> <p>A-5. Appoint Coordinators for each of the academic program areas. (Fall 2006+)</p> <p>A-8. Prepare for and host ABET visiting team. (Fall 2007)</p> <p>A-9. Implement the modified undergraduate curricula developed in Actions A-3 and A-6. (Fall 2007)</p> <p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p>	<p>A-5. \$20,000 (salary+benefits)</p>

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>D-5. Implement the applied academic experience program developed in D-4. (Fall 2007+)</p> <p>F-4. Implement the MS program identified in Action F-2. (Fall 2007)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-4. Implement the summer institute for gifted high school students developed in Action I-3. (Summer 2007+)</p> <p>I-5. In partnership with Duval County Schools, develop a program of two-week, on-site (i.e., in the community) “engineering camps” for at-risk middle school students. (Fall 2007, Spring 2008) <i>Integrate with Strategies H and J.</i></p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p> <p>L-6. Create one “permanent” visiting professor position. (Fall 2007+) <i>This adds vitality and helps identify potential new permanent faculty.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>M-2. Set aside funds from appropriate sources to augment the compensation received by adjunct faculty. (Fall 2007+). <i>This will most likely be through courtesies such as paying for parking fees, providing business cards, limited travel support, etc.</i></p> <p>O-3. Implement the Practitioner-in-Residence program created in Action O-3. (Fall 2007+)</p> <p>P-4. Implement the program developed to meet the needs of middle school and high school faculty in Action P-3. (Fall 2007+)</p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p>	<p>C-3. \$22,500 (salary+benefits) \$4,500 (expenses)</p> <p>I-4. \$2,000</p> <p>K-2. \$5,000</p> <p>K-4. \$40,000</p> <p>L-6. \$40,000 (salary+benefits)</p> <p>M-1. \$5,000</p> <p>M-2. \$1,000</p> <p>O-3. \$45,000 (salary)</p> <p>P-4. \$2,000</p>
--	--	---

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>	<p>S-4. \$5,000</p> <p>Total for term: \$192,000</p>
<p>Spring 2008</p>	<p>A-4. Continue to improve and revise curricula as part of our (ABET) continuous assessment and improvement process. (Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives)</p> <p>A-5. Appoint Coordinators for each of the academic program areas. (Fall 2006+)</p> <p>B-1. The liberal studies component of the curricula will be included in the curricula review and revision processes discussed in the Actions A-1, A-3, and A-4. (Summer 2005, Fall 2005, Spring 2006; Annually in Fall and Spring, for program outcomes; Fall 2006-Spring 2007, Fall 2009-Spring 2010, and Fall 2012-Spring 2013 for program objectives) <i>Integrate with Strategy A. It is important that liberal studies be infused in the technical coursework in addition to the stand alone liberal studies course.</i></p> <p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>D-5. Implement the applied academic experience program developed in D-4. (Fall 2007+)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-4. Implement the summer institute for gifted high school students developed in Action I-3. (Summer 2007+)</p> <p>I-5. In partnership with Duval County Schools, develop a program of two-week, on-site (i.e., in the community) “engineering camps” for at-risk middle school students. (Fall 2007, Spring 2008) <i>Integrate with Strategies H and J.</i></p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p>	<p>A-5. \$20,000 (salary+benefits)</p> <p>C-3. \$22,500 (salary+benefits) \$4,500 (expenses)</p> <p>I-4. \$2,000</p> <p>K-2. \$5,000</p> <p>K-4. \$40,000</p>

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>L-6. Create one “permanent” visiting professor position. (Fall 2007+) <i>This adds vitality and helps identify potential new permanent faculty.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>M-2. Set aside funds from appropriate sources to augment the compensation received by adjunct faculty. (Fall 2007+). <i>This will most likely be through courtesies such as paying for parking fees, providing business cards, limited travel support, etc.</i></p> <p>O-3. Implement the Practitioner-in-Residence program created in Action O-3. (Fall 2007+)</p> <p>P-4. Implement the program developed to meet the needs of middle school and high school faculty in Action P-3. (Fall 2007+)</p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>	<p>L-6. \$40,000 (salary+benefits)</p> <p>M-1. \$5,000</p> <p>M-2. \$1,000</p> <p>O-3. \$45,000 (salary)</p> <p>P-4. \$2,000</p> <p>S-4. \$5,000</p> <p>Total for term: \$192,000</p>
<p>Summer 2008</p>	<p>C-2. Implement the foreign experience opportunities awareness program developed in Action C-1. (Spring 2006+).</p> <p>C-3. Hire a staff person to manage our external relations including outreach programs, media relations, foreign experiences for students, etc. (Spring 2006+) <i>Also listed as Actions H-3, I-2, J-3, O-1, P-1, Q-6, R-5, and T-4.</i></p> <p>D-3. Implement a campaign to visit at least 25 of the top engineering firms in the region to make them aware of our co-op and internship programs each academic year. (Fall 2005+)</p> <p>D-5. Implement the applied academic experience program developed in D-4. (Fall 2007+)</p> <p>H-2. Implement the undergraduate recruitment plan developed in Action H-1. (Fall 2005+)</p> <p>I-4. Implement the summer institute for gifted high school students developed in Action I-3. (Summer 2007+)</p>	<p>C-3. \$15,000 (salary+benefits) \$3,000 (expenses)</p> <p>I-4. \$20,000</p>

UNF Division of Engineering Strategic Plan, 2005-2015

	<p>I-6. Implement the summer engineering camps for at-risk middle school students developed in Action I-5. (Summer 2008+)</p> <p>K-2. Implement the master space plan developed in Action K-1. (Spring 2006 to Summer 2008)</p> <p>K-4. Implement the lab plan developed in Action K-3. (Fall 2006 to Summer 2008)</p> <p>L-6. Create one “permanent” visiting professor position. (Fall 2007+) <i>This adds vitality and helps identify potential new permanent faculty.</i></p> <p>M-1. Develop and maintain a pool of 8 to 10 persons to be named Adjunct Professors in the Division. (Summer 2005+). <i>In addition to a small stipend when they teach a class, Adjunct Professors will be listed in all Division documents along with full time faculty, invited to faculty meetings, and given shared office space.</i></p> <p>M-2. Set aside funds from appropriate sources to augment the compensation received by adjunct faculty. (Fall 2007+). <i>This will most likely be through courtesies such as paying for parking fees, providing business cards, limited travel support, etc.</i></p> <p>O-3. Implement the Practitioner-in-Residence program created in Action O-3. (Fall 2007+)</p> <p>P-4. Implement the program developed to meet the needs of middle school and high school faculty in Action P-3. (Fall 2007+)</p> <p>Q-1. Form a partnership with Andrew Robinson Elementary to develop and conduct a pre-engineering magnet program. (Summer 2005+). <i>This will serve as a template for other service activities involving local schools.</i></p> <p>R-1. Create a website for the Division, along with a plan to maintain the site. (Summer 2005+)</p> <p>R-2. Become a full partner in the Annual CCEC Symposium and Career Showcase through active student and faculty participation in the organizing committee and all subcommittees. (Fall 2005+)</p> <p>R-4. Publish a newsletter each semester, disseminated via email. (Spring 2006+)</p> <p>S-4. Implement the plan developed in Action S-3 to operate an Engineering Student Resources Center. (Summer 2006+)</p>	<p>I-6. \$20,000</p> <p>K-2. \$5,000</p> <p>K-4. \$40,000</p> <p>L-6. \$10,000 (salary+benefits)</p> <p>M-1. \$2,500</p> <p>M-2. \$500</p> <p>O-3. \$30,000 (salary)</p> <p>P-4. \$25,000</p> <p>S-4. \$5,000</p> <p>Total for term: \$176,000</p> <p>3-year TOTAL: \$3,028,000</p>
<p>Fall 2008</p>	<p>Conduct a comprehensive assessment and review of the Strategic Plan and its effectiveness. Update the Plan as required to address new contingencies and take advantage of new opportunities.</p>	