FIVE-YEAR STRATEGIC PLAN
2014-2019

The leading provider of engineering talent to Silicon Valley
situated in the heart of Silicon Valley, San José State University (SJSU) is uniquely positioned at the center of one of the most influential and innovative regions in the world. Founded in 1857, it is the oldest public institution of higher education on the West Coast. Over many decades, SJSU students and alumni have contributed significantly to the growth of its surrounding area. Notable leaders who have attended or graduated from SJSU include Pinis Conner, cofounder of Seagate Technology; Don Beall, former CEO of Rockwell International; Brian Krzanich, current CEO of Intel; Mark Van Tine, current CEO of Jeppesen; Robert Frankenberg, former chairman, president and CEO of Novell, Inc.; Chia-Juch Chang, former chairman of China Airlines; and Omid Kordestani, former senior vice president of Worldwide Sales and Field Operations at Google. Today, local technology firms employ more engineering, computer science and business graduates from SJSU than from any other college or university, enabling SJSU to proudly display the motto: “powering Silicon Valley.”

The SJSU Charles W. Davidson College of Engineering consistently receives top marks among nationally renowned programs. The college currently ranks No. 2 in the nation among public engineering programs offering bachelor’s and master’s degrees (excluding service academies) and 13th overall among more than 200 engineering schools nationwide, according to U.S. News & World Report (2014 edition).

SJSU is one of the few universities that offers biomedical engineering in the Bay Area. We are in the heart of Silicon Valley, and employers here love students who have had hands-on experience in internships and labs and who are involved in clubs the college offers.

Alexis Haire, Junior, Biomedical Engineering
Engineering-related programs make up the second most popular field of study at SJSU behind business. Beginning in 1946 with initial coursework designed to support an agricultural valley, the SJSU Charles W. Davidson College of Engineering has evolved into an internationally renowned center for academic excellence that receives consistently high rankings among national engineering programs.

The Davidson College of Engineering comprises 12 engineering disciplines in addition to General Engineering, more than 6,000 undergraduate and graduate students and approximately 260 faculty and staff members. It is the largest engineering program in the entire 23-campus California State University (CSU) system.

A hallmark of our success lies in a deep understanding that innovation never ceases. Through years of industry and technological advancements, the Davidson College of Engineering has continued to create new educational experiences that allow students to imagine and achieve endless possibilities. This means not just keeping pace with real-world trends and challenges, but also pioneering innovative teaching approaches and strategies that prepare students to drive the development of future solutions.

We believe in learning by doing. Our students thrive with hands-on learning environments, applied research techniques and exposure to industry professionals and leading organizations. Through industry partnerships and in campus laboratories, students have the ability to practice what they have learned in the classroom and apply it to real-world challenges and scenarios. Whether it’s our aerospace engineering students building and launching a functional spacecraft with the NASA Ames Research Center or our chemical engineering students designing and producing a chemical-powered miniature car, SJSU offers students a place to explore and test their ideas. Ongoing collaborations between academia and industry, combined with practical learning environments, nurture students’ ability to envision and create the tools, machinery and medical and technological advancements of the future. It also gives them a competitive edge in the job market.

**ENGINEERING DISCIPLINES**

- Aerospace
- Aviation
- Biomedical
- Chemical
- Civil and Environmental
- Computer
- Electrical
- General
- Industrial and Systems
- Industrial Technology
- Materials
- Mechanical
- Software

**RECRUITING AND PREPARING THE ENGINEERS OF TOMORROW**

The Davidson College of Engineering has built a reputation not only for supporting the success of its students, but also for instilling enthusiasm for engineering among youth, educators and community organizations across the greater San José area through many programs and campus-sponsored initiatives.

We believe that part of the responsibility for generating more interest in engineering rests with the engineering community itself. Our Engineering Pathways to Success initiative sponsors K–12 outreach programs focused on catalyzing lifelong interests in engineering. Working with Project Lead the Way (PLTW), our undergrads become “engineering ambassadors” in the classrooms, showing K–12 educators how to incorporate engineering workshops into their curriculum. The Engineering in Action program also gets students out to schools and community centers each fall and spring semester, sparking the imaginations of young minds through hands-on learning activities. By reaching kids at a young age, we hope to inspire them to pursue engineering in the future.

**Engineering Pathways to Success Initiative:**
Outreach to K–12 Students and Teachers
- Facilitate adoption of PLTW engineering curriculum
- Professional development for PLTW teachers
- EXCEED summer program for incoming first-year students
- Engineering ambassadors

**Engineering Student Success Initiatives:**
Academic Support for Engineering Students
- Scholarship programs
- Peer mentoring and tutoring
- Improve major advising and online tools
- CELL first-year residential program
- MESA Engineering Program—First-generation/underrepresented students
- Women in Engineering program
- Student leadership programs
- First-year experience courses

**Educational Excellence Initiative:**
Integrating Academics with Silicon Valley
- Industry-sponsored interdisciplinary projects
- Cutting-edge curriculum
- Global awareness and experience programs
- Faculty endowments
- Technology-enhanced courses
The MESA (Math, Engineering and Science Achievement) Engineering Program (MEP) aims to increase the number of high-caliber, industry-ready graduates from educationally and/or economically disadvantaged backgrounds who are completing degrees in engineering or computer science at San José State University. By providing academic, personal and professional development support services and opportunities to these students, the program looks to positively impact students’ motivation to succeed in engineering and their ability to thrive academically, as well as to increase their direct access to industry.

Other programs like EXCEED (Excellence in Your Engineering Education) show incoming freshmen how engineering can make a difference in society. The ten-day summer transition program introduces engineering majors to design and construction while allowing them to build useful projects for organizations in need. The program also provides resources and activities that help incoming freshmen jump right in and become part of the college community.

The Engineering Student Success Center (ESSC) offers resources to support students’ academic and leadership development, even before they arrive at SJSU, to ensure they get the most out of their college experience. From high school and community college transition programs to mentoring and tutoring to navigating career paths and preparing for the job market, the Davidson College of Engineering is committed to each student’s success.

The strategic plan outlined here will continue to build on the many successful programs already in place to allow the Davidson College of Engineering to enhance its ability to support students in becoming well-prepared graduates who are equipped to make important contributions in their fields of engineering.

**EQUIPPING STUDENTS TO CONTRIBUTE GLOBALLY AND LOCALLY**

With top marks for quality, satisfaction and post-graduation job success, the Davidson College of Engineering takes pride in preparing graduates to be ready to perform on the job from day one and excel in our increasingly global economy. As society’s workforce becomes more diverse, SJSU is also honored to be one of the nation’s most ethnically diverse college campuses. Our faculty, staff and student body make up a vibrant community with a broad range of backgrounds and perspectives. Our unique position in the Bay Area also offers a gateway to higher education and an opportunity to make a difference in the lives of many. We believe our diversity and our respect for different experiences, viewpoints and approaches give our students an advantage as they enter the global workforce.

In addition, our many Educational Excellence initiatives are geared toward integrating academics with Silicon Valley and global awareness experiences such as the Global Technology Initiative (GTI) study program. GTI is a semester-long course that culminates in a two-week, all-expenses paid study abroad tour. Since 2004, the program has sent groups of students to Taiwan, China and India, where they are exposed to global environmental and energy problems and learn how technology can play a role in solving them. Through the immersive learning experience, students develop intercultural competency skills and a global perspective that help them work effectively with international collaborators and customers in future careers.

Davidson College of Engineering graduates have become critical contributors to the development of Silicon Valley through starting new companies, advancing new technologies and building critical infrastructure. Many of them have become leaders in technology, business and the community. The Davidson College of Engineering is the largest contributor to the Silicon Valley workforce—SJSU graduates represent the largest alumni group in companies such as Apple (3%) and Cisco (6%). Our graduates also find success with state and regional agencies such as the City of San José and the California Department of Transportation; with aerospace leaders like Lockheed Martin and NASA; and with leading private engineering firms as well as with companies in the growing biotechnology industry.

As we look ahead at the challenges facing the 21st-century economy—providing sustainable energy, engineering better medicines and securing cyber-space—and see where engineering disciplines converge, our primary goal is to shape engineers whose knowledge and skill sets can address these global challenges and make a positive imprint on the well-being of humankind.

To do this, we’ll continue to cultivate intellectual curiosity, lifelong learning and practical out-of-the-classroom experiences among students, developing the skills and mindsets that will ready them for industries and careers of the future.
Transform lives by preparing engineering students and professionals to be ready and able to fully contribute to the innovation, entrepreneurship and leadership of Silicon Valley and beyond.

FIVE-YEAR STRATEGIC PLAN (2014–2019)
This strategic plan will serve as a roadmap to guide us through the next phase of our journey. It provides an outline of key goals and next steps to lead our decision-making over the course of the next five years. It will help shape vital initiatives and keep us on track by measuring progress toward our common goals.

Through a collaborative process that involved comprehensive feedback from faculty and staff as well as students, alumni and industry partners, this strategic plan reflects the collective insight, vision and thinking of our remarkable engineering community. (For a more detailed outline of how this plan was developed, please see Appendix A.)

With our accomplished faculty and staff and high-quality programs, we have a solid foundation in place. Working together, we will continue to cement our reputation as Silicon Valley’s primary source for high-quality, well-equipped engineers who have an unparalleled combination of diverse perspectives, practical education and innovative spirit. With our mission, vision and values as our basis, we will continue to advance our goals and further grow and strengthen our programs.

A STRONG FOUNDATION: VISION, MISSION AND VALUES

MISSION: WHAT WE DO
Transform lives by preparing engineering students and professionals to be ready and able to fully contribute to the innovation, entrepreneurship and leadership of Silicon Valley and beyond.

Through a cutting-edge learning environment, applied research and scholarly activity, we develop lifelong learners who are excellent in their fields, globally informed and socially responsible.

VISION: WHAT WE ASPIRE TO BE
• Considered a top choice for students from a diversity of backgrounds who are seeking an engineering education
• Known for having top-notch faculty and staff committed to innovative, hands-on curriculum and teaching approaches
• Recognized for giving students access to state-of-the-art technology and lab environments for learning and research
• Viewed as a preferred university partner for companies and organizations in Silicon Valley and the greater Bay Area
• Distinguished by cutting-edge applied research that supports industry innovation and furthers the engineering disciplines

VALUES: WHAT WE BELIEVE TO BE OF UTMOST IMPORTANCE
• Learning by Doing—Using state-of-the-art curriculum, teaching approaches and learning environments in conjunction with practical, hands-on application
• Student Success—Teaching engineering fundamentals alongside emerging technologies to produce prepared professionals and lifelong learners
• Access to Higher Education—Providing opportunities for students from all backgrounds to obtain a degree and enter the professional workforce
• Diversity—Drawing on diverse backgrounds, experiences, perspectives and ideas to support a global mindset in teaching and learning
• Innovation—Encouraging entrepreneurial and pioneering ideas, approaches, research and scholarship
Based on the comprehensive feedback obtained from faculty and staff, students, alumni and industry partners during the strategic planning process, three priority areas were identified as being most important to focus on in the coming five years in order to support student success and distinguish the Davidson College of Engineering as an engineering college of choice for potential students and employers.

1. Creating innovative and experiential learning environments
2. Engaging in scholarly activity and relevant research
3. Strengthening industry and community partnerships

**PRIORITY #1: CREATING INNOVATIVE AND EXPERIENTIAL LEARNING ENVIRONMENTS**

The Davidson College of Engineering is widely acknowledged for its strength in providing students relevant hands-on experience, knowledge and skills that are applicable to the workplace. Employers told us that Davidson College of Engineering graduates are known for being ready from day one to perform on the job and that this quality is critical to their decision to employ graduates. Students and alumni also shared that the focus on the practical application of knowledge and skills through labs, group projects, research experiences, internships and even course lectures is what they most value about their education and is what helps enable their success in their chosen career.

Emphasizing experiential learning as part of our core curriculum and finding innovative ways to create a learning environment that provides numerous opportunities for real-world application of knowledge as the world evolves will continue to be a key priority in the next five years.

**Goal:** Support student success and enhance professional preparedness by offering an array of courses, programs and cocurricular experiences that utilize diverse learning approaches, foundational and pioneering curriculum and state-of-the-art technology both inside and outside the traditional classroom setting.

**Lead:** Associate Dean

**MEASURES OF SUCCESS:**
- Percentage of classrooms meeting basic quality standards (criteria TBD in classroom audit)
- Number of research/project sponsors and students who have access to state-of-the-art lab environments
- Effectiveness of curriculum in supporting experiential learning outcomes for students

**AREAS OF ACTION:**
1. Upgrade classroom and lab environments to facilitate more collaboration and hands-on learning
   a. Appoint a taskforce to oversee the classroom and lab assessment/audit, planning, budget allocation/prioritization and implementation of this work to meet minimum quality requirements
   b. Identify and establish a select number of “showcase” state-of-the-art, multifunctional labs for student, faculty and industry use and collaboration
   c. Explore potential offsite and virtual access to state-of-the-art technology and lab environments (e.g., access to industry/community labs, virtual lab environments)
2. Assess space allocation and potentially reallocate to create more space for collaborative study, community gathering areas, research, project endeavors and more
3. Ensure course curriculum incorporates experiential learning opportunities and is relevant to current requirements and trends in industry
   a. Appoint cross-department committee to study best practices and define experiential and hands-on learning for each engineering discipline
b. Review current curriculum in each department; identify opportunities to integrate more experiential learning, applied research and real-world competency building (e.g. effective communication skills) as part of the coursework

c. Create faculty incentives for effective innovative and experiential curriculum development (and assessment) to keep pace with current and emerging industry requirements and trends (See Priority #2, Initiative 3)

d. In addition to ENGR 195, explore further opportunities for multidisciplinary student projects (as part of coursework or senior/master’s projects)—both within the engineering disciplines or as part of a joint endeavor with the College of Business to pair engineering students with business students to work on entrepreneurial projects

4. Assess the effectiveness of the shift to the 120-credit curriculum requirement

Initiative 2: Actively engage engineering students from entry into the program through graduation

MEASURES OF SUCCESS:
• Increase the one-, two- and three-year retention rates of incoming engineering students

AREAS OF ACTION:
1. Provide early access to engineering coursework and cocurricular activities during the first and second years
2. Pilot and implement a cohort program for incoming freshman engineering students
3. Continue to improve the student advising model and support to enable student success
4. Facilitate a stronger connection between lowerclassmen and upperclassmen

5. Increase communication to engineering students through department and student organization outreach
6. Actively engage students by improving and enhancing the Davidson College of Engineering website and social media presence
7. Enhance recruitment, outreach and support for underrepresented minorities to foster a diverse student body and encourage their success

Initiative 3: Create opportunities for faculty/staff learning and development

MEASURES OF SUCCESS:
• Percentage or number of faculty/staff who participate in an explicit professional development opportunity annually

AREAS OF ACTION:
1. Make it a priority to set aside funding for professional development that faculty and staff can utilize to attend workshops, conferences and classes or to develop new curriculum and programs that support student learning and success
2. Develop a plan to further enhance communication and best-practice sharing across departments and among faculty/staff by facilitating forums for continuous learning and sharing

Initiative 4: Build effective models for online and flipped course offerings

MEASURES OF SUCCESS:
• Effectiveness of offered online and flipped courses and online degree programs

AREAS OF ACTION:
1. Develop pilot online course/program offerings and expand flipped course offerings
2. Continually assess the online and flipped course offerings; support research in this area to understand evolving approaches and best practices
3. Continually improve the online and flipped course offerings by incorporating best practices

Initiative 5: Plan and implement strategies to respond to and manage the growth and/or fluctuation in student population

MEASURES OF SUCCESS:
• Improve level of student success—retention and graduation

AREAS OF ACTION:
1. Benchmark and assess the capacity of the Davidson College of Engineering
2. Develop plan for full-time and part-time faculty and staff requirements
   a. Determine appropriate student/faculty ratio
   b. Determine appropriate proportion of tenure-track faculty and lecturers
3. Develop plan for space and lab equipment requirements
4. Develop an approach and plan to ensure the efficient use and maximization of resources
5. Evaluate and determine the proper balance between undergraduate and graduate programs
   a. Enhance our leadership position as a graduate program provider in Silicon Valley
PRIORITY #2: ENGAGING IN SCHOLARLY ACTIVITY AND RELEVANT RESEARCH

Active engagement in research, scholarly activity and professional practice is critical to fostering the continued expansion of knowledge and expertise of faculty, as well as to their ability to develop progressive curriculum and educational experiences for students. While widely recognized for providing a strong education in engineering fundamentals, there is opportunity for the Davidson College of Engineering to further enhance its focus on pioneering research, ideas and scholarly activity that contribute to both student learning and the broader disciplines of engineering.

A greater focus on research and scholarly activity will also support the Davidson College of Engineering in attracting first-class faculty, top-notch students and donors interested in supporting cutting-edge research. In addition, applied research opportunities are highly valued and sought after by students to support learning and job preparedness, and likewise, by industry professionals who are eager to partner on or support applied research endeavors that further their organizational goals and priorities.

Goal: Create a thriving and supportive environment for scholarly activity, research and professional practice through dedicated programs, expertise, resources and incentives to provide rich opportunities for students and faculty to further their knowledge and make important contributions.

Lead: Associate Dean for Research

Initiative 1: Establish industry partnerships in which faculty oversee students (undergraduates and graduates) who partake in applied research projects on behalf of a company (See Priority #3, Initiative 2)

Initiative 2: Create more opportunities for undergraduate and graduate students to participate in research

MEASURES OF SUCCESS:
• Number or percentage of graduating students who participate in a research project (criteria to be further defined)
• Number of students who publish or present their work at a conference

AREAS OF ACTION:
1. Establish a research scholar program through which students can apply and compete for funding to work with faculty on research projects
   a. Understand the research scholar program offered at the university level and determine how this program will be differentiated and specific to Davidson College of Engineering goals
2. Revise Senior Design Project requirements to include research projects and an industry/alumni advisor component
3. Create an annual Student Research Award to formally recognize students who have completed noteworthy research
4. Enhance communications to internal and external stakeholders about student research projects, competitions and other student success stories

My education at the Davidson College of Engineering provided an excellent foundation to build a career in civil engineering and allowed me to be productive immediately after graduation. Now we partner with the Davidson College of Engineering to access a great pool of engineers to help solve the ongoing water issues we face in California. We have utilized a host of talented students as employees and researchers, and we also engage faculty in important research projects.

Robert Guzzetta, Vice President, Engineering and Water Quality, California Water Service Company; Davidson College of Engineering Alumnus
Initiative 3: Provide incentives and rewards for research, scholarly activity and professional practice

MEASURES OF SUCCESS:
• Research funding level
• Percentage or number of faculty actively participating in discipline-related or pedagogical research each year
• Number of research findings published in scholarly journals or presented at conferences per faculty

AREAS OF ACTION:
1. Provide viable options for faculty to pursue either teaching excellence or research experience
   a. Assess and continue to refine and improve the faculty incentive program for research and scholarly activity that was implemented in fall 2013
2. Create a Davidson College of Engineering recognition program for research, scholarly activity and professional practice

Initiative 4: Establish areas of excellence in a select number of cutting-edge areas

MEASURES OF SUCCESS:
• Amount of research funding for specified areas of excellence
• Attraction of nationally recognized faculty in areas of excellence
• Number of industry partnerships within areas of excellence

AREAS OF ACTION:
1. Identify potential areas of excellence in collaboration with industry partners
2. Attract endowed chair(s) in areas of excellence
3. Cluster-hire to support areas of excellence
4. Promote areas of excellence to industry, students, alumni and broader community

Initiative 5: Seek approval for a joint PhD program

MEASURES OF SUCCESS:
• Submission of proposal to the chancellor’s office
• Establishment of joint PhD program (if approved)
• Initial enrollment of students in PhD program (if implemented)

AREAS OF ACTION:
1. Benchmark successful joint PhD programs at other CSU institutions
2. Identify potential university partners and engage in conversations to understand interest, opportunity, benefits and risks
3. Determine potential funding source(s) and resourcing model to ensure new program will not negatively impact existing programs
4. Based on assessments above, develop go-forward recommendation and plan

“SJSU aerospace engineering students made international news when they launched the TechEdSat series of nano-satellites. The students designed and built a 10-centimeter cube-shaped satellite and achieved full mission success on-orbit. Our students always go beyond what is expected and continue to demonstrate their commitment to engineering excellence.”

Periklis Papadopoulos, Professor, SJSU Aerospace Engineering
Over the past nine years, I’ve had the pleasure of collaborating with faculty and staff on multiple programs to advance the Davidson College of Engineering goals. I’ve been impressed by the combination of thought leadership, technical expertise, business knowledge and global influence that enables SJSU to continuously develop and deploy critical next-generation talent.

Joe Pinto, Senior Vice President, Technical Services, Cisco Systems; Chair, Engineering Industry Advisory Council, SJSU Davidson College of Engineering

The student experience is so much more than inside the classroom. With the Engineering Student Success Center as a hub, the college is continually advancing how we support students from entry through graduation and beyond. Our student success programs complement coursework and help prepare students to be ready on the job day one or to pursue graduate education.

Jared Tuberty, Executive Director, Engineering Student Success Programs, Davidson College of Engineering

### PRIORITY #3: STRENGTHENING INDUSTRY AND COMMUNITY PARTNERSHIPS

Located in Silicon Valley, the Davidson College of Engineering has a unique advantage in its ability to provide students access to myriad opportunities to engage directly with industry and the community throughout their education. Students, alumni, faculty, staff and industry partners all told us that the location of the Davidson College of Engineering was one of its top distinguishing characteristics and that becoming a preferred university partner for Silicon Valley companies should be a core part of the vision and strategy for the Davidson College of Engineering.

While the Davidson College of Engineering is currently connected with industry, it was acknowledged by all stakeholders that there is ample opportunity to further enhance industry collaboration. The Davidson College of Engineering has an extensive alumni network employed in organizations across Silicon Valley. Tapping into this network more effectively to initiate and develop deeper partnerships will benefit students, faculty and the Davidson College of Engineering more broadly. Furthermore, both undergraduate and graduate students told us that they would welcome more direct support from the Davidson College of Engineering to help secure internships with industry and to provide more opportunities to participate in industry-related research and development projects.

**Goal:** Facilitate strong Silicon Valley industry, alumni and community partnerships and alliances that allow incoming and existing students and faculty to actively engage in opportunities to further learning, professional preparedness, and research and development.

**Lead:** Associate Dean for Graduate and Extended Studies

### Initiative 1: Support students in securing internships within industry

**MEASURES OF SUCCESS:**
- Percentage of graduating students who participate in an internship (e.g., paid, nonpaid, co-op, summer job)

**AREAS OF ACTION:**
1. Develop a closer partnership with the SJSU Career Center to ensure students know how to find, apply and prepare for internship opportunities in their fields of engineering
   a. Ensure students know how to use the SpartaJobs online database to find engineering internships
   b. Make Davidson College of Engineering faculty and staff aware of all resources available to support students in finding internships
2. Provide more information in the Davidson College of Engineering Student Success Center to help students find, apply and prepare for internship opportunities
3. Host a Davidson College of Engineering internship fair to which local companies with engineering internship opportunities are invited to come speak with students
   a. Align efforts with SJSU Career Center offerings
4. Explore the development of a co-op program
Initiative 2: Strengthen industry partnerships in an effort to increase industry-supported applied research, student projects, internships and experiential lab environments

MEASURES OF SUCCESS:
- Industry funding for applied research efforts
- Number of industry-supported joint endeavors
- Number of industry partners directly recruiting Davidson College of Engineering students for internships and jobs

AREAS OF ACTION:
1. Increase Davidson College of Engineering resources focused on building industry partnerships
   a. Ensure close liaison with dean, departments, industry lecturers, staff and alumni
2. Continue to expand and promote the industry research program currently being piloted that pairs faculty with industry partners to oversee students on applied research projects and entrepreneurial endeavors on behalf of the companies of industry partners
3. Create a formal incentive program with defined criteria to reward faculty for building successful industry partnerships
4. Explore an industry-university shared personnel model to support partnership endeavors on behalf of companies and the Davidson College of Engineering
5. Explore alternate models of industry applied-research engagements with smaller/startup companies that streamline the process for engagement

Initiative 3: Develop a formal Davidson College of Engineering alumni relations program

MEASURES OF SUCCESS:
- Alumni giving
- Number of alumni who actively participate in one or more aspects of the alumni relations program each year
- Number of industry partnerships initiated each year through alumni connections

AREAS OF ACTION:
1. Understand how existing students and alumni want to engage with the Davidson College of Engineering and fellow alumni
2. Dedicate part of a staff member’s time to support the development of a Davidson College of Engineering alumni relations program
   a. This role would liaise closely with University Advancement and the Associate Vice President of Alumni Relations
3. Build out the alumni relations program based on input collected from students, alumni and areas of focus for the Davidson College of Engineering. For example:
   a. Communication/Engagement—Build/maintain alumni database, biannual newsletter, alumni council
   b. Events—Networking, speaking, open houses
   c. Programs—Mentoring, job shadowing, senior project advising
   d. Fundraising—Departments, R&D, classrooms/labs, scholarships, student awards/recognition

“At the Davidson College of Engineering, we sincerely put the needs of students first. It makes me proud to see students succeed in their careers after they graduate, and it is very rewarding to know that I helped contribute to their success.”
Claire Komives, Professor, Chemical and Materials Engineering
PLAN DEVELOPMENT (FEBRUARY 2013–JANUARY 2014)

Development of this plan began in spring 2013 with an initial review of the 2015 Davidson College of Engineering strategic plan. The associate deans and department chairs engaged in preliminary discussions to reflect on the current strengths, weaknesses, opportunities and threats for the Davidson College of Engineering and to outline an initial proposal to update its vision, mission, values and goals.

In August 2013, as part of the Fall Welcome Back Retreat, faculty and staff were asked to provide their feedback on the proposed foundational elements of the plan and to identify and recommend specific focus areas and potential initiatives for each of the three strategic priority areas.

Following the retreat, a strategic planning committee was formed that included nominated faculty representatives from each department and a staff representative from the Student Success Center. The members included the following:

- Jinny Rhee, Mechanical and Aerospace Engineering, committee chair
- Kurt McMullin, Civil and Environmental Engineering
- Claire Komives, Biomedical, Chemical and Materials Engineering
- Nikos Mourtos, Aerospace Engineering
- Niranjani Patel, Industrial and Systems Engineering
- Samuel Obi, Aviation and Technology Engineering
- Tri Caohuu, Electrical Engineering
- Xiao Su, Computer Engineering
- Jared Tuberty, Engineering Student Success Programs

An outside firm, Blue Beyond Consulting, was also engaged to help facilitate the strategic planning process.

Through a series of five “deep dive” sessions, the strategic planning committee developed specific recommended initiatives and actions for each of the three strategic priority areas and then sought feedback and input from their respective departments.

A special feedback session was also held to solicit input from the broader Davidson College of Engineering staff. In addition, input was gathered from students, alumni and industry partners through the following avenues:

- **Student Input Sessions**—Students were invited to two “Pizza with the Dean” sessions to candidly discuss topics important to them and to answer a number of specific questions related to the strategic plan.
- **Engineering Industry Advisory Council (EIAC) Meeting**—The draft strategic plan was reviewed and discussed with Davidson College of Engineering EIAC members at the biannual meeting in November 2013.
- **Alumni Advisory Council Meeting**—The dean convened a group of well-respected and influential alumni to seek their input and recommendations on the strategic plan in December 2013.
- **Strategic Plan Surveys**—Finally, in addition to “live” feedback sessions, a comprehensive strategic plan survey was distributed to faculty, staff, alumni and students to help solidify plan recommendations in December 2013.

PLAN FINALIZATION (JANUARY 2014–FEBRUARY 2014)

The final draft strategic plan was shared with faculty and staff at the Welcome Back Event in January 2014. Following the meeting, faculty and staff members were given the opportunity to read the plan in detail, provide additional feedback and vote to indicate their support of the plan’s overall direction before the plan was finalized and approved to move to the implementation phase.

PLAN IMPLEMENTATION (2014–2019)

During the implementation phase, the plan will be a “living document” with regular review, progress tracking and necessary adjustments/revisions by the dean and associate deans. Status reports and updates will be shared with faculty, staff and other key stakeholders on a regular basis.