

Strategic Planning and Team Building

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Five Steps to Strategic Planning



1. Study the landscape and determine where you are –focus on your customers (students, faculty and staff, employers and industries, funding agencies and organizations, alumni and practicing engineers)
2. Develop goals and focus on where you want to take your organization over time
 - **Mission statement**
 - **vision**
3. Strategies—Strive for Excellence in Teaching, Research and service. Establish committees to suggest:
 - **Defined objectives**
 - **Action plans**
 - **Budgets**
 - **human capital**
 - **Space and resources**
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4. Team Building---Plan and provide resources for retreats (faculty, senior staff , and families) to spend quality time for the review and ratification of the committee reports
5. Annual Review, assessment, and refinement as necessary

Dean's Role and Leadership

- **Provide leadership to the College in all academic matters, including the establishment of goals and priorities, program planning and implementation, and development of educational and research initiatives.**
- **Review all recommendations for faculty appointment, promotion, tenure, and compensation; recommend the appointment of department chairs, and evaluate their performance; participate in faculty recruitment.**
- **Develop the annual operating budget as well as short- and long- range plans for the College.**
- **Provide resources and the means for department chairs and directors to develop strategic plans and lead their units towards quantifiable performance goals.**

Dean's Role, cont.

- **Provide strong incentive and reward to each faculty and staff to excel.**
- **In collaboration with chairs, directors, faculty and others, identify and provide resources for the development of multidisciplinary programs, recruitment, retention, diversification, distance learning, and continuing education.**
- **Work closely with the Provost, other deans and university administration to enlist state, federal and industrial support for the establishment of major initiatives, such as Centers of Excellence, and Engineering Initiative Research Centers.**
- **In collaboration with the Development Office and Foundation, develop strong alumni relations and fundraising to support the College initiatives.**
- **Lead proactive programs in publicizing the role of the College and faculty contributions in addressing societal and technological needs.**

Bourns College of Engineering (BCOE)

Mission Statement

- Provide high-quality undergraduate, graduate, and continuing education in engineering and computer science that will prepare our graduates for professional careers and life long learning;**
- Conduct high-quality research programs that will assist in the economic development of the State and Nation, will advance the state of knowledge, and will improve the quality of human life;**
- Serve individual practicing engineers and computer scientists, industry, government, educational entities, and technical societies through professional expertise, active involvement, and availability of facilities.**

Vision for the College

- **Bourns College of Engineering (BCOE) education, research and outreach will be regarded among the very best.**
- **Students from diverse backgrounds will be attracted by the superior value of BCOE education and friendly environment.**
- **BCOE Engineering students and graduates will be aggressively recruited for their valuable education.**
- **The knowledge and technology created will be disseminated to become the basis for new concepts, processes, products and systems.**
- **Our alumni will become recognized for their abilities, leadership, creativity, adaptability, and lifelong learning ability.**
- **The public will appreciate the role of BCOE Engineering in addressing techno-social problems.**

Discussion topics

- Of the leadership roles listed for a dean, which do you find the most challenging and why?
- Does your college have mission and vision statements? Do you agree with them? If not, how do you plan changing them?
- How do your college strategies align with those of the provost/campus?