



# **Associated Schools of Construction**

## **Strategic Plan**

***“Vision 2010 and Beyond”***

September 2010

# **Executive Summary**

The Associated Schools of Construction (ASC) *“is the professional association for the development and advancement of construction education, where the sharing of ideas and knowledge inspires, guides and promotes excellence in curricula, teaching, research and service”*.

The ASC Board of Directors met September 16-17 in San Antonio, Texas to revisit previous strategic planning efforts from 2004 and 2008. Although the previous strategic plans resulted in some successes the ASC leadership felt it was time to revisit those efforts with a plan more focused on those current trends and challenges in the construction and education environment impacting ASC. The result is this refreshed ASC Strategic Plan for “2010 and beyond”.

The ASC Board conducted an extensive SWOT analysis to review the internal and external environment resulting in a detailed assessment of ASC’s strengths, weaknesses, opportunities and threats. The results of the SWOT are included in this document.

The SWOT set the foundation for developing five major goals:

1. Increase benefit to the faculty.
2. Strengthen the identity of the construction management discipline through ASC.
3. Strengthen relations with industry and associations.
4. Collaborate with & promote international construction education.
5. Increase ASC visibility and identity globally.

The resulting action plan reflects twenty objectives supporting these goals and a responsibility matrix. This plan concludes with a “review/accountability” section as ASC must regularly review all goals and objectives to hold accountable those responsible for carrying out and meeting the objectives.

This plan is not an end in itself—but rather reflects a way of thinking and an ongoing process. This plan is simply a tool to help ASC accomplish its mission and communicate its future while continuing to build an organization that is visionary and relevant to the rapidly changing construction management environment.

The ASC Board of Directors is committed to successfully shaping ASC’s future through this strategic planning process.

## **Board of Directors**

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## **SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Practical industry experience</li> <li>• Tenure of members (longevity)</li> <li>• Access to construction education</li> <li>• Commitment to student success</li> <li>• Direct connection to students</li> <li>• Enthusiasm of members</li> <li>• Relationship to industry</li> <li>• Dedication to the success of our members</li> <li>• Structure (professional development of faculty)</li> <li>• Opportunities provided for growth</li> <li>• Collegiality (support)</li> <li>• Desire to make our industry better</li> <li>• Dissemination of information</li> <li>• Visibility of student competitions</li> <li>• Efficient and effective operational structure</li> <li>• Persistence (doing the same things)</li> <li>• Ability to bring people together</li> <li>• Use of technology (communications – list serve)</li> <li>• Diversity/interdisciplinary</li> <li>• Annual International Conference and Regional conferences where faculty attend</li> <li>• Historical reference</li> <li>• Work ethic</li> <li>• Sharing/transfer of knowledge</li> <li>• Professional and personal relationships</li> <li>• Networking</li> <li>• Source of new faculty</li> <li>• Resources for faculty</li> <li>• Financial stability</li> <li>• Continuity of operations</li> <li>• Strong membership base</li> <li>• Regular meetings (2X year)</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of publication</li> <li>• Volume of manuscripts (for the Journal)</li> <li>• Lack of a strong identity</li> <li>• Communication (relying on one form of technology – email)</li> <li>• Limited meetings</li> <li>• Member engagement</li> <li>• Follow through on action items</li> <li>• Dealing with volume of papers for proceedings</li> <li>• Committee activities (lack of follow through)</li> <li>• Strong visibility of student competition</li> <li>• Lack of value for the service we provide in academia</li> <li>• Lack of support</li> <li>• We don't accomplish major goals</li> <li>• Lack of allocating time and resources for promoting and marketing the organization</li> <li>• We don't teach teachers to teach</li> <li>• Weak venues for our conferences (always at schools and in expensive cities)</li> <li>• No surveys</li> <li>• We don't know ourselves</li> <li>• Poor job of mentoring new faculty</li> <li>• Services we offer are not what is needed</li> <li>• Have not identified targeted market</li> <li>• Poor image/perception of the organization</li> <li>• Lack of revolutionary improvements in many years</li> <li>• Diversity – too many differences cause lack of identity</li> <li>• The way we are branded, identity</li> <li>• Have not communicated to students the benefits of attending a member</li> </ul>

	<p>school</p> <ul style="list-style-type: none"> <li>• Lack of meaningful international collaborations</li> <li>• We don't follow our own vote/rules</li> <li>• Disagreement on national competition</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Collaboration with other organizations</li> <li>• Opportunity to take the lead in construction management education</li> <li>• To become recognized as the repository of construction knowledge</li> <li>• To better manage the perceptions of ASC</li> <li>• Opportunities abroad for students and faculty <ul style="list-style-type: none"> <li>- International experience for faculty</li> <li>- Gain international members</li> </ul> </li> <li>• Better define what we do</li> <li>• Re-discover, define our mission</li> <li>• Take the lead role in bringing other organizations together to facilitate a common goal</li> <li>• Take our conferences to the next level</li> <li>• Technology use to enhance conferences, communication, etc., i.e., video pod casts in advance of conferences.</li> <li>• Support new faculty, i.e., teaching methods</li> <li>• Improve our publication/journal to make it more valuable – take journal to the next level</li> <li>• Develop/provide outcomes assessment tool to support member schools</li> <li>• Take the lead in training to accommodate accreditation changes.</li> <li>• Defining a body of knowledge for construction management</li> </ul>	<ul style="list-style-type: none"> <li>• Perception of CM by other professions</li> <li>• Potential takeover of CM by ASCE 2025</li> <li>• Perception of CM by campus administration</li> <li>• Budget cuts by the universities</li> <li>• Organization that accredit member school could be taken over by another organization</li> <li>• University pressure to hire pure theorist (with no experience)</li> <li>• Theorist vs. practice</li> <li>• Industry fragmentation</li> <li>• Decline in education system (math and science)</li> <li>• Lack of industry support for research and development</li> <li>• Lack of qualified faculty (teaching &amp; research)</li> </ul>

# Strategic Action Plan

Goals	Objectives	Point Person(s)	Due Date	Status
<b>1. Increase benefit to the faculty</b>	<b>1.1 Enhance Teaching</b> <ul style="list-style-type: none"> <li>• Provide course discussions, e.g., international and regional conferences, discussion rooms online, etc.</li> <li>• Create outcomes assessment at the program level.</li> </ul>	1 <sup>st</sup> VP & Education Committee		
	<b>1.2 Scholarship</b> <ul style="list-style-type: none"> <li>• Improve the quality of the publications</li> <li>• Improve access and attendance at ASC venues for faculty.</li> </ul>	Publication Committee  Board Of Directors		
	<b>1.3 Leadership</b> <ul style="list-style-type: none"> <li>• Develop leaders</li> </ul>	Professional Development Committee		
	<b>1.4 Service</b> <ul style="list-style-type: none"> <li>• To better mentor new faculty.</li> <li>• Update Board Approved Surveys</li> </ul>	Professional Development Committee Board Of Directors		
	<b>1.5 Conduct member feedback survey.</b>	Executive Committee		
<b>2. Strengthen the identity of the construction management discipline through ASC.</b>	<b>2.1 To drive the development of a consortium led by ASC to bring together construction and education.</b>	Executive Committee		

	<p><b>2.2</b> To establish a collaborative plan with industry to increase strength of CM.</p>	Executive Committee		
	<p><b>2.3</b> Improve recognition of faculty excellence.</p> <ul style="list-style-type: none"> <li>• Share with other organizations ASC faculty accomplishments.</li> <li>• Improve Website announcement of award winners.</li> <li>• Improve awards presentation at conferences</li> <li>• Email blast member accomplishment.</li> </ul>	ASC Awards Committee		
	<p><b>2.4</b> Develop a strategy for dealing with competing interests.</p>	Board of Directors		
<b>3. Strengthen relations with industry and associations</b>	<p><b>3.1</b> To drive the development of a consortium led by ASC to bring together construction and education.</p>	Executive Committee		
	<p><b>3.2</b> Establish our research to more closely correspond with industry's current and future needs.</p>	Research Committee		
<b>4. Collaborate with &amp; promote international construction education.</b>	<p><b>4.1</b> To grow the international region.</p>	International Development Committee		
	<p><b>4.2</b> To promote international student and faculty exchange programs.</p>	International Development Committee		
	<p><b>4.3</b> Better understand different cultural expectations and protocol related to doing business internationally.</p>	International Development Committee		
	<p><b>4.4</b> Develop international funding opportunities.</p>	International Development Committee		

<b>5. Increase ASC visibility and identity globally.</b>	<b>5.1</b> Leverage existing relationships.	Board of Directors		
	<b>5.2</b> Revisit the mission statement.	Board of Directors		
	<b>5.3</b> Develop a consistent message, i.e., elevator speech.	Board of Directors		
	<b>5.4</b> Create a Task Force to develop a marketing plan.	President		
	<b>5.5</b> Invite other organizations to have a more active role in ASC conferences.	Board of Directors		

*“When you fail to plan . . . you plan to fail.”*

## Review/Accountability

ASC must regularly review all goals and objectives to hold accountable those responsible for carrying out and meeting action steps. Timely review allows ASC to take corrective actions if plans are heading off track, change goals as the external environment and the internal situation change, and reallocate financial and human resources, as necessary.

The following procedures will help ensure successful implementation and see that regular and continuous progress is made:

- ***Put “Strategic Plan Review” as an agenda item for every board meeting and teleconference.***
- ***Hold the “point persons” accountable (through regular face-to-face meetings, teleconferences, electronic communications) for accomplishing objectives.***
- ***Revalidate, update and revise plan annually.***
- ***Completely reconstruct plan about every five years.***