

**ASSOCIATED SCHOOLS OF CONSTRUCTION
STRATEGIC PLANNING SESSION
ESTES PARK, CO · OCTOBER 6-7, 1998**

SUMMARY OF THE DISCUSSION

AGENDA:

- Milestones of ASC 1990-2005
- Practical Vision: “What does ASC need to have in place in five years?”
- Priority Vision Components: Key Strategies and Actions
- Operational Implications

MISSION STATEMENT

ASC is a 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.

ASSOCIATED SCHOOLS OF CONSTRUCTION STRATEGIC PLANNING SESSION · ESTES PARK, CO · OCTOBER 6-7, 1998 ASC MILESTONES 1990-2005								
Title	Seeking Recognition		Totally Volunteer		Increased Professionalism; Looking Outward		Emphasis on Faculty Development	
	1970's	1990's	1991	1995	1996	1998	1999	2000
World	<ul style="list-style-type: none"> • ACCE accreditation: 1978 • Advent of computer applications—late 80s • Computers; information technology • November 1989: Berlin Wall came down; globalization became reality 	<ul style="list-style-type: none"> • Strength of the economy • Redefinition of construction roles • Project delivery methods 	<ul style="list-style-type: none"> • Strength of the economy • Redefinition of construction roles • Project delivery methods 	<ul style="list-style-type: none"> • Advances in comm'n technology—2000 • More continuing education—2000 • Cultural sensitivity of more concern—2000 • Web courses will be “shared”—2000 • Applied research more acceptable—2000 • Diversity • On line classes—distance learning • Labor & management shortages 				

ASC	<ul style="list-style-type: none"> • ASC began with 12 members—1965 • ACCE accreditation • Emergence of construction research—early 80s • ASC proceedings—1984 • Move to need Ph.Ds—early to mid-80s • Mission & goals • Peer review & proceedings 	<ul style="list-style-type: none"> • ASC website • Course discussions (throughout the 90s) • Award recognition—1995 	<ul style="list-style-type: none"> • Hired Board Designated Representative—1996 • Hired Hank • Student competition • Increased professionalism • Journal of Construction Education • Fund raising 	<ul style="list-style-type: none"> • More conference attendance • Development of specializations • “Construction” textbooks • Faculty shortage continues • More ASC faculty involved • Sharing info. technology with comm. Colleges • Graduate education • Increased CM respect within academia • Constructor certification • ASC becomes CE provider • Eliminate peer reviews in proceedings
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IMPLICATIONS OF MILESTONES CONVERSATION

- Profile of professors in member institutions is changing: from more “second career” to more “first career” people.
- Raises the question, “Is ASC here to help faculty grow?” We are at a point where we must make this decision
 - Comment: ASC is the only [related] organization that cares about the professional development of its members.
- Opposing perspective: ASC has stayed focused on its mission.
- We must increase the marketing of ourselves/ASC.
- Our marketing must be geared toward public recognition (within our institutions as well as the wider public), not on increasing membership numbers.
- We need to review regional numbers, role, and function.
- It’s [past] time to get over the “second tier status” image we have with ourselves and others.
 - Don’t compare ourselves to other schools.
 - Develop internal guidelines and benchmarks.
- We’re moving forward in maturity.
- The academy is changing its image of construction education, though slowly.
- Ph.D. and other graduate programs are needed.

MEMBERS ARE STRONG, ACTIVE ADVOCATES FOR FACULTY GROWTH & DEVELOPMENT (19)	EFFECTIVE, MULTIDIRECTIONAL MARKETING (10)	SUPPORT FOR TECHNOLOGY-BASED COMMUNICATION & CURRICULUM (13)	AN ACTIVE "REGION 7" (1)	GOOD RELATIONSHIPS WITH INDUSTRY TO SUPPORT STUDENT COMPETITION	DOORS OPEN TO MORE AREAS OF CONSTRUCTION EDUCATION	NATIONAL RECOGNITION & SUPPORT FOR REGIONAL LEADERSHIP (1)	EXPANDED FUNDING FOR STAFFING
<p>Develop faculty with adequate credentials and field experience Faculty internships & sabbaticals funded by companies ASC Faculty Development Foundation Ph.D. program with an internship requirement Recruit best & brightest faculty with construction degrees Professional degrees: Bachelor's & Master's of Construction Management More Ph.D. options</p>	<p>Minimum of one Ph.D. program in construction management in the country Faculty internships —model medical programs Diversity: women on the ASC Board Continue scholarly activities Verifiable professional development of faculty Construction Doctorate degree College of Built Environment with 3 options: CM, architecture, & engineering (with common coursework</p>	<p>Market, market1 Continuing education philosophy in place ASC is the first stop for construction education information Representation on national research proposal review panels Recruit best & brightest students More sophisticated "in-reach"/ outreach agenda Focused marketing for maximum impact Effective CE marketing plan</p>	<p>Web-based collaboration, "daily" Effective distance education systems Support mechanism for 1-3 faculty member programs</p>	<p>More international participation International symposium</p>	<p>Separation of student competition from ASC</p>	<p>Specialty construction Specialization consortia</p>	<p>Strong participation at the regional level Regional reorganization Strong regional autonomy Be more all-inclusive in the term "construction education"</p>

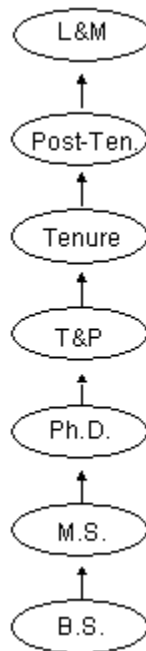
PRIORITY VISION COMPONENTS/STRATEGY WORKING GROUPS

Participants voted on which vision components were their top priorities. Working groups were formed around the three vision components receiving the most votes. Each group discussed the key issues in their area, and identified key actions and strategies to move toward the vision. These notes are recorded below.

Members are Strong, Active Advocates for Faculty Growth & Development

Key Strategies:

1. Develop an ASC Training Philosophy
2. Facilitate:
 - Development of new faculty
 - Development of adjunct faculty
 - Post-tenure development
 - Leadership & Management (L&M)
3. Implement an “Alignment Model”



Key Actions/Assistance:

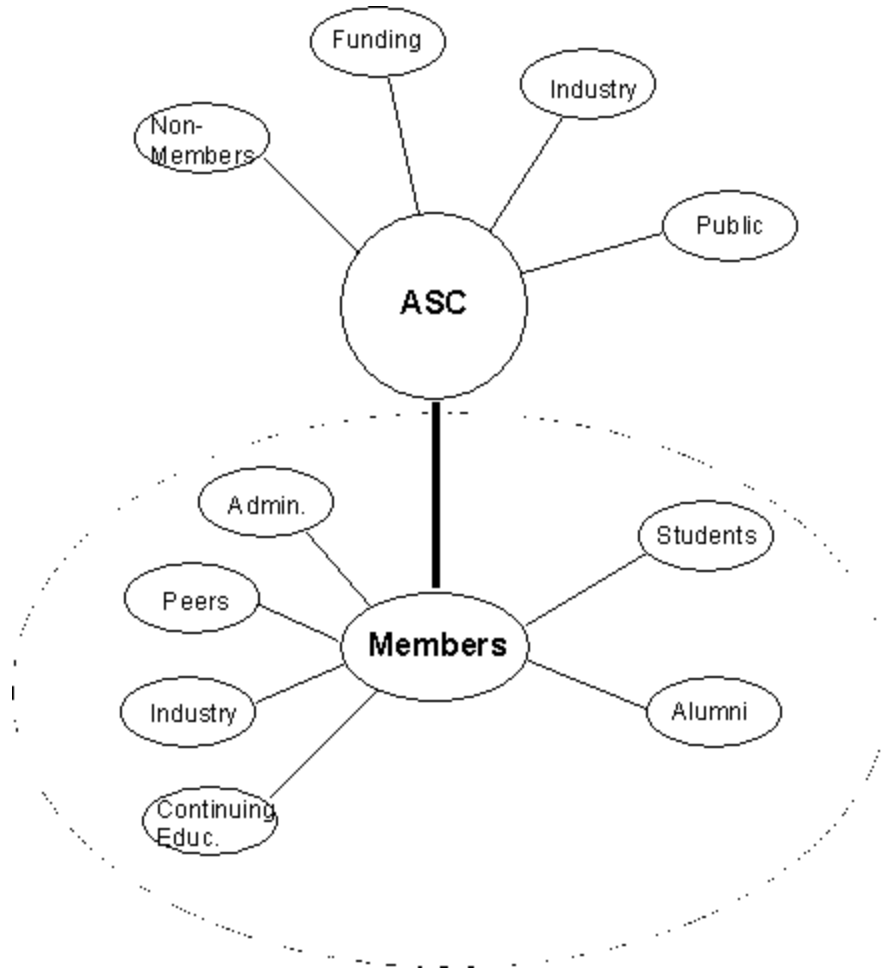
B.S. Student	<ul style="list-style-type: none"> • Identify individuals with potential
M.S. Student	<ul style="list-style-type: none"> • Faculty “success” steps session • Co-presentations with faculty “sponsor” • Each program select one M.S. student to learn about educational

	<ul style="list-style-type: none"> opportunities and mingle at ASC National Possibly have 50% rebate for “non-faculty” with “potential”
Ph.D. student	<ul style="list-style-type: none"> Research forum Paper presentation Access to population of construction educators
New Professor/ Adjunct Faculty	<ul style="list-style-type: none"> Course logistics “Charm school”/orientation “Big picture” of their role in education process “New Faculty Brochure” referencing ASC learning opportunities ASC history There is a big shortfall of adjunct faculty at this time
Tenure & Promotion	<ul style="list-style-type: none"> Ref. Publications: proceedings, JCE Service opportunities How to “win at this game” Mentoring opportunities (if none available at your institutions) Networking with peer institutions
Post-Tenure	<ul style="list-style-type: none"> Access to leadership opportunities at ASC and networking with other groups Post-tenure review: information and strategies Leadership & Management Share program ideas/successes/failures Share program data Leadership strategies

Effective, Multi-Directional Marketing

Key Strategies & Actions:

- Free exchange of marketing ideas at Annual Conference, at Program Leaders’ meeting
- ASC work with industry associations to improve image
- ASC 2000: Working with Industry
- Research committee develop a marketing strategy
- ASC Board create ad hoc Membership Committee to develop strategy
- Develop web page oriented towards prospective students
- Invite marketing speaker to the Annual Conference



Support for Technology-Based Communication and Curriculum

Key Issues:

Web Communication	Distance Learning
<ul style="list-style-type: none"> • Market the ASC website <ul style="list-style-type: none"> ◦ Who? ◦ How? • Proceedings on the web • Sell advertising on ASC website • Course discussions on the web <ul style="list-style-type: none"> ◦ How to get involvement? • Current resources 	<ul style="list-style-type: none"> • Agreements • Resources • Committee? • Type of courses • Distance learning training

Strengths:

Web Communication	Distance Learning
<ul style="list-style-type: none"> • Great marketing tool • Faculty information • Calendar of events • SIG—outside course 	<ul style="list-style-type: none"> • Lead in Construction Education Another service • Service to faculty and industry • Faculty development

Action Items:

Web Communication	Distance Learning
<ul style="list-style-type: none"> • E-mail (market ASC website) • Show ASC website at national convention Proceedings on-line • Develop links 	<ul style="list-style-type: none"> • Name a Task Committee • Develop topic modules • DL presentations • DL format for teaching • Identify resources • Identify courses • White paper on agreement

ACTION PLANS FOR STRATEGIES & KEY ACTIONS

FACULTY GROWTH & DEVELOPMENT			
ACTION STEP	RESPONSIBLE PARTY	BY WHEN?	DONE?
1. Tenure & Promotion Session at National Conference with 20 attending	Host School	Annually	
Innovation in Teaching Session at National Conference with 20 attending	Faculty Development Committee	Annually	
Orientation to New Faculty at National Conference (“Do’s & Don’ts”; “Charm School” concept) with 10 attending	Faculty Development Committee	Annually	
Identification of potential future faculty by each attending school—50% reduction in conference fee by individuals (approx. 10) selected by Department Heads	Program/Department Heads; ASC Board approval	Annually	
“New Faculty” brochure—an insert into conference brochure and a website notice	Marketing Committee named by the Board	Annually; start with 2000 conference	
Post-Tenure & Promotion faculty development by creation of assistant regional director position	ASC approve new position and terms; Regional Directors	Start filling positions by 1999 national conference	
Leadership & Management development	1st Vice President and	Annually	

with a leadership session at the national conference	Host School		
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TECHNOLOGY-BASED COMMUNICATION & CURRICULUM			
ACTION STEP	RESPONSIBLE PARTY	BY WHEN?	DONE?
1. Textbook Survey with feedback comments	Ken Williamson	11/30/98	
Nebraska mirror site	Chuck Berryman	Contingent on funding	
Acquire DNS ASC Proceedings.org	Chuck Berryman	Cal-Poly meeting	
Publish hub for distance learning	Chuck Berryman and Ken Robson	Cal-Poly meeting	
Sponsorships for the website	Bill McManus & Wes Crawford	Contingent on Board approval	
Web maintenance & management—regional directors responsible for maintaining member & school information	Individual program directors	Ongoing	
Web policies & modifications	ASC Board	Ongoing	

MULTI-DIRECTIONAL MARKETING			
ACTION STEP	RESPONSIBLE PARTY	BY WHEN?	DONE?
<i>To the Public:</i>			
Identify existing image-building by faculty & by trade organizations	Robson & Walsh	April, 1999	
Develop information on actual public opinion	Robson & Walsh	April, 2000	
<i>To Members:</i>			
Ongoing “open forum” workshop at each conference	Host school/conference organizer	Annually	
Invite guest speakers to address program leaders at each conference	Host school/conference organizer	Annually	
<i>To the Industry:</i>			
Annual conference at Purdue will have theme, “Working with Industry”	Steve Schuette	2000 Conference	
Conference organizers invite representatives of professional organizations	Conference organizers	Ongoing	

<i>To Research Funding Agencies:</i>			
Research committee establishes relationships with funding organizations leading to participation on research panels	Fred Gould		
<i>To Non-Members:</i>			
Board appoint an ad hoc marketing committee	ASC Board	ASAP	
Committee identifies non-member programs	Marketing Committee	April, 1999	
Committee develops recruiting strategy & marketing materials	Robson & Walsh	April, 1999	
Develop web page recruiting <ul style="list-style-type: none"> • Review current information available • Is it linked to ASC web? • If not, develop with high school students in mind • Market these 			
Develop new poster	ASC Board action		