University of Delaware
Department of Civil and Environmental Engineering
Strategic Plan

Mission and Vision

The vision of the Department of Civil and Environmental Engineering at the University of Delaware is to be a collegial and diverse organization, widely recognized for its contributions to society through research, education, and service. The mission of the Department of Civil and Environmental Engineering at the University of Delaware is to provide a culturally diverse and intellectually stimulating environment for the discovery and application of knowledge in civil and environmental engineering, the education of our students to their fullest potential, and service to the public through outreach and professional activities.

To support its mission and vision, the Department of Civil and Environmental Engineering has established the following five goals:

1. To excel in targeted and emerging areas of civil and environmental engineering research and to increase national and international visibility in those areas.

2. To prepare undergraduate students to be successful professionals and to educate graduate students to be leaders in their chosen fields.

3. To work as valued partners with outside constituencies in addressing societal problems and challenges.

4. To broaden our diversity among students, faculty, and staff to include more women and minority faculty, domestic graduate students, and women and minority undergraduate students.

5. To develop departmental collegiality, resources, community, and staff to support the achievement of goals 1 through 4.

The following summarizes the five goals and associated strategies for achieving them, followed by measures of success for each strategy.
## CEE Strategic Plan: Goals and Associated Strategies

<table>
<thead>
<tr>
<th><strong>Goal 1</strong></th>
<th><strong>To excel in targeted and emerging areas of civil and environmental engineering research and to increase national and international visibility in those areas.</strong></th>
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<tbody>
<tr>
<td>Strategy 1A</td>
<td>Identify, on an ongoing basis, targeted and emerging areas of civil and environmental engineering research.</td>
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<td>Strategy 1B</td>
<td>Support faculty in their pursuit of research in those areas.</td>
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<td>Strategy 1C</td>
<td>Facilitate and support research collaborations.</td>
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<td>Strategy 1D</td>
<td>Recognize and publicize research achievements of faculty and students.</td>
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<th><strong>Goal 2</strong></th>
<th><strong>To prepare undergraduate students to be successful professionals and to educate graduate students to be leaders in their chosen fields.</strong></th>
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<tr>
<td>Strategy 2A</td>
<td>Provide innovative methods of instruction.</td>
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<td>Strategy 2B</td>
<td>Engage in continuous curriculum evaluation and improvement.</td>
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<tr>
<td>Strategy 2C</td>
<td>Bolster the environmental engineering program.</td>
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<td>Strategy 2D</td>
<td>Provide graduate students with a broader professional experience.</td>
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<th><strong>Goal 3</strong></th>
<th><strong>To work as valued partners with outside constituencies in addressing societal problems and challenges.</strong></th>
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<td>Strategy 3A</td>
<td>Actively promote collaboration and cooperation with outside agencies, including state and local government, alumni, public schools, etc.</td>
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<td>Strategy 3B</td>
<td>Encourage faculty and students to be aware of and involved with societal problems and issues.</td>
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<th><strong>Goal 4</strong></th>
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<td>Strategy 4A</td>
<td>Identify and actively recruit female and minority faculty.</td>
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<tr>
<td>Strategy 4B</td>
<td>Identify and actively recruit domestic graduate students.</td>
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<td>Strategy 4C</td>
<td>Leverage University and College programs to recruit women and minority students and develop department-level activities to recruit these groups.</td>
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<th><strong>Goal 5</strong></th>
<th><strong>To develop departmental collegiality, resources, community, and staff to support the achievement of goals 1, 2, 3, and 4.</strong></th>
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<td>Strategy 5A</td>
<td>Foster a collaborative, collegial, and mentoring environment.</td>
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<td>Strategy 5B</td>
<td>Encourage faculty, staff, and students to engage in professional development.</td>
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<tr>
<td>Strategy 5C</td>
<td>Continue to improve teaching and research infrastructure.</td>
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<td>Strategy 5D</td>
<td>Commit to ongoing assessment of strategic planning goals.</td>
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Goal 1: To excel in targeted and emerging areas of civil and environmental engineering research and to increase national and international visibility in those areas.

Strategy 1A: Identify, on an ongoing basis, targeted and emerging areas of civil and environmental engineering research

Measures of Success:
- A set of targeted research areas agreed upon by a wide majority of the faculty

Strategy 1B: Support faculty in their pursuit of research in those areas

Measures of Success:
- Several new areas of research pursued by faculty
- Funding awards in new areas of research

Strategy 1C: Facilitate and support research collaborations

Measures of Success:
- Number and funding level of collaborative research proposals submitted and awarded
- Funded research involving collaborators from outside the department

Strategy 1D: Recognize and publicize research achievements of faculty and students

Measures of Success:
- Faculty involvement in professional societies including the organization of major professional meetings and conferences as well as service on editorial boards and on important committees
- Faculty and student awards
- Effective public relations materials
Goal 2: To prepare undergraduate students to be successful professionals and to educate graduate students to be leaders in their chosen fields.

Strategy 2A: Provide innovative methods of instruction

*Measures of Success:*
- Students participating in undergraduate research, study abroad and mentorship programs, and service-based learning activities
- Classes taught that utilize the ECALC, Web CT, or other innovative teaching methods

Strategy 2B: Engage in continuous curriculum evaluation and improvement

*Measures of Success:*
- Successful ABET preparation and accreditation review
- Satisfaction of constituents including students and employers

Strategy 2C: Bolster the environmental engineering program

*Measures of Success:*
- Increased enrollment in environmental engineering courses
- Wide use of the environmental engineering minor

Strategy 2D: Provide graduate students with a broader professional experience

*Measures of Success:*
- Increased professional respect, responsibilities, behaviors, and student-initiated activities by graduate students
Goal 3: To work as valued partners with outside constituencies in addressing societal problems and challenges

Strategy 3A: Actively promote collaboration and cooperation with outside agencies, including state and local government, alumni, public schools, etc.

*Measures of Success:*
- Ongoing interaction with local, state, and government agencies
- Internship programs with companies and federal agencies
- Alumni involvement in departmental activities

Strategy 3B: Encourage faculty and students to be aware of and involved with societal problems and issues

*Measures of Success:*
- Activities that focus on societal issues and global awareness including lectures, community service projects, and study abroad programs
Goal 4: To broaden our diversity among students, faculty, and staff, to include more women and minority faculty, domestic graduate students, and women and minority undergraduate students

Strategy 4A: Identify and actively recruit female and minority faculty

*Measures of Success:*
- Female and minority faculty members invited and interviewed
- Female and minority faculty members hired

Strategy 4B: Identify and actively recruit domestic graduate students

*Measures of Success:*
- Domestic applicants for graduate studies
- Domestic graduate students

Strategy 4C: Leverage University and College programs to recruit women and minority students and develop department-level activities to recruit these groups

*Measures of Success:*
- Women and minority students at the undergraduate and graduate level
Goal 5: To develop departmental collegiality, resources, community, and staff to support the achievement of goals 1, 2, 3, and 4

Strategy 5A: Foster a collaborative, collegial, and mentoring environment

Measures of Success:
- Active mentorship program
- Successful development and promotion of junior faculty
- Departmental functions and seminars

Strategy 5B: Encourage faculty, staff, and students to engage in professional development

Measures of Success:
- Faculty and student involvement in professional societies
- Staff participation in professional development activities

Strategy 5C: Continue to improve teaching and research infrastructure

Measures of Success:
- Creation of new labs and renovation of old labs
- Acquisition of new equipment for teaching and research

Strategy 5D: Commit to ongoing assessment of strategic planning goals

Measures of Success:
- Periodic review of annual plan, strategic plan, and measures of success by faculty and CEE Advisory Council