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Academic Positioning
AETM Department Meeting
August 23rd, 2024

Meeting Agenda

- **Welcome and Introductions**
- **Data & Challenges** —→ **Two Departments**
- **Summer 2024 Executive Advisory Committee (EAC)**
 - Draft Academic Positioning Charge and Guardrails
- **Academic Positioning Goals (2024-25)**
 - **Construction Management (CM) Focused Working Group (FWG)**
 - **Applied Engineering Consultant**
 - **Applied Engineering (AE) Focused Working Group (FWG)**
 - **Strategic Planning for New Departments**
- **Questions & Feedback**

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Welcome



Challenges and Data

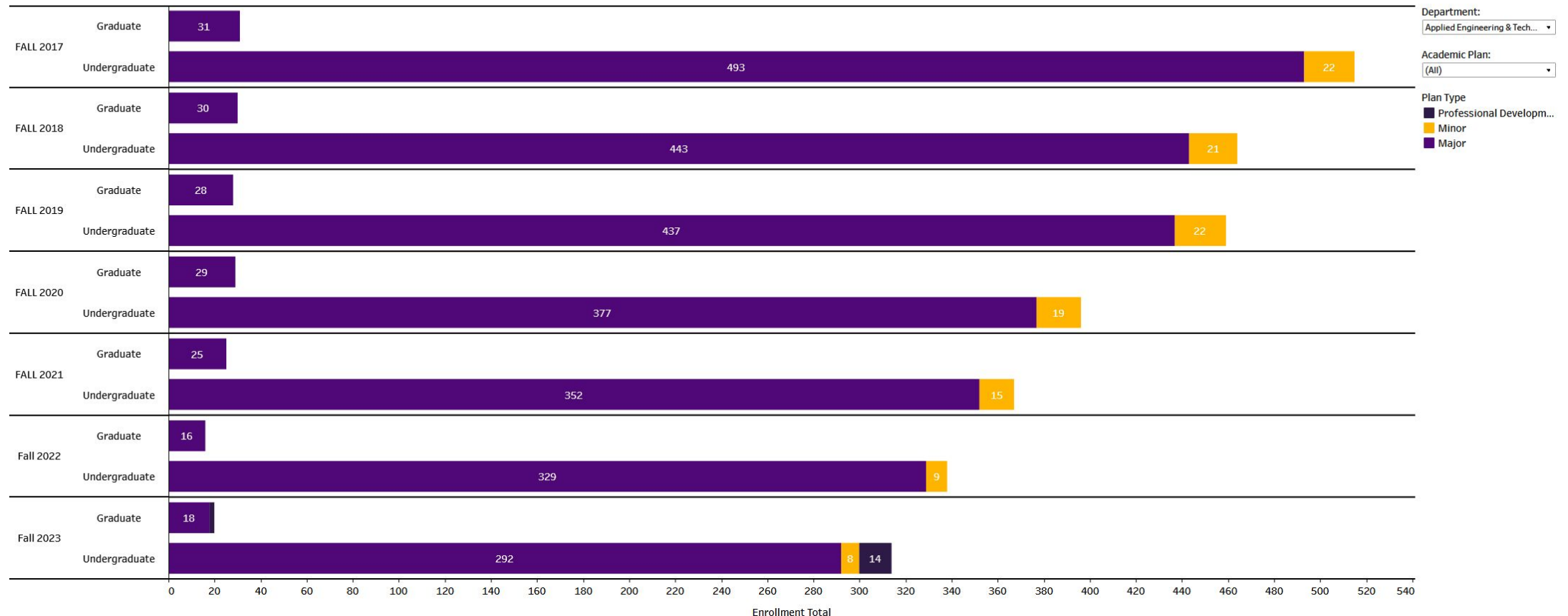


Context

AETM has gone from 530 (2016) majors to 292 in Fall 2023 (a 44.9% drop since 2016)

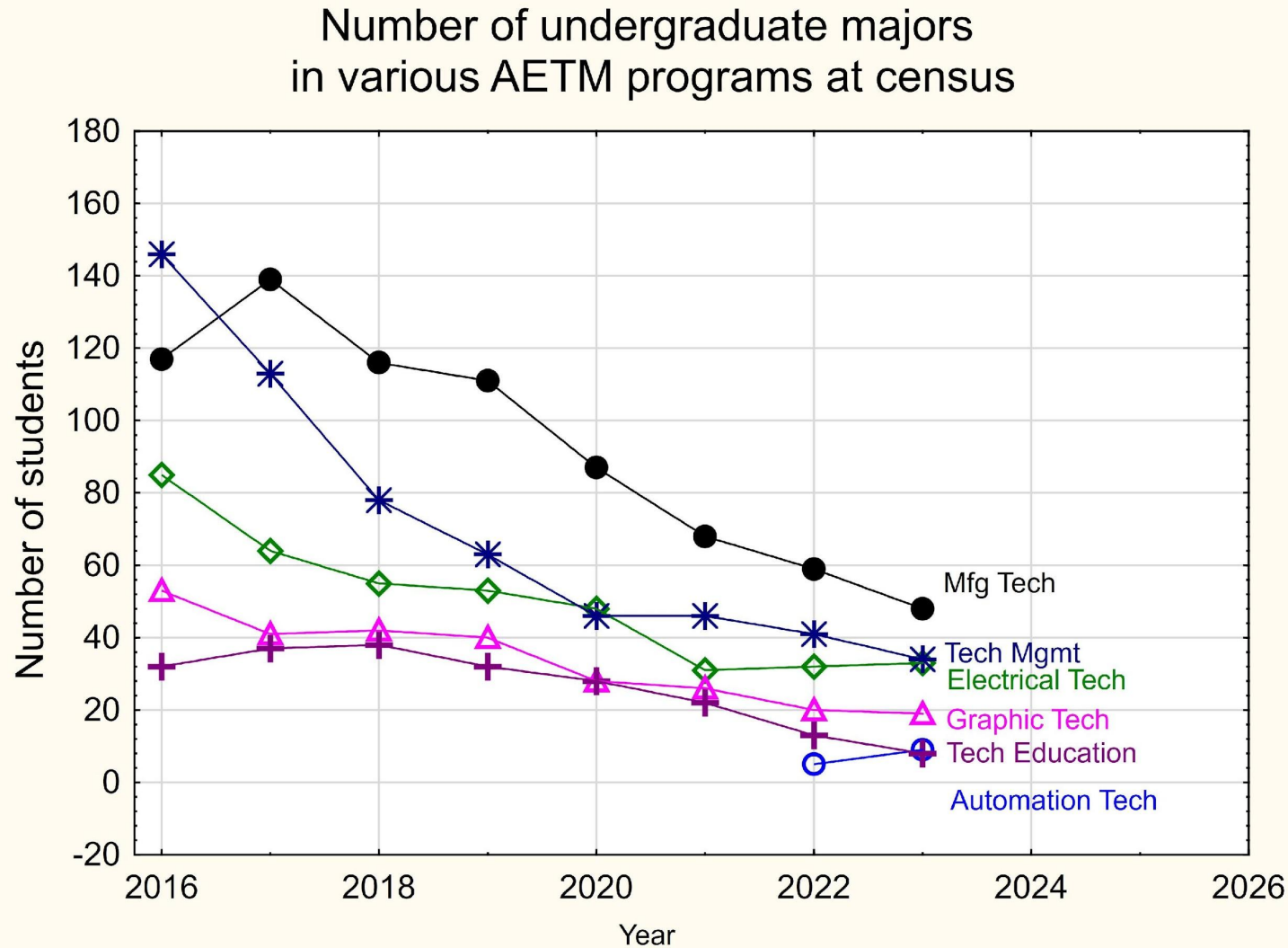
UNI Department Vitality Report, 2023
Department Enrollment by Program
Last Updated: 10/12/2023

Enrollment Graph Enrollment Table



Most programs suffering enrollment declines

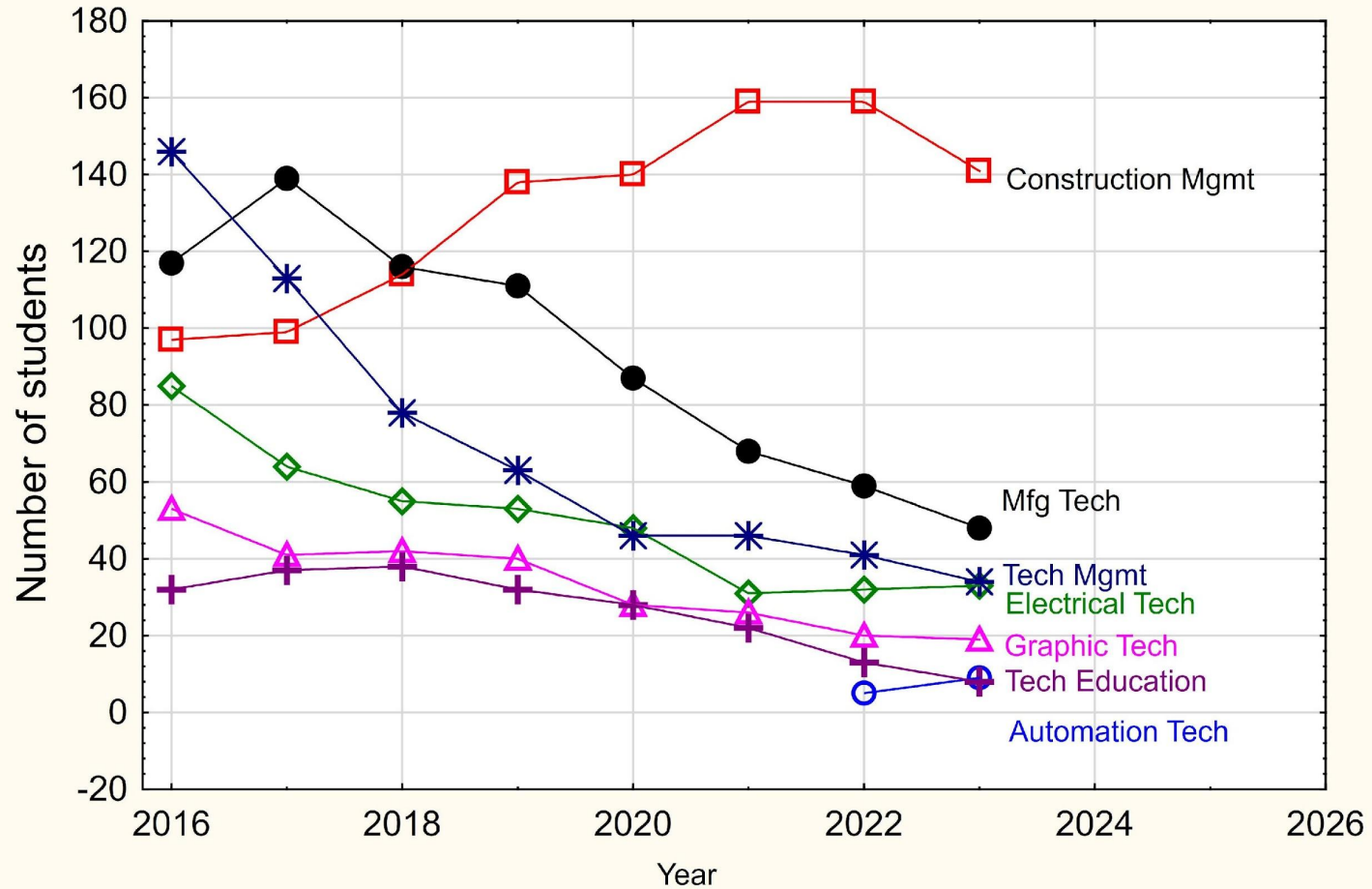
(A decrease of ~53% in majors and minors)



Construction Management doing a bit better.

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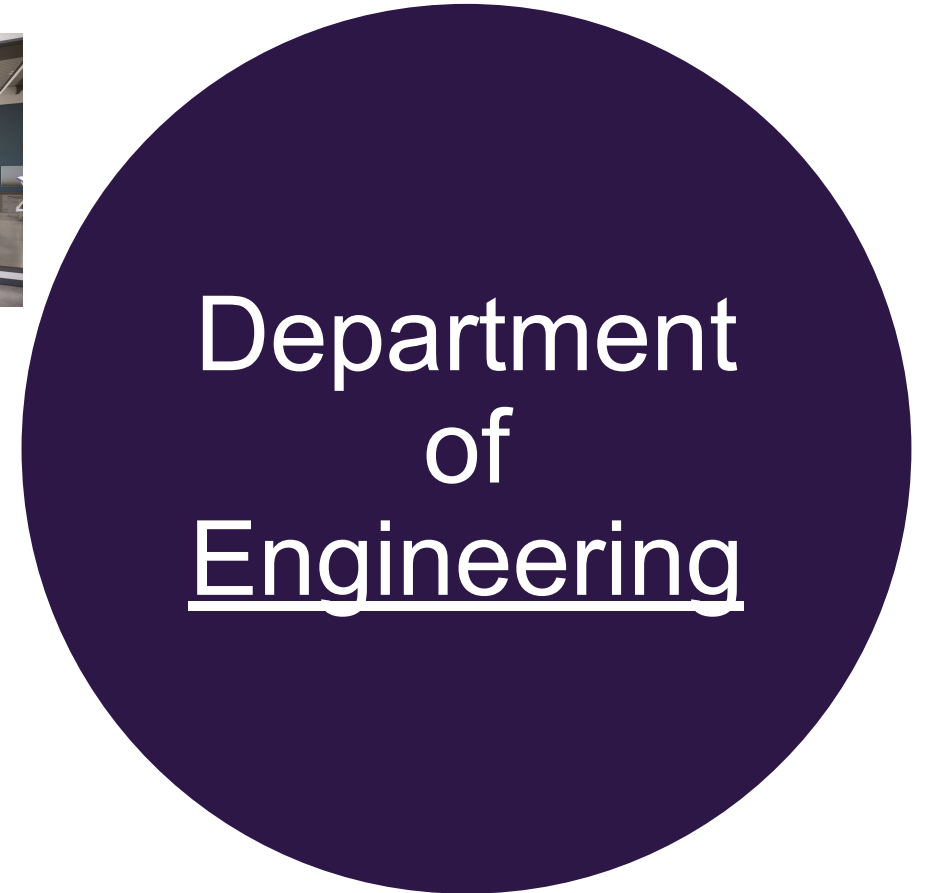
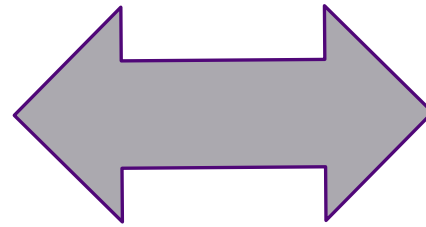
Number of undergraduate majors in various AETM programs at census



Five most obvious challenges we are trying to solve

1. Getting enrollment in AETM, particularly Applied Engineering going in the right direction
2. Building an organizational structure that elevates both CM and AE to help solve #1
3. Determining a strategy and future of graphic tech
4. Differentiating our programs from Iowa State (both CM and AE)
5. Finding a partner for Interior Design (a program that has nearly 100 students) and has had conversations with CM about possibly merging.

Applied Engineering Building



Additional collaborations among (and with) Techworks, Physics, Chemistry, Biology and other departments

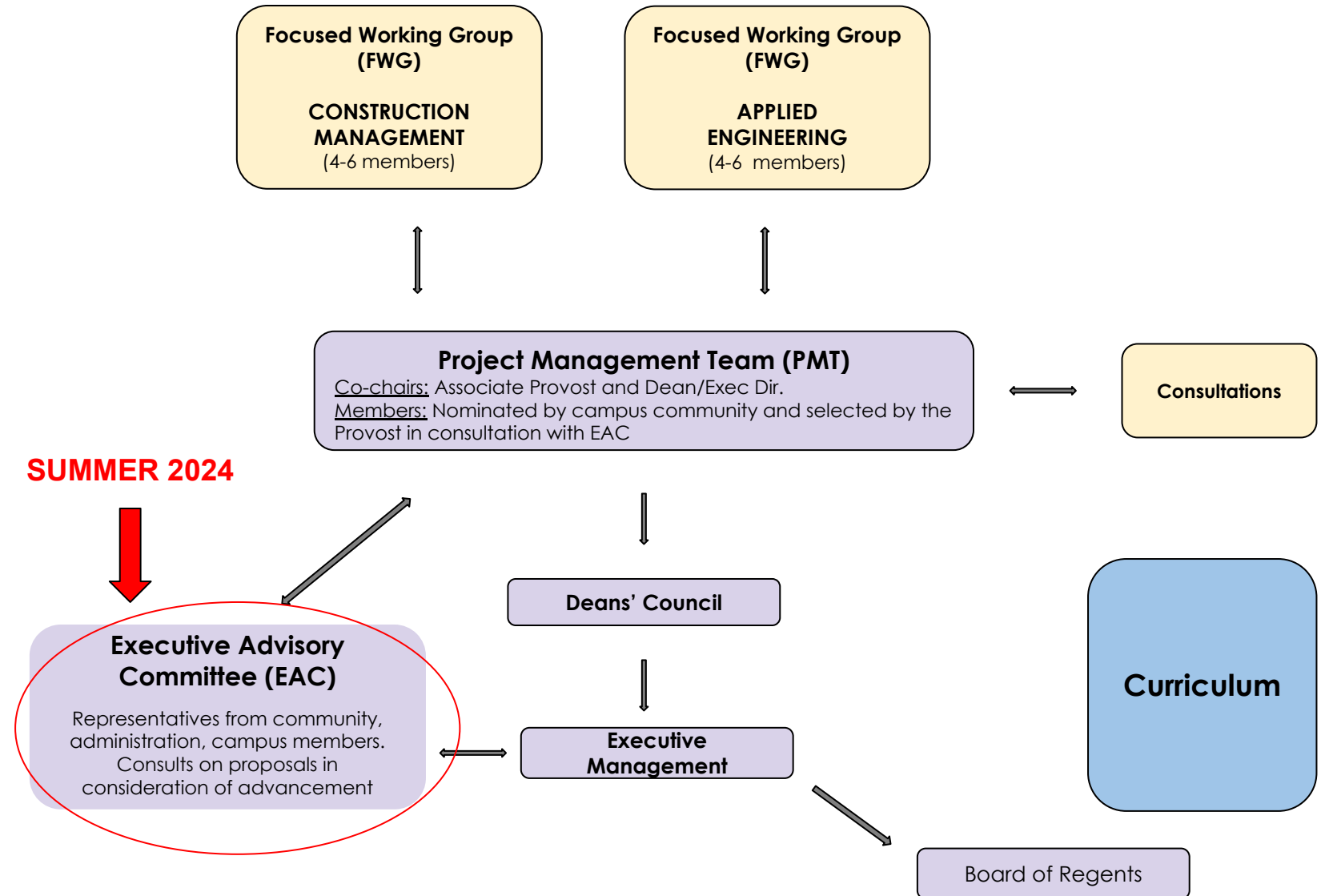
Academic Positioning: Overview

The What

Process to recalibrate our academic portfolio, build capacity, and attract a dynamic student body

The How

- **Executive Advisory Committee (EAC)**
 - Establish charge and guardrails
- **Project Management Team (PMT)** works collaboratively with the **Focused Working Group (FWG)** to provide guidance, support, and assistance
 - PMT receives final recommendation(s) from FWG and consults with Provost on action plan
- **Consultations**
 - Deans, faculty, heads, departmental staff, Admissions, Enrollment Management, Institutional Planning and Effectiveness, etc.
- Executive Management makes final decision



Executive Advisory Committee (EAC) Discussion Topics Summer 2024

Advisory Board and AETM
updates & hand off to
Academic Positioning
(August)

Resources
and CM
advisory
meeting
(July 8)

Identify stakeholders to
be involved in AP
process (June 26)

Admin structure
considerations
(4 June)

Considerations &
guardrails for AP
charge (23 May)

AETM Reorganization-Charge and Guardrails

What we know

- AETM will be divided into two departments: Construction Management and Applied Engineering.
- Both departments will be housed in the Applied Engineering Building and each will have its own department head beginning in Fall 2025.
- Applied Engineering will remain in the College of Humanities, Arts, and Sciences and Foundry 4.0 will continue to be housed within Applied Engineering.
- Curriculum changes will not be considered as part of the Academic Positioning process.
- Recommendation that Construction Management move to WLSN

**CM-Focused Working
Group(FWG) Objective 1**

AP Goals/Objectives for 2024-2025

~~What still needs to be determined~~

- Space allocations for each department within AEB
- Landscape analysis of employer needs and future trends
- Prioritized list of instructional/staff positions to be pursued relative to future enrollment increases
- Future direction of Graphic Tech
- Governance structures for each department
- Advisory boards and student groups
- Marketing, recruitment and retention plan
- Student Support (advising, culture, requirements, etc.)
- New strategic plan for each department

**Phase 1 for AE
and CM
Focused Working
Groups**

- Identify AE Strategic Planning Team

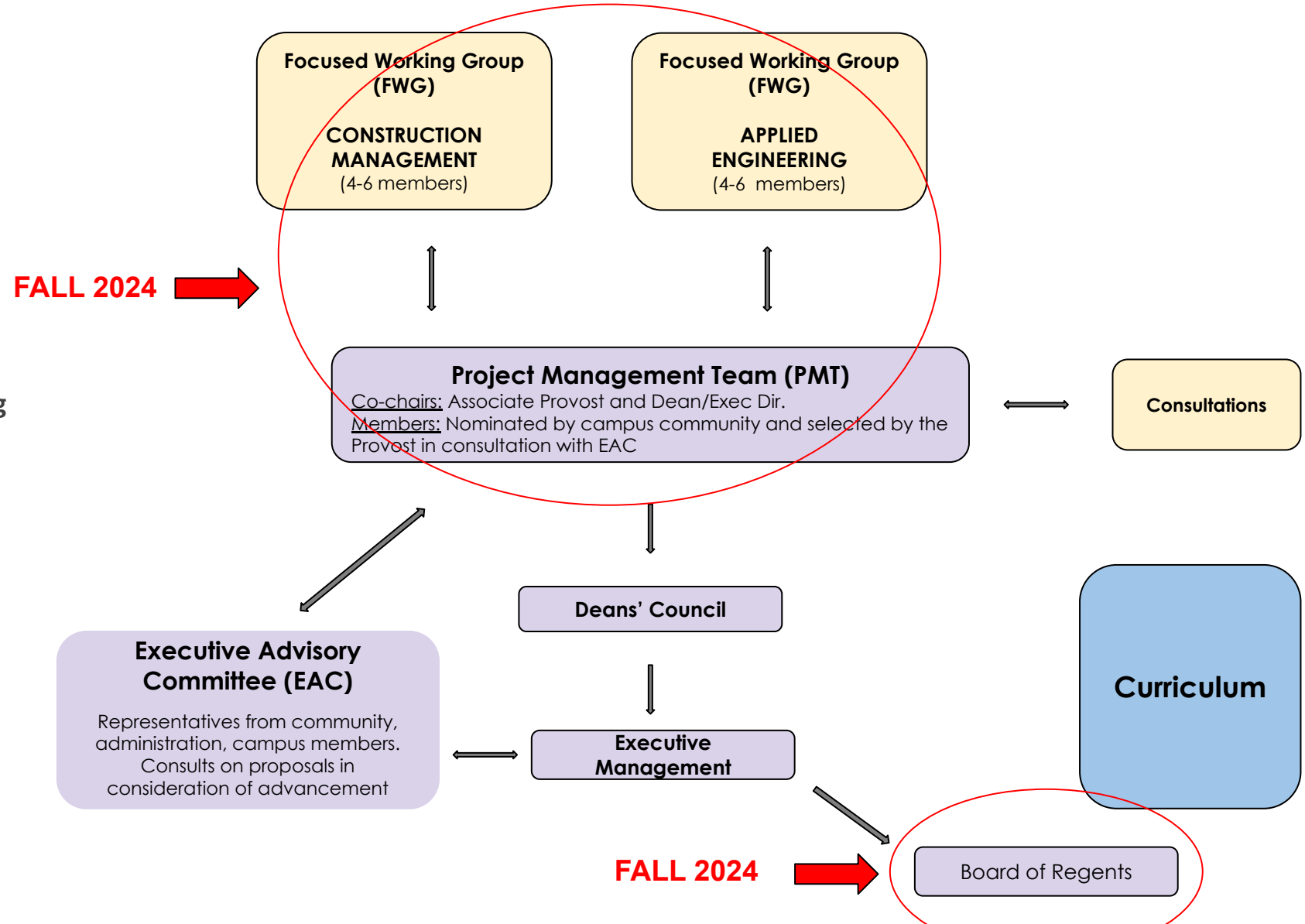
Academic Positioning: Overview

The What

Process to recalibrate our academic portfolio, build capacity, and attract a dynamic student body

The How

- Executive Advisory Committee (EAC)**
 - Establish charge and guardrails
- Project Management Team (PMT)** works collaboratively with the **Focused Working Group (FWG)** to provide guidance, support, and assistance
 - Ongoing consultations (Deans, faculty, heads, departmental staff, Admissions, Enrollment Management, Institutional Planning and Effectiveness, etc.)
 - PMT receives final recommendation(s) from FWG and consults with Provost on action plan
- Executive Management** makes final decision



AP Phase 1-Construction Management

Launch Construction Management (CM) Focused Working Group (FWG)

Members: Lisa Riedle, Randy Sharp, Joe Ugrin, Andy Anderson

CM-FWG Objective 1: Move the administrative oversight of Construction Management(CM) to Wilson College of Business (WLSN). **Charge:** Review the evidence provided below and provide any additional evidence that may be missing [on or before Thursday, September 12th, 2024.](#)

CM-FWG Objective 2: Propose a preliminary space allocation plan that would indicate Construction Management specific space, office assignments and shared spaces (i.e. classrooms, labs, meeting rooms, student space) Submit preliminary proposal to AP leadership [on or before Tuesday, October 15th](#)

Academic Positioning Phase 1 Launch

Construction Management (CM) Focused Working Group (FWG)

CM-FWG Objective 1: Move the administrative oversight of Construction Management(CM) to Wilson College of Business (WLSN).

Recommendation Parameters/What We Know

- This would be administrative only (Fall 2025)
- Students and faculty will remain in the new AEB building.
- There will be no curriculum changes or transfer credit issues by moving colleges.
- All construction management faculty and staff would be retained and move with the program.

What will NOT happen

- CM students would not be required to complete the Business common core
- CM would not be AACSB accredited
- CM would establish its own “Departmental Standards and Criteria Document” (Faculty Handbook, Chapter 3, Evaluation Procedures)

Charge: Review the evidence provided (challenges and benefits) and provide any additional evidence that may be missing [on or before Thursday, September 12th, 2024.](#)

AP Phase 1-Applied Engineering

1. Complete search for a Chief Applied Engineering Administrator

- Term appointment modeled after the Chief Academic Nursing Administrator (CANA) who provided assistance with standing up the new Nursing Department

Search Committee: TBD

Note: Looking for recommendations and volunteers (faculty and staff)-email Deedee Heistad at d.heistad @uni.edu by Thursday, August 29th

1. Launch Applied Engineering (AE) Focused Working Group (FWG)

Members: TBD

Note: Looking for recommendations and volunteers (faculty and staff)-email Deedee Heistad at d.heistad @uni.edu by Thursday, August 29th

AE-FWG Objective 1: Propose a preliminary space allocation plan that would indicate Construction Management specific space, office assignments and shared spaces (i.e. classrooms, labs, meeting rooms, student space) Submit preliminary proposal to AP leadership on or before Tuesday, October 15th

Strategic Planning

- Goal: Develop strategic plans for each new department
- Collaboration with Business and Community Services (Drew Conrad & Karla Organist)
- Inclusive process modeled after the AETM SP process

GETTING STARTED:


Identify Strategic Planning Team faculty co-chairs and members

Note: To express interest in co-chairing or serving on the CM or AE strategic planning teams

Email Deedee Heistad at [d.heistad @uni.edu](mailto:d.heistad@uni.edu) by August 29th.

Opportunities to get involved

- Chief AE Administrator search committee (Sept-Dec)
 - CM-Focused Working Group (weekly meetings)
 - AE-Focused Working Group (weekly meetings)
 - CM Strategic Planning Team (avg. 4 hrs per month)
 - AE Strategic Planning Team (avg. 4 hrs per month)
-
- Provide feedback anytime by reaching out to
 - Provost Herrera
 - AP leadership (Associate Provost Heistad or Dean Huffmann)
 - Focused Working Group chairs
 - Strategic Planning Team chairs



To make recommendations and/or volunteer, email Deedee Heistad at d.heistad@uni.edu by Thursday, August 29th

Preliminary timeline and initial benchmarks

FALL 2024

August 2024

- AETM department meeting
- Meet with AETM industry partners
- **Launch Academic Positioning (AP)**
 - **Focused Working Groups (FWG)**
- Launch search for an AE consultant (i.e. CANA for Nursing)

September 2024

- **Receive CM-FWG Objective 1 recommendation (Sept. 12th)**
- Monthly PMT meeting
- **Consultation with BOR, ISU and U of I (Sept 18)**
- Identify AE Strategic Planning Team
- Identify CM Strategic Planning Team

October 2024

- Receive CM-FWG Objective 2 recommendation (Oct. 15th)
- Receive AE-FWG Objective 1 recommendation (Oct. 15th)
- AE Strategic Planning Phase 1

November 2024

- EAC reconvenes to review recommendations (maybe earlier)
- CM Strategic Planning Phase 2
- AE Strategic Planning Phase 2
- **BOR meeting**

December 2024

- Update to Advisory Board(s)

SPRING 2025

January 2025

- Launch marketing and recruitment plan
- CM Strategic Planning Phase 3

February 2025

- Departments develop internal documents and procedures

March 2025

- AE Strategic Planning Phase 3

May 2025

- CM Strategic Planning Phase 4

July 2025

- Fiscal separation of new departments
- Enrollment cycle marketing begins
- New AE Department Head
- CM Strategic Planning Phase 5
- AE Strategic Planning Phase 4

August 2025

- First class of CM and AE students arrive

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QUESTIONS?

THANK YOU

Potential challenges of moving CM to Wilson College

- Process and information sharing would be extremely important due to the fact that any changes to structural alignment can create anxiety and pushback from impacted units, faculty leadership, external constituencies, students, and others.
- Moving CM to WLSN could reveal culture challenges that faculty and leadership will need to work through.
- The programming space would stay in the Applied Engineering Building, so a strong connection or even a sharing agreement would need to be in place between departments and colleges.

Potential benefits of moving CM to WLSN College

- Could set UNI apart – Placing the department under the leadership of Wilson College will help highlight our graduates' unique management skills and distinguish our program from Iowa State's (which focuses much more on construction engineering).
- The move could also decrease the managerial complexity for the department head and competition for administrative/dean time as CM would be 1 of 6 departments in Wilson College versus 1 of 16 in CHAS
- Examples exist of CM in a business school (Missouri State, The University of Denver, Illinois State)
- CM is often defined within the data reporting (CIP) taxonomy as a business program
- Portions of a CM career are business-related, and strengthening those skills and connections, internally and externally, could be a benefit
- May provide opportunities for Construction Management to develop links to other programs (i.e. Real Estate, Professional Sales)

Potential benefits (cont.)...

- Located in the same building, collaborations will remain strong between AE and CM faculty.
- Wilson College has strong ties to community colleges and an advisor who liaises with those institutions. Approximately 1/3rd of graduating business students began their academic careers in community colleges.
- Wilson College actively develops articulation / transfer agreements that connect community college programs to those of Wilson College and provide a seamless transition for the transferring students.
- Wilson College leadership has a strong history of successful accreditation and would have the capacity to support the unique accreditation needs of CM, should that arise
- Just like CM, Wilson College employs practitioners in the classroom (professors of practice) and engages advisory boards to provide input into the direction of their associated programs.

Strategic Planning Process

| Month | Construction Management | Applied Engineering |
|----------------|---|---|
| September 2024 | Phase 1 Pre-planning and Project Organization | |
| October 2024 | Phase 2 Stakeholder Input and Situational Analysis/Environmental Scan (data/information, questionnaire, input sessions) | Phase 1 Pre-planning and Project Organization |
| November 2024 | | Phase 2 Stakeholder Input and Situational Analysis/Environmental Scan (data/information, questionnaire, input sessions) |
| December 2024 | | |
| January 2025 | Phase 3 Strategic Plan Development (2 sessions and interim work to develop a draft plan) | Phase 3 Strategic Plan Development (2 sessions and interim work to develop a draft plan) |
| February 2025 | | |
| March 2025 | | Phase 4 Department and Stakeholder Feedback and Plan Finalization |
| April 2025 | | |
| May 2025 | Phase 5 Unveiling and Implementation Launch | Phase 4 Department and Stakeholder Feedback and Plan Finalization |
| June 2025 | | |
| July 2025 | | Phase 5 Unveiling and Implementation Launch |
| August 2025 | | |
| September 2025 | | |

Underlying Assumptions

Enrollment has been neutral to down for Industrial Tech majors

Industry growth continues for CM & AE

State of the art building to remain hub for AE and CM

Investment in AETM is required (i.e. recruiting, marketing, faculty, etc.)

If nothing is done applied engineering is at risk

Potential to grow program (i.e. Foundry 4.0, Techworks, etc.)

Potential to differentiate from ISU and Iowa

Reinforce CM program and support growth

