Appendix O

Quality Improvement Plan
QUALITY IMPROVEMENT PLAN

DEPARTMENT OF CONSTRUCTION MANAGEMENT

CALIFORNIA STATE UNIVERSITY - CHICO

MAY 2015
I. MISSION AND STRATEGIC PLAN

• MISSION

The Mission of the Department of Construction Management (referred to herein as the “Program” or the “Department”) is to prepare students to enter the construction industry at the management level, possessing a broad-scope understanding of the techniques of construction project and company management, and demonstrating the entry level skills appropriate to the United States of America construction industry.

• STRATEGIC PLAN

To accomplish the Program’s Mission, the Program has adopted Goals and Objectives as follows:

GOAL 1. Maintain a Program that encompasses an appropriate blend of:

• General Education
• Mathematics & Science
• General Business Management
• Construction Management & Technology

Objectives

1.1 ACCE accreditation of the Program shall be maintained.

1.2 Alumni and student feedback on the curriculum shall be sought and evaluated.

1.3 Industry feedback on the curriculum will be sought and evaluated.

GOAL 2. Secure adequate and appropriate resources and support for the Program from both within and without the university community.

Objectives

2.1 Parity with respect to Program funding within the college will be maintained.

2.2 Parity with respect to faculty compensation within the college will be maintained.

2.3 Parity with respect to student/faculty ratios within the college will be maintained.

2.4 Outside funding will be secured equal to or exceeding 10% of institutional college funding received.
GOAL 3. Recruit and hire well-qualified faculty possessing a beneficial blend of advanced academic credentials and industry-based construction management experience in the United States of America.

Objectives

3.1 All new tenure track faculty will have a minimum of five years of industry-based construction management experience in the United States of America.

3.2 All new tenure track faculty will possess a minimum of a masters degree in construction management (or a closely related discipline), or will obtain such a degree within three years of hire.

3.3 All new tenure track faculty should have significant and successful prior teaching experience at the college or university level.

3.4 A part time / temporary faculty applicant pool containing a minimum of 10 qualified (at a course-specific level) applicants will be maintained.

GOAL 4. Provide for and encourage the continual up-dating of faculty expertise.

Objectives

4.1 Each full time tenure track faculty member will engage in a minimum of one significant professional experience every academic year.

4.2 Each full time tenure track faculty member will annually disseminate newly-acquired professional information to all other full time faculty members.

4.3 Each full time tenure track faculty member will be an active member of at least one local, state or national professional organization related to the field of construction education and/or management.

4.4 Funds will be made available, upon request or by application, for faculty “updating” experiences at a minimum of $1,000 per full time faculty member each academic year.

GOAL 5. Maintain an atmosphere for students emphasizing involvement and collegiality.

Objectives

5.1 At least one active student club/organization will be maintained which organizes at least four group experiences for Program majors every year.

5.2 Course work will incorporate group or team experiences when appropriate.

5.3 At least three teams of students will be sent to the ASC regional Construction Management competition every year.
GOAL 6. Maintain high curricular rigor and student performance expectation levels.

Objectives

6.1 Program graduates will be able to satisfy ACCE Student Learning Outcomes.

6.2 The majority of Program seniors will indicate that their expectations regarding curricular rigor were met or exceeded.

6.3 A minimum of 90% of Program seniors will receive employment offers as an entry-level manager from one or more construction companies before or upon graduation.

GOAL 7. Maintain a high degree of program recognition at the campus, state, and national level.

Objectives

7.1 A minimum of two articles/press-releases related to the Program, its faculty, and/or its students, will be published each year.

7.2 A Program website will be maintained to meet University and ACCE requirements.

7.3 The Program will be represented by the Program at the regional and national meetings of the ACCE and ASC.

This Strategic Plan will be updated-periodically and will represent the collective input from all educational (degree) constituencies of the Program.
II. ASSESSMENT PLAN

To enable the Department of Construction Management (the “Program”) to evaluate whether, and
to what extent, its Objectives have been accomplished, the Program has adopted this Assessment
Plan to:

- Assess the degree of success in achieving the Program Objectives, at the overall
  Program level, on a yearly basis; and

- Assess Student Learning Outcomes in selected courses taught by the Program, at
  least once during each Academic Year. Some courses may be assessed more
  frequently as deemed necessary.

Assessment will be both direct and indirect. The intent is to assess performance, analyze, and adjust
for improvement as deemed necessary.

For the direct course assessments, the Program has a rigorous continuous improvement program. For
each course taught in the Program, documentation of Student Learning Outcomes and methods for
assessing accomplishment of Student Learning Outcomes are required. The Program has a goal that
70% of the student scores for each of the desired Student Learning Outcomes should be 70% of
maximum score or higher. As assessments of success in meeting Student Learning Outcomes are
made, an analysis is conducted to determine if an improvement plan is to be formulated and
documented. This improvement plan serves as the starting point for the next continuous
improvement cycle. Changes expected to improve accomplishment of Student Learning Objectives
are implemented as soon as possible and no later than the beginning of the next Academic Year.

At the Program level, indirect assessments of achievement of Program objectives and Student
Learning Outcomes are provided by graduating seniors, alumni, and employers. Assessment results
are reviewed by faculty, administrators, and the Industry Advisory Council. The following formal
assessments are obtained:

- Annual survey of graduating seniors;

- Annual survey of alumni (including alumni with significant management experience
  and alumni members of company recruiting interview teams);

- Survey of employers recruiting Program graduates and students for summer work;
  and

- Annual survey of employers of Program graduates

Data generated from the assessments is compiled and analyzed annually after the Spring Semester
by the Program faculty and with the Industry Advisory Council. The goal is to identify areas for
Program improvement, and develop plans for change in order to enable implementation of those
improvements at the beginning of the next Academic Year. A summary of the results from the most
recent assessment cycle will be posted on the website for the Program.

The specific assessment measures are described on the Assessment Program attached hereto as
Exhibit “A”. The assessment methods, and tools, the frequency for employment, the procedures for
data collection, and the performance criteria employed to assess Program Objectives are described
on the Assessment Implementation Plan attached hereto as Exhibit “B”.

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III. ASSESSMENT IMPLEMENTATION PLAN

The purposes of the Assessment Implementation Plan are to put in place a systematic plan to assist the Program to achieve its mission, objectives, and learning outcomes, and to insure that the Program takes the outcomes assessment results into consideration in its degree program development.

The elements of the Assessment Implementation Plan are as follows:

1. The Program shall conduct its assessment as described in the Assessment Implementation Calendar attached hereto as Exhibit “B”.

2. The results of each assessment cycle shall be documented in a systematic manner.

3. Evaluation of the Program Objectives and learning outcomes shall be compared to the stated performance criteria to determine whether the Objectives and learning outcomes were achieved and if there is a validated need for improvement in any areas.

4. After each comprehensive assessment cycle, the entire process shall be reviewed and updated with plans for improvement including any revisions to the degree program’s assessment plan.
EXHIBIT “A”
ASSESSMENT PROGRAM

GOAL 1. Maintain a Program that encompasses an appropriate blend of:

- General Education
- Mathematics & Science
- General Business Management
- Construction Management & Technology

Objectives

1.1 ACCE accreditation of the Program shall be maintained.
Measure(s):
- ACCE accreditation has or has not been maintained

1.2 Alumni and student feedback on the curriculum shall be sought and evaluated.
Measure(s):
- Senior exit survey
- Alumni survey

1.3 Industry feedback on the curriculum will be sought and evaluated.
Measure(s):
- Industry Advisory Council ("IAC") survey
- IAC curriculum committee input
- Employer survey

GOAL 2. Secure adequate and appropriate resources and support for the Program from both within and without the university community.

Objectives

2.1 Parity with respect to Program funding within the college will be maintained.
Measure(s):
- Compare funding between Departments in College

2.2 Parity with respect to faculty compensation within the college will be maintained.
Measure(s):
- Compare funding of faculty compensation between Department in College

2.3 Parity with respect to student/faculty ratios within the college will be maintained.
Measure(s):
- Compare student/faculty ratios between Departments in College

2.4 Outside funding will be secured equal to or exceeding 10% of institutional college funding received.
Measure(s):
- Compare the amount of “outside” funding to the amount of “institutional” funding
GOAL 3. Recruit and hire well-qualified faculty possessing a beneficial blend of advanced academic credentials and industry-based construction management experience in the United States of America.

Objectives

3.1 All new tenure track faculty will have a minimum of five years of industry-based construction management experience in the United States of America.
   Measure(s):
   *Analyze construction management experience of new tenure-track faculty

3.2 All new tenure track faculty will possess a minimum of a masters degree in construction management (or a closely related discipline), or will obtain such a degree within three years of hire.
   Measure(s):
   *Analyze educational qualifications of new tenure track faculty

3.3 All new tenure track faculty should have significant and successful prior teaching experience at the college or university level.
   Measure(s):
   *Analyze prior teaching experience of new tenure track faculty

3.4 A part time / temporary faculty applicant pool containing a minimum of 10 qualified (at a course-specific level) applicants will be maintained.
   Measure(s):
   *Analyze the size and qualifications of the part time/temporary applicant pool

GOAL 4. Provide for and encourage the continual up-dating of faculty expertise.

Objectives

4.1 Each full time tenure track faculty member will engage in a minimum of one significant professional experience every academic year.
   Measure(s):
   *Require and analyze a report by each full time tenure track faculty as to professional experiences/engagements

4.2 Each full time tenure track faculty member will annually disseminate newly-acquired professional information to all other full time faculty members.
   Measure(s):
   *Require and analyze a report by each full time tenure track faculty as to professional experiences/engagements
4.3 Each full time tenure track faculty member will be an active member of at least one local, state or national professional organization related to the field of construction education and/or management.

**Measure(s):**
- Require and analyze a report by each full time tenure track faculty as to professional experiences/engagements

4.4 Funds will be made available, upon request or by application, for faculty “updating” experiences at a minimum of $1,000 per full time faculty member each academic year.

**Measure(s):**
- Require and analyze a report by each full time tenure track faculty as to professional experiences/engagements

**GOAL 5.** Maintain an atmosphere for students emphasizing involvement and collegiality.

**Objectives**

5.1 At least one active student club/organization will be maintained which organizes at least four group experiences for Program majors every year.

**Measure(s):**
- Require and analyze a report by the Clubs And Organizations Committee which describes student club and organization experiences

5.2 Course work will incorporate group or team experiences when appropriate.

**Measure(s):**
- Require and analyze a report by each faculty member as to the use/incorporation of group or team experiences

5.3 At least three teams of students will be sent to the ASC regional Construction Management competition every year.

**Measure(s):**
- Require and analyze a report from the ASC Competition Committee which describes the participation of teams in the ASC Regional Construction Management Competition

**GOAL 6.** Maintain high curricular rigor and student performance expectation levels.

**Objectives**

6.1 Program graduates will be able to satisfy ACCE Student Learning Outcomes.

**Measure(s):**
- Require assessment of Student Learning Outcomes in each course as prescribed by the SLO Mapping Matrix

6.2 The majority of Program seniors will indicate that their expectations regarding curricular rigor were met or exceeded.

**Measure(s):**
- Senior exit survey
6.3 A minimum of 90% of Program seniors will receive employment offers as an entry-level manager from one or more construction companies before or upon graduation. 
Measure(s):
• Senior exit survey

GOAL 7. Maintain a high degree of program recognition at the campus, state, and national level.

Objectives

7.1 A minimum of two articles/press-releases related to the Program, its faculty, and/or its students, will be published each year. 
Measure(s):
• The Public Relations and Website Committee will prepare an annual report

7.2 A Program website will be maintained to meet University and ACCE requirements. 
Measure(s):
• The Public Relations and Website Committee will prepare an annual report

7.3 The Program will be represented by the Program at the regional and national meetings of the ACCE and ASC. 
Measure(s):
• Require and analyze a report by each full-time tenure-track faculty as to professional experiences/engagements as to attendance at regional and national meetings of the ACCE and ASC

This Assessment Program will be updated periodically and will represent the collective input from all educational (degree) constituencies of the Program.
**EXHIBIT “B”**

**ASSESSMENT IMPLEMENTATION CALENDAR**

<table>
<thead>
<tr>
<th>OBJECTIVE MEASURE</th>
<th>PERSON RESPONSIBLE FOR DATA COLLECTION*</th>
<th>DUE DATE FOR DATA COLLECTION</th>
<th>REVIEW BY THE ACCREDITATION COMMITTEE-MET TARGET?</th>
<th>SUGGEST ACTION ITEMS</th>
<th>REVIEW AND APPROVE BY CMGT FACULTY</th>
<th>IMPLEMENT CHANGES (MINOR OR MAJOR)</th>
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<tr>
<td>1.1 ACCE accreditation shall be maintained • ACCE accreditation has or has not been maintained</td>
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<td>May 1</td>
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*KEY: 1-Dept. Chair / 2-Accreditation Committee Chair / 3-A&D Committee Chair / 4-Dean’s Office*
2.3 Parity with respect to student/faculty ratios within the college will be maintained.
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2.4 Outside funding will be secured equal to or exceeding 10% of institutional college funding received.
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<th>Dates</th>
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