

3. Program's response to the review team

The program thanked the PPR Committee while the committee was on-campus. The committee submitted its report to the dean of ECS and we received a copy from the dean on April 29th, 2013. The ECS dean, Associate dean, and CEE department acting chair met on May 8th, 2013 and discussed about the report. The program did not send a formal response to the PPR committee as it was initiated by the dean's office.

5. CEE Department Actions after receiving the PPR Report

PPR Committee Suggestions	CEE Department Action
<p>Faculty Expertise</p> <p>The Review Committee felt that the Department is understaffed given the dramatic growth of students in both the undergraduate and graduate major. Existing faculty are also distributed unequally across the sub-disciplines within the Department; for instance, there are currently no tenure-track faculty in Construction Management. The Department should strive to have at least 2 full time faculty members in each specialty to provide a variety of perspectives in course offerings, and to help guard against disruptions when faculty are unable to teach due to sabbaticals, leaves of absence, or recruitment to other Universities. Future faculty hiring should focus on balancing the existing discrepancy in the allocation of faculty among different areas.</p>	<p>The department went through aggressive faculty hiring process after receiving the PPR report. In the past two years, the department hired five tenure track faculty members including two in construction area. A new search for this year is underway for two tenure track faculty members. With this new search, each currently offered sub-disciplines of CE graduate programs will have at least two full time faculty members.</p>
<p>Faculty Development</p> <p>The Review Committee unanimously recommends that the department write a Department Personnel Document to govern the retention, tenure, and promotion (RTP) process. This document should codify clear expectations for Teaching, Scholarly and Creative Activities, and Service.</p> <p>The Review Committee also recommends the formalization of a mentoring program for junior faculty. The faculty mentors should provide guidance for junior faculty undergoing the RTP process, as well as advice and support for seeking external grants and contracts, advice on seeking teaching release through internal grants, advice and support for course development, and general career guidance.</p> <p>The Review Committee recommends that the Department enter a dialog with the College about increasing support for faculty engaged in research with students. This may include recognition of the workload requirements for faculty-student research, and/or incentive programs for faculty to pursue external funding for assigned time to support student-faculty research activities.</p>	<p>The department prepared and had the Department Personnel Standard (DPS) approved in 2013-2014 academic year cycle. New DPS clearly outlines the expectation for teaching, scholarly and creative activities, and service for the RTP process.</p> <p>A faculty mentor has been assigned to each tenure track faculty members.</p> <p>The department also realizes that the research workload of faculty engaged with faculty-student research should be recognized in some forms of incentives. The department is working on making a formal policy on it.</p>
<p>Advising</p> <p>The Review Committee recommends that the graduate advising load should be distributed across the faculty</p>	<p>From Fall 2014, assigned time has been provided to a designated</p>

<p>of the Department. At minimum, there should be a designated advisor for each degree emphasis. Ideally, the advising duties should be spread among all faculty, with care taken to assign students to an advisor in their own emphasis. Department-level advising should pay special attention to career counseling for students, as well as raising awareness of internship and research opportunities. This advising model would complement a college advising center focused on completion of degree requirements.</p>	<p>graduate advisor to enhance effectiveness in the advising process. As majority of the faculty members are involved in undergraduate advising as well, the graduate advisor and department chair are currently responsible for graduate advising.</p>
<p><i>Student-faculty research</i> The Department should encourage student-faculty research whenever possible. The importance of student-faculty research should be recognized both in the RTP process, and in faculty workload assignments.</p>	<p>The student-faculty research has been emphasized in the approved DPS document, which provides guidelines for the RTP process.</p>
<p><i>Infrastructure</i> Faculty should integrate teaching of industry-standard software packages into the curriculum. This is critical for the construction engineering specialization; the committee believes that employers in industry will expect graduates of the program to be trained on a full suite of project management software, including software that facilitates scheduling, cost estimation, and document control.</p>	<p>The faculty members teaching pertinent courses are paying attention to integrate into the curriculum the industry-standard software packages.</p>