

# UCF's Engineering Leadership & Innovation Institute (eli<sup>2</sup>): Implementation Plan Summer 2013

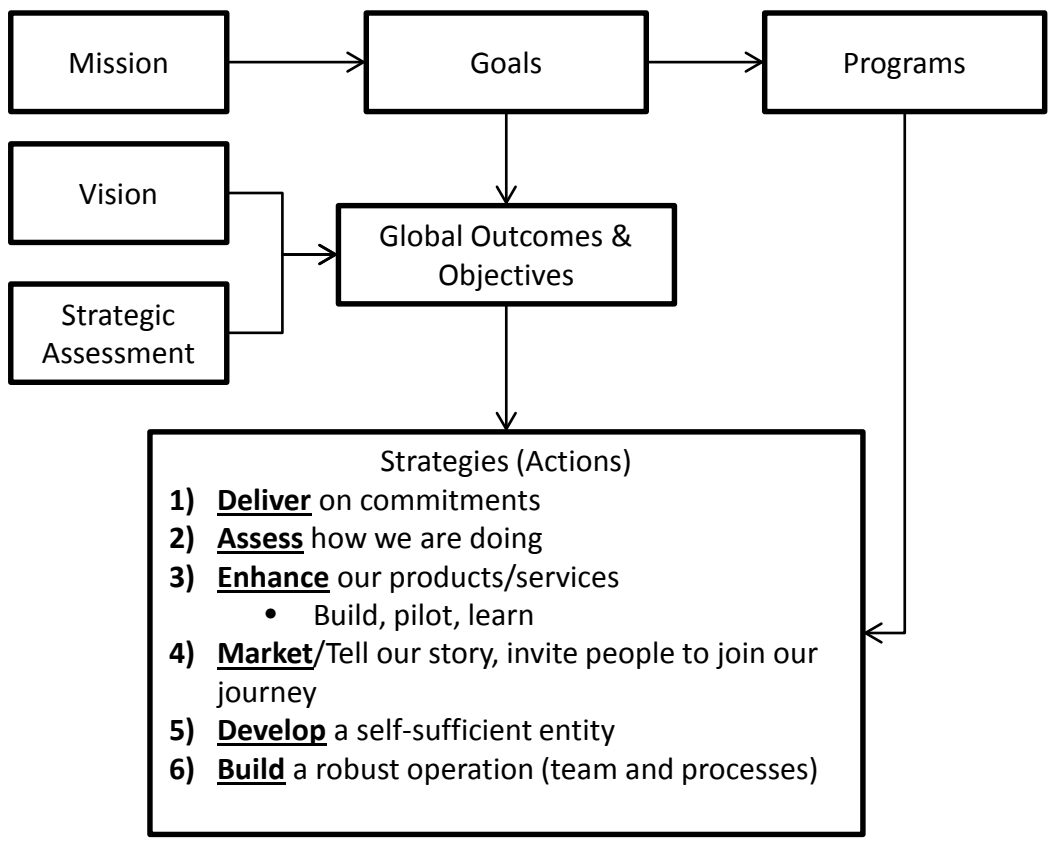
# Introduction to Our Implementation Plan



This document provides a summary of the eli² strategic plan. The strategic plan is divided into three sections:

- 1) **Strategic Intent:** This section describes eli²'s mission, vision, goals, and programs.
- 2) **Strategic Assessment:** This section describes the current state of the environment impacting eli². From this assessment the improvement objectives are defined.
- 3) **Management Approach:** This section describes the management approach we will use to drive accountability for delivering our 2013-2014 Implementation Plan.

Using this strategic plan we have defined our 2013-2014 Implementation Plan. This implementation plan describes the eli² implementation philosophy and strategies for the next year.



# 2013-2014 Implementation Plan: Philosophy



To guide our transformation from our current state to our vision, we will take specific actions. These actions are guided by our philosophy.



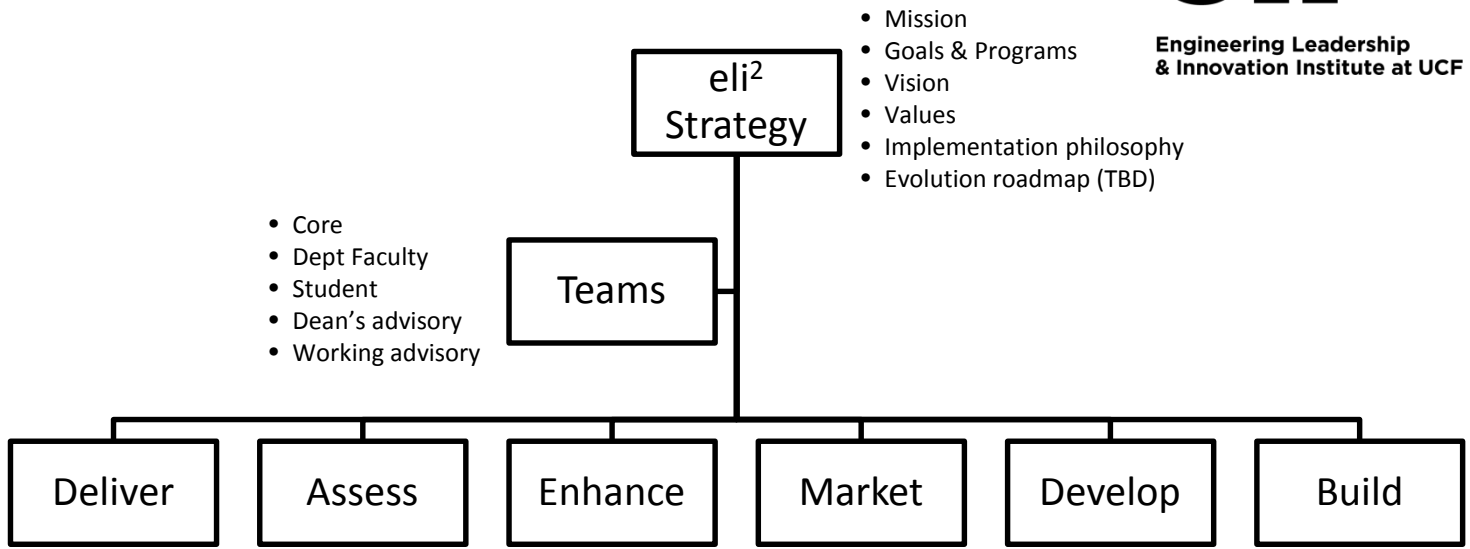
## Transformation Philosophy

- Make the choice to be significant
- **Deliver** on commitments
- **Assess** how we are doing
- **Enhance** our products/services
  - Build, pilot, learn
- **Market**/Tell our story, invite people to join our journey
- **Develop** a self-sufficient entity
- **Build** a robust operation (team and processes)
- Be value driven

# 2013-2014 Implementation Plan: Philosophy



Using the transformation philosophy specific strategies are defined for each goal.



- ▶ Transform the undergrad engineer into a working professional (undergraduate experiences)
- ▶ Transform the working professional into a project/technical manager (graduate experiences)
- ▶ Enable the transformation of the project/technical manager into an executive (executive experiences)
- ▶ Build and share knowledge about engineering leadership and innovation (research experiences)
- ▶ Build a community of leaders influencing the discipline (partnership and community building experiences)

# 2013-2014 Implementation Plan: Global Outcomes and Improvement Objectives



To guide our activities for 2013-2014, for each goal we have identified:

- **The global outcomes:** these are the outcomes our stakeholders need us to achieve with them. These outcomes drives the programs we will deliver.
- **The improvement objectives:** these are the measurable changes we need to make in our operational performance to achieve our global outcomes.

Goals	Global Outcome	Improvement Objectives
<b>Transform the undergrad engineer into a working professional (undergraduate experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ student’s awareness, desire, knowledge, and confidence to be professional grade</li> </ul>	<ul style="list-style-type: none"> <li>• 75% CECS actively participate in eli<sup>2</sup> activities</li> <li>• 50% of CECS students obtain the leadership certificate or minor</li> <li>• 100% of CECS students are aware of eli<sup>2</sup></li> <li>• 100% CECS faculty are aware of eli<sup>2</sup></li> <li>• 100% CECS chairs and UG advisors agree to the eli<sup>2</sup> concept of operations</li> <li>• 100% of departments endorse the minor/certificate</li> <li>• 100% of departments endorse the senior design professional skills</li> </ul>
<b>Transform the working professional into a project/technical manager (graduate experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ student’s awareness, desire, knowledge, and confidence to be project managers</li> </ul>	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in cohort program</li> <li>• Maintain a cohort of 30 students every 2 years</li> </ul>
<b>Enable the transformation of the project/technical manager into an executive (executive experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ partner’s awareness, desire, knowledge, and confidence to lead their companies</li> </ul>	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in Engineering Leadership Community of Practice</li> </ul>
<b>Build and share knowledge about engineering leadership and innovation (research experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ knowledge about engineering leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an active repository of engineering leadership knowledge</li> </ul>
<b>Build a community of leaders influencing the discipline (partnership and community building experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ our impact on CECS</li> </ul>	<ul style="list-style-type: none"> <li>• ↑ eli<sup>2</sup>’s funding level to be self-sufficient (e.g., \$1M/year)</li> <li>• ↑ eli<sup>2</sup>’s team and process robustness</li> </ul>

# 2013-2014 Implementation Plan: Delivery Strategies



Consistent with our goals, global outcomes, existing capabilities, and existing resources, we have defined the set of programs we will deliver for 2013-2014.

Goals	Global Outcome	2013-2014 Delivery Focus
<b>Transform the undergrad engineer into a working professional (undergraduate experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ student’s awareness, desire, knowledge, and confidence to be professional grade</li> </ul>	<ol style="list-style-type: none"> <li>1) Support 1006/1007</li> <li>2) Lead 1006/1007 Honors section</li> <li>3) Conduct the Seminar Series</li> </ol>
<b>Transform the working professional into a project/technical manager (graduate experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ student’s awareness, desire, knowledge, and confidence to be project managers</li> </ul>	<ol style="list-style-type: none"> <li>1) Teach summer for Orlando cohort</li> <li>2) Graduate Orlando cohort</li> <li>3) Teach spring for new Orlando cohort</li> </ol>
<b>Enable the transformation of the project/technical manager into an executive (executive experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ partner’s awareness, desire, knowledge, and confidence to lead their companies</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Stage 2 training cohort</li> </ol>
<b>Build and share knowledge about engineering leadership and innovation (research experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ knowledge about engineering leadership</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Florida benchmarking study</li> <li>2) Host Florida meeting</li> <li>3) Complete national survey</li> </ol>
<b>Build a community of leaders influencing the discipline (partnership and community building experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ our impact on CECS</li> </ul>	<ol style="list-style-type: none"> <li>1) Conduct working group</li> </ol>

# 2013-2014 Implementation Plan: Improvement Strategies

Consistent with our goals, strategic assessment, improvement objectives, existing capabilities, and existing resources, we have defined the set of improvement efforts we will deliver for 2013-2014.



Goals	Improvement Objectives	2013-2014 Improvement Efforts
<b>Transform the undergrad engineer into a working professional (undergraduate experiences)</b>	<ul style="list-style-type: none"> <li>• 75% CECS actively participate in eli<sup>2</sup> activities</li> <li>• 50% of CECS students obtain the leadership certificate or minor</li> <li>• 100% of CECS students are aware of eli<sup>2</sup></li> <li>• 100% CECS faculty are aware of eli<sup>2</sup></li> <li>• 100% CECS chairs and UG advisors agree to the eli<sup>2</sup> concept of operations</li> <li>• 100% of departments endorse the minor/certificate</li> <li>• 100% of departments endorse the senior design professional skills</li> </ul>	<ol style="list-style-type: none"> <li>1) Send Out Seminar Series Thank You Packets</li> <li>2) Complete Impact Assessments               <ul style="list-style-type: none"> <li>• Fall 2012 Seminar Series</li> <li>• Spring 2013 Seminar Series</li> <li>• Spring 2013 Portfolio Pilot</li> </ul> </li> <li>3) Enhance Seminar Series Recording &amp; Speakers Packet</li> <li>4) Conduct Writing Across Curriculum Pilot (Seminar, Eng Admin, Senior Thesis/Portfolio)</li> <li>5) Establish the Engineering Leadership Minor &amp; Certificate               <ul style="list-style-type: none"> <li>• Technical &amp; Engineering Sales</li> </ul> </li> <li>6) Implement Professional Practices Journal &amp; Portfolio</li> <li>7) Design &amp; Open the Brainstorm Lab &amp; Innovation Lab</li> <li>8) Define the Senior Design Experience</li> <li>9) Build the Student Community               <ul style="list-style-type: none"> <li>• Social Media/Facebook Group</li> <li>• Summer &amp; Transfer Orientation Flyers</li> </ul> </li> <li>10) Develop Professional Skills Workshop Approach</li> <li>11) Define UG Capability Evolution Roadmap</li> <li>12) Determine Participation in UG Open House</li> <li>13) Refine Impact Assessment Plan</li> <li>14) Define &amp; Implement Sophomore Prize Experience</li> </ol>
<b>Transform the working professional into a project/technical manager (graduate experiences)</b>	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in cohort program</li> <li>• Maintain a cohort of 30 students every 2 years</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Harris Impact Assessment</li> <li>2) Define the Business Model</li> <li>3) Define the Marketing Process</li> <li>4) Enhance the Curriculum</li> <li>5) Start a New Cohort in January</li> </ol>
<b>Enable the transformation of the project/technical manager into an executive (executive experiences)</b>	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in Engineering Leadership Community of Practice</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete CIO Lessons Learned Paper</li> <li>2) Establish an Engineering Leadership COP</li> </ol>
<b>Build and share knowledge about engineering leadership and innovation (research experiences)</b>	<ul style="list-style-type: none"> <li>• Establish an active repository of engineering leadership knowledge</li> </ul>	<ol style="list-style-type: none"> <li>1) Conduct and Publish Florida Benchmarking Study</li> <li>2) Hold Florida Meeting</li> <li>3) Conduct National Study</li> </ol>
<b>Build a community of leaders influencing the discipline (partnership and community building experiences)</b>	<ul style="list-style-type: none"> <li>• ↑ eli<sup>2</sup>'s funding level to be self-sufficient (e.g., \$1M/year)</li> <li>• ↑ eli<sup>2</sup>'s team and process robustness</li> </ul>	<ol style="list-style-type: none"> <li>1) Develop and Share the Strategic Plan</li> <li>2) Develop and Implement the Management Plan</li> <li>3) Develop Overall Playbook</li> <li>4) Develop the Marketing Strategy               <ul style="list-style-type: none"> <li>• Plan</li> <li>• Visuals</li> <li>• Website</li> <li>• Brochure &amp; Banner</li> </ul> </li> <li>5) Develop the Development Strategy               <ul style="list-style-type: none"> <li>• Support Writing/Portfolio Proposal</li> <li>• Support Entrepreneurship Proposal</li> </ul> </li> <li>6) Establish the eli<sup>2</sup> Working Advisory Group</li> <li>7) Define the Business Case for eli<sup>2</sup></li> <li>8) Establish office space</li> </ol>

# Management Approach for Driving Accountability



We will implement a series of tools to help us implement a closed-loop strategic management process. We will

- Set and follow an annual strategic management process
- Set our overall strategy with specific objectives
- Develop “playbooks” for delivery items
- Define 1-page project plans for the improvement efforts
- Review performance on a routine basis.

### Annual Strategic Management Process

		May	June	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Set & Share Strategy		Set Strategy											
Drive Alignment			Share Plan with Dean										
Recruits	Deliver				Readiness Review				Lessons Learned	Readiness Review			Lessons Learned
	Enhance	Define & Refine Initiatives	Implement Initiatives									Review Initiatives	
Weekly Tagups													
Monthly with the Dean													
Drive Accountability	Semester Review				Semester Lessons Learned				Semester Lessons Learned				Semester Lessons Learned
	Annual Assessment									Plan for Assessment	Conduct Assessment	Review Results	

### 1-Page Project Plan for Improvement Efforts

What is the effort?	• Seminar Series		
Who is the owner?	• Tim		
Who is the team (and role)?	<ul style="list-style-type: none"> <li>• Jack (Speakers)</li> <li>• Robin (Speakers)</li> <li>• Bob (Speakers &amp; Logistics)</li> <li>• Kimberly (Marketing)</li> <li>• Chivanne/Kate (day of Logistics)</li> </ul>		
What does success mean?			
What products are needed?	<ul style="list-style-type: none"> <li>• Marketing information to go to students</li> <li>• Postcard</li> <li>• Schedule</li> <li>• UCFTV contract</li> </ul>		
What efforts can we build from?	• Past seminars and marketing material		
What do we need to clarify?			
What are the plans?	Summer	Fall	Spring
	<ul style="list-style-type: none"> <li>• Decision on location (Tim, Chuck &amp; Bob R)</li> <li>• UCFTV contract (Kimberly)</li> <li>• Speaker plan (Jack)</li> <li>• Schedule (Jack)</li> <li>• Marketing plan (Kimberly)                             <ul style="list-style-type: none"> <li>• Bob send products to Kimberly</li> </ul> </li> <li>• Marketing products (Kimberly)</li> <li>• Standard introduction/closing approach (Tim)</li> </ul>		<ul style="list-style-type: none"> <li>• Place within the summer orientation</li> <li>• Double check enrollment</li> </ul>



# Summary of the eli<sup>2</sup> Strategic & Implementation Plan

	Goals	Global Outcome	Programs	2013-2014 Delivery Focus
<b>Industry Core Challenge</b> • Provide engineering leaders who can deliver world-changing solutions	Transform the undergrad engineer into a working professional (undergraduate experiences)	<ul style="list-style-type: none"> <li>• ↑ student's awareness, desire, knowledge, and confidence to be professional grade</li> </ul>	<ul style="list-style-type: none"> <li>• A suite of experiences:</li> </ul>	<ol style="list-style-type: none"> <li>1) Support 1006/1007</li> <li>2) Lead 1006/1007 Honors section</li> <li>3) Conduct the Seminar Series</li> </ol>
<b>Mission</b> • Create the burning desire and confidence to create, innovate, and collaborate to deliver world-changing solutions	Transform the working professional into a project/technical manager (graduate experiences)	<ul style="list-style-type: none"> <li>• ↑ student's awareness, desire, knowledge, and confidence to be project managers</li> </ul>	<ul style="list-style-type: none"> <li>• MSEM/PEM (Cohort program)</li> </ul>	<ol style="list-style-type: none"> <li>1) Teach summer for Orlando cohort</li> <li>2) Graduate Orlando cohort</li> <li>3) Teach spring for new Orlando cohort</li> </ol>
	Enable the transformation of the project/technical manager into an executive (executive experiences)	<ul style="list-style-type: none"> <li>• ↑ partner's awareness, desire, knowledge, and confidence to lead their companies</li> </ul>	<ul style="list-style-type: none"> <li>• Community of Practice</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Stage 2 training cohort</li> </ol>
	Build and share knowledge about engineering leadership and innovation (research experiences)	<ul style="list-style-type: none"> <li>• ↑ knowledge about engineering leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Repository of knowledge on engineering leadership</li> <li>• Research experiences</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Florida benchmarking study</li> <li>2) Host Florida meeting</li> <li>3) Complete national survey</li> </ol>
	Build a community of leaders influencing the discipline (partnership and community building experiences)	<ul style="list-style-type: none"> <li>• ↑ our impact on CECS</li> </ul>	<ul style="list-style-type: none"> <li>• A robust eli<sup>2</sup> entity (staff, processes, and tools)</li> <li>• Working groups</li> </ul>	<ol style="list-style-type: none"> <li>1) Conduct working group</li> </ol>
	Goals	Improvement Objectives	2013-2014 Improvement Efforts	
<b>Vision</b> <ul style="list-style-type: none"> <li>• We have made a difference.</li> <li>• Our graduates are making a difference.</li> <li>• We have national prominence.</li> <li>• We are the go to place for engineering leadership.</li> </ul>	Transform the undergrad engineer into a working professional (undergraduate experiences)	<ul style="list-style-type: none"> <li>• 75% CECS actively participate in eli<sup>2</sup> activities</li> <li>• 50% of CECS students obtain the leadership certificate or minor</li> <li>• 100% of CECS students are aware of eli<sup>2</sup></li> <li>• 100% CECS faculty are aware of eli<sup>2</sup></li> <li>• 100% CECS chairs and UG advisors agree to the eli<sup>2</sup> concept of operations</li> <li>• 100% of departments endorse the minor/certificate</li> <li>• 100% of departments endorse the senior design professional skills</li> </ul>	<ol style="list-style-type: none"> <li>1) Send Out Seminar Series Thank You Packets</li> <li>2) Complete Impact Assessments</li> <li>3) Enhance Seminar Series Recording &amp; Speakers Packet</li> <li>4) Conduct Writing Across Curriculum Pilot (Seminar, Eng Admin, Senior Thesis/Portfolio)</li> <li>5) Establish the Engineering Leadership Minor &amp; Certificate</li> <li>6) Implement Professional Practices Journal &amp; Portfolio</li> <li>7) Design &amp; Open the Brainstorm Lab &amp; Innovation Lab</li> <li>8) Define the Senior Design Experience</li> <li>9) Build the Student Community</li> <li>10) Develop Professional Skills Workshop Approach</li> <li>11) Define UG Capability Evolution Roadmap</li> <li>12) Determine Participation in UG Open House</li> <li>13) Refine Impact Assessment Plan</li> <li>14) Define &amp; Implement Sophomore Prize Experience</li> </ol>	
<b>UCF Context</b> <ul style="list-style-type: none"> <li>• State budget cuts</li> <li>• Increasing enrollments</li> <li>• Research push/emphasis</li> <li>• Faculty &amp; staff stretched</li> </ul>	Transform the working professional into a project/technical manager (graduate experiences)	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in cohort program</li> <li>• Maintain a cohort of 30 students every 2 years</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete Harris Impact Assessment</li> <li>2) Define the Business Model</li> <li>3) Define the Marketing Process</li> <li>4) Enhance the Curriculum</li> <li>5) Start a New Cohort in January</li> </ol>	
<b>eli<sup>2</sup> Core Challenge</b> <ul style="list-style-type: none"> <li>• Create the "jeep" by spring 2014</li> <li>• With limited resources</li> <li>• With limited acceptance</li> </ul>	Enable the transformation of the project/technical manager into an executive (executive experiences)	<ul style="list-style-type: none"> <li>• 10 major Central Florida organizations actively participate in Engineering Leadership Community of Practice</li> </ul>	<ol style="list-style-type: none"> <li>1) Complete CIO Lessons Learned Paper</li> <li>2) Establish an Engineering Leadership COP</li> </ol>	
	Build and share knowledge about engineering leadership and innovation (research experiences)	<ul style="list-style-type: none"> <li>• Establish an active repository of engineering leadership knowledge</li> </ul>	<ol style="list-style-type: none"> <li>1) Conduct and Publish Florida Benchmarking Study</li> <li>2) Hold Florida Meeting</li> <li>3) Conduct National Study</li> </ol>	
<ul style="list-style-type: none"> <li>• Move from a "feel good story...to... a real thing"</li> </ul>	Build a community of leaders influencing the discipline (partnership and community building experiences).	<ul style="list-style-type: none"> <li>• ↑ eli<sup>2</sup>'s funding level to be self-sufficient (e.g., \$1M/year)</li> <li>• ↑ eli<sup>2</sup>'s team and process robustness</li> </ul>	<ol style="list-style-type: none"> <li>1) Develop and Share the Strategic Plan</li> <li>2) Develop and Implement the Management Plan</li> <li>3) Develop Overall Playbook</li> <li>4) Develop the Marketing Strategy (Plan, Visuals, Website, Brochure &amp; Banner)</li> <li>5) Develop the Development Strategy               <ul style="list-style-type: none"> <li>• Support Writing/Portfolio Proposal</li> <li>• Support Entrepreneurship Proposal</li> </ul> </li> <li>6) Establish the eli<sup>2</sup> Working Advisory Group</li> <li>7) Define the Business Case for eli<sup>2</sup></li> <li>8) Establish office space</li> </ol>	