

Spring | 09

5-YEAR STRATEGIC PLAN

2008-2009 USC ASCE Executive Board

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EXECUTIVE SUMMARY

To develop a consistent year-to-year plan for the University of Southern California Student Chapter of the American Society of Civil Engineers, the 2008-2009 Executive Board developed the following strategic plan outlining the organization goals for the next five years. USC ASCE has developed goals for 8 categories of the organization branching from internal affairs to society interaction. Each of these categories is divided into goals for the category and the plan for implementing these goals as well as judging their completion.

The goals detailed in this plan are focus on four key areas of USC ASCE's organizational performance. These areas are:

1. Representation at events of the University of Southern California, specifically those of the Viterbi School of Engineering
2. ASCE local and societal representation of USC students
3. Conference competition and standing
4. Representation of undergraduate students involved or interested in the field of Civil Engineering.

In the development of the strategic goals, the Executive board examined the USC ASCE constitution, mission statement and past interaction with the university, local branches of ASCE and the society as a whole. These goals were constructed based on the experiences of the organization over the past four years. While these goals are intended to provide direction for the organization, they are not intended to prevent each executive boards from establishing and pursuing yearly goals they deem appropriate for the organization.

As USC ASCE strives to meet and achieve these goals, yearly progress will be recorded and reported in the annual report as well as shared with members, friends and supports at the annual awards and recognition ceremony. Copies of the annual report may be found online at <http://viterbistdents.usc.edu/asce> or requested by emailing uscasce@usc.edu.

UNIVERSITY INTERACTION

The American Society of Civil Engineers has been an integral part of civil engineering life on the campus of the University of Southern California since 1924. As the University has grown, so has our student chapter. In order to ensure that the student chapter goals and mission remain in agreement with those of the University, we gathered feedback from the Sonny Astani Department of Civil Engineering and the Viterbi School of Engineering. Furthermore, we reviewed the current University goals and mission statement. The goals and implementation strategies discussed below have been generated from careful consideration of the feedback, University goals and the objectives of USC ASCE as outlined in our constitution.

GOALS

1. Maintain status as both a University and Viterbi Student Council recognized Student Organization.
2. Send at least one representative to all department events for undergraduate students, specifically those events aimed at student involvement, underclassmen outreach, and faculty or student recognition.
3. Send at least two representatives to all University Admission events, such as Discover USC. These events may be associated with either Undergraduate or Graduate admission. At each of these events, the representatives will bring a display consisting of no less than a poster highlighting USC ASCE's activities and purpose, a piece of the Concrete Canoe and a portion of the Steel Bridge.
4. Send at least two representatives to all Viterbi welcome events, such as the Freshman Welcome Luau. The representatives will bring a display (meeting the criteria listed above) to each event.
5. Provide student volunteers for Viterbi events, such as career fairs.
6. Plan and sponsor an annual Engineering Week activity for faculty, students and the outside community in support of the Viterbi School of Engineering E-Week program.
7. Actively support all other student organizations, specifically those of the Sonny Astani Department of Civil and Environmental Engineering. These organizations include, but are not limited to, Chi Epsilon, Associated General Contractors and Construction Management Association of America.

IMPLEMENTATION AND METRICS

1. This goal shall be satisfied each year by compliance with the recognition program outlined by the University Office of Campus Affairs and the Viterbi Student Council. To assist in the compliance with this program, each Executive board shall maintain accurate records of student involvement and shall begin the recruitment process for members no later than the first day of classes for the fall semester. This goal must be met on a yearly basis by the completion of both recognition processes.
2. USC ASCE shall work with the Sonny Astani Department of Civil and Environmental Engineering Student Services to provide organization representation at department events. If required USC ASCE will furnish a

- presentation or display for use by the department in its events. USC ASCE participation shall be recorded and reported on a yearly basis in the Annual Report. This report shall be submitted to the department for feedback on USC ASCE involvement and suggestions for improvement.
3. USC ASCE shall work with the Viterbi School of Engineering to provide organization representation at admission events. USC ASCE participation shall be recorded and reported on a yearly basis in the Annual Report. This report shall be submitted to the Viterbi School of Engineering for feedback on USC ASCE involvement and suggestions for improvement.
 4. USC ASCE shall work with the Viterbi School of Engineering to provide organization representation at welcome events. USC ASCE participation shall be recorded and reported on a yearly basis in the Annual Report. This report shall be submitted to the Viterbi School of Engineering for feedback on USC ASCE involvement and suggestions for improvement.
 5. USC ASCE shall work with the Viterbi School of Engineering to provide volunteers as requested. USC ASCE participation shall be recorded and reported on a yearly basis in the Annual Report. This report shall be submitted to the Viterbi School of Engineering for feedback on USC ASCE involvement and suggestions for improvement.
 6. This goal shall be satisfied each year through the planning and implementation of an Engineering Week event in coordination with both the Viterbi Student Council and Viterbi School of Engineering's E-week activities. Examples of these events include the Tallest Tower or the Popsicle Stick Bridge Competition. The event does not need to be of a competitive nature and may be demonstrative/instructive (i.e. a "How To" session). In addition to participating in the Viterbi E-Week event, USC ASCE shall strive to host and participate in any MLAB and LA Section events corresponding to National Engineering Week.
 7. USC ASCE shall hold joint meetings and events with the organizations of the Sonny Astani Department of Civil and Environmental Engineering whenever the objectives of both organizations overlap. These meetings may involve professional development, industry speakers, special events (i.e. the Annual Symposium) or social events. Joint events shall be reported on a yearly basis in the annual report. Although there is no set number of joint events to be held per year, it is recommended that USC ASCE strive for at least one joint event per month during the school year.

BRANCH LEVEL INTERACTION

In past years USC ASCE has had limited relations with the Metropolitan Los Angeles Branch. Contact has consisted mainly of attendance at the branch student mixers and annual recognition dinner. We feel that the lack of regular attendance at branch meetings and interaction with the American Society of Civil Engineers outside of the university level is a detriment to the overall quality of the organization. The branch should provide one of the biggest resources for the organization; however, it is the responsibility of the organization to actively utilize this resource.

The following goals have been developed to improve the representation of USC ASCE at the branch level.

GOALS

1. Attend all branch student events including, but not limited to, MLAB Student Mixers and the Student Recognition Banquet.
2. Send at least one Representative to regular branch meetings.
3. Inform practitioner advisors of all meetings and hold one advisor-Executive Board meeting per term.
4. Hold a minimum of one general meeting per term with representatives from the Metropolitan Los Angeles Branch to inform all members of continuing opportunities in the American Society of Civil Engineers after graduation. Additionally, this meeting should inform general members of branch activities and promote interaction and socialization with young members of the branch and Los Angeles Section.
5. Host a minimum of one branch activity per year to promote interaction between the Metropolitan Los Angeles Branch schools. These meetings should be more social in nature to allow members to meet and interact with students from the other MLAB schools.

IMPLEMENTATION AND METRICS

1. This goal shall be accomplished by regular correspondence with the Metropolitan Los Angeles Branch. As a member of the MLAB Younger Member Forum, it is the responsibility of USC ASCE to send at a minimum, the President of the organization to each of the Student Mixers. Additionally, the organization should strive to send as many members as possible to the Student Recognition Banquet. This goal will be considered met annually by attendance of all Student Mixers and a minimum attendance of 20 members at the Student Recognition Banquet by 2010.
2. This goal will be met by the creation of an executive board position dedicated to attending branch and section meetings. This position shall be called Vice President of Society Relations and will be responsible for the representation of USC ASCE as proxy of the President and organization at all branch and section meetings. It is the intent of this position to provide a single line of communication to simplify the communications between the branch, section and USC ASCE.
3. It shall be the responsibility of the President to regularly correspond with both practitioner advisors of USC ASCE and to inform them of all meetings. The president shall coordinate the joint meeting between the advisors and the executive board to occur at least once per term. Satisfaction of this goal will be evaluated annually as part of the internal statistics published concurrent with the annual report.
4. The President and Vice President of Society Relations shall coordinate a minimum of one general meeting per term with representatives from the branch and section. Satisfaction of this goal will be evaluated annually and published in the Annual Report.

5. The executive board feels that USC ASCE must promote more interaction between other MLAB schools to achieve its objectives. Socialization and interaction between students of MLAB Schools will allow members to learn from the effective strategies that other schools use. This goal shall be satisfied yearly and reported in the Annual Report.

SOCIETY LEVEL INTERACTION

First and foremost, USC ASCE is the representative of the American Society of Civil Engineers on the University of Southern California campus. Its role is to integrate the goals of both the Society and the University towards the enhancement of the academic, professional and social lives of civil engineering students. In order to represent the interests of the Society honestly, it is critical that USC ASCE maintain continued communication and interaction with the Society through sponsored events and programs.

GOALS

1. Send the maximum number of students to the annual Workshop for Student Chapter Leaders. These students should all be underclassmen who intend to remain involved in USC ASCE through an executive board position. Within 2 years it shall be the goal of the organization to require all Presidents and Secretaries to have attended a Workshop for Student Chapter Leaders prior to their election to office.
2. Within 2 years, send a minimum of one organization representative to the national conference of the Society. Within a minimum of 5 years, provide and fund for a regular representative to attend each national conference of the Society.

IMPLEMENTATION AND METRICS

1. The President and Treasurer shall budget to send the maximum number of students at the initial registration cost (currently four students) and a minimum of one faculty member to the annual Workshop for Student Chapter Leaders. By the 2010-2011 school year, all Presidents, Vice Presidents and Secretaries will be strongly encouraged to have attended. USC ASCE shall not discriminate in the nomination process for new officers by who has attended the Workshop for Student Chapter Leaders; however, we believe that the exposure to Society expectations and leadership prior to taking office will benefit the organization leadership by providing feedback and suggestions for leadership strategies.
2. The Treasurer and President shall budget to pay for the travel and lodging expenses as well as registration fees for one Executive Board Member to travel to the national conference of the Society. Within a minimum of 5 years the Treasure and President shall budget these expenses annually.

INTERNAL AFFAIRS

The strength of a student organization lies in the successful administration of the organization. We feel it is the responsibility of the Executive board to accurately maintain record of attendance, goals, transition documents, statistics and minutes for the use of future executive boards for the planning and execution of their duties. The following goals have been developed directly by the executive board based off its experiences and suggestions from our advisors. While these goals provide a foundation for future executive boards, we feel that it is the responsibility of each executive board to establish its own administrative goals and to report upon their progress and achievement regularly.

GOALS

MEMBERSHIP

1. Increase membership to 75% of undergraduate class.
2. Increase freshman membership to a minimum of 50% of the incoming freshman class each year.
3. Maintain and track graduating alumni, ASCE participation by class and annual retention rate.
4. Maintain annual records of hours spent for each member in ASCE activities.

SOCIAL

1. Host at least one social event per month, amounting to 9 events per academic school year.
2. Achieve attendance of at least 50% of all USC ASCE members at each event.
3. Ensure a minimal budget impact, meaning a maximum of 4% of the total funds available to USC ASCE.
4. Establish a benchmark of social event success to be surpassed each year.

IMPLEMENTATION AND METRICS

MEMBERSHIP

1. Work actively to recruit and retain members through a variety of events targeting all branches of civil engineering. Establish semester schedule prior to the start of each schedule. Through the data gathered in membership goal 3, target specific groups that are under represented in ASCE. Progress towards this goal shall be met if the organization increases representation each year, from approximately 25% in 2008-2009, by 10% (Benchmarks: 35%, 45%, 55%, 65%, 75%).
2. Introduce a “Big Buddy” program to partner each incoming freshman with a current ASCE member. Additionally, create “Big Buddy Families” or groups of three big buddies and three freshmen to help foster camaraderie and to reduce the risk of absent buddies. To help facilitate the buddy program, ASCE will partner with the Sonny Astani Department of Civil and Environmental Engineering to contact each freshman. ASCE will also host a minimum of 3 events for the buddies each semester geared specifically towards freshmen.

3. Maintain a Google Spreadsheet of all members that can be accessed through the ASCE e-mail account to ensure transitioning Executive Boards maintain access. Report yearly statistics as well as multiple year trends each year with the annual report.
4. Maintain a Google Spreadsheet of all activities for reporting in the annual report as well as to track membership involvement. Encourage member involvement through recognition of outstanding members (most involved) each year at the annual awards and recognition reception.

SOCIAL

1. Planning for each event shall begin in enough time to ensure that necessary reservations are made. The primary facets of each event to be looked at are transportation, food and beverage, event cost, and any additional items specific to a particular event. Establishing partnerships with other university organizations can greatly help in reaching this goal.
2. Proper advertisement, both through weekly e-mails and posted flyers, is a necessity. If adequate planning is in order, the social chairperson can provide reminders at the beginning of each month, a week before the event, and the day before the event. It is also recommended to establish an RSVP system in order for each member to make a conscious decision to attend each event.
3. This goal shall be accomplished with efficient planning and the RSVP system previously mentioned. In calculating expected attendance, the social chairperson can avoid purchasing more than the necessary amount of provisions for each event. Additionally, successful execution of each event can lead to establishing relationships with the companies associated with the desired events. It is also necessary to keep in mind that a social event does not need to be costly; on the contrary, social events can be fundraisers or simply friendly gatherings.
4. The social chairperson must fully document each planned event. In retaining all associated information including attendance and contacts, each year of social events shall be more successful than the previous year.

CONFERENCE COMPETITION

Conference Competition is a significant chapter event that occurs annually. We feel this is the main standard by which the success of an ASCE student chapter is measured. Success at the annual regional conference reflects upon the successes of the chapter as a whole and increases the prestige of our organization. The conference chapter also serves as recognition for the extremely hard work each design team puts into their projects. Finally, the conference competition gives chapter members the opportunity to meet and interact with student members from other schools, which encourages the spread of ideas and strategies and increases the camaraderie of the profession. With this in mind the executive board has developed the following goals regarding USC ASCE's performance at the regional conference.

GOALS

1. Complete all travel arrangements (i.e. flights, hotel) and pay any necessary deposits prior to the University's Thanksgiving recess.
2. Through a competitive application process, select at least 40 potential participants prior to the last day of classes of the fall semester.
3. Assign captains to each non-qualifying conference event. Place in the top 5 for each event within 5 years.
4. Receive national bids for both Steel Bridge and Concrete Canoe within 5 years.
5. Win the conference title at the Pacific Southwest Regional Conference within 5 years.

IMPLEMENTATION AND METRICS

1. The executive board shall determine the number of participants for the PSWRC competition no later than the last executive board meeting in September of the school year. This number shall form the basis of the quantity for hotel reservations and flights (if necessary). This number does not necessarily entitle any member of USC ASCE to attend the PSWRC. The executive board shall have the right to recognize outstanding achievement of its members by increasing its size or to reduce the size of the travel group as budget or participation requires.
2. By maintaining records of participation of each member, and the creation of an application the Conference Co-Chairs shall identify a minimum of 40 potential participants. This number shall be narrowed down to the final travel group at least one month prior to competition.
3. From the group of selected participants, the Co-Chairs shall identify a captain for each non-design/qualifying event. This captain shall also be selected at least one month prior to the conference date.
4. Procedures for the qualification of each design competition are listed under the respective events.
5. The conference title will be won through the competitive completion of multiple events. USC ASCE shall hold practices for all events to help improve its competitiveness.

CONCRETE CANOE

GOALS

1. Qualify for national competition within 5 years.
2. Increase team size to 20 full-time team members and 15 part-time team members.
3. Archive and document all reports, research papers and any technical data pertaining to the canoe for use of future teams.
4. Create Co-Captain leadership structure to facilitate stronger leadership transition and continuity from year to year.

IMPLEMENTATION AND METRICS

1. To achieve this goal the Concrete Canoe team shall create a transition manual following the completion of competition. This manual shall include a discussion of the successes and failures of the year, suggestions for improvement, any specific lessons learned, full design documents for both the concrete mix and the canoe design including mold construction, concrete placement techniques and research regarding the overall shape. The manual will also include suggestions for additional research, which shall be shared with CE 334 in an attempt to provide guidance for student projects. In the reflection section, the team shall include the original schedule as well as the actual completion dates with a discussion of discrepancies between the actual completion date and the estimated completion dates.
2. To increase the size of the team, the Concrete Canoe Co-Captains shall target underclassmen specifically to improve team retention and involvement rates among freshman and sophomores. At the beginning of each semester the team captains shall select courses that typically include all freshman or sophomores and will present about the project. The captains shall utilize the Department Student Services to create and send e-mails to all Civil Engineering underclassmen to inform students who may not have attended the initial meetings. Additionally, the captains shall schedule biweekly update meetings regardless of progress to bring the entire team up-to-date during time lapses between work meetings. The captains shall also seek to increase the involvement of sponsors by inviting them to concrete pours, mold construction days and general meetings to utilize the skills and knowledge of our sponsors. The captains shall seek to involve the faculty by creating a semesterly newsletter that will explain the design concepts, faculty expectations, areas for faculty involvement and current difficulties. Finally, the captains shall compose monthly updates for inclusion in the monthly (at minimum) USC ASCE e-mail.
3. All canoe documents shall be archived electronically for use of future teams. There shall be a dedicated section of the USC ASCE website for archived concrete canoe information. This archiving shall be performed annually at a minimum of once per semester.
4. The Executive board shall propose a two-year captainship structure to be voted upon by the voting members of USC ASCE. This structure will include a nomination/application process for rising sophomores and juniors who shall be elected to two-year terms, offset so that a new captain is selected every year. In this manner, the newly elected captain shall have a full year to learn from and work with the incumbent captain. This structure shall be implemented in the 2009-2010 school year.

STEEL BRIDGE

GOALS

1. Qualify for national competition within 5 years.

2. Increase team size to 20 full-time team members and 15 part-time team members.
3. Archive and document all reports, research papers and any technical data pertaining to the bridge for use of future teams.
4. Create Co-Captain leadership structure to facilitate stronger leadership transition and continuity from year to year.

IMPLEMENTATION AND METRICS

1. To achieve this goal the Steel Bridge team shall create a transition manual following the completion of competition. This manual shall include a discussion of the successes and failures of the year, suggestions for improvement, any specific lessons learned, full design documents for the bridge. In the reflection section, the team shall include the original schedule as well as the actual completion dates with a discussion of discrepancies between the actual completion date and the estimated completion dates.
2. To increase the size of the team, the Steel Bridge Co-Captains shall target underclassmen specifically to improve team retention and involvement rates among freshman and sophomores. At the beginning of each semester the team captains shall select courses that typically include all freshman or sophomores and will present about the project. The captains shall utilize the Department Student Services to create and send e-mails to all Civil Engineering underclassmen to inform students who may not have attended the initial meetings. Additionally, the captains shall schedule biweekly update meetings regardless of progress to bring the entire team up-to-date during time lapses between work meetings. The captains shall also seek to increase the involvement of sponsors by inviting them to construction days and general meetings to utilize the skills and knowledge of our sponsors. The captains shall seek to involve the faculty by creating a semesterly newsletter that will explain the design concepts, faculty expectations, areas for faculty involvement and current difficulties. Finally, the captains shall compose monthly (at minimum) updates for inclusion in the weekly USC ASCE e-mail.
3. All steel bridge documents shall be archived electronically for use of future teams. There shall be a dedicated section of the USC ASCE website for archived steel bridge information. This archiving shall be performed annually at a minimum of once per semester.
4. The Executive board shall propose a two-year captainship structure to be voted upon by the voting members of USC ASCE. This structure will include a nomination/application process for rising sophomores and juniors who shall be elected to two-year terms, offset so that a new captain is selected every year. In this manner, the newly elected captain shall have a full year to learn from and work with the incumbent captain. This structure shall be implemented in the 2009-2010 school year.

ENVIRONMENTAL DESIGN

GOALS

1. Place in the top three in the next PSWRC competition, and place first in the competition within two years.
2. Have at least five active contributing members, in addition to part-time contributors, throughout all phases of the project.
3. Complete a professional display for the Pacific Southwest Regional Conference prior to the shipment of the bridge and canoe each year.
4. Incorporate the concept of sustainability into our design, using recycled materials where possible.
5. Archive and document all reports, research papers and any technical data pertaining to environmental team for use of future teams.

IMPLEMENTATION AND METRICS

1. In order to achieve our goal of placing in the top three at the next PSWRC and placing first within the next two years we plan to get our team members interested and involved early on in the year. We will begin brainstorming and testing various materials for filters, in addition to researching all important aspects of the filter. We will obtain access to a lab to conduct our tests using our faculty resources. Once the rules are released, we will work vigorously and have regular meetings in order to develop and test prototypes prior to the completion of the final product. We will then save all of the records and data we obtain and gain this year in order to be even more successful in the following year's competition.
2. Our goal to have at least five active contributing members is crucial as the maximum number of members able to participate on the team at PSWRC is five. We want to ensure that all members on the actual team at the competition were in fact strong contributors throughout the year. We intend to involve many other members of USC ASCE in the planning and designing stages, even though only five may compete at PSWRC. Being an active contributing member means coming to at least one of every two meetings held, and contributing any and all ideas to the brainstorming and design process. If a member is unavailable for certain meetings, this can be excused by meeting with or emailing the captains to receive a summary of what was discussed and accomplished at the meeting. All USC ASCE members on the environmental team at PSWRC must be active contributing members.
3. In order to complete our display prior to canoe shipment each year we will have our final design and, at minimum, a successful final water filter prototype completed by this time. We will construct the display with diagrams, price breakdowns and all other applicable information based on our

- final product or final prototype. The poster board will be eye-catching yet professional, and involve a well thought out design.
4. We will use recycled or scavenged materials where possible in order to keep in line with the concept of sustainability and save money for the “cost” section of the PSWRC environmental competition. To do this we will make use of items such as 2-Liter soda bottles and scavenged sand, in addition to other recycled materials. This will add a positive environmentally friendly angle to our presentation, in addition to reducing expenditures for the project.
 5. Any information we procure while designing our water filter, including reports, research papers, books, and advice from professors will be archived and made available to all future USC ASCE environmental teams. This will enable future teams to start out with a good base knowledge and all information about the designs of previous years. Having previous designs available will facilitate more innovation in future environmental projects, as the baseline design and knowledge will be readily available from the start.