

ENGAGING OUR COMMUNITY

| Strategies and Actions  | Responsibility | Status      | Approach   | Updates  |
|---|----------------|-------------|--|--|
| 1. Create a culture that embraces MSOE’s shared values.   |                |             |  |  |
| b. Complete a cultural assessment.  | Meyer          | Ongoing     | Jill has talked with HR and received a recommendation for Human Synergistic from Alum Kim Pettiford who works for Harley. An introductory appointment has been set to learn more. Defining what we want out of the survey is key. What information do we need to decide if a new person is needed and what they will be doing? | A faculty/staff task group was developed to review the results of the climate survey. The task group made three overall recommendations that will be discussed by the leadership team. |
| c. Engage the community in implementing the ideal culture through seminars, workshops, retreats, or other deliberate training sessions. | Walz           | In progress | Forming a Campus Climate Committee. Alicia Domack and Saj Thachenkary will co-chair.   | Permanent committee, KPI committee working on this.  |
| d. Continuously reinforce and sustain culture with language, celebrations, and events that align with our shared values.                | Walz           | In progress | See 1c.  |  |

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| 2. Increase opportunities for meaningful and significant student, faculty and staff interactions. |                |             |          |         |
| a. Provide common spaces that allow for and promote faculty, staff and student interaction.       | Morin          | In progress |          |         |
| e. Continue to incorporate high-impact educational practices throughout campus.                   | Baumgartner    | In progress |          |         |

# COMMITMENT TO COMMUNITY

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| <b>3. Increase awareness of MSOE throughout the communities we serve.</b>  |                |                    |   |   |
| a. Complete analysis to determine key audiences to meet marketing objectives.  | Thachenkary    | <i>Complete</i>    | A marketing awareness survey was completed with students to establish a baseline. Perception, positive and negative. Will use results to measure against and determine how we are going to communicate. | High-level findings of undergraduate awareness survey showed unaided awareness of MSOE at 19% with engineering at 35%, business at 14% and Nursing at 8%. Detailed results were presented to the Board of Regents, Leadership Team and Academic Chairs.   |
| b. Engage marketing and public relations staff to develop a reinvigorated and comprehensive marketing plan to support MSOE's strategic priorities. | Thachenkary    | <i>In progress</i> |   |   |
| c. Engage MSOE community to clearly articulate the 'MSOE brand' (i.e., achievement of the mission) to all stakeholders.                            | Thachenkary    | <i>In progress</i> | Working with Up & Up on brand. Updates are shared with the Leadership Team. Findings will roll out to internal MSOE by end of calendar year.  | Provided update on recommendations from strategic partner Up & Up to Regents at January meeting. Finalizing brand manual with MSOE positioning statement, key messages and visual identity shared at March President's Forum. Brand rollout is ongoing.   |
| e. Launch, maintain and continually enhance the MSOE website.  | Thachenkary    | <i>Ongoing</i>     | Working to add larger projects like faculty presence, virtual tour, and book store. Each year will have major initiatives.  | Enhancements for 2018-2019 include virtual tour and online bookstore. An interactive campus tour was presented to admissions team and will be shared with the Leadership Team before planned launch in April 2019. 2019/20 enhancements include an expanded faculty presence and experts directory. Options and faculty presence/experts directory. |
| f. Identify opportunities to increase outreach at industry events (e.g., conferences or trade shows).  | Baumgartner    | <i>In progress</i> |   |   |

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| <b>4. Increase community engagement to foster deeper connections between MSOE and educational, corporate, and community organizations.</b> |                                 |                    |   |   |
| a. Explore additional opportunities for attracting and engaging PLTW students from Wisconsin and beyond.                                   | Valley/Baumgartner/<br>Barnicki | <i>In progress</i> | Talking with PLTW about different training model, working through logistics on payment/model. Entering into the partnership, gives MSOE access to thousands of students. Working on how we will get to use the data.<br><br>Identified STEM weekends where we engage PLTW students with current students. Currently MSOE mails to all PLTW classrooms nationally and have a PLTW scholarship. | The PLTW master service agreement has been signed and MSOE is under contract to host PLTW training in the summer. A task force has been pulled together to explore the ways in which we can expand the partnership with PLTW both during the recruitment process and when PLTW students come to campus. The task force co-chairs are Cindy Barnicki and Liz Mclean. |
| c. Engage civic leaders as necessary to further the MSOE mission.  | Thachenkary/Walz                | <i>Ongoing</i>     |   |   |
| d. Develop a plan to better engage the community surrounding the MSOE campus.  | Baumgartner/<br>Thachenkary     | <i>In progress</i> |   |   |

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| <b>5. Increase alumni involvement to better connect them with one another and with MSOE.</b>                         |                |                    |  |  |
| a. Reinvigorate the alumni relations plan.   | Snow           | <i>Complete</i>    | <p>Development is looking to add an alumni board this year. Next step would be to identify members and create bylaw. Looking to make a plan for Alumni moving forward. Need to identify a way to track when alums are on campus.</p> <p>Working with student life to create student/alumni board.</p> <p>Faculty can share knowledge about really engaged alums.</p> | <ul style="list-style-type: none"> <li>• By-laws and constitution for the MSOE Alumni Assoc. approved</li> <li>• 13 of 24 alumni board members have been recruited (goal is to recruit half by April)</li> <li>• Held first meeting of Alumni Board (Feb.)</li> <li>• Reevaluating alumni chapter programs. (Evaluation of alumni in our regions, first region identified is Green Bay)</li> <li>• Exploring creation of affinity groups (veterans, nursing, NSBE)</li> <li>• Exploring alumni travel programs.</li> </ul> |
| b. Engage the alumni association board to develop a long-term plan to improve benefits and opportunities for alumni. | Snow           | <i>In progress</i> |  |  |
| c. Strengthen engagement with the Alumni Association Board.  | Snow           | <i>Ongoing</i>     |  |  |

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| <b>6. Ensure satisfaction of our stakeholders in their interactions with MSOE.</b>  |                             |                    |   |  |
| a. Develop a single contact (or portal) for educational, corporate, and community organizations to use for engaging with MSOE.                        | Baumgartner/<br>Thachenkary | <i>Complete</i>    | An ad hoc committee came together last year to start talks about a portal; conversation moved to a position. A Job description has been created. Position would report to academics. Next step is to finalize description/move to recruiting. | The inaugural Director of Corporate Relations, Laura Schmidt, has been hired and started at MSOE on March 4th. |
| b. Develop communications plan to streamline internal and external partnerships.  | Thachenkary                 | <i>In progress</i> |   |  |
| c. Work with the administration, faculty, and staff to maximize the impact of the Career Services office for alumni, students and corporate partners. | Baumgartner                 | <i>In progress</i> |   |  |

LEARNING AND DISCOVERY

| Strategies and Actions   | Responsibility | Status             | Approach  | Updates  |
|--|----------------|--------------------|---|--|
| <b>1. Enhance success throughout our learning community for students, faculty and staff.</b>   |                |                    |   |  |
| a. Continuously study the opportunities and challenges that face incoming and current students; identify, pursue, and implement strategies to improve student success. | Baumgartner    | <i>In progress</i> | <p>Jill and Eric to take the lead. They will start with data. Determine what we need and how do we collect it. Look at creating a retention committee. First step is to pull together stakeholders.</p> <p>There are lots of people that would like to help, but we must understand our students (not just the data).</p> <p>There has been great movement discovered during HLC process. MSOE has 85% retention rate. Start with identifying items that can move the needle initially.</p> | Task force has been organized with Jill Meyer and Angela Moureau serving as co-chairs. The committee has been gathering insight from additional faculty and staff on campus along with student information. The committee is beginning to look more in depth at retention and graduation data and plan to provide initial recommendations on key focus areas by the end of the academic year, which will include action items. |

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| <b>2. Enhance MSOE’s educational programs to deepen experiential learning and focus on the development of the professional</b>           |                |                    |  |   |
| a. Optimize review processes for existing educational programs to ensure their fitness with the University mission, values and strategy. | Meyer          | <i>In progress</i> | Program review are ongoing but we would like to optimize the plan to include better data reporting tools for system generated data. Asking Faculty to put forth a strategic initiatives in their programs. | Program Directors Council will be evaluating various assessment practices during the current academic year and putting forward a recommendation for CAP for review. |
| c. Continue to evaluate the ways in which MSOE articulates academic credit for its students.   | Baumgartner    | <i>In progress</i> |  |   |

COMMITMENT TO LEARNING AND DISCOVERY

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| <b>3. Ensure that all students use real-world projects and initiatives in their field of study or extracurricular interest to benefit society and the communities where we live and work.</b> |                |                    |  |   |
| a. Establish a center responsible for defining, identifying, and tracking success of such opportunities.  | Baumgartner    | <i>Complete</i>    | MSOE received a grant from the Kern Family Foundation. Grant will be used to start center. Broad goals were created for the grant. | The CREATE Institute has been established and has completed the hiring process for both staff and faculty positions within the Institute. |
| b. Expand and align MSOE's experiential opportunities and establish support programs to assist student participation.   | DeAnna Leitzke | <i>In progress</i> |  |   |

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| <b>4. Develop a funded, nationally-recognized, application-oriented undergraduate research program (UR@MSOE).</b>   |                              |                    |          |         |
| c. Align faculty hiring, retention, and promotion practices to recognize undergraduate research emphasis.   | Baumgartner                  | <i>In progress</i> |          |         |
| d. Assign workload for undergraduate research faculty advising.   | Baumgartner                  | <i>In progress</i> |          |         |
| f. Specify undergraduate research curricular applicability for every undergraduate program at MSOE and institute a curricular colloquia series for undergraduate researchers. | Baumgartner/Director UR@MSOE | <i>In progress</i> |          |         |

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| <b>5. Enable all full-time faculty to engage in ongoing, meaningful, and productive scholarly activities.</b>  |                |                     |   |  |
| a. Facilitate widespread faculty scholarly activities and professional development with mentorship, teaching assignments, space allocation, equipment and recognition. | Baumgartner    | <i>In progress</i>  | Currently there is a summer development grant program. Other strategies will influence this strategy. | A Task Force, co-chaired by Steve Williams and Patrick Jung, a report was submitted. A series of recommendations for broadening facilitation of faculty scholarly activities and professional development have been developed. |
| b. Develop hiring, retention, and promotion policies and institute expectations within a balanced faculty workload framework.  | Baumgartner    | <i>In progress.</i> |   |  |



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| <b>6. Raise awareness and understanding of scholarship throughout MSOE.</b>  |                |                     |  |         |
| a. Have Faculty Senate and Faculty Council form working definition of “Scholarship at MSOE.”   | Baumgartner    | <i>Complete</i>     | Some of the definition is new and other parts represent culture that was previously defined.<br>*There were questions about the location of the definition. May be in Faculty Council in Box. Not in the handbook. Marketing and Regents would find this definition helpful. |         |
| b. Use faculty governance to incorporate scholarship definition into applicable policies and procedures (e.g., faculty development program, Faculty Handbook, promotion and retention policies, etc.) and ensure alignment of MSOE scholarship with institutional mission. | Baumgartner    | <i>In progress</i>  |  |         |
| c. Benchmark scholarship at MSOE (i.e., activities, resources, staffing levels) with peer-group institutions.  | Meyer/Williams | <i>In progress</i>  |  |         |
| d. Publish regular updates on scholarship activity at MSOE, promoting scholarly achievements and “milestones” status reports from faculty and students on projects.  | Thachenkary    | <i>In progress.</i> |  |         |

BEING EXTRAORDINARY

| Strategies and Actions  | Responsibility    | Status      | Approach   | Updates   |
|---|-------------------|-------------|--|---|
| 1. Recruit, develop and retain outstanding faculty and staff who share our core values and who are committed to personal and professional growth. |                   |             |  |   |
| b. Develop robust faculty and staff onboarding and mentorship programs.   | Baumgartner/Morin | In progress | There is currently an onboarding for Academic Admins. Looking into current, informal practice for faculty. There is no formal onboard beyond Insurance/HR paperwork on the staff side. Mentorship is important. One goal would to remove feeling of silos from campus. (Scavenger hunt was brought up as an idea). | <p>Faculty on-boarding and mentoring is being developed and will be facilitated by the CREATE Institute. This work has already started by the Associate Co-Directors of Faculty Development, Kelly Ottman and David Howell.</p> <p>Becky Ploeckelman has formed a committee to develop staff on-boarding which includes four members joining her (two staff and two faculty). The next meeting is planned for March 5th with the goal of drafting recommendations for a more robust on-boarding and mentoring program for staff that would kick off next academic year (or possibly this summer). Several items have already been successfully added to all new on-boarding sessions.</p> |

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| <b>2. Recruit and retain a diverse and inclusive student population who are committed to personal and professional growth.</b>                |                |                    |   |  |
| a. Develop programs for recruiting and retaining underrepresented populations.  | Valley         | <i>In progress</i> |   | Seandra and Alison D chairs, working on report.  |
| b. Continue to leverage co-curricular and extra-curricular programs that support students in their physical, social and emotional well-being. | Valley         | <i>Ongoing</i>     | Two new residence hall directors have been hired. Music was added as a co-curricular and now researching how to add an academic component. A Black Student Union is forming and additional sports have been added. Next step is to look at how to get underrepresented groups to feel like part of the community. | ESports teams are formed, coaches secured and teams are now practicing in newly created space. Music courses for credit have been created and will start in Fall. James Kieselburg is working on a creative space outlet in the Grohmann Museum. |

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| <b>3. Implement visionary and comprehensive plans for campus buildings, instructional technologies, and information systems.</b>                    |                |                    |  |  |
| a. Perform annual review of the master facilities plan and provide priority recommendations. Schedule and implement as appropriate.                 | Morin/Snow     | <i>Ongoing</i>     | Looking to create a space committee, responsible for use of space, how it used, updated, long term plans. Cost, assignment of space, improvement of space  | VP of Operations has been working with facilities staff to identify deferred maintenance for each building. A matrix has been created. Of the 16 building 10 are complete, the remaining 6 buildings are almost finished. Priority and value will be assigned and completed within the next month.<br><br>Facilities management committee was formed to look at requests for old space, new space and updates to space, etc.               |
| b. Perform annual review of the IT strategic plan and provide priority recommendations. Schedule and implement as appropriate.                      | Thibedeau      | <i>In progress</i> | IT currently has its own plan. Next step is look at current plan and she how it fits into the strategic plan. Plan needs to address academic technology. A committee may need to be formed and include faculty senate academic software committee. Should there be a faculty/staff group? Looking to address items in the next 6 months.                             | IT is updating its strategic plan over the next couple of months. A presentation will be made to the VPs providing them with details surrounding the plan. Modifications will be made as needed and a regular review process will be established. IT is working with the FY20 budget collaboratively with departments across campus. An A/V task force has been established with a charter and goals. First meeting is set for March 2019. |
| c. Conduct regular safety and security assessments for the campus, provide recommendations for improvements. Schedule and implement as appropriate. | Morin          | <i>Ongoing</i>     | Many safety and security assessments are/have been taking place throughout the campus. Our plan is to systematically conduct and record the activities that have already began and develop a comprehensive list of additional items that we will be adding. We will be including the Safety Committee and Environmental Health and Safety Committee in this process. | Created a plan with current and ongoing initiatives. Items that need to be addressed will be added to plan. 45 ongoing items were added to the list ranging from daily to yearly, including some future items.   |

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| <b>4. Expand fundraising to ensure our sustainability and advance our strategic mission.</b>  |                |                    |  |   |
| a. Engage development personnel, President and Board of Regents to create fundraising strategies that engage multiple stakeholder groups and advance strategic initiatives. | Snow           | <i>In progress</i> | Focus has been on staffing, annual fund and project research. We are reengaging the Development committee. New implementation of processes. Looking to hire planned giving position.   | <ul style="list-style-type: none"> <li>• Development Committee meeting Quarterly</li> <li>• Updated on fundraising priorities for Development</li> <li>• Parents Engagement</li> <li>• Working to develop faculty/staff campaign</li> <li>• Moved phone-a-thon in house</li> <li>• Hired new donor relations/stewardship person</li> <li>• Continued Fundraising Targeting Campus Priorities</li> </ul> |
| b. Build a campus culture of philanthropy.  | Snow           | <i>Ongoing</i>     | Trying to engage with faculty/staff. Looking to build grassroots program and find ways to engage students? Will partner with Tim and his team to create a parents platform. Crowd funding recently implemented – allows groups to engage with Development to help raise funds for projects. Call program will be housed internally and will use student callers. | <ul style="list-style-type: none"> <li>• Parent Weekend event, parent phone-a-thon and direct mail appeal completed in 1<sup>st</sup> qtr.</li> <li>• In planning stage for launch of an annual Faculty/Staff Campaign. Campaign approved by President and Leadership Team.</li> <li>• Developing Challenge Grants to Generate Increased Donor numbers during Giving Day</li> </ul>                     |

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| <b>5. Align our institutional structure and governance to support our mission.</b>  |                |                    |  |   |
| a. Research and recommend an organizational structure that supports MSOE’s mission and vision.  | Baumgartner    | <i>Complete</i>    | Ready to create committee to address both actions a. and b. Looking to hear where the campus stands, compare to other schools, and look at best practices. Goal is recommendation and play by May. | Task force conducted interviews with select students, faculty, chairs, and staff both within and outside the Academics department to gather their opinions on the strengths and challenges of our current academic structure. We also investigated the organization of academic programs and structure of the VPA/Provost’s office at institutions similar to MSOE. In the spring quarter, we will be making recommendations for our academic structure based upon this information.  |
| b. Evaluate the current academic calendar model, as well as additional models, to ensure that the chosen model helps our stakeholders be successful in meeting their academic and professional goals. | Baumgartner    | <i>In progress</i> | See above  | Committee have identified a set of evaluation objectives to use to make recommendations on academic calendar models. This includes objectives for term and day-offering models. Task force members have researched the quarter, trimester, semester, 4-1-4, 4-4-1 and other more esoteric systems and identified multiple universities using each system. We have examined the term calendar for each of these systems. Task force will proceed forward after quarter break by creating a list of advantages and disadvantages for each system. |

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| <b>6. Apply an efficient and sustainable operations business model to fulfill our commitments.</b>  |                |                    |   |   |
| a. Evaluate faculty pay best practices compared to MSOE’s macro/micro-load model and move to a system that is fairer and less complex.      | Baumgartner    | <i>In progress</i> |   | To date, the committee has gained an understanding regarding the ways in which faculty currently spend their time, gained a better understanding how faculty load is assigned on a per department basis, and benchmarked our peer and aspiration schools regarding their faculty workload practices. The committee will now start to turn its attention to crafting a faculty loading system that is fairer and less complex. |
| b. Assess and develop funding resources for initiatives and to strengthen financial sustainability.   | Walz           | <i>In progress</i> | We need to define a plan with specific goals and money needed. Would like help from the group on priorities with dollar amounts. We will need to identify donors and who will give to what. | The results from the year one action items, coupled with the year two actions, will be used to set fundraising priorities.  |
| c. Perform an annual review of the enrollment level expected and the financial aid packaging plan that supports the overall strategic plan. | Thibedeau      | <i>In progress</i> |   |   |

COMMITMENT TO BEING EXTRAORDINARY

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| d. Expand to a multi-year financial plan that links mission to resources. | Thibedeau | <i>In progress</i> | Looking to start work on multiyear forecast end of October. Plan will incorporate better aligning budget with strategic plan. | The planning process has started. A Financial Services Analyst was hired in December of 2018 to assist the CFO with forecasting. A strategic initiative cost estimate spreadsheet has been created and distributed to the VPs in February 2019. Each task force will need to communicate budget requirements for strategic initiatives using this form. A spreadsheet was also created for projecting multi-year forecast information to the CFO. VPs are working on this first step of the plan now. Further work will be needed over the next several months to gather data, make predictions, and consolidate into a useable form. |
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