

## **Strategic Planning Process**

MSOE University is mid-way through a five month long strategic planning process, and the draft materials reflect the following approach.

### **The Strategic Framework**

The strategic framework around which the planning process is organized identifies both the direction-giving elements of the plan (mission, values, distinctive capabilities and measures) and its implementation elements (strategies and actions.) See page 2 for a graphic depicting the framework, which includes the following major components:

#### **Mission**

Mission is defined as a statement of shared purposes and shared values. Shared values communicate what it's like to be served by the university and what it's like to be a member of the service-providing team. Shared purposes provide focus by driving strategy and resource allocations throughout the institution. Shared values provide control by driving and guiding execution in the day-to-day decisions of the people of the organization.

#### **Distinctive Capabilities**

The mission is described in greater specificity by identifying distinctive capabilities, i.e., those core competencies or attributes that add special value to specific segments of the marketplace. The idea is not a quest for uniqueness, but rather one of making selective choices about current, and more importantly future, core competencies that will provide distinctive or special value. To this end, five task forces examine different aspects of the University's work:

- People: culture, values, team relationships, individual qualities and skills;
- Scholarship: definition and relative emphasis within the elements of scholarship and creative activities;
- Education Programs: degree and non-degree programs and learning processes;
- External Relations: relationships among the diverse stakeholders of the institution;
- Internal Operations: structural elements that support the learning and scholarship/creative activity processes.

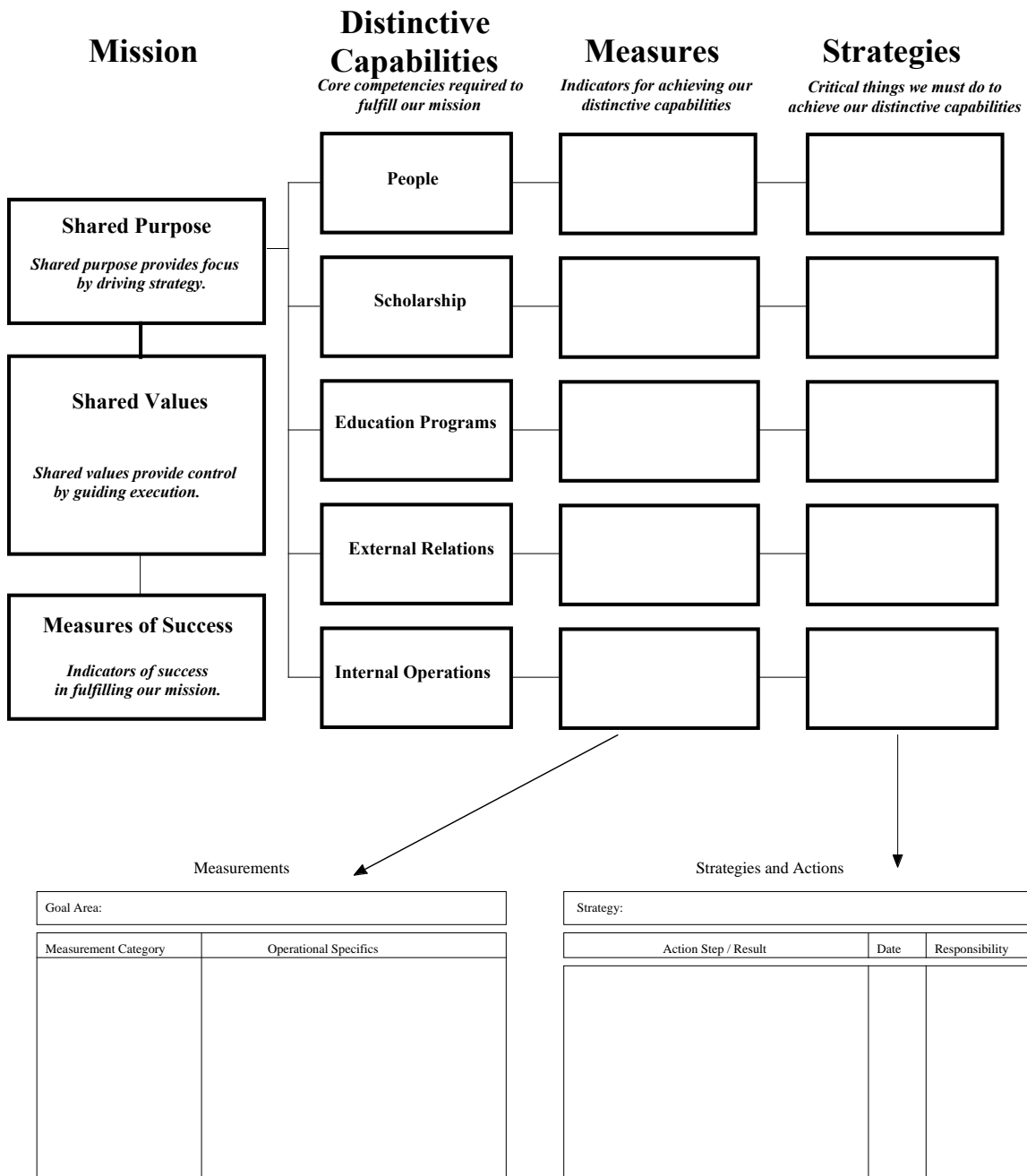
Each task force articulates a distinctive capability, or mini-mission statement, which is future-oriented. They also develop strategies by which that distinction will be achieved.

#### **Strategies and Actions**

Strategies and actions involve specifying the major initiatives and action plan details necessary to accomplish the mission. In the end, strategies are resource allocations. Strategies, and their component action steps, define what will be done, by whom, and when, either to sustain the university's current position or to move it beyond its current state toward its mission. Note that task forces were also asked to produce a reach goal (labeled a "big hairy audacious goal") to include in their materials.

If you have comments on these materials please send them to Kelly Reuter at [reuter@msoe.edu](mailto:reuter@msoe.edu).

# STRATEGIC FRAMEWORK





# MILWAUKEE SCHOOL OF ENGINEERING OPEN FORUM NOVEMBER 3, 2017



## Mission and Values

### Members:

- |                     |                           |
|---------------------|---------------------------|
| • Kelly Ottman      | Faculty                   |
| • Kim Pettiford     | Employer, Alumna, Faculty |
| • Becky Ploeckelman | Staff                     |
| • Josh Shefner      | Student                   |
| • John Walz         | President                 |



## Mission Statement

MSOE is the first-choice university for those seeking an inclusive community of experiential learners driven to solve the complex challenges of today and tomorrow.

### Key Terms

**Those:** Anyone seeking to study, teach, work, recruit or partner.

**Inclusive Community:** A supportive environment where everyone is valued.

**Experiential Learner:** Our method of *learning by doing* is our distinction:

- How we teach;
- How we learn;
- How we serve.

**Today and Tomorrow:** Ready now—prepared for the future.



## Values

**Collaboration:** We value working together across boundaries.

**Excellence:** We value the pursuit of excellence.

**Inclusion:** We value authentic engagement with diverse people, beliefs and ideas.

**Innovation:** We value creativity and new ideas for life-long discovery and growth.

**Integrity:** We value doing the right thing in a reliable way.



## Education Programs Task Force

### Members:

- Sarah Alt
- Cindy Barnicki, Co-Chair
- Eric Baumgartner, Co-Chair
- Michael Carriere
- Eryn Hassemer
- Matt Hughes
- DeAnna Leitzke
- Diane Munzenmaier



## Education Programs Distinctive Capability

Our educational programs cultivate an environment of collaborative and professional experiences that drive our community of learners to create the extraordinary



## Strategies

**Strategy 1:** Improve existing and develop new academic programs that enhance MSOE's offerings as a distinct and diverse university with a focus on experiential learning and development of the professional

**Strategy 2:** Define and support the success of past, present and future learners

**Strategy 3:** Ensure that all students will use real-world projects and initiatives in their field of study or extracurricular interest to benefit society and the communities they serve



## Scholarship Task Force

Members:

- Chris Damm (ME)
- Bob Olsson (P&C)
- Carol Sabel (NU)
- Justin Sommer (ME)
- Michaela Thiry (CAECM)
- Katherine Wikoff (HSSC)
- Stephen Williams (EECS)



## Scholarship Distinctive Capability

The MSOE community creates, supports, and facilitates formative experiences for faculty and students to discover and explore their scholarly interests.



## Strategies

- Raise awareness and understanding of scholarship at MSOE
- UR @ MSOE  
*Develop a funded, nationally-recognized undergraduate research program*
- Enable all full-time faculty to engage in ongoing, meaningful, and productive scholarly activities



## People Task Force

### Members:

- Mary Spencer
- Luke Muller
- Kip Kussman
- Leah Newman
- Sheila Adams-Leander
- Kseniya Fuhrman
- Jo Smith
- Alicia Domack



## People Distinctive Capability

- MSOE is an inclusive community of students, faculty, and staff, dedicated to continuous individual exploration and academic freedom, with a passion for engaging members in a respectful, responsive, and ethical manner, while providing opportunities for personal and professional growth.
- Academic Freedom: students and faculty are free to pursue knowledge and teach without fear of interference from the institution or external forces so long as the pursuit aligns with professional standards





## Strategies

- Together we will create a culture that embraces MSOE's shared values
- Increase opportunities for meaningful and significant student, faculty, and staff interaction
- Recruit and retain a diverse and inclusive faculty and staff who are committed to personal and professional growth
- Recruit and retain a diverse and inclusive student population who are committed to personal and professional growth



## External Relations Task Force

### Chairpersons:

JoEllen Burdue (Marketing & Public Affairs)

Christopher Raebel (CAECM)

### Members:

Vince Anewenter (RPC)

Paul Borens (STEM/PLTW)

Nicole Duncan (Development & Alumni Affairs)

Jeffrey MacDonald (CAECM)

Anthony van Groningen (Mathematics)

Rolf Zersen (Athletics)



## External Relations Distinctive Capability

*MSOE cultivates sustainable and mutually beneficial relationships that transcend the expectations of our stakeholders and further MSOE's mission.*



## Strategies

1. Expand sustainable development programs to raise funds for advancing strategic initiatives.
2. Coordinate and facilitate relationships between MSOE and external partners.
3. Increase awareness of MSOE.
4. Increase MSOE's community engagement.
5. Increase alumni involvement through a reinvigorated alumni relations plan.



## Internal Operations Task Force

Members:

- Paul Fabian (Co-Chair)
- Russ Meier (Co-Chair)
- Rich Kelnhofer
- Andrew Landerholm
- Seandra Mitchell
- Michael Payne
- Dawn Thibedeau
- Emily Vogel



## Internal Operations Distinctive Capability

We deliver a customer-focused university experience built  
on our dedication to our community and the campus  
where they live, learn, and work.



## Strategies

- Apply an efficient and sustainable operations business model that supports the strategic plan.
- Implement sustainable comprehensive plans for state-of-the-art campus buildings, instructional technologies, and information systems.
- Implement an institutional structure and governance that supports the mission of the university.
- Champion a campus culture of continuous improvement and accountability.
- Use robust communication processes and cross-functional collaboration to ensure customer-satisfaction.