



**UNIVERSITY**

Position Specification

# **Milwaukee School of Engineering**

**Vice President of Development**

[www.msoe.edu](http://www.msoe.edu)

## **THE INVITATION**

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Milwaukee School of Engineering (MSOE), an independent, non-profit university, invites applications and nominations for the position of Vice President of Development (VPD). MSOE seeks an innovative, experienced and accomplished leader who can grow and lead comprehensive academic development and alumni relations programs. The VPD reports directly to the President of MSOE.

## **HISTORY OF MILWAUKEE SCHOOL OF ENGINEERING**

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At the dawn of the 20th century, new occupations emerged in technical fields as the use of electrical and mechanical power was greatly accelerated. Engineers and technicians were in great demand, but few people were available who had the needed education and technical training. Industry's need spurred the development of progressive programs of technical education.

In this context, Oscar Werwath organized the School of Engineering of Milwaukee in 1903. Werwath was a practicing engineer who graduated from European technical schools in the late 19th century. He was the first person to plan an American educational institution based on an applications-oriented curriculum.

From the beginning, leaders of business and industry cooperated in the institution's development, and a close relationship was established that has continued throughout MSOE's history. These early supporters realized that their future depended upon educational institutions that could prepare men and women to fill newly created engineering and management positions.

Since its founding in 1903, the average length of service for MSOE presidents is 28 years. On July 1, 2016, Dr. John Walz became the fifth president of MSOE.

## **MILWAUKEE SCHOOL OF ENGINEERING TODAY**

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MSOE continues to be at the forefront of applied professional education with emphasis on both theory and technology, coupled with intensive laboratories and career practice. The university has a national academic reputation; longstanding ties to local, regional, national, and international business and professional organizations; dedicated professors with real-world experience; and a 96 percent job placement rate in students' chosen majors.

- MSOE strives to prepare academically promising students for exceptional careers as leaders and entrepreneurs in engineering, health care, and business. The MSOE Board of Regents represents MSOE's close ties with business and community organizations and reflects the university's commitment to a strong, application-driven culture where faculty are deeply engaged in rigorous and pragmatic instruction. Graduates leave the university with a strong work ethic and are able to immediately add value for their employers.

More than 20,000 alumni live and work throughout the United States and abroad and nearly 2,400 of them own their own businesses or are company officers. MSOE is a small university making a significant and important impact.

Today MSOE enrolls 2,900 students and offers 19 bachelor and 11 master degrees primarily in engineering, business, and nursing. MSOE also offers degrees in User Experience and Actuarial

Science. The academic year is divided into three 11-week quarters, September through May. With a 16:1 student-to-faculty ratio and an average class size of 21, MSOE provides a close-knit, supportive, and engaging learning environment for students. For students who stay on track, it is guaranteed that they will graduate in four years. Students at MSOE are characterized by their hard work and commitment to success.

### **Vision Statement**

MSOE will always be at the forefront of professional education with emphasis on both theory and technology, coupled with intensive laboratories and career practice.

### **Mission Statement**

MSOE provides a sustained interactive educational climate for students to become well-rounded, technologically experienced graduates and highly productive professionals and leaders.

### **Operating Philosophy**

The mission will be accomplished through an organized environment that places carefully recruited students among highly qualified faculty, a dedicated support staff, and strategic external partners – all committed to meeting the ultimate objective of a graduate fully prepared for immediate productivity and advanced study. Such synergism involves the following components:

*Faculty* – qualified academically and experientially in their specializations; committed to excellence in teaching and remaining current through professional experience, scholarly achievements, applied research, professional society activity and continuing education; continually evaluated for ways to incorporate leading-edge technology information needed for future application. A non-tenure system for faculty evaluation exists at MSOE, and faculty are reviewed at regular intervals throughout their employment. The faculty is comprised of 134 full-time and 129 adjunct faculty.

*Staff* – committed to providing an environment of total support, including academic, administrative, financial, and development, to assist students and faculty, whenever appropriate, in acquiring knowledge, work-ready experience and leadership. The staff is also committed to working in conjunction with faculty to provide and support activities that allow students to benefit from experiences with business, industrial/career and community activities, along with direct involvement with all levels of practitioners ... entry level to senior corporate executives. The staff includes 241 full-time and 12 part-time members.

*External partnerships* – committed to mutually beneficial support of the university and its graduates. In its continuing-education efforts, MSOE will provide extensive opportunities in outreach activities to local, regional, national, and international businesses and organizations, which include degree granting programs, credit and noncredit courses, and customized offerings to those seeking personal and/or professional advancement.

### **Institutional Principles**

The fundamental beliefs of Milwaukee School of Engineering are the following:

- The focus is on the individual student.
- Lifelong learning is essential for success.
- Dedicated faculty with relevant, up-to-date experience are the heart of MSOE's teaching process.
- Scientific and mathematical reasoning and processes are essential.

- Applied interdisciplinary research and development are vital to technological improvement.
- The development of interpersonal and communication skills is needed to function effectively.
- The student experience is strengthened by interaction with the business, industry and health care fields.
- The development of leadership and entrepreneurial characteristics is essential.
- Students, faculty, staff and volunteers all share the responsibility of learning.
- Strong personal values and ethics are necessary for success.
- The alumni strengthen the institution through their counsel, encouragement and support.
- Freedom with responsibility is the foundation of free enterprise.
- There is strength in diversity.
- Global awareness must be reflected in all activities.
- Initiation and acceptance of change is required to anticipate and capitalize on opportunities.

### **The MSOE Guarantee**

This fall, millions of American students will begin their quest for a four-year college degree. However, for many, it will take five or more years to earn the degree. At some institutions, the courses needed to make steady academic progress are often unavailable to students when they need them. MSOE guarantees that will not happen to on-track students. MSOE guarantees that students starting and staying on track, will have the classes needed for graduation when they need them.

MSOE also recognizes there will be times when graduates need to brush up on the subject matter from a course they have successfully completed. MSOE guarantees that graduates may refresh their knowledge by repeating any undergraduate course they took at MSOE, at no cost, within three years of graduation. This will enhance their job performance and may be initiated by the graduate or the graduate's employer.

### **Recognition**

Students attend MSOE because of its focus on laboratory experience and career practice, expert faculty dedicated to student learning, its small college feeling within a vibrant downtown neighborhood, extremely high placement rates for graduates and the success of its alumni. Below are some of the [recognitions](#) MSOE has received:

- MSOE is one of four institutions with a Pieper Family Endowed Chair of Servant Leadership to help prepare future leaders in their chosen fields to live lives of service to others by teaching and exemplifying character and moral values. The Endowed Chair was established by a generous gift from the Suzanne and Richard Pieper Family Foundation.
- *U.S. News and World Report* ranked MSOE 10<sup>th</sup> in the 2017 list of Best Undergraduate Engineering Programs category among engineering schools whose highest degree is a bachelor's or master's and 11<sup>th</sup> on the list of best universities in the Midwest. MSOE was ranked 8<sup>th</sup> in terms of overall value in the Midwest and the university was ranked 11<sup>th</sup> Best College for Veterans in the Midwest.
- MSOE was named to the "Best in the Midwest" by The Princeton Review, and is

included in Forbes' list of America's Top Colleges.

- MSOE graduates not only enjoy a very high placement rate but also have the highest return on investment of all colleges and universities in Wisconsin, according to the 2016 PayScale College ROI Report. The same source reported that MSOE alumni have the highest average early-career salaries of any college or university in Wisconsin.
- MSOE has been designated a 2015 STEM Jobs<sup>SM</sup> Approved College by Victory Media. The inaugural list is the first of its kind to rate higher education on their responsiveness and relevance to high demand, high growth STEM occupations.
- MSOE has been named a Military Friendly School<sup>®</sup> by Victory Media, the premier media entity for military personnel transitioning into civilian life.

## **Campus**

MSOE is located on a 22-acre urban campus in [downtown Milwaukee](#) with some of the best facilities and labs in the nation. Students, staff, faculty, and the community have access to art, fitness, gathering places, community resources, and the nearby shore of Lake Michigan. The campus includes a number of new or recently updated facilities as well as facilities that will require updating. Milwaukee is known for its clean and friendly community and its rich ethnic heritage, and MSOE is in a vibrant downtown neighborhood called East Town. There are countless activities within walking distance from campus including shopping, theaters, restaurants, and professional sporting venues.

## **Finances**

MSOE's operating revenue is approximately \$130.8 million, \$81.9 million of which comes from tuition and fees, with expenses totaling \$113.5 million. The university endowment stands at \$60M, with strategic initiatives being developed to grow the endowment and enhance philanthropic support for the university. MSOE has benefited from the generosity of many donors throughout its history. Since 2011, MSOE has surpassed \$100 million in restricted and unrestricted funds, with almost \$55 million received in the last three years.

## **The President and University Leadership**

[Dr. John Walz](#) began his term as MSOE's fifth President in summer 2016. Prior to joining MSOE, Dr. Walz served as the Dean of the College of Engineering at the University of Kentucky. As Dean, he initiated and led the development of a comprehensive strategic plan for advancing the college and defined the targets of an ongoing fundraising campaign. He has also made major investments to improve the retention and success of undergraduate engineering students.

Dr. Walz earned a bachelor's degree in chemical engineering from Tulane University. After six years as a process support engineer for Shell Oil Co., he left to pursue a Ph.D. in chemical engineering from Carnegie Mellon University. He returned to Tulane as an Assistant Professor and later joined Yale University's faculty as an Associate Professor of Chemical Engineering and Department Chairman. He then became Professor and Head of the Department of Chemical Engineering at Virginia Tech before becoming Dean at the University of Kentucky.

The VPD will serve as a member of the President's Leadership Team, which includes:

- Vice President of Academics

- Vice President of Operations
- Vice President of Finance and Chief Financial Officer
- Vice President of Enrollment and Student Life
- Executive Director for Marketing and Community Engagement

## **MILWAUKEE**

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MSOE is located in vibrant downtown Milwaukee, Wisconsin. The city is at the center of the Milwaukee-Racine-Waukesha Metropolitan Area with a population of two million. Known as the “City of Festivals”, Milwaukee takes pride in its industrial roots, from the revitalized historic architecture to a robust arts and downtown entertainment district. Milwaukee is the largest city in Wisconsin and effectively blends urban living with Midwest ambiance to create an ideal place to live and work. Milwaukee is just 70 minutes from Chicago, Illinois, the third largest city in the U.S., by car or Amtrak. This proximity opens up a plethora of opportunities for culture and entertainment.

There is an abundance of activity with weekly festivals throughout the summer with music, food, world cultures, and more. Milwaukee hosts the annual Summerfest music festival, an eleven-day event on the lakefront attracting more than 800,000 attendees. The city offers local attractions including the Milwaukee Art Museum, Milwaukee County Zoo, Discovery World, Milwaukee Public Museum, Betty Brinn Children’s Museum, Milwaukee Symphony Orchestra, Milwaukee Repertory Theater, Florentine Opera, Miller Park, Sprecher Brewery, Harley-Davidson Museum, The Mitchell Park Horticultural Conservatory (The Domes), MSOE’s Grohmann Museum, and many other venues.

The performing arts scene boasts opera companies, a world-class symphony, a nationally acclaimed ballet company and an array of professional dance and theater companies performing at venues all across the metro area. Residents and visitors enjoy some of the nation’s best youth performers and the biggest Broadway hits on tour. In addition to these cultural amenities, downtown Milwaukee is also an intellectual hub with a university collection that includes MSOE, the University of Wisconsin at Milwaukee, and Marquette University.

For professionals and families, the city offers a network of county parks with nearly 15,000 acres of recreational opportunities including off-street bike trails, walking, and running trails. Home to Major League Baseball’s Milwaukee Brewers and the Bucks of the National Basketball Association, residents can enjoy the fast-paced action of professional sports. The communities surrounding the city are safe and offer quality public and private K-12 school options, including some of American’s top schools by Newsweek. With a lively downtown experience, superb quality of living inside or outside the city, and close proximity to Chicago, Milwaukee offers the best of all worlds.

### **The Office of the Vice President of Development**

The MSOE [Office of the Vice President of Development](#) is responsible for all university fundraising and alumni relations functions. The office staff is small but extremely competent, comprising development and alumni affairs. A major focus of new President, Dr. John Walz, is to significantly increase the level of philanthropic support, especially from MSOE alumni, which will require a refocused strategic direction and likely expansion of staff. The University plans to begin development of a comprehensive vision and strategic plan within the 2017-18 academic year with the subsequent launch of a major campaign. This position is thus a great opportunity for a dynamic, innovative and visionary leader who is willing to accept the challenges associated with growing and managing a top-notch academic team.

## **OPPORTUNITIES AND CHALLENGES**

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### **Expand Alumni Donor Base**

- Historically, MSOE has benefitted greatly from the generous support of a very small number of benefactors. While this approach has served the University well, it is now recognized that in order to further advance as an institution, the base of donors, especially alumni donors, must be significantly expanded. Developing strategies for engaging alumni, many of whom have had little prior involvement with MSOE, is a therefore must for the new VPD.

### **Expand Development Team**

- President Walz recently authorized that an independent assessment of the MSOE development operations be performed. While the report contained a number of valuable recommendations for improvement, one key point was that the development and alumni relations staff needs to be expanded. The ability to recruit, develop, and retain outstanding individuals and manage growth in a strategic and cost-effective manner will thus be a key requirement of the new leader.

### **Develop New Strategy and Focus**

- A key need for the new VPD will be to work with the new MSOE President to develop a new strategy and focus for fundraising operations. Examples include strengthening the major gifts program, restructuring the annual giving program, and improving donor stewardship. The new VPD must be familiar with modern development tools and practices and must be able to think strategically.

### **Engage Other Academic Leaders in Development**

- An important opportunity and expectation for the new VPD will be to work with and engage a larger number of the university's academic leaders in development work to effectively promote a culture of philanthropy at the university. This will involve educating the leaders on development principles, as well as working with the leaders to develop local strategies that are consistent with the University's needs and mission.

### **Serve as a Trusted Advisor**

- As a member of the President's Leadership Team, the VPD will work closely with the President and other senior administrators and provide guidance and support in matters related to philanthropy and alumni relations. The new VPD will be expected to craft and articulate a bold vision and develop strategies for obtaining support for key university initiatives.

### **Strengthen Diversity**

- MSOE is committed to diversity and values the gains it has made, but diversity in recruitment of students, faculty, and staff is a continued goal. Creating and supporting an office culture that values and respects diversity and inclusion will be a strong expectation for the new VPD.

### **Build a Positive and Distinctive Culture**

- MSOE is an institution at a pivotal stage - with a new president, opportunities for new programs, and a committed staff and faculty. The university will need strong leadership to leverage and sustain the community-wide focus on the student, a positive climate for learning and living, and a commitment to strong collaboration among faculty, staff, students, and administrators. As a member of the President's leadership team, the next VPD must demonstrate commitment to these values in order for the University to succeed. Key to this

success will be the VPD's ability to leverage the strengths of MSOE to create a positive and distinctive culture.

## **DESIRED PROFESSIONAL AND PERSONAL ATTRIBUTES**

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MSOE seeks an experienced and accomplished leader who has a demonstrated record of innovation and success in fundraising and is familiar with the distinct nature of development work in an academic institution. Successful candidates will provide evidence of effective leadership of a diverse range of constituents, the ability to recruit and manage outstanding personnel, excellent communication skills, and a commitment to programmatic excellence. S/he must also be familiar with modern and innovative development tools and methods for alumni engagement. MSOE seeks candidates who can strategically grow, develop, and enhance, a development program and promote a university-wide culture of philanthropy during a time of positive change. The next VPD should be a mission-driven leader committed to providing transformative educational experiences for students who can effectively tell the story of MSOE.

Specifically, the VPD should possess the following skills and attributes:

- Proven record of leadership and effective management of a diverse range of personnel.
- Knowledge of and experience with modern development tools as well as all aspects of a comprehensive and successful fundraising program (e.g., major gifts, annual giving, planned giving).
- Understanding of the distinct nature of fundraising at an academic institution.
- Proven record of successful fundraising.
- Experience with managing a major campaign at an academic institution.
- Understanding of the distinct mission of MSOE.
- A demonstrated ability to develop and manage operating budgets.
- Outstanding communication and interpersonal skills.
- Commitment to expanding diversity and inclusion.
- Demonstrated success in strategic planning.
- Ability to build productive working relationships across a range of constituents.
- Commitment to fostering a culture of collaboration and collegiality.
- Ability to make difficult decisions and be creative in effectively allocating limited resources.
- Demonstrated commitment to approachability, integrity, honesty, and trust.

## **EDUCATION**

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A bachelor's degree is required for this position, while a master's degree is preferred.

## **COMPENSATION**

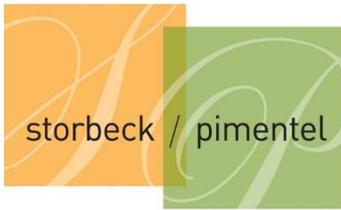
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Compensation will be highly competitive and commensurate with the level of experience.

## **APPLICATIONS, NOMINATIONS AND INQUIRIES**

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For full consideration, interested parties are encouraged to submit applications as soon as possible. Applicants should submit a letter of interest and curriculum vitae. All nominations, applications, and inquiries should be sent via e-mail to:



**Steve Leo, Partner**  
**Brian Bustin, Associate**  
**Storbeck/Pimentel & Associates, LP**  
**MSOEVPD@storbecksearch.com**  
**(484) 263-5534**

executive search consultants

*MSOE is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, sex, age, status as a protected veteran, among other things, or status as a qualified individual with disability.*