Engaging Today for a Successful Tomorrow.

At Millersville University, an environment of critical thinking and creativity inspires our collaborative community of learners to discover, to innovate and to grow in service of the public good. Just minutes from downtown Lancaster, less than 90 minutes from Philadelphia or Baltimore and under three hours from New York City or Washington, D.C., Millersville’s ideal location combines a residential setting with an evolving rural cosmopolitan spirit filled with opportunity.

Our Mission

Millersville University provides diverse, dynamic, meaningful experiences to inspire learners to grow both intellectually and personally to enable them to contribute positively to local and global communities.

Our common purpose is to foster intellectual, personal and professional growth in a caring, supportive community through discovery and inspiration.

Our Vision

We will transform each learner’s unique potential into the capacity for successful engagement in career and life opportunities.

We distinguish ourselves by:

- Our focus on learners that creates a competitive advantage for our graduates.
- Our comprehensive, collaborative spirit that mobilizes the power of our University community.
- Our graduates that contribute to their communities, regardless of what they do or where they live.
- Our value of the liberal arts and the student-faculty relationship that appreciates the life of the mind in the University experience.

Our EPPIC Values

Our core values serve as guiding principles to help us fulfill our mission, achieve our vision and attain our goals.

Exploration, Professionalism, Public Mission, Integrity and Compassion

Goals Focus Areas

A. Engage Learners. To engage learners to contribute positively to contemporary and future workplaces and communities.

B. Ensure Success. To ensure long-term success of the University.

C. Embrace Agility. To embrace agility within our culture of excellence.
Goal Focus Areas with Prioritized Strategies

**Goal A. Engage Learners.**

*To engage learners to contribute positively to contemporary and future workplaces and communities.*

Millersville University will provide a supportive and innovative learning environment to prepare individuals (students, faculty, staff, alumni and community members) to navigate their professional and personal growth with curiosity, confidence and compassion. We will accomplish this goal by embracing diversity of thought and ideas, encouraging artistic and creative expression, expanding use of current and emerging technologies and promoting outreach that engages the community.

**Proposed Prioritized Strategies:**

- **GA S1.** Create a learner-focused environment where all members of our campus community contribute to student success.
- **GA S2.** Develop a faculty and staff that distinguishes itself as creative, innovative and learner-focused leaders.
- **GA S3.** Identify required needs and prepare students to become “career-ready” across and within disciplines.
- **GA S4.** Lead in experiential and innovative strategies and best practices in student learning that are evidence based, focusing in the areas of civic engagement, internships, capstone projects, research and partnerships.
- **GA S5.** Nurture relationships with individuals and partners in our community that celebrate and promote artistic and creative expression.

**Goal B. Ensure Success.**

*To ensure long-term success of the University.*

Millersville University will enhance its capacity to serve the public good as we build upon our reputation of academic excellence and expand our sustainability practices. We will accomplish this goal by managing our growth thoughtfully, practicing fiscal responsibility, promoting environmental and civic responsibility and seeking new markets and audiences to secure our long-term financial stability.

**Proposed Prioritized Strategies:**

- **GB S1.** Develop and execute a strategic enrollment management plan that identifies strategies to enhance markets for out-of-state and out-of-country recruitments and additional markets such as transfer students and program completers. The plan will specify retention strategies that promote persistence to degree completion among all student types, including closing the gap for underprepared and underrepresented students.
- **GB S2.** Enhance existing and develop new revenue streams including possible new tuition models, fee structures and housing models.
- **GB S3.** Increase fundraising and friend-raising efforts to support the University’s prioritized needs.
- **GB S4.** Determine changes to make Millersville a destination university, including rebranding and marketing efforts and promoting quality experiences and excellence of programs.
- **GB S5.** Optimize resources through creation of an academic master plan, program analysis and investment in the talent of our faculty and staff to align the University organization with our mission and vision, as well as with emerging workplace needs.
- **GB S6.** Position Millersville to become a recognized leader in environmental and civic responsibility.
GOAL C. EMBRACE AGILITY.

To embrace agility within our culture of excellence.

Millersville University will be adaptive, versatile and flexible as we seek to achieve goals to enhance our learner-focused environment and ensure our long-term success. We will accomplish this goal by fostering agility in all of our individual and collective practices, processes and structures where the community embraces creativity and innovation, supports risks and practices resiliency.

Proposed Prioritized Strategies:

GC S1. Align the organization to execute the strategic plan with agility, including establishing processes to support new ways of doing business, reorganizing structures, updating technology, reconsidering facility use and reviewing budgets and policies.

GC S2. Provide students, faculty and staff the knowledge, technology, resources and time to implement this agility model.

GC S3. Foster a culture that anticipates internal and external change and proactively moves with it.

GC S4. Create opportunities for students, faculty and staff to apply intellectual agility in their associated roles and responsibilities (e.g., revising curricula, offering innovative cultural and scientific programs and speakers, cross-fertilizing ideas across disciplines, communicating effectively, and using cutting-edge technologies intentionally).
EPPIC Core Value Descriptions

The descriptions of our core values serve as guiding principles to help us fulfill our mission, achieve our vision and attain our goals. Individuals or units within the University community may enhance or clarify these descriptions.

**EXPLORATION**

Millersville University embraces a culture of exploration, creating a dynamic learning environment that fosters intellectual curiosity, creative intelligence, innovation, forward-thinking ideas and exciting discoveries. Exploration serves as an intentional way to strengthen University culture. We place a high value on student-faculty research, scholarship and collaborative projects.

**PROFESSIONALISM**

Millersville University is founded on a tradition of academic excellence, expert knowledge and professional collegiality. Our diverse community of learners is comprised of skilled and dedicated educators and staff, models maturity of thought and practice while exhibiting mutual respect. The University provides opportunities for professional development and growth, especially for our students, using academic enhancement and collaborative programs to emphasize the importance of critical thinking, active listening, self-discovery, collaborative leadership, and responsibility. Such professionalism fosters career readiness and preparation for lives of service and success in the global community.

**PUBLIC MISSION**

Millersville University’s mission calls upon us to respond to the urgent and emerging needs of our growing regional, urban and metropolitan communities. Through interdisciplinary learning, collaborative and cross-cultural experiences and a renewed focus on a liberal arts tradition, our students become well-prepared for meaningful participation in the broader society. Our commitment to flexibility and accessibility in higher education reflects the mission and vision of the University and ultimately has a direct impact on the larger public good.

**INTEGRITY**

Millersville University steadfastly defends freedom of thought, ideas and discourse as core to authentic and honest scholarship. Our commitment to integrity is measured by action and responsibility and engenders a culture of trust, rich with opportunities for rigorous applied learning and meaningful civic engagement and public stewardship that are responsive to the needs of our vibrant and evolving metropolitan region. Moreover, the University consistently lives by and practices its institutional principles, standards and beliefs.

**COMPASSION**

Millersville University’s ethos of compassion permeates all of our endeavors and interactions. Learning about and being sensitive to the experiences of people and cultures whether nearby or afar, fosters individual, professional and institutional growth. Compassion moves the campus community towards focusing on each learner and their unique potential to impact the public good.