



Our **BOLD** Path

Engaging Learners • Ensuring Long-Term Success • Embracing Agility

STRATEGIC PLAN OVERVIEW

Millersville University

WELCOME FROM THE PRESIDENT

Greetings,

Millersville University has come a long way since our inception in 1855. We have faced many challenges, weathered many storms and endured many struggles. And we have always prevailed.

Moving forward, we will preserve what we do well – offer excellent academic programs and opportunities for civic engagement; embrace diversity and sustainability; create a safe and caring environment; provide a vibrant student life experience; and exercise sound fiscal management.

However, we are now dealing with the realities of a changing world – shifting demographics, increasing competition, changing technology and financial challenges. It is time to take the Bold Path.

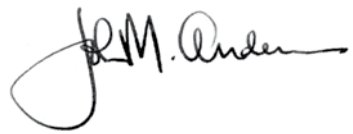
For the past year the campus community has been engaged in developing a new strategic plan that will guide us as we blaze a Bold Path for Millersville University. I want to thank everyone who contributed to the process and the dialogue. It has definitely been an all-campus effort to articulate a new mission, vision, goals and EPPIC values.

Our Bold Path will allow us to distinguish Millersville through:

- 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 who contribute to their communities, regardless of their career or where they live.
- Our value of the liberal arts and the student-faculty relationships that enrich the life of the mind in the University experience.

I invite the campus community, our friends and our neighbors to join Millersville University on Our Bold Path.

Warmest regards,



John M. Anderson
President



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 VISION

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

OUR EPPIC VALUES

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

- EXPLORATION
- PROFESSIONALISM
- PUBLIC MISSION
- INTEGRITY
- COMPASSION



GOAL A: ENGAGE LEARNERS

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



- Create a new **Student Success Center** that integrates mentoring, tutoring, advising and transfer student services to improve undergraduate student retention by 1 percentage point annually.

- **Double the resources for faculty development** by 2020 to support **new modalities of teaching and learning.**

- Involve 700 students in high-impact **living-learning communities** that formally integrate classroom and residence hall experiences by 2020.

- Triple the direct institutional support for **students engaged in research** and increase by 30% the undergraduate research support derived from outside grants by 2020.

- Increase **student internship** placements 60% by 2020, which is more than 10% annually over the next five years.

- By 2020, increase the number of students **studying abroad**, including student exchanges, faculty-led study abroad and international internships, by 50%.

- **Increase civic engagement through a new graduation requirement** that requires students to engage in at least 2 out of 6 high impact learning opportunities, such as undergraduate research, service learning, internships or study abroad.



GOAL B: ENSURE SUCCESS

To ensure long-term success of the University.



- Increase enrollment from **8,300 to 10,000 by 2020** through enhancing enrollments in current markets and establishing new markets.
- **Create an online college** that is responsive to market demands and enrolls 1,200 degree completion students or adult learners.
- **Increase campus diversity with an additional 200 international students** and **increase out-of-state enrollment by 400 students.**

- **Strengthen initiatives like the Millersville Scholars Program and the Lancaster Partnerships Program** so **under-represented minority students** succeed at or above the University average.
- Implement the new **Undergraduate In-State per Credit Tuition model.**
- Increase total endowed funds to **\$38 million** by the end of 2017 and raise **\$12.25 million** in total private giving over the next three years.

- Graduate 60 students each year from our **Multidisciplinary Studies program**, including the addition of at least three new options, such as Music Entertainment Technology, by 2020.
- Graduate at least 50 students in three or more professional **Doctoral Programs** by 2020.



GOAL C: EMBRACE AGILITY

To embrace agility within our culture of excellence.



- Become **Carbon Neutral** within two decades.
- Build the next facility on campus as a **net-zero energy building** offering educational opportunities for students.
- Use **Agility Teams** to propose accelerated solutions to increase University efficiency and effectiveness.





Millersville University is a top-ranked, public university committed to offering our students a high quality education of exceptional value. Millersville offers over 100 bachelor's degree programs with a solid liberal arts foundation and over 50 graduate degrees and certifications.

- Ranked by U.S. News & World Report as one of the top public universities in the North.
- AffordableCollegesOnline.org recognized Millersville as **the #1 public university in Pennsylvania** with the greatest lifetime return on investment (ROI). Plus, out of 67 colleges in Pennsylvania, Millersville ranked **#3 on AC Online's Most Affordable Online Colleges**.
- Listed in **Princeton Review's Guide** to 322 Green Colleges for sustainability efforts.
- **Millersville is recognized as a 2014-2015 College of Distinction** for excellence in student engagement, faculty, campus atmosphere and post-graduate success.
- As a 2014-2015 Military Friendly® School, Millersville is **ranked in the top 20% of colleges, universities and trade schools in the country** for our commitment to engaging military service members, veterans and spouses to ensure their academic success.
- According to StateUniv.com, **Millersville is one of the safest campuses in Pennsylvania**, ranking 16th out of 450 colleges and universities.

Millersville University

Learn more at www.millersville.edu/iea/planning/