Our BOLD Path
Strategic Plan

Dashboard Update
December 2015
GOAL A: ENGAGE LEARNERS
Improve retention rates by 1% annually, by 2020

Goal A: To Engage Learners

December 2015 Dashboard Update

Second-Year Persistence
(First-Time, Full-Time Students)

- Fall 2012 Cohort: 81.1%
- Fall 2013 Cohort: 76.7%
- Fall 2014 Cohort: 76.5%

Second-Year Persistence
(Underrepresented Minority Students)

- Fall 2012 Cohort: 77.5%
- Fall 2013 Cohort: 72.1%
- Fall 2014 Cohort: 64.1%
By 2020, triple the faculty development resources to support development of online courses and new modalities in teaching and learning.

Resources ($) allocated for faculty development

- $106,000
- 2020 Target, $75,000

2015-2016 (Year 2)
By 2020, require students to participate in 2 out of 6 high impact (HIPs) learning opportunities by graduation.

Seniors Self-Report Engagement in Two or more HIPs

<table>
<thead>
<tr>
<th>Year</th>
<th>Millersville Seniors</th>
<th>PASSHE Peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSSE 2013</td>
<td>65%</td>
<td>63%</td>
</tr>
<tr>
<td>NSSE 2014 (Baseline)</td>
<td>67%</td>
<td>63%</td>
</tr>
<tr>
<td>NSSE 2015 (Year 1)</td>
<td>69%</td>
<td>63%</td>
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</tbody>
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Goal A: To Engage Learners
December 2015 Dashboard Update
By 2020, involve more than 700 students in living learning communities (formally integrated classrooms and residence hall experiences)

2020 Target, 700

Students, 100

2015-2016 (Year 1)
By 2020, increase study abroad experiences by 50%

2014-2015 (Year 1)

Students, 56.8%

2020 Target, 50.0%
By 2020, increase engagement in credit-bearing internships to 600 students
By 2020, triple the direct support for undergraduate research

2020 Target, 300%

Percent Increase, 226%

2014-2015 (Year 1)
By 2020, increase by 30% external support for undergraduate research

2014-2015 (Year 1)

2020 Target, 30%

Percent Increase, 49%

Goal A: To Engage Learners
December 2015 Dashboard Update
GOAL B: ENSURE LONG-TERM SUCCESS
By 2020, grow to 10,000 headcount (new and current markets)

Goal B: To Ensure Success
December 2015 Dashboard Update
By 2020, increase out-of-state student enrollment by 400 students (headcount)
By 2020, add an additional 200 international students (headcount)

Undergraduate and Graduate Students (Unduplicated Headcount)

- Fall 2013: 59
- Fall 2014: 61
- Fall 2015 (Year 1): 61

Goal B: To Ensure Success
December 2015 Dashboard Update
By 2020, underrepresented minority students succeed at or above the University average.
By 2020, enroll 1,200 degree-completion students or adult learners (headcount)

Fall Undergraduate Students (Headcount)

- Fall 2015 (Year 1): 29

Fall Graduate Student (Headcount)

- Fall 2015 (Year 1): 83
By 2020, graduate at least 60 students per year in the Multi-Disciplinary Studies (MDST) program

Fall MDST Enrollments (Headcount)

- Fall 2014 (Year 1): 17
- Fall 2015 (Year 2): 44

MDST Degrees Awarded

- 2013-2014: 5
- 2014-2015: 15

Goal B: To Ensure Success
December 2015 Dashboard Update
By 2020, graduate at least 50 students in three or more doctoral programs
By 2017, generate appx $9 million in net revenue during the pilot of the per credit tuition model

Generated $6.75 million net revenue (combined 2014-15 & fall 2015)

Average student credit hours generated:
- Fall 2014: 14.47
- Fall 2013: 14.53
- Spring 2015: 14.31
- Spring 2014: 14.50

Number of students offered institutional aid:
- 2014-15: 1,067
- 2013-14: 126

Goal B: To Ensure Success
December 2015 Dashboard Update
By 2017, increase endowed funds to $38 million; raise $12.25 million in total private giving.
GOAL C: EMBRACE AGILITY