

Strategic Direction	Key Performance Indicator (KPI) and Measure	Parallels SAP Measure
Creating Programs of National Distinction	KPI 1.1: Recognition of academic program excellence	
	Measure 1.1.1: Percent of Programs Accredited - Goal: At least 85% of Millersville University's programs will be accredited.	✓
	Measure 1.1.2: Praxis Pass Rate - Goal: Millersville University's Praxis Pass Rate will remain above the PASSHE average.	✓
	Measure 1.1.3: National Rankings. Goal: Annually Millersville University will place in the top quartile of national rankings such as US News & World Report and Kiplinger's.	
	KPI 1.2: Improvement of academic and other support services for students	
	Measure 1.2.1: Millersville University will perform above the national norm in advising and tutoring as indicated on national instruments such as NSSE and Noel-Levitz.	
	Measure 1.2.2: Improve overall second-year persistence rate - Goal: Millersville University will maintain an overall second-year persistence rate of at least 80%.	✓
	Measure 1.2.3: Improve overall four-year graduation rate - Goal: Millersville University will maintain a four-year graduation rate of at least 35%.	✓
	Measure 1.2.4: Improve overall six-year graduation rate - Goal: Millersville University will maintain a six-year graduation rate of at least 60%.	✓
	KPI 1.3: Enhancement of Learning Resources	
Nurturing a Passion for Learning	KPI 2.1: Increased involvement of student participation in research	
	Measure 2.1.1: Collaborative, credit-bearing research with faculty, i.e. graduate thesis, honors thesis.	
	Measure 2.1.2: Independent, credit-bearing student research, i.e. IS/ II	
Fostering an Appreciation of the Liberal Arts	KPI 3.1: Increase student awareness and appreciation of their General Education/Liberal Arts education as reported on a student opinion survey.	
	KPI 3.2: Evaluate success of new Liberal Arts Core in achieving objectives	
Cultivating a Community of Diverse People, Thoughts, and Perspectives	KPI 4.1: Increase the percentage of enrollments of students from under-represented groups.*	✓
	KPI 4.2: Increase the retention and graduation rates of under-represented students.*	✓
	KPI 4.3: Increase the percentage of under-represented groups among faculty and staff. *	✓
	KPI 4.4: Expand opportunities in international exchange programs	
	KPI 4.5: Increase the number of faculty/staff/students who have participated in diversity training programs.	

* - The University will look at specific populations within the general population to assure goals are focused to assure appropriate balance.

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Developing Leadership Skills that Promote the Greater Public Good	KPI 5.1: Increase the number of service learning contact hours (i.e. coops and internships) and increase the number of community service contact hours.	
	KPI 5.2: Increase the number of students participating in the Student Affairs division leadership programs. (Women's Leadership; Maraudership; Excel Programs; Collegiate Leadership Development).	
Providing Responsible Stewardship	KPI 6.1: Effective Allocation of Resources	
	Measure 6.1.1: Ensure adequate cash on hand to meet short term obligations while minimizing the holding of non interest earning assets.	
	Measure 6.1.2: Provide assurance of availability of contingent operating funds for utilization in emergency situations while freeing up excess funds for strategic purposes.	
	Measure 6.1.3: Maintain the personnel ratio as defined by total employee compensation as a percent of total expenditures.	✓
	KPI 6.2: Expand Resources	
	Measure 6.2.1: Increase the number of submissions for grants and contracts.	
	Measure 6.2.2: Millersville University's rate of change of private funds raised, less three largest donor totals, will be above the System average.	✓
	Measure 6.2.3: The rate of change in the market value of Millersville University's endowment will be above the System average.	✓
	KPI 6.3: Enhance Offerings by Technology and Other Means	
	Measure 6.3.1: Without changing the character of the University, increase in select areas the number and percent of students in selected areas taking online/distance education/blended courses and the corresponding number of courses offered.	✓
KPI 6.4: Regional Economic Advancement		
Measure 6.4.1: Assure that MU provides educational opportunities that are responsive to the needs of the Commonwealth.		

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