



Strategic Plan 2020-25

JUNE 3, 2020

MILLERSVILLE UNIVERSITY

OUR VISION , MISSION, AND EPPIIC VALUES

Vision:

We will inspire learners to change the world.

Mission:

We are a community dedicated to high quality education at an exception value.

Values:

Exploration, **P**ublic Mission, **P**rofessionalism, **I**ntegrity,
Inclusion, **C**ompassion

STRATEGIC DIRECTIONS FOR 2020-2025



Ensure Access, Affordability, and Completion



Transform Student Experiences and Foster Innovation



Invest Strategically in People and Place



Communicate Our Value

STRATEGIC DIRECTION 1: ENSURE ACCESS, AFFORDABILITY, AND COMPLETION

Goal 1: Increase overall headcount to 8300 students

Objective A: Maintain the number and quality of incoming freshmen

Objective B: Increase Graduate, Non-traditional (age 25 and up), and International Student enrollments

Objective C: Increase enrollments in online programs and intersessions

Goal 2: Decrease cost of attendance

Objective A: Increase number of scholarships and grants for students

Objective B: Create a financial literacy program for students

STRATEGIC DIRECTION 1: ENSURE ACCESS, AFFORDABILITY, AND COMPLETION

Goal 3: Implement institutional strategies to enhance student success

Objective A: Eliminate barriers to student success

Objective B: Improve quality of holistic advisement for students

Objective C: Create support structures to reduce academic risk factors for students

Goal 4: Increase course success and 4-year graduation rates

Objective A: Increase student retention rates

Objective B: Ensure students earn 30 credits per year

Objective C: Close the graduation gap for under-represented students

Objective D: Create support programs for re-entering students

STRATEGIC DIRECTION 2: TRANSFORM STUDENT EXPERIENCES AND FOSTER INNOVATION

Goal 1: Provide innovative experiential learning opportunities

Objective A: Increase the integration of high-impact practices in the curriculum

Objective B: Enhance living-learning communities for students

Objective C: Enhance mentoring programs for students

Objective D: Enhance global education and intercultural engagement

Goal 2: Prepare students to meet future workforce needs

Objective A: Link academic programs to emerging workforce needs

Objective B: Enhance co-curricular learning opportunities that lead to career-ready skills

Objective C: Expand short-format credentials for students

STRATEGIC DIRECTION 2: TRANSFORM STUDENT EXPERIENCES AND FOSTER INNOVATION

Goal 3: Enhance sense of community

Objective A: Integrate inclusive excellence in institutional practices

Objective B: Increase collaborative efforts, funding, and identity-specific resources that advance inclusive excellence

Objective C: Enhance campus community sense of belonging and satisfaction

Goal 4: Enhance student well-being

Objective A: Ensure physical and mental health wellness of students

Objective B: Assist students experiencing food and housing insecurity

Objective C: Address the needs of commuter students

STRATEGIC DIRECTION 3: INVEST STRATEGICALLY IN PEOPLE AND PLACE

Goal 1: Recruit and retain top notch employees

Objective A: Attract top talent for faculty and staff positions

Objective B: Increase professional and leadership development opportunities

Objective C: Recognize units and people who demonstrate EPPIIC values

Goal 2: Enhance stewardship of current resources and new revenues

Objective A: Realign University budget to maximize operational efficiency

Objective B: Enhance transparency of budget decisions and process

Objective C: Increase proposal writing and submission opportunities

Objective D: Extend the “IMAGINE THE POSSIBLE” Campaign

Objective E: Grow annual philanthropic support from target group

STRATEGIC DIRECTION 3: INVEST STRATEGICALLY IN PEOPLE AND PLACE

Goal 3: Streamline the use of technologies to support university operations

Objective A: Develop and implement a comprehensive IT security plan

Objective B: Increase the use of data for decision-making

Objective C: Ensure access to appropriate technology and support for remote instruction

Goal 4: Upgrade campus facilities

Objective A: Increase campus accessibility and safety

Objective B: Create more campus spaces that promote student interaction

Objective C: Reduce deferred maintenance backlog

STRATEGIC DIRECTION 4: COMMUNICATE OUR VALUE

Goal 1: Assess and refine our university key messages

Objective A: Develop a common identity and unified message about the 'Ville experience

Objective B: Increase annual alumni and friends' engagement

Goal 2: Demonstrate our EPPIIC values in the external community

Objective A: Support student experiences that lead to positive social, environmental, and economic impacts in the community

Objective B: Increase relationships and partnerships with local and regional businesses, state and local governments, and the non-profit community

STRATEGIC DIRECTION 4: COMMUNICATE OUR VALUE

Goal 3: Ensure the university remains a national leader in sustainability

Objective A: Reduce our institutional carbon footprint

Objective B: Expand curricular and co-curricular experiences that support the Sustainable Development Goals

What are the next steps (after July 1)?

Implementation – refine the Strategies/Actions at divisional level and begin implementation.

Integration – ensure vertical and horizontal alignment of plans.

Assessment – construct key performance indicators and collect baseline measurements.

Communication – disseminate the new plan to all stakeholders

