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, Public Mission, Professionalism, Integrity, Inclusion, Compassion
Ensure Access, Affordability, and Completion

Transform Student Experiences and Foster Innovation

Invest Strategically in People and Place

Communicate Our Value
**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
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
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
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
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
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
**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
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.