

Our Bold Path “Work Plan” (Updated 2017)

GOAL B. ENSURE SUCCESS.

To ensure long-term success of the University.

Millersville University will enhance its capacity to serve the public good as we build upon our reputation of academic excellence and expand our sustainability practices. We will accomplish this goal by managing our growth thoughtfully, practicing fiscal responsibility, promoting environmental and civic responsibility and seeking new markets and audiences to secure our long-term financial stability.

Proposed Prioritized Strategies: *(Click on the blue links in the first column below to go to the specific strategy's work plan)*

Goal B Strategy 1 (GB S1)	Develop and execute a strategic enrollment management plan that identifies strategies to enhance markets for out-of-state and out-of-country recruitments and additional markets such as transfer students and program completers with the goal to systematically grow the University headcount to 9,000 by fall 2020.
Goal B Strategy 2 (GB S2)	Enhance existing and develop new revenue streams including possible new tuition models, fee structures and housing models.
Goal B Strategy 3 (GB S3)	Increase and enhance fundraising and friend-raising efforts to support the University's prioritized needs.
Goal B Strategy 4 (GB S4)	<i>Promote Millersville as a destination university by focusing on rebranding and marketing efforts that promote our quality experiences and excellence of programs to attract new markets and grow current markets within Pennsylvania stakeholder base among students and graduates/alumni.</i>
Goal B Strategy 5 (GB S5)	<i>Through the academic program master plan, invest in the development of new, innovative academic programs or the revision of existing programs to meet emerging workplace needs.</i>
Goal B Strategy 6 (GB S6)	Position Millersville to become a recognized leader in civic responsibility, global initiatives and sustainability – including environmental stewardship.
Goal B Strategy 7 (GB S7)	Create and maintain infrastructure, services and employee relations to support long-term success and fiscal stewardship. (Retired as a housekeeping effort during 2015-16, Cabinet determined that this strategy fit within existing strategies within Goal C)

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In the process to update the *Our BOLD Path Work Plan Action Plan* in summer 2017, suggested changes for the Strategic Advisory Council’s consideration for alignment are documented as follows:

Yellow highlighted rows represented minor changes; including modifications to wording for clarification or transitioning from design to implementation if targets were on target or achieving positive progress, or moving within the work plan due to alignment with goal or strategy.

Green highlighted rows represent major changes; including items that are new or changed but continued, rationale for example, may include revised targets, challenges in implementation or achieving targets, or new targets as original targets were met.

Light Blue highlighted rows represent major changes; including those completed or retired due to feasibility concerns or other reasons, such as accomplishing the initial action plan.

Red font indicates wording for former language.

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Goal B: To ensure long-term success of the University.	Division or Area: Enrollment Management & Academic Affairs
Strategy 1 (GB S1): <i>Develop and execute a strategic enrollment management plan that identifies strategies to enhance markets for out-of-state and out-of-country recruitments and additional markets such as transfer students and program completers with the goal to systematically grow the University headcount to 9,000 by fall 2020.</i>	

Prioritized Action Plans

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S1.1	Enroll increased percentage of out-of-state undergraduate degree seeking students <i>[Continue]</i>	Hazlett		2014	2020
GB S1.2	Enroll increased percentage of full-time, regular-admitted international students <i>[Continue]</i>	Hazlett	Prabhu	2014	2020
GB S1.3	Enhance international student support services Continue to enhance international student support services. <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GB S1.4	Establish Enrollment Management Advisory Committee <i>[Completed]</i>	Hazlett		2014	2020
GB S1.5	Enroll more degree completers and adult learners in online or distance education college models Increase online program opportunities to enroll 717 degree completers or adult learners by 2020. <i>[Continue]</i>	Prabhu		2014	2020
GB S1.6	Develop recruitment strategies and provide support services for doctoral students’ success (moved to GB S5.4)	Prabhu		2015	2020
GB S1.7	Increase the probability of student enrollment achievement by developing and executing a 3-year University Recruitment and Retention Plan focused on cross-campus collaboration and centralized coordination. Conduct revision/update of a 3-year University Recruitment and Retention Plan focused on cross-campus collaboration and centralized coordination plans to launch in fall 2018. <i>[Continue]</i>	Hazlett		2014	2020
GB S1.8	Refine retention initiatives to close the gap for underprepared, underrepresented minorities, or low socio-economic-status students, that includes but is not limited to the evaluation and strengthening of the LPP and MSP initiatives. <i>[Continue]</i>	Hazlett	Prabhu	2014	2020
GB S1.9	Enroll increased percentage of full-time traditional transfer students. Maintain current enrollment levels of traditional transfer students. <i>[Continue]</i>	Hazlett	Prabhu	2014	2020
GB S1.10	Establish a plan to implement new financial aid strategies that improve recruitment and retention and recognize academic achievement and diversity among students. <i>[Continue]</i>	Bruszewski	McMurry, Hazlett	2015	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Finance & Administration
Strategy 2 (GB S2): Enhance existing and develop new revenue streams including possible new tuition models, fee structures and housing models.	

Prioritized Action Plans

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S2.1	Continue to advocate for and maintain and monitor the new tuition model based on a per-credit basis for all resident undergraduate students. <i>[Continue]</i>	Bruszewski	Hazlett	2014	2020
GB S2.2	Implement and monitor a differential fee for high-cost, high-demand programs. <i>[Completed]</i>	Bruszewski	Prabhu	2014	2017
GB S2.3	Reduce and monitor the tuition rate to students attending PASSHE Center City in downtown Philadelphia effective in the summer of 2014. <i>[Completed]</i>	Bruszewski	Prabhu	2014	2020
GB S2.4	Develop a housing model to determine the appropriate number of residential living beds between the University, Student Services, Inc. and Student Lodging. <i>[Completed]</i>	Bruszewski	Beers, Hazlett	2014	2020
GB S2.5	Explore new opportunities for revenue enhancement or cost containment. <i>[New]</i>	Bruszewski	Cabinet	2017	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Academic Affairs & Advancement
Strategy 3 (GB S3): Increase and enhance fundraising and friend-raising efforts to support the University’s prioritized needs.	

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S3.1	Implement clearly articulated development plans for schools that engage faculty and target priorities. Articulate advancement priorities annually. <i>[Continue]</i>	McMurry	Prabhu	2014	2020
GB S3.2	Create advisory boards committees to enhance external support with Advancement. Create advisory boards with the program, department, or college level and collaborate with Advancement as appropriate. <i>[Continue]</i>	Prabhu	McMurry	2014	2020
GB S3.3	Submit and acquire more large multi-investigator collaborative grants. <i>[Retired]</i>	Prabhu		2014	
GB S3.3.1 NEW	A sustained 10% increase in funds requested and funds awarded compared to the 10-year average. <i>[New, draft]</i>	Prabhu			
GB S3.4	Increase private sources of funds to provide additional unrestricted financial aid to assist with improving enrollment <i>[Continue]</i>	McMurry	Hazlett, Bruszewski	Sept. 2014	2020
GB S3.5.1 NEW	Raise \$6 million for athletics, via 3-year targeted campaign. <i>[New]</i>	McMurry		2017	2020
GB S3.5.2 NEW	Raise \$16 million for student experiences, via 3-year targeted campaign. <i>[New]</i>	McMurry		2017	2020
GB S3.5.3 NEW	Raise \$10 million for scholarships, via 3-year targeted campaign. <i>[New]</i>	McMurry		2017	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Academic Affairs, Student Affairs and Enrollment Management, & Advancement
Strategy 4 (GB S4): Promote Millersville as a destination university by focusing on rebranding and marketing efforts that promote our quality experiences and excellence of programs to attract new markets and grow current markets within Pennsylvania stakeholder base among students and graduates/alumni.	

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S4.1	Identify existing and new points of pride that make Millersville a destination university. <i>[Continue]</i>	Hazlett	Cabinet	2014	2020
GB S4.2	Implement an integrated marketing, advertising, and public relations plan that includes establishing a new logo and tagline in support of our University brand. <i>[Continue]</i>	Hazlett	McMurry, Prabhu	2014	2020
GB S4.3	Provide support for faculty to engage in leadership roles and research outside of the University. <i>[Moved from GA S2.2.]</i>	Prabhu	Hazlett	2015	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Academic Affairs
Strategy 5 (GB S5): <i>Through the academic <u>program</u> master plan, invest in the development of new, innovative academic programs or the revision of existing programs to meet emerging workplace needs.</i>	

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S5.1	Build buy-in and support to implement the new academic master plan. <i>[Completed.]</i>	Prabhu		2014	2015
GB S5.2	Analyze and implement academic affairs restructuring. <i>[Completed.]</i>	Prabhu	Hazlett	2014	2017
GB S5.3	Evaluate current recruitment and marketing structure and alignment to support graduate and intercession enrollments. Sustain winter session enrollments and increase summer session enrollments. <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GB S5.4	Create professional doctoral programs and enroll students. Continue to build doctoral program infrastructure to support doctoral student success. <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GB S5.5	Create new programs for undergraduate and graduate students (Masters) based on documented, emergent workforce need and enroll students. <i>[Continue]</i>	Prabhu	Hazlett	2014	2020
GB S5.6	Utilize program and data analysis with departments to identify opportunities for growth and realignment. <i>[Retired- restates the strategy]</i>	Prabhu		2014	2020
GB S5.7 NEW	Continuously assess program and degree enrollments and implement program restructuring to address workforce gap or need. <i>[New]</i>	Prabhu		2017	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Academic Affairs
Strategy 6 (GB S6): <i>Position Millersville to become a recognized leader in civic responsibility, global initiatives and sustainability – including environmental stewardship.</i>	

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S6.1	Create signature programs (inside and outside of the classroom) to attract students interested in civic responsibility and civic engagement to Maintain Carnegie Classification and Distinguished position on the President’s National Honor Roll. <i>[Continue]</i>	Prabhu		2015	2020
GB S6.2	Increase programming around the participation by 5% annually each year in American Democracy Project initiatives <i>[Continue]</i>	Prabhu		2015	2020
GB S6.3	Develop and support engagement in global initiatives (e.g., international partnerships, visiting international scholars, service learning trips abroad, International Studies). <i>[Continue]</i>	Prabhu		2016	2020
GB S6.4	Engage campus community in sustainability initiatives (e.g., environmental stewardship) Provide support for the Climate Action Plan and collaborate with the Sustainability Director. <i>[Continue]</i>	Prabhu, Bruszewski		2016	2020

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Goal B: To ensure long-term success of the University.	Division or Area: Finance & Administration
Strategy 7 (GB S7): Create and maintain infrastructure, services and employee relations to support long-term success and fiscal stewardship. <i>[Retired, aligned with goal C.]</i>	

Discussed as a housekeeping effort after the first year of the plan to integrate this strategy and action items with Goal C or remove them.

Prioritized Action Plans (AP)

	Action Plan(s)	Responsible Cabinet Member	Collaborative Cabinet Member(s)	Start Date	End Date
GB S7.1	Assess and make improvements to enhance perception of our welcoming and inclusive working environment for employees <i>[Continue, moved to Goal C S2]</i>	Bruszewski		October 2014	October 2016
GB S7.2	Create mechanisms which will encourage faculty and staff to generate new ideas to improve the long-term success of the university <i>[Continue, moved to Goal C S2]</i>	Bruszewski	Cabinet	October 2014	October 2016
GB S7.3	Develop external partnerships in the state and local area to help the university achieve its strategic goals <i>[Retired in 2015-16]</i>	Bruszewski	Cabinet	October 2014	October 2016
GB S7.4	Develop a 5-year facilities capital plan <i>The Five-Year Facilities’ Plan will be presented to COT in March 2017, for approval. [Continue, moved to Goal C S1]</i>	Bruszewski	Prabhu	2014	2017