INSTITUTIONAL PRIORITIES

These institutional priorities are designed to be carefully analyzed during the self-study to help Millersville “identify mission-related opportunities for improvement, respond effectively to changes in higher education, and identify innovative practices to serve students and society” (MSCHE, 2017, Self-Study Institute Guide). Since Millersville is using its self-study to enhance its institutional effectiveness through the revision of its strategic plan, the priorities selected below are derived by the current strategic plan strategies and targets. Two questions were considered when identifying institutional priorities:

- What aspects of our mission and goals are particularly salient at this point in our history?
- As we endeavor to achieve our mission, what does assessment information say about opportunities for improvement or innovation?

Our Mission: Millersville University provides diverse, dynamic, meaningful experiences to inspire learners to grow both intellectually and personally to enable them to contribute positively to local and global communities.

Our Vision: We will transform each learner's unique potential into the capacity for successful engagement in career and life opportunities.

Our Strategic Goals:

Goal A. To Engage Learners. Millersville University will provide a supportive and innovative learning environment to prepare individuals (students, faculty, staff, alumni and community members) to navigate their professional and personal growth with curiosity, confidence and compassion. We will accomplish this goal by embracing diversity of people, thoughts and ideas, encouraging artistic and creative expression, expanding use of current and emerging technologies and promoting outreach that engages the community.

Goal B. To Ensure Success. 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.

Goal C. To Embrace Agility. Millersville University will be adaptive, versatile and flexible as we seek to achieve goals to enhance our learner-focused environment and ensure our long-term success. We will accomplish this goal by fostering agility in all of our individual and collective
practices, processes and structures where the community embraces creativity and innovation, supports risks and practices resiliency.

**A. STUDENT ENGAGEMENT.**

*Work with faculty leaders to explore how students may be required to engage in at least two high-impact learning opportunities, such as first-year experience, undergraduate research, service learning, internships, study abroad, or capstone experiences. Includes an analysis of current offerings and engagement.*

- Continue existing **living-learning communities** and develop new models to enhance and expand distinctive learning communities.
- Increase student **internship** participation in part, by increasing the number of academic programs requiring an internship or clinical experience as a requirement for the major, as appropriate.
- Continue to increase institutional support for undergraduate research by increasing **Student Research Grants** to triple the direct institutional support for students engaged in research and increase by 30% the **undergraduate research** support derived from outside grants by 2020.
- Assess the quality of **capstone experience** in every major and make improvements as identified.
- Develop and enhance support for global initiatives by 10 percent to increase the number of students studying abroad, including campus exchanges, faculty-led **study abroad** and international internships, by 50% in 2020.

**B. STRATEGIC ENROLLMENT MANAGEMENT AND ACADEMIC PROGRAM DEVELOPMENT.**

*Develop and execute a strategic enrollment management plan that identifies strategies to enhance recruitment to new and existing markets and retention of new and existing students with the goal to systematically grow the University headcount to 9,000 by fall 2020. 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.*

- Create **new programs for undergraduate and graduate students** (Masters) based on documented, emergent workforce need and enroll students.
- Continuously assess program and degree enrollments and implement **program restructuring to address workforce gap or need.**
- Continue to build doctoral program infrastructure to support **doctoral student success.**
- Enroll increased percentage of **out-of-state** undergraduate degree seeking students.
- Enroll increased percentage of full-time, regular-admitted **international** students.
- Continue to enhance international student support services.
• Increase **online program** opportunities to enroll 717 degree completers or adult learners by 2020.
• 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.
• Improve freshmen retention rate by 1 percentage point annually.
• 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.
• Maintain current enrollment levels of traditional **transfer students**.
• Establish a plan to implement **new financial aid strategies** that improve recruitment and retention and recognize academic achievement and diversity among students.
• Clarify and align **space utilization** needs in alignment with the academic program master plan; includes using the consultant’s space utilization assessment to development and implement new space utilization guidelines to reduce gross square footage overage, per PASSHE formula.

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**C. REVENUE GENERATION AND OPERATIONAL AGILITY.**

*Enhance existing and develop new revenue streams including possible new tuition models, increased fund-raising and friend-raising efforts, fee structures, and housing models. Establish new ways of doing business, reorganize structures, update technology, reconsider facility use, and review budgets and policies. Change our institutional culture to one where we anticipate internal and external change to meet the needs of current and future students.*

• Continue to advocate for and maintain and monitor the **new tuition model** based on a per-credit basis for all resident undergraduate students.
• **Explore new opportunities for revenue enhancement** or cost containment.
• Articulate **advancement priorities** annually.
• A sustained **10% increase in funds requested and funds awarded** compared to the 10-year average.
• **Raise $6 million for athletics**, via 3-year targeted campaign.
• **Raise $16 million for student experiences**, via 3-year targeted campaign.
• **Raise $10 million for scholarships**, via 3-year targeted campaign.
• Transition the agility team structure to the dual operating system model to **enhance the culture of innovation and creativity**.
• Each Cabinet member will conduct **a comprehensive process review** to identify and prioritize two processes per year for the next five years that could be eliminated, shortened, streamlined, enhanced or automated.