

STRATEGIC PLAN: TRADITION AND TRANSFORMATION



Our new 2025 strategic plan launched on July 1, 2020. This new plan guides Millersville from 2020 to 2025. The existing Strategic Advisory Council (SAC), President's Council (PC), and the Strategic Planning Steering Committee (Cabinet) will continue to refine and monitor our new plan. Special thanks to the All University Council (AUC) for their work to craft an excellent foundation.

We are a community dedicated to high quality education at an exceptional value. We will inspire learners to change the world.
Exploration, Public Mission, Professionalism, Integrity, Inclusion, Compassion
Learn more about our EPPIIC Values.

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

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

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

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

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

THE ALL-UNIVERSITY COUNCIL

Our special thanks to the more than 85 members of the AUC that served during the 2019-20 academic year to provide broad constituent input into the development of the 2020-25 Strategic Plan. Members of the AUC met regularly during the 2019-20 academic year to learn about the proposed elements of the plan, share ideas with their constituents to gather feedback on plan elements, and report feedback to the AUC.

As part of the plan design, AUC members served on the Phase teams that designed or updated the elements of the 2020-25 strategic plan. The five phase teams, along with their focus area and membership: