The Millikin University mission is to deliver on THE PROMISE OF EDUCATION.

At Millikin, we prepare students for professional success, democratic citizenship in a global environment & a personal life of meaning & value.
GOAL A
Create and implement a marketing plan that focuses on national recognition of performance learning and our commitment to price containment.

OBJECTIVES
1. Design and implement a plan that uses performance learning to recruit students, faculty, staff, alumni, donors and employers nationally.
2. Feature MU’s price containment strategies in plan.
3. Identify new markets for adult education adding distance delivery as a central option.
   A. PACE market research (FY13-14)
   B. MSN market research (FY13-14)
4. Trademark/copyright “Performance Learning.” (FY14-15)

GOAL B
Through performance learning-based grant funding and intensified marketing and research, advance the strongest expressions of performance learning.

OBJECTIVES
1. Competitively resource academic programs through the use of annual Performance Learning Enhancement Grants (PLEG) to ensure all programs have well developed 3rd party stakeholder investment, appropriate venues for performance, and models of student/faculty collaboration.
   A. FY13: fund grants @ $15,000
   B. FY14: fund grants @ $20,000
   C. FY15: fund grants @ $30,000
   D. FY16-FY19: annual budget of $100,000
2. Develop new deliveries that strengthen program accessibility.
   A. Allocate $50,000 for marketing research. (FY14)
   B. Using data from research (FY14) realign PACE delivered programs to maximize strengths in the market. (FY15-17)
   C. Integrate distance delivery in all PACE programs. (FY14)
3. Competitively support athletics, student organizations, and intramurals to enhance performance learning.
   A. Complete current upgrades (athletics) as part of the TransformMU campaign, which include artificial turf for football field, soccer facilities and related support modifications.
      i. Re-align Capital Campaign goals to include renovation of athletic facilities. This will be funded by reallocating the savings from Exercise Science facilities ($1M).
      ii. Ensure upgrades better enable intramural activities on campus.
   B. Complete new RTUC (TransformMU) so student organizations and co-curricular programs become models of performance learning.
TO SURPASS OUR COMPETITION AND GRADUATE PERFORMANCE-READY STUDENTS TAUGHT BY AN EXCELLENT DIVERSE FACULTY, MILLIKIN UNIVERSITY MUST SUPPORT PROGRAMS THAT ENABLE OUR STUDENTS, FACULTY, AND STAFF TO DEVELOP THEIR MAXIMUM ABILITIES AND THE LIBERAL DISCOVERY OF KNOWLEDGE IN PURSUIT OF MILLIKIN’S MISSION.

GOAL A
Design optimal work plans that improve employee satisfaction and rewards, enhance productivity, and celebrate success.

OBJECTIVES
1. Assess current departmental workloads for optimal effectiveness.
   A. Using Banner workload module, calculate full workload of faculty, accounting for both amount of work and the diverse functions carried out by faculty. (FY13)
   B. Assess results of workload study to begin implementation of workload re-alignment to advance competitive work plans for faculty. (FY14)
   C. Re-evaluate and amend, as appropriate, Policies and Procedures: Faculty to align evaluation methods with focus on national recognition of performance Learning. (FY14)

2. Create and maintain a merit salary pool of no less than 3%. (FY15-19)

3. Restore the annual faculty development budget of 150K. (FY15)

4. Create and implement a robust recruiting plan for faculty and staff that targets diverse candidates.
   A. Create a competitive salary pool of 50K (FY18-20) that can be accessed for positions targeted for diverse hires.
   B. Endow positions targeted for diverse candidates. (FY18-20)

GOAL B
With a commitment to graduate every student we enroll, intensify persistence and recruitment initiatives.

OBJECTIVES
1. Re-design current academic support and mentorship programs across campus to more aggressively meet the persistence challenges of today’s students.
   A. Identify changes to existing programs that would support male student development, specifically targeting underrepresented males (ie. Edge Program, increase in the number of male tutors, supplemental instruction, male writing retreats). (FY14-17)
   B. Assess all orientation and transition programs for achievement of learning outcomes and success (e.g. conduct feasibility study of expanding transition programs to the summer; rethink first week, summer orientation, etc.).
   C. Offer financial incentives to FAC4 students who persist academically.
   D. Assess efficacy of existing peer mentoring programs and design learning outcomes for each program
   E. Implement program changes to the LV-CAT Program to better recruit and retain high-achieving under-represented students.

2. Design and refurbish Aston Hall as the new Center for International Education.
   A. Ensure that the CIE is equipped to provide critical student and faculty services required for our international efforts.
   B. Increase student programming efforts on campus to recruit students abroad.
   C. Increase staffing by 1 FTE (FY18)

3. Evaluate athletic offerings to recruit and enroll quality students (e.g. consider adding men’s tennis, align with CCIW expansion opportunities, etc.).

GOAL C
Financially support off-campus performance learning for faculty and students.

OBJECTIVES
1. $2M in Endowed Scholarships to support off-campus performance learning for students. (FY14-19)
2. $2M in endowed support for Faculty off-campus performance learning. (FY14-19)
INVEST IN AND ADVANCE THE CONTINUAL MODERNIZATION OF CAMPUS LEARNING, LIVING AND WORK ENVIRONMENTS TO SURPASS OUR COMPETITION.

**GOAL A**

Fund the three-phase technology plan.

**OBJECTIVES**

1. Allocate $1.5M from the Quasi-Endowment to fund Phase 1 of the 3-Phase Technology Plan.
2. Fund the remaining $1.5M of technology improvements from Quasi-Endowment for summer 2014 and 2015 for phases 2 and 3 of the Technology Plan.

**GOAL B**

Assess, design, and implement a comprehensive plan for competitive improvements for living, learning and work environments.

**OBJECTIVES**

1. Assess modernization needs of learning and work environments for competitive improvements to technologies.
   
   A. Modernization analysis for each university academic area completed and established by January 2013.
   B. Ratings and analysis will include evaluations of learning technology, equipment, and facilities.
   C. Evaluation of priorities and costs by May 2013 BOT.
   D. Determine the timeline and funding sources to address these improvements. Annually identify budget monies to continually address modernization by each Vice-President and Cabinet. (FY14-19)
   
   2. Fund necessary design, development, and implementation of two rooms for delivery of distance learning to successfully complete requirements for HLC Substantive Change Request.
      
      A. Complete effort for MBA classroom by February 2013. (FY13 annual budget)
      B. Complete effort for second classroom by September 2013. (FY14 annual budget)

**GOAL C**

Incrementally increase funding for deferred maintenance in the annual operating budget.

**OBJECTIVES**

1. At a minimum, increase funding for deferred maintenance as follows:

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<th>Year</th>
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<tr>
<td>FY13</td>
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2. Annually, spend these dollars to strategically fund deferred maintenance.
   
   A. The Cabinet will determine, using the deferred maintenance list, the capital priorities for the next fiscal year.
   B. The Cabinet will meet in the early spring to make a final determination. Each Vice President will solicit feedback from their respective areas prior to the Cabinet meeting in order to determine the highest priorities for each area of the University.

3. Address the modernization needs identified across campus on the deferred maintenance list.
GOAL A
Establish institutional ratios that contribute to the financial means and incentives to develop national models of performance learning.

OBJECTIVES
1. Increase the median student faculty ratio to 11 to 1 by FY19.
2. In years FY16-19 increase overall student SCH to 75,000. (FY20)
   A. Increase international student enrollment to 200 FTE.
   B. Increase traditional enrollment by maintaining incoming new students at 650-675 students (traditional 2100 FTE).
   C. Increase PACE enrollment to 300 FTE. (FY18)

GOAL B
Raise the endowment to $150M within 5-10 years to relieve unfunded aid discount, to fund scholarships, and endow faculty positions.

OBJECTIVES
1. Increase staffing in alumni and development.
   A. Refill Director of Major Gifts Officer. (FY13)
   B. Identify additional staff needs. (FY14)
2. Deploy optimal investment practices to maximize endowment growth
   (e.g. annually complete the NACUBO Endowment Study and compare Millikin’s Endowment performance with other Endowments of similar size).

GOAL C
Improve operations of the Woods Apartments to reduce current expense by $1M to support the strategic plan initiatives.

OBJECTIVES
1. Implement a plan that either:
   A. Purchases the entire property from First Site, Inc.; or,
   B. Secure a lease option that allows Millikin University to manage "The Woods" (FY14); or,
   C. Jointly operate/market the “Woods.”
VISION

The Millikin University Vision is to be:

THE NATIONAL LEADER OF PERFORMANCE LEARNING
VALUE

At Millikin University, we Value:

- Commitment to the discovery of knowledge
- Civil debate
- Passion and enthusiasm
- Dignity and respect for individuals
- A diverse and inclusive community
- Integrity and responsibility
- Advancement of the greater good
OBJECTIVES

At a minimum, increase funding for deferred maintenance as follows:

<table>
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Annually, spend these dollars to strategically fund deferred maintenance.

A. The Cabinet will determine, using the deferred maintenance list, the capital priorities for the next fiscal year.

B. The Cabinet will meet in the early spring to make a final determination. Each Vice President will solicit feedback from their respective areas prior to the Cabinet meeting in order to determine the highest priorities for each area of the University.

Address the modernization needs identified across campus on the deferred maintenance list.