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Strategic Plan

THE MILLIKIN DIFFERENCE

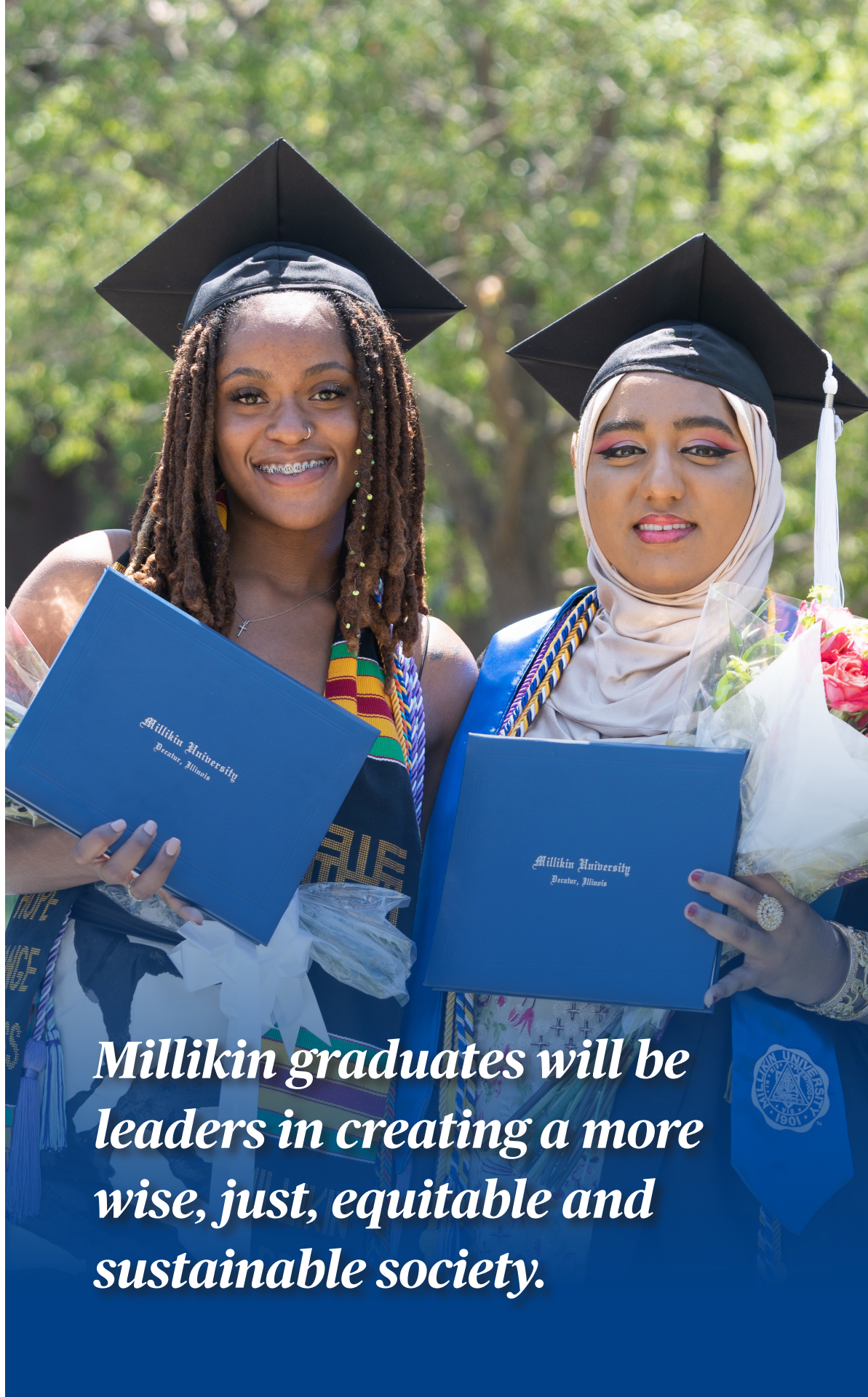


MISSION

For all who aspire to achieve, Millikin delivers on the promise of excellence in education. Through the integration of theory and practice, we prepare students for professional success, democratic citizenship in a global environment, and a personal life of meaning and value.



VISION



Millikin graduates will be leaders in creating a more wise, just, equitable and sustainable society.

At Millikin, we value:

- » Intellectual and creative inquiry;
- » Inclusion, diversity, equity and accessibility;
- » Dignity and respect for all persons;
- » Integrity and responsibility;
- » Honest, open dialogue and reflection; and
- » Advancement of the common good.



VALUES

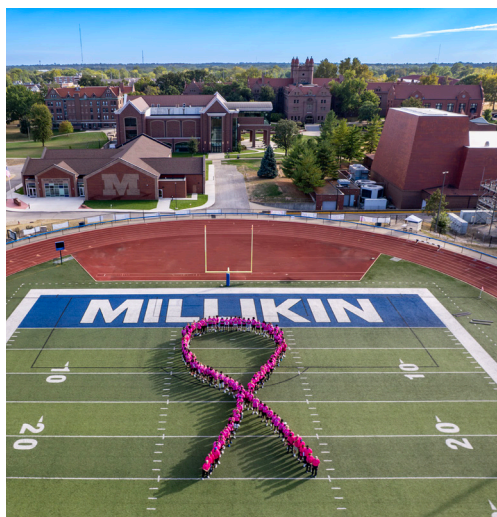
PLAN STATEMENT

Our plan demonstrates how data-driven decisions will propel Millikin's success into the future and envisions a Millikin of tomorrow, where:

- » **Performance Learning abounds to develop graduates who excel personally and professionally;**
- » **Our campus community is strategically engaged with industry and community;**
- » **All who engage with Millikin are welcomed; and**
- » **Millikin demonstrates the financial ability to steward these goals in perpetuity.**



- 1 Advance Academic Excellence**
- 2 Nurture a Welcoming and Inclusive Campus**
- 3 Build a Sustainable Financial Model**
- 4 Invigorate Community Partnerships**
- 5 Strengthen Culture and Shared Governance**



PLAN INITIATIVES

Advance Academic Excellence

We will advance our distinctive brand of Performance Learning by focusing on holistic student success, evaluating and strengthening our current academic programs and support services, and investing in new, market-driven programs that result in increased professional success for our students.

STRATEGIC GOALS

Recommit to and invest in the Performance Learning model of education at Millikin

We will assess the implementation of Performance Learning across disciplines to ensure its sustainability and maintain what makes it distinctively Millikin. We will also cultivate a donor-sponsored fund to provide long-term support for Performance Learning and strengthen the resources necessary for its continued success.

Strategically invest in the growth and development of academic programs

We will develop undergraduate and graduate programs that are in high demand and align with Millikin's areas of expertise and student profile. We will expand and promote programs through articulation agreements, strengthen community college partnerships to expand existing agreements and bring new ones to fruition, and analyze the academic program mix to identify growth opportunities and leverage resources for maximum impact.

Foster a learning environment that is supportive of academic excellence

We will take a student-ready approach to fostering academic excellence by strengthening initiatives that support students in completing their programs of study, including the development and implementation of a more effective advising model. We will also cultivate faculty capacity in multiple teaching modalities, including online education and other forward-thinking approaches, to enhance teaching and learning across the University.

Nurture a Welcoming and Inclusive Campus Environment

We will take active steps to become a more inclusive and welcoming campus, ensuring that our campus culture and climate are fully aligned with our core values of inclusion, diversity, equity and accessibility. We will seek to attract and retain diverse talent across campus and create a sense of belonging for all who are a part of our community.

STRATEGIC GOALS

Broaden inclusive excellence across campus

We will develop a clear definition of inclusive excellence to guide University-wide efforts. In addition, we will create a framework to assess, implement and measure inclusive excellence initiatives across all areas of campus.

Actively recruit, retain and invest in faculty and staff excellence

We will prioritize the recruitment and retention of exceptional faculty and staff and cultivate their success by providing opportunities for professional growth, interdisciplinary collaboration and leadership development. These efforts will strengthen Millikin's academic reputation and promote a workplace culture rooted in respect, creativity and shared purpose.

Foster a sense of belonging for all who engage with Millikin

We will expand co-curricular programming, academic engagement opportunities, and support for transfer, commuter, first-generation and student-athlete populations. We will also expand opportunities for cross-disciplinary groups of faculty and staff to engage in meaningful conversations and collaborations that foster connection and belonging across campus. Finally, we will allocate resources to address inequities on campus and ensure all members of the Millikin community feel supported and included.

Build a Sustainable Financial Model



We will commit to optimizing our operations, engaging in fiscal responsibility, identifying alternative revenue sources and investing in our human resources to strengthen Millikin University's financial health and sustainability.

STRATEGIC GOALS

Expand net tuition revenue streams by enhancing recruitment strategies and initiatives

We will extend our reach to new student populations by enhancing recruitment practices and expanding program offerings that support Millikin's growth and financial health. Strategic investments in emerging athletic programs, enhanced technology, strengthened partnerships, and expanded outreach to transfer, international and Chicago-area students will drive recruitment success. Finally, we will leverage faculty partnerships to advance enrollment initiatives and bolster overall recruitment efforts.

Implement effective and efficient budget management practices

We will enhance departmental budget management through training and improved reporting tools as well as monitor and analyze net tuition revenue more effectively. In addition, we will optimize staffing to identify efficiencies and create synergies, ensuring resources are used effectively across the University.

Design compensation and development models that support the success and retention of quality faculty and staff

We will implement competitive, equitable compensation structures to attract and retain talented faculty and staff. Professional development programs will be enhanced to support ongoing growth, skill-building and career advancement. In addition, we will foster a culture that values excellence, engagement and long-term commitment to the University through alignment of recognition and reward programs.

Implement a comprehensive and intentional fundraising strategy that identifies and cultivates the next generation of donors, while supporting existing giving

We will build stronger relationships with alumni, donors and friends by leveraging technology to deliver more personal, timely and relevant communication. We will enhance systems and tools to make giving easier and more impactful. With clear priorities and a thoughtful long-term strategy, we will grow Millikin's community of supporters and lay the groundwork for an exciting, successful multi-year fundraising campaign.

Invigorate Community Partnerships



We will re-establish Millikin University as Decatur's University by identifying and prioritizing strategic opportunities that align community needs with University resources for mutual benefit. We will actively partner with local industry and organizations to connect our students, faculty, staff and alumni with meaningful service and education opportunities in Macon County and beyond.

STRATEGIC GOALS

Intentionally serve and connect to local, regional and national partners

We will reaffirm Millikin's role as an anchor institution in Decatur while increasing engagement and visibility in community priorities. We will participate in strategic economic development initiatives, developing mutually beneficial relationships with key stakeholders, including scholarship programs for students pursuing high-need professions, to support both community needs and student success.

Increase engagement opportunities with local and regional PK-12 students and their families

We will expand Millikin's presence in local and regional schools and communities, positioning the University as a trusted partner in education. Engagement opportunities will include informational sessions, career exploration experiences and family-focused programs designed to build awareness of Millikin, foster early connections, and support students and their families throughout the educational journey.

Intentionally engage with our global community

We will expand Millikin's global presence and foster meaningful connections with international students, partners and organizations. Engagement opportunities will include collaborative academic programs, cultural exchanges and initiatives that promote global learning, awareness and citizenship across the University community.

Strengthen Culture & Shared Governance



A strong and connected campus community is at the heart of Millikin's success. We will nurture that sense of connection by strengthening shared governance and fostering a culture of collaboration, transparency and inclusion. Through open communication, thoughtful organizational improvements, and meaningful engagement among faculty and staff, we will build greater shared purpose across the University. By engaging in active listening and supporting our employees, we will create an environment in which every member of the Millikin community feels valued, respected and empowered to contribute to our collective mission.

STRATEGIC GOALS

Strengthen shared governance at Millikin

We will enhance shared governance by fostering meaningful engagement across campus stakeholders. Additionally, we will develop an annual assessment tool to monitor progress, inform improvements and ensure transparent, inclusive decision-making.

Increase and systematize meaningful interactions among key campus stakeholders

We will establish regular opportunities for faculty and staff to connect, share updates and provide feedback, fostering collaboration and stronger engagement across the University.

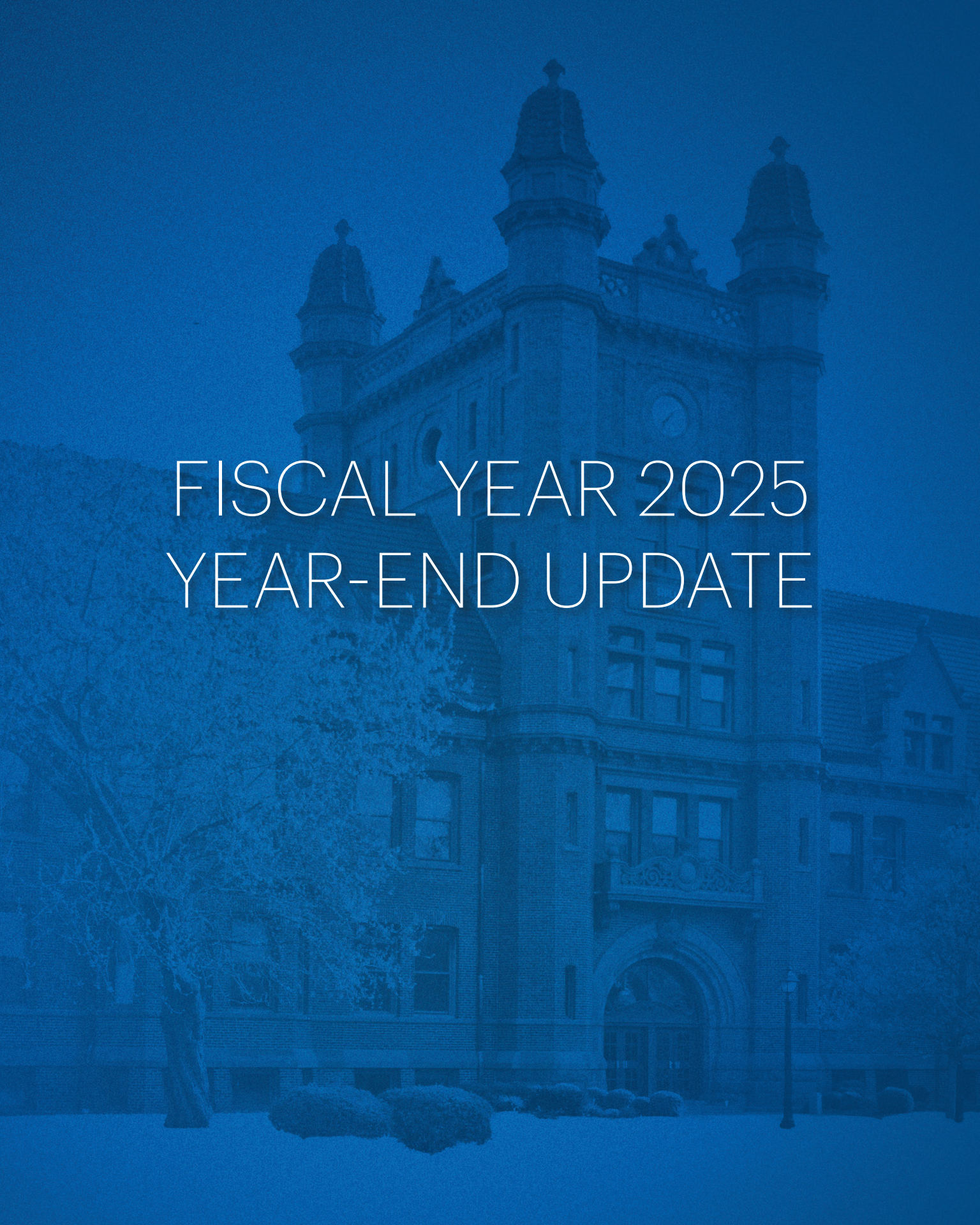
Refine organizational structure, policies and practices to strengthen communication and alignment in collaborative work

We will develop leadership covenants outlining commitments among the Board, President and President's Leadership Team to strengthen transparency, accountability and collaborative alignment.

Assess and improve employee satisfaction and engagement

We will continue to build upon the feedback from the Great Colleges to Work For Survey to implement strategies that enhance engagement, strengthen the workplace environment and support employee success.





FISCAL YEAR 2025 YEAR-END UPDATE

PLAN INITIATIVE: Advance Academic Excellence

STRATEGIC GOALS:

1. Recommit to and invest in the Performance Learning model of education at Millikin
2. Strategically invest in the growth and development of academic programs
3. Foster a learning environment that is supportive of academic excellence

Notable Accomplishments:

- » Established an academic program review process and assessment tool to strengthen Millikin's Performance Learning model.
- » Strengthened academic partnerships with transfer and corporate partners to build recruitment pipelines, including hybrid MBA program enhancements, and expanded Agribusiness recruitment through on-campus and regional engagement events.
- » Launched the Tabor School of Business Strategic Plan, established ongoing faculty and staff discussions around Belonging resources, and implemented online teaching and learning guidelines for evaluation to support academic excellence.



PLAN INITIATIVE: Nurture a Welcoming and Inclusive Campus

STRATEGIC GOALS:

1. Intentionally revise policies and procedures to promote inclusive excellence across campus
2. Actively recruit, retain and invest in faculty, staff and students from historically marginalized backgrounds
3. Foster a sense of belonging for all who engage with Millikin

Notable Accomplishments:

- » Expanded student engagement and mentorship by increasing collaborations among career services, alumni and students.
- » Implemented new hiring guidelines and updated the Employee Handbook to be more user-friendly and intentionally inclusive.
- » Enhanced faculty and staff capacity to support student well-being through mental health-focused professional development, improving interactions with students and the broader community.
- » Re-established the International Ambassador Program to engage and retain new international students.



PLAN INITIATIVE: Build a Sustainable Financial Model

STRATEGIC GOALS:

1. Invest in a comprehensive and integrated marketing and enrollment strategy
2. Implement effective and efficient budget management practices
3. Design compensation and development models that support the success and retention of quality faculty and staff
4. Implement a comprehensive and intentional fundraising strategy that identifies and cultivates the next generation of donors, while supporting existing giving

Notable Accomplishments:

- » Optimized TargetX to automate admissions for first-year and transfer students, enhanced international admission processes, launched more efficient financial aid notifications and improved graduate recruitment through streamlined processes and targeted marketing campaigns.
- » Strengthened community college partnerships and transfer student funnel with six new articulation agreements.
- » Reviewed and aligned faculty salaries with Millikin's compensation philosophy to guide competitive hiring ranges, integrated professional development into staff annual goals, and enhanced the student employee experience through updated policies and a new evaluation tool.
- » Launched a Fundraising Strategy Team to establish key priorities for 2025/26 in preparation for a comprehensive multi-year fundraising campaign.



PLAN INITIATIVE: Invigorate Community Partnerships

STRATEGIC GOALS:

1. Invigorate community partnerships by facilitating meaningful engagement of our campus community with the Decatur community
2. Increase engagement opportunities with local and regional PK-12 students and their families
3. Intentionally serve and connect to regional and national partners
4. Intentionally engage with our global community

Notable Accomplishments:

- » Signed six new articulation agreements with community colleges, held transfer events with area college partners, and expanded engagement with prospective students and families through community outreach events.
- » Conducted a campus-wide survey to inventory faculty and staff community involvement in Decatur and Central Illinois to identify opportunities to strengthen strategic engagement.
- » Signed six new articulation agreements, held transfer events with community college partners, and expanded engagement with prospective students and families through community outreach events.
- » Surveyed faculty and staff to gather information regarding student engagement in Decatur and Central Illinois to identify opportunities for service learning, performance projects, internships and mentorship.



PLAN INITIATIVE: Strengthen Culture and Shared Governance

STRATEGIC GOALS:

1. Increase and systematize meaningful interactions amongst key campus stakeholders
2. Review and adjust the organizational structure, policies and practices to improve communication and alignment of our collective and collaborative work
3. Strengthen shared governance at Millikin
4. Assess and improve employee satisfaction and engagement

Notable Accomplishments:

- » Council of Student Advisors (CoSA) and other student representatives regularly connected with the Board of Trustees through breakfasts, committee participation and attendance at student showcase events, fostering engagement between students, alumni, faculty and staff.
- » Aligned Board of Trustee committee structures with strategic priorities, guided 2025/26 planning through a Leadership Council summer session and finalized the updated employee goal-setting and evaluation tool for University-wide implementation.
- » Added Millikin's first Staff Advisory Council representative to the Board, enhancing employee engagement in shared governance.
- » Developed a campus-wide action plan from the Great Colleges to Work For Survey and implemented new onboarding, annual evaluation, employee recognition, and compensation initiatives to enhance satisfaction and engagement.





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2023 - 2027

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