

2 0 2 3 - 2 0 2 7

Strategic Plan

The Millikin Difference

Fiscal Year 2024 Year-End Update

M I S S I O N

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.



V I S I O N

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

V A L U E S

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.

Advancement of the common good.

P L A N S T A T E M E N T

Millikin's Strategic Plan, "The Millikin Difference," 2023-2027, will take us to the next level of articulating our distinct brand and strengths as a comprehensive University committed to student success and academic excellence. 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 that excel personally and professionally, where our campus community is strategically engaged with industry and community, where all who engage with Millikin are welcomed, and where Millikin demonstrates the fiscal ability to steward these goals in perpetuity.

Plan Initiatives

Advance academic excellence.

Invigorate community partnerships.

Nurture a welcoming and inclusive campus environment.

Build a sustainable financial model.

PLAN INITIATIVE

Advance academic excellence.

We will advance our distinctive brand of Performance Learning through a focus on holistic student success, the evaluation and strengthening of our current academic programs and support services, and investment in new, market-driven programs resulting in increased professional success for our students.

Strategic Goals

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

Strategically invest in the growth and development of academic programs.

Foster a learning environment that is supportive of academic excellence.

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
<p>Recommit to and invest in the Performance Learning model of education at Millikin.</p>	<ul style="list-style-type: none"> » Updated Assessment and Accreditation Committee working on updating academic program review process to include assessment of Performance Learning. » Fundraiser for WJMU which exceeded the goal by raising a total of \$112,000. » Restructure student work model to ensure learning outcomes. » Student-run venture 1901 Productions produced their second feature-length film. 	<ul style="list-style-type: none"> » Assess, expand and leverage Performance Learning curricular & co-curricular student opportunities. » Complete update of academic program review process. » Develop a case statement to support fundraising for the next feature-length film for Millikin students to create as part of their performance learning experience.
<p>Strategically invest in the growth and development of academic programs.</p>	<ul style="list-style-type: none"> » The new Academic Program Wellness Check system ensures consistent review of program enrollments, costs and markets. » Launched new academic programs in Agribusiness, Film & Video Production, Applied Statistics and a Master of Science in Athletic Training. » Reinvested in discipline and demographic-specific recruiting including hiring a new Transfer Coordinator and Graduate Recruiter. » Finalized new articulation agreement with Richland Community College. » Updated policies and curricula to streamline the transfer process. » Launched Transferology to help students explore online transfer options. 	<ul style="list-style-type: none"> » Strengthen academic partnerships to boost recruitment in under-enrolled programs. » Expand the Academic Program Wellness Check to all programs. » Agribusiness recruitment via Poster Symposium and Farm Progress Show. » Complete currently in-progress articulation agreements with additional community colleges.
<p>Foster a learning environment that is supportive of academic excellence.</p>	<ul style="list-style-type: none"> » Provided Academic Advising Workshops as part of Opening Faculty Workshops in fall 2024. » Created New Student Academic Advising Cohort and trained academic advisors. » Utilized Belong webinars, resources, coursework and faculty book groups for faculty and staff development. 	<ul style="list-style-type: none"> » Implement and assess the New Student Academic Advising Cohort program. » Build a system of ongoing discussions around Belong resources.

PLAN INITIATIVE

Invigorate community partnerships.

We will re-establish Millikin University as Decatur's University by identifying and prioritizing strategic opportunities for aligning community needs with appropriate University resources for mutual benefit. We will actively seek to 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

Invigorate community partnerships by facilitating meaningful engagement of our campus community with the Decatur community.

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

Intentionally serve and connect to regional and national partners.

Intentionally engage with our global community.

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
Invigorate community partnerships by facilitating meaningful engagement of our campus community with the Decatur Community.	<ul style="list-style-type: none"> » Attended and sponsored local events (Community Foundation of Macon County, Decatur Chamber of Commerce, Beautify Decatur Coalition) to strengthen Millikin’s community presence. » Invited the local community to the annual State of the University event. » Invited Millikin-friendly community members and business, even if not alumni, to our annual fall and spring Associates Dinners to hear campus updates. » Launched Transferology to help students explore online transfer options. 	<ul style="list-style-type: none"> » Inventory and expand Millikin faculty and staff representation in Decatur and Central Illinois, focusing on strategic community presence. » Inventory and increase student engagement in Decatur and Central Illinois through service learning, performance projects, internships and mentorship.
Increase engagement opportunities with local and regional PK-12 students and their families.	<ul style="list-style-type: none"> » Hired a new Director for Millikin Community Arts Academy (MCAA) and introduced new programs including private art lessons, Improve Camp and A Capella Camp, as well as expanded Rap University offerings. » Partnered with Decatur Public Schools to accept vouchers for MCAA summer programs. » Engaged regional CEO and FBLA groups in targeted campus visits. » Developed specific Campus Visit Days for transfer students and an event for Heartland Tech Academy. 	<ul style="list-style-type: none"> » Host “Transfer to Millikin” events for Decatur Public Schools Prep Academy and community colleges.
Intentionally serve and connect to regional and national partners.	<ul style="list-style-type: none"> » Sent Millikin alumni-owned businesses a recognition letter and decal for their storefront. » Helped departments/colleges with alumni to serve as adjudicators, internship hosts, mentors and potential employers. » Hosted grant-writing, planned-giving and professional development opportunities for the community. » Enhanced partnership with Archer Daniels Midland, including shared service days and increased career day participation. » Launched a credit-bearing course at Decatur Correctional Center and explored more prison partnerships. 	<ul style="list-style-type: none"> » Encourage campus leadership to serve on community boards or volunteer within the community as part of their annual goals.
Intentionally engage with our global community.	<ul style="list-style-type: none"> » Partnered with The WorldGrad to attract more degree-seeking students. » New agreement with StudiesUP to bring French degree-seeking students to Millikin. » Expanded study abroad programs: Nursing in Costa Rica, tourism in Belize and immersion in Brazil. » Hired a consultant to perform a comprehensive review of the Center for International Education. 	<ul style="list-style-type: none"> » Develop a strategic plan for the Center for International Education under the direction of the new Dean of International Education.

PLAN INITIATIVE

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 campus community.

Strategic Goals

Intentionally revise policies and procedures to promote inclusive excellence across campus.

Actively recruit, retain, and invest in faculty, staff, and students from historically marginalized backgrounds.

Foster a sense of belonging for all who engage with Millikin.

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
<p>Intentionally revise policies and procedures to promote inclusive excellence across campus.</p>	<ul style="list-style-type: none"> » Completed new Bias Prevention Protocol with Academic Affairs and Human Resources. » Beginning the review and updating process for student conduct and Title IX. » C-IDEAS (Committee - Inclusion, Diversity, Equity, Access and Sense of Belonging) currently reviewing student and employee handbooks with an equity lens. » Assessment and Accreditation committee updating academic program review to include setting and assessment of IDEAS goals. 	<ul style="list-style-type: none"> » Launch the Student Success Initiative to boost campus coordination and review policies impacting equity and student belonging: <ul style="list-style-type: none"> • Integrating IDEAS across curricular and co-curricular activities • Promote student retention and success • Plan and implement the Great Start Experience » Update the Employee Handbook for user-friendliness and inclusivity.
<p>Actively recruit, retain and invest in faculty, staff and students from historically marginalized backgrounds.</p>	<ul style="list-style-type: none"> » Updating hiring guidelines to include best practices for hiring diverse faculty and staff. » All positions now being posted on sites targeted towards underrepresented populations. » Joined PhD Project to help recruit diverse faculty candidates. » Hired inaugural Director of Title III Grant and Director of IDEAS. » Currently hiring multiple positions in Student Affairs to help coach and support students. » Formed Campus Culture Committee to improve culture. » Including diverse staff, faculty and students in Admitted Student Days, Campus Visit Days and related activities for students. 	<ul style="list-style-type: none"> » Launch the Student Success Initiative to boost campus coordination and review policies impacting equity and student belonging.
<p>Foster a sense of belonging for all who engage with Millikin.</p>	<ul style="list-style-type: none"> » Heritage Month Programming. » Became inaugural member of Belong: An Inclusive Learning Community. Resources and webinars on IDEAS topics are now available regularly to faculty and staff. » The Spring 2023 issue of Millikin Magazine focused on IDEA topics both on campus and in the alumni community. » Disseminated inclusive Diversity Calendar campus-wide to encourage programming, instruction and dialogue. » Tabor School of Business partnering with alumni for more student mentorship. » Identify constructive/restorative work on residence hall facilities for overdue updates and deferred maintenance. » Improving student participation in shared governance by organizing the inaugural Council of Student Advisors. 	<ul style="list-style-type: none"> » Build a system for ongoing discussions around Belong resources. » Increase collaborations between career services, alumni and students for mentorship and engagement. » Expand opportunities and enhance intentionality for inviting community members to campus events and programs. » Implement “Trauma Informed” professional development for better interactions with BIPOC and other communities. » Create new residential learning outcomes for education and programming for on-campus housing. » Launch the new Great Start initiative to provide students with a solid academic foundation, promote a sense of belonging and improve success outcomes.

PLAN INITIATIVE

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

Invest in a comprehensive and integrated marketing and enrollment strategy.

Implement effective and efficient budget management practices.

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

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

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
<p>Invest in a comprehensive and integrated marketing and enrollment strategy.</p>	<ul style="list-style-type: none"> » Launched the Recruitment Strategy Team. » Developed 15 recruitment strategies. » Partnered with EAB to enhance outreach and communication with prospective students. » Analyzed the piloted tuition reduction (Macon Promise) and found that the average net tuition revenue per undergraduate student was higher than that of the previous high-tuition/high-discount model. » Board of Trustees approved the Millikin Tuition Promise and Big Blue Pledge: Illinois Free Tuition Program, effective Fall 2024. » Invited students and parents to alumni outreach efforts in Chicago, St. Louis, Indianapolis and Macon County. » Created new academic program launch process with cost and market analyses. » Enhanced website by placing Arts and Athletics at the top of the navigation to promote engagement. » Strengthened partnership with Athletic Department. » Improved process and partnership with Council of Student Academic Standards (CSAS). 	<ul style="list-style-type: none"> » Maximize TargetX functionality to boost performance and efficiency. » Strengthen community college partnerships to create beneficial recruitment pipelines for students, the colleges and Millikin. » Develop a comprehensive plan for adult degree completion, including programming and resources. » Identify employers for continuing education partnerships through tuition assistance programs. » Apply for state film industry employment program grants and explore academic credit options; consider other trades. » Improve graduate admission process and create tailored marketing campaigns. » Enhance international admission process and marketing. » Automate admissions for first-year and transfer students. » Review and refine talent scholarship processes and funding levels. » Explore Millikin Coursera “skills consortium” courses to keep students engaged and reduce competition.
<p>Implement effective and efficient budget management practices.</p>	<ul style="list-style-type: none"> » Developed a comprehensive operating budget for Board consideration and approval in June 2023. » Shared the operating budget for 2023/24 with all faculty and staff to increase transparency. » Began sharing quarterly financial updates with faculty and staff, in addition to the Board of Trustees in November 2023. » Launched a Budget Committee with elected faculty and staff representation to prioritize budget requests for 2024/25. » Established the Student Employment Team to enhance policies, practices and experiences for student employees. » Provided budget training and endowed accounts training to all academic deans and directors. » Recalibrated the Institutional Financial Aid Model to align with the reduced tuition rate and maximize the average net tuition revenue per student while maintaining affordability. 	<ul style="list-style-type: none"> » Develop and implement budget manager training with improved reporting tools. » Implement online reporting of VISA purchase card receipts to enhance efficiency, oversight and ability to understand purchases made on VISA cards when assessing expenses. » Implement a Purchase Order system to improve oversight, stewardship and accuracy of forecasting expenses. » Create reporting tools to better monitor and analyze net tuition revenue.

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
<p>Design compensation and development models that support the success and retention of quality faculty and staff.</p>		<ul style="list-style-type: none"> » The Board of Trustees has requested a Task Force on faculty salaries to recommend improvements on policy/process and to provide benchmarks on competitive wages. » Develop a policy to benchmark staff salaries, acknowledge and reward staff for longevity, and mitigate wage compression. » Identify funding and develop a process for requesting staff professional development. » Include professional development as part of staff annual goals. » Consider using Coursera’s “skills consortium” for discounted employee training (ex: Excel training). » The Student Employment Team is implementing policies and practices to enhance the learning experience for student employees.
<p>Implement a comprehensive and intentional fundraising strategy that identifies and cultivates the next generation of donors, while supporting existing giving.</p>	<ul style="list-style-type: none"> » Identified campus fundraising priorities to devise fiscal year Development, Annual Fund, Marketing and Stewardship Plans, and events and travel calendars. » Completed fundraising for capital projects, including the Campbell Family Nursing Simulation Center and the Rathje Athletic Center. 	<ul style="list-style-type: none"> » Launch a donor-funded scholarship campaign to raise at least \$1 million annually for the next four years. » Develop a case statement and conduct a feasibility study for a comprehensive multi-year fundraising campaign.

Strengthen culture and shared governance.

Strategic Goals

Increase and systematize meaningful interactions amongst key campus stakeholders (Board of Trustees, President's Council, Leadership Council, Faculty, Staff and Students).

Review and adjust the organizational structure, policies and practices to improve communication and alignment of our collective and collaborative work together.

Strengthen shared governance at Millikin.

Assess and improve employee satisfaction and engagement.

Strategic Goals	2023/24 Accomplishments	2024/25 Initiatives
<p>Increase and systematize meaningful interactions amongst key campus stakeholders (<i>Board of Trustees, President’s Council, Leadership Council, Faculty, Staff and Students</i>).</p>	<ul style="list-style-type: none"> » Hosted breakfasts with the Board of Trustees in November, February and May. » Began inviting Leadership Council members to the Board Dinners in November 2023. » Held a “Special Session on Shared Governance” with 70+ trustees, faculty and staff. » Started Fall 2023 and Spring 2024 semesters with “Kick-Off” meetings by the President, followed by a family picnic in August and a faculty/staff happy hour in January. 	<ul style="list-style-type: none"> » Leverage the Board to sponsor and attend showcase events in key cities, celebrating student talent and performance outcomes, and facilitating networking for alumni, MU faculty/staff, prospective students, and their families.
<p>Review and adjust the organizational structure, policies and practices to improve communication and alignment of our collective and collaborative work together.</p>	<ul style="list-style-type: none"> » Launched “Ask Jim” for anonymous faculty and staff questions of the President in September 2023. » Rolled out an updated “Big Blue Intranet” in September 2023. » Started Leadership Council in September 2023. » Piloted a new Board-level committee structure in November, aligning Board activities with the Strategic Plan. » Established the Millikin University Staff Advisory Council (MUSAC) in November 2023. » MUSAC held a Faculty/Staff Appreciation Day on April 24th. » Revised Performance Evaluation tool for annual staff evaluations and created a structure for cascading goals in FY25. 	<ul style="list-style-type: none"> » Amend the Board Bylaws to align committee structure with institution’s strategic priorities. » The Leadership Council will hold its first summer planning session on June 26, 2024, to create 2024/25 strategic plan initiatives, which will inform committee, departmental, and individual goal setting for the next academic year. » Finalize changes to evaluation tool and roll out new goal setting and review tool in early Fall 2024.
<p>Strengthen shared governance at Millikin.</p>	<ul style="list-style-type: none"> » The Board adopted a “Statement on Shared Governance” which included input from faculty and staff leaders for the Board Policies and Procedures, Employee Handbook, Faculty Policies and Procedures, and Student Handbook. 	<ul style="list-style-type: none"> » Develop an annual assessment tool for shared governance to monitor progress and inform areas for improvement. » Add a Staff Advisory Council member as an employee representative to the Board. » Create a Shared Governance Decision Making Matrix.
<p>Assess and improve employee satisfaction and engagement.</p>	<ul style="list-style-type: none"> » Administered the “Great Colleges to Work For” survey to faculty and staff in spring 2024, to assess and benchmark employee engagement and satisfaction. » Created a Faculty/Staff Culture Committee to enhance culture. » Created “BRAVO” program to recognize employees. » Improved Service Award program to recognize longevity. 	<ul style="list-style-type: none"> » Enhance campus culture and engagement using feedback from the “Great Colleges to Work For” Survey. » Utilize the Culture Committee to plan events, improve communications, and develop feedback mechanisms to gauge the effectiveness of cultural improvements.



MILLIKIN
UNIVERSITY®

2 0 2 3 - 2 0 2 7

Strategic Plan

The Millikin Difference

Updated September 2024