ACROSS THE STREET AND AROUND THE GLOBE: PARTNERSHIPS AND INFLUENCE AT MILLSAPS COLLEGE

The Millsaps College Strategic Plan
Mission Statement

Millsaps College is dedicated to academic excellence, open inquiry and free expression, the exploration of faith to inform vocation, and the innovative shaping of the social, economic, and cultural progress of our region.
Vision Statement

Building on its motto, Ad Excellentiam, its strong heritage of social justice, freedom of thought and reflection on life’s most important questions, and its central location in the capital city of Mississippi, Millsaps engages students in a transformative learning and leadership experience that results in personal and intellectual growth, commitment to good citizenship in our global society, and a desire to succeed and make a positive difference in every community they touch.
Strategic Goals

• “Ad Excellentiam”
• Local and Global Experience and Influence
• Campus Enhancement
• Ethical Heritage and Church Relations
• Student Body Expansion, Diversity, and Support Systems
• Endowment Growth and Financial Strength
Major Initiatives
The means by which our strategic goals will be achieved

For Strategic Goal 1: “Ad Excellentiam”
Achieve our motto. Define standards of excellence and establish measureable goals for all programs; annually evaluate programs according to these standards and goals; make required improvements to bring programs and performance up to the standards; establish benchmarks and assessment mechanisms to ensure progress toward future goals; foster a culture that emphasizes and promotes the continuous pursuit of excellence in all that we do.

Major Initiative A: Establish a recurring process by which we define and evaluate excellence in all academic, co-curricular and extra-curricular programs. Restructure the College’s assessment process to include an in-depth and periodic review of every program, to identify strengths and weaknesses, provide recommendations for improvement, establish priorities with definite timelines and take decisive action.
For Strategic Goal 1: “Ad Excellentiam” (cont.)

- **Major Initiative B:** Develop and implement strategies for recruiting and retaining a high quality, diverse and engaged faculty and staff to direct students’ college experience toward excellence.

- **Major Initiative C:** Improve and restructure existing academic programs to ensure they are competitive and of the highest quality.

- **Major Initiative D:** Enhance extracurricular and student life programs to ensure that they offer a range of high quality opportunities for students.

- **Major Initiative E:** Make operational improvements in administrative departments to increase efficiencies, provide greater access to and use of data to inform decisions, and promote better support to students and other stakeholder groups.
For Strategic Goal 2: Local and Global Experience and Influence

Create a distinctive leadership development program - “Across the Street and Around the Globe: Partnerships and Influence at Millsaps College,” - to capitalize on our experience and assets, to differentiate Millsaps from other colleges, and to allow our students and the college to more actively and purposefully engage with and influence our local community as well as the communities we touch around the globe, offering every student an opportunity to participate in intercultural experiences both internationally and locally.

Major Initiative A: Develop a distinctive leadership development program, “Across the Street and Around the Globe: Partnerships and Influence at Millsaps College” and embed it within our curriculum, across all disciplines. This program should be designed to expand the reach of our classrooms—embracing and engaging the wealth of educational and civic opportunities in our neighborhood, our capital city, and our regional and international experiences, to allow students to graduate with real-world, distinctive leadership and civic skills that give them a significant advantage as they begin their careers.
For Strategic Goal 2: Local and Global Experience and Influence (cont.)

- **Major Initiative B:** Contribute to our community by participating and playing a role in local/regional efforts to promote economic development in the State and improve the lives of Mississippians.

- **Major Initiative C:** Reach out to the community by expanding the depth and quality of our performing arts and community educational programs (Arts & Lectures, Enrichment Series, Business Advantage Program, Summer Programs, etc).

- **Major Initiative D:** Enhance the role of our teacher education program in the city and state.

- **Major Initiative E:** Implement complementary programs of community engagement within our international programs wherever it is possible to manage and sustain such community engagement.

- **Major Initiative F:** Strengthen and build on our successful 1 Campus 1 Community program.
For Strategic Goal 3: Campus Enhancement

Enhance and maintain a campus that is beautiful, environmentally sustainable, supports the needs of our students, faculty and staff, and is economically viable and accessible to all members of the community. Reclaim the northeast corner of campus so that it clearly establishes Millsaps’ presence. Identify and prioritize building and renovation of needed spaces.

- **Major Initiative A:** Undertake a Campus Master Planning Process. Consider needs to build or renovate facilities for the creative and performing arts, humanities, student gathering spaces, sciences, graduate programs and a new chapel.

- **Major Initiative B:** Address deferred maintenance issues across the campus, beginning with residence halls.

- **Major Initiative C:** Create a culture of and actively engage in environmental sustainability.
For Strategic Goal 4: Ethical Heritage and Church Relations:
Promote our heritage of social justice, commitment to freedom of thought, welcoming acceptance and inclusion of all people, and critical reflection on the most important questions in life. Build on this heritage by developing an enhanced relationship with our founding body, the United Methodist Church.

- **Major Initiative A:** Research, better tell, and promote the story of Millsaps' role as an educational leader in the cause of social justice, and develop new means of affirming and living out this tradition.

- **Major Initiative B:** Provide a welcoming environment that embraces our inclusion of all people, and fosters the spiritual and ethical development of all students.

- **Major Initiative C:** Strengthen the relationship, enrollment and development efforts between the College and the United Methodist Church.
For Strategic Goal 5: Student Body Expansion, Diversity, and Support Systems

Increase the size and diversity of the student body to optimal levels, enhance mechanisms of support, and promote engagement of our students in the life of the college during their undergraduate and graduate years.

- **Major Initiative A:** Develop a marketing and student recruitment plan, including international student recruitment, that delivers the required enrollment by AY 2015-16 and that plays on the strengths of our distinctive liberal arts and business curriculums.

- **Major Initiative B:** Establish goals and develop specific plans to enhance student diversity, ensure success among minority, international and high risk students, and cultivate on campus an appreciation of our multi-cultural society.

- **Major Initiative C:** Develop student experiences that transcend the classroom and promote relationships within the campus community.

- **Major Initiative D:** Evaluate existing Institutional Advancement programs and develop plans for engaging students in relation to their future role as alumni.
For Strategic Goal 6: Endowment Growth and Financial Strength

Increase the College’s endowment to enable achievement of the goals of the strategic plan and generate sufficient funding for financial stability.

➤ **Major Initiative A:** Undertake a comprehensive analysis to determine the appropriate scale of the college, including the ideal size of the undergraduate and graduate programs, the costs of attending, associated baseline operating and financial aid costs.

➤ **Major Initiative B:** Conduct a feasibility study, prepare a case for support, and launch a capital campaign that includes components of the strategic plan and which coincides with the 125th anniversary of the college in 2015.

➤ **Major Initiative C:** Identify strategies to increase the size of the endowment so that it is comparable to that of the more selective institutions in the ACS.

➤ **Major Initiative D:** Develop a comprehensive plan for alumni engagement in various programs, including admissions, career services, church relatedness, and annual fund and major gifts.