

Salisbury University
2020-2025 Strategic Plan
6/24/2021 Suggested Revisions

Goal 1: Enrich Academic Success and Student Development

Objective 1.1 Continue to support and develop our wide range of exceptional and challenging academic programs and experiences.

- Strategy 1.1.1. Continue to evaluate faculty proposals for new programs based on emerging market trends and regional needs, as well as our current mission and objectives.*
- Strategy 1.1.2. Expand and support existing undergraduate and graduate programs based on emerging trends, as well as the needs of students and the region.*
- Strategy 1.1.3. Explore opportunities to continue offering online courses particularly where it aids in the completion of General Education requirements.*
- Strategy 1.1.4. Support the Honors College's growth in enrollment and reputation through appropriate staffing, space and resource allocation.*
- Strategy 1.1.5. Strengthen opportunities for student participation in creative activities, applied research, clinical experiences, civic and community outreach, entrepreneurial undertakings, scholarly pursuits, and other experiential learning opportunities.*
- Strategy 1.1.6. Continue to seek accreditation and/or national recognition from professional organizations and support continuous program review and improvement.*

Objective 1.2 Develop a more robust program of student support services that fosters holistic student wellness, learning, development, integrity, leadership and resiliency.

- Strategy 1.2.1. Promote the effective use of our academic and student support services among our students, ensuring that those most in need receive access.*
- Strategy 1.2.2. Facilitate conversations and opportunities where students feel empowered to explore and request the academic and wellness support they need.*
- Strategy 1.2.3. Evaluate and ensure the sufficiency of staffing, resources and services in crucial student and academic support offices, considering not only students' academic performance and preparation, but also their mental, physical and behavioral health and wellness.*
- Strategy 1.2.4. Explore synergies between complementary student support services under a central location or center and the communication structure among them.*
- Strategy 1.2.5. Explore new strategies to ensure undergraduate and graduate students are adequately supported and best situated to succeed at SU while recognizing the differing needs and trends of incoming students.*

- Strategy 1.2.6. *Assess and, as appropriate, expand or develop new mentoring and leadership development programs (e.g., Powerful Connections, TRiO and International Buddy), including offering faculty, peer-student and/or alumni mentors for current students.*
- Strategy 1.2.7. *Strive to achieve parity in support for undergraduate and graduate students, recognizing that graduate students are integral members of the SU community with unique profiles and specialized needs.*
- Strategy 1.2.8. *Build a comprehensive assessment plan to evaluate the effectiveness of existing University structures, policies, programs and practices to minimize differences in outcomes for students of diverse backgrounds and experiences.*

Objective 1.3 Cultivate student *academic support and* participation in High-Impact Practices (HIPs) to support improvements in time-to-degree, retention and graduation.

- Strategy 1.3.1. *Evaluate the potential of first-year seminars as a tool to improve student retention and development.*
- Strategy 1.3.2. *Inventory and, where appropriate, expand existing experiential learning opportunities.*
- Strategy 1.3.3.

Strategy 1.4.4. Provide more opportunities and support for faculty to engage in outreach activities, including service as experts in one's field, within the local community.

Strategy 1.4.5. Reconsider faculty workload allocation to provide greater flexibility for interdisciplinary team teaching, research, scholarship, creative activity, service, innovation and entrepreneurship as allowed by the new [USM policy](#).

Strategy 1.4.6. Identify financial resources to provide seed or matching funds for projects that support the University's mission and that have a high likelihood of success.

Objective 1.5 Affirm the relevance and value of General Education to career and life success for all majors.

Strategy 1.5.1. Ensure that student learning experiences exist for all student learning outcomes within General Education: essential competencies; foundational knowledge; and personal, social and cultural responsibility.

Strategy 1.5.2.

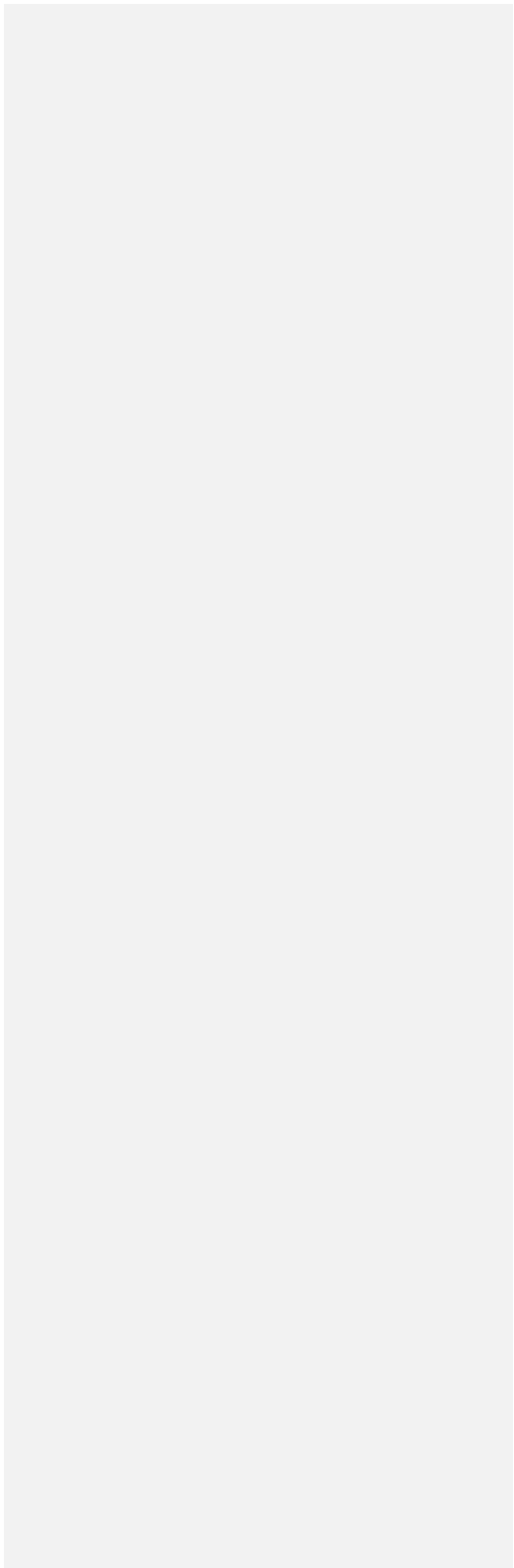
Strategy 2.3.3. *Develop a plan to address issues of compensation and salary compression, including expanding and transparently communicating information about career pathways and ladders.*

Strategy 2.3.4. *Develop robust faculty and staff mentorship and leadership development programs, especially for underrepresented groups.*

Strategy 2.3.5. *Expand opportunities for interested faculty and staff to interact, collaborate and socialize with one another inside and outside work.*

Objective 2.4 Create and promote the use of welcoming and inclusive campus spaces aligned with the [Facilities Master Plan](#).

Strategy 3.1.7.



Strategy 4.1.4. *Support a deeper understanding of the value and impact of philanthropy within and beyond the campus community.*

Objective 4.2 Expand engagement of alumni, families and friends with the SU community.

Strategy 4.2.1. *Expand alumni events and encourage greater interaction between alumni and current students.*

Strategy 4.2.2. *Expand and continue to develop a comprehensive parents and family program.*

Strategy 4.2.3. *Explore the development of a Friends of SU program to include those engaged with the SU, such as the business community and employers of SU alumni.*

Strategy 4.2.4. ~~Expand and formalize efforts to engage with alumni after graduation and~~
Institute a program and process to keep track of and publicize alumni outcomes and successes.

Objective 4.3 Enhance and expand local and regional partnerships and strategic alliances with private, public and nonprofit organizations.

Strategy 4.3.1. *Enhance engagement with community-based organizations representing diverse population in our region.*

Strategy 4.3.2. *Enhance health care partnerships and a community-based approach to health care education.*

Strategy 4.3.3. *Expand academic*

- Strategy 5.3.6. Continue to build on SU's tradition of shared governance as an effective management model based on transparency and a mutual regard.*
- Strategy 5.3.7. Continue monitoring of compliance and reporting requirements to ensure good standing across many University functions and activities.*
- Strategy 5.3.8. Complete review and revision of Faculty Handbook and transition to digital platform.*

Objective 5.4 Promote economic sustainability by expanding effectiveness and efficiency practices and promoting a transparent process for strategic planning and budgeting.

- Strategy 5.4.1. Evaluate and ensure the linkage of unit-level strategic plans to the University Strategic Plan.*
- Strategy 5.4.2. Explore ways to integrate the University's Strategic Plan goals into the performance management process (PMP) and the institutional academic and administrative review process.*
- Strategy 5.4.3. Set and communicate institutional priorities with respect to the University's Strategic Plan, including budget allocations necessary to achieve them.*
- Strategy 5.4.4. Evaluate our current administrative and financial structures and find opportunities for improved efficiency, such as centralizing or streamlining similar organizational functions, sharing services, and implementing other initiatives to ensure responsible spending and improve our stewardship of fiscal resources.*
- Strategy 5.4.5. Explore ideas for diversifying our revenue stream.*
- Strategy 5.4.6. Continue to emphasize shared governance to promote transparency in the budgeting and decision-making process, and implement ways to make communication between all stakeholders and groups within the SU community more efficient and effective.*
- Strategy 5.4.7.*