

Salisbury University

Mission, Vision, and Values

Mission

Salisbury University's mission is to cultivate and sustain a superior, student-centered learning community where students, faculty and staff are viewed as both teachers and learners, and where a commitment to excellence permeates all aspects of University life. We recruit exceptional and diverse faculty, staff, undergraduate and graduate students and support them as they work together to reach the University's goals. Serving Maryland and the Mid-Atlantic region, we are concerned participants in responding to the educational, economic, cultural and social needs of our community and believe that service is a vital component of civic life. Our highest purpose is to empower our students with the knowledge, skills and core values that contribute to life-long learning and active citizenship in a democratic society and interdependent world. (1996)

Values

The core values of Salisbury University are excellence, student-centeredness, learning, community, civic engagement, and diversity. We believe these values must be lived and experienced as integral to everyday campus life so that students make the connection between what they learn and how they live. (1996)

Vision

Salisbury University will continue as a premier regional university that is recognized nationally for excellence by its peers and regionally for its commitment to model programs in civic engagement. Undergraduate research, service learning, international experiences, and co-curricular activities will continue to enrich the traditional academic curriculum and enable students to connect research to practice, theory to action. The University will provide graduates who will be recruited by the best employers and graduate schools, and who will contribute to the economic vitality of the State and the Nation. The University will continue to enhance the quality of life for its students, the State, and the region, and will explore opportunities to provide doctoral programs in areas of need. (MFR, 2001)

Preamble to the Strategic Plan

Derived from the Salisbury University mission and reflecting institutional values, the core goals and primary objectives of the *Salisbury University Strategic Plan Goals and Objectives AY 2004 – AY 2008* guide the University's priorities. The plan affirms that students are central, with academic excellence the defining attribute.

Our primary purpose is education and, as a community of life-long learners, we invest in the continuous development and support of our students, faculty, and staff, and particularly those activities that advance successful living in an increasingly global society. We uphold the diametric values of inclusiveness and diversity. We recognize, respect, and embrace the innate similarities, differences, and perspectives among groups and individuals. We are dedicated to the intellectual, professional, cultural, personal, and social growth of our students and University community. Moreover, in all of our endeavors, we hold fiscal prudence as fundamental and intellectual confrontation, academic excellence, and altruism as paramount.

July 2004

To the Salisbury University Community:

Emphasizing four strategic goals and over thirty primary objectives, the [Salisbury University Strategic Plan Goals and Objectives: AY 2004 - AY 2008](#) establish a cogent course for Salisbury University for the next five years. Produced during an intensive 16-month process involving every campus constituency, the Plan targets objectives to maintain and advance institutional strengths, to meet institutional challenges, and to exploit opportunities for enhanced excellence, academic growth, and advancement. Driven by our institutional [mission](#) and [vision](#) and framed by our core [values](#), the Strategic Plan [affirms](#) academic excellence as our defining attribute and reinforces our belief that student learning is central.

I would like to thank the hundreds of individuals who contributed in this broad-based planning effort. Special thanks to the [Strategic Planning Team](#), participants in the campus-wide and representative [planning events](#), and the many governance and leadership groups that provided valuable comment and guidance. These efforts were essential in informing the Vice Presidents and me as we met to discuss and finalize the Strategic Plan. Comments, documents, resolutions, and suggestions from the Faculty Senate, the Student Government Association, the Staff Senate, the Provost's Council, the Academic Deans, the Strategic Planning Team, and individuals were all critical to this effort.

In order to involve all levels of the SU community in moving toward the specific objectives of the Strategic Plan, formal responsibility, often referred to as accountability, will be assigned to appropriate campus leaders. Action plans or strategies are and/or will be developed to accomplish each objective. Concurrently, definitive milestones and timetables will be identified to indicate when an objective has been accomplished. The Plan is to be used by all academic and administrative units to guide budgeting, academic, student support, and external, mission-appropriate initiatives.

All objectives, simply by their inclusion in the Strategic Plan, are important. After careful consideration of the input and the insight of the campus community, the Vice Presidents and I have chosen several objectives within each goal as "[Objectives for Emphasis](#)." Several of the objectives have been recognized as both immediate and long-term initiatives that may last well beyond the life of the current Plan. Other objectives are shorter term, will be staged into a priority status as time progresses, and may be accomplished within the life of the Plan. At all times, planning will remain dynamic, with the institution cognizant of external and internal pressures that propel change. Consequently, the campus community, and particularly the campus governance groups, remain essential constituents of any dialogue that leads to institutional change, informing priorities and defining institutional vision.

The recently completed Salisbury University [Facilities Master Plan](#) provides a vision for facilities and institutional growth for the next ten years that connects well with the Strategic Plan. [Institutional effectiveness](#) efforts in student learning and administrative support further unify our planning and improvement efforts. To underscore how these collective planning initiatives further the mission and vision of Salisbury University, the phrase **Learn/Live/Lead** will be used in publications and around campus in the coming months.

I am grateful to the entire Salisbury University Community for your involvement in our extensive planning efforts. Together we will move forward to make the Strategic and Facilities Plans a reality.

Janet Dudley-Eshbach, President

**Summary of
Objectives for Emphasis
in the Salisbury University
Strategic Plan Goals and Objectives
AY 2004 — AY 2008**

Goal I: The University will enhance an academic and learning environment that promotes intellectual growth and success.

- D. Provide resources, including a new facility and an enhanced operating budget, to make the library a focal point of learning, scholarship, interaction, and invention among students, faculty, and staff.
- G. Recruit and retain highly qualified faculty and staff.
- G.5. Maintain or improve faculty and staff salaries and benefits to levels that are comparable to AAUP (for faculty) and CUPA (for staff) peers.

Goal II: The University will advance a student-centered environment.

- D.1. Improve recreational, wellness, and fitness services, programs, and facilities.
- A. Increase the level of funding for need- and merit-based undergraduate and graduate scholarships.
- G. Develop and implement a more comprehensive orientation program for freshman and transfer students that improves academic and personal transitions and deepens their connections with their peers and the University.

Goal III: The University will foster inclusiveness as well as cultural and intellectual pluralism.

- G. Promote international educational opportunities as a means of broadening life experience and cross-cultural understanding for students and faculty.
- D. Enhance and create support programs to increase the retention and graduation rates of those identified student groups whose retention and graduation rates are below those of other groups.
- C. Foster the growth of a more diverse student and employee population.
- A. Provide multicultural and sensitivity education and activities for the campus community.

Goal IV: The University will utilize strategic collaborations and targeted community outreach to benefit the University, Maryland, and the region.

- H. Enhance private and public fundraising for projects and programs that support the academic objectives, capital initiatives, and other priorities identified in the Facilities Master Plan, with particular attention to funding a new library facility.
- E. Encourage and support the development of non-credit programs as self-supporting revenue generating sources.
- G. Establish and enhance collaborations with the private sector, schools, community, government, and non-government organizations.
- F. Recognize and reward students, faculty, and staff involved in (SU) strategic collaborations and targeted community outreach.

Salisbury University
Strategic Plan Goals and Objectives
AY 2004 — AY 2008

Goal I: The University will enhance an academic and learning environment that promotes intellectual growth and success.

- A. Maintain and advance academic excellence as the defining attribute of all academic programs and student learning.
- B. Enhance General Education as the necessary foundational experience for students.
- C. Offer each student opportunities for experiential learning, including but not limited to: service learning; civic engagement; volunteering; internships; student research; study abroad; and community outreach activities.
- D. Provide resources, including a new facility and an enhanced operating budget, to make the library a focal point of learning, scholarship, interaction, and invention among students, faculty, and staff.
- E. Ensure resources support and strengthen current academic programs, while exploring opportunities to offer new graduate and undergraduate programs.
- F. Promote student technology fluency, as well as relevant faculty and staff development in the use of technology in teaching and services.
 - 1. Provide effective and reliable classroom and computer lab technology and campus telecommunications infrastructure.
- G. Recruit and retain highly qualified faculty and staff.
 - 1. Develop and implement workload standards that are comparable to institutional peers.
 - 2. Develop and implement mechanisms for enhancing faculty and staff rewards and support.
 - 3. Strengthen available resources for scholarship, research, sabbatical leaves, professional activities, and other faculty development opportunities.
 - 4. Maintain the commitment to having the vast majority of instructional staff consist of tenured and tenure-track faculty, and strive to provide healthcare, pension, and other benefits to all full-time faculty and staff.
 - 5. Maintain or improve faculty and staff salaries and benefits to levels that are comparable to AAUP (for faculty) and CUPA (for staff) peers.

Goal II: The University will advance a student-centered environment.

- A. Increase the level of funding for need- and merit-based undergraduate and graduate scholarships.
- B. Develop “Student Academic Enrichment Centers” to assist the academic achievement of students of all abilities.
- C. Maintain and improve the high quality of advising, individualized for undergraduates and graduates.
 - 1. Establish faculty/adviser ratios at levels consistent with BOR policies and school guidelines.
 - 2. Ensure that a full-time advising coordinator is on staff in all schools.
- D. Elevate student access to campus services and activities.
 - 1. Improve recreational, wellness, and fitness services, programs, and facilities.
 - 2. Examine and implement alternative scheduling options and support services to meet the needs of our students.
- E. Sustain quality theatre, leadership, Division III Athletics, and other extracurricular programming while affirming academics as the highest priority in the lives of students.
- F. Provide classrooms and other settings that foster effective faculty-student connections and engaged, interactive student learning, and strengthens student to faculty exchanges.
- G. Develop and implement a more comprehensive orientation program for freshman and transfer students that improves academic and personal transitions and deepens their connections with their peers and the University.

Goal III: The University will foster inclusiveness as well as cultural and intellectual pluralism.

- A. Provide multicultural and sensitivity education and activities for the campus community.
- B. Examine and align the weight of the current, multiple admissions factors, particularly standardized tests, in line with institutional priorities and values.
- C. Foster the growth of a more diverse student and employee population.
- D. Enhance and create support programs to increase the retention and graduation rates of those identified student groups whose retention and graduation rates are below those of other groups.
- E. Expand academic and social practices/support for the integration of international students into SU and the local community.
- F. Enhance SU linkages to immigrant communities.
- G. Promote international educational opportunities as a means of broadening life experience and cross-cultural understanding for students and faculty.
- H. Enhance “multiculturalism” throughout the curriculum.
- I. Work cooperatively with K-12 institutions and community colleges to enhance the success of underrepresented groups.

Goal IV: The University will utilize strategic collaborations and targeted community outreach to benefit the University, Maryland, and the region.

- A. Align SU strategic collaborations and targeted community outreach activities with institutional priorities.
- B. Enhance the University's ability to respond to the region's business, economic, community, and workforce development needs through its academic and extra-curricular activities.
- C. Develop and implement an effective, efficient, integrated, comprehensive University marketing plan.
- D. Encourage and support the development of grant and sponsored research projects and programs that support the University's mission.
- E. Encourage and support the development of non-credit programs as self-supporting revenue generating sources.
- F. Recognize and reward students, faculty, and staff involved in (SU) strategic collaborations and targeted community outreach.
- G. Establish and enhance collaborations with the private sector, schools, community, government, and non-government organizations.
- H. Enhance private and public fundraising for projects and programs that support the academic objectives, capital initiatives, and other priorities identified in the Facilities Master Plan, with particular attention to funding a new library facility.