

KEY GOALS AND OBJECTIVES

Goal 1. Provide quality undergraduate/graduate education.

Objective 1.1 Increase the annual pass rate of nursing program graduates who take the nursing licensure exam from 79% in 1999 to 90% by 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Quality	Nursing (NCLEX) exam pass rate	88%	79%	77%	85%	90%	90%

Objective 1.2 Increase the annual pass rate of teacher education program graduates who take the teacher licensure exam from 96% in 1999 to 98% by 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Quality	Teaching (NTE or PRAXIS II) pass rate ^{1&2}	96%	91%	92%	91%	92%	92%

Objective 1.3 The proportion of SU graduates who are satisfied with their level of preparation for graduate or professional school will increase from 96% in 1998 to 98% in 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
		2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Quality	Satisfaction w/preparation for graduate school ³	100%	98%	98%	98%	98%	98%

Objective 1.4 The proportion of SU graduates who are satisfied with their level of preparation for employment will increase from 92% in 1998 to 94% in 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
		2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Quality	Satisfaction w/preparation for employment ³	93%	92%	92%	92%	93%	94%

Objective 1.5 Through 2004, the proportion of University graduates who are satisfied with the overall quality of education will be maintained at no less than the 98% level attained in 2000.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
		2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Quality	Undergraduate satisfaction w/educational quality ³	96%	97%	97%	97%	97%	98%

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Objective 1.6 Increase the proportion of lower-division student credit hours taught by core faculty from 56% in 1998 to 67% in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Quality Percent of lower-division student credit hours taught by core faculty	50%	56%	57%	59%	60%	60%

Goal 2. Prepare graduates to become productive members of society and the workforce.

Objective 2.1 Through 2004, the proportion of employers who are satisfied with employees who were SU graduates will be maintained at the 98% level attained in 2001.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
	2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Outcome Employer satisfaction w/SU graduates ⁴	97.8%	N/A	N/A	N/A	N/A	N/A

Objective 2.2 Maintain or increase the fiscal year 1999 ratio of the median salary of SU graduates to the median salary of the civilian work force with bachelor's degrees. The ratio in fiscal year 1999 was .74.

	2001	2002	2003	2004	2005	2006
Performance Measures	2001 Survey	2002 Survey	2002 Survey	2002 Survey	Estimated	Estimated
Outcome Ratio of the median salary of SU graduates(one year after graduation) to the average salary of the civilian workforce w/bachelor's degrees ³	.74	.79	.79	.79	.79	.79

Objective 2.3 The annual number of SU graduates in information technology (IT) fields will increase from 48 in 1999 to 80 by 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Outputs Number of IT graduates	78	88	80	61	65	70

Objective 2.4 The annual number of SU graduates in Teacher Education will increase from 233 in 1999 to 285 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Outputs Number of Teacher Education graduates	229	235	271	228	235	240

Objective 2.5 The annual number of SU graduates in Nursing will increase from 48 in 1999 to 60 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Outputs Number of Nursing graduates	55	54	56	80	85	92

Objective 2.6 The annual number of SU baccalaureate recipients will increase from 1,169 in 1999 to 1,310 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Outputs Number of baccalaureate recipients	1,285	1,283	1,345	1,301	1,345	1,345

Goal 3. Promote educational, economic, cultural, and social development in the State and the region.

Objective 3.1 Increase the estimated number of Teacher Education graduates employed as teachers in Maryland from 145 in 1999 to 200 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	MSDE	MSDE	Estimated	Estimated
	2001 Survey	2002 Survey	Actual	Actual		
Outcome Estimated number of Teacher education graduates employed in MD as teachers ³	141	176	181	178	180	181

Objective 3.2 Increase the estimated number of IT graduates employed in IT related fields in Maryland from 26 in 1999 to 45 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
	2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Outcome Estimated number of IT graduates employed in MD in an IT field ³	17	37	37	37	45	45

Objective 3.3 Increase the estimated annual number of SU graduates employed in Maryland from 785 in 1999 to 876 in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
	2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Outcome Estimated number employed in MD one year after graduation ³	729	872	872	872	880	900

Objective 3.4 Maintain or increase the percent of graduates employed one-year after graduation. In 1999, 95% of SU graduates were employed.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
	2001 Survey	2002 Survey	2002 Survey	2002 Survey		

Outcome	Percent employed one-year after graduation ³	96%	96%	96%	96%	96%	96%
Objective 3.5	Increase the estimated number of Nursing graduates employed as nurses in Maryland from 36 in 1999 to 43 in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
		2001 Survey	2002 Survey	2002 Survey	2002 Survey		
Outcome	Estimated number of Nursing graduates employed in MD as nurses ³	27	34	34	34	45	50
Objective 3.6	Increase the percentage of economically disadvantaged students attending SU from 52.5% in 2000 to 55.0% in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Percentage of economically disadvantaged students attending SU	50.5%	39.8%	39.4%	40.9%	42.0%	43.0%
Goal 4.	Broaden access to and diversity in higher education.						
Objective 4.1	Increase the proportion of full-time tenured/tenure-track faculty who are women from 36% in 1998 to not less than 38% in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Full-time, tenured/tenure-track faculty: percent women ⁵	34%	36%	37%	39%	40%	41%
Objective 4.2	Increase the proportion of full-time executive/managerial staff that are women from 32% in 1998 to 35% in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Full-time executive/managerial staff: percent women ⁵	38%	39%	41%	46%	46%	46%
Objective 4.3	Increase the proportion of full-time tenured/tenure-track faculty who are African-American from 5% in 1998 to 6% in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Full-time, tenured/tenure-track faculty: percent African-American ⁵	4.4%	5.4%	5.1%	4.7%	5.2%	5.3%
Objective 4.4	Increase the proportion of full-time executive/managerial staff that are African-American from 6% in 1998 to 9% in 2004.						
		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated

Input	Full-time executive/managerial staff: percent African-American ⁵	8.7%	8.7%	9.1%	8.2%	9.0%	9.0%
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Objective 4.5 Increase the proportion of African-American undergraduates from 8% in 1998 to 10% in 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Percentage of African-American undergraduates ⁵	7.4%	7.8%	8.4%	8.8%	9.2%	9.4%

Objective 4.6 Increase the proportion of minority undergraduates from 10.4% in 1998 to 13.0% in 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Input	Percentage of minority undergraduates ⁵	10.6%	11.6%	12.6%	14.0%	14.8%	15.5%

Goal 5. Increase revenue from alternative sources and maximize the efficient use of State resources.

Objective 5.1 From a level of \$12.7 million in 1999, in the Campaign for Maryland raise \$18.5 million for Salisbury University by 2002.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Outcome	Dollars (millions) raised in Campaign for MD ⁶	\$23.62	\$25.47	Completed	Completed	Completed	Completed

Objective 5.2 Increase annual private, federal, and state grants and sponsored research dollar awards (excluding scholarship and financial aid awards) from \$2.0 million in 1998 to \$4.0 million by 2004.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Outcome	Private, State, and Federal dollar awards for grants and sponsored research (millions)	\$5.07	\$5.36	\$4.47	\$4.73	\$4.8	\$4.9

Objective 5.3 Maintain current annual operating budget savings rate of 2% through efficiency and cost containment measures.

		2001	2002	2003	2004	2005	2006
Performance Measures		Actual	Actual	Actual	Actual	Estimated	Estimated
Efficiency	Annual operating budget savings rate ⁷	1.2%	1.9%	3.3%	4.6%	3.9%	3.0%

Objective 5.4 Allocate expenditures on facility renewal from .8% in 1999 to 2% in 2005.

Performance Measures		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimated	2006 Estimated
Efficiency	Percentage of annual state appropriation spent on facility renewal ⁷	1.0%	.8%	.9%	.9%	.9%	.9%

Objective 5.5 Increase annual University fund-raising from \$1.9 million in 1998 to \$2.4 million in 2004.

Performance Measures		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimated	2006 Estimated
Outcome	Annual giving (millions)	\$2.27	\$1.84	\$3.26	\$1.94	\$2.00	\$2.40

Objective 5.6 Increase the salary levels of University faculty as a percentile of AAUP peers at the ranks of assistant, associate, and professor from 68th, 53rd, and 65th, respectively in 1999 to the 85th percentile by 2004.

Performance Measures		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimated	2006 Estimated
Input	Faculty salary as a %ile of AAUP peers Assistant ⁷						
	Assistant	80 th	83 rd	72 nd	66 th	63 rd	61 st
	Associate	60 th	65 th	62 nd	59 th	56 th	53 rd
	Professor	69 th	72 nd	67 th	64 th	63 rd	62 nd

Objective 5.7 Increase the proportion of administrative staff who earn salaries that are at or above the 60th percentile of CUPA peers from 33% in 2000 to 55% in 2004.

Performance Measures		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimated	2006 Estimated
Input	Proportion of administrative staff salaries at or above 60 th %ile of CUPA peer	38%	53%	62%	30%	25%	25%

Goal 6. Improve retention and graduation rates.

Objective 6.1 The second-year retention rates of SU first-time, full-time freshmen will increase from 86.5% in 1998 to 87.0% in 2004.

Performance Measures		2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Estimated	2006 Estimated
Output	2 nd year first-time, full-time retention rate: all students ⁸	84.4%	86.0%	85.2%	84.2%	85.0%	86.0%

Objective 6.2 The second-year retention rates of SU first-time, full-time African-American freshmen will increase from 75% in 1998 to 78% in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Output 2 nd year first-time, full-time retention rate: African-American students ⁸	65.8%	87.5%	77.9%	78.6%	79.0%	80.0%

Objective 6.3 The second-year retention rates of SU first-time, full-time minority freshmen will increase from 76% in 1998 to 80% in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Output 2 nd year first-time, full-time retention rate: minority students ⁸	74.2%	78.4%	81.3%	80.4%	81.0%	81.0%

Objective 6.4 The six-year graduation rates of SU first-time, full-time freshmen will be at least 70% annually through 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Output 6-year graduation rate of first-time, full-time freshmen: all students ⁸	70.6%	73.9%	71.8%	73.0%	73.1%	73.2%

Objective 6.5 The six-year graduation rates of SU first-time, full-time African-American freshmen will increase from 43.2% in 1998 to 61.0% in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Output 6-year graduation rate of first-time, full-time freshmen: African-American students ⁸	60.4%	60.6%	55.0%	53.3%	55.0%	57.0%

Objective 6.6 The six-year graduation rates of SU first-time, full-time minority freshmen will increase from 55% in 1998 to 61% in 2004.

	2001	2002	2003	2004	2005	2006
Performance Measures	Actual	Actual	Actual	Actual	Estimated	Estimated
Output 6-year graduation rate of first-time, full-time freshmen: minority students ⁸	60.6%	57.1%	55.5%	53.2%	55.0%	57.0%

Notes to MFR

¹Prior to 2002, the teacher certification exam taken for initial teacher certification was the National Teachers Examination (NTE). Beginning in 2002, the PRAXIS II

became the exam by which all Maryland students are measured for purposes of initial teacher certification.

²PRAXIS II test results are reported on a cohort basis. Salisbury University includes Master of Arts in Teaching (MAT) degree recipients with the baccalaureate degree recipients. At this time, there is no means of differentiating whether students who pass the exam graduated at the undergraduate or graduate level.

³Up until 2003, Salisbury University surveyed baccalaureate degree recipients on an annual basis and included the most current data in the MFR. The survey years reflect those data. Because a formal follow-up survey of baccalaureate degree recipients will not be completed until 2005, the 2002 survey results have carried forward to 2003 and 2004. The MHEC follow-up survey will occur in 2005.

⁴Based on the Schaefer Center survey of employers, the percentage of employers who said they would “definitely yes” or “probably yes” hire graduates of SU again. It is unknown when the employer satisfaction survey will be conducted a second time. No estimates are available.

⁵Percentages are based on headcounts as of fall census.

⁶The Campaign for Maryland objective was surpassed in FY2000, and the objective terminated in FY2002. Reporting current data and future estimates no longer applies.

⁷Data provided by the USM.

⁸Data provided by the MHEC.