

Salisbury University  
Mission and Values  
Strategic Plan 2009-2013

## MISSION

Salisbury University is a premier comprehensive Maryland public university, offering excellent, affordable education in undergraduate liberal arts, sciences, pre-professional and professional programs, including education, nursing, social work, and business, and a limited number of applied graduate programs. Our highest purpose is to empower our students with the knowledge, skills, and core values that contribute to active citizenship, gainful employment, and life-long learning in a democratic society and interdependent world. Salisbury University cultivates and sustains a superior learning community where students, faculty, and staff engage one another as teachers, scholars, and learners, and where a commitment to excellence and an openness to a broad array of ideas and perspectives are central to all aspects of University life. Our learning community is student-centered; thus, students and faculty interact in small classroom settings, faculty serve as academic advisors, and virtually every student has an opportunity to undertake research with a faculty mentor. We foster an environment where individuals make choices that lead to a more successful development of social, physical, occupational, emotional, and intellectual well being. The University recruits exceptional and diverse faculty, staff, and undergraduate and graduate students from across Maryland, the United States, and around the world, supporting all members of the University community as they work together to achieve the institution's goals and vision. Believing that learning and service are vital components of civic life, Salisbury University actively contributes to the local Eastern Shore community and the educational, economic, cultural, and social needs of our State and nation.

## VALUES

The core values of Salisbury University are:

- excellence
- student-centeredness
- learning
- community
- civic engagement
- 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. The goals and objectives of our strategic, academic, facilities, and enrollment plans, as well as our fiscal commitments, reflect our fundamental values. In addition to these principal values, the University embraces the long honored tradition of honesty and mutual regard that is and should be a defining characteristic of higher education. The "Salisbury University Promise" is a statement of integrity and respect for others to which we ask all new students to commit as way of highlighting the University's values and expectations for our students.

## IMPLEMENTATION PROCESS

This strategic plan articulates goals that will ensure that Salisbury University continues to build upon its strong academic programs, attract and retain quality students, keep and enhance our small school feel and strong faculty-student-staff engagement, and identify and increase the resources available to address priority needs. The chart that follows identifies lead responsibility assignments for each goal and the stakeholders that must be part of the implementation planning moving forward. Leaders in each area will assemble representatives from these stakeholder groups to begin to develop an implementation plan and timeline in each area. Progress reports from each group will be required by June 30, 2009, with a goal of completing all implementation planning no later than December 31, 2009. Those steps which can be implemented immediately (and simultaneously with planning for longer-term implementation steps) should be identified and moved forward.

### GOAL 1

**Provide exceptional contemporary liberal arts education and academic and professional programs that are aligned with an increasingly competitive, global, knowledge-based economy.**

- 1.1* Evaluate and modify as necessary our current General Education and majors' curricula to ensure the variety of academic programs that best prepares an increasingly diverse student body for 21st century employment.
- 1.2* Maximize students' competency in an information-based economy, ensuring their understanding and use of information resources and information technologies.
- 1.3* Strengthen and expand graduate program offerings in response to student, State, and regional needs.
- 1.4* Recruit, develop, and retain a faculty of teacher-scholar-citizens who provide a personal and integrated educational experience in the best liberal arts tradition while preparing students for work in an increasingly knowledge-based economy.
- 1.5* In recognition of the increasing growth of science and technology employment in our State and region, as well as the expressed priorities of the University System of Maryland, build science and related STEM programming to increase the number of students that graduate in these areas.
- 1.6* Provide the charge and leadership to the Academic Long-Range Planning Committee to develop a system for analyzing existing academic programs and planning for new programs that will achieve the recommendations identified above.
- 1.7* Increase support to professional programs to enable those to continually meet accreditation requirements while developing the resources, partnerships, and professional program relationships that are required to build the relevance and excellence of these programs.
- 1.8* Create additional distance learning programs in appropriate areas of study that will serve a new market of students as well as address sustainability goals and facility limitations on campus.
- 1.9* Continue to build upon the strengths of the Bellavance Honors Program to attract and retain well-qualified students.

- 1.10** Under the direction of the Provost, UARA should work with appropriate governance bodies and committees to implement the goals of the UARA five-year plan and improve assessment efforts of General Education and academic majors programs across campus.
- 1.11** Increase international students and faculty on the SU campus and study abroad opportunities overseas.

### **GOAL 2**

#### **Continue to attract and retain quality students.**

- 2.1** Implement the Strategic Enrollment Plan to ensure that SU retains and increases its market share of undergraduate students and graduate students.
- 2.2** Continue to retain and address the needs of students by creating systems that will close the achievement gap and build engagement of students in their field of learning and in the campus community.

### **GOAL 3**

#### **Promote and develop a student culture that places the highest priority on academic engagement and personal growth by leveraging the SU “small school feel” and strong student/faculty/staff interactions.**

- 3.1** Build stronger first-year engagement, beginning with students prior to their entering the University.
- 3.2** Continue to build opportunities that encourage positive peer and social engagement among students.
- 3.3** Build living-learning environments within on-campus housing.
- 3.4** Improve the physical environment and operations to support student engagement.
- 3.5** Continue to build an inclusive campus environment.
- 3.6** Increase classroom engagement.
- 3.7** Build external support for student engagement.
- 3.8** Continue to promote diversity on our campus in order to strengthen our appeal, relevance, and support among the next generation of high school graduates and to better prepare SU students for their future in a diverse society.

### **GOAL 4**

#### **Continue to build the resources – human, financial, physical, and external – that support student academic and engagement needs.**

- 4.1** Seek increases in State appropriations and tuition revenue to provide more adequate support to meet the needs of SU’s student body, academic programs, and overall operations.
- 4.2** Continue to build and renew facilities to provide a physical environment that meets the academic, recreational, and residence needs of the University’s student body.

- 4.3** Implement the sustainability goals of the Facilities Master Plan and the President's Climate Commitment and continue to give major focus to identifying and implementing sustainability initiatives over the coming years.
- 4.4** Develop a five-year HR plan which addresses the need to continue working toward raising faculty salaries, completing an exempt staff salary study, and identifying goals and a timetable for taking systematic steps to improve salaries of exempt staff, while addressing the recruitment, hiring, and retention of a quality, diverse faculty and staff.
- 4.5** Continue to build community relations and relationships with neighbors and businesses that are mutually beneficial.