

**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. *Continue to assess and, where appropriate, expand opportunities and support for enhanced global learning through study abroad and study away programs.*
- Strategy 1.3.4. *Continue to develop infrastructure to support undergraduate research opportunities across academic disciplines.*
- Strategy 1.3.5. *Increase student engagement in service and community-based learning opportunities and consider how SU can facilitate these activities (e.g., Institute for Public Affairs and Civic Engagement [PACE], internships, practicum, etc.) reflective of our designation as a Community Engaged Campus by the Carnegie Foundation.*
- Strategy 1.3.6. *Assess HIPs to ensure effectiveness and financial stewardship and achievement of associated learning outcomes.*

**Objective 1.4 Provide enhanced support for faculty to foster teaching, research, scholarship, creative activity, service and professional development.**

- Strategy 1.4.1. *Create a Center for Excellence in Teaching and Learning to foster teaching excellence and provide professional development opportunities.*
- Strategy 1.4.2. *Facilitate, support, celebrate and expand resources for faculty development and recognition in the areas of teaching (including online, hybrid and other technology-assisted modalities), research, scholarship, creative activity, service and mentoring.*
- Strategy 1.4.3. *Expand training and professional development that support the development of an understanding of equity, anti-racist behavior, bystander response and diversity.*

- 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. *Create an academic culture in which multiple stakeholders, especially students, understand the purpose and importance of the General Education curriculum and its associated student learning goals and outcomes.*
- Strategy 1.5.3. *Implement the new General Education model effective Fall 2023.*
- Strategy 1.5.4. *Continue to support University-wide and unit documentation of student learning for the achievement of a well-rounded liberal education that emphasizes the student learning goals and outcomes of General Education.*
- Strategy 1.5.5. *Establish and maintain a faculty-led mechanism for the continuous review and improvement of our General Education program.*
- Strategy 1.5.6. *Facilitate the development of team-taught courses and interdisciplinary programs by implementing an effective budgeting and staffing framework.*

**Goal 2: Inspire a Campus Culture of Inclusive Excellence, Support and Collaboration**

**Objective 2.1 Create, implement and maintain a holistic diversity and inclusive excellence plan through the establishment of an Office of Diversity and Inclusion.**

- Strategy 2.1.1. *Reorganize Support and advance the Office of Diversity and Inclusion, under the direction of the University's Chief Diversity Officer, as part of a comprehensive pledge for developing a diverse University community and supporting an inclusive and equitable campus climate.*
- Strategy 2.1.2. *Assess and enhance SU's culture through a comprehensive campus climate study and utilize shared governance and the Office of Diversity and Inclusion to prioritize and implement procedural, curricular and structural strategies, including face-to-face training, to address outcomes from the study.*

- Strategy 2.1.3. *Expand and require ongoing professional development and training programs for students, faculty and staff that focus on developing a safe, informed and welcoming climate and culture built on equity and mutual respect for diversity and inclusion, striving to achieve 100% participation.*
- Strategy 2.1.4. *Expand and require ongoing educational opportunities and training for students that support the development of an understanding of equity, anti-racist behavior, bystander response and diversity.*
- Strategy 2.1.5. *Monitor and evaluate the effectiveness of resources, services and administrative processes in fostering a climate of inclusion.*
- Strategy 2.1.6. *Promote transparency and enhance communication in real time regarding programs on strategic issues through regular and multi-channel mechanisms that reach the entire campus and all of its constituencies.*
- Strategy 2.1.7. *Maximize the use of more inclusive language in University policies, protocols, documents and publications to speak to and describe students, faculty and staff and their contexts.*

**Objective 2.2 Enhance our faculty and staff recruitment strategies (see Goal 3 for student recruitment).**

- Strategy 2.2.1. *Create a university-wide, multi-year initiative to hire and retain diverse faculty based on documented best practices, including the institutional search of diverse and high-caliber searchers, while respecting the autonomy of individual departments.*
- Strategy 2.2.2. *Develop and employ institution-level search, selection and hiring practices that enhance the search process based on documented best practices to more effectively diversify our applicant pools and ensure departmental policies are aligned with best practices and these and professional development opportunities exist to provide training.*
- Strategy 2.2.3. *Create an inclusive and comprehensive onboarding process for new faculty and staff, including specific resources to assist with the acclimation and retention of our diverse faculty and staff.*
- Strategy 2.2.4. *Implement a dual-career partner assistance hiring program, cluster hiring program and/or other hiring programs with a demonstrated record of increasing faculty and staff diversity.*

**Objective 2.3 Review our professional development, recognition, benefits and compensation programs to improve retention of faculty and staff.**

- Strategy 2.3.1. *Develop a more comprehensive rewards and recognition program to celebrate faculty and staff accomplishments in service, teaching, research, scholarship and creative activity.*
- Strategy 2.3.2. *Evaluate the impact of developing and implementing additional employee benefits programs to boost morale and support a healthy work-life balance.*

- 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 2.4.1. *Enhance access to and circulation among campus spaces.*
- Strategy 2.4.2. *Create additional housing options to meet the needs of contemporary students (e.g., apartment-style, family housing, graduate student housing, international student housing).*
- Strategy 2.4.3. *Explore opportunities to expand multi-use facilities for various aspects of campus and community needs.*
- Strategy 2.4.4. *Develop strategies to address pressing campus space needs such as the expansion of instructional space, including for the arts; office space for faculty and staff; wellness; and student housing.*

**GOAL 3: Support Access, Affordability and Academic Excellence**

**Objective 3.1 Improve access and ~~increase~~ reassess enrollment goals utilizing strategies developed in the Strategic Enrollment Plan.**

- Strategy 3.1.1. *Enhance, expand and invest in effective student support programs and services that meet the needs of students with increasingly diverse backgrounds, educational and career goals, abilities, preparation and physical locations.*
- Strategy 3.1.2. ~~increase~~ *Reassess undergraduate and graduate enrollment goals with special attention to strategic areas aligned with ~~enrollment goals~~ regional, State and national trends, critical needs and academic program capacities.*
- Strategy 3.1.3. *Develop a comprehensive enrollment and marketing strategy to support and grow graduate programs- ~~from approximately 11% of student enrollment to 12%.~~*
- Strategy 3.1.4. *Facilitate opportunities for interested faculty to offer programs and courses with greater scheduling flexibility and/or utilization of alternative forms of program delivery, such as online and at regional centers.*
- Strategy 3.1.5. *Endeavor to achieve parity across alternative modes of program and course delivery.*
- Strategy 3.1.6. *Build a comprehensive strategy to grow a continuing and professional education program.*

Strategy 3.1.7. *Increase access to teacher education programs to address critical teacher shortage areas in Maryland and the region while improving the quality of PreK-12 instruction for collegiate success.*

**Objective 3.2 Increase affordability to support the continued enrollment of a diverse student body.**

- Strategy 3.2.1. *Continue to refine our ~~financial aid strategy~~ financial aid strategy to ensure that it is innovative, comprehensive and sustainable.*
- Strategy 3.2.2. *Continue to seek increased base funding for the University.*
- Strategy 3.2.3. *Develop additional scholarship opportunities for both undergraduate and graduate students designed to improve student access, retention and success.*
- Strategy 3.2.4. *Consider growth in work-study and graduate assistantship programs to increase affordability.*

**Objective 3.3 Develop and articulate an identity that distinguishes SU as an outstanding public regional comprehensive University committed to academic excellence and student success.**

- Strategy 3.3.1. *Conduct a brand exercise to examine and, through shared governance, reimagine SU's current identity and values.*
- Strategy 3.3.2. *Develop, execute and evaluate marketing and communication strategies that highlight SU's distinctive brand, voice, image, reputation and outcomes.*
- Strategy 3.3.3. *Communicate SU's brand and marketing strategies internally and provide training and resources to faculty and staff on how to promote the SU brand.*

**Goal 4: Deepen Engagement with Our Community**

**Objective 4.1 Advance and promote SU's engagement with our community consistent with our designation as a Community Engaged Campus.**

- Strategy 4.1.1. *Leverage ~~our Entrepreneurship Center and other~~ initiatives focused on facilitating economic, professional and workforce development in the region (e.g., Entrepreneurship Center, BEACON, Small Business Development Center, Eastern Shore Regional GIS Cooperative, etc.).*
- Strategy 4.1.2. *Assess the needs of the regional community and businesses to determine how we can better serve them.*
- Strategy 4.1.3. *Enhance reciprocal interactions and engagement between the campus and the greater community. ~~Consistent with our designation as a Community Engaged Campus.~~*

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 program partnerships with secondary education and postsecondary institutions.*

Strategy 4.3.4. *Enhance local partnerships that provide internships and applied work experience for SU students.*

Strategy 4.3.5. *Explore revenue-generating partnerships and opportunities.*

**Objective 4.4 Support community-based learning and community-engaged scholarship.**

Strategy 4.4.1. *Develop a mechanism to encourage interested students, faculty and staff to participate in civic and community engagement efforts.*

Strategy 4.4.2. *Identify and explore the expansion of synergies between the Volunteer Center and PACE and other student organizations and activities to serve the local community.*

**Goal 5: Enhance Environmental, Social and Economic Sustainability**

**Objective 5.1 Serve as a leader in our region in providing educational opportunities that enhance social, environmental and economic sustainability.**

- Strategy 5.1.1. Identify and promote current undergraduate and graduate academic programs that could serve as signature programs supporting economic, social and environmental sustainability.
- Strategy 5.1.2. Explore opportunities for new academic programs in sustainability where there is a need and interest exists.
- Strategy 5.1.3. Inventory and promote sustainability courses and programming offered by SU both on and off campus.
- Strategy 5.1.4. Support research on regional environmental sustainability practices and values.

**Objective 5.2 Aspire to lead local environmental sustainability initiatives and communicate those efforts to internal and external constituents.**

- Strategy 5.2.1. Expand staffing for environmental sustainability and resiliency efforts in response to identified needs and develop project teams ~~task force~~ to assist with these efforts.
- Strategy 5.2.2. Establish goals, policies and protocols that work towards achieving Carbon Neutrality by 2050 and increase environmental sustainability and conservation efforts and training across the University, including construction and renovation of buildings, grounds keeping, dining, purchasing, waste management, transportation and others.
- Strategy 5.2.3. Continue to support student and faculty-led sustainability projects and hands-on learning through initiatives like the Green Fund, seed monies or matching funds, and others.

~~Strategy 5.2.4. Increase local environmental sustainability and conservation efforts and training~~

~~Strategy 5.2.5, Strategy 5.2.4. Develop a climate resilience plan. Deepen partnerships with local groups and municipalities focused on environmental sustainability and conservation efforts.~~

Commented [K01]: These are covered in 5.2.2

**Objective 5.3 Emphasize social sustainability at SU by promoting a resilient community.**

- Strategy 5.3.1. Continue supporting initiatives like Food for the Flock that promote food justice and other types of well-being for our students.
- Strategy 5.3.2. Improve equality of opportunity and equitable outcomes at SU using the strategies outlined in Goal 2.
- Strategy 5.3.3. Review and expand University-wide risk management and safety practices.
- Strategy 5.3.4. Continue to clarify University policies and practices and expectations to meet requirements of federal, state, USM, National Collegiate Athletic Association (NCAA) and other sanctioned or accrediting bodies.
- Strategy 5.3.5. Complete the revision of the University Policies website and finalize the adoption of a new policy development and approval process.

- 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. Investigate responsible and sustainable investing opportunities for University and University-related funds.*