



## Strategic Planning Council Draft April 23, 2026

### Brief History

**2004-2022:** The Strategic Planning and Budget Committee (SPBC) was formed 2008 during the development of the 2009-2013 Strategic Plan. The President charged the SPBC with developing a strategic budgeting process that links budget allocations to Strategic Plan goals, and monitoring progress toward achieving the goals. The creation of the SPBC has led to a more transparent budgeting process that has been evolving since 2008.

**2023:** In 2023, President Lepre added the Salisbury Seven as an addendum to the SU Strategic Plan, which called for a commitment to fund innovative ideas, known as the Strategic Innovation Fund (SIF). To provide oversight of the SIF, the Strategic Innovation Council (SIC) was formed in summer 2023. There was repetition in committee membership and information sharing among related groups. To remove redundancy, in summer 2023, the SPBC and their associated duties were re-distributed to the SIC and the Governance Consortium.

**2024-Present:** In fall 2024, the President announced the appointment of the Strategic Planning Steering Committee (SPSC) to spearhead a year-long process to develop the next strategic plan. This includes planning and hosting listening and feedback sessions, working with our communication team to ensure robust communication with the community, collecting and reviewing data, helping to build and overseeing smaller working groups once themes are established, assuring that the plan produces clear objectives that are measurable and achievable, and ensuring a transparent and fair process.

### Strategic Planning Council Charge (2026)

To promote and support the people and programs of Salisbury University by providing strategic leadership and oversight for the development, implementation, and assessment of the Strategic Plan, and to evaluate resource allocation requests from academic and administrative units ensuring their alignment with strategic priorities. Responsibilities include: fostering a culture of strategic thinking, creativity, innovation, and collaboration; identifying metrics aligned with our Strategic Plan and monitoring our progress towards achieving institutional priorities; supporting the development of division-level strategic plans aligned with the Strategic Plan Pillars, Goals, and Strategies; identifying emerging trends and opportunities that may impact the University's strategic direction; and communicating with campus members on progress towards achieving the Strategic Plan Pillars.

## Strategic Planning Council Proposed Membership (2026)

### Proposed Members

#### Co-Chairs:

- Dr. Chrys Egan, Associate Dean of the Fulton School of Liberal Arts, Professor of Communication, Interim Director of CAFE
- Dr. Kara Raab, Associate Vice President for Planning and Assessment

#### Committee:

1. VP or AVP of Academic Affairs
2. VP or AVP of Student Affairs
3. VP or AVP of Administration and Finance
4. VP or AVP of Advancement & Alumni Relations
5. VP of Inclusion, Access, and Belonging
6. AVP of Enrollment Management
7. Dean Representative
8. Adjunct Faculty Caucus Representative
9. Staff Senate Representative
10. SGA Representative
11. GSC Representative
12. Student Success Council Representative (if not already included)
13. Faculty Senate-Faculty Financial Oversight Committee
14. Faculty Senate-Long Range Academic Planning
15. Creative Services and Brand Strategy Representative
16. Facilities Representative
17. President's Office Representative/Athletics

### **Implementation Plan**

- Phase 1: Share information about the Strategic Planning Council and Implementation Plan
  - Develop a Strategic Planning Council
  - SPC team will set metrics that align with the broad Strategic Plan Pillars
  - Collaborate to shape what success looks like for the University
  - SPC will work with divisions and divisional leaders to review the Strategic Plan, begin conversations about initiatives
  - Work will be incremental, yearly, and 5-year
- Phase 2: Divisional Implementation
  - SPC will create a template for divisions to use when developing their divisional plans and initiatives to demonstrate alignment with the University Pillars, Goals, and strategies
  - Divisions will work to develop a set of strategic initiatives that map to the plan and identify quantitative and qualitative baselines and metrics
  - The aim is clear alignment with University Pillars, Goals, Strategies
  - Initiatives should be measurable and assessed systematically and regularly

- Phase 3: Shared Governance & Cabinet Review
  - Step 1: VP reviews for feedback
  - Step 2: Shared Governance consultation; SPC consultation
  - Step 3: Cabinet Strategy Session
- Phase 4: Finalization & Launch
  - Cabinet-approved initiatives returned to divisions
  - Use feedback loop with departments, units and shared governance
  - Divisional plans set and leaders incorporate initiatives into budget plans
- Phase 5: Measurement, Assessment & Semi-Annual Reset
  - SPC will keep track of Institutional metrics to assess the Strategic Plan Pillars
  - Report annual Institutional progress to campus
  - Divisional leaders will provide annual update on their progress toward accomplishing their initiatives which will include reporting quantitative and qualitative metrics

### **Implementation Timeline**

- May: Finalize new Strategic Plan
- May -July: SPC membership finalized; divisional template developed; metrics for assessing the University Strategic Plan Pillars identified
- July- September: Divisional leaders meet with their units to develop their divisional plans, initiatives, and metrics, identify appropriate quantitative and qualitative metrics including setting baselines and goals; if data is not currently being collected, leaders create initiatives to develop a data collection strategy
- September –October: SPC and Cabinet review
- October: Divisional Strategic Plans and Initiatives approved and work begins
- January 2027: Semi-annual review with SPC to assess progress; adjustments made to plans, if necessary
- February – May 2027: Normal timeline will commence and budgets will be built alongside divisional implementation plans to allow for budget allocations/re-allocations
- June-July 2027: Annual summaries and updated templates are submitted from divisional leaders to SPC to review, including quantitative and qualitative metrics; divisional leaders will provide updated initiatives for FY2028 for SPC and Cabinet Review
- July-August 2027: SPC creates an annual report of FY2026 progress towards Strategic Plan Pillars and Goals; SPC reviews and provides feedback to Cabinet for proposed FY27 initiatives
- September-October 2027: SPC shares FY2026 Summary with campus