Strategic Plan: Department Worksheet

Department	
Division	
Department Lead	
Date completed	

This worksheet helps each divisional department lead turn the university-wide strategic plan into a practical department-level plan. For each strategy, mark whether it connects to your work. If it does, describe what your team is already doing and how you measure it, then describe what you could start, strengthen, or scale and how you would measure it.

Not every strategy will apply to your department. Mark "No" and move on. If you are unsure, mark "Partly" and add a short note. To mark a choice, replace the empty box with an X.

Guiding Questions for Your Responses

For every strategy in the tables that follow, use these two questions to shape your answers.

Current department work and measures	**What is your team already doing to advance this strategy forward, and how are you currently measuring whether this work is making a difference?**
New or expanded actions and future measures	**What could your team start doing, strengthen, or scale to better support this strategy, and how would you measure progress, quality, participation, reach, or impact?**

Pillar 1: Transformational Learning and Academic Excellence that Connects to Everyday Needs

Goal 1.1: Deliver an exceptional and transformative educational experience characterized by academic excellence, innovation, and student success, supported by a sustained commitment to faculty and staff development.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
1.1.1 Encourage innovation in curriculum design, program development, and instructional delivery models.	☐ Yes ☐ Partly ☐ No		
1.1.2 Elevate academic excellence by pairing high expectations with high levels of support, including investment in student support services that remove barriers to achievement.	☐ Yes ☐ Partly ☐ No		
1.1.3 Recruit and retain talented faculty and staff by supporting excellence in teaching, scholarship, and student success, including investment in professional development, health and wellness programs, mentoring, and sustainable workload practices.	☐ Yes ☐ Partly ☐ No		
1.1.4 Incentivize interdisciplinary teaching, research, and community-engaged work.	☐ Yes ☐ Partly ☐ No		

Goal 1.2: Make experiential learning grounded in the liberal arts and sciences the defining feature of a Salisbury University education.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
1.2.1 Ensure all students, regardless of background or major, have access to high-impact and experiential learning opportunities.	☐ Yes ☐ Partly ☐ No		
1.2.2 Expand and develop pipelines for employer- and community-partnered learning embedded across academic programs.	☐ Yes ☐ Partly ☐ No		
1.2.3 Invest in clinical simulation, laboratory, and applied learning spaces, equipment, and partnerships to increase student access to active learning experiences.	☐ Yes ☐ Partly ☐ No		
1.2.4 Invest and expand in high-impact practices that support student success and/or directly address regional and state-wide needs.	☐ Yes ☐ Partly ☐ No		

Goal 1.3: Align academic programs with workforce needs and regional priorities while sustaining academic integrity and the broad intellectual foundations of a comprehensive education.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
1.3.1 In partnerships with faculty governance, identify and invest in signature, high-demand undergraduate, graduate, and certificate programs that solve pressing regional needs.	☐ Yes ☐ Partly ☐ No		

1.3.2 Develop and expand licensure-aligned, industry-recognized, and stackable credential pathways to create clear, flexible routes for professional advancement and regional workforce development.	☐ Yes ☐ Partly ☐ No		
1.3.3 Expand access to accelerated pathways and transfer partnerships.	☐ Yes ☐ Partly ☐ No		
1.3.4 Conduct regular program review and reinvestment.	☐ Yes ☐ Partly ☐ No		

Goal 1.4: Advance knowledge and strengthen the region through faculty, staff, and student research; scholarship; and creative activity.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
1.4.1 Invest in internal funding, grant development, facilities, and administrative support for high-quality research, scholarship, and creative activity involving faculty, staff, and students that advances disciplinary knowledge.	☐ Yes ☐ Partly ☐ No		
1.4.2 Highlight and promote research and creative work to demonstrate and strengthen student learning outcomes, regional engagement, institutional effectiveness, and the University's reputation.	☐ Yes ☐ Partly ☐ No		

Goal 1.5: Ensure all students engage in learning experiences that develop critical thinking, civic responsibility, and global perspectives.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
1.5.1 Strengthen and continuously improve the General Education curriculum to ensure it provides a cohesive foundation that prepares students for informed citizenship, lifelong learning, and meaningful participation in a complex society.	☐ Yes ☐ Partly ☐ No		
1.5.2 Embed meaningful community-engaged learning opportunities across the campus experience, recognizing community-based education as a powerful contributor to student learning and success.	☐ Yes ☐ Partly ☐ No		
1.5.3 Expand international learning opportunities, including study abroad and study away, and global perspectives throughout the student learning experience.	☐ Yes ☐ Partly ☐ No		
1.5.4 Incentivize and support the development of interdisciplinary courses that explore complex regional and societal challenges.	☐ Yes ☐ Partly ☐ No		

Pillar 2: Support Students and Their Success at Every Stage

Goal 2.1: Foster belonging and engagement while supporting students' academic, personal, and career growth, so every student feels seen, valued, and empowered to succeed.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
2.1.1 Expand mentoring networks that connect students with faculty, staff, alumni, and community professionals.	☐ Yes ☐ Partly ☐ No		
2.1.2 Develop student leadership, campus employment, and co-curricular involvement into learning-outcome-focused experiences.	☐ Yes ☐ Partly ☐ No		
2.1.3 Strengthen signature traditions, events, and shared experiences that build community pride and connection.	☐ Yes ☐ Partly ☐ No		
2.1.4 Ensure accessible and inclusive design of programs, spaces, and communications.	☐ Yes ☐ Partly ☐ No		

Goal 2.2: Remove institutional, financial, and structural barriers to student success and full student participation in Salisbury University's learning community.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
2.2.1 Integrate advising, coaching, and early alert systems across the student lifecycle.	☐ Yes ☐ Partly ☐ No		

2.2.2 Simplify registration, transfer credit, and degree pathways to improve time to completion.	☐ Yes ☐ Partly ☐ No		
2.2.3 Expand access to need-based aid, emergency support, and low-cost learning resources.	☐ Yes ☐ Partly ☐ No		
2.2.4 Leverage technology and innovation to personalize learning, including expanding flexible learning modalities/times to meet diverse student needs (i.e. online and evening).	☐ Yes ☐ Partly ☐ No		
2.2.5 Use disaggregated data to identify and close equity gaps.	☐ Yes ☐ Partly ☐ No		
2.2.6 Increase consistency and quality of student advising, instruction, and support through targeted professional development focused on key student transition points.	☐ Yes ☐ Partly ☐ No		

Goal 2.3: Improve student success by investing in programs and practices proven to help students stay on track, complete their degrees, and achieve meaningful learning and career outcomes.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
2.3.1 Strengthen use of institutional data, assessment results, and student feedback to evaluate effectiveness and guide decisions	☐ Yes ☐ Partly ☐ No		

about expanding, refining, or sun-setting student success initiatives.			
2.3.2 Prioritize the expansion and scaling of student-forward programs and practices that show measurable improvements in retention, progression, completion, and equity across student populations.	☐ Yes ☐ Partly ☐ No		
2.3.3 Enhance faculty and staff access to timely data, tools, and professional development to support shared responsibility for improving student success outcomes.	☐ Yes ☐ Partly ☐ No		
2.3.4 Enable earlier and more effective student support interventions by providing faculty and staff with integrated systems and timely actionable data.	☐ Yes ☐ Partly ☐ No		
2.3.5 Reduce fragmentation in the student experience by clarifying roles, decision-making authority, and accountability across academic and student support functions.	☐ Yes ☐ Partly ☐ No		

Goal 2.4: Promote student resilience, health, and well-being as essential foundations for academic achievement and lifelong learning.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures

2.4.1 Expand counseling, health, and case-management capacity using a stepped-care model.	☐ Yes ☐ Partly ☐ No		
2.4.2 Embed well-being education into orientation, first-year experiences, and academic programs.	☐ Yes ☐ Partly ☐ No		
2.4.3 Enhance physical and virtual spaces that support connection, reflection, and healthy behaviors.	☐ Yes ☐ Partly ☐ No		

Pillar 3: A Community-Engaged Campus that Strengthens and Uplifts the Region

Goal 3.1: Build strong partnerships with regional employers, organizations, and communities to address shared challenges and expand learning opportunities for students.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
3.1.1 Establish a coordinated university-wide approach to mutually beneficial community and employer partnerships.	☐ Yes ☐ Partly ☐ No		
3.1.2 Expand internships, applied research, and community-engaged learning with regional priority areas.	☐ Yes ☐ Partly ☐ No		
3.1.3 Measure and communicate SU's economic, social, and cultural impact on the region and State.	☐ Yes ☐ Partly ☐ No		

Goal 3.2: Demonstrate Salisbury University's value as a hub for lifelong learning, civic engagement, and community problem-solving to our community, region, state, and beyond.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
3.2.1 Expand access to continuing education, professional development, and credential pathways for learners of all ages.	☐ Yes ☐ Partly ☐ No		

3.2.2 Increase access to educational and civic programming through hybrid and community-based delivery.	☐ Yes ☐ Partly ☐ No		
3.2.3 Strengthen alumni engagement as a lifelong partnership with the university.	☐ Yes ☐ Partly ☐ No		

Goal 3.3: Strengthen Salisbury University's role as a regional gathering place by expanding cultural and athletic programs that engage and unite the Eastern Shore community.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
3.3.1 Increase community-facing cultural events and programs that engage local communities and residents.	☐ Yes ☐ Partly ☐ No		
3.3.2 Advance an athletics program that prioritizes student success in the classroom, meaningful community engagement, and competitive excellence, strengthening both the student experience and regional connection.	☐ Yes ☐ Partly ☐ No		

Pillar 4: Responsible Stewardship for a Strong Future

Goal 4.1: Build a campus culture of trust rooted in shared governance, professional development, a strong sense of belonging, and openness to a broad range of ideas and perspectives.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
4.1.1 Invest in new onboarding, mentoring, and clear career pathways, along with leadership/professional development for faculty and staff (aligned with strategic priorities) to position Salisbury University as a best place to work.	☐ Yes ☐ Partly ☐ No		
4.1.2 Improve the clarity, transparency, and effectiveness of shared governance processes to support timely and impactful decision-making.	☐ Yes ☐ Partly ☐ No		
4.1.3 Recognize and elevate achievements that advance SU's mission and institutional impact.	☐ Yes ☐ Partly ☐ No		
4.1.4 Regularly assess faculty, staff, and student employee (undergraduate and graduate) engagement, climate, and workload sustainability to guide improvements in policies and practices.	☐ Yes ☐ Partly ☐ No		

Goal 4.2: Coordinate faculty and staff roles to advance student learning, academic excellence, and the University's mission.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
4.2.1 Regularly assess and adjust faculty and staff workloads, role expectations, and unit structures to ensure capacity is focused on student success, academic quality, and regionally engaged work in a sustainable and transparent manner.	☐ Yes ☐ Partly ☐ No		
4.2.2 Implement intentional workforce planning, succession strategies, and targeted professional development so that faculty and staff skills and capacity respond to current and emerging institutional priorities.	☐ Yes ☐ Partly ☐ No		

Goal 4.3: Strengthen financial resilience and strategic investment capacity.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
4.3.1 Launch a comprehensive capital campaign aligned with institutional priorities.	☐ Yes ☐ Partly ☐ No		
4.3.2 Diversify revenue through grants, partnerships, entrepreneurial programs, and innovative delivery models.	☐ Yes ☐ Partly ☐ No		
4.3.3 Align budgeting and resource allocation with strategic priorities and outcomes while supporting the breadth of programs expected of	☐ Yes ☐ Partly ☐ No		

a comprehensive public university.			
4.3.4 Deepen a culture of philanthropy to increase donor engagement, expand philanthropy and giving, and strengthen long-term financial support.	☐ Yes ☐ Partly ☐ No		

Goal 4.4: Modernize systems, operations, and infrastructure to improve efficiency, adaptability, and long-term sustainability.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
4.4.1 Streamline administrative and academic processes that affect students, faculty, and staff.	☐ Yes ☐ Partly ☐ No		
4.4.2 Invest in integrated data, analytics, and AI-enabled tools to support decision-making.	☐ Yes ☐ Partly ☐ No		
4.4.3 Improve internal service delivery (e.g. HR functions, IT systems, Workday processes), accountability, and transparency.	☐ Yes ☐ Partly ☐ No		
4.4.4 Optimize space utilization and pursue facilities that enhance learning, access, and community engagement.	☐ Yes ☐ Partly ☐ No		

4.4.5 Commit to and invest in responsible stewardship of land, energy, and water as a teachable model for the region.	☐ Yes ☐ Partly ☐ No		
4.4.6 Support environmental sustainability projects and initiatives.	☐ Yes ☐ Partly ☐ No		

Goal 4.5: Sustain enrollment management while maintaining the educational excellence and the distinctive student-centered learning environment that defines Salisbury University.

Strategy	Applicable	Current department work and measures	New or expanded actions and future measures
4.5.1 Develop strategies to increase or improve recruitment, retention, and program growth across the university with particular focus on areas with demonstrated academic quality, student demand, and strong outcomes, and that intentionally support current regional and state needs.	☐ Yes ☐ Partly ☐ No		
4.5.2 Via strategic partnerships, transfer pathways, and outreach efforts, broaden recruitment reach that yields measurable enrollment growth in priority areas.	☐ Yes ☐ Partly ☐ No		
4.5.3 Develop targeted graduate recruitment strategies, including cohort-based pipelines, and strengthened graduate student support infrastructure to ensure sustained enrollment growth,	☐ Yes ☐ Partly ☐ No		

retention, and program quality.			