Strategic Plan: Divisional Worksheet

Division	
Vice President	
Date Completed	

This worksheet helps each divisional vice president turn the university-wide strategic plan into a practical division-level plan. Use your completed department worksheets as the starting point. For each goal, mark whether it connects to your division's work. If it does, describe what your division is already doing and how you measure it, then describe what your division could start, strengthen, or scale and how you would measure it.

This worksheet does not need to include everything your department leads identified. It should give a refined, big-picture view of your division's alignment to Salisbury University's strategic plan. Note any goal where your division should contribute but has limited activity, measures, or ownership, and any work that depends on another division or a university-level decision.

Not every goal will apply to your division. 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 goal in the tables that follow, use these two questions to shape your answers.

Current divisional work and measures	**What is your team already doing to advance this goal 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 goal, and how would you measure progress, quality, participation, reach, or impact?**

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

Goal	Applicable	Current divisional work and measures	New or expanded actions and future measures
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.	☐ Yes ☐ Partly ☐ No		
Goal 1.2: Make experiential learning grounded in the liberal arts and sciences the defining feature of a Salisbury University education.	☐ 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.	☐ Yes ☐ Partly ☐ No		
Goal 1.4: Advance knowledge and strengthen the region through faculty, staff, and student research; scholarship; and creative activity.	☐ Yes ☐ Partly ☐ No		
Goal 1.5: Ensure all students engage in learning experiences that develop critical thinking, civic responsibility, and global perspectives.	☐ Yes ☐ Partly ☐ No		

Pillar 2: Support Students and Their Success at Every Stage

Goal	Applicable	Current divisional work and measures	New or expanded actions and future measures
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.	☐ 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.	☐ 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.	☐ Yes ☐ Partly ☐ No		
Goal 2.4: Promote student resilience, health, and well-being as essential foundations for academic achievement and lifelong learning.	☐ Yes ☐ Partly ☐ No		

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

Goal	Applicable	Current divisional work and measures	New or expanded actions and future measures
Goal 3.1: Build strong partnerships with regional employers, organizations, and communities to address shared challenges and expand learning opportunities for students.	☐ 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.	☐ 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.	☐ Yes ☐ Partly ☐ No		

Pillar 4: Responsible Stewardship for a Strong Future

Goal	Applicable	Current divisional work and measures	New or expanded actions and future measures
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.	☐ Yes ☐ Partly ☐ No		
Goal 4.2: Coordinate faculty and staff roles to advance student learning, academic excellence, and the University's mission.	☐ Yes ☐ Partly ☐ No		
Goal 4.3: Strengthen financial resilience and strategic investment capacity.	☐ Yes ☐ Partly ☐ No		
Goal 4.4: Modernize systems, operations, and infrastructure to improve efficiency, adaptability, and long-term sustainability.	☐ 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.	☐ Yes ☐ Partly ☐ No		