Strategic Plan | 2020-2025

Updated Fall 2021

As our centennial anniversary approaches in 2025,
Salisbury University is focused on meeting the emerging needs
of students, as well as the community, State and nation.

Salisbury
UNIVERSITY

MISSION

Salisbury University is a premier comprehensive Maryland public university offering excellent, affordable education in undergraduate liberal arts, sciences, business, nursing, health sciences, social work and education, and applied master's and doctoral 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 are viewed as learners, teachers/scholars and facilitators, and where a commitment to excellence and openness to a broad array of ideas and perspectives are central to all aspects of University life. Our learning community is student-centered. Students learn from professional educators in small classroom settings, faculty and professional staff serve as academic advisors, and virtually every student has an opportunity to undertake research or experiential learning with a faculty mentor. Through our four privately endowed Schools, the College of Health and Human Services, and the Honors College, we foster an environment where individuals prepare for career and life, including their social, physical, occupational, emotional and intellectual well-being.

The University recruits exceptional and diverse faculty, staff, and undergraduate and graduate students from across Maryland and the United States and from around the world, supporting all members of the University community as they work together to achieve institutional 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.

Please Note: Salisbury University data cited in the Strategic Plan reflect information collected during its initial creation in 2019.

VALUES

The core values of Salisbury University are excellence, student centeredness, learning, community, civic engagement, and diversity and inclusion. 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 principle values, the University embraces, through its shared governance bodies, the long-honored tradition of honesty and mutual regard that is and should be a defining characteristic of higher education.

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Affordable access to public higher education is essential to social mobility and the future of our knowledge-based economy and our democratic society. For nearly 100 years, Salisbury University (SU) has served the region and the State of Maryland by educating students who are well prepared for gainful employment and able to influence the lives of others across the nation and around the world. In 1925, the campus was founded as a normal school for training teachers. Less than a decade later, the college expanded from offering two years of study to four. Since then, it has evolved and transformed significantly into a premier comprehensive public university with a national reputation for excellence across a variety of academic disciplines and practices. Currently, SU offers 62 distinct degree programs, including 45 undergraduate majors, 15 master's programs and two applied doctoral degrees: the Doctor of Nursing Practice (D.N.P.) and a Doctor of Education (Ed.D.).

SU's primary mission is to cultivate and sustain a superior learning community where students, faculty and staff are viewed as learners, teachers/scholars and facilitators. In our student-centered environment, students study with expert educators in small classroom settings and have the opportunity to undertake research, creative activities or experiential learning with a dedicated mentor. Exceptional faculty and professional staff provide integrated support and mentorship both inside and outside the classroom. Through our four privately endowed schools (Fulton School of Liberal Arts, Henson School of Science and Technology, Perdue School of Business, and Seidel School of Education), the College of Health and Human Services, and the Honors College, we foster an environment where individuals prepare for their careers and lives, with a focus on their social, physical, occupational, emotional and intellectual well-being.

As a campus, we believe in a set of shared values that guide our strategic, academic, facilities and enrollment plans, as well as our fiscal commitments. Our core values are excellence, student centeredness, learning, community, civic engagement, and diversity and inclusion. We believe these values must be lived and experienced as integral to everyday campus life to ensure that our students make the connection between what they learn and how they live. As a regional comprehensive University, SU's mission emphasizes and supports how we can contribute to the sustainability of the local Eastern Shore community.

62
45 Undergraduate Majors
15 Master's Programs
2 Doctoral Programs
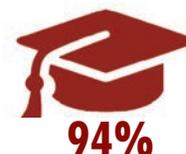
94%
Are satisfied with their level of preparation for employment

15:1
Student-to-Faculty ratio is 15:1
Average Class Size: 23

The University's commitment to economic, social and environmental sustainability is demonstrated throughout the *2020-2025 Strategic Plan.* From offering signature undergraduate and graduate programs, including interdisciplinary programs and courses (Goal 1); to engaging with our local community to address pressing issues and needs (Goal 4); to leading environmental sustainability efforts (Goal 5), SU offers students the opportunity to understand and participate in the creation of a responsive and supportive society. SU is fortunate to be located in Maryland's fastest growing city, providing the entire campus community with opportunities to become civically engaged. Situated between the Atlantic Ocean and the Chesapeake Bay, SU is close to popular beach communities as well as scenic tributaries and waterways, creating unique opportunities for faculty, staff and students to become involved in recreational activities, environmental efforts and unique research opportunities. Proximity to major metropolitan areas, including the national capital region, affords many opportunities across programs.

As our centennial anniversary approaches in 2025, the University is focused on meeting the emerging needs of students, as well as the community, State and nation. We have the capacity to distinguish ourselves through the significant accomplishments of our students, the strength of our student outcomes, the achievements our graduates attain after completing their degrees at SU, and the professional contributions of our faculty and staff. In addition, the *2020-2025 Strategic Plan* positions us to meet the growing needs of the State to increase access to affordable and high-quality postsecondary education by evolving our programs and expanding the modalities of program delivery. We plan to meet these goals by bolstering our efforts to hire and retain outstanding and diverse faculty and staff to be a part of SU's collaborative and contemporary workforce.

"This strategic plan is a statement by the University community that will serve as a roadmap for our future."

Dr. Charles Wight
President

Our recent history gives us reason to be optimistic, with many achievements, from the expansion of academic programs and largest student enrollments in the institution's history, to the creation of new state-of-the-art facilities, to the founding of two new colleges and the launch of the largest comprehensive fundraising campaign in campus history. This *2020-2025 Strategic Plan* outlines the goals and objectives that will guide SU in flourishing as a top-tier, mid-sized, public, comprehensive university on the East Coast of the United States. Following more than a year of collaboration through information gathering, trend analysis and focus group discussions with faculty, staff, students and community constituents, SU has developed five strategic goals to lead our efforts: 1) Enrich Academic Success and Student Development; 2) Inspire a Campus Culture of Inclusive Excellence, Support and Collaboration; 3) Support Access, Affordability and Academic Excellence; 4) Deepen Engagement with our Community; and 5) Enhance Environmental, Social and Economic Sustainability. This new plan will guide us as we address challenges and seize opportunities to enable SU to carry out the mission of a public higher education institution for generations to come and is well aligned with both the Maryland State Plan for Postsecondary Education[1] and the University System of Maryland (USM) Strategic Plan.[2] We view this plan as aspirational and recognize that we may not be able to achieve all of these strategies over the next five years. However, an accompanying implementation plan will detail the data-informed prioritization and budgeting process for the elements of this plan and provide guidance as we approach our centennial anniversary.

[1] *Maryland State Plan for Postsecondary Education available at https://mhec.state.md.us/About/Pages/2017StatePlanforPostsecondaryEducation.aspx.*
[2] *University System of Maryland Strategic Plan available at https://www.usmd.edu/10yrplan/.*

Enrich Academic Success and Student Development

Salisbury University has earned a reputation as one the country's best public, regional, comprehensive universities. Key to this reputation is our campus-wide commitment to student success: We serve our students best by challenging them academically while ensuring a full range of services to support their growth. An exceptional faculty, strengthened by ongoing scholarship, external funding, creative activity and up-to-date professional practice, work together to continually improve academic programs at the undergraduate and graduate levels.

To advance our mission and values, the University continues to be dedicated to educating students to be strong, thoughtful, resilient and responsible contributors to society. SU is not only committed to preparing students to address the

most pressing issues of our community, locally and globally, but also to supporting the advancement of efforts to sustain future generations. All undergraduate programs must contribute to the formation of our students personally, professionally and as engaged citizens. Each of SU's undergraduate programs builds on the foundation of a common General Education program, through which all undergraduate students have the opportunity to accomplish the goals of liberal education that are aligned with our mission statement: to empower students with the knowledge, skills and core values that contribute to active citizenship, gainful employment and life-long learning in a democratic and interdependent world. Through their courses and programs, students can explore different disciplines and

approaches as a way of to achieve our core student learning outcomes, as well as learn how their actions directly affect the economic, social and environmental sustainability of our world. Continued effective and integrated collaboration between Student Affairs and Academic Affairs divisions will help to ensure that students not only successfully complete academic programs, but will thrive in an inclusive community.

Our graduate programs extend the reach of faculty to support a range of advanced-study programs that are professionally focused. Looking ahead, an increasing number of professions will require an advanced degree, affecting how we approach and deliver both undergraduate and graduate programs. Over the next five years, SU will continue to build excellence, interdisciplinarity and capacity within its undergraduate and graduate programs. While we have modest capacity to expand the size of our main campus community without compromising the qualities that set us apart and make us successful, we have opportunities through satellite and online programs to expand our reach at both the undergraduate and graduate levels. Skillful and targeted use of technology is critical to the success of these efforts. Faculty collaboration, leadership and development are key strategies in maintaining the academic rigor and integrity of the curriculum as we thoughtfully explore opportunities to expand.

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.

For the second consecutive year, SU was named among the nation's top producers of Fulbright Students for 2018-19 by the U.S. Department of State. Top-producing campuses were highlighted in *The Chronicle of Higher Education*.

Objective 1.2
Develop a more robust program of student support services that fosters holistic student wellness, 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 2024.

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.

95% Of soon-to-be graduates that had accepted a job offer prior to graduation were satisfied with the job they accepted

94% Of alumni looking for jobs right after graduation were hired within one year

GOAL

2 | Inspire a Campus Culture of Inclusive Excellence, Support and Collaboration

The extraordinary ethnic and cultural diversity in American society and the broader world shape both our academic community and the curricula of the University. A diverse and inclusive campus community brings irreplaceable value to SU's educational experience and work environment and strengthens the entire University. We strive to create a truly diverse and inclusive environment where we harness the richness of ideas, backgrounds and perspectives of the community to create student learning opportunities and value for the institution, today and into the future.

Through Goal 2, the University will develop and implement the components of a comprehensive diversity and inclusion plan. This includes the creation of a new Office of Diversity and Inclusion led by the University's Chief Diversity Officer. This office will provide students, faculty and staff with

educational opportunities informed by multiple points of view, life experiences, abilities, ethnicities, cultures and belief systems. The University values and cultivates learning not only among its students but also for faculty and staff as well. SU will continue to expand professional development opportunities, with an emphasis on face-to-face training, and create inclusive spaces that support networking, foster professional growth and inspire innovative ideas. By exploring ways to expand benefits, recognition and rewards programs, the institution hopes to improve the recruitment and retention of all faculty and staff and especially those from diverse backgrounds. Through the collection of these strategies, the institution hopes that all members of the campus community feel a sense of belonging and connection.

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.
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 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.

Strategy 2.2.2.
Develop and employ institution-level search, selection and hiring practices that more effectively diversify our applicant pools and ensure departmental policies are aligned with 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.

SU's Center for Equity, Justice and Inclusion recognizes historically marginalized populations and provides space for research, programming and socializing. It serves to help nurture a more robust sense of identity and community on campus.

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 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.

Situated in the heart of the Eastern Shore, the Salisbury University Arboretum holds some of the most horticulturally diverse grounds in the local region. SU's beautiful 200-acre campus encompasses nearly 100 buildings.

3

Support Access, Affordability and Academic Excellence

Access to public higher education, in which affordability is a critical factor, is essential to social development and the future of our knowledge-based economy and democratic society. Equity in opportunity is a core humanistic value, and education is the main means by which people gain access to rewarding careers, prosperity and personal fulfillment.

As Salisbury University approaches its 100th anniversary, we are mindful of the strides we, as a campus and as a society, must make in improving access to higher education for all citizens. Aligning our campus with the broader demographic trends of our community and State reflects our commitment to equity of opportunity and also our obligation to continue the University's good stewardship of public resources.

National trends suggest that over the next decade, high school graduates will be much more diverse in terms of their race, ethnicity and college preparation. The University will prepare for this trend by developing targeted strategies to meet the needs of college-bound students and those seeking graduate, professional and continuing education. We have much evidence to support the claim that our modest class sizes and emphasis on integrated mentoring by faculty and professional staff promote student development and success, notably and demonstrably among first-generation students. Our aim, therefore, is continued reflective instruction and mentoring in response to the needs and talents of students enrolled at the main campus while targeting some enrollment growth at regional centers and satellite sites and in online programs. Additionally, SU will explore opportunities to expand its reach by

offering alternative enrollment pathways designed to serve an increasingly diverse student population, including more flexible course schedules to accommodate early college, non-degree and non-traditional enrollments, including non-credit continuing education.

As a public, comprehensive university, an important part of SU's mission is to provide an affordable education to its students. Goal 3 of SU's *2020-2025 Strategic Plan* also identifies strategies that will be used to develop comprehensive financial aid and tuition plans to maintain the University's affordability. This will help ensure SU's access and affordability while accommodating the changing landscape of higher education.

Finally, Goal 3 seeks to articulate SU's distinctive identity and reputation and communicate this message within and outside the campus community. The longstanding and continued commitment to maintaining the character of the University will be paramount as we approach our centennial celebration in 2025. Through effective communication of our academic excellence and student outcomes, we can demonstrate, repeatedly and consistently, the power and value of the distinctive SU experience in enabling our students to achieve their full potential as individuals, professionals and community members. This strategy will help to ensure that, as we approach our second century, the promise of excellence will continue to draw new generations.
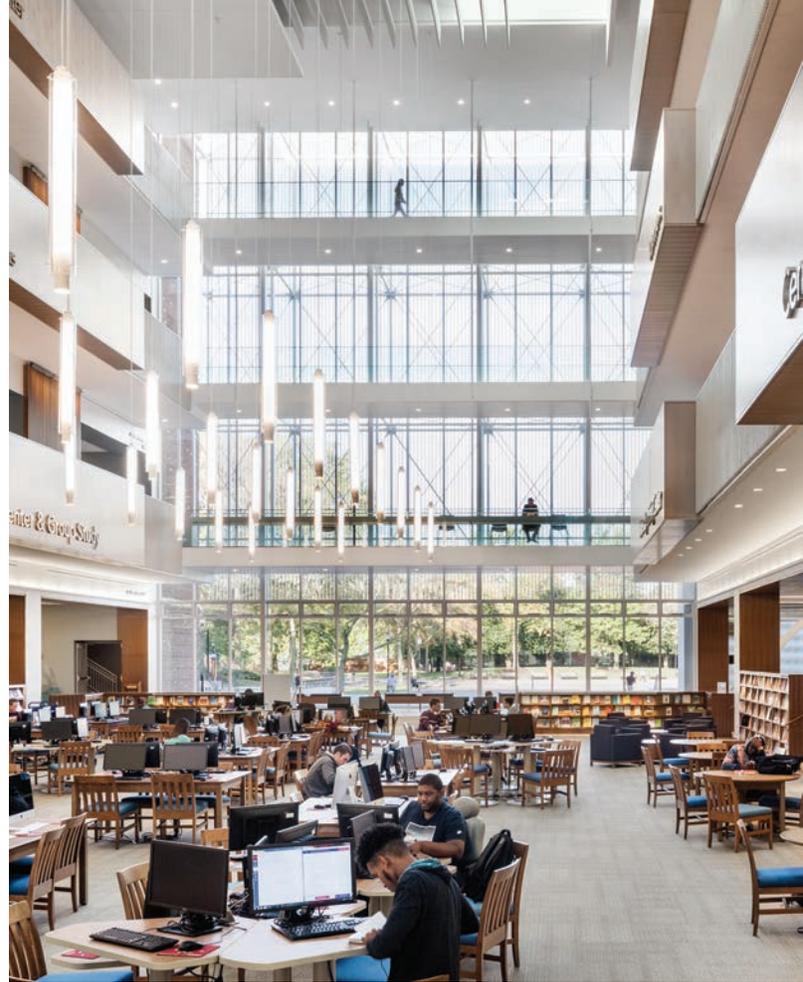
Enrollment By The Numbers: **8,617** total students
7,686 undergraduate students
931 graduate students

Enrollment By School/College:	Undergraduate	Graduate
Fulton School of Liberal Arts	2,091	65
Henson School of Science and Technology	1,127	34
Perdue School of Business	1,599	53
Seidel School of Education	643	220
College of Health and Human Services	1,690	489
Honors College *(includes all Schools/Colleges)*	467	

Objective 3.1
Improve access and 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.
Reassess undergraduate and graduate enrollment goals with special attention to strategic areas aligned with 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.

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 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.

4 Deepening Engagement with Our Community

Salisbury University contributes to Eastern Shore communities and the educational, economic, cultural and social needs of the State and nation. The University's commitment to regional economic and social sustainability is demonstrated through Goal 4 of the *2020-2025 Strategic Plan* and externally validated through our designation as a Community Engaged Campus by the Carnegie Foundation. We have expanded our presence in downtown Salisbury and throughout the region, and abundant opportunities remain for partnerships of all kinds that erase boundaries, perceived or real, between campus and community. We can expand efforts to welcome people to campus to experience high-quality cultural events, exhibits, performances and educational opportunities, while also engaging students, faculty and staff with wider community constituencies in powerful and transformational collaborations. Public programming that focuses on questions of public policy provide the wider community with opportunities to effectively exercise their democratic responsibilities, while we engage in discussions of and strategies to address complex issues together. Moreover, our proximity to major metropolitan areas, including Washington, Baltimore and Philadelphia, provides additional advantages for experiential learning opportunities and community engagement.

These partnerships serve economic and workforce development needs, help to improve quality of life, protect our sensitive environment, make our community stronger, and support a sustainable future for generations to come. We also conceive of community broadly through service and other engaged-learning experiences for students in study away and study abroad experiences. Community engagement and outreach will continue to be central to the institution's mission as a regional, comprehensive university.

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 initiatives focused on facilitating economic, professional and workforce development in the region (e.g., Rommel 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.

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 SU, such as the business community and employers of SU alumni.

Strategy 4.2.4.
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.

SU students provide thousands of hours of community service to area non-profits and University neighbors each year, including the Student Government Association's annual Big Event community cleanup day.

5

Enhance Environmental, Social and Economic Sustainability

As a regional comprehensive University, SU's mission emphasizes and supports how we can contribute to the sustainability of the local Eastern Shore community. To advance our mission and values, the University continues to be dedicated to educating students to be strong, thoughtful, resilient and responsible contributors to society. SU is not only committed to preparing students to address the most pressing issues of our time, locally and globally, but also to ensuring the advancement of efforts to support future generations. Sustainability, as defined by the United Nation's World Commission on Environment and Development, is "development that meets the needs of the present without

compromising the ability of future generation to meet their own needs."[3] Sustainable practices are those which support environmental, social and economic health and vitality.

The University's commitment to environmental, social and economic sustainability is demonstrated through several undergraduate and graduate programs. Interdisciplinary programs and courses offer students the opportunity to understand and participate in creating an evolving and responsive society. By supporting the local community and ensuring its health and vitality, we encourage social adaptability and the well-being of future generations. In addition, SU is uniquely situated within a coastal environment located in a

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[1] *United Nations World Commission on Environment and Development, ed. Report of the World Commission on Environment and Development: Our Common Future. Oxford: Oxford University Press, 1987.*

small but vital metropolitan area, providing the University with multiple opportunities for the University to be a leader in environmental outreach, education and applied research. Similarly, the University will strive to model best practices to conserve natural resources and increase environmental awareness within the local community. As SU approaches its 100-year anniversary, we are committed to tackle the challenges that lie ahead of us and to face regional sustainability challenges with leadership and resiliency.

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 to assist with these efforts.

With a comprehensive recycling program for nearly 30 years (now including more than 50% of all waste on campus), SU is on the cutting edge of sustainable practices.

Strategy 5.2.2.
Establish goals, policies and protocols that work toward 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.
Deepen partnerships with local groups and municipalities focused on environmental sustainability and conservation efforts.

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.

University Business magazine twice has named Salisbury University among its "Models of Efficiency"– a national recognition program honoring colleges and universities that meet the higher education business and technology challenges of today's campus.

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.

Members of the Strategic Planning and Budget Committee

- Dr. Charles Wight • *President*

- Dr. Joseph Anderson • *Assistant Professor, Math and Computer Science Department, Henson School of Science and Technology; Representative, Faculty Senate Financial Affairs Committee*

- Humberto Aristizabal • *Associate Vice President, Institutional Equity; Title IX Coordinator*

- Eric Berkheimer • *Associate Vice President, Facilities and Capital Management*

- Jayme Block • *Assistant Vice President, Development and Alumni Relations*

- Dr. Melissa Boog • *Associate Vice President, Academic Affairs*

- Dr. Anita Brown • *Associate Professor, Chemistry Department, Henson School of Science and Technology; Representative, Faculty Senate and Faculty Senate Long Range Academic Planning Committee*

- William Burke • *Professor of the Practice, Information and Decision Sciences Department, Perdue School of Business; Director of Entrepreneurship*

- Dr. Randy Cone • *Associate Professor, Math and Computer Science Department, Henson School of Science and Technology*

- Jason Curtin • *Vice President, Advancement and External Affairs; Executive Director, Salisbury University Foundation*

- Dr. Gerard DiBartolo • *Director, Athletics and Campus Recreation*

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- Susan Eagle • *Associate Vice President, Marketing and Communications*

- Dr. Kelly Fiala • *Dean, College of Health and Human Services*

- Dr. Dane Foust • *Vice President, Student Affairs*

- Dr. Clifton Griffin • *Dean, Graduate Studies and Research*

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- Dr. Beatriz Hardy • *Dean, Libraries and Instructional Resources*

- Christina Harper • *Instructor, Outdoor Education, and Coordinator, Outdoor Education Minor, Seidel School of Education; Webmaster, Faculty Senate*

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- Tabitha Pilchard • *Chair, Staff Senate; Director, Accounts Receivable*

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- Cearrah Sherman • *President, Graduate Student Council*

- Elizabeth Skoglund • *Director, Admissions*

- Dr. Wallace Southerland • *Associate Vice President, Student Affairs*

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- Karen Treber • *General Counsel*

- Kevin Vedder • *Associate Vice President, Human Resources*

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- Dr. Richard Wilkens • *Associate Provost*

- *Dr. Aaron Willis • Assistant Professor, School of Social Work, College of Health and Human Services*

- Dr. Adam Wood • *Associate Professor and Chair, English Department, Fulton School of Liberal Arts; President, Faculty Senate*

- Barri Zimmerman • *Budget Officer*

Goals and Objectives Overview

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.

Objective 1.2 - Develop a more robust program of student support services that fosters holistic student wellness, development, integrity, leadership and resiliency.

Objective 1.3 - Cultivate student academic support and participation in High-Impact Practices (HIPs) to support improvements in time-to-degree, retention and graduation.

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

Objective 1.5 - Affirm the relevance and value of General Education to career and life success for all majors.

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.

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

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

Objective 2.4 - Create and promote the use of welcoming and inclusive campus spaces aligned with the Facilities Master Plan.

Goal 3: Support Access, Affordability and Academic Excellence

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

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

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.

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.

Objective 4.2 - Expand engagement of alumni, families and friends with the SU community.

Objective 4.3 - Enhance and expand local and regional partnerships and strategic alliances with private, public and nonprofit organizations.

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

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.

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

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

Objective 5.4 - Promote economic sustainability by expanding effectiveness and efficiency practices and promoting a transparent process for strategic planning and budgeting.

A comprehensive university offering 62 distinct undergraduate and graduate degree programs, SU is one of those rare places where individual talents are celebrated while big ideas are encouraged and nurtured.

Salisbury
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www.salisbury.edu/strategicplan