



Strategic Plan 2014-2018

Highlights and Accomplishments • 2018

GOAL 1: EDUCATE Students for Campus, Career and Life

ACADEMIC PROGRAMMING

- Developed new undergraduate programs:
 - ▲ Business Economics
 - ▲ International Business
 - ▲ Urban and Regional Planning
- Expanded undergraduate programs to regional centers:
 - ▲ Social Work
- Worked with the Nonprofit Leadership Alliance to launch a co-curricular Nonprofit Leadership Certification program through the Institute for Public Affairs and Civic Engagement (PACE) in fall 2017.
- Created a College of Health and Human Sciences Services:
 - ▲ Hired transitional dean with a formal launch planned for summer 2018.
 - ▲ The CHHS will include three schools:
 - School of Nursing
 - School of Social Work
 - School of Health Sciences (Applied Health Physiology, Athletic Training, Community Health, Exercise Science, Medical Laboratory Science, Respiratory Therapy, Fitness and Wellness course)
- Evaluated the development of a new model for General Education:
 - ▲ Developed student learning goals and outcomes.
 - ▲ Utilized faculty working groups to explore various curricular models of General Education.
 - ▲ Developed a Model for General Education that will be further refined and voted on with an anticipated completion date of June 2018.
- Created Nationally Competitive Scholarship Program:
 - ▲ Established an Office of Nationally Competitive Fellowships with a director and assistant director appointed.
 - ▲ Expanded activities to assist students with the holistic fellowships process.
 - ▲ Secured 4 Fulbright scholarships and 8 semi-finalists from 38 applicants between 2016-2018.
 - ▲ Assisted over 45 students with applications for National Fellowships by February 2018.
 - ▲ Ranked as 2017-2018 Top Producer of Fulbright Students by *The Chronicle of Higher Education*.
- Created the Office of Undergraduate Research and Creative Activity (OURCA) to cultivate a vibrant environment of undergraduate scholarship through supporting faculty-student mentorships:
 - ▲ Established the Undergraduate Research Fellows Program.
- Provided high-quality graduate programs and course offerings in formats suitable, convenient, and relevant to students and faculty and in line with workforce needs:
 - ▲ Increased graduate enrollment to 10.7% of the student body in fall 2017.
 - ▲ Admitted first cohort of students to the Ed.D. in Contemporary Curriculum Theory and Instruction: Literacy in fall 2014. Currently, 40 students are enrolled.
 - ▲ Developed and expanded several graduate programs, including:
 - Master of Science in Geographic Information Systems Management – offered completely online
 - Master of Business Administration – offered completely online
 - Master of Science in Athletic Training
 - Master of Social Work – expanded to additional regional centers and Germany and offered completely online
 - Post-Master Certificate and Certificate of Advanced Study in Educational Leadership



GOAL 1: continued

- Supported a vibrant Honors Program that becomes integral to the entire campus:
 - ▲ Established an Honors College in 2016, which served 504 undergraduate students in fall 2017.
 - ▲ Expanded to include Honors courses in all four schools, with more than 75 faculty members across campus mentoring Honor's thesis projects.
 - ▲ Grew the Honors College endowment from \$211,000 to more than \$700,000, including more than \$100,000 in additional support in scholarship-specific endowments and \$300,000 for the Henson Honors Program in Science and Mathematics.

RECRUITMENT AND RETENTION OF STUDENTS

- Implemented Enrollment Master Plan:
 - ▲ Maintained enrollment goals with only a .6% change over the most recent five-year period.
 - ▲ Increased enrollment from students of diverse backgrounds by 19%.
 - ▲ Increased graduate enrollment by 35%.
 - ▲ Increased institutional financial aid by \$4.2 million.
 - ▲ Increased four-, five- and six-graduation rates for each of the last three cohorts.
- Assessed student advising process and implemented recommended changes:
 - ▲ Established the Academic Advising Center in Blackwell Hall in fall 2016 and hired five professional academic advisors to primarily serve incoming freshmen.
 - ▲ Implemented the EAB Student Success Collaborative (SSC) platform in fall 2014.
 - ▲ Created curriculum guides for each undergraduate major.
 - ▲ Conducted targeted outreach through the SSC, including reminders to register for 15 credits, utilization of the new 7-week course offerings and encouragement to apply for scholarships.

INTERNATIONALIZATION

- Hired a director of international enrollment.
- Completed a two-year self-study, the Internationalization Laboratory, with the American Council on Education to find solutions to plateauing international growth.
- Created a 3+1 program in Interdisciplinary Studies and 2+2 program in Economics with Anqing Normal University in China.
- Created a 2+2 articulation agreement with the Center for Advanced Studies in Tokyo and Yangon.
- Integrated curricula at SU with programs at universities in Spain, Ecuador, France, China, Costa Rica and the Global Experiences Internships program (in nine countries).
- Increased the number of degree-seeking international undergraduate students by 55% between fall 2013-2017.
- Increased the number of students studying abroad for an entire semester or year by 19% between fall 2013-2017.

RECRUITMENT, SUPPORT AND RETENTION OF FACULTY

- Restructured New Faculty Orientation to include development experiences throughout the fall semester.
- Launched Faculty Learning Communities.
- Established Civic Engagement Across the Curriculum faculty seminar, which has led to the development of civic engagement modules for more than 25 different courses.
- Created Research Excellence Awards, launched in fall 2017
- Continued to award Faculty Mini-Grants and established Faculty Summer Mentoring Fellowship Program.
- Implemented a new electronic research administration program to support faculty grants and research, and provided IRB training to all four schools, Honors and OURCA.



GOAL 2: EMBRACE Innovation of the Salisbury University Experience

FACILITIES AND REGIONAL CENTERS

- Constructed and opened the new Academic Commons.
 - ▲ Opened the Patricia R. Guerrieri Academic Commons in fall 2016. The 221,000 square foot building was the largest construction project since the campus was founded in 1925.
- Ensured that innovative programs such as satellite campuses maintain the same quality as the home campus:
 - ▲ Mapped curriculum, developed a matrix of support services and targeted outreach to the regional higher education centers.
 - ▲ Added part-time administrative assistants at the Eastern Shore Higher Education Center (ESHEC) and Hagerstown.

- ▲ Added full-time faculty at ESHEC to coordinate the Elementary Education Program.
- ▲ Added second full-time faculty member at the Universities of Shady Grove - Exercise Science, Cecil - Social Work and Hagerstown- Social Work.
- ▲ Added a full-time professional advisor at Hagerstown, who assists students at all satellite sites.



GOAL 3: FOSTER Community

DOWNTOWN ENGAGEMENT

- Developed conceptual design for the Downtown Center for Entrepreneurship.
- Opened a new Downtown Campus Gallery in the Galleries Building in fall 2017.
- Awarded two USDA Rural Business Development Grants for Economic Development Listening Tours and Architectural Design.
- Received a \$5.5 million dollar gift to benefit the Downtown Center for Entrepreneurship.
- Began the request for proposal planning process for the construction of the Downtown Center for Entrepreneurship.
- Developed popup activities in addition to 3rd Friday events and naming opportunity tours.

SERVING THE COMMUNITY

- Established the Center for Extended and Lifelong Learning (CELL) to provide professional and leadership development programs that connect the community and University.
- Fostered community programs and collaborations in the Entrepreneurship, Innovation and Economic Development Hub.
- Assisted the community through the involvement of more than 500 Honors students participating in a community engagement projects, including an adult literacy program and a project encouraging children's involvement and understanding of science.



GOAL 4: PROVIDE Appropriate Programs, Spaces and Resources for All Members of the Campus Community

FINANCIAL RESOURCES

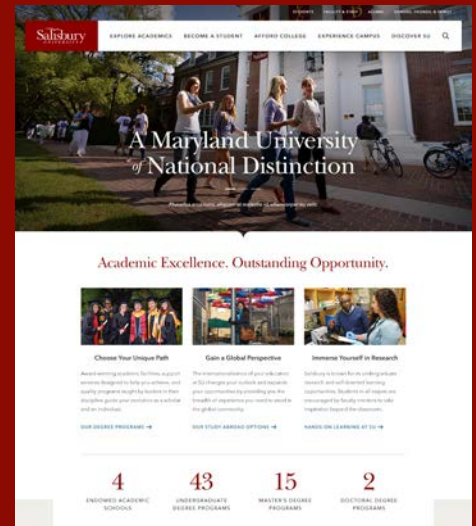
- Increased the percentage of students who receive scholarship support from the Foundation:
 - ▲ 2012-2013: 326 scholarship recipients
 - ▲ 2015-2016: 405 scholarship recipients
 - ▲ 24.2% increase since base year of 2012-2013
- Implemented a decentralized budget process for FY17 and created a budget enhancement process. Utilization of the Strategic Planning and Budget Committee to connect budgeting to strategic planning.
- Performed annual salary studies with Human Resources to monitor progress, establish appropriate hiring ranges and provide reports for equity reviews. Currently using market-based ranges and percentiles for decision making, from 2014 to 2017 there was a 6% increase in overall exempt staff pay (of salaries starting at the market median and higher).

FACILITIES PLANNING

- Completed the Facilities Master Plan and currently in the implementation stage. Progress made on several major projects, including:
 - ▲ Academic Commons
 - ▲ Fieldhouse and Athletic Fields
 - ▲ Tennis Complex
 - ▲ Nanticoke River Center
 - ▲ Residence Hall renovations, to be completed in summer 2018
 - ▲ Simulation Center, extra unit added and renovated
 - ▲ Court Plaza and Temple Hill properties acquired and planning phase begun
 - ▲ Gallery Building projects (e.g., Entrepreneurship Center, ESRGC and Downtown Gallery)
- Secured funding for high performance computer lab in Henson Science Hall.
- Planning underway for new 3D Arts Center in Tri-State Engineering Building on East Campus and Department of Psychology laboratory facilities in space vacated by Nabb Center.

WEBSITE REDESIGN

- Received a \$350K enhancement request to proceed with Content Management System and website redesign project.
- Conducted robust research about the University website utilizing online surveys and interviews with students, faculty, staff, donors, alumni, community members.



Read the entire Strategic Plan 2014 2018 at: www.salisbury.edu/president/strategicplanning