

# Salisbury University's Institutional Implementation Plan

## *Created in Response to The University System of Maryland's 2020 Strategic Plan*

### Narrative

A proud member of the University System of Maryland, Salisbury University offers excellent, affordable undergraduate and graduate education through four endowed schools. The University is dedicated to empowering students with knowledge, skills, and core values that contribute to active citizenship, gainful employment, and lifelong learning in a democratic society and interdependent world. SU actively contributes to the local Eastern Shore community and to the educational, economic, cultural, and social needs of the State and nation.

Recently, Salisbury University completed a campuswide planning process to develop a five-year strategic plan for 2009-2013. Gathering input from many constituents, the process identified those qualities that make SU *A Maryland University of National Distinction* and explored future goals and challenges. Specifically, SU's main goals are:

- Goal 1: Provide exceptional contemporary liberal arts education and academic and professional programs that are aligned with an increasingly competitive, global, knowledge-based economy.
- Goal 2: Continue to attract and retain quality students.
- Goal 3: Promote and develop a student culture that places the highest priority on academic engagement and personal growth by leveraging the SU "small school feel" and strong student/faculty/staff interactions.
- Goal 4: Continue to build the resources – human, financial, physical, and external – that support student academic and engagement needs.

Many of the focus areas that fall under these goals directly parallel the initiatives and issues outlined by the University System of Maryland in its new 10-year strategic plan, *Powering Maryland Forward: USM's 2020 Plan for More Degrees, a Stronger Innovation Economy, and a Higher Quality of Life*. In response to the “call to action” in the USM plan, SU has outlined some programmatic strategies that will help address the USM’s most pressing priorities. They are outlined in the following implementation plan.

As a USM institution, SU is supportive of all of the USM’s strategic themes including: enhancing opportunities for students by addressing access, affordability, and college completion; advancing research, fostering job development, and providing programs that are aligned with a knowledge-based economy; transforming academic models to incorporate new technologies; identifying ways to encourage stewardship and leverage resources; and achieving ongoing national eminence through quality.

Within these themes, there are four focus areas that SU is committed to dedicating the most resources and efforts. These USM priorities include closing the achievement gap, increasing enrollment growth, supporting STEM initiatives and continuing course redesign. The following implementation plan and supporting documents further describe how specific SU goals are supportive of these areas and all five themes of the USM’s 2020 plan.

Already recognized for academic excellence and as a “best value,” Salisbury University is uniquely poised to help the USM fulfill its vision and address challenges of the future. Areas in which the campus is still developing present welcome opportunities for growth and leadership. One thing is certain: The coming decade will be transformational for the SU campus, for the USM, and for higher education nationwide.

## Summary of Strategies / Initiatives for Implementation

### Theme 1

The USM's first theme describes enhancing access to higher education in Maryland, as well as addressing affordability. This will help more citizens pursue postsecondary education, which supports the goal set by Maryland leaders to have 55 percent of the state's adult population attain a college degree.

SU is committed to expanding access to program offerings to new and underserved areas across the state and to maintaining its reputation as a "Best Value" Public College, which has been highlighted by national publications including *The Princeton Review/USA Today*, and *Kiplinger's Personal Finance*. The University has several programmatic strategies that enable it to address this USM priority. SU plans to:

- Increase enrollment to 1,000 new students by fall 2015.
- Continue to implement the Strategic Enrollment Plan to increase first-year retention rates to 85% by 2015 and to increase six-year graduation rates to 73% by 2015.
- Create additional distance learning programs in appropriate areas of study to serve new markets of students.
- Increase minority new student enrollment by 5% each year.
- Continue to assess the SAT Optional program in the areas of retention, GPA and course completion. After the first test-optional cohort graduates in 2012, assess graduation rates and, if positive, request permanent approval.
- Continue to seek increases in State appropriations and tuition revenue to provide more adequate support to meet the needs of the student body, academic programs and overall operations.
- Continue to retain students and address their needs by creating systems that reduce the achievement gap by half by 2015. Initiatives include increasing Living Learning Communities, supplemental instruction and freshmen seminar sections.
- Use the Center for Student Achievement to maximize the success of all students. This includes developing supplemental instruction sessions and other student retention initiatives through the Achieve Student Support Services program (TRIO).

## Theme 2

The USM's second theme describes the role its institutions play in advancing Maryland's economic development, as well as the health and quality of life of its citizens. This will help to ensure the state's competitiveness in the new economy.

SU is committed to being a vital part of the State's research and development endeavors. Related to this is the University's dedication to educating students for the knowledge-based economy, entrepreneurial opportunities, and science and technology jobs. SU also recognizes the importance of responding to workforce training needs and ensuring that citizens have access to high quality health care and cultural offerings. The campus has developed programmatic strategies that address this. SU plans to:

- Continue strong efforts to build science and related STEM programming to increase the number of graduates by 128 by 2020 and the number of STEM teachers to 25 by 2015. Initiatives include encouraging recruitment of STEM students, developing STEM partnerships and improving retention in STEM areas through such practices as Living Learning Communities.
- Grow research dollars by 15% annually.
- Build a new Academic Commons and other facilities to provide a physical environment that meets academic and other needs of the student body.
- Increase support for faculty scholarship or community-based research so faculty are equipped to prepare students for work in a knowledge-based economy.
- Continue to build relationships with neighbors and especially businesses that are mutually beneficial and can enhance internship and service learning opportunities for students.
- Diversify or integrate courses and programs to prepare students for employment and graduate/professional programs.
- Expand graduate program offerings in response to student, State, and regional needs. This includes implementing the Doctorate of Nursing Practice and developing a Doctorate of Literacy Education. This also includes strengthening graduate student support services, including resources for professional development and assistantships.

### Theme 3

The USM's third theme describes transforming the academic model to address the ways that information technology is radically reshaping higher education. This directly impacts how students, faculty, and staff are able to learn, conduct research, teach, and work. Ultimately, this transformation will help meet the higher education and leadership needs of Maryland's 21<sup>st</sup> century students, citizens, and businesses.

SU recognizes that technology provides opportunities to deliver academic information using a variety of methods to students inside the classroom and at remote locations. The campus is committed to revamping and developing programs to appeal to different student markets and to enhance the way students "learn, live and lead." With many strategies that address this, SU plans to:

- With support from the USM, redesign six large section general education courses using technology to improve effectiveness and efficiency.
- Identify current and future needs for high-quality distance-learning programs. Create additional distance learning programs in appropriate study areas that serve new student markets.
- Promote core learning goals by continuing to integrate alternative approaches that maximize student engagement and active learning, such as undergraduate research and internships; by increasing international students and faculty on campus and study abroad opportunities overseas; and by encouraging positive peer and social engagement among students through community service.
- Maximize students' competency in an information-based economy, ensuring their understanding and use of information resources and information technologies. This includes establishing a library that offers more adequate support and maximizing the use of the new Integrated Media Center in the Teacher Education and Technology Center.
- Increase classroom engagement, in part, by incorporating a variety of technology into teaching, while ensuring opportunities for faculty-student engagement.
- Promote leadership development by engaging students in academic and social programming, including the honors program, Living Learning Communities, and academic and affinity student organizations.

#### **Theme 4**

The USM's fourth theme describes developing and adopting new and more effective ways to build and leverage available resources. This will ultimately benefit the State of Maryland and its citizens, which is important because USM institutions — as the state's public system of higher education — have a responsibility to maintain the highest possible standards. This includes such issues as operational efficiency, accountability, environmental sustainability, and fundraising.

For Salisbury University, identifying and implementing sustainability initiatives will continue to be of paramount importance in the coming years. SU also will continue to build a culture of philanthropy to foster stability and ongoing growth for the campus. Several programmatic strategies are already in place to address this. SU plans to:

- Implement the sustainability goals of the Facilities Master Plan and the President's Climate Commitment. This includes designing all future campus projects to be U.S. Green Building Council LEED Silver certified at a minimum. As previously mentioned, create additional distance learning programs in appropriate study areas that serve new student markets and address sustainability goals.
- Address safety issues on campus and in the greater community.
- Continue to build community relations and relationships with neighbors and businesses that are mutually beneficial. This includes continuing to forge business relationships through Town Gown Council.
- Continue to work with the SU Foundation, Inc. to develop fundraising goals that reflect the priorities of the University.

## Theme 5

The USM's fifth, and most important, theme describes achieving and sustaining national eminence to provide Maryland with the quality of higher education it demands and deserves. As the system recognizes, this is accomplished by focusing on the quality of people, programs, and facilities.

SU is already recognized nationally as an outstanding regional comprehensive university providing high quality education to students. For 14 consecutive years, SU has earned kudos from *U.S. News & World Report*; 12 consecutive years from *The Princeton Review*. One aspect of distinction is SU's "small school feel" – a quality characterized by a friendly community, small classes, beautiful grounds, and engaged campus community. SU is committed to attracting the best and brightest students, faculty, and staff – and offering state-of-the-art facilities – and clearly has several programmatic strategies that address this. SU plans to:

- Build national distinction as an institution committed to undergraduate research by providing funding for up to 25 students and five faculty members to present at the National Conference on Undergraduate Research.
- Continue to enhance overall branding of institution through integrated marketing, exceptional publication development, presence in national and international publications and multi-media promotion of academic programs.
- Maintain national eminence of athletics programs through continued success and rankings in the Top 25 of the 435 NCAA Division III institutions.
- Maintain or increase national recognition for being one of the top producers of Fulbright Scholars in the country by encouraging faculty to submit applications for the prestigious award.

### **Summary of Fiscal and Personnel Proposals**

See financial documents for more information about Salisbury University's proposed budget for the 5-year implementation plan, showing revenues and expenditures, personnel requirements, and key budget indicators.

### **Summary of Critical Success Factors**

Salisbury University already has several assessment measures in place to track the success of the goals and recommendations outlined in its strategic plan. This same assessment process will apply to the initiatives that SU supports in response to the USM's strategic plan.



**Strategic Plan - Implementation Plan - Salisbury University**  
**Fiscal & Personnel Summary**  
**FY 2012 - FY 2016**  
(in thousands)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>Revenue:</b>					
State Supported Appropriation					
Current Services (1)	\$3,540	\$3,827	\$4,135	\$4,466	\$4,821
Strategic Enhancements (2)	\$2,655	\$2,870	\$3,101	\$3,349	\$3,616
Tuition Supplement - market correction					
UG tuition rate	3%	3%	3%	3%	3%
Additional revenue	975	1,004	1,034	1,065	1,097
<b>Subtotal - annual increase</b>	<b>\$7,170</b>	<b>\$7,701</b>	<b>\$8,271</b>	<b>\$8,881</b>	<b>\$9,534</b>
<b>Grand Total State Supported Appropriation</b>	<b>\$95,674</b>	<b>\$103,376</b>	<b>\$111,646</b>	<b>\$120,527</b>	<b>\$130,061</b>

<b>Incremental Expenditures:</b>					
Current Services Budget	3,540	3,827	4,135	4,466	4,821
Strategic Plan Themes - Dollars					
55% College Degree Completion	2,528	2,743	2,678	3,841	4,085
Research & Competitiveness	531	572	389	286	231
Academic Transformation	40	(80)	(20)	(20)	(20)
Stewardship	65	254	121		
Quality	466	385	968	308	417
Subtotal SP Enhancements	3,630	3,874	4,136	4,415	4,713
<b>Total Annual Incremental Expenditures</b>	<b>\$7,170</b>	<b>\$7,701</b>	<b>\$8,271</b>	<b>\$8,881</b>	<b>\$9,534</b>

<b>Strategic Plan Themes - Personnel:</b>					
55% College Degree Completion	5.00	18.00	24.00	23.00	11.00
Research & Competitiveness	1.00	4.00	2.00	2.00	1.00
Academic Transformation	0.00	0.00	0.00	0.00	0.00
Stewardship	1.00	5.00	2.00	0.00	0.00
Quality	1.00	5.00	4.00	4.00	1.00
<b>Total Personnel Increase</b>	<b>8.00</b>	<b>32.00</b>	<b>32.00</b>	<b>29.00</b>	<b>13.00</b>

<b>Budget Indicators:</b>					
UG resident tuition rate	10.0%	10%	10%	10%	10%
Enrollment growth - FTES	100	225	225	225	225
Institutional Financial Aid Increase	\$1,725	\$1,250	\$2,250	\$2,125	\$2,500
Funding guideline attainment	66%	70%	74%	79%	85%

**Assumptions: State-supported increase - maximum of 7% (4% designated for Current Services - 3% targeted for enhancements**

- 1. Current Services (mandatory costs) will be funded by a 4% general fund and a 4% max tuition increase (note: state-supported increase of 4%)**
- 2. General Funds of 3% and Tuition up to 3% + market correction targeted for the Strategic Plan initiative!**
- 3. COLA funding provided by State in addition to current services**

**Strategic Plan - Implementation Plan - Salisbury University  
Institutional Strategies**

	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence
<b>Theme 1 - College Completion</b>					
<b>1.a. Expand access/enrollment</b>					
Primary Institutional strategies:					
-- Increase enrollment	P				
-- Distance learning	P				
--Increase minority new student enrollment	P				
--SAT optional	P				
<b>1.b. Increase affordability</b>					
Primary Institutional strategies:					
-- Seek increases in state appropriations/tuition	P			x	
<b>1.c. Improve degree completion</b>					
Primary Institutional strategies:					
-- Reduce achievement gap	P				
-- Implement TRIO grant	P				
--Increase 1st year retention rates to 85%	P				
<b>Theme 2 - Economic Competitiveness</b>					
<b>2.a. Develop and recruit new companies</b>					
Primary Institutional strategies:					
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<b>2.b. Enhance R&amp;D competitiveness</b>					
Primary Institutional strategies:					
-- Grow research dollars		P		x	x
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<b>2.c. Strengthen tech transfer</b>					
Primary Institutional strategies:					
<b>2.d. Increase graduates in critical areas</b>					
Primary Institutional strategies:					
-- Increase STEM graduates/teachers	x	P	x		x
-- Academic Commons		P	x		x
--Internships & Service lring opportunities	x	P	x		x
--Diversify & integrate programs		P	x		x
--Expand graduate offerings		P			

**Strategic Plan - Implementation Plan - Salisbury University  
Institutional Strategies**

	College Completion	Economic Competitiveness	Academic Transformation	Stewardship	Quality and Eminence
<b>Theme 3 - Academic Transformation</b>					
<b>3.a. Course Re-design &amp; related strategies</b>					
Primary Institutional strategies:					
-- Re-design six courses	x		P	x	x
-- Incorporate technology into classrooms			P		
-- Create more distance learning classes	x		P		
-- Alternative approaches in classes	x		P		
-- Promote leadership devlp for stds	x		P		x
<b>3.b. Systematic support of transformation</b>					
Primary Institutional strategies:					
-- New Academic Commons	x		P		
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<b>3.c. Develop &amp; implement Maryland Compact</b>					
Primary Institutional strategies:					
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<b>Theme 4 - Stewardship</b>					
<b>4.a. Effectiveness and Efficiency</b>					
Primary Institutional strategies:					
-- Implement sustainability goals				P	
-- Address safety issues				P	
<b>4.b. Expand philanthropic efforts</b>					
Primary Institutional strategies:					
-- Build community relationships				P	
-- Develop fundraising goals with SU Foundation				P	
<b>Theme 5 - Quality and Eminence</b>					
<b>5.a. Recruit "best and brightest" students</b>					
Primary Institutional strategies:					
-- Support ug research	x				P
-- Con't success & ranking of athletics		x			P
-- Enhance branding of SU					P
<b>5.b. Attract &amp; retain quality faculty</b>					
Primary Institutional strategies:					
-- Support Fulbright applications					P
--					
<b>5.c. Attract &amp; retain quality staff</b>					
Primary Institutional strategies:					
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<b>5.d. Build &amp; maintain world-class facilities</b>					
Primary Institutional strategies:					
-- Academic Commons					x

## **Impact of Budget on Implementation of USM Strategic Plan at Salisbury University**

As a USM institution, SU is supportive of all of the USM's strategic themes including: enhancing opportunities for students by addressing access, affordability, and college completion; advancing research, fostering job development, and providing programs that are aligned with a knowledge-based economy; transforming academic models to incorporate new technologies; identifying ways to encourage stewardship and leverage resources; and achieving ongoing national eminence through quality. SU has developed and begun to implement strategies in support of these themes. Unfortunately, the downturn in the economy and the planned decrease in available funds will negatively impact our ability to fully implement these strategies in FY 2012.

In the area of **college completion** SU:

- Will be unable to increase the amount of need-based aid to allow the University to be more affordable and accessible to students with lower socio-economic backgrounds
- Will be unable to target additional need-based aid to returning minority and students with lower socio-economic backgrounds so as to help improve retention
- Will be limited in its ability to recruit and retain qualified faculty to address current and future enrollment needs
- Will be unable to fund increases in infrastructure and replacement costs associated with operations at several satellite centers
- Will be unable to offer adequate academic and student support functions to assist first time students thereby, increasing first year retention rates
- Will be unable to hire sufficient staff for the Center for Student Achievement, which is a key component of being able to close the achievement gap
- Will be unable to allocate funds to instructional departments to cover incremental cost increases associated with higher enrollment

In the area of **economic competitiveness** SU will experience the following impacts:

- The University will only be able to offer ¼ of the proposed STEM scholarships to recruit and retain students in the STEM professions
- Without enrollment growth for STEM courses, the University will not incur incremental costs in STEM associated with higher enrollment
- Reduce the ability of the University to enhance and/or expand its programs in graduate studies.
- Limit the ability of the University to enhance and expand undergraduate research opportunities.

In the area of stewardship SU:

- Will be unable to implement a more comprehensive judicial process that would better support its community relations and student safety initiatives
- Will have to reallocate existing funds to cover a significant portion of its FY 2012 mandatory costs, including operating costs for its new academic building

Lastly, SU will feel the impact of budget reductions in the area of **quality and eminence**:

- The University will be limited in its ability to enhance its branding in advance of recruiting for projected enrollment increases
- The University will not be able to increase its commitment to eventually reach the USM target of 2% of building replacement costs for facilities renewal purposes
- The University will be unable to hire, even a limited number of staff, needed to support these institutional priorities

**Strategic Plan - Implementation Plan - Salisbury University**  
**Fiscal & Personnel Summary**  
**FY 2012 Impact Statement**  
 (in thousands)

	<u>FY 2012 IP Original</u>	<u>FY 2012 Allowance</u>
<b>Revenue:</b>		
State Supported Appropriation		
Current Services	\$3,540	\$1,696
Strategic Enhancements	\$2,655	\$0
Tuition Supplement - market correction		
UG tuition rate	3%	3%
Additional revenue	<u>975</u>	<u>975</u>
<b>Subtotal - annual increase</b>	<b>\$7,170</b>	<b>\$2,671</b>
<b>Grand Total State Supported Appropriation</b>	<b>\$95,674</b>	<b>\$90,200</b>

<b>Incremental Expenditures:</b>		
Current Services Budget	3,540	3,540
Strategic Plan Themes - Dollars		
55% College Degree Completion	2,528	625
Research & Competitiveness	531	100
Academic Transformation	40	40
Stewardship	65	(1,634)
Quality	<u>466</u>	<u>0</u>
Subtotal SP Enhancements	3,630	(869)
<b>Total Annual Incremental Expenditures</b>	<b>\$7,170</b>	<b>\$2,671</b>

Institutional financial aid  
 STEM scholarships  
 Course Redesign  
 Reallocations to cover mandatory costs

<b>Strategic Plan Themes - Personnel:</b>		
55% College Degree Completion	5.00	0.00
Research & Competitiveness	1.00	0.00
Academic Transformation	0.00	0.00
Stewardship	1.00	0.00
Quality	<u>1.00</u>	<u>0.00</u>
<b>Total Personnel Increase</b>	<b>8.00</b>	<b>0.00</b>

<b>Budget Indicators:</b>		
UG resident tuition rate	10.0%	6.0%
Enrollment growth- FTES	100	100
Institutional Financial Aid Increase(CSB+Enhancements)	\$1,725	\$725
Funding guideline attainment	66%	63%

Due to retention strategies

Strategic Plan - Implementation Plan - Salisbury Universities Impact of FY 2012 Budget on Institutional Strategies			
	Narrative of impact	If applicable, Dollar impact in FY 2012	If applicable, impact on Enrollment in FY 2012
<b>Theme 1 - College Completion</b>			
Financial Aid: Minority new student enrollment	The amount of need based aid will not increase to allow the University to be more affordable and accessible to students from lower socio-economic backgrounds.	(\$300,000)	100 applicants do not matriculate
Financial Aid: Achievement Gap	The University has targeted additional institutional aid to current minority students.	(\$200,000)	
Financial Aid: Retention Rates	The University has targeted additional need based aid to help retain currently enrolled students with demonstrated financial need above and beyond any aid they currently receive.	(\$200,000)	
Increase Enrollment	Reduce the ability of the University to hire new, qualified, tenure track faculty to address enrollment demands.	(\$403,000)	25 applicants do not matriculate
Distance Learning	Limit the ability of the University to cover the infrastructure and replacement costs of operating at several satellite locations.	(\$125,000)	
Increase 1st year retention	Limit the ability of the University to provide adequate academic and student support functions to assist new students in adjusting to the rigors of higher education.	(\$250,000)	
Achievement Gap	Limit the ability of the University to hire tutors and/or teaching assistants to run our Center for Student Achievement.	(\$175,000)	
Increase enrollments	Limit the ability of instructional departments to cover the costs of additional student enrollment. The cost of most association dues and/or software licenses increase as enrollments expand.	(\$250,000)	
<b>Theme 2 - Economic Competitiveness</b>			
STEM graduates/teachers	The University will only be able to offer 1/4 of the proposed STEM scholarships to recruit/retain students into STEM professions.	(\$300,000)	100 applicants do not matriculate
STEM Faculty	Without expanding STEM offerings, University will need less faculty to teach STEM courses.	(\$80,600)	
Expand Graduate Offerings	Reduce the ability of the University to enhance and/or expand its programs in graduate studies.	(\$25,000)	
Grow Research Dollars	Limit the ability of the University to enhance and expand undergraduate research opportunities.	(\$25,000)	
<b>Theme 3 - Academic Transformation</b>			

Strategic Plan - Implementation Plan - Salisbury Universities		
Impact of FY 2012 Budget on Institutional Strategies		
	Narrative of impact	If applicable, Dollar impact in FY 2012
		If applicable, impact on Enrollment in FY 2012
<b>Theme 4 - Stewardship</b>		
Build community relationships	The University will not be able to implement a more comprehensive judicial process to assist in community relations and student safety.	(\$65,000)
Effectiveness and efficiency	The University will have to reallocate existing resources to fund a significant portion of its FY 2012 mandatory costs, including the operating costs of its new academic building.	(\$1,634,000)
<b>Theme 5 - Quality and Eminence</b>		
Enhance branding of SU	Limit the ability of the University to enhance its branding in advance of recruiting for projected enrollment increases.	(\$110,000)
Facilities Renewal	The University will not be able to increase its commitment to eventually reach the USM target of 2% of building replacement costs for facilities renewal purposes.	(\$301,814)
Faculty/Staff	Limit the ability of the University to hire additional staff needed to support these institutional priorities.	(\$54,700)