

STRATEGIC PLAN

2009-2014

Members of the 2007-2008 Strategic Planning Committee

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Message from the President

In fall 2007, shortly after assuming the presidency of Salem State College, I convened a committee of administrators, faculty, staff, alumni, and students to undertake a critical assignment: the crafting of a strategic plan that would lay out this college's vision, values and mission for the next five years. I further tasked the committee with developing the comprehensive sequence of goals, objectives and action steps necessary to achieve what we have set before us.

One year and thousands of work hours later, the Strategic Planning Council—aided by countless colleagues across campus who examined, debated, refined, and lent their opinions to the original document—has completed its task. The result is a viable and detailed road map. From it, we will not only chart our institution's future, but will be able to gauge our progress, adjust our objectives and keep our focus on the successful realization of the promise we have made ourselves.

I have shared this document with Salem State's Board of Trustees, the Salem State College Foundation, the Salem State College Alumni Association, and the Salem State College Assistance Corporation, each of which has examined it with great care and thoroughness.

As you peruse the pages that follow, I am confident that you will find a strategic document that both builds on the college's current strengths and lays out a vision for its even stronger future. These are our institutional aspirations and these are the steps we will take to realize them.

Please join us in the process.

Patricia Maguire Meservey, PhD, RN
President



MISSION

Salem State's mission is to provide a high-quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society and serve as a resource to advance the region's cultural, social and economic development



VISION

To be a premier teaching university dedicated to excellence in education, service and scholarship

VALUES

- Excellence in teaching and scholarship with a focus on creative and critical thinking
- Holistic development of students through personalized, learner-centered education that integrates knowledge and skills to achieve student success
- A welcoming, diverse campus community that provides access to high-quality and lifelong-learning opportunities to a broad constituency
- Collaboration and community partnerships with emphasis on social justice and civic engagement



ONE

GOAL 1

ACADEMIC PROGRAMS

Advance the intellectual and personal growth of all students through a wide spectrum of learning opportunities and high-quality academic programs

OBJECTIVES

1. Strengthen existing academic programs and develop new programs with attention to student success, institutional mission and strengths, professional workforce needs, accreditation requirements, and resource implications
2. Strengthen and expand graduate programming, including development and implementation of doctoral programs in line with institutional strengths and mission
3. Prepare college for the transition to university
4. Refine our comprehensive plan for assessment of student learning
5. Broaden opportunities and support to enable students to participate in and collaborate with faculty in research and scholarly activities and to participate in internships and experiential learning
6. Develop opportunities to integrate international/global perspectives into academic and campus activities
7. Recruit and retain faculty and administrators who mirror the changing demographics of the student population
8. Increase the number of faculty engaged in professional development so as to enrich teaching and improve learning



10	Supplies	\$ 10,000.00	\$
11	Depreciation		
12	Building	\$ 75,000.00	
13	Equipment	\$ 125,000.00	\$
14	Income before interest and taxes		\$
15	Interest expense	\$ 100,000.00	\$
16		\$ 100,000.00	\$

TWO

GOAL 2

STUDENT SUCCESS AND SUPPORT

Ensure student success by providing the highest-quality support services and co-curricular opportunities

OBJECTIVES

1. Strategically implement the recommendations of the Foundations of Excellence report
2. Improve retention, progression and graduation rates for all degree-seeking students (undergraduate, transfer and graduate)
3. Develop a strategic enrollment management system that balances enrollment with institutional resources
4. Expand student life programs and services to improve the collegiate experience
5. Transition the college to a more significantly residential campus
6. Implement best practices in emergency preparedness





THREE

GOAL 3

SUFFICIENT RESOURCES AND FACILITIES

Identify, develop, maintain, and manage resources and facilities sufficient to fulfill Salem State's mission

OBJECTIVES

1. Implement appropriate strategies for resource allocation and reallocation
2. Implement systematic cost analysis of new initiatives, programs or projects to assess full implementation costs, long-term operating costs and long-term financial viability
3. Increase financial resources in support of Salem State's mission through fundraising and advocacy efforts
4. Emphasize stewardship of resources, facilities and decision making, being mindful of long-term resource requirements, through a current assessment inventory and annual reviews
5. Develop a comprehensive campus master plan and a capital plan to support it
6. Ensure compliance with the goals of the Massachusetts State Sustainability Program
7. Improve technological infrastructure and increase electronic services to ensure a level of technology throughout the campus that facilitates online services and information for faculty, staff and students to assist them in meeting their educational and professional goals successfully
8. Develop an IT master plan to work in conjunction with the capital master plan/strategic plan (2010)





FOUR

GOAL 4

COMMUNITY INVOLVEMENT AND CIVIC ENGAGEMENT

Be a principal partner in the cultural, economic and social development of the North Shore

OBJECTIVES

1. Create a college-wide integrated civic engagement program
2. Provide leadership and resources to increase the visibility and voice of the North Shore business and nonprofit community for purposes of economic development and public policy
3. Establish a Civic Engagement Hall of Fame for extraordinary acts of civic engagement across public higher education for individuals and groups

Salem



STATE | COLLEGE

FIVE

GOAL 5

POSITIONING OF THE COLLEGE AND EXTERNAL COMMUNICATION

Develop a comprehensive communications plan that brands Salem State

OBJECTIVES

1. Develop and implement a centralized marketing plan based on the vision, the mission and the values of the institution
2. Expand the awareness and visibility of Salem State to key constituents for the purpose of student recruitment, retention, fundraising, advocacy, and collaboration
3. Redesign the Salem State web site and build systems for regular review and updates
4. Work to ensure the title of university for Salem State

