

STRATEGIC PLAN

2005 - 2008

Salem State College
Salem, Massachusetts



STATE | COLLEGE

*Educating you for life.*SM

TABLE OF CONTENTS

INTRODUCTION.....	1
VISION and VALUES	2
PLANNING and BUDGET.....	3
STRATEGIC DIRECTIONS	4
1. Recruit and retain well-qualified and diverse students, faculty and staff who exemplify the College’s identity as a leading New England institution of public higher education.	
2. Provide a challenging learning environment and quality academic programs to encourage student success and to meet or exceed appropriate external accreditation and program review standards.	
3. Enhance the College’s reputation by maximizing its educational, economic and cultural impact.	
4. Identify mechanisms to address, to create and to maintain an infrastructure and learning environment that supports excellence in student learning, teaching, research and administration.	
5. Seek and secure revenue and financial support that will enable the College to solidify its core educational mission while ensuring continued and sustainable growth and evolution as a leading educational institution.	
6. Advance the College toward university status.	
CONCLUSION	17

INTRODUCTION

The principle that drives this Strategic Plan is to provide our students with a quality and relevant education. As reflected in our Mission Statement, "...the College's mission is to provide its students with a foundation of knowledge and scholarship, to refine the teaching-learning process and to serve as a center for entrepreneurial solutions designed to strengthen the region's cultural, environmental and economic character."

Our vision for the future of Salem State College is comprehensive and ambitious, our strategic directions challenging and our core values fundamental to the College's success. We recognize the importance of meeting the needs of learners in the face of tightening resources, shifting demographics and fundamental changes in approaches to academic delivery.

In response to a rapidly changing academic environment, the strategic directions presented here focus on initiatives for the next three (3) years. They are intended to reinforce the College's strong academic traditions and growing resident student population while adjusting services and programs to meet the needs of a variety of learners.

The specific initiatives listed with each strategic direction present ways to achieve our objectives. Some of the strategic direction initiatives will take their final shape through planning at the unit level while others will be implemented at the administrative level with support from the entire College community.

VISION and VALUES

Salem State College is committed to achieving high levels of academic excellence by fostering critical and creative thinking, intellectual curiosity, integrity, civility, ethical decision-making and achievement within an atmosphere of diversity, individuality and engagement.

We are grounded in our mission of teaching and to the subsequent development of well-rounded citizens who will contribute their knowledge and skills to the Commonwealth of Massachusetts.

Salem State College is dedicated to offering students, staff, faculty, alumni and the community access to knowledge and to learning which is relevant to the demands of an evolving society. As a learning community, we foster a rich environment for scholarship, innovation and enterprise.

As committed participants in their own education, students must be actively engaged in learning and in experiential opportunities commensurate with the College's dedication to the value and diversity of all members of its community. The College will strive to equip our graduates to assume leadership roles in the knowledge-based, global economies of the future.

Salem State College will become a role model for citizenship by addressing societal problems through creative and resourceful partnerships and outreach efforts. In doing so, the College will become even more vital to the social, cultural and economic well-being of the North Shore of Massachusetts and of the Commonwealth of Massachusetts.

We are committed to effecting positive change as we continue the College's legacy of inquiry, democratic debate and social engagement.

We will seek to...

- ensure Salem State College graduates are able to discern the quality of a variety of sources of information and appreciate the role of information in a democratic society,
- instill an understanding of the important role of scholarship and the acquisition of new knowledge as key to constructive participation in a civic society,
- provide Salem State College graduates with the level of technological skill necessary to participate in and contribute to society through a variety of media,
- optimize existing resources by operating the College as efficiently as possible without sacrificing quality, and
- instill an understanding in students that they are part of a lifelong learning community with opportunities and obligations to be truly involved in a reciprocal commitment to the advancement of the College through volunteerism and/or financial support.

PLANNING and BUDGET

To assure successful implementation and to align with the College's budgetary process, the Strategic Planning Council will:

- evaluate the progress of the plan and review progress toward meeting the strategic directions.
- assess action items included in individual unit strategic plans in relation to the College's Strategic Plan.
- ensure that there is direct input from the College community in recommending the prioritization of action items.
- develop budgetary recommendations and resource/revenue strategies to support the implementation of the Strategic Plan.
- advocate at Resource Allocation Committee meetings for recommended action items.

The Strategic Planning Council will be responsible for the ongoing evaluation of the planning process to ensure:

1. that department-/area-/college-wide initiatives remain consistent with the overall goals of the College's Strategic Plan.
2. that there is a direct link between the planning process and the College's budget process and resource development efforts.
3. that there is reporting and accountability for the success of each effort.
4. that a report is provided to the President, Vice Presidents, Board of Trustees, and the College community as a whole on progress toward satisfying or exceeding the items identified in the Strategic Plan.

A planning process is not complete without a mechanism for including "serendipitous" opportunities. Representation on the Strategic Planning Council includes a wide cross-section of the campus community so that such events will receive a quick review and appropriate action when necessary.

STRATEGIC DIRECTIONS

- 1. Recruit and retain well-qualified and diverse students, faculty and staff who exemplify the College's identity as a leading New England institution of public higher education.**

Diverse and talented students, faculty and staff create the intellectually dynamic atmosphere that is the foundation of a successful institution of higher education. Continued efforts in this area are essential as the College endeavors not only to maintain but also to increase its visibility and impact on the wider community.

Initiatives:

Students

- Fully utilize college-wide data to assess the development and attainment of freshman and transfer student educational progress throughout their association with Salem State College.
- Re-examine and broaden the College's transfer articulation agreements with two-year colleges where appropriate.
- Strengthen, promote and implement the enrollment management plan that responds to regional workforce needs and educational needs of the students.
- Ensure a racial and cultural profile of the college community that is genuinely diverse, reflective of broader social demographics and provides access for under-represented groups.
- Increase enrollment of international and non-traditional students in academic programs.
- Increase funding for merit- and need-based scholarships to enhance the recruitment of a diverse, academically talented student body.
- Increase visibility and college-wide impact of College honors programs and societies.
- Provide additional housing options both on and off campus to meet the needs of current and prospective students.
- Coordinate class offerings to ensure students have sufficient opportunity to complete program requirements in a timely fashion.

Faculty, Staff and Alumni

- Recruit faculty and staff whose professional goals and diversity will support the College's commitment to increasing its engagement and participation with local and regional communities, economic, cultural and social institutions.
- Undertake a major gifts campaign to support faculty and staff scholarship and community involvement, including establishment of endowed chairs and stipends for faculty for appropriate projects.
- Increase the College's commitment to supporting faculty and staff in professional development activities.
- Develop programs to attract appropriate local, regional and national societies and organizations to the College.
- Encourage alumni to become more active in supporting the goals of the institution and its students, faculty and staff.
- Develop a comprehensive Faculty Orientation program to complement the Human Resources New Employee Orientation.

Outcome Measures:

- Develop an integrated assessment system for undergraduate and graduate students.
- Fully implement a comprehensive data tracking system for alumni.
- Improve the six-year graduation rate of first-time, full-time students by at least three (3) percent.
- Track retention and graduation of students who begin as transfer students.
- Measurably increase the diversity of faculty and staff.
- Increase the number of activities involving alumni in student recruitment by three (3).

- Increase the number of courses reflecting the cultural diversity of the College by 15 as part of the College's new curriculum diversity requirement.
- Increase participation, visibility and activity of College honors programs and societies.
- Increase student participation in the College Honors Program by 30 percent.
- Increase College-based scholarships and aid by six (6) percent.
- Increase the number and academic variety of two-year college articulation agreements by six (6) new agreements.
- Increase opportunities for alumni to assist in the career mentoring network process by developing three (3) activities.
- Host at least six (6) regional or national conferences of professional societies.
- Implement new Faculty Orientation Program.

2. Provide a challenging learning environment and quality academic programs to encourage student success and to meet or exceed appropriate external accreditation and program review standards.

A challenging learning environment will attract and retain high caliber students and faculty while enhancing the quality of the educational experience for all students. In tandem with other goals, this will enhance the College's reputation and participation in shaping the development of New England's northeast communities and their identities.

Initiatives:

- Promote the growth and development of the Library as a vital partner in the educational experience of the College.
- Maintain existing external program accreditations, seek and achieve new external program accreditations where appropriate and maintain a cycle of program review for programs without external accrediting organizations.
- Ensure there are the appropriate number of full-time faculty and staff to achieve College initiatives in specific units.
- Provide sufficient physical resources (appropriate space, equipment, etc.) to support academic programs of the highest quality.
- Design, deliver and assess academic advising at both the academic unit and the college level to ensure student success.
- Support the accessibility and integration of appropriate technology into teaching, research and administration throughout the campus.
- Facilitate the development of online courses and distance learning opportunities.
- Provide continuity of services for undergraduate, graduate and continuing education students.
- Inventory academic programs on a regular basis to identify new programmatic areas for development as well as to consider the deletion of under-utilized options.
- Broaden opportunities for students to participate and collaborate with faculty in research and scholarly activities and to participate in internships and experiential learning.

- Strengthen centers of multidisciplinary scholarship and encourage collaborative efforts to obtain external funding.
- Provide leadership for collaborative efforts that address statewide and regional issues and research.

Outcome Measures:

- Increase by 50 percent acquisition spending for the Library from state revenues, student fees and private fundraising.
- Significantly develop library resources, materials, collections and services in support of existing and new programs and majors, accreditation and evaluation processes.
- Establish policies and systems that recognize and encourage team-teaching and the creation of interdisciplinary courses, research and programs.
- Maintain existing accreditations and acquire additional accreditations as appropriate.
- Maintain existing cycles of program review and implement recommendations whenever possible.
- Demonstrate quantitatively, qualitatively and through accreditation requirements and national standards that faculty, staff and resources are adequate.
- Evaluate and implement when appropriate the recommendations of the Enrollment Services Committee.
- Implement an annual assessment of academic advising.
- Increase the number and scope of workshops and program offered by the Center for Teaching Innovation (CTI) and the Technology Task Force.
- Assess students' perceptions of the consistency and accessibility of services throughout the College.
- Increase the number of departments which include formal internships as part of their curricula.

- Increase the percentage of undergraduate students who participate in research activities.
- Increase by ten (10) percent the number of undergraduate students who participate in internships and experiential learning opportunities.
- Increase the number of courses delivered in an online or distance learning format.

3. Enhance the College's reputation by maximizing its educational, economic and cultural impact.

Outreach to the community will enhance recognition for the College and create new opportunities for regional and national collaboration for faculty, students, staff and alumni. This is essential as the College moves toward enhancing its overall profile and heightening its efficacy as an agent of positive change and a model of lifelong learning.

Initiatives:

- Develop and promote a consistent message that clearly defines to both internal and external audiences Salem State College's mission, quality, value and relevance.
- Seek, develop, and direct resources toward faculty-student-community partnerships and collaborations that can become catalysts for scholarly, cultural, economic and workforce development.
- Develop and nurture collaborations with local K-12 schools and two-year colleges.
- Promote community service and support faculty, staff and students who engage in these activities.
- Broaden the impact of College- and Foundation-sponsored programs such as the Center for Creative and Performing Arts, Athletics and the Salem State College Series.
- Develop programs to attract local, regional and national organizations to the College.
- Continue to increase media outreach and visibility at the local and regional levels. Seek opportunities for national media exposure on issues related to public higher education.

Outcome Measures:

- Increase the number of collaborations with area K-12 school systems and two-year colleges.
- Track media interaction and record results when measurable, allowing for issues of confidentiality.

- Establish a process and database which collects and updates the College's external collaboration efforts.

4. Identify mechanisms to address, to create and to maintain an infrastructure and learning environment that supports excellence in student learning, teaching, research and administration.

Salem State College's success for sustainable and systemic growth will be attained by the implementation of a current Master Plan. This will require financial support from the state and private donations.

Initiatives:

- Reconcile the College's VFA Facilities Condition Assessment with the State's Strategic Capital Program.
- Upgrade facilities, equipment and climate control of general purpose classrooms, laboratories and faculty, staff and public spaces as funding permits.
- Continue efforts to acquire funding to update and implement the most recent Library renovation plan to meet current academic design standards and expectations.
- Continue efforts to acquire funding from the State Department of Capital Asset Management (DCAM) to conduct a new college-wide master plan.
- Develop and implement the campus technology network infrastructure and campus computer technologies to adhere to the most current industry standards and enhance teaching, learning and student services.
- Develop, implement and fund efforts to provide state-of-the-art computer technologies to enhance teaching, learning and student services.
- Organize a sustainability team and develop and implement a sustainability plan in compliance with Executive Order No. 438.
- Continue efforts to acquire funding to complete the Center for Creative and Performing Arts.
- Identify opportunities and funding for student athletic, parking and recreational facilities.

- Continue to seek funding for Environmental Sciences laboratories on Central Campus.
- Conduct a conditions assessment of science laboratories campus-wide.

Outcomes Measures:

- Increase the number of “smart” classrooms by six (6).
- Develop a plan for providing adequate science facilities.
- Submit a sustainability plan to the State Sustainability Coordinating Council.
- Incorporate environmentally sustainable practices into building construction and renovations, such as increasing energy and water conservation measures using environmentally preferable building materials, expanding recycling programs and investigating green landscaping techniques.
- Develop a new College Master Plan as funding is identified.
- Develop a plan to rebuild the networked connections to South Campus.
- Begin Library renovations.
- Ensure that funding is in place for the Center for Creative and Performing Arts.
- Identify funding for expanded athletic, parking and recreational facilities.
- Maintain a minimal level of capital replacement and renewal programs at five (5) percent of the College’s operating costs.

5. **Seek and secure revenue and financial support that will enable the College to solidify its core educational mission while ensuring continued and sustainable growth and evolution as a leading educational institution.**

The College must establish a solid revenue foundation and build on that foundation by supplementing it with creative, entrepreneurial and ancillary sources of revenue that will benefit the entire College community.

Initiatives:

Financial Support for Core Educational Mission of the Institution

- Support the Board of Higher Education (BHE) Formula Funding Proposal to increase funding over the next ten (10) years.
- Aggressively pursue increases in federal and state support to increase financial aid for students.
- Develop a strategy for funding the College's capital needs totaling over \$100 million (measured by the BHE Strategic Capital Needs Assessment conducted by Eva Klein).
- Conduct comprehensive and systematic budgetary reviews to identify collaborative efforts that could result in cost savings or streamlined operations.

Supplemental Support to Complement and Augment the Continued Growth of the Institution

- Intensify the process of identifying and securing potential grant opportunities and negotiate favorable cost recovery to the College.
- Establish new external relationships and multidisciplinary collaborations to obtain external funding.
- Increase revenue from contracted services.
- Foster a spirit and environment for sustained private giving among alumni, trustees, current students, parents of students, employees, retirees, corporations and friends.

- Expand the role of alumni, trustees, current students, parents of students, employees, retirees, corporations and friends as volunteers, benefactors and ambassadors of the College.
- Expand auxiliary and other sales and services for the College Community utilizing emerging technologies and innovative business relationships.
- Develop a plan for regular and predictable adjustments to student charges.

Outcome Measures:

- Secure progressive and continued funding to close existing spending and other budgetary “gaps” as identified by the College and Board of Higher Education.
- Secure the funding for identified and prioritized institutional needs.
- Increase by ten (10) percent the number of alumni, faculty, and staff who make contributions to the College.
- Increase by ten (10) percent the number of grant submissions to public and private funding sources.
- Increase by a minimum of ten (10) percent revenues from auxiliary and other sales.
- Institute a plan to guide the regular and predictable adjustments to student charges.

6. Advance the College toward university status.

University status will recognize Salem State College as one of New England's leading public institutions of higher education, will increase the College's visibility and influence and have a positive economic impact on the greater North Shore.

Initiatives:

- Develop a strategic, operational and advocacy plan to obtain university status with the College community, the legislature, the alumni, the Board of Trustees and business and educational leaders.
- Obtain federal, state and private financial support for the further development of graduate programs.
- Prepare to submit two (2) doctoral programs to the Board of Higher Education.
- Develop joint programming initiatives with other Massachusetts public doctoral-granting institutions.
- Seek Board of Higher Education support for a change in status.

Outcomes measures:

- Initiate discussions with public doctoral-granting institutions regarding program collaboration.
- Make a presentation to move to university status to the Board of Higher Education.
- Introduce a bill to change the status of Salem State College in the General Court and secure hearings by both houses.

CONCLUSION

The purpose of this Strategic Plan is to guide the spirit and substance of our pursuits in the evolution and the fulfillment of the College's mission. This plan is designed to provide parameters by which specific action plans and benchmarks will be developed by various units within the College. The Strategic Plan also provides the foundation for a shared vision by all members of the college community.