



Strategic Plan April 2015



<http://www.su.edu/strategic-planning/>

Shenandoah University will improve the value equation to the student while increasing the University's financial viability in a changing educational market

T-1. Inspire Students Through Transformative Learning

Shenandoah University supports rigorous, innovative programs and engaged student learning.

a.

2. Strengthen support for faculty scholarship
3. Improve faculty salaries in areas where they are below national medians for similar institutions

e.

T-2. Prioritize Student Success

Complementing transformative learning is Shenandoah University's unwavering commitment to student success. Shenandoah University will dedicate its time, ideas and resources to provide the highest level of quality in career and graduate school preparation, life preparation, and degree completion.

- a. Identify barriers to students' progression and develop university-wide systems that result in retention and graduation rates that are in the top one-third of our institutional type.
 1. Create innovative, flexible, and/or condensed pathways to and throughout a Shenandoah education
 2. Develop and deliver clear, consistent recruitment messaging about SU that allows recruited students to make good choices & that prepares students to embrace the unique Shenandoah University environment
 3. Use historic data to identify characteristics of successful SU graduates
 4. Use this profile to help shape admissions strategies that set students up for success

- b.

3. Expand coaching program to work with targeted high-risk populations as identified in recent research. Implement use of peer coaching program(s), as appropriate
- e. Develop university-wide practices for identifying, recognizing and celebrating students' achievements in academic, out-of-class, and career-

2. Update University Master Plan and University Landscaping Plan
 3. Acquire strategic properties
 4. More effectively connect all SU campuses with the main campus
- c. Make available technologies and data that will be most beneficial for Shenandoah in providing transformative learning and ensuring student success. (acquiring, supporting and training)
- d. Ensure a campus culture, protected by university-wide policies and practices, that is intentionally designed to support a “culture of caring” and safety for students, faculty and staff.
1. Conduct a biennial review and update of the human resources policies, salaries, and benefits to make SU competitive and attractive
 2. Establish faculty and staff salary benchmarks and goals
 3. Encourage mentorships that foster career development and exploration of new opportunities

T-4. Achieve an Adaptive and Sustainable Financial and Educational Model

Shenandoah University will improve the value equation to the student while increasing the University's financial viability in a changing educational market (in a changing marketplace).

- a. Ensure that a Shenandoah education is accessible to lower income and middle class families.
 1. Increase resources for lower income and middle class families
 - 2.