



**Shenandoah**  
**University**  
2008-2013  
**Strategic Plan**  
*October 2008*



## Strategic Plan: 2008-2013 Table of Contents

Mission Statement .....	3
Vision Statement.....	4
Strategic Plan	
Goal 1: <i>Academic Excellence</i> .....	5
Goal 2: <i>A Place of Choice</i> .....	6
Goal 3: <i>Recognition and Reputation</i> .....	7
Goal 4: <i>Align Resources</i> .....	8

# Mission Statement

## **Mission**

Shenandoah University educates and inspires individuals to be critical, reflective thinkers; lifelong learners; and ethical, compassionate citizens who are committed to making responsible contributions within a community, a nation and the world.

## **Core Values**

- Development of an enduring passion for learning
- Commitment to self-reflection and personal development
- Respect for diverse cultures, experiences, and perspectives
- Celebration of creative performance, expression, teaching, and discovery
- Cultivation of leadership to advance positive change and growth
- Dedication to citizenship, professional services, and global outreach

## **Foundation**

Shenandoah University distinguishes itself by providing opportunities to gain knowledge and develop skills in a collaborative, personalized environment that intertwines professional and liberal learning. A Shenandoah education incorporates scholarship, experiential learning and sophisticated technologies, as well as practical wisdom.

As an institution affiliated with the United Methodist Church, Shenandoah University practices the highest ethical standards in its interactions with the community and with students of all faiths. Within a community of scholars, Shenandoah promotes the welfare of the whole person by fostering a nurturing environment in which students learn, grow, and flourish.

## Vision Statement

Shenandoah University will be a strong leader of higher education, committed to educational excellence, creativity, and global citizenship. Shenandoah will value its outstanding integration of professional programs and liberal arts and further partnerships with other universities and organizations in order to shape and address the educational needs of society. Shenandoah will be a mid-sized comprehensive institution with a richly diverse population that believes in the continuing development of its faculty and professional staff to support an institution of its size and caliber. Shenandoah will offer a high-quality residential environment. Financially robust, Shenandoah's growth will be both strategic and by design. Within a core context, Shenandoah will rely on its historical affiliation with the United Methodist Church to deepen its commitment to the development of a caring community that values the whole person, spiritual inquiry and student-centered education.

# Goal 1: Academic Excellence

SU will make academic excellence and learning success the highest priority.

- Adopt a learning-centered approach for all activities and initiatives
  - Academics
    - Increase expectations for student performance
    - Unite curricular and experiential learning experiences
    - Launch Quality Enhancement Plan as part of SACS
    - Implement Advising Task Force recommendations
    - Expand Global Citizenship Project and other international programs
    - Commit to preparing the leaders of tomorrow's church and to maintaining a welcoming environment of all faiths
  - Student Life
    - Improve student services
    - Expand outdoor programming
    - Expand programming focused on global perspective
  - Enrollment Management
    - Optimize number and size of programs
    - Improve undergraduate first to second year persistence rate
  - Physical Plant
    - Assess, create, and maintain learning-centered campus spaces
- Create a culture of assessment
  - Create institutional structure to facilitate and integrate the planning and assessment process
  - Improve monitoring of student retention
  - Create dashboard for senior administrators and trustees
- Provide support for teaching, scholarship and learning
  - Increase support for faculty collaboration across disciplines
  - Increase support for faculty and student creative activities/academic research
  - Create a Center for Excellence in Teaching
  - Create a sponsored projects office
  - Expand Library holdings—both print and online

## Goal 2: A Place of Choice

SU will become a top choice for study, work, and collaborative partnerships.

- Recruit an application pool of students who are a good fit for our programs
  - Attract more students who value spiritual and cross-cultural inquiry
  - Attract a pool of students that is more diverse
  - Change admission profile to better fit SU's distinctive advantage
  - Admit only students who are well-prepared for an SU education
  
- Continue to enhance SU's open and caring policies for its employees
  - Conduct a biannual review and update of the human resources policies, salaries, and benefits to make SU competitive and attractive
  - Establish faculty and staff salary benchmarks and goals
  
- Cultivate a more engaged and united university environment
  - Create a shared SU identity that is supported throughout the university
  - Use common themes to improve partnerships
    - Enhance town-gown relationship
    - Partner with organizations in local, regional, national, and international communities that SU serves
  - Create more collaborative and transparent decision making processes
  - Enhance SU's commitment to environmental sustainability
  - Create more opportunities for faculty-staff-student collaborations
  - Improve student living and recreational spaces
  - Become the leader among universities in the mid-Atlantic region for outdoor programming

## Goal 3: Recognition and Reputation

SU will enhance its recognition and visibility.

- Create an integrated marketing communications plan that is university-wide but allows for individualization of programs
  - Improve outreach to constituencies including local and national media
  - Promote and utilize SU alumni accomplishments
  - Leverage our name—Shenandoah—with a focus on the outdoors, environment and local history and culture
- Recognize faculty and student accomplishments
  - Internally acknowledge faculty and student achievements in teaching, learning, service and scholarship
  - Externally publicize our faculty's and students' creativity and scholarly accomplishments

## Goal 4: Align Resources

SU will develop and align resources (financial, capital and human) to enhance, promote and strengthen the university.

- Determine optimal size and appropriate distribution of academic and co-curricular programs
  - Identify and enhance academic programs at both the graduate and undergraduate levels where SU either has or can build programs that meet the needs of society
  - Identify and enhance co-curricular programs to support a mid-sized university
  - Determine optimal size of faculty and staff across SU and within degree programs
- Improve sustainable budget model
  - Increase endowment
  - Lower debt service as a percentage of operating budget
  - Expand and deepen donor base