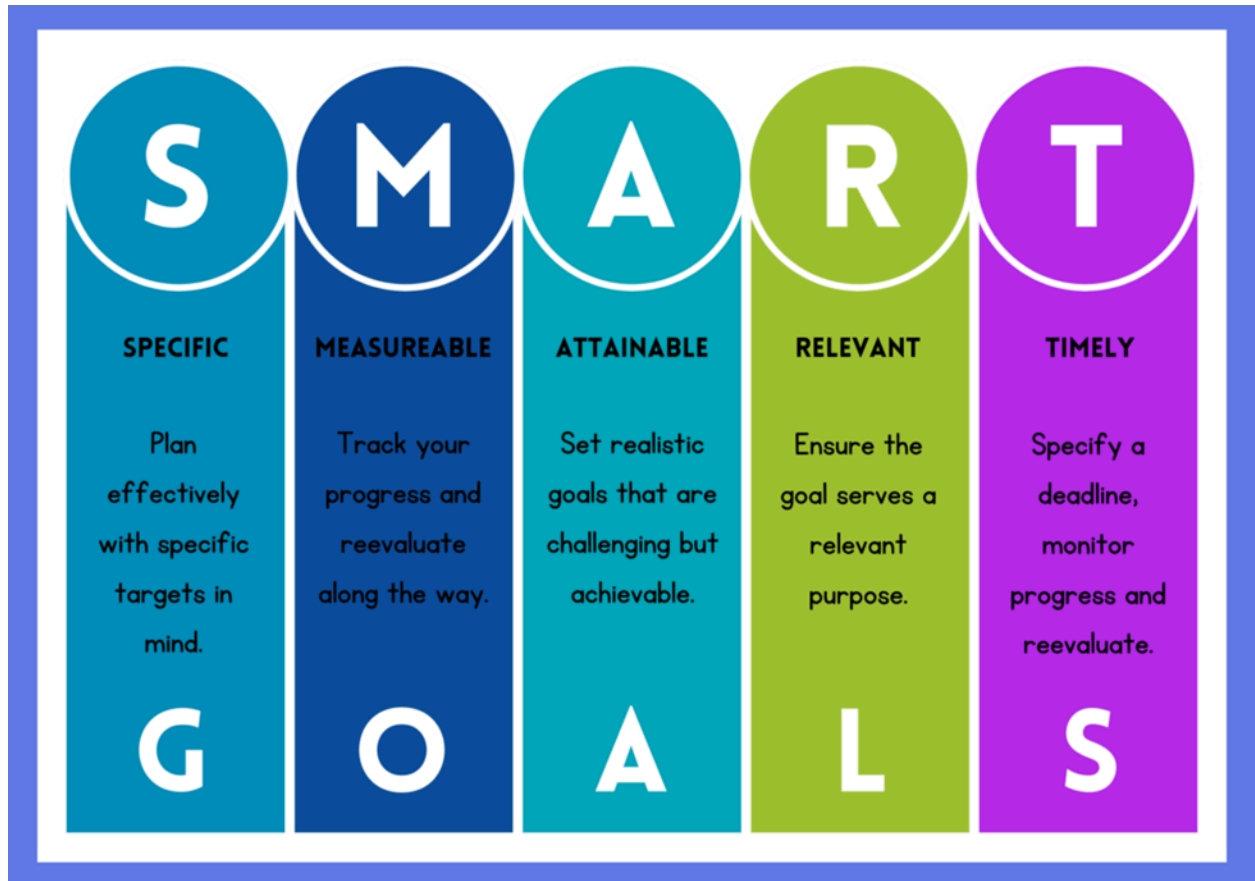




SHENANDOAH
UNIVERSITY

Strategic Plan 2025-2030

Shenandoah University Strategic Plan Refresh: 2025-2030



Mission Statement (Reaffirmed):

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.

Vision (Reaffirmed with emphasis on sustainability):

Shenandoah University will be nationally recognized for forward-thinking programs that produce competitive and purposeful graduates.

Shenandoah University will be highly valued for:

- Particular strength, both academically and institutionally, in the performing arts, healthcare, and entrepreneurship.

- Education that prepares students not only for the present but for the future.
- A commitment to intellectual and creative rigor and liberal arts-infused professional curricula.
- A campus culture of compassion, responsibility, advocacy and justice, which graduates are inspired to replicate in communities beyond Shenandoah.
- A sustainable educational and financial model within a changing educational market, ensuring long-term viability and impact.

Meta-Theme 1: Inspire Students Through Transformative Learning

Shenandoah University will prioritize rigorous, innovative programs and engaged student learning.

As Measured by:

- M1.1. **Develop a vibrant environment that fuses professional and liberal learning to provide a world-class education that is inspiring, inclusive, transformative, and relevant.**
 - M1.1.1. **By 2028**, ensure that **100%** of the revised ShenEd learning outcomes explicitly align with future-focused societal needs.
 - M1.1.2. **By 2028**, the percentage of undergraduate students completing a professional work-based learning experience will be at least **90%** (e.g., a summer internship, clinical rotation, co-op, or significant community-based learning project).
 - M1.1.3. **By 2028**, **100%** of programs will include a formal, required, credit-bearing, real-world project or experience within the classroom or through a co-curricular experience.
 - M1.1.4. **By 2030**, the percentage of undergraduate and graduate students who report a strong sense of belonging and inclusion will **increase by 10%**.
 - M1.1.5. **By 2030**, the percentage of undergraduate and graduate students who report feeling inspired by their Shenandoah education will be greater than **85%**.
 - M1.1.6. **By 2030**, deepen SU's commitment to global citizenship by increasing the number of annual GCP trips by **2**, increasing the average number of GEL trips offered annually by **2**, increasing by **3%** the number of international students enrolled in-person in legacy programs, and increasing enrollment in SU-Asia programs by **50%**.
- M1.2. **Develop new interdisciplinary and interprofessional programs, and adapt legacy programs as necessary, to produce competitive, higher-order, forward-thinking graduates who can meet societal needs.**
 - M1.2.1. **By 2030**, 100% of academic programs will have undergone review by an external accreditor or an internal program review process.

- M1.2.2. **By 2029**, launch new fully online undergraduate degree programs and new hybrid graduate/professional degree programs that increase programmatic capacity from the adult learner/degree completion segment by **10%**.
- M1.2.3. **By 2029**, identify at least **three** emerging high-growth areas for program expansion.
- M1.2.4. **By 2029**, identify the **top three** most critical, future-focused skills and ensure that they are incorporated into the ShenEd curriculum.
- M1.2.5. **By 2030**, increase the number of SU undergraduates continuing into SU graduate programs by **15%**.
- M1.2.6. **By 2026**, identify two legacy programs that, with additional funding and support, could increase enrollment or achieve/improve national ranking.

- M1.3. **Build and support faculty and staff who educate and inspire students through innovative, rigorous, and student-centered teaching and advising.**
 - M1.3.1. **By 2028**, ensure that at least **75%** of full-time faculty have completed a Formal Student Mentoring training.
 - M1.3.2. **By 2029**, at least **85%** of all full-time faculty will formally integrate and report on the use of at least one new high-impact, innovative teaching practice into a required course.
 - M1.3.3. **By 2030**, the percentage of students who Agree or Strongly Agree that their faculty/staff mentor provides "high-quality, personalized, and career-aligned guidance" will be a minimum of **80%**.
 - M1.3.4. **By 2028**, the university will increase support for faculty/staff professional development, research, performance and service by **20%**.
 - M1.3.5. **By 2030**, increase faculty promotion salary raises by at least **10%**, and develop and implement a system to reward staff longevity.

- M1.4. **Employ creative delivery models and emerging technologies to improve academic quality, access and affordability,**
 - M1.4.1. **By 2027**, the university will create curriculum maps for a 3-year accelerated

pathway, utilizing J-Term and Summer offerings, for **75%** of all existing undergraduate degree programs.

M1.4.2. **By 2027**, the university will explore the creation of at least **2** new 3-year (96-credit) degree programs.

M1.4.3. **By 2029**, launch **3** additional learning opportunities, private-private partnerships, or public-private partnerships in service to the Northern Valley and Loudoun communities.

M1.5. **Position SU to maximize student learning with leading-edge assessment, expanding its use to inform program and academic Improvement.**

M1.5.1. **By 2027**, ensure that **100%** of all undergraduate and graduate degree programs have clearly defined, measurable learning outcomes that are formally linked to both internal and external assessments.

M1.5.2. **By 2029, 100%** of academic program assessments will include a review of the incorporation of high-impact practices (e.g., internships, capstone projects, research, etc.).

Meta-Theme 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, civic engagement, recreation, and degree completion.

As Measured by:

- M2.1. Enhance university-wide systems to improve undergraduate student retention and graduation rates to be in the top one-third of our institutional type.
 - M2.1.1. **By 2026, 100%** of students will have a plan on record in Hornet Hub to progress toward graduation within a 3 to 5 year timeframe.
 - M2.1.2. **By 2028, 100%** of SU's undergraduate schools will participate in the early alert process.
 - M2.1.3. **By 2029, 90%** of residential students will agree that they have benefited from living on campus.
 - M2.1.4. **By 2029**, increase the first-year student retention rate to **86%**.
 - M2.1.5. **By 2030**, increase the First-Year undergraduate six-year graduation rate to **75%**.
 - M2.1.6. **By 2027, 100%** of undergraduate student professional development, research output, and conference participation will be catalogued and measured.
- M2.2. Enhance university-wide systems to improve graduate student recruitment, and achieve retention and graduation rates to be in the top one-third of our institutional type.

- M2.2.1. **By 2027, 100%** of graduate student professional development, research output, and conference participation will be catalogued and measured.
- M2.2.2. **By 2028**, ensure that **100%** of all graduate programs are providing their students with comprehensive information about campus resources during new student orientation.
- M2.2.3. **By 2030, 100%** of applicable programs will continue to maintain first-time pass rates at or above national averages on national licensure/certification exams.
- M2.2.4. **By 2029**, increase the number of Graduate Assistant positions by **10%**.
- M2.2.5. **By 2030**, increase the amount of scholarship funding available to graduate students by **10%**.
- M2.3. **Enhance and expand a comprehensive career center to broaden career development services and tools for students and alumni in all Shenandoah University programs.**
 - M2.3.1. **By 2027, 90%** of first-year students will have a career readiness package.
 - M2.3.2. **By 2028**, increase alumni engagement with the career center by **10%**.
 - M2.3.3. **By 2030, 97%** of graduating seniors will have gainful employment or graduate school placement in their chosen field within six months of graduating.
 - M2.3.4. **By 2030**, more than **90%** agree or strongly agree that their Shenandoah education effectively prepared them for their chosen career or further study.
- M2.4. **Foster a culture of student resiliency and preparation for professional life.**
 - M2.4.1. **By 2027**, capture post-grad intentions for **100%** of incoming and current students.
 - M2.4.2. **By 2028**, increase student participation in preventative resilience programming

by **10%**.

M2.4.3. **By 2030**, demonstrate a **10%** improvement in student self-reported resilience and adaptability scores from freshman to senior year.

M2.4.4. **By 2029**, ensure that **90%** of undergraduate and graduate programs prepare students for how to ethically and effectively use AI in their chosen field.

M2.4.5. **By 2030**, increase by **10%** the number of students participating in civic advocacy relating to their chosen profession, and add **two** additional course offerings in civics.

M2.5. **Ensure a campus culture, protected by university-wide policies and practices, that is intentionally designed to support a "culture of caring", safety and satisfaction for students, faculty, and staff, including robust mental health resources.**

M2.5.1. **By 2026**, **100%** of students will have access to a 24/7 telehealth/teletherapy platform.

M2.5.2. **By 2027**, increase faculty and staff utilization of the Employee Assistance Program (EAP) or institutional mental health benefits by **10%** and employee utilization of the Wilkins Wellness Center by **10%**.

M2.5.3. **By 2028**, increase the number of faculty, staff, and students participating in active care training by **10%**.

M2.5.4. **By 2028**, establish a university-wide Culture of Care Index.

M2.5.5. **By 2027**, increase the percentage of students, faculty, and staff who report feeling "very safe" or extremely safe on campus to a minimum of **90%** as measured by the campus climate survey.

M2.5.6. **By 2030**, SU will be recognized as an employer of choice as measured by the

distinction of a "Great College to Work For".

M2.6. Ensure that a Shenandoah education is accessible, affordable and engaging for all SU students.

- M2.6.1. **By 2030**, secure **\$5 million** in new endowed scholarship commitments designated for "gap funding".
- M2.6.2. **By 2030**, increase the percentage of alumni giving to Shenandoah University by **15%**.
- M2.6.3. **By 2030**, establish a student emergency fund that distributes **\$10,000** per semester to prevent students from dropping out due to non-tuition financial shocks.
- M2.6.4. **By 2030**, create new pathways to increase enrollment among transfer students by **10%**.
- M2.6.5. **By 2030**, increase graduate and online enrollment by **10%**.
- M2.6.6. **By 2029**, add **1** additional NCAA athletic team and **2** additional club sports.
- M2.6.7. **By 2030**, increase the number of undergraduates actively engaged in SU "Plus One" activities by **20%**. As well, increase the percentage of students involved in civic engagement by **20%**.
- M2.6.8. **By 2029**, achieve **90%** student satisfaction with accessibility at SU.
- M2.6.9. **By 2030**, remediate **90%** of high-priority physical barriers throughout campus facilities and grounds.

Meta-Theme 3: Build a World-Class Learning Environment

Shenandoah University will aggressively seek to provide facilities, infrastructure and a supportive culture to facilitate and inspire transformative learning and student success.

As Measured by:

- M3.1. **Strategically invest in signature new construction and the transformation of legacy facilities to provide a world-class, competitive environment that inspires learning and supports student success.**
 - M3.1.1. **By 2030**, increase usable academic and residential square footage by 10%, prioritizing the completion of the Center for the Arts, a new parking garage, a Student Success Hub, an expansion to the James R. Wilkins, Jr. Athletics and Events Center, additional large classrooms, and upgraded research facilities.
 - M3.1.2. **By 2028**, conduct a campus master plan to build or expand residence hall facilities, to relocate the childcare center onto the main campus, and to optimize space utilization of the existing campus footprint.
 - M3.1.3. **By 2028**, ensure that **90%** of existing facilities are integrated into a comprehensive Life-Cycle Costing model and modernization roadmap that prioritizes energy-efficient upgrades and environmental stewardship, supported by a dedicated recurring budget for proactive renewal.
 - M3.1.4. **By 2029**, invest in legacy facilities by replacing **90%** of outdated classroom technology and refreshing **50%** of classrooms and offices that are more than ten years old.
- M3.2. **Make available technologies and data, undergirded by effective training and support, that will be most beneficial for Shenandoah in providing transformative learning and ensuring student success.**
 - M3.2.1. **By 2028**, increase the percentage of all full-time faculty and staff completing university-provided training on new educational technologies and data privacy to **80%**.

M3.2.2. **By 2028**, ensure that **95%** of students and faculty report having access to the necessary specialized technology and data resources for their programs/areas.

M3.2.3. **By 2028**, develop a plan to leverage AI, technology and data to optimize campus energy use and climate resilience, as well as reduce emissions.

M3.3. **Strategically integrate Artificial Intelligence (AI) across university operations to enhance learning, improve efficiency, prepare students for an AI-driven world, and advance Shenandoah University's mission with increased support for effective and ethical AI utilization.**

M3.3.1. **By 2027**, **95%** of new students, faculty, and staff will participate in mandatory AI ethical use training.

M3.3.2. **By 2029**, **90%** of all undergraduate and graduate degree programs will have formally reviewed and incorporated AI literacy, ethical use, or application-specific AI skills into their comprehensive curriculum.

M3.3.3. **By 2028**, implement AI-driven solutions in at least **three** high-volume administrative processes to improve operational efficiency.

M3.3.4. **By 2030**, launch the "AI for the Valley" initiative.

Meta-Theme 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.

As Measured by:

- M4.1. **Increase the University's financial viability through diversified revenue streams, optimized operational efficiency, and strategic enrollment management.**
 - M4.1.1. **By 2030**, reduce legacy-program tuition dependency by **3%**.
 - M4.1.2. **By 2030**, increase classroom and facility utilization rates by **10%**.

- M4.2. **Utilize data to enhance student support and university efficiency through improved data governance, management, and accessibility.**
 - M4.2.1. **By 2028**, codify a unified data dictionary and standardized reporting protocols to mitigate reporting risks, harmonize departmental data sets, and empower leadership with real-time, accurate analytics.
 - M4.2.2. **By 2028**, achieve 95% user satisfaction among authorized decision-makers regarding the accessibility and utility of centralized executive dashboards, ensuring that Senior Administration and departmental leads have the actionable data required for their respective portfolios.

- M4.3. **Foster sustainable innovation in educational and financial models to adapt to a changing marketplace and enhance student value.**
 - M4.3.1. **By 2028**, implement at least **3** new accelerated degree linkages (such as 4 + 1 programs) across undergraduate and graduate divisions.
 - M4.3.2. **By 2029**, launch two pilot programs using alternative pricing or delivery models.
 - M4.3.3. **By 2030**, in order to reduce time to degree completion for non-traditional learners, increase utilization of Credit for Prior Learning (CPL) by **25%**.