Slippery Rock University Strategic Plan (GOALS)

Pillar #1: Commitment to a Robust, Supportive, and Inclusive Culture

Description: As a first-choice institution, Slippery Rock University strives to provide a safe, supportive, and healthy environment that allows students, faculty, and staff to thrive. We are committed to providing opportunities for the holistic development of our students, faculty, staff, and administrators. We will lead the university and surrounding community towards personal growth, brave and inclusive engagement, and welcoming spaces to enhance the quality of life and allow individuals the ability to reach their full potential.

Goal 1.1 Develop a culture of recognition and engagement and live the identity across the campus.
Strategies:
- 1.1.a. Foster an inclusive and supportive environment that encourages collaboration across units among faculty, coaches, staff, and students in support of teaching excellence and innovation.
- 1.1.b. Strive to create an environment that encourages wellness and emphasizes teamwork and problem solving.
- 1.1.c. Recognize and reward students and employees for outstanding performance.

Goal 1.2 Advance Access and Belonging practices and awareness across campus.
Strategies:
- 1.2.a. Embed the development of cultural competencies across the university through the integration of the diversity, equity, inclusion, and belonging strategies and initiatives (Access and Belonging Plan) across curricular and co-curricular experiences, training, and programming opportunities for faculty, staff, and students.
- 1.2.b. Create an organization that is inclusive, represents a broad range of identities and perspectives, and allows individuals to thrive.
- 1.2.c. Increase enrollment of under-represented students (low-income, under-represented minority (URM), first-generation).
- 1.2.c. Review current practices through Access and Belonging lens to identify areas for improvement.

Goal 1.3 Utilize marketing and communication to advance the university.
Strategies:
- 1.3.a. Develop a comprehensive communication plan and promote communication channels across divisions, departments, and units.
- 1.3.b. Raise the regional reputation of SRU.

Goal 1.4 Ensure that all faculty, staff and students have the support and resources necessary to thrive.
Strategies:
- 1.4.a Implement effective leadership structures, strategies, expectations, and plans across the university.
- 1.4.b Align individual performance evaluations and organizational assessment systems to support the university's core values and strategic direction.
- 1.4.c. Support professional development, mentorship, resource attainment, and other opportunities for professional growth.
- 1.4.d. Assure support and resources are in place for meeting the varied needs of traditional and non-traditional age students, both in-person and online.
- 1.4.e. Create/enhance programs to strengthen holistic wellbeing for the entire campus community.

Pillar #2: Commitment to Academic Discovery and Growth

Description: As an institute of higher education, we maintain a steadfast dedication to expanding one's knowledge and skills. We commit to an environment which supports continuous learning, goal setting, curiosity, and academic innovation. We will strive to provide room for the expansion of one's intellectual horizons while significantly contributing to the broader academic community.

Goal 2.1 Support the expectation of excellence and goal attainment.
Strategies:
- 2.1.a. Offer a mission-driven and market-responsive mix of academic programs.
- 2.1.b. Incorporate career readiness into curricular and co-curricular endeavors.
- 2.1.c. Expand recruitment in viable markets from areas beyond our traditional demographic, while maintaining academic standards.
- 2.1.d. Develop achievable evolving assessment standards that meaningfully measure and inform success within and beyond the classroom.
- 2.1.e. Provide appropriate resources to support and sustain high-quality scholarship and creative activities.
- 2.1.f. Recognize and reward exceptional teaching, scholarship and creative activity, and contributions to academic growth beyond the classroom and across units.

Goal 2.2 Provide premier student experience.
Strategies:
- 2.2.a. Increase student engagement and belonging experience on campus and within our online learning environment.
- 2.2.b. Create cohesive student/faculty professional relationships through active and innovative teaching, engaged learning opportunities, and best practices in academic advising and mentorship.
- 2.2.c. Enhance the quality, functionality, and aesthetic appeal of campus environment.
- 2.2.d. Provide state-of-the-art facilities and technology.
- 2.2.e. Create opportunities that link curricular and co-curricular experiences.
- 2.2.f. Expand value-added experiences through faculty/student research, internships, and other high-impact practices.

Goal 2.3 Improve retention and graduation rates.
Strategies:
- 2.3.a. Increase FR retention first-to-second term by 0.5% annually to attain a goal of 95%.
- 2.3.b. Increase FR first-to-second year retention by 0.5% annually to attain a goal of 85%.
- 2.3.c. Increase each upper-division FR cohort persistence by 0.5% annually to attain a second to third year goal of 78% and a third to fourth year goal of 72%.
- 2.3.d. Decrease the persistence gap of URM students by 1% annually until the gap is eliminated.
- 2.3.e. Decrease the persistence gap of PELL students by 1% annually until the gap is eliminated.
- 2.3.f. Increase 4- and 6-year graduation rates to 60% and 70% respectively as student persistence is increased annually.

Goal 2.4 Expand learning experiences and opportunities to meet the needs of varied learners and groups.
Strategies:
- 2.4.a. Provide varied academic offerings and delivery methods—including micro-credentials, shorter-term learning modules, prior learning experiences, and other enrichment opportunities—to accelerate career fulfillment that enhances personal development and well-being.
- 2.4.b. Explore and expand upon pre-collegiate learning experiences to improve student transitions from under-represented populations (URM, first-generation, PELL-eligible, academically at risk) to college.
- 2.4.c. Expand professional development and continuing education programs to enhance lifelong learning.
- 2.4.d. Increase the enrollment of non-traditional learners through online degree completion programs and graduate online programs.

Pillar #3: Commitment to Community Impact and Collaboration

Description: The University and the community are interconnected. We will engage with community, and industry partners, to listen, learn, and share, while working together, to implement innovative, real-world solutions, with reciprocal benefits that address the complex issues of our communities, our economic region, and our world.

Goal 3.1 Expand community engagement/partnerships.
Strategies:
- 3.1.a. Increase community involvement/sponsorship opportunities.
- 3.1.b. Extend to our external community members opportunities to attend events (e.g., athletic, theatre, dance, music, and other arts and entertainment) on campus.
- 3.1.c. Actively and formally engage alumni to enhance career readiness of current students.

Goal 3.2 Expand educational, learning and growth opportunities that add value to external constituencies.
Strategies:
- 3.2.a. Remain cognizant of emerging job market trends and make strategic investments accordingly.
- 3.2.b. Increase the numbers of credentials earned in high need areas (STEM fields, health sciences, and K-12 education) through industry and philanthropic partnerships.
- 3.2.c. Increase engagement, partnerships, and reciprocal relationships with K-12 schools, health care facilities, government, and business and industry at the local and state levels.
- 3.2.d. Develop educational-specific partnerships with industry and philanthropic leaders to enhance student learning experiences while cultivating outside funding sources for program growth.

Goal 3.3 Develop mutually beneficial, long-term partnerships with local and national industries.
Strategies:
- 3.3.a. Create a clear, effective, and easy-to-use process for external constituents to find collaborative partners within SRU.
- 3.3.b. Grow the university's external engagement through extension, collaborative service, community outreach, alumni engagement and public-private partnerships that enhance the quality of life in Western Pennsylvania and beyond.
- 3.3.c. Encourage alumni and partners to engage with and provide opportunities for students in a variety of ways and settings that enrich the undergraduate experience.

Goal 3.4 Engage in environmentally sustainable practices.
Strategies:
- 3.4.a. Implement infrastructural improvements and renovations using the Climate Action Plan/Carbon Neutrality plan as a roadmap to create greater efficiencies, cost savings, and increased reliance on renewable energies.
- 3.4.b. Collaborate with local businesses, government agencies, and community organizations, to address regional sustainability challenges, fostering a resilient and thriving community.

Pillar #4: Commitment to Financial Sustainability and Resource Stewardship

Description: The university will ensure its place as a first-choice institution through foresight, strategy, efficiency, responsible planning, prudent use of public funds, and through an expanding array of mutually beneficial partnerships. With a collaborative and winning attitude, we will develop unique connections that inspire innovation, reveal opportunity for students, and give rise to new resources that will assure Slippery Rock University's unique, and essential role in the region, and in the lives of those who live, work, and engage in business here.

Goal 4.1 Structure the university for success.
Strategies:
- 4.1.a. Embrace a culture of responsibility and accountability to our university.
- 4.1.b. Use robust data analytics and relevant information to provide actionable insights to enhance student success and operational efficacy.
- 4.1.c. Implement and maintain optimally efficient and high performing staffing structures to collectively advance student success efforts, persistence outcomes, and faculty efficacy.
- 4.1.d. Implement policies and practices to optimize unit-level performance, including the acquisition and allocation of technological, financial and physical resources.
- 4.1.e. Encourage collaboration, communication, and connection across campus to minimize the duplication of programs/services and increase variety of options.

Goal 4.2 Diversify revenue streams.
Strategies:
- 4.2.a. Increase revenue streams through sponsored programs, grant awards, fundraising efforts, and other endeavors.
- 4.2.b. Create a campus culture of philanthropy.
- 4.2.c. Generate more philanthropic support for the University.
- 4.2.d. Encourage and support strategic faculty and staff driven initiatives to sponsor workshops, conferences, and other special events that generate revenue.

Goal 4.3 Ensure alignment and efficiency between and within affiliated entities.
Strategies:
- 4.3.a. Establish a regular cadence of meetings between the University and each affiliate to discuss goals, objectives, issues and concerns of common interest.
- 4.3.b. Develop affiliate-sponsored initiatives that will generate value and provide a ROI for the university.
- 4.3.c. Provide the resources and other support necessary to launch new initiatives that demonstrate revenue potential.