

DRAFT STRATEGIC PLAN



Submitted by:

Frostburg State University
Strategic Planning Team

February 9, 2009

Table of Contents

Overview.....p. 1

Environmental Analysis.....p. 3

Draft - Vision.....p. 4

Draft - Mission.....p. 5

Draft - Core Values.....p. 6

Draft - Master Goals.....p. 7

Draft - FSU S.E.A.L. of Excellence.....p. 8

Draft - Strategic Directions.....p. 9

Looking into the Future at FSU.....p. 18

Appendix: Planning Assumptions.....p. 19





OVERVIEW

In April 2006, an Evaluation Team from the Middle States Commission on Higher Education conducted a campus visit for reaffirmation of Frostburg State University's accreditation status. Shortly thereafter, the visiting team submitted a final report, affirming that Frostburg State University continues to meet the eligibility requirements in Middle States' *Characteristics of Excellence*.

The visiting team indicated that Frostburg State University met all Middle States standards. The team also commended FSU for its success in serving the needs of the region. However, the visiting team made four recommendations that must be addressed in the 2011 Middle States Periodic Report. The first recommendation deals with planning, resource allocation, and institutional renewal:

Standard 2 Recommendation. (to be addressed in Periodic Report) Frostburg should fully review and revise its planning and resource allocation processes to more fully engage the broader campus community and to provide for transparency within the process, including the provision of explanations for establishing priorities and analyses of how budget decisions impact each division.

The Frostburg State University Strategic Planning Team (SPT) was formed in fall 2007 to address this recommendation. The FSU Strategic Plan presented here also addresses the three remaining Middle States recommendations: adoption and implementation of an Institutional Assessment Plan, recruitment and retention of

Intermediate Strategic Plan – Frostburg State University

diverse faculty, and implementation of FSU's proposed Student Learning Assessment Plan.

The key elements of the strategic plan are:

- ✓ Environmental Analysis and Planning Assumptions
- ✓ Vision and Vision Components
- ✓ Mission and Mission Components
- ✓ Core Values
- ✓ Master Goals
- ✓ Recommended Themes
- ✓ Strategic Directions
- ✓ Key Performance Indicators (KPI)
- ✓ Potential Action Items
- ✓ Recommendations for the Future

ENVIRONMENTAL ANALYSIS

In November 2007, the SPT performed an environmental analysis to better understand FSU's positioning in this competitive environment. The team evaluated political, technological, market, micro-environmental, socio-cultural, and academic issues. The environmental analysis was used to generate Planning Assumptions, which served as the foundation for the crafting of all subsequent strategic planning elements. The detailed list of Planning Assumptions is included in an Attachment at end of this report.



VISION STATEMENT

Frostburg State University will be the best comprehensive regional institution in the nation, with a focus on learning, economic growth, and cultural enrichment.

FSU will be....

1.known for the quality of our graduates as critical thinkers, life-long learners, and technologically competent global citizens.
2.a dynamic learning-centered organization.
3.renowned for our engaged, diverse campus community.
4.the center of a thriving inter-connected local economy.
5.the driving force for creative, intellectual, and cultural expression in the region.
6.a leader in sustainability initiatives.
7.supportive of a vibrant residential undergraduate environment conducive to academic success, a sense of community, and personal growth.

** In this portion of the document and subsequent portions, numbering is used for easy reference. Numbers will be replaced by bullets in the final version.*



MISSION STATEMENT

Frostburg State University, a constituent institution of the University System of Maryland, is a comprehensive regional university that commits to the fulfillment of the academic and personal growth potential of its students.

Frostburg State University....

1.offers high-quality certificates, bachelor's, master's, and applied doctoral degrees that promote intellectual growth and develop critical thinking skills within a diverse living and learning environment.
2.prepares students to live, work, and lead in a global environment by fostering their intellectual, professional, and personal development.
3.adheres to the fundamental principles of a supportive learning-centered campus community.
4.offers experiential learning opportunities through interdisciplinary studies, laboratory research, internships, field studies, and classroom and extracurricular activities.
5.promotes civic responsibility and involvement in community service.
6.promotes and supports healthy behaviors and lifestyles.
7.enhances the artistic, cultural, intellectual, and economic development of the region.
8.promotes participation in environmental, economic, and social sustainability.



CORE VALUES

Frostburg State University values:

1. ***Its tradition:*** founded in 1898 as an institution in the training of educators.
2. ***Student-centered learning:*** where the relationship between student and faculty member is of primary importance.
3. ***The liberal arts foundation:*** the liberal arts as the foundation of a meaningful college education.
4. ***Excellence:*** a sustained commitment to teaching, research, service, and work excellence in an environment that demands high levels of professionalism and ethical integrity.
5. ***Accessibility:*** broad, equal, and affordable access to education.
6. ***Responsibility:*** a comprehensive accountability system through clear standards for teaching, learning, and working with outcomes assessment for greater individual and institutional effectiveness.
7. ***Diversity:*** attracting, developing, and maintaining a diverse, high-quality faculty, staff, and student body.
8. ***Campus community:*** a safe, supportive, friendly environment to grow, learn, live, and work.
9. ***Engagement:*** fostering personal and professional growth through pro-active involvement of faculty, staff, and students with campus life, the surrounding community and its organizations, and appropriate academic institutions.
10. ***Academic freedom:*** the generation and free exchange of ideas in an environment that encourages communication, respect for differences, and resolution of conflicts.
11. ***Shared governance:*** a culture of shared governance, open communication and understanding among administration, faculty, staff, and students.
12. ***Natural resources:*** a commitment to preserving and sustaining the natural environment.



MASTER GOALS

Master Goals are viewed as fundamental results that FSU must achieve in order to be an excellent university. Master Goals are likely to change less frequently than other elements, including the Mission.

1. Engage students through superior academic programs.
2. Recruit, retain, reward, and develop high quality students, faculty, and staff.
3. Stimulate economic development in the Western Maryland region.
4. Sponsor and collaborate to implement significant creative, intellectual, and cultural experiences on campus, in the region, and beyond.
5. Promote and celebrate our institution.
6. Acquire, maintain, and improve facilities to meet the needs of a dynamic institution.
7. Provide an institutional environment that prepares a diverse student body to thrive and succeed in a globally competitive environment.
8. Apply processes and procedures that will ensure the fiscal, social, and environmental sustainability of the institution.
9. Develop, implement, and maintain a comprehensive system of assessment of all institutional functions.



THEMES

The FSU S.E.A.L. of EXCELLENCE

We pursue excellence through: Sustainable actions, Engagement within our community, quality Academics, and strong Leadership.

1. ***Sustainability.*** We promote environmental, fiscal, and social sustainability initiatives, as well as the sustainability of personal health and wellness.
2. ***Engagement.*** We provide members of the FSU community with opportunities for educational, economic, and cultural engagement.
3. ***Academics.*** We provide traditional and interdisciplinary programs that promote critical thinking and learning, and maintain quality through learning outcomes assessment.
4. ***Leadership.*** We attract and build leaders by providing exceptional development opportunities, including service learning and experiential learning.



STRATEGIC DIRECTIONS

Strategic Directions help focus thought, actions, and resources on those factors crucial to achieving Frostburg State University's vision and mission.

1. FSU has a comprehensive enrollment management process that results in stable growth and improvements in the quality of undergraduate students.
2. The enrollment management process at FSU has strategies in place that result in stable growth and improvements in the quality of graduate students.
3. The professional working environment at FSU attracts and retains diverse and qualified faculty members, allowing them significant opportunities for growth and development.
4. FSU's professional working environment attracts and retains diverse and qualified staff members, allowing them significant opportunities for growth and development.
5. FSU offers exceptional academic programs and a constantly evolving approach to learning.
6. FSU provides exceptional co-curricular and support programs.
7. FSU's student-centered environment promotes students' well being, growth, and development.
8. FSU builds and sustains a sense of community and pride.
9. FSU has a recognized and respected brand that positions the university competitively.
10. FSU plays an integral role in the economic and socio-cultural vitality of the region.
11. FSU is firmly positioned in a global environment.
12. FSU generates and uses revenue sources effectively and efficiently to sustain and promote growth.
13. FSU has a robust culture of philanthropy and involvement that encourages participation by all stakeholders.
14. FSU maintains attractive grounds and high-quality structures and state-of-the-art technologies.
15. FSU is a leader in environmental sustainability.
16. FSU assesses all of its programs and activities utilizing the best institutional effectiveness practices.
17. FSU has a dynamic strategic management process that engages key stakeholders.

STRATEGIC DIRECTIONS and KEY PERFORMANCE INDICATORS

1. FSU has a comprehensive enrollment management process that results in stable growth and improvements in the quality of undergraduate students.

Potential Key Performance Indicators

- a. Enrollment trends
- b. Number and amount of scholarships
- c. SAT scores and GPA
- d. Retention/Persistence
- e. Tracking from prospect to enroll
- f. Conversion and yield
- g. Geographic diversity (out-of-state, overseas)
- h. Transfer students
- i. Graduation rates
- j. Alumni survey (Rob Smith)
- k. Financial aid and tuition - perceived value

2. The enrollment management process at FSU has strategies in place that result in stable growth and improvements in the quality of graduate students.

Potential Key Performance Indicators

- a. Enrollment trend
- b. Number and amount of scholarships
- c. GPA, GRE, GMAT
- d. Retention/Persistence
- e. Tracking from prospect to enroll
- f. Conversion and yield
- g. Geographic diversity (out-of-state, overseas)
- h. Number/dollar amount of graduate assistantships
- i. Full-time and part-time students
- j. Graduation rates

3. The professional working environment at FSU attracts and retains diverse and qualified faculty members, allowing them significant opportunities for growth and development.

Potential Key Performance Indicators

- a. # overall searches
- b. # failed searches
- c. # successful searches
- d. Opportunities/ \$ available for professional development.
- e. Turnover rate - compare more experienced w/ less experienced faculty
- f. Adjunct v. tenured v. full-time contractual
- g. Competitive and comparative salaries
- h. Amount of mentoring being done
- i. Organizational culture indices
- j. # faculty with terminal degrees
- k. Track professional output
- l. Student-faculty ratio
- m. Outcomes of FSU's mentoring program
- n. Amount of faculty awards given out

Intermediate Strategic Plan – Frostburg State University

4. FSU's professional working environment attracts and retains diverse and qualified staff members, allowing them significant opportunities for growth and development.

Potential Key Performance Indicators

- a. # overall searches
 - b. # failed searches
 - c. # successful searches
 - d. Opportunities/ \$ available for professional development.
 - e. Turnover rate - compare more experienced w/ less experienced faculty
 - f. PIN v. contractual
 - g. Competitive and comparative salaries
 - h. Amount of mentoring being done
 - i. Organizational culture indices
 - j. Student-staff ratio
 - k. Outcomes of FSU's mentoring program
 - l. Amount of staff awards given out
5. FSU offers exceptional academic programs and a constantly evolving approach to learning.

Potential Key Performance Indicators

- a. NSSE survey
 - b. Tracking alumni employment/ satisfaction surveys
 - c. % of programs that are eligible for accreditation that are accredited.
 - d. Enrollment within programs
 - e. Graduation rates within programs
 - f. % of academic programs that have effective assessment procedures
6. FSU provides exceptional co-curricular and support programs.

Potential Key Performance Indicators

- a. NSSE survey
- b. Satisfaction surveys
- c. Accreditations where appropriate
- d. Participation within programs
- e. Percentage of programs that have effective assessment procedures

Intermediate Strategic Plan – Frostburg State University

7. FSU's student-centered environment promotes students' well being, growth, and development.

Potential Key Performance Indicators

- a. Student retention
- b. # student organizations
- c. # students involved in organizations, athletics, intramurals, governance, etc.
- d. Student-teacher ratio
- e. Exit survey of students
- f. Participation in wellness activities
- g. NSSE
- h. 1-year out alumni survey
- i. Counseling - Spence
- j. # of prevention activities
- k. Crime rate data - incidence reports
- l. # of students attending career services
- m. Career service surveys
- n. Post-college statistics (employed, grad school, etc.)
- o. # and attendance of career development workshops
- p. # and percentage of student hangouts
- q. # of student-related activities

8. FSU builds and sustains a sense of community and pride.

Potential Key Performance Indicators

- a. # of FSU apparel sold - bookstore sales
- b. Attendance at athletic events
- c. Faculty and staff attendance at graduation
- d. Bob "E" Cat sightings
- e. Attendance at faculty staff welcome receptions
- f. # of student-related activities
- g. Outcomes of FSU's mentoring program

9. FSU has a recognized and respected brand that positions the university competitively.

Potential Key Performance Indicators

- a. see enrollment mgmt. KPIs
- b. increase in student attendance in games, events, etc.
- c. US News & World Report tier rankings
- d. increase in engagement overall

10. FSU plays an integral role in the economic and socio-cultural vitality of the region.

Potential Key Performance Indicators

- a. # of activities - cultural, economic, scientific
- b. # of attendees at activities
- c. # of faculty/staff/students/community engaged
- d. # of student internships in region
- e. FSU image and perceptions survey
- f. Jesse Ketterman, Karen Treber

Intermediate Strategic Plan – Frostburg State University

11. FSU is firmly positioned in a global environment.

Potential Key Performance Indicators

- a. # of international (academic) programs
- b. # of exchange programs
- c. # students participating (2-way) in exchange programs
- d. # of cultural/athletic exchanges (2-way)
- e. # of faculty exchanges
- f. # of faculty sabbaticals approved for overseas studies
- g. # of foreign students at FSU
- h. # of foreign faculty/staff at FSU
- i. # of MOUs with institutions in various countries
- j. CIE

12. FSU generates and uses revenue sources effectively and efficiently to sustain and promote growth.

Potential Key Performance Indicators

- a. Student/staff ratios
- b. Demographics on age of faculty staff
- c. Faculty staff ratios
- d. Student/faculty ratios
- e. Other? Rob, Kathy
- f. Grant revenue figures

13. FSU has a robust culture of philanthropy and involvement that encourages participation by all stakeholders.

Potential Key Performance Indicators

- a. % of alumni who give
- b. % of faculty/staff who give
- c. # of major gifts (100 K +)
- d. # of people with FSU in will or trust
- e. Increase in annual giving
- f. Increase in total gifts
- g. # of corporate gifts that connect to faculty initiatives

14. FSU maintains attractive grounds and high-quality structures and state-of-the-art technologies.

Potential Key Performance Indicators

- a. governor's award for best maintained campus
- b. ratio of pcs to students/faculty/staff relative in labs, departments, etc.
- c. See Technology advisory group
- d. # ratio of smart classrooms
- e. Master Plan implementation
- f. # of resource grants
- g. depreciation/turn-over ratio
- h. deferred maintenance plan

Intermediate Strategic Plan – Frostburg State University

15. FSU is a leader in environmental sustainability.

Potential Key Performance Indicators

- a. Placement in Recyclemania Competition
- b. Adherence to ACUPCC obligations/responsibilities
- c. Carbon emissions trends (see carbon emissions inventory, John Diamond)
- d. Princeton News "Green" Ranking
- e. Chronicle "Green" ranking
- f. Other "green" rankings?
- g. # courses on sustainability-related course list
- h. Track students taking sustainability-related courses

16. FSU assesses all of its programs and activities utilizing the best institutional effectiveness practices.

Potential Key Performance Indicators

- a. Rob
- b. Assessment data
- c. Maintenance of Middle States standards and recommendations
- d. Student retention

17. FSU has a dynamic strategic management process that engages key stakeholders.

Potential Key Performance Indicators

- a. Feedback or input from all stakeholders (formats to be determined)
- b. Permanent entity in place for strategic mgmt.

STRATEGIC DIRECTIONS and POTENTIAL ACTION ITEMS

1. FSU has a comprehensive enrollment management process that results in stable growth and improvements in the quality of undergraduate students.
Potential Action Items
 - a. Wray and Enrollment Mgmt folks
 - b. Deans and Program Directors
 - c. Increase collaborative programs with community college stakeholders
 - d. Develop strategies for enrollment and retention of transfer students

2. The enrollment management process at FSU has strategies in place that result in stable growth and improvements in the quality of graduate students.
Potential Action Items
 - a. Vicki Mazer and folks dealing w/ graduate enrollment
 - b. Deans and Program Directors
 - c. Wray Blair and Enrollment MGMT committee
 - d. Increase collaborative programs with community college stakeholders

3. The professional working environment at FSU attracts and retains diverse and qualified faculty members, allowing them significant opportunities for growth and development.
Potential Action Items
 - a. Consider periodic review of faculty promotions
 - b. Consider periodic review of faculty tenure
 - c. Consider periodic review of faculty sabbaticals and leave
 - d. Consider revising the faculty review process (develop guidelines)
 - e. Review process for developing "professional achievements" booklet
 - f. Evaluate/expand faculty award system(s) - consider dept or college rewards
 - g. Develop a departmental evaluation process
 - h. Evaluate the trailing spouse issue
 - i. Develop a campus-wide diversity plan
 - i. Review results of FSU's mentoring program
 - k. Enhance Center for Teaching Excellence

4. FSU's professional working environment attracts and retains diverse and qualified staff members, allowing them significant opportunities for growth and development.
Potential Action Items
 - a. Consider periodic review of staff promotions
 - b. Consider periodic review of staff leave
 - c. Consider revising staff review process (develop guidelines)
 - d. Review process for developing "professional achievements" booklet
 - e. Evaluate/expand staff award system(s) - consider dept or college rewards
 - f. Develop a departmental evaluation process
 - g. Evaluate the trailing spouse issue
 - h. Develop methodology for addressing succession and staff issues
 - i. Develop methodology for addressing succession and staff issues
 - j. Review results of FSU's mentoring program

Intermediate Strategic Plan – Frostburg State University

5. FSU offers exceptional academic programs and a constantly evolving approach to learning.

Potential Action Items

Re-evaluate and strengthen program review process and incorporate common

- a. accreditation processes
 - b. Promote coordination between programs and programmatic themes
 - c. Identify/support/reward programs of excellence
 - d. Enhance Center for Teaching Excellence
6. FSU provides exceptional co-curricular and support programs.
- Potential Action Items**
- Establish a periodic review process for non-academic programs w/ staffing or
- a. resource requirements
 - b. Promote coordination between programs and programmatic themes
 - c. Identify/support/reward programs of excellence
7. FSU's student-centered environment promotes students' well being, growth, and development.
- Potential Action Items**
- a. Create inviting spaces for students to hang out
Develop a better communication program with students regarding activities and
 - b. services
Centralize activities announcements e.g. emails, text messages, centralized
 - c. calendar
 - d. One-stop shop for event tickets
 - e. Develop a process for obtaining student input
 - f. Increase # of student-related activities

8. FSU builds and sustains a sense of community and pride.

Potential Action Items

- a. Plan faculty and staff reception at graduation
 - b. Promote FSU traditions, new and old
 - c. Promote FSU yearbook
 - d. Support FSU marching band, more community exposure
 - e. Develop internal marketing messages that celebrate achievements
Publish a true FSU "points of pride" document - "brag sheet" - "we" statements
 - f. instead of "I" statements
 - g. Explore the feasibility of faculty/staff club
 - h. Friendly Fridays for faculty, staff
 - i. Identify space for faculty/staff gathering
 - j. Consider use of lyric building/ABC for faculty/staff gathering place
 - k. Increase # of student-related activities
 - l. Review results of FSU's mentoring program
9. FSU has a recognized and respected brand that positions the university competitively.
- Potential Action Items**
- Perform survey on perceptions of incoming students, 1st year students, etc. -
- a. include SEAL themes
 - b. Analysis of ALL KPIs across the board

Intermediate Strategic Plan – Frostburg State University

10. FSU plays an integral role in the economic and socio-cultural vitality of the region.

Potential Action Items

- a. Centralized data bank for cultural, scientific, activities
- b. Consider reward system for faculty/staff engagement
- c. Perform economic impact study of FSU in the region/area/state/world
- d. Perform community engagement impact study
- e. Develop a FSU image and perceptions survey
- f. Increase collaborative programs with community college stakeholders

11. FSU is firmly positioned in a global environment.

Potential Action Items

- a. Expand the capabilities of CIE
- b. Consider foreign language requirement
- c. Expand infrastructure for foreign students (housing, dining, transportation)
- d. Consider an ESL center at FSU
- e. Seek ways to partner with foreign universities

12. FSU generates and uses revenue sources effectively and efficiently to sustain and promote growth.

Potential Action Items

- a. Develop a more transparent budgeting process
- b. Implement succession plan to prepare for budget cuts/ hiring freeze
- c. Conduct efficiency/effectiveness evaluation for all units
Increase support for revenue generation by faculty and staff through grants and
- d. other external sources
- e. Consider strategies for increasing downstate presence

13. FSU has a robust culture of philanthropy and involvement that encourages participation by all stakeholders.

Potential Action Items

- a. Enact senior class giving program
- b. Re-enact parents program
- c. BJ Davisson

14. FSU maintains attractive grounds and high-quality structures and state-of-the-art technologies.

Potential Action Items

- a. Develop a plan for replacing equipment by category
- b. Mark Gallagher will chair FSU BAG Beautification Action Group
- c. Investigate hiring Landscape Architect
- d. contact - Dave Rose
- e. seek ways to expand # of student-centered facilities
- f. Develop "Adopt a Part of Campus" program

Intermediate Strategic Plan – Frostburg State University

15. FSU is a leader in environmental sustainability.

Potential Action Items

- a. Develop Climate Action Plan by fall 2009
- b. Hire sustainability coordinator
Develop a plan for environmental integrity - i.e. native plants instead of lawns,
- c. arboretum development
- d. Implement sustainability in the curriculum
- e. Upgrade recycling program - bins, transportation system
Maintain and expand sustainability-oriented programs - e.g. Sustainability teach-
- f. in
- g. Develop energy plan
- h. LGLG committee coordination with all campus entities
- i. Pursue other sustainability grants and funding
- j. Incorporate local-grown foods at the university level
- k. Support the evolution of SERF
- l. Support community outreach for sustainability

16. FSU assesses all of its programs and activities utilizing the best institutional effectiveness practices.

Potential Action Items

- a. Pursue assessment of student learning outcomes
- b. Develop an effectiveness criteria scale
- c. Revise program review process
- d. Rate and reward top programs (not limited to assessment)
- e. Develop a reward structure for units that do assessment well
- f. Centralize assessment and institutional effectiveness data
- g. Exceed Middle States expectations
- h. Develop assessment program of basic skills in GEP
- i. Implement assessment outcomes - "grow it, keep it, kill it"

17. FSU has a dynamic strategic management process that engages key stakeholders.

Potential Action Items

- a. Assign responsibility to oversee strategic management (team)
- b. Annual action priorities
- c. After Strategic Plan is in place, assign responsibility to units to fulfill strategic plan
- d. Gather and analyze KPIs
- e. Develop a reputation management plan

LOOKING INTO THE FUTURE at FSU

The Immediate Future

Before the end of the fall 2008 semester, the SPT will seek input from key constituents on the *Draft Strategic Plan*. This will involve approval from:

- FSU President
- FSU Cabinet
- All other FSU constituents (via public presentation and charrette)
- Small presentations at request (Executive Council, Dean’s Council, Faculty Senate, etc.)

The SPT will meet in late January to finalize the “Intermediate Strategic Plan”.

The Intermediate Future – Recommendations from the SPT

Having completed its initial task, the SPT will dissolve in Winter 2009. A new committee called the Strategic Management Team (SMT) will be formed, building off of existing SPT members and new members. The SMT will be chaired or co-chaired by Rob Smith, Assistant Vice President for Planning and Assessment.

In Spring, the SMT will coordinate solicitation of plans from individual planning units which include action items and additional KPIs. The SMT and Executive Council will generate a working definition of “planning units.” These unit plans will be incorporated into a “Final Strategic Plan.” A final KPI list will be created, and a system for obtaining data now and in the future will be established. The SMT will coordinate with the President and Executive Council to identify key Action Priorities. Once input has been garnered from planning units, A Final Action Priority List will be established.

Long-term Considerations

The SMT will provide permanent guidance for strategic planning, institutional effectiveness, and assessment. Long-term functions will include:

- Ongoing environmental analysis
- Ongoing collection and analysis of KPI data
- Development and implementation of reward system – “The FSU S.E.A.L. of EXCELLENCE Award.

ATTACHMENT

PLANNING ASSUMPTIONS

POLITICAL FACTORS

1. FSU will continue to be expected to contribute to regional and state workforce development demands.
2. Creating an environment that supports grant and contract activity will become increasingly important.
3. Financial support for higher education from the state will remain relatively flat at best.
4. Accountability mandates will be increasingly important.
5. Funding for new academic programs will likely not be available.

TECHNOLOGICAL FACTORS

1. Technology and its appropriate use will continue to be an important issue.
2. Maintaining currency of technology, including scientific technology and other equipment, will continue to be a critical issue.
3. Adequate, timely training for faculty in the use of emerging technologies in the classroom will continue to be an issue.

MARKET FACTORS

1. An aggressive, targeted program of marketing will be a key component of recruitment efforts.
2. Significant university resources will continue to be directed toward the University's efforts in marketing and image development.
3. Factors such as perceived quality of life and reputation will continue to affect recruitment and retention of students and faculty.
4. The University's traditional base of 18-24 year-olds will remain the same, but the composition will change and the competition will increase.
5. Competition for students among institutions of higher learning will continue to increase.
6. The physical plant and its appearance will be a significant component of student recruitment.
7. Promotion of FSU's location and its benefits will be potentially valuable.
8. Transfer students will continue to be a desirable target student population.
9. Significant enrollment growth will continue to come from minority students.
10. Out-of-state students will continue to be a desirable target student population.
11. International students will continue to be a desirable target population, but attendant services and support will be an issue.

Intermediate Strategic Plan – Frostburg State University

INTERNAL FACTORS

1. Accountability (assessment, “institutional effectiveness”) at all levels and in all programs of the University will become even more pervasive.
2. Addressing the needs of a diverse student body (e.g., adult learners, international students, and minority students) will be significant in all phases of the University’s operations.
3. An ongoing, periodic environmental scanning initiative will be an important, proactive component of overall strategic planning efforts.
4. The overall governance and administrative structure relative to authority and responsibility of individuals and groups will become more transparent as related to responsibility and authority.
5. The role of FSU as a “teaching institution” will require clarification within current contexts that emphasize learning.
6. Enrollment management—defined as both recruitment and retention initiatives—will continue to be priority of the University
7. Addressing the needs of students with disabilities and emotional disorders will demand resources.
8. Preparing students to manage their lives both during and beyond college will be an issue.
9. Student conduct issues—alcohol, drugs, interpersonal conflicts—will continue to impact student development initiatives and the university community.
10. The affective relationship between students and the university (i.e., in the perception of being “caring” and “student-friendly”) needs to be further researched and addressed for consistency and application.
11. Systematic processes to learn about our students’ experiences are currently insufficient.
12. FSU will continue to have a large undergraduate residential population.
13. Services for under-prepared students will have to be addressed in a more comprehensive manner.
14. Students will continue to face increasing “costs of attendance” that may deny access to some.
15. Significant university resources will continue to be directed toward the University’s efforts in alumni relations and university advancement.
16. Maintaining current University infrastructure and the delays and issues in maintaining and constructing new infrastructure will continue to be a challenge.
17. Increasing fuel costs will affect all aspects of the university, especially commuters and students traveling long distances.
18. Activities and programs that fully utilize the facilities and resources (e.g., summer conferences, arts academies, sports camps) will expand are important.
19. Co-curricular activities (e.g., leadership, student organizations) will continue as important components of students’ overall educational experiences.
20. The University’s athletics program will continue as an important component of student life and as a key contributor to recruitment and retention.

SOCIO-CULTURAL FACTORS

1. A college education will continue to be valued; however, conflicts will continue regarding the virtues of a liberal education versus “career preparation.”
2. Support of a strong “town-gown” relationship and its attendant programs and initiatives will continue.
3. The University will continue its regional engagement and expand its role as a cultural, economic, and educational center for the community and the region.
4. Students’ engagement with and awareness of sustainability will increase.
5. Programs to engage students in campus and community service will continue.
6. “Helicopter parents” will continue to be a reality.
7. The role of community colleges will continue to change and expand.
8. Ethnic minorities will continue to be a growing segment of the student population.

Intermediate Strategic Plan – Frostburg State University

SOCIO-CULTURAL FACTORS (continued)

9. Over the next ten years, a large proportion of faculty and staff will retire. As a result, a fundamentally-altered campus culture will emerge, marked by a workforce with differing professional expectations.
10. Recruiting, developing, and retaining faculty and professional staff who subscribe to the University's goals for teaching, learning, and service will become increasingly important.
11. Current definitions and guidelines for faculty regarding teaching, research, and professional service are not clear, current, or sufficient.
12. The establishment of a faculty and staff evaluation process that outlines clear expectations will continue to be a challenge.
13. Issues of qualifications, equity and benefits for all professional employees—administrative staff, tenure-track faculty, and full-time/part-time non-tenure track faculty—will continue to be of concern.
14. Continued reliance on adjunct faculty will present specific, unique concerns.
15. Providing competitive salaries for faculty and professional staff will continue to be a challenge.
16. Attracting, retaining, and developing a diverse faculty and staff will continue to be a challenge.

ACADEMIC FACTORS

1. FSU's academic program will continue to be grounded in core studies in liberal education with opportunities for professional study.
2. Support for academic accreditation will be an important component of academic management.
3. Increased collaboration with other K-16 institutions will continue to be important.
4. The University will expand its leadership in sustainability programs and education.
5. Standards related to academic expectations of students will be a significant issue.
6. Implementing the concept of "student engagement" in the classroom (active learning, experiential learning, expansion of internships and practica, etc.) will require significant efforts in training, modifications to program criteria, and additional funding.
7. The size, scope and number of graduate programs will need to be addressed.
8. Online learning will continue to grow.
9. The overall objectives, purpose and quality of online learning courses will need to be addressed and evaluated in a comprehensive, long-term manner.
10. The overall objectives and purpose of Summer School and Intersession will need to be addressed in a comprehensive, long-term manner.
11. A perception of inconsistently-applied academic standards (i.e., course expectations, program criteria for subject mastery) will need to be addressed.
12. Adequate funding for the Library to provide support of academic programs will continue to be a challenge.
13. Funding for departments and programs (e.g., equipment replacement, operating support, and classroom supplies) will remain flat.
14. Regional competition with the University's programs at the University of Maryland Center at Hagerstown will continue to be an issue, demanding attention to the types of programs that can be successfully offered and maintained.
15. Collaborative international programs will expand.