



GLOSSARY OF TERMS

Frostburg State University
Intermediate Strategic Plan

April 2009

Academic program – A program of higher education in liberal arts and sciences.

Action Item – A deliberate act taken to fulfill one or more strategic directions. A *potential* action item serves as an informational guide in the development of realized action items.

Action Plan – A current list of Institutional action priorities and approved action items developed at the planning unit level.

Action Priority - Broad institutional strategies and actions that can be harnessed by multiple planning units.

Charrette - A final, collaborative effort to finish a project or craft a solution to a problem, often involving multiple stakeholders.

Co-curricular program - Complementing but not part of the regular curriculum.

Comprehensive Regional University – A former Carnegie classification category that applies to midsize to larger and primarily residential institutions in the current Carnegie Classification System. (<http://www.carnegiefoundation.org/classifications/>)

Core Values - what the university is “known for.”

Critical Thinking - Reflective, self-directed thinking that requires skills in reasoning and the dispositions to use those skills so that a person can think effectively about questions, problems, and decisions both inside and outside of the classroom. (Adopted from FSU’s Undergraduate Education Initiative).

Environmental Analysis – the process of developing institutional planning assumptions based on an analysis of internal and external forces.

Experiential Learning – Education that occurs as a direct encounter with phenomena being studied or through participation in the events of life (From Smith, M. K. (2001) 'David A. Kolb on experiential learning', *the encyclopedia of informal education*, <http://www.infed.org/b-explrn.htm>).

Institutional Assessment – The process of evaluating an entity's overall effectiveness in achieving its mission and goals and its compliance with accreditation standards. (From *Characteristics of Excellence*. 2006. Middle States Commission on Higher Education).

Institutional Effectiveness - The contribution that each of the institution's programs and services makes toward achieving the goals of the institution as a whole. (From *Assessing Student Learning and Institutional Effectiveness*. 2005. Middle States Commission on Higher Education. http://www.msche.org/publications/Assessment_Expectations051222081842.pdf)

Interdisciplinary – Combining two or more academic disciplines, fields of study, professions, or technologies.

Key Performance Indicators - A measure of an essential performance outcome of a particular organizational performance activity or an important indicator of a precise health condition of an organization.

Learning-Centered Organization – Adhering to the principles of: Inclusiveness, Collaboration, Measurable Outcomes, Assessment, Continuous Improvement and Celebration of Success. (From *On Becoming a Learning-Centered Institution*. 2007. Academic Affairs Division, Cal Poly Pomona. <http://www.csupomona.edu/~learningcentered/administrative/Administrative%20Affairs%20Overview.pdf>)

Liberal Arts Foundation – An emphasis on general rather than specialized or vocational knowledge.

Master Goal – A fundamental construct necessary for a university to achieve its definition of excellence.

Middle States Commission on Higher Education – Frostburg State University's regional accrediting body.

Objective – A specific, measurable action taken to illustrate achievement of the components of a goal.

Planning Assumption – A postulation affecting the institution that is determined through analysis of internal and external forces.

Planning Unit – A division, college, office, department, or other entity that has a specific function and is supported by institutional budgets.

(FSU) stakeholder - a person or group that has an investment, share, or interest in Frostburg State University

Strategic Directions - Broad focus areas identified by the university that translate the mission statement and vision statement into categories that lend themselves to measuring the level of success attained. Often with a two-to-three-year focus period.

Strategic Management – Handling and executing strategy, direction, and resource allocation decisions.

Strategic Planning –Defining strategy, direction, and resource allocation decisions.

Strategy - A “second-level” definition of a master goal, providing direction for, and constraints on, administrative and operational activities.

Student-Centered Environment – An environment that focuses on the needs and abilities of students above the needs and abilities of all other stakeholders.

Student Learning Assessment – The process of evaluating students’ acquisition of knowledge, skills, and competencies as applied to institutional and appropriate higher education goals. (From *Characteristics of Excellence*. 2006. Middle States Commission on Higher Education).

(Academic) Support program – A program aimed at helping students succeed academically.

Sustainability - Meeting the needs of the present without compromising the ability of future generations to meet their own needs. (Known as the “Brundtland definition” <http://www.epa.gov/sustainability/basicinfo.htm#sustainability>).

Vision – What the university aspires to be.