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Copy deadline: noon Wednesday, Candis Johnson at statelines@frostburg.edu

Coming Soon! FSU Livestreamed Events

Dr. Jay DeWire to Perform 'After Beethoven' in Online FSU Faculty Artist Series Concert



FSU's Department of Music will kick off the fall semester with a livestreamed Faculty Artist Series concert by pianist *Dr. Jay DeWire* on Sunday, Sept. 13, at 3 p.m. The recital is free to view online. The link will be posted at www.frostburg.edu/concerts

Titled "After Beethoven," about the next generation of great composers that followed Beethoven, the concert will begin with "Rondo capriccioso, Op. 14" by Felix Mendelssohn. The sparkling bravura piece was called an "Etude" in the first version of 1828. Two years later Mendelssohn wanted to present the work to the young piano virtuoso Delphine von Schauroth, whom he was courting at the time. He reworked it under the new title "Rondo capriccioso," adding a "moving introductory adagio."

"Abegg Variations, Op. 1" by Robert Schumann, composed between 1829 and 1830, is believed to refer to Schumann's fictitious friend, Meta Abegg, whose surname Schumann used through a musical cryptogram as the motif for the piece. Another suggestion is Pauline von Abegg. Apparently, when he was 20 years old, Schumann met her and dedicated this work to her.

The demanding piece "Barcarolle, Op. 60" by Frederick Chopin was composed between 1845 and 1846, three years before his death. Based on the barcarolle rhythm and mood, it features a sweepingly romantic and slightly wistful tone.

After intermission, DeWire will perform "Sonetto 47 del Petrarca" by Franz Liszt, which is one of the "Tre sonetti del Petrarca" ("Three Sonnets of Petrarch"), which was composed around 1839-1846 and is part of the second suite, "Deuxième année: Italie" ("Second Year: Italy") from "Années de pèlerinage" ("Years of Pilgrimage"), a set of three suites for solo piano. Liszt clearly places these compositions in line with the Romantic literature of his time, prefacing most pieces with a literary passage from writers such as Schiller, Byron or Senancour.

Liszt's "La leggierezza" (meaning "lightness") is the second of his "Three Concert Études" ("Trois études de concert"), S.144, composed between 1845-1849. This is a monothematic piece in F minor with a very simple melodic line for each hand. The technical difficulties involved in playing the piece include rapid leggiero chromatic runs, often with irregular rhythmic groupings, and passages in sixths and thirds.

The program ends with the "Fantasie in C Major, Op. 15 (D. 760)," popularly known as the "Wanderer Fantasy," a four-movement fantasy for solo piano composed by Franz Schubert in 1822. It is widely considered Schubert's most technically demanding composition for the piano. Schubert himself said "the devil may play it," in reference to his own inability to do so properly.

Because of the coronavirus pandemic, musical performances before live audiences will not be held until conditions warrant. However, the Department of Music is planning a series of online presentations. Links will be posted at www.frostburg.edu/concerts. For info, contact FSU's Department of Music at 301-687-4109.

FSU's Center for Literary Arts Presents Online Reading by Award-Winning Author Sebastian Matthews



FSU's Center for Literary Arts will host a livestreamed reading by award-winning author Sebastian Matthews on **Thursday, Sept. 10**, at 7:30 p.m. The reading is free to view online. A link will be posted to CLA's Instagram page at offsuliteraryarts and Facebook group Frostburg State University Center for Literary Arts closer to the event.

Matthews is the author of a memoir, "In My Father's Footsteps," and two books of poetry, "We Generous" and "Miracle Day." His hybrid collection of poetry and prose, "Beginner's Guide to a Head-on Collision," won the Independent Publishers Book Award's silver medal. Matthews is also

the author of the collage novel "The Life and Times of American Crow" and the memoir-in-essays "Beyond Repair: Living in a Fractured State." He has also edited and co-edited several poetry collections and books, including "Search Party: The Collected Poems of William Matthews" (Houghton Mifflin), which was a runner-up for the Pulitzer Prize.

Matthews has received fellowships from the North Carolina Arts Council, Vermont Studio Center and Asheville Area Arts Council and was awarded a Bernard DeVoto Fellowship in Nonfiction. He now serves on the board of the Vermont Studio Center and the advisory board for "Callaloo: A Journal of African Diaspora Arts and Letters."

Appalachian Festival Is Going Virtual!



This year's FSU Appalachian Festival will take place **Thursday, Sept. 17, through Friday, Sept. 19**. Program details are coming soon!

The festival kicks off Thursday evening with a film festival featuring the Mountain Traditions Project, produced by Mike Snyder in tandem with two recent FSU grads – *Sidney Beeman* and *Alexander Beeman*.

On Friday evening, the festival will host the FSU Appalachian Symposium, "Black Lives in Appalachia," with keynote speaker Frank X Walker, founder of the Affrilachia term and movement.

On Saturday, there will be "live" music and storytelling performances, a presentation on the back-to-the-landers movement, and a dance and songwriting workshop.

For info, contact Dr. Kara Rogers Thomas at krogersthomas@frostburg.edu.

Help for Students

Free Online Tutoring Via NetTutor

Online tutoring is available via NetTutor this semester.

Students can ask a quick question, upload a paper (48- to 72-hour turnaround time) and receive live tutoring from professional tutors.

NetTutor is available 24/7.

Some subjects include accounting, anatomy, biology, business, chemistry, computer science, economics, literature, foreign languages, geology, history, logic, math, music, nursing, philosophy, physics, political science, psychology, sociology, student success and writing.

Students must request access to the Tutor Resources course in Canvas by emailing Mark Smith at msmith@frostburg.edu.

As always, tutoring is free for FSU students.

FSU Makes Voting Easy

FSU makes sure you always know when elections are happening and have the information you need to vote with confidence. Sign up to receive election reminders, get registered to vote and apply for your absentee ballot at https://frostburg.turbovote.org.

FSU is monitoring election changes related to COVID-19. After signing up, visit https://alerts.howto.vote to find out what your state is doing to safeguard upcoming elections.

PAWS Pantry Institutes Safety Measures

Under direction from the Maryland Food Bank and Maryland Department of Health, the FSU PAWS Pantry at 20 Braddock Road has transitioned to a pre-packed bag-style pantry to maintain proper social distancing. Currently, only one person is permitted at the door at a time. When visiting the pantry, wait at the bottom of the ramp until it is clear. Be sure to maintain 6 feet of space between you and others who are waiting. Be mindful of who was here before you and the order in which customers have been waiting. If you are a student in need of food assistance or would like more information, contact the PAWS Pantry at pawspantry@frostburg.edu or 301-687-7598 Mondays and Thursdays from 11 a.m. to 6 p.m. and Wednesdays and Fridays from 10 a.m. to 4 p.m.

Problems With the Internet?

The FSU Help Desk is ready to help you with FSU-related applications such as Canvas, PAWS and email issues at helpdesk@frostburg.edu or 301-687-7777.

For Medical Assistance

Call Brady Health at 301-687-4310 to schedule a telehealth appointment Mondays through Fridays from 9 a.m. to 4 p.m.

Mindfulness Sessions

Mind-Body Skills Training to Be Offered to Faculty, Staff and Students: Finding Peace in a Time of Pandemic

Dr. Tom Bowling, vice president of Student Affairs emeritus, and *Dr. Elesha L. Ruminski*, professor of Communication Studies and coordinator of Leadership Studies, will lead an **eight-week** online group for faculty and staff beginning **Tuesday, Sept. 1**, at 4:30 p.m. to practice mind-body skills. (This start date might be adjusted to accommodate the group.)

This session is open to all faculty and staff. To sign up, complete the registration form at https://docs.google.com/forms/d/e/1FAlpQLSeg7AZ-mrOESvU2vUCjJXqfUDTY2Oh-3kKrVd-yEz1uyWISXw/viewform by Monday, Aug. 31, and then watch for session details by email. For info, contact Bowling at tbowling@frostburg.edu or Ruminski at elruminski@frostburg.edu.

Jason Gaither, an FSU alumnus, and Kristin Thomas, both graduates of the Human Service Program at Allegany College of Maryland, will lead an **eight-week** online group for students beginning **Monday, Sept. 14**. The group will meet weekly from 3:30 to 5:30 p.m. via Zoom. This group will hold an orientation on **Wednesday, Sept. 9**, from 3:30 to 4:30 p.m.

This session is open to all students. To sign up, complete the registration form at https://docs.google.com/forms/d/e/1FAIpQLSdAzxPTgX2eKmlnCxrDRDnY6gmkip_5iGurzEG_sC3YouHk5Q/viewform?usp=sf_link by Monday, Aug. 31, and then watch for session details by email. For info, contact Gaither at lgaither01@aurora.edu or Thomas at kthomas18@aurora.edu.

This training is based on the Center for Mind-Body Medicine (CMBM) model of self-care and group support. Bowling, Ruminski, Gather and Thomas recently completed the center's professional and advanced trainings and are now able to offer these valuable and timely skills to you through this program. Sessions will run for eight consecutive weeks for two hours, each session focusing on specific stress-relieving skills, including meditation, guided imagery, creative expression, movement and mindful eating.

CMBM was founded by Dr. James Gordon, a Harvard-educated psychiatrist who is internationally recognized for using self-awareness, self-care and group support to heal population-wide psychological trauma. Gordon is a clinical professor at Georgetown Medical School and was chair of the White House Commission on Complementary and Alternative Medicine under Presidents Clinton and G.W. Bush. The training Bowling, Ruminski, Gaither and Thomas received was part of an Allegany College of Maryland-led effort to spread these skills throughout Western Maryland and was supported by a grant from the Maryland Opioid Operational Command Center.

Mindful Mondays for Faculty, Staff and Students

Sessions to discuss and practice mindfulness will be led by *Dr. Anne Murtagh*, an associate professor in FSU's Department of Psychology, and others **every Monday** from 1 to 1:45 p.m. This is an open, drop-in group available online through Webex for students, faculty, staff and community members. Mindfulness is not limited to any particular cultural or religious tradition; it is a helpful self-care practice. In college settings, it has been shown to help manage stress, improve learning and increase empathy toward others. Specific practices include mindfulness of the body and breath, self-compassion and compassion, coping with difficult emotions, cultivating joy and gratitude, and more. No need to register – just click on the link below to join. For info, contact Murtagh at mmurtagh@frostburg.edu.

Meeting link: https://frostburg.webex.com/frostburg/j.php?MTID=m3cb34fcfe6f27b72d9d1691e9f3c2d5f

Meeting number: 120 589 0997

Password: b72aXd3mj7P

More ways to join

Join by video system: Dial <u>1205890997@frostburg.webex.com</u>. You can also dial 173.243.2.68 and enter your meeting number.

Join by phone: +1-408-418-9388 (U.S. toll). Access code: 120 589 0997.

Wellness Wednesdays



Wellness Wednesday: Gathering at the Grove continues through **Sept. 30**. Each Wednesday from 6:30 to 7:30 p.m. in Hoffman Park at 11300 Hoffman Hollow Road SW in Frostburg, local residents trained by the Center for Mind-Body Medicine will present simple skills designed to mitigate the negative impacts of chronic stress on our minds and bodies. Presentations will include guided imagery, movement, mindful eating, meditation and creative expression. The **Sept. 2** session is "Family Night Movin' and Groovin' at the Grove" by Cherie Snyder and Friends.

This free series is sponsored by the City of Frostburg Parks and Recreation Department and Allegany College of Maryland's Community Resilience Collaborative. The Grove provides a beautiful space that will allow us to physically distance while we come together as a community during this unprecedented time. Be sure to bring lawn chairs or a blanket and don't forget your mask.

For info, contact Elizabeth Stahlman, administrator, City of Frostburg, at establing-info or 301-689-6000, ext. 101. In case of inclement weather, check the city's website at www.frostburgcity.org or Facebook Page at www.frostburgcity.org or Facebook Page at www.facebook.com/frostburgcity for cancellations.

Exhibitions

Roper Gallery to Feature Multimedia Exhibit 'Silent Footsteps: Meditations and Meanderings' by Two Local FSU Alums





A watercolor by Dr. Charles McElfish, left, and "Rusted Ram" by Martin Heavner

FSU's Department of Visual Arts will host a multimedia exhibition by two local FSU alumni titled "Silent Footsteps: Meditations and Meanderings" in the Stephanie Ann Roper Gallery in FSU's Fine Arts Building. The exhibit, which is free and open to the public, will open on **Friday, Sept. 11**, and will be on display **through Friday, Oct. 2**.

The exhibit will feature paintings, drawings and sculpture from *Dr. Charles "Bud" McElfish* and photographs from *Martin Heavner*. Both artists are Cumberland natives who grew up together on Bedford Road before graduating from FSU, McElfish with a

bachelor's in chemistry in 1977 and Heavner with a master's in business administration in 1992.

The show offers reflective scenes of pastoral landscapes, structures, still lifes and people, with echoes of a simpler time. The gallery visitor sees the enduring beauty and dignity of these subjects from the perspective of a silent, contemplative witness.

McElfish, whose Hunt Club Dentistry practice is based in Short Gap, W.Va., has been working in nearly all kinds of artistic media since childhood. His favorite media during the past several years have been pen-and-ink sketches and pastels. Heavner has been active in photography for more than 35 years, exhibiting his work at galleries in suburban Washington, D.C., and Western Maryland.

The Roper Gallery is open Mondays, Thursdays and Fridays from 1 to 4 p.m. For info, contact the Department of Visual Arts at 301-687-4797.

Points of Pride

Office of Sponsored Programs Successes/News

On Aug. 24, project director *Melanie Moore* (Cultural Events Series) was awarded a \$4,500 Mid Atlantic Tours Program grant by the Mid Atlantic Arts Foundation in support of an Engagement with the Acrobuffos in April 2021.

On Aug. 17, project director *Stacey Park* (Educational Professions) was awarded \$85,525 by the Maryland State Department of Education for a Child Care Career and Professional Development Fund (FY2021). The Fund covers tuition, fees and required textbooks for students who are completing the required coursework in pursuit of a degree in early childhood education, elementary education, child development and special education, or other state-approved fields.

On Aug. 11, project director *Tamara Lowry* (Student Support Services) was awarded \$396,320 by the U.S. Department of Education for the TRIO program, Student Support Services (FY2021). The program is designed to increase the retention and graduation rates of low-income, first-generation college students and students with disabilities who come primarily from rural Western Maryland and the inner cities and suburbs of Baltimore and Washington, D.C.

On Aug. 6, project director *Kara Rogers Thomas* (Sociology) was awarded a \$3,500 Creative Placemaking Grant by the Allegany Arts Council for the project, Mountain Traditions Documentation.

On Aug. 6, project director *Melanie Moore* (Cultural Events Series) was awarded a \$1,500 General Operating Grant by the Allegany Arts Council in support of CES.

On Aug. 6, project director *Nicole Mattis* (Theatre & Dance) was awarded a \$1,500 General Operating Grant by the Allegany Arts Council in support of the Mountain Maryland Theatre Festival (FY2021).

On Aug. 6, project director *Jennifer Browne* (English) was awarded a \$1,250 General Operating Grant by the Allegany Arts Council in support of the Frostburg Center for Literary Arts (FY2021).

On June 26, project co-directors *Justin Dunmyre* (Mathematics) and *Chelsea Daggett* (Communications) were awarded a \$6,000 Statistics and Civic Education Collaborative Grant of U.S. Department of Education funds by the University System of Maryland for the project, Build-a-Bag: Bringing the Food Insecurity Crisis into the Statistics Classroom Through Information Literacy and Civic Engagement.

For info, see the Office of Sponsored Program's Successes/News webpage at http://www.frostburg.edu/osp/successesnews.php.

Andy Duncan Is Judge for Award in Speculative Fiction



Andy Duncan, a professor in FSU's Department of English, was the final judge for this year's Kurt Vonnegut Prize in speculative fiction, sponsored by the North American Review.

The winning story, Kate Simonian's "The Problematic Douchebag Collective," was just published in the journal's summer/fall 2020 issue, with a list of runners-up.

For info on the North American Review, visit https://northamericanreview.org.

Take Note

Times Talk Thursday: Democracy in Action

Interested faculty, staff and students can gather virtually on **Thursday, Sept. 3**, from 12:30 to 2 p.m. for a discussion on a current topic in the news focused around politics, government and our democracy. Pizza and refreshments will be provided.

The topic, article and login Information will be in the Volunteer Service email on Monday, Aug. 31.

Special Collections Displaying Historic Breweries



The David M. Gillespie Special Collections at the Ort Library is currently displaying an exhibit related to the history of the brewing industry in Western Maryland. The exhibit is on the second floor of the library. All memorabilia in the exhibit are on loan from the Frostburg Museum and the personal collection of Ryan Zumbrun. Photographs are from the Mel Collins Collection.

For info, check out "Brewing Beer in Western Maryland: A Pictorial History of the Brewing Industry in Cumberland and Allegany County, Maryland, Vols. 1 and 2" by James Wolf and Robert Musson, available at the Ort Library, or contact Liza Zakharova, Special Collections librarian/archivist, at ylzakharova@frostburg.edu.

Focus on Your Future: Virtual Professional Development Conference



FSU's seventh annual Professional Development Conference, which will be held as a virtual half-day event this year, will take place on **Friday, Sept. 18**, from 8:30 a.m. to noon. Registration and additional details will be sent out shortly. This event is sponsored by the Office of Human Resources and is free and open to FSU faculty and staff.

For info, contact Heather Killeen at hjkilleen@frostburg.edu.

Consider Serving as an Election Judge!

The 2020 general election will be held on **Tuesday, Nov. 3**. In accordance with state law, voters will be able to cast their ballots by mail, during the eight days of early voting (**Monday, Oct. 26, through Monday, Nov. 2**) or in person on election day.

Due to the coronavirus pandemic, the State Board of Elections is experiencing a shortage of election judges to staff the polls. Election judges play a critical part in the democratic process. This presents a unique opportunity for members of Bobcat Nation to participate in the democratic process while helping the citizens of Maryland!

Under Maryland law, you can serve as an election judge if you are:

Age 16 or older

A registered voter in Maryland

Physically and mentally able to work at least a 15-hour day

Willing to work outside your home precinct

Able to sit and/or stand for an extended period

Able to speak, read and write English

Election judges are temporary, paid employees of local election officials trained to handle all aspects of voting and are responsible for proper and orderly voting at polling locations. Tasks include:

Setting up the polling location and election equipment

Verifying voter qualifications

Assisting voters

Distributing ballots

And more!

If interested, visit the State Board of Elections website at https://elections.maryland.gov/get_involved/election_judges.html to sign up to become an election judge. With the election fast approaching, be sure to sign up as soon as possible. Questions can be submitted to SBE at info.SBE@maryland.gov or 410-269-2840, or you can contact the Student Government Association at SGA@frostburg.edu or 301-687-4304.

Fall 2020 Library Hours

Fall semester hours are as follows:

Mondays through Thursdays – 8 a.m. to 9 p.m.

Fridays – 8 a.m. to 6 p.m.

Saturdays - 11 a.m. to 6 p.m.

Sundays - 1 to 9 p.m.

Library hours are posted on the Hours page of the Library webpage at https://libguides.frostburg.edu/libhours.

Due to the COVID-19 health crisis, some of the library's services, spaces and policies have been updated to protect the health and safety of the University community. Refer to the Library COVID-19 Response webpage at https://libguides.frostburg.edu/covid19 for more information.

The library is open to current FSU faculty, staff and students; all others must schedule an appointment, including community members, retired faculty and non-FSU researchers. Masks and social distancing are required for access to the library building. Food and drinks are not permitted this semester.

For info, contact the Library Services Main Desk at 301-687-4395 or email library online resources remain accessible via the library's webpage at https://www.frostburg.edu/library, and online reference and research help is available at https://frostburg.libanswers.com.

Additional Information about the library's study spaces, collections and policies can be found at https://www.frostburg.edu/library and the full Library Code of Conduct is available at https://libguides.frostburg.edu/circulation/conduct.

FSU-TV3

Curious About FSU-TV3 Programming?



"New England Authors With Kameel Nasr" is a lively, professional and informative interview show with a mixture of fiction and nonfiction writers. Tune in Mondays, Wednesdays and Fridays at 1:30 and 8:30 p.m.

"Story Connections" is a half hour children's reading show. Tune in Mondays through Fridays at 8 a.m. and Saturdays and Sundays at 9:30 a.m.

"Colour in Your Life" is an arts television series that showcases Australian and international artists in their studios. Tune in Mondays, Wednesdays and Fridays at 8 p.m., Tuesdays and Thursdays at 10:30 a.m. and Wednesdays at 9 a.m.

"Public Domain Theater" features hand-picked compilations of interesting and educational copyright-free, fair-use films from the 1930s to 2000s. Tune in Tuesdays and Thursdays at 10 p.m.

"Conscious Living" highlights the journey toward a more happy, healthy and mindful life through ecoadventures, plant-based nutrition and more. Tune in Mondays and Fridays at 9 p.m., Tuesdays and Thursdays at 2 p.m. and Fridays at 9:30 a.m.

"Smart Movie Show" provides updates each week featuring what is new to watch at home, DVDs and other movie news. Tune in Fridays at 7 p.m. and Saturdays and Sundays at 8 p.m.

"Conversations With Dr. Don" is an interview show about poetry, politics, theater and music. Tune in Mondays at 9 a.m. and then again Mondays, Wednesdays and Fridays at 6 p.m.

Study Abroad

Study Abroad: Start Planning Your Experience for Fall 2021

Join the Center for International Education for a study abroad information session to learn more about study abroad. Each virtual session takes place at 3:30 p.m. on the following **Fridays** throughout the semester: **Sept. 11 and 25**. Email Kara Hotchkiss at kiphotchkiss@frostburg.edu to sign up for the session of your choice.

Community

Series of Virtual Book Discussions Planned to Engage Community in Conversations About Race



The Allegany County Library System will offer a series of book discussions to continue engaging the community in conversations about race in America. Beginning on **Tuesday, Sept. 1**, discussions will be held every other week from 7 to 8:30 p.m. **through the end of October**, centered around themes from Dr. Ibram X. Kendi's awardwinning book, "Stamped From the Beginning: The Definitive History of Racist Ideas in America." Two hosts from the library staff will be joined by a co-host from the Allegany County Chapter of the NAACP to facilitate discussion around the week's chosen theme. "Stamped From the Beginning" uses the stories of five American

intellectuals to depict the history of racism in America. Kendi offers readers the opportunity to recognize and expose discriminatory policies and the nation's racial disparities while inspiring hope for an antiracist future.

Many Choose Civility: Allegany County partner organizations have joined the library to promote and participate in these events to encourage civil conversations and kindness toward others.

"Stamped From the Beginning" is available from the Allegany County Library System and as an eBook and audiobook through the library's digital collections. It will also be available for purchase at The Book Center in Cumberland and Main Street Books in Frostburg.

For info about the book discussions and to register, visit www.alleganycountylibrary.info/stampedbookdiscussion or call 301-777-1200.

Safety Message

Keep Your Mask Clean

The recommended method, which has also been promoted by the Centers for Disease Control and Prevention, is simple: Throw the dirty mask in with your regular laundry. Once your mask is clean, stick it in your dryer on the highest heat setting. Hand-washing and air-drying are also acceptable, however.

Face coverings that are designed to be single-use, such as surgical masks, should also be swapped out daily after use.

Make sure clean masks are stored in places where they cannot potentially be exposed to contaminants or spread any contaminants.

For the complete article in the Washington Post, visit https://www.washingtonpost.com/lifestyle/wellness/mask-care-tips-covid/2020/08/13/662008b8-dbf5-11ea-b205-ff838e15a9a6 story.html.

VALUES AND VISION: FROSTBURG STATE UNIVERSITY IN 2023

CORE VALUES

Frostburg State University is a place where every student can experience a myriad of opportunities both in and out of the classroom, fostered by a sense of inclusion and close mentoring relationships with faculty and staff.

Frostburg State University is committed to developing cultural competence and cultivating understanding of and respect for a diversity of experiences and world views that encourage each person's ability to "take the perspective of the other."

Frostburg State University is committed to a system of shared governance that allows faculty, staff and students to learn about the issues the University confronts and that provides a structure for meaningful input into University decisions.

OUR VISION FOR FROSTBURG STATE UNIVERSITY IN 2023

Frostburg State University is a regionally acclaimed and nationally recognized academic institution that provides distinctive programs to support state and regional workforce needs. Faculty, staff and students foster collaboration in a welcoming and inclusive campus culture.

Students value the opportunities open for them at FSU and form close mentoring relationships with faculty and staff, who are committed to their success and well-being. Students apply knowledge and skills learned in the classroom to internship, civic engagement, study abroad and research experiences to meet the challenges of a complex and changing global society.

The University is integrated into the fabric of the community as a valued and respected regional asset. We are committed to making changes that secure our future while celebrating the values that reflect our history.

STRATEGIC GOALS

Focus learning on the acquisition and application of knowledge.

Provide engaging experiences that challenge our students to excel.

Expand regional outreach and engagement.

Align University resources - human, fiscal and physical - with strategic priorities.

To view FSU's Strategic Plan 2018-2023 online, visit <u>www.frostburg.edu/strategicplan</u>.