FSU Receives $1.48 Million From ARC’s POWER Initiative

The Center for Applied Research and Innovation, the hub for the Western Maryland Advanced Technology Center

FSU was awarded $1,480,979 by the Appalachian Regional Commission (ARC) for the Western Maryland Advanced Technology Center at FSU Innovation Park, which will help establish a Waste-to-Value (W2V) Center of Excellence, a Remote Work Center, the Renewable Energy Entrepreneur-in-Residence Program and the Center for Advanced Product Design and Manufacturing serving Western Maryland and the surrounding region, the ARC announced on Thursday, Sept. 16.

This award is part of a $46.4 million package supporting 57 projects across 184 coal-impacted counties through ARC’s POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) Initiative. POWER targets federal resources to communities affected by job losses in coal mining, coal power plant operations and coal-related supply chain industries. Partners in the work include Allegany County, the Maryland Department of Commerce, The Office of the Governor through Special Secretary Wendi Peters and private companies, including Optimize Renewables, Delmock Technologies, Inc., Aeon Technologies, LLC, SonoAsh, LLC, and TGCC.

“Through ARC, Maryland is proud to support this funding, which will create new job opportunities and promote economic development in various industries across Western Maryland,” said Gov. Larry Hogan. “This vital funding for Frostburg State University will help provide education and workforce training to assist in providing a pipeline of workers to employers in a variety of fields, including information technology and renewable and resilient energy, and is just one of many exciting partnerships that will benefit our coal-impacted communities, our environment and our state.”

“Frostburg State University is pleased to be the recipient of the only POWER grant ever awarded in the state of Maryland, a testament to the success that, working together, local, state and federal officials can deliver to our region.” said Al Delia, FSU vice president for Regional Development and Engagement.

“This grant comes thanks to the efforts of many who care about Western Maryland and to the state legislature, especially our local delegation, and to Governor Hogan for the funding and confidence they placed in Frostburg State University to enhance our economic development initiatives,” said FSU President Ronald Nowaczyk.

Since POWER launched in 2015, ARC has invested more than $287.8 million in 362 projects across 353 coal-impacted counties. The nearly $46.4 million awarded today is projected to create/retain more than 9,187 jobs, attract nearly $519.5 million in leveraged private investments and be matched by $59.2 million in additional public and private funds across the region.

ARC is working with Chamberlin/Dunn LLC, a third-party research firm, to closely monitor, analyze and evaluate these investments. A new report, published today in conjunction with the announcement, drew on 72 stories representing 44 unique POWER projects funded between fiscal years 2015-2020 to determine the most significant changes that occurred as a result of POWER.

The evaluation found that projects funded through POWER grants met or exceeded targets for jobs retained and/or created, businesses created, workers trained and revenues increased. Chamberlin/Dunn is continuing to monitor POWER investments and make recommendations to ARC for ongoing programmatic efficiencies.
Performers will not wear masks while on stage and the employees and senior citizens, and $15 for general admission. Tickets can be purchased online by visiting https://frostburgtix.universitytickets.com. Performances will take place in the F. Pealer Smith Studio Theatre of FSU’s Woodward D. Pealer Performing Arts Center. Wonderland,” The show will feature performances by Zoie Collins (Alice), Casey Allison, Kassidy Andris, Alyssa Bahner, Christopher Blackwell, Calaysia Hamilton, Grace LaCount, Andre Mason, Madilyn McManaway, Brian Records and Hayden Shoemaker-Davis, with designs by Danielle Preston (costume designer), Rebekah Reimer ( scenic and props designer) and George Georgeson (lighting and sound design). Leading the creative team are Green and Dominique Little (stage manager).

Tickets can be purchased online by visiting https://frostburgtix.universitytickets.com. Tickets are $7 for students, $12 for FSU employees and senior citizens, and $15 for general admission. Performers will not wear masks while on stage and there will be a 12-foot distance between performers and audience members.
For info, call the Theatre and Dance box office at 301-687-7462, Monday through Friday, 9 a.m. to 12:30 p.m. and 1:30 to 3 p.m.

Music

CES and Office of Student Life to Host A cappella Group reVoiced and Comedic Dueling Pianos During Family Weekend

CES at FSU and the Office of Student Life will present two performances during FSU’s Family Weekend Celebration: reVoiced on Friday, Oct. 1, at 7:30 p.m. and Dueling Pianos on Saturday, Oct. 2, at 5 p.m., both concerts to take place in the Alice R. Manicur Assembly Hall of the Lane University Center.

The charismatic musicians of reVoiced fuse the classic concept of a cappella with a sleek, modern twist and powerful stage presence. Covering music spanning more than seven decades, the quintet leaves audiences of all ages cheering for more.

In an interactive comedic concert, Dueling Pianos performers invite the audience to experience a hilarious evening of music, goofy antics and plenty of crowd participation. This event features club-style seating, a food menu and bar service.

Tickets for each event are $10 for adults; $9 for FSU faculty, staff and military; $5 for youth under 18; and free for FSU students. For info, visit the CES website at ces.frostburg.edu or contact the University box office at 1-866-849-9237 or 301-687-3137. The box office, located in the FSU Lane University Center, is open Monday through Friday from 10 a.m. to 4 p.m.

CES is supported in part by the Maryland State Arts Council (msac.org), the Allegany Arts Council and the City of Frostburg.

Readings

Maryland Humanities/CLA Present Virtual Reading by Ross Gay

Maryland Humanities and the Center for Literary Arts at FSU will present a virtual reading and discussion with Ross Gay, author of “The Book of Delights: Essays,” Wednesday, Oct. 6, at 10 a.m. Gay will read from his book – the 2021 One Maryland One Book selection – and answer questions. This program is free and open to the public.

To receive the link to the virtual event, register at https://us02web.zoom.us/webinar/register/WN_TMoXQzf8SSQm2rock-jSW2ql_Bc1d=JwAR3upYcCseq6yzY6-V6h1TH2HItX0PDx6fh-VSMoax5i_Y1Iz3b2YAsiFB4.

FSU students, faculty and staff can access an e-copy of “The Book Of Delights: Essays” through the Lewis J. Ort Library at https://libguides.frostburg.edu/onebook.

Presentations

Michele Capots to Speak on Mental Wellness and Resilience

The SAFE Office Speaker Series will host a presentation by Michele Capots on Tuesday, Sept. 28, at 7 p.m. in Lane Manicur Hall.

Capots is a dynamic speaker who focuses on the power of mental wellness and resilience. Her captivating storytelling draws the audience in to share her compelling journey to recovery.

Appalachian Laboratory to Host Free, Online Event in October

Join the Appalachian Laboratory on Zoom on Thursday, Oct. 14, at 6:30 p.m. to learn more about the story of nitrogen in the Chesapeake Bay watershed. Dr. Walter Boynton, a researcher who has spent more than 40 years studying the bay, will present “Watershed Moments: Where Does All That Nitrogen Go … in the Patuxent and Elsewhere?”

Nitrogen is one of the most important elements in the ecology of all ecosystems, including those dominated by humans, so developing a better understanding of how nitrogen moves into and out of ecosystems is essential. Where does nitrogen come from? Where does it wind up? What story does it tell?

This online event, hosted by the Appalachian Laboratory as part of its Watershed Moments Community Learning Series, is free and open to the public. Registration is required. Once registered, attendees will receive an email with Zoom access instructions. For info or to register, visit www.umces.edu/watershed-moments.
**Exhibits**

For info on exhibitions, contact the Department of Visual Arts at 301-687-4797.

**FSU's Roper Gallery to Feature ‘Broken Silence,’ an Exhibition by Francine Tint**

“Luscious Skin” by Francine Tint

FSU’s Department of Visual Arts will host a show of paintings by New York-based artist Francine Tint, titled “Broken Silence,” which will open with a reception on **Saturday, Oct. 2**, from 7 to 9 p.m. at the Stephanie Ann Roper Gallery in FSU’s Fine Arts Building. This exhibition, which is free and open to the public, will be on display through **Monday, Oct. 25**.

Tint is presenting a suite of brightly colored abstract acrylic paintings in which her ties to the “New York School” are explored and reflected upon. At the same time, the artist is intent on pushing the language of contemporary lyric abstract painting. Tint has always pursued her own path in painting, even as she is devoted to a style belonging to recent painting history in New York.

Tint’s art can be seen within the long legacy of abstract expressionism, but she has also developed a body of related paintings that offer her audience a true sense of joy — a feeling needed in contemporary painting. By refusing to yield to a politicized outlook, or a conceptually based vision, Tint shows how everyone can appreciate recent art history.

In this show, which revolves around work made in the last two years, Tint establishes relations between one canvas and the next, not merely as a linear sequence, but as a group of individual works meant to capture her feelings. Her emotions connect in a deeper sense with past art as well as present efforts. Even when Tint is painting with a light hand, serious considerations are taken up in her art. Along with technical control, there is a spiritual nature to her painting.

Tint’s work has been exhibited in nearly 30 solo shows and nearly 50 group shows in the U.S. and Europe and is in the permanent collection of numerous museums, including the Academy Art Museum, Easton, Md.; Binghamton University Art Museum, Binghamton, N.Y.; Stanford University of Art, Stanford, Calif.; and University of Pennsylvania, Philadelphia, Pa. Her work is also in many private and corporate collections, including The National Arts Club, New York; Citibank, New York; Galerie des Arcades, Bern, Switzerland; and Mount Sinai Hospital, New York.

For this exhibit, the Roper Gallery is open **Monday through Friday** from noon to 4 p.m.

**‘Burning From Within’ Will Be at Roper Gallery Through September**

A portrait by Jim Singelis

FSU’s Department of Visual Arts will host an exhibition of paintings and drawings by Jim Singelis, titled “Burning From Within,” through **Thursday, Sept. 30**, at the Stephanie Ann Roper Gallery in FSU’s Fine Arts Building. This event is free and open to the public.

Singelis limits his practice to radical closeups of human faces, including his own, but sometimes those of soulful animals. In his portraits, Singelis emphasizes the mental and emotional component, and he heightens, distorts and exaggerates at will so there is little or no direct likeness. In most cases his images are extensively worked so that remnants and layers of paint or notations establish a record of the creative process. He can also produce a drawing of real power using only a few quick strokes.

For this exhibit, the Roper Gallery is open **Monday through Friday** from 1 to 4 p.m.

**Special Collections Displaying Exhibit Dedicated to Charles H. Gover**

The Dr. David M. Gillespie Special Collections at the Ort Library is displaying an exhibit dedicated to Charles H. Gover (1922-2020). A Frostburg local, Gover served during WWII in the U.S. Air Force as a bombardier and radar operator. His missions took him primarily to Italy, but also Czechoslovakia and Austria. He continued his military service until 1965 when he retired as a lieutenant colonel. Gover moved his family back to Western Maryland after his military retirement and worked at Kelly Springfield for an additional 19 years. He documented his WWII career in detail through his scrapbook titled “In Khaki,” portions of which are on display. His scrapbooks and memorabilia were donated to the Special Collections after his death and are fully processed, available for research. The exhibit is located on the fourth floor of the library and will be up for the remainder of the semester.

**Points of Pride**

**Office of Sponsored Programs Successes/News**

On Sept. 8, project director **Melanie Moore** (Cultural Events Series) was awarded a $1,000 General Operating Grant by the Allegany Arts Council in support of CES.

For info, see the Office of Sponsored Program’s Successes/News webpage at [http://www.frostburg.edu/osp/successesnews.php](http://www.frostburg.edu/osp/successesnews.php).
Announcing the 22nd Annual FSU Social Justice Summit

The 2021 Social Justice Summit will be held Friday, Oct. 8, through Sunday, Oct. 10. This weekend-long event gives students the chance to learn more about self, engage in discussion with other students on a variety of issues and create strategies for implementing social change. The summit is free and open to all FSU students.

This event provides FSU students with the opportunity to increase their awareness surrounding issues of diversity, equity and inclusion. Action plans developed during the weekend will assist them in being agents of positive change on campus.

Social justice is the continuous process of eliminating ignorance and prejudice through education and advocacy to bring about greater equity among all members of society and ensuring no dimension of identity is oppressed by society as a whole. Social justice is a process in which concerned citizens strive to eliminate the roots of oppression through education and the redistribution of resources, opportunities and responsibilities. In the pursuit of social justice, education must be used as a tool to empower people so they can eliminate the oppression of all. Acting as one, they seek to create an open, equitable and just society.

Learning outcomes for the summit are as follows:

- Participants will be able to articulate concepts and terminology related to social justice. (Terms include social justice, privilege, power, oppression, marginalization and intersectionality.)
- Participants will be able to recognize their own intersectional social identities in relation to privilege, power and oppression.
- Participants will be able to articulate how concepts of privilege, power and oppression operate within the FSU community and larger society.
- Participants will be able to explain how they will incorporate learning from the summit into their daily practices.

Faculty and staff are asked to inform their students of this opportunity and encourage their participation (perhaps even giving credit for participation).

For info, contact the Office for Diversity, Equity and Inclusion in Hitchins 116 or call 301-687-4050.

Homecoming 2021 – Back to the ‘Burg!

Visit the webpage at www.frostburg.edu/homecoming to view the schedule of events, get University Store hours, register for one or more events and get other important information that will be added along the way.

The RSVP deadline is Wednesday, Oct. 6.

For info, visit www.frostburg.edu/homecoming, call 301-687-4068 or email alumni@frostburg.edu.

Brady Health Offering Flu Vaccine

Brady Health is administering the quadrivalent vaccine again this year. The vaccine protects against four strains of the influenza virus – two type A strains and two type B.

Vaccinations are by appointment only. You must call 301-687-4310.

The cost is $25. Payment can be made by cash or check.

You must be over 18 years of age.

Be sure to wear short sleeves.

BURG Peer Education Network/SAFE Office to Host S’mores Night

The BURG Peer Education Network and SAFE Office will host a S’mores Night on Friday, Sept. 24, to recruit new members and get more information out about what the SAFE Office is and can offer to students.

The first 100 students to arrive in the Upper Quad at 7 p.m. will receive a free s’more. Current peer educators will be there to discuss what the BURG Peer Education Network is, and how becoming a peer educator can impact you and others. Participants will also have the opportunity to ask questions of the staff and fellow peer educators.

And be sure to follow the FSU SAFE Office on Facebook at @FSUSAFOFFICE.
Bernard Wynder Legacy Fund to Receive Proceeds From ‘Being Black in Brownsville’

Lynn Bowman, a lecturer in FSU’s Department of English and Foreign Languages, has earmarked proceeds from the third edition of “Being Black in Brownsville: Echoes of a Forgotten Frostburg” for the Bernard Wynder Legacy Fund. This fund is dedicated to supporting the FSU Diversity Center’s initiatives, including programs and excursions.

Bowman’s book weaves together the histories of Frostburg and Brownsville/Park Avenue, a community that began in 1866 with Tamar Brown’s purchase of land on what is now FSU’s Upper Quad. This edition was issued in conjunction with the celebration of the state of Maryland’s and the city of Frostburg’s proclamations of Oct. 11, 2014, as Brownsville Recognition Day.

If interested in purchasing a copy, contact Dr. Amy Branam Armiento at abranam@frostburg.edu or 301-687-4293. The cost is $15 per copy, and there is a limited supply.

New Resource Available From Ort Library

The Lewis J. Ort Library announces the following new resource to support students, faculty and staff.

Site License Access to The Chronicle of Higher Education Website

The Chronicle of Higher Education has the nation’s largest newsroom dedicated to covering colleges and universities. The Chronicle updates its website with news and articles throughout the day.

Starting immediately, everyone at FSU has unlimited access to Chronicle.com. This site license includes all of The Chronicle’s content, daily news and data. Searchable access to articles and essays dating back to 1989 are included, as well as special issues such as The Almanac of Higher Education and The Trends Report.

Unlimited access to Chronicle.com is available anytime and anywhere, whether on or off campus, as this site license provides IP authentication and domain access.

Badminton Club Meets Sundays

The Badminton Club meets every Sunday between noon and 3 p.m. in room 164 of the Cordts PE Center. All equipment is provided by the club. The club fee is $10 per semester to cover the shuttlecock. All are welcome!

For info, contact Dr. Joy Zheng at 301-687-4430 or yzheng@frostburg.edu.

Jobs

Student Van Drivers Needed – $11.75/Hour

The Office of Civic Engagement is hiring van drivers for its ECHOSTARS AmeriCorps program. Van drivers transport students to and from service projects in the greater Allegany County area. Most van driver schedules vary from 5 to 20 hours a week based on your availability and program needs. Weekday and weekend hours are available. Interested students must have a clean driving record, successfully complete an online van-driving safety module to become van certified and pass a state and FBI background check.

For info, email ECHOSTARS@frostburg.edu or contact Misty Schurg at 301-687-4210.

Hiring Event Videographers, Online Newsletter Editor, Journalist – $11.75/hour

Student and Community Involvement is hiring event videographers, an online newsletter editor and a journalist for the upcoming semester. State and federal work-study positions are available.

FSU-TV3/Communication Dept. Have Openings – $11.75/hour

FSU-TV3 and the Department of Communication have several openings for this school year, including equipment room monitors, lab monitors, producers/editors, camera operators and a graphic designer. The pay is $11.75/hour.

Go to the Financial Aid Office to see if you qualify for federal work-study. For info, contact Melanie Lombardi at 301-687-3011 or mlombardi@frostburg.edu, or Connie Capacchione at 301-687-3049 or ccapacchione@frostburg.edu.

Deadlines

Undergraduate Grade Changes

The last day for undergraduate grade changes, including the removal of incomplete grades for the spring 2021 and summer 2021 semesters, is Friday, Oct. 8.
New Name for News Show

FSU-TV3 is rebranding its 30-minute news show and would like your opinion on the new name. On the poll there are some suggestions and an additional option for you to suggest what you think is a great name. The poll is active now and closes on Monday, Sept. 20, at 3 p.m. Go vote at this link: https://docs.google.com/forms/d/e/1FAIpQLSedkkmXTHYSFskudVewat0H49sSYARHFhX2i2DvPvMX2PaAg/viewform?fbclid=IwAR1o7TXxKvxuQ3isdnLgZ6DFTnx8DBVo8-w9_grFvbvYHUsGEJx4n0H6E.

Open Auditions for News Show

The News Show is holding auditions for hosts on Friday, Oct. 1, from 1 to 3 p.m. in the TV studio in CCIT 325. For info, email FSU-TV3@frostburg.edu or call 301-687-3011.

Creative Communication Club

The Creative Communication Club is a student-run organization whose main goal is to promote creative experiences at FSU. This organization is open to all majors, has no dues and is a great way to connect and create. Join the group for the first general body meeting for the fall 2021 semester on Tuesday, Sept. 21, at 5 p.m. in Lane 108. Follow CCC at https://www.facebook.com/FrostburgCreativeCommunicationClub, https://twitter.com/frostburgccc and https://www.instagram.com/frostburgccc.

Study Abroad

Start Planning Your Study Abroad Experience for Fall 2022!

Join the Center for International Education for a Study Abroad Information Session to learn more about program options, requirements and financial aid for overseas experiences. Each virtual session takes place at 3:30 p.m. on the following Fridays throughout the semester: Oct. 1, 15 and 29; Nov. 19; and Dec. 3.

Email Victoria Gearhart at vmgearhart@frostburg.edu to sign up for the session of your choice.

Costa Rica – Pura Vida Trip, Summer 2022

Explore ecotourism principles in the context of a country that is considered to be the ecotourism capital of the world. This study abroad experience is integrated as the experiential component of RECR 448 Principles of Ecotourism during summer session 2022. The dates of travel are Thursday, May 26, through Friday, June 3. The trip is open to any FSU student.

Students will engage in hands-on experiences as they board canal boats, kayaks, rafts and zip-lines to get an up-close and personal look at the ever-changing landscapes and unparalleled animal and plant life. The trip includes visits to five national parks in Costa Rica.

For info, contact the faculty trip leader, Dr. Natalia Buta, an associate professor in FSU’s Department of Kinesiology and Recreation, at nbuta@frostburg.edu or 301-687-4458, or visit https://www.frostburg.edu/student-life/campus-services/center-for-international-ed/study-abroad/student-abroad-programs.php.

Want to Know More?

Come learn more about this trip on Wednesday, Sept. 22, at 6 p.m. in room 220B of the Cordts PE Center. Be sure to RSVP at https://rsvp.efcollegestudytours.com/4k799kw.

UCM

For info, contact the Rev. Dr. Cindy Zirlott at c.zirlott@frostburg.edu.

United Campus Ministry has some great events planned for the campus and Frostburg communities this fall. The ministry events and meetings are as follows:

- **Monday**, 7:45 to 9:15 p.m., Lane 108. The United Through Christ Bible Fellowship group. Be sure to submit questions or topics you have an interest in developing for Bible study.
- **Wednesday**, 7:30 to 9:15 p.m., Lane 111. 100 Percent Triumph Bible Study.
- **Thursday**, 12:15 to 1 p.m., Pullen 105. In Meditation Meet-up, Chaplain Cindy will teach five Christian meditation methods, and the group will practice them each week. This group is for students, staff and faculty.
- **Thursday**, 6 to 9 p.m., CCIT 395, Ladies of Faith Dinner Conference. Guest speakers are professional women of faith and FSU alumni. There will be door prizes, free dinner and a great time. Get your tickets at the box office in the Lane Center. This event is for students, staff and faculty.
- **Sunday**, 1 to 3:30 p.m., Practice Gym. Men’s 100 Percent Basketball Fellowship.
Other Events:

**Friday, Sept. 24**, 7:30 p.m., Lane 111, First UCM TGIF Bingo Night. Great prizes will be up for grabs.

**Saturday, Sept. 25**, 10:30 a.m., Service Saturday. Meet in the van lot across the street from Dunkle Hall and up the hill from Annapolis Hall.

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**Health and Safety Messages**

**Maryland Declares September Campus Fire Safety Month**

An estimated 87 percent of college-related fire deaths occur in off-campus apartments and homes.

Studies have shown you have an average of **three minutes** from when the first smoke alarm sounds to escape the effects of fire.

The state fire marshal offers these safety tips:

- Check for the proper installation of working smoke alarms. Test smoke alarms monthly and replace the batteries as needed.
- Know at least two ways out of the building.
- If smoking is allowed, designate an area outside. Properly dispose of smoking materials in sturdy ashtrays and ensure they are completely extinguished.
- If using extension cords, use only approved laboratory-listed cords, and don’t overload the electrical outlets.
- Consider using flameless candles or battery-operated lights instead of wax candles.
- Cooking should only occur in permitted locations. Never leave cooking food unattended.
- If using a grill, fire pit, chiminea or other outdoor open-flame device, check out the local regulations beforehand.

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**Happy, Healthy, Hip Tips from the BURG Peer Education Network**

**Mental Health Monday Tip:** There Is No Health Without Mental Health

https://www.heretohelp.bc.ca/q-and-a/whats-the-difference-between-mental-health-and-mental-illness

**Tell Yourself Tuesday Tip:** I Am Allowed To ….

https://theeverygirl.com/50-positive-affirmations-you-should-tell-yourself

**Wacky Wednesday Tip:** Train Your Brain

https://www.youtube.com/watch?v=JgO0_yz0C_Q

**Thankful Thursday Tip:** Gratitude Journals

https://positivepsychology.com/gratitude-journal-pdf

**Fun Friday Tip:** Clean Fun Fridays


**Social Saturday Tip:** Advertise Yourself

https://www.mentalhelp.net/self-help/socialization

**Self-Love Sunday Tip:** Self-Esteem Reads


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**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 www.frostburg.edu/strategicplan.