

Dec. 2, 2016

Good afternoon,

Here is my biweekly update to the campus:

**Strategic Planning.** I hope that many of you have shared your thoughts about the future of Frostburg State University with members of the Strategic Planning Task Force. I hope the plan guides our thinking, program development, outreach, and resource allocations for the next several years. If you haven't had the opportunity to share your thoughts or want to add to what you have already said, please feel free to complete the online survey that was sent to faculty and staff (search for an email from Sara-Beth Bitteringer titled "We want your opinion"). You can also follow the collection of ideas online through the password-protected intranet at <http://internal.frostburg.edu/strategic-planning/frostburg-state-university-strategic-planning-home-page.php>.

**Campus Climate.** I thank each of you for your civility and respect for each other's views during the past weeks. The maturity and engagement on this campus has been at a higher level than that on a number of other campuses. I've been working with VP Tom Bowling and student leadership to continue and expand the efforts and dialogue that are part of this campus community. Please feel free to share your thoughts with me, Dr. Bowling, his staff, faculty, and student leadership; it is important that your ideas and thoughts are heard.

**Maryland Charity Campaign.** I encourage faculty and staff to consider making a [contribution](#), either one time or through payroll deductions, to help agencies assist those in our community who need help. The campaign continues through Friday, Dec. 16. I would like to share the story of the generosity of our campus community throughout the region. I'm sure each of us can point to examples of how fortunate we are compared with many of our fellow residents in this region.

**My Agenda Items for the Upcoming Semester.** I'll be completing my seventh month at Frostburg State next Friday. The time has gone by quickly. Here are a few of my priorities for the new year:

1. Continue to meet with individuals and groups on campus. Although I have met many of the campus community, there are still many I have yet to meet. My offer to get together continues. If your department or organization would like for me to meet with you, please ask Sandy Rohrbaugh ([srohrbaugh@frostburg.edu](mailto:srohrbaugh@frostburg.edu)) to find a mutually convenient meeting time. On a personal note, thanks to those who have introduced themselves over the past months and thanks to the students who made themselves available during my residence hall evening chat sessions.
2. Future budgeting. As we all know, resources are critical to running this institution. I believe it is important for us to look at our budgeting model as we go forward, recognizing we are in a dynamic environment that is not well served through a historical budgeting model. I've talked with Dave Rose about this and plan to have discussions on how best to budget funds in the future that reflect our planning objectives.
3. Enrollment Goals. Enrollment continues to be the lifeblood of this institution. I had a very fruitful meeting with the Enrollment Management Committee, and several ideas were exchanged that need further discussion. I plan to meet with various leadership groups in early spring to have focused discussions on recruitment and student retention. Both contribute to our

strategic enrollment as well as the perception of the value of the Frostburg State University degree. Obviously, enrollment is related to budget as well.

Lastly, this is my last email update prior to the beginning of final exams. I wish everyone success as the semester draws to a close.

Sincerely,

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