

University Advisory Council Meeting Minutes
 Friday, March 12, 2021
 1:30 p.m. via Teams

Attendance:

Name	Attended	Name	Attended	Name	Attended
Kameron Brooks	absent	Lyric Mitchell	absent	John Short	✓
Albert Delia	✓	Amy Nightengale	✓	Cynthia Smith	✓
Noah DeMichele	✓	Bradford Nixon	✓	Jessica Thayer	✓
Johnston Hegeman	✓	Benjamin Norris	✓	Artie Travis	✓
Erica Kennedy	✓	Ronald Nowaczyk	✓	Donnell VanSkiver	✓
Michael Mathias	✓	Chelsea Schrader	✓	Leon Wyden	✓
Liz Medcalf	✓	Gregg Sekscienski	✓		

- I. Call to Order - 1:33 p.m.
- II. Approval of Minutes – Nov. 20, 2020 & Feb. 12, 2021
- III. Updates from Governance Leadership
 - a. Faculty Senate
 1. Natalie Wagoner attended that last meeting and provided updates on admissions.
 2. IPR has been reviewing survey results surrounding campus finances. They have also been working on faculty workloads.
 3. IPR has been working with the Finance Office on athletic fees and a few other projects.
 4. Will be reviewing low-degree productivity programs.
 5. Faculty Concerns Committee has voted to extend some of the expectations for the current calendar year.
 - b. SGA
 1. In the campaigning stage of the election process. Presidential debate is coming up on Monday.
 2. Working on a survey to gage interest for alternatives to in-person graduation.
 3. Big 5 meeting coming up next week.
 - c. Staff Senate
 1. Working with Mass Communications Department to produce a 1-2 minute video to promote Staff Senate.
- IV. Updates from Vice Presidents & President
 - a. Dr. Mathias
 1. Kate Kinsinger will start as the new Director of Academic Advising. She will start on the 24th. A search is underway to hire academic advisors that will work under Kate.
 2. Working to prepare orientation preview session for the incoming class next fall. These will be 1-day, in-person sessions starting in April.
 3. Registration begins on 3/22. About 10% of our course offerings for fall are online; 90% are scheduled to be offered face-to-face.
 4. Have been prioritizing some concerns surrounding workload.
 - b. Dr. Travis
 1. Activities planned for "staycation" next week.
 2. CAPS continues to see students through telehealth sessions.
 3. Food Service Advisory Committee has sent out a survey to gage campus needs.

4. Once again recognized as a Military Friendly Campus.
- c. Leon Wyden
1. Reviewed Room and Board fees with students last week. Rooms are going up 2% which is significantly less than what it could have been. Board is going up 4%. This is also below the 5% of what it costs Chartwells.
 2. The Governor has announced a \$1000 bonus for state employees. This has not passed yet but has been getting a lot of attention. Should it pass, it would appear on a paycheck in April.
 3. Higher Education Emergency Relief Fund's first draw will be on 4/15; the last will likely be in August. These dates have not been confirmed by BoE at this time.
 4. Additional funding will also be coming; \$292,000 is expected.
 5. Facilities are working on moves. CIE has moved to Fuller House; Honors Program will be moving to the Library; Advancement will also move to Fuller House in mid to late April.
 6. OIT will be putting in SoftDoc (electronic document service.) Admissions will be completed first.
 7. LinkedIn Learning has had 315 staff members sign up for education; 114 faculty have also signed up. This is over half of our employees participating in professional development opportunities through this platform.
 8. Restoration of funding from salary reductions will be determined based on what we learn regarding what we can or cannot do with new federal funding.
- d. Al Delia
1. Things in Annapolis are going well. Currently have a handful of bills that are circulating to benefit FSU. We have requests for supplemental funds.
 2. American Rescue Plan was signed yesterday afternoon; \$1.9T.
 3. Challenger Center has received \$75,000 from the City of Frostburg.
 4. Innovation Park: all available space is now spoken for.
- e. John Short
1. Fundraising is going very well; currently the second highest in the past 10 years.
 2. Public launch of the campaign is set for September 15th. This will be a virtual launch followed by many events to include Homecoming. Approaching \$15M raised.
 3. We have a received a donor commitment of \$500,00 towards the renovation of the Challenger Center.
 4. Ologie survey is out.
- f. Brad Nixon
1. Thank you to everyone for following the COVID protocols.
- g. Dr. Nowaczyk
1. Budget Testimonies are available for everyone to read.
<https://www.frostburg.edu/budget/testimonies.php>
 2. EHS building construction is going well. The governor has recommended the second year of funding to finish the building.
 3. The Provost Search will be canceled and will start over in the fall. Dr. Mathias has agreed to continue as the Interim Provost. A search will also be started for a VP of Administration and Finance. Al Delia will be heading that Search Committee.
 4. During the Town and Gown Committee, the City Administrator stated that she believes that the Police Department will be moving out of the Lincoln School in late March/early April.

5. There have been rumors asking about why we are not having graduation when we are having sporting events. This will be addressed next Wednesday. If you have ideas on this, please let us know.
 6. Expected to receive vaccines in the next week. Should be getting enough for employees and student workers.
- V. Discussion Items
- a. Federal Assistance related to COVID-19 – John Short
 1. The remaining money from the initial CARES act will have been fully spent sometime next week. Will then be able to move on to utilize new federal funds. Working on processing applications.
 - b. SGADEI Letter to the President
 1. Received a letter asking for FSU to focus on diversifying faculty and staff on campus; asking for greater student involvement in the hiring process. It was suggested to take this first to the UCDEI then possibly to the Faculty and Staff Senates. Noah will follow-up with Lyric for updates.
 - c. Strategic Planning Action Items – Plans for Campus Discussion (Attached)
 1. Virtual open meetings are being planned for each of these items. Once the meeting dates are set, each of the governance units, Strategic Plan Task Force Members, and AIEC will be invited to attend them. Summaries of these meetings will be presented at the next UAC Meeting.
 - d. Other
 1. Virtual gathering today for Liz Medcalf's retirement next week.
- VI. Adjournment at 2:36 p.m.

Strategic Planning Action Items & Proposed Outcome

FY21

- 1. Frostburg State University ensures students have the necessary skills to launch a successful career and be a productive and engaged citizen. PROVOST**

Graduates produce an e-portfolio containing examples of their work that demonstrates they have the skills expected to be successful in professional careers or post-graduate study.

Notes. Three initiatives are proposed: 1. Revision and implementation of GEP; 2. Investigation of role of co-curricular education as part of skill acquisition (e.g., leadership); and, 3. Use of e-portfolios as repository of evidence of skill acquisition.

- 2. All graduates have multiple High Impact Learning Practices (HIPs) with a focus on internships and integrative capstone experiences. PROVOST**

All graduates have had an educational experience that 1) is outside of the classroom and 2) integrates knowledge and skills in their specific area(s) of study.

Notes. Three initiatives are proposed; 1. Increased student awareness of FSU's commitment to and expansion of HIPs; 2. Increased emphasis on internship experiences; and, 3. Development of intentional learning and "signature works" in capstone experiences.

- 3. Frostburg State University supports student success through comprehensive academic and career services that focus on the needs of students from admission through their years as alumni. PROVOST & VP STUDENT AFFAIRS**

Career and academic advising support and services are tailored to the individual's progress at FSU and are recognized as a preeminent component of the university.

Notes. Participation in the NACADA/Gardner Institute Excellence in Academic Advising Program will be the major driving force for improving and enhancing academic advising during the 5-year time period. FSU will also focus on the second-year experience as a critical time for career advising through course offerings, self-inventories, and programming as part of the second-year residency requirement. Recognizing the value of a Career and Professional Development Center (CDPC) to students and alumni as a resource for career selection and advancement, the services and offerings of the CPDC will be assessed in terms of meeting or exceeding national best practice benchmarks.

- 4. Frostburg State University provides programs and services that promote student engagement and the development of self-awareness and well-being. VP STUDENT AFFAIRS**

Graduates have developed lifestyles that promote physical and mental wellness and have the necessary skills to maintain wellness in life.

Notes. This outcome relies on a significant focus on co-curricular offerings to improve physical and mental wellness among students. The results of a multi-year plan with a comprehensive approach to well-being will lead to a defined co-curriculum.

5. Frostburg State University integrates civic learning and democratic engagement into the curricular and co-curricular student experience. VP STUDENT AFFAIRS & PROVOST

All FSU graduates are able to provide examples of how their civic engagement experiences have contributed to their civic literacy.

Notes. Enhancements and recognitions for civic engagement will continue.

6. Frostburg State University sustains a campus culture that respects differences in people and ideas, values inclusion and diversity, and promotes cultural competence. VP STUDENT AFFAIRS

All FSU graduates demonstrate respect for differences, and an increase in their cultural competency.

Notes. Recognizing the increasing diversity of the FSU student body, faculty and staff, FSU will create greater opportunities for inclusion and public celebration of diversity.

7. Frostburg State University fosters regional development through increased: 1) number of graduates employed in the region; 2) number of businesses created by faculty, staff, or graduates; and, 3) number of collaborative regional development projects. VP RDE

Career placement data indicate FSU graduates are employed within the region and state in appropriate career tracks within six months of graduation.

8. Technology is seamlessly integrated into the learning and campus experience. CIO & VP A&F

Open Educational Resources and Learning Management Systems are integrated into most FSU courses and data are available and shared across all university software platforms to facilitate student success and university support operations.

Notes. The IT Master Plan is the critical component to this action item in that coordination and communication among faculty, staff, students, and IT staff is critical to enhancing the usefulness (e.g., ease of use, seamless integration of data) of IT products on campus.

9. Frostburg State University has a recruitment plan that incorporates student demands and regional and state workforce needs for three target groups – the high school graduate, the college transfer student, and the working adult. PRES. & PROVOST

The plan, based on appropriate analytics, shows improvements in student recruitment over the time period and job placement data reflect success in addressing regional and statewide workforce demands.

- 10. FSU is promoted through traditional and emerging market media to the target segments identified in the recruitment plan that highlights successes, services and features appropriate to each target segment. VP ADVANCEMENT & VP EM&SS**

Marketing artifacts are visible and recognizable to targeted segments of the regional and state population.

Notes. Focus is two-fold. Primary focus is to increase FSU awareness among high school students, transfers, and working adults. The secondary focus is increasing public and alumni knowledge of FSU accomplishments.

- 11. Frostburg State University's budgeting model is transparent and based on defined performance metrics with resources provided to close the gap or exceed critical benchmarks with peer institutions. VP A&F & PROVOST**

The budgeting model is understood by university members and is linked to effective use of all resources to support the student success and the university's mission.

Notes. Three initiatives are proposed: 1. A revised budgeting process better aligned with performance and university priorities; 2. Continued attention to enhancing communication and transparency about the budget; and, 3. Eliminating the salary gap between FSU and peer institutions for faculty and staff.

- 12. FSU provides professional development opportunities for its faculty and staff to ensure they are current in their respective field or area of service. CHRO, PRES., PROVOST**

Each faculty and staff member can articulate their career goals and is evaluated on his or her plan to achieve those goals.




Notes. This action item requires an increased awareness and support for each employee's professional development plan. Outcomes should include 1) improved employee morale; 2) improved service to clients and consumers; and, 3) greater internal advancement and promotion opportunities within FSU.

Strategic Planning Outcomes Report 2019-2020




August 2020

FY20






1. Frostburg State University ensures students have the necessary skills to launch a successful career and be a productive and engaged citizen. PROVOST

-  Stakeholder consensus on GEP learning goals and outcomes
-  Stakeholder endorsement of a comprehensive GEP student learning assessment plan
-  Campus-wide consensus on a GEP curriculum

2. All graduates have multiple High Impact Learning Practices (HIPs) with a focus on internships and integrative capstone experiences. PROVOST

-  Completed NASH assessment and communication of findings to campus community
-  Participation in USM HIPs convening to determine future plans (Spring 2020)
-  College of Business departments will have all Fall semester 2019 internships (paid, unpaid, credit bearing) entered through the Career & Professional Development Report an Internship portal.

3. Frostburg State University supports student success through comprehensive academic and career services that focus on the needs of students from admission through their years as alumni. PROVOST & VP STUDENT AFFAIRS

-  Implement action plan for improving academic advising.
-  Assess effectiveness of LBST 201 through registration data, learning outcomes, and student course evaluation.
-  Self-study complete, including internal and external review, with recommended actions by April 1, 2020.
-  “Report an Internship” initiative launched by fall 2019.
-  Handshake launched during fall 2019. First Destination employment data collection beginning spring 2020.

Career & Professional Development credential (CPDC) launched by spring 2020 semester.

4. Frostburg State University provides programs and services that promote student engagement and the development of self-awareness and well-being. VP STUDENT AFFAIRS

- ■ ■ SWOT analysis and action plan.
- First-time student completion of online AlcoholEdu, Prescription Drug Abuse Prevention, and Sexual Assault Prevention for Undergraduates using the EverFi platform is at least 90%
- UPMC delivers clinical supervision and oversight, while providing licensed clinicians consistent with their management contract.
- The FCC and the COAT prevention programs will provide services and community engagement in matters related to well-being and prevention throughout the year.
- BURG Peer Educators will track FSU student participation at events and assess impact of initiatives through the Maryland College Survey during spring 2020 semester.
- Announce Mindfulness Well-being committee purpose, framework, and format to campus community, while inviting appropriate campus representation.
- Provide campus CARE training during fall 2019 and Mindful Schools training during spring 2020.
- Integrate a mindful well-being objective to support GEP learning goals through the GEPRC working groups process and begin course development in the spring 2020 semester.

5. Frostburg State University integrates civic learning and democratic engagement into the curricular and co-curricular student experience. VP STUDENT AFFAIRS

- Results reported at USM Civic Education/Civic Engagement convening.
- The University will host 15 Civic Engagement focused events open to all students throughout the year.
- Implementation of census education events/Marketing, culminating with FSU Census Day on April 1, 2020.
- Proposal for a sophomore academic living, learning, and serving community.

6. Frostburg State University sustains a campus culture that respects differences in people and ideas, values inclusion and diversity, and promotes cultural competence. VP STUDENT AFFAIRS & VP A&F

- Completion of an inclusive design for the Center, beginning with the exterior of the building, through working with Physical Plant and an architect.
- Communicate with campus community regarding mini-grant opportunities during fall 2019 and appropriately fund initiatives.
- Students, faculty, and staff are intentional about creating opportunities for inclusion regarding physical space, programming, interests, and resource management through monthly UCDEI meetings.
- Campus dialogue during fall 2019 provides the opportunity to bring stakeholders together to discuss common challenges and establish priorities for living and learning together.

7. Frostburg State University fosters regional development through increased: 1) number of graduates employed in the region; 2) number of businesses created by faculty, staff, or graduates; and, 3) number of collaborative regional development projects. VP RDE

- Create the FSU Center for Applied Research and Innovation (CARI).
 - a. Invite faculty, staff, students and select community businesses to participate in projects and activities.
- Launch the FSU Business Incubator and Accelerator
 - a. Assume management and program development responsibilities for the ABC Building and begin evolution to an incubator and accelerator
- Collect baseline information pertaining to the:
 - a. Number of new business starts, expansions and recruitment into the region aided by FSU activities;
 - b. Job creation and retention value of FSU activities to the region;
 - c. Number of entrepreneurial educational offerings;
 - d. Number and type of humanities, arts and cultural engagement activities by FSU;
- Economic impact of FSU engagement to the region and state.

8. Technology is seamlessly integrated into the learning and campus experience. CIO & VP A&F

- A master data plan is created, and implementation has begun.
- An infrastructure is established, and IT is working with early adopters to digitize processes and workflows.
- FSU will submit a long-term roadmap that identifies a timeline of system replacement by May 1, 2020.
- Update budget processes and continue collaboration with USM and other partner institutions to develop new and more efficient business processes. This will include new technology solutions, talent management, financials and student support.

9. Frostburg State University has a recruitment plan that incorporates student demands and regional and state workforce needs for three target groups – the high school graduate, the college transfer student, and the working adult. VP EM & SS

- A cross departmental leadership team (project sponsors) is convened to establish and/or assess the external environmental context, internal reality, enrollment drivers, vision and goals, and identify goal specific strategies for each target group.

To be completed:

situational analysis

best practices audit

cross divisional SWOT analysis

enrollment opportunity analysis

retention analysis

market opportunities analysis

enrollment priorities and planning parameters completed

strategic opportunities identified by key stakeholders

written plan completed with budget recommendations

training needed delivered to support implementation

10. FSU is promoted through traditional and emerging market media to the target segments identified in the recruitment plan that highlights successes, services and features appropriate to each target segment. VP ADVANCEMENT & VP EM&SS

- Be part of Strategic Plan Enrollment efforts/team; complete ad spend plan by Spring 2020 and implement plan through 2021. Increase in/formalize tracking in measurable metrics from advertising (CTR, inquiries, landing page hits, etc.). Increase digital efforts.
- Meet regularly with Enrollment Management team to develop messaging Fall 2019; beginning in Spring 2020 and by Summer 2020 have distinct, specific messaging in place in CRM communications, advertising, web content, social media, media releases and other external communications.
- Completion of new videos to be used in social media, commercials, website and additional outreach. Includes shooting new video footage as well as new/revised messaging.
- Looking at each market, a 5% increase will be realized in the number of applications received for Fall 2021 (over Fall 2020) new student enrollment
- 25% of the College's departments will have digitized messages for prospective applicants, admitted students and deposited students from successful alumni directed towards high school seniors geographically and/or by career aspiration.
- Results from the surveys will inform creation of communication messaging to that group of influencers to enforce highly rated attributes and address those rated lower. 6-month follow-up survey to reflect communications effort impact. Specific improvement metric will be determined by the scale used in the surveys.

11. Frostburg State University's budgeting model is transparent and based on defined performance metrics with resources provided to close the gap or exceed critical benchmarks with peer institutions. VP A&F; PROVOST

- Recommend budget decision making tool, policy development, and metrics for redeployment of unspent budget amounts.
- Divisions use peer data to set benchmarks related to peer data/average (e.g. retention, graduation, average student debt, and instructional expenditures per FTE)
- Academic budget performance was evaluated in spring 2019 results from the new model included greater diligence regarding spending and all colleges closing fiscal 2019 in the black for the first time in recent memory. As

recommended by the Sibson report, unfilled positions (PIN's) are reviewed by senior leadership to determine those essential to operations. Those essential PIN's are discussed and confirmed by the President.

■ Analysis of salary disparities for faculty is complete and an equity plan has been forwarded to the Board of Regents for their approval. Support staff (IR) analysis is underway and will be completed in 2020.

■ Continue open sessions each semester & semester reports to governance partners.

12. FSU provides professional development opportunities for its faculty and staff to ensure they are current in their respective field or area of service. CHRO, PRES., PROVOST

■ Committee report submitted and results in multi-year plan to address professional development.

■ Performance indicators established for tracking progress with multi-year targets.

■ Faculty development fund established in Foundation.

■ Evaluate the effectiveness of the advanced leadership development program. If successful, next steps proposed.

■ Revised policies regarding sabbaticals and travel awards are approved.