

State of the University
Frostburg State University
Thursday, Aug. 31, 2017
3:30 p.m., Pealer Recital Hall

Dr. Ronald Nowaczyk:

Good Afternoon and Welcome to today's State of the University Address.

I would like to begin by taking a moment of remembrance for students Antoney Hanna and Wyatt Haggerty and former student Leia Bettis. All three died as a result of separate accidents over the summer. Please observe a moment of silence in their memory.

I would also like to take a moment to recognize those faculty members who were recognized last spring with faculty achievement awards. They were honored at our spring convocation, but I would like them to stand. Those faculty are:

- Dr. Amy Branam Armiento of the Department of English and Foreign Languages, for teaching.
- Dr. Justin Dunmyre of the Department of Mathematics for teaching, and
- Dr. Gregory Wood of the Department of History, for academic achievement.

Also, Dr. Karen Keller was recognized with the President's Distinguished Faculty Award.

Staff awards:

Every fall, Frostburg State University recognizes three employees for exceptional service to the institution. 2017 is the 20- year anniversary of the FSU Staff Awards for Excellence award. Over the past 20 years, 57 employees have received this prestigious award, including the three honored here today. Allow me to present our 2017 award winners.

In the **exempt employee category**, the award goes to **Lisa Toni Clark, director of ASTAR! AmeriCorps**. Lisa been employed by FSU for 22 years. Her brief title contains many roles: FSU Ambassador, FSU recruiter, community leader, Peace Crafter, mentor and artist, to name a few.

Her job allows her to be a true servant leader for our University and our community. One of her letters of support states, "I have a home, car and a real life-dream because of Mrs. Lisa Clark, and every day when people tell me they are proud of me, I thank God for introducing me to Lisa Toni Clark".

Lisa has served FSU and Western Maryland with distinction. Her constant contributions in her areas of involvement make her a worthy recipient of the FSU Staff Award for Excellence.

In the **nonexempt category**, we are honoring **Sgt. Thomas Bevan of University Police**. Tom was first hired as a student working in the summer for the FSU Facilities Department, and in 2005 he became and FSU groundskeeper. Starting in February of 2010, Sgt. Bevan was hired as a University Police Officer I.

In addition to Tom's duties as the evening shift supervisor, he also serves as the first aid training coordinator, assists with supervision of the body-worn camera program and serves as the FSU fire department liaison.

In 2016, he distinguished himself working with FSU's Student Leadership Conference. Many of FSU's students hail from more urban areas where their relationship with the police are characterized by a lack of trust and engagement. Through Tom's participation in this Leadership initiative, he was able to change some of those negative perceptions to the positive.

He has also been a volunteer firefighting for more than 20 years. He currently serves on the Board of Trustees as a member of the Frostburg Fire Department No 1.

Sgt. Bevan not only represents this University, well but he represents true service to the public and the Frostburg community.

In the **nonexempt employee, facilities maintenance category**, the award goes to **carpenter Jeffrey Pfister**. Jeff began his employment at FSU in October 2010. He works as a carpenter in the campus' multi-trades shop and is approachable and always willing to help with whatever needs to be done.

In addition to his fine work on campus, Jeff has been also involved in the volunteer fire service for over 32 years. He currently serves as the Assistant Fire Chief for the Shaft Volunteer Fire Department.

FSU and the Frostburg/Shaft community are very fortunate to have someone of Jeff's caliber and dedication.

Now I would like the members of the Executive Team to offer brief reports on their divisions.

David Rose, vice president for Administration and Finance

FY2017 Year-end

Our revenues for FY2017 came in under budget on our revenues. But instead of dwelling on what we couldn't do, I would rather emphasize on what we could do with the reduced revenue.

We closed the year with a balanced budget. To me this is the most important bullet on this slide. If you don't have a balanced budget, you can't do the other bullets that follow. Each year the system office establishes a target amount for each institution to contribute to the Fund Balance or Reserve. If you are not familiar with these terms, Fund Balance and Reserve are different names for the same thing. They are similar to your personal savings account where you may set aside a few dollars from each pay for future use. In this case, system uses the fund balance to obtain loans and bonds at lower interest rates. The intent is for the fund balance to increase each year because the amount of loans and bonds also grow each year. We initially met this goal for FY2017.

However, when the state proposed a cut to our operating budget last year, System negotiated with the governor's office to take two-thirds of the reduction from our fund balance instead of cutting our operating budget. We put the annual amount of money into the fund balance as required, and then took it back out for this cut. This would have meant that, although we did meet our annual goal, we would not have met the goal to increase our fund balance as required. It is very important for FSU to be

in a favorable financial standing with the system and the Board of Regents. Therefore, we put an additional money into the fund balance to offset the cut so we could show growth as required.

The Board of Regents' approved our financial plan to cover the cost of renovating the five largest residence halls. This plan requires FSU to set aside funds each year so that we can payments on the bonds that are issued to fund these renovations.

Each year we are required by the Board of Regents to invest some of our operating funds towards maintaining our facilities. Dr. Nowaczyk and the Chancellor agreed on what that amount would be for FSU in FY2017 and we met that goal.

The footnote at the bottom indicates these goals are carried forward into FY2018 and also future fiscal years.

FY2017 Projects

The first two bullets are upgrades in two of the residence halls that needed to be done immediately and couldn't wait for the renovations that I mentioned on the previous slide.

Those of you who use Dunkle Hall hopefully noticed some upgrades we did last fiscal year. There is still more to do but this was a good start to a much needed facelift.

We did some much-needed repaving to several areas.

The last phase of renovations in Pullen Hall began in FY2017.

We started the design process for the new residence hall. There are three proposed building designs going forward for review by the state's Architectural Review Board. All designs have approximately 450 beds and will be six stories high. It will be the tallest and largest residence hall on campus when finished. It is planned for occupancy for the fall semester of 2020 (FY2021).

FY2018 Planned Projects

I emphasize the title of planned projects because one unexpected equipment failure can cause us to change the priorities of our list. Besides what you see on this slide there are other projects scheduled for FY2018. This list represents the major and visible projects. As we increase our commitment to facilities renewal to reach the BOR goal, we are trying to reach a balance between replacing aging infrastructure, making public areas more attractive for that good first impression, and improving both academic and nonacademic spaces.

Upgrades to Fine Arts 132 were completed this summer at the beginning of the fiscal year.

We will continue to address parking lots that need repaved and sidewalks that need replaced. We have already done quite a lot of sidewalk replacement since the fiscal year began.

Renovations to Pullen Hall started in FY 2017 will be completed this year.

The next three bullets represent keeping the balance of projects as mentioned.

Renovations to the five residence halls previously mentioned will begin this fall. We will concentrate on Annapolis Hall this year.

The design firm for the E&HSC will be selected in February. This building will be completed by August 2022 (FY2023).

Dr. Elizabeth Throop, provost and vice president for Academic Affairs

Good afternoon! I am so very glad to be here, and so proud to be associated with Frostburg State. It's a privilege to be part of this endeavor—I treasure our focus on nurturing first-generation, ethnically and economically diverse student populations. Since I was a first-generation student myself from a modest background, Frostburg State University and our mission resonate with me powerfully. I want to give you a few updates.

First, we are in the process of working on the job advertisements and profiles for the two dean searches that we are about to commence. The search committee chair for the College of Business Dean is Dr. Mike Monahan, and the search committee chair for the College of Education is Dr. Barb Ornstein. We also have convened the search committee for the Dean of Enrollment Management; Dr. Sudhir Singh is chairing that search, and we are pleased with the many excellent candidates who have applied for the position. We hope to have candidates on campus for the Enrollment Management position in September, and academic Dean candidates on campus in November.

We are also working to ensure that searches for instructional positions are strategic and timely, and that requests for these positions align with our strategic goals and emerging strategic plan (something you will hear about in a few minutes). We're committed to hiring that supports our enrollment priorities, guided by data and our budget realities.

Moreover, we are welcoming new undergraduate students this week, both first-year students – and I encourage everyone to start using this term instead of the somewhat out-of-date term, “freshman” – as well as transfer students along with our returning undergraduates and graduate students. We'll know how many once census is completed in mid-September, but wherever they are – Frostburg, Hagerstown, online or at other sites – we are dedicated to providing each and every one with the best education possible.

Finally, I want to reflect for a moment on my experiences so far. I'm finishing my second month here and have been acclimating for sure. But yesterday, standing at the clocktower during our Moment of Silence for Lt. Richard Colloins, I was profoundly moved, surrounded by our students, faculty, and staff somberly contemplating hate and loss. I felt the power of diversity that enhances this campus and the strength of learning and teaching, the core of our reason for being here, this week. I have especially been impressed with how the return of our students enhances the vibrancy, the energy, and really the exciting fun of Frostburg State University. What a wonderful place to be!

I really am so glad to be here and I know that we will get important work done this year as we ask all of our students to live up to their potential and indeed go beyond it!

Dr. Thomas Bowling, vice president for Student Affairs

Good afternoon!

As you will note, many areas in Student Affairs are moving to new offices this year. Sand Spring, the current home of many of our staff, is on the site where the new residence hall will be located.

Attention to student well-being is at the heart of Student Affairs. Next week's move of the S.A.F.E. Office is necessitated by the growth in the staff of Counseling and Psychological Services. Funds within the Division have been reallocated to support an additional part-time crisis counselor and an increase in psychiatric services to meet the growing demands of our students in this area.

To increase student safety off-campus, we continue to work closely with local law enforcement agencies. The evidence is clear and consistent; most high-risk drinking occurs off-campus. In response to this, a few years ago we applied for a Federal Drug-Free Communities Grant that provides \$125,000 a year. This funding has enabled us to increase saturation patrols and compliance checks. We are seeing the difference that effective enforcement makes. There has been a 67% reduction in alcohol violations over the past three years.

Student affairs is strengthening our role as an **anchor institution for our region**. For decades, students in ECHO Stars, our fraternities and sororities, and other student organizations have made significant contributions to this region. Thanks to the Cultural Events Series, thousands of area youth are able to see live performances. During the past two years, student veterans have completed over a thousand hours of community service. Our student government leaders are working once again with the City of Frostburg to sponsor another Frostburg 101, a program designed to help students become familiar with the Main Street area. In addition, staff members in Student & Community Involvement have recently secured two new grants to address needs in the region. One enables us to partner with Allegany County Public Schools to offer after-school programs; the other focuses on combatting the opioid crisis.

In an effort to **increase student persistence**, first-year students who begin in the fall of 2019 will be required to live on campus both of their first two years, with exceptions made for commuter and non-traditional students. Studies reveal that students who remain on campus their second year perform better academically than those who move off-campus. To prepare now for this new policy, the Residence Life Office is developing new programs that address the specific interests and needs of sophomores.

As a result of enhancement funding received by the University System of Maryland, this fall we are able to offer two Diversity Retreats and two Leadership Retreats, thereby increasing student engagement which is closely linked to retention.

To acknowledge the importance of **career readiness**, we are launching a pilot project this fall that is closely aligned with the digital badging initiative of the University System of Maryland. The project's goal is to provide a group of student employees and student leaders with greater insights into the specific skills they are developing through their co-curricular experiences. We expect these insights will enable our graduates to more clearly articulate how their student employment and leadership experiences have contributed to their readiness for the workplace and for graduate and professional schools.

Finally, we will be placing even more emphasis on contributing to the **cultural competence** of our students. Cornel West, the professor of the practice of public philosophy at Harvard Divinity School, recently argued that cultural competence requires “the maturation of the soul, the critical cultivation of a mind, and the attempt to examine one’s own assumptions and presuppositions.” The Division of Student Affairs is committed to cultivating a campus environment characterized by intellectual curiosity and the kind of “intellectual humility” that West is calling for. We look forward to collaborating with many of you throughout the campus as we work on this goal.

Thank you.

Kathy Snyder, vice president for Human Resources

Good afternoon. I particularly want to extend another welcome to our new faculty and staff. We may have been your first stop on campus, but I want to you know that the Office of Human Resources will always serve as a resource to you throughout your time with us. And, I also want to welcome current faculty, staff and students to the start of another academic year. My most sincere wish for everyone is a year filled with new possibilities, achievements, and satisfaction. Thank you for sharing your talents with Frostburg State University.

As you all are aware of, the OHR offers a complete range of HR services, from benefit administration to employee and labor relations, wellness initiatives, and employee recognition events. The majority of our workload is behind the scenes, ensuring that FSU remains an institution of choice for employees as well as students - contented employees = contented students! In that vein, rather than discuss the technicality of benefits and other services offered (that’s pretty dry) I want to take just a moment to remind everyone of the professional development resources you have available through the University:

- Every spring we have a day-long faculty/staff Leadership Development Conference with a series of breakout sessions on leadership and personal and professional development, as well as keynote speakers who offer varied and unique perspectives on leadership at all levels. It is a big event – growing bigger every year and it is free and open to all faculty and staff.
- Our Employee Development & Leadership Series - which was recently profiled in *University Business* magazine - is a yearlong program with monthly sessions for about a dozen employees each year. This program takes advantage of the significant expertise we have among our campus community. The fourth cohort is just starting up, and we will begin recruiting the next group during the spring semester. Watch for information next march and consider applying for a spot in this well-established and well-regarded program.
- We are working on bringing another SkillPath seminar to campus this fall. Watch for an announcement sometime soon. Past SkillPath seminars have included such topics as Embracing Change, Professional and Personal Enrichment and a Managers and Supervisors Conference. This is OHR’s way of bringing top notch professional development to you. While not everyone has the time or budget to attend a conference, most everyone can spare a day and a nominal fee to take advantage of this opportunity.
- In addition to the options already mentioned, you have a development coach available online any time of the day or night with Lynda.com, available through the FSU website. This is an online resource with hundreds of skills lessons, and it is free to all faculty, staff and students; and

- The FSU Human Resources website is home to plenty of other resources, from TED talks, Microsoft Office and other technology tips to time management and wellness information. I encourage you to browse for anything you think might enhance your skillset.

In summary, the Office of Human Resources is here to help you throughout your career at FSU. I encourage you to contact us any time you have a question or a concern.

Once again, best wishes for an engaging and stimulating year. Working together, we can achieve great things!

John Short, vice president for University Advancement and executive director of the FSU Foundation, Inc.

State of the University – VP John Short’s remarks

Good afternoon, everyone. I would like to make my remarks in the context of four of the goals for University Advancement this year, but also celebrating some of the successes of the past year.

Our goal for this year is to raise \$3.4 million in total fundraising, which includes cash that comes in, new pledges that are made over a period of time, bequests, and other planned gifts.

Last year, we raised \$3.1 million. We want to celebrate that success, because that is the third-highest total ever, and the highest total since the last campaign. There are a number of members of the Advancement team seated here, and I want to personally thank them for their efforts in making this possible, because that is quite an achievement.

We’re doing some new things this year. Things have changed in terms of how we communicate with people, and social media has become a big driver, both in our alumni relations efforts and in our fundraising efforts. We did our first crowdfunding campaign last year. We did it specifically for what we called the Unfinished Business Scholarship, which was designed to help juniors who are hoping to go to their senior year and are struggling to pay their bills to finish last year and to be able to enroll this year.

We had what we considered to be a successful campaign, raising enough money that three students, who otherwise would not have been able to come back for their senior year, were able to do that. We see ourselves partnering with both academic and administrative departments this year to be able to do more in the area of crowdfunding, where we can specifically target individual alums or groups of alums with interest in what are the needs of the academic or administrative department.

We continue preparations for our comprehensive campaign, which will be looking to raise money for some small capital projects and continue to grow the endowment and continue to raise money on an annual basis. We’re working on that, and you’ll hear more about that in the next year or two as we move forward on that, but we are looking to raise more money than has ever been raised by this university over a period of time.

Another goal is to increase alumni engagement. We look to do that in any number of ways. We want alumni to help with the recruiting process. We want alumni to help with providing career networking opportunities, whether it’s helping recent graduates get jobs, helping students get internship opportunities, job shadowing, job mentoring. When I was in college, if you had an internship

opportunity, you were ahead of the game. Today, if you don't have an internship opportunity, you're behind, and I don't care which field it is, business, computer sciences, social sciences, whatever, that's critical and we need to ask our alums to help us with that.

Just to give you one example how we've interacted recently, we reached out back in the spring via social media to alumni who are teachers and said, "Will you help us promote the University – your alma mater – by putting FSU stuff in your classroom?" We initially had about 15 people who responded, but it went viral. We now have over 350 alums – teachers, guidance counselors, even a couple of principals – who said, "I'd love to have these materials. I'm proud of being an alumnus of FSU. I want my students to hear about FSU." So that's part of the recruiting process.

Finally, we have the goal of promoting Frostburg State University, which ties into the Strategic Plan. And this year we will focus on student recruitment, and whether the students are local in Allegany County, in regional areas, downstate, in the Regional Tuition Rate Zone, we will be working in many different ways to promote FSU and the wonderful things it provides for its students.

Dr. Nowaczyk:

The next part of the program, I want to ask Dr. Steve Simpson and Dr. Karen Keller, who with Dr. Tom Bowling are the three co-chairs of the Strategic Planning Steering Committee. I've asked them to share where we are with this process.

Dr. Karen Keller and Dr. Stephen Simpson, co-chairs (with Dr. Thomas Bowling) of the Strategic Planning Steering Committee.

THE STRATEGIC PLANNING PROCESS

- We have been asked to provide an update on the strategic planning process. We will do a quick overview of where we've been, where we are now, and next steps.
- President Nowaczyk began the process in the fall of 2016 in an effort to update and focus the university's strategic plan, with the goal of making it more responsive to the dynamic and changing landscape of higher education.
- The Strategic Planning Task force consisted of more than 50 faculty, staff, and students broadly representative of the university community, facilitated by the guidance of our external consultant.
- During last winter and spring, the task force gathered input from more than 1,000 internal and external stakeholders, including students, faculty, staff, alumni, and community groups.
- Through a series of day-long workshops last spring, task force members drew on the widespread input
 - To frame six strategic themes;
 - To identify a set of core values; and
 - To provide a vision for the university's future at its 125th anniversary in 2023.
 - To articulate four major strategic goals, each associated with several priorities.

1. Focus Learning on the Acquisition and Application of Knowledge.
 2. Provide Engaging Experiences that Challenge our Students to Excel.
 3. Expand Regional Outreach and Engagement.
 4. Align University Resources - Human, Fiscal, and Physical - with Strategic Priorities.
- NEXT STEPS: Over the next month, we will hold three town hall meetings on September 6, 21, and 29, to involve members of the university community in helping to shape the specific actions we will pursue to fulfill our priorities.
 - Those who cannot participate in one of the town halls will have a chance to participate via a survey.
 - Finally, on October 27th, we will reassemble the Strategic Planning Task Force to finalize action items and a timeline for implementation.
 - We believe that this has been an excellent and inclusive process, eliciting more widespread input than any process we have previously engaged in. The four major strategic goals will, we think, come as a surprise to no one. They build on our history and strengths and provide a road map for responding to our opportunities and challenges for the future.

President Ronald Nowaczyk

Strategic Plan

Thank you both very much. I also want to thank everybody here who participated, especially those on the Strategic Planning Task Force. I've talked with presidents and other people across the country, and it's pretty unheard of to have 53 people on a planning taskforce and have it accomplish what we accomplished last year. But I think it was essential given the requests and desires on the part of this university community to be actively involved in helping shape the direction for the next several years.

I certainly encourage you to participate in those town hall meetings – the actions that are going to be critical to what we defined in meeting those goals. I personally like to think in terms of the timeline, and you'll hear my comments in a few minutes about what will this institution will look like in 2023, and let's work backwards then to figure out what steps we need to take to achieve that by that 2023 timeframe.

What I'd like to do for a few more minutes, the remaining moments of today's presentation, is talk to you about my focus, what I'm thinking about.

One, clearly, is this completion of the Strategic Plan. It's critical to us in helping shape what actions we'll be taking, where we will be allocating resources, and how we'll go about allocating those resources. I think you've heard, and will see as we go through this, there are indications that we've already started on that route. We've already done some actions that we think address some of those goals.

And those goals, by the way, we can look at them. Really, I think the first two are focusing on the student and faculty and staff interactions. The first one is clearly more on academics. The second I'd argue is extracurricular – things outside the classroom – but yet they're very intertwined when you look at those two goals. The third goal, I think, responds to what we view as our commitment to the region. And the fourth goal is an internal one: how are we going to pull this off? How are we going to make it happen in today's fiscal environment?

And working through that, we've already established – and you'll hear about this, and Dave mentioned some things about the budget – we will be having a meeting again later in September, open to the University, to talk more about the budget and where we stand. But one of the things he was sharing with you is we have already set aside and reallocated some dollars to the strategic planning initiatives.

Over the summer, we had a retreat with the University Advisory Council, which consists of the Executive Cabinet, the faculty representatives for the Staff Senate and the Faculty Senate, as well as SGA and the Deans, along with PACIE, the assessment group. We got together this summer for a day to go over what we've learned from last year, what the strategic planning goals are, and try to devise some initiatives that we can reach consensus on.

We're going to share that information with you later this month. It's pretty detailed, so we didn't have time to go through it today, but we're going to have that discussion fitted around the budget so you can understand some of the things we're planning to do with the resources we have available.

Enrollment

Enrollment continues to be my number one priority, and, I think, our number one priority. While we are fiscally stable and moving forward, in order to flourish, we need to increase our enrollments, both of new students and in improved persistence and student retention. There are a number of actions we've taken. One you've heard about, that Provost Throop has mentioned, we're completing the process to hire a Dean of Enrollment Management. We need the three of those activities more closely aligned together in a concerted effort.

John Short mentioned the increased marketing we're going to be doing this year to attract students. We'll be reaching out to schools, as he mentioned, through our alumni ranks. We have alums that are very willing and anxious to help us with recruitment. We need to use their time wisely to make that happen.

I ask that the faculty think about additional program offerings. And those program offerings, as you'll hear, I'll keep coming back to it, will need to address two things: student demand – what are students asking for – as well as what are workforce needs. And I think we have a very intelligent, very smart faculty that can help navigate that, and help us identify how we formulate our academic program offerings. I just looked at last year when we had our Nurse Practitioner program approved through the state that we'll be offering beginning in January as one example of that commitment to the community in addressing what we see as needs, both in student demand and workforce demands in the region.

We're working also on developing a PA program – a Physician's Assistant's program. There seems to be nationally, and I think we've perceived it here, a demand by our students for healthcare, and we still see the increase in STEM areas. So there are a lot of different areas for students where we can address those needs in a very smart fashion to help move this institution forward.

So enrollment will continue to be a focus this upcoming year. We're also going to be doing some things to better communication with the applicants in terms of tracking and communication with them. And as department chairs and deans are learning a little later, we're ready to roll out much more in terms of HelioCampus and PAR, to help individual departments assess and understand their strengths and their opportunities within departments by using data that we've been able to accumulate over the last several years.

Resources

Resources is a big one. Again, I've heard loud and clear from both the self-study but also listening sessions last year, a desire to bring our resources in alignment with our priorities. And in doing so, we've started discussions where we will begin transitioning from what I call a historical or incremental budgeting model to a performance-based model. The incremental or historical model is one in which, if you're in a very stable environment, there aren't many changes occurring, that things are going along in previous years, that model works. And that model simply is, if you have more money, you distribute it to everybody equally; if you have less money, you reduce everybody's budget equally. That model doesn't work in today's dynamic environment in higher education.

So we're going to be looking at opportunities that focus on performance-based budgeting. For the academic side, it really translates into student credit hours. For the non-academic side, we're going to be benchmarking our institution against similar institutions to get a handle on how our budgeting process is working, and how successful we are in doing the things we need to be doing to help our students.

Facilities

Facilities, you've heard about. We're going to be reworking the residence halls. Annapolis is going to be the first one. We want to get that Annapolis Hall reworked and renovated so that we can use it as a recruiting tool for students for next year. I've tasked Dave Rose and asked him to work with his staff in facilities, to get either a wing or a part of that building renovated as soon as possible so that we can show prospective parents and students what that building will look like next year. Clearly, I think, once we start building the new residence hall, there will be an excitement among the students who come to visit this campus to see that new residence hall under construction. It will help us in recruiting.

The Education and Health Sciences Building is an important building for us, especially as we move forward, in addressing the education needs of student teachers and faculty in Education, but also in terms of Health Sciences. I look forward to having discussions and involving both the faculty in the College of Education, but also those in the Health Sciences, as we proceed with the design of that building.

And, as you heard from Dave, we're going to continue working on ongoing maintenance. We need to make this campus as attractive as we possibly can, and as effective for those of you that are in the classroom teaching.

We will be working primarily with public areas first. So we're going to prioritize where we're going to be putting our dollars. We are hoping that by putting more of those dollars into what we call the facilities renewal, we can attack more of the unfilled and delayed maintenance aspects we've had on this campus.

I will tell you that in the spring this year, and also this fall, the campus looks great. I've heard a lot of people come in and say 'This is a beautiful campus.' I heard nothing but compliments from the Board of Regents when they were here in June. But then again, they were here for one day. You walk by and see the little things that need to be done, so we'll be addressing those as best as we can with the funds we have left as we move forward.

Outreach

In terms of outreach, I'm working currently with state legislators, county and local officials, and state System individuals to look at renewed money to support outreach activities. I have mentioned, and I will say this publicly, we will do what we can in the region as we've been doing it, but if we're going to do more, we need to do it with money from the state and from businesses. We will not be using tuition dollars. We will not reallocate tuition dollars, but rather we will look at how we can do best in partnering within the region.

Strategic Vision and Values

Let me talk for a moment on the strategic vision and values.

I'm going to ask you, as we go through this, to imagine what these four items will look like in 2023. And to help you do that, I want to show you the Vision Statement that's been drafted by the Strategic Planning Taskforce. Every one of these sentences, I would contend, contains an important message.

You talk about Frostburg State University as a regionally acclaimed and nationally recognized academic institution that provides distinctive programs – the word “distinctive” is critical there – to support state and regional workforce needs that challenge Frostburg in living up to that first sentence.

Faculty, staff and students foster collaboration in a welcoming and inclusive campus culture. I would contend we're well on our way with that. This institution has a reputation, when you talk about word of mouth, among students and alums, they talk about relationships that they've had. Alums talk about their happy relationships and successful relationships with faculty and staff and other students, and I contend it's happening today. The question will be how do we foster more of that?

Students will 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. Again, focus on mentoring.

Students apply knowledge and skills learned in the classroom to internships, civic engagement, and study abroad and research experiences to meet the challenges of a complex and changing global society. Those four items – civic engagement, internships, study abroad and research experiences – are what are nationally known as High Impact Practices. We know that students who participate in two or more of those during their time here have a greater likelihood of success in graduating and landing a successful career.

The University is integrated in the fabric of the community as a valued and respected regional asset. Again, the focus on regionalism. I will tell you that over the summer, I've had discussions not only with my colleagues in community colleges, not only Allegany College of Maryland and Garrett Community College but also Potomac State and Eastern West Virginia Community College. We're crossing borders now. Our students, I would contend, look at WVU as much as they do other institutions in the state of Maryland. We have to really recognize the fact that we are a regional institution, and we will be recruiting and looking at how we can best serve the region.

We are committed to making changes that secure our future while celebrating the values that reflect our history. That last sentence I think is very critical because we want to make sure we honor the culture and the history of this institution. We don't want to lose what FSU has been, but the question has become: What will we become over the next several years.

Strategic Vision and Values:

Student Body

And going back to this statement, in terms of the student body, I ask you to think about that class of students in 2023. What can we predict about it? I think one thing we know for certain is that they will be very, very diverse. Diverse not only racially, but in terms of other demographics. I suspect if the trend continues, we'll have more part-time students. We'll have more adult learners. We'll have more students learning online, and more transfer students – students who've started elsewhere and are now trying to assimilate into our culture here. And for the high school graduates that we will be bringing in, what we think of as the traditional students, those students are starting seventh grade right now. So those will be the first-year students.

Those first-year students who will be coming in are starting seventh grade. Think about the challenges you're going to have as a faculty member – and the opportunities – working with those students, in terms of their expectations, their use of technology. I will argue as a faculty member that there are going to be a lot of real challenges, but also some great opportunities, and the question is how are we going to address that.

Faculty

For the faculty, a number of the faculty who started in the 1980s will have more than 30 years of service. Many might be thinking about retiring or have already retired. So there will be a changing of the faculty as we move forward, and that's something that's going on nationally. Just like the students, we're going to see greater diversity than ever before in the faculty we have with us. Again, I would not be surprised to see us not only having more international faculty, more faculty of color, but also faculty coming from very different backgrounds.

I think the College of Business and the College of Education – the professional colleges – may be meeting that trend already in terms of practitioners in the classroom, but we're going to be seeing that across the board as we move forward in the future. What I need is the help of the faculty here to help formulate and form what that next group of faculty will look like when they come here.

Facilities

In terms of facilities, we'll have these renovated halls finished. The new residence hall will be three years old. The Education and Health Sciences Building will be one year old. We'll be planning for the next academic building. And more importantly, what will be the classroom that you'll want to be teaching in? Or, another way of putting it, what will be the classroom that students will be learning in?

We know that the change towards active learning is underway now. Technology, we can't predict what it will be. As I mentioned to some people, when you think back seven years ago, you probably weren't as worried about students texting in class as we do today. What's it going to be like seven years from now? What will be the technology that will be in the hands of those students?

Interactions and Opportunities

What will be our academic offerings? That, I think, is a big challenge, and I think it's one we're up for. What will be the offering? How will we be offering it for that diverse student body that I see coming?

Again, this institution has responded admirably. When I see the fact that, again, healthier as an area, the RN-to-BSN program with over 400 students. The Nurse Practitioner model coming forward – not only Nurse Practitioner, but one with a track in mental health and psychiatric services, which is clearly needed across the country but certainly in rural America. And the Physician’s Assistant program, we will be looking at student demand and working that in as we move forward. And on experiential learning, are we going to take it to a new level? How will that integration fit into the classroom? Those are the discussions – I think interesting discussions and challenging discussions – for us to have as a faculty here at Frostburg State.

This leads me to my last slide. What will we be known for?

What do you see on campus and what are people talking about when they mention Frostburg State University?

What do you see on this campus, and what are people talking about when they mention Frostburg State University in 2023? One of the vice presidents mentioned earlier something about vibrancy. I would ask you, what will be that level of vibrancy? Can you imagine what it will be like sitting here six years from now in the fall of 2023 in terms of the interactions with students? How will we develop that excitement and vibrancy among the students? What does the word “cutting-edge” mean six years from now?

You know, we talk about cutting-edge technology, and again, I’ll share that I had a conversation yesterday with one of the governor’s staff, and he was asking us about autonomous vehicles and drone research, which we have a grant for that one of our faculty just secured this year. Asking questions about things that, I would say 10 or 15 years ago they would not be asking institutions of higher education, but today they are.

So what will be cutting-edge and how will we be responding? How will we expand on those relationships so that they’re relevant in building the knowledge-base that students need to succeed? And I would contend that we will tackle this, that we begin to include alumni in a very intentional fashion, because they can offer quite a bit to make us successful. I think their working with both faculty and staff can help guide students so that they’re successful.

Will the strength of FSU, in 2023, be that nobody talks about Western Maryland without mentioning Frostburg State University? That’s my goal. I hope that’s the situation, that when people talk about Western Maryland, they may mention Cumberland, they may mention Deep Creek, they may mention things going on in the area of I-68, but they cannot talk about Western Maryland without talking about Frostburg State University.

I think Frostburg State University will be a strong, vibrant community for us all. It comes together. We can and should drive the future of this region, whether it’s through education, or the students here, or bringing people in from other parts of the state.

Again, as an aside, I’ve talked to students from the Eastern Shore who really think we Photoshop the mountains into our pictures. They don’t know there are mountains in Western Maryland. So we do need to drive the future of this region both in the classroom and the community. That’s my goal, as your president, for 2023. What I’ll need is your help and commitment to make that future possible.

Over the rest of this academic year, I will be meeting, and asking Sandy to arrange meetings, for myself to meet with each department or division and their respective vice president, to hear about actions that you think you can take to help us with the strategic plan. That plan has to stay in front of us. We have to see it and live it over the next couple of years, because if we do, we can accomplish something special for the University.

Just think about the situation in 2023. When I travel around the state, when I travel out of state, one thing I tend to do is wear Frostburg State shirts. And I do it discreetly, trust me. I was in Boston at the museum and somebody came up to me and said, 'Is that Frostburg State in Maryland?' I said, 'yes,' and they said, 'I'm an alum.' I want you to think about where those alums will be in 2023. Think about some new ideas and some new opportunities. When you go to see a nurse practitioner or a physician's assistant, who tells you they're a Frostburg alum, or people working in cyber security, or people working in some of the STEM areas, or teachers, as John has suggested, that have this relationship with this institution, where will be creating new sectors of FSU alums as we move forward?

I want to thank each of you for your continued commitment to FSU and your efforts to help our students succeed. I do wish each of you the best in this academic year. I will be here a while if you have any questions you'd like to ask individually.

I hope everyone has a great evening, and I hope many of you will take advantage of the game that starts at seven this evening, to support our student athletes in a football game with two nationally ranked teams. There are not many games going on this weekend or tonight in college football that involve two nationally ranked teams.

And please, if you do go to the game or if you're living in the area, plan on enjoying the fireworks display somewhere near 9:30 to 9:45 this evening as part of Community Day. Again, I want to thank each of you for your help, your support, and your commitment, and I hope we have a great year together as we move forward toward that 2023 mission.

Thank you.

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