

Strategic Planning Outcomes Report 2019-2020

April 2020

FY20

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

- █ 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
- █ Completed assessment of FSU's institutional readiness to scale the digital badging program
- █ Increased utilization of e-portfolios for both career readiness and academic applications reflected in NSSE
- █ Establish FSU institutional OER team; formal launch of the FSU Hub

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

- █ 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.

- █ 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.

- ■ ■ 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.

- 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.

- 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.

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.

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.

IT will have the new IT governance framework established and the new committee charters will be developed.

FSU has engaged with the regional community colleges for OER initiatives.

The M.O.S.T Commons Platform is available to FSU as a platform to facilitate OER.

Begin implementing recommendations and provide resources and leadership regarding online programs/courses/learning.

Implement recommendations to improve the curriculum management process and catalog experience for students with an online solution contingent upon resource availability.

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.

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.

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.

Recommend budget decision making tool, policy development, and metrics for redeployment of unspent budget amounts.

Collaboration of Academic Affairs/HR to improve work processes to gain efficiencies.

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.

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.