FROSTBURG STATE UNIVERSITY

Strategic Plan

Academic Year 2009-2010
FROSTBURG STATE UNIVERSITY

Our Story

Frostburg State University has provided paths to success for students for over 100 years. Founded in 1898 to prepare teachers, the institution today is a public, comprehensive, largely residential regional university offering a wide array of affordable programs at both the undergraduate and graduate level. The only four-year institution of the University System of Maryland west of the Baltimore-Washington corridor, the University serves as the premier educational and cultural center for western Maryland. At the same time, it draws its student population from all counties in Maryland, as well as from numerous other states and foreign countries, thereby creating a campus experience that prepares students to live and work in a culturally diverse world.

OUR COMMITMENT

Strength and Character

Academic: The University's academic programs, solidly grounded in the liberal education tradition, offer state-of-the art learning opportunities--on campus, online, in the region, and globally--for our students. We lead our peer institutions in professional training, sustainability education, collaborative international programs, and cooperative projects with K-12 institutions.

To maintain our leadership role, the University must continue to engage its students according to their educational needs. Such engagement requires adequate funding for the academic programs, the library, and the technological resources (along with appropriate training) that support them. Frostburg will maintain

"In the mountains of western Maryland, one of the greatest stories is Frostburg State University. For more than a century, this institution has served its surrounding community by offering educational, cultural, and economic opportunities for people who want to build better futures for themselves."

Dr. Jonathan C. Gibralter
President
Frostburg State University
rigorous academic standards and undertake realistic assessment of our own and competing programs.

**Micro-Environmental:** As an institution with a primary emphasis on teaching and learning, the University, with its well-deserved reputation as a friendly, student-centered place to study and live and its invaluable co-curricular and athletic programs, will continue to serve a large, increasingly diverse undergraduate student population.

To continue to serve this student body effectively, Frostburg must conduct periodic environmental assessments to learn more about our students' experiences at the University and transform our administrative and governance structures to make them more transparent with respect to authority and responsibility, and more responsive to the needs of students, including those with special needs and those who are underprepared for college. The institution will build and maintain infrastructure that *facilitates, rather than limits*, the success of University programs; we must also continue and expand programs that prepare students to manage their lives in a healthy manner, both during and after their college years.

**Socio-Cultural:** The University plays a central and ever-growing role in the cultural, economic, and educational life of our community and region. We are noted for the community service performed by our students, our initiatives in energy conservation and sustainability, our strong commitment to recruiting a diverse student body, and our efforts to promote an exemplary relationship between the University and our local community.

We must be prepared for continuing change in the makeup of our student body as community colleges enroll larger numbers of students and as our own students come from increasingly diverse backgrounds. We must also prepare for changing expectations on the part of parents, some of whom equate college with career training only, and some of whom will seek to micromanage the educational process.

The growth of the University itself as a desirable and productive workplace must continue, with attention paid to recruiting, developing, and retaining qualified and diverse faculty and staff, especially in light of the impending retirement of large numbers of current employees. Concerns regarding qualifications and expectations, equity, benefits, and competitive salaries must be addressed as the workforce is renewed, and as adjunct faculty make up a larger percentage of teaching personnel.

**Political/Economic:** The University contributes significantly to workforce development in our region and state.
As traditional sources of funding, particularly from state government, shrink and become less reliable, at the same time they become more dependent on perceived accountability. We must address accountability issues as required and create an environment that supports increased grant and contract activity. We must also direct increased resources toward our efforts in alumni relations and advancement.

**Market:** The University provides a high-value educational experience featuring small-college attention to students in a setting known for its quality of life.

Facing market conditions where the competition for students will continue to increase, we need to direct significant resources to a marketing campaign that celebrates our successes and cultivates a positive image, while targeting specific desirable student populations, including transfer, out-of-state, minority, and international students. We must be sure that programs and facilities are in place to accommodate these students; our physical plant and its appearance, and the attractions of our rural mountain location, will play a significant roles in our efforts to attract new students.
A MESSAGE FROM THE PRESIDENT

“"It comes as no surprise that Frostburg State University is experiencing a period of rapid and consequential change.”

“In order to meet the demands placed on a 21st century university, a coherent strategic plan must be in place.”

“Effective, thoughtful data-informed decision-making must be connected to a planning process that helps us, as a community, retain our focus on our institutional goals and vision.”

Jonathan Gibralter, President
Frostburg State University
October 2007
2009-2010 Strategic Priorities

Strategic Themes

– Sustainability
  • Begin Implementation of the Climate Action Plan
    • Mitigating carbon emissions
    • Carbon neutral by 2030
  • Inclusion into academic programming with a sustainability minor

– Engagement
  • Focus on Healthy Lifestyles
    • Continue programming efforts that focus on nutrition, physical activity, and stress reduction
    • Implementation of Alcohol Awareness Programs that focus on high-risk drinking
    • Development of community partnerships to encourage healthy life choices
  • Maintain Emphasis on Comprehensive Fund-Raising Campaign
    • Gain additional support for the Campaign
    • Continue to grow major gifts

– Academics
  • Continue the development of the Science, Technology, Engineering, and Math (STEM) Competitiveness Plan
  • Narrowing the Achievement Gap
    • Continue efforts to increase retention and graduation rates
    • Continue the development of the Pell Institute Strategies
  • Sustaining Enrollment Management
    • Increase the institution’s total headcount enrollment by one percent fiscally
    • Increase international student enrollment through new initiatives with external partners
    • Continue to support interdisciplinary and experiential learning

– Leadership
  • Continue the development of initiatives in leadership and civic engagement
  • Define leadership as an academic theme
Central Tenets:

- **Leadership:** Commitment and Accountability
- **Communication:** Discussion and Transparency
- **Assessment:** Monitoring and Renewal
Strategic Planning Timeline

A. Implement strategic plan priorities
B. Establish communication plan
C. Review goals priorities
D. Review Planning Unit priorities
E. Begin annual planning cycle

July  Aug  Sept  Oct  Nov  Dec

* Convene working team

Establish Campus Priorities
Jan  Feb  Mar

Budget discussions

F. Planning Units establish activities
Apr  May  June

* Revised planning unit SP summaries
* Budget template

I. Process to capture KPI

* Distribute Strategic Plan
**Vision Statement:**

Frostburg State University will be the best comprehensive regional institution in the nation, with a focus on learning, economic growth, and cultural enrichment.

Frostburg State University will be....

....known for the quality of our graduates as critical thinkers, life-long learners, and technologically competent global citizens.

....a dynamic learning-centered organization.

....renowned for our engaged, diverse campus community.

....the center of a thriving inter-connected local economy.

....the driving force for creative, intellectual, and cultural expression in the region.

....a leader in sustainability initiatives.

....supportive of a vibrant residential undergraduate environment conducive to academic success, a sense of community, and personal growth.
Mission Statement:

Frostburg State University, a constituent institution of the University System of Maryland, is a comprehensive regional university that commits to the fulfillment of the academic and personal growth potential of its students.

Frostburg State University....

....offers high-quality certificates, bachelors, master’s, and applied doctoral degrees that promote intellectual growth and develop critical thinking skills within a diverse living and learning environment.

....prepares students to live, work, and lead in a global environment by fostering their intellectual, professional, and personal development.

....adheres to the fundamental principles of a supportive learning-centered campus community.

....offers experiential learning opportunities through interdisciplinary studies, laboratory research, internships, field studies, and classroom and extracurricular activities.

....promotes civic responsibility and involvement in community service.

....promotes and supports healthy behaviors and lifestyles.

....enhances the artistic, cultural, intellectual, and economic development of the region.

....promotes participation in environmental, economic, and social sustainability.
Frostburg State University values:

_Its tradition:_ founded in 1898 as an institution in the training of educators.

_Student-centered learning:_ where the relationship between student and faculty member is of primary importance.

_The liberal arts foundation:_ the liberal arts as the foundation of a meaningful college education.

_Excellence:_ a sustained commitment to teaching, research, service, and work excellence in an environment that demands high levels of professionalism and ethical integrity.

Accessibility: broad, equal, and affordable access to education.

_Responsibility:_ a comprehensive accountability system through clear standards for teaching, learning, and working with outcomes assessment for greater individual and institutional effectiveness.

_Diversity:_ attracting, developing, and maintaining a diverse, high-quality faculty, staff, and student body.

_Campus community:_ a safe, supportive, friendly environment to grow, learn, live, and work.

Engagement: fostering personal and professional growth through pro-active involvement of faculty, staff, and students with campus life, the surrounding community and its organizations, and appropriate academic institutions.
**Academic freedom**: the generation and free exchange of ideas in an environment that encourages communication, respect for differences, and resolution of conflicts.

**Shared governance**: a culture of shared governance, open communication, and understanding among administration, faculty, staff, and students.

**Natural resources**: a commitment to preserving and sustaining the natural environment.
**Sustainability.** We promote environmental, fiscal, and social sustainability initiatives, as well as the sustainability of personal health and wellness.

**Engagement.** We provide members of the FSU community with opportunities for educational, economic, and cultural engagement.

**Academics.** We provide traditional and interdisciplinary programs that promote critical thinking and learning, and maintain quality through learning outcomes assessment.

**Leadership.** We attract and build leaders by providing exceptional development opportunities, including service learning and experiential learning.
**Master Goals:**

Master Goals are viewed as fundamental results that FSU must achieve in order to be an excellent university.

**GOAL 1:**

*Engage students through superior academic programs.*

**Strategic Direction**

- FSU offers exceptional academic programs and a constantly evolving approach to learning.

**Key Performance Indicators**

- Number of programs that are eligible for accreditation and that are accredited
- Student satisfaction survey
- Student exit survey
- National Survey of Student Engagement survey
- Number and percent of academic programs that have effective assessment procedures
- Faculty and student awards
GOAL 2:

*Recruit, retain, reward, and develop high quality students, faculty, and staff.*

Strategic Directions

- FSU has a comprehensive enrollment management process that results in stable growth and improvements in the quality of its undergraduate students.

  *Key Performance Indicators*
  - Admissions quality indicators (Admit GPA and SAT scores)
  - Enrollment growth trends
  - Total financial aid awarded
  - Number and amount of scholarships and grants awarded
  - Retention and graduation rates

- The enrollment management process at FSU has strategies in place that result in stable growth and improvements in the quality of its graduate students.

  *Key Performance Indicators*
  - Enrollment growth trends
  - Retention and graduation rates

- The professional working environment at FSU attracts and retains diverse and qualified faculty members, allowing them significant opportunities for growth and development.

  *Key Performance Indicators*
  - Search yields (success/failure)
  - Turnover rates
  - Demographics on age
  - Competitive and comparative salaries
  - Minority Recruitment Plan activities
  - Outcomes of FSU’s mentoring program
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- Search yields (success/failure)
- Turnover rates
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- Outcomes of FSU’s mentoring program
GOAL 3:

*Stimulate economic development in the western Maryland region.*

Strategic Directions

- FSU plays an integral role in the economic and socio-cultural vitality of the region.
- FSU generates and uses revenue sources effectively and efficiently to sustain and promote growth.

*Key Performance Indicators*

- Number and amount of resource grants
- Number of student internships in region
- Economic development dashboards
GOAL 4:

Sponsor and collaborate to implement significant creative, intellectual, and cultural experiences on campus, in the region, and beyond.

Strategic Directions

- FSU provides exceptional co-curricular and support programs.

  *Key Performance Indicators*
  - Number of students involved in organizations, athletics, intramurals, governance, etc.
  - Student participation in on-campus programs
  - Number of campus driven student-related activities
  - Number of attendees at activities

- FSU's student-centered environment promotes students' well being, growth, and development.

  *Key Performance Indicators*
  - Leadership Plan Indicators
  - Number of students participating in wellness activities
  - Number of students participating in prevention activities

- FSU builds and sustains a sense of community and pride.

  *Key Performance Indicators*
  - Number of students involved in community outreach
  - Number of student-related activities
Goal 5:

*Promote and celebrate our institution.*

Strategic Directions

- FSU builds and sustains a sense of community and pride.

  *Key Performance Indicators*
  - Days spent in public service per Full-Time Equivalent faculty

- FSU has a recognized and respected brand that positions the University competitively.

  *Key Performance Indicators*
  - U.S. News and World Report tier rankings
  - FSU image and perceptions survey
  - Student satisfaction survey
  - Student exit survey
  - Alumni survey

- FSU has a robust culture of philanthropy and involvement that encourages the participation of all its stakeholders.

  *Key Performance Indicators*
  - Alumni giving rate
  - Achievement of Campaign goals
  - Number of major gifts (100 K+)
  - Number of total gifts
  - Number of corporate gifts that connect to faculty initiatives
  - Faculty and staff giving rates
GOAL 6:

*Acquire, maintain, and improve facilities to meet the needs of a dynamic institution.*

Strategic Direction

- FSU maintains attractive grounds, high-quality structures, and state-of-the-art technologies.

*Key Performance Indicators*

- Governor's award for best maintained campus
- Strategic Directions in Information Technology implementation (TAG)
- Master Plan implementation
- Level of deferred maintenance plan
- Ratio of smart classrooms to traditional
Goal 7:

Provide an institutional environment that prepares a diverse student body to thrive and succeed in a globally competitive environment.

Strategic Direction

– FSU is firmly positioned in a global environment.

Key Performance Indicators
• Number of international students
• Number of international programs
• Number of faculty exchange programs
• Number of student exchange programs
GOAL 8:

Apply processes and procedures that will ensure the fiscal, social, and environmental sustainability of the institution.

Strategic Direction

– FSU is a leader in environmental sustainability.

*Key Performance Indicators*

- Placement in Recyclemania Competition
- Adherence to American College and University Presidents Climate Commitment (ACUPCC) obligations/responsibilities
- Carbon emissions trends
- Number of courses with sustainability emphasis
- Enrollments in sustainability-related courses
GOAL 9:

*Develop, implement, and maintain a comprehensive system of assessment of all institutional functions.*

Strategic Direction

- FSU assesses all of its programs and activities utilizing the best institutional effectiveness practices.

- FSU has a dynamic strategic management process that engages key stakeholders.

*Key Performance Indicators*

- National Survey of Student Engagement survey
- Student satisfaction surveys
- Student exit surveys
- Alumni survey one year out
- FSU image and perceptions survey
- Permanent entity in place for strategic management and assessment programs
- Assessment data
- Maintenance of Middle States standards and recommendations
- Feedback or input from all stakeholders (formats to be determined)
- Tracking alumni employment/satisfaction surveys (specific, measurable, achievable, realistic and time-based)
CONCLUSION

Impetus for Change

In 2006, an Evaluation Team from FSU's regional accrediting agency, the Middle States Commission on Higher Education, conducted a campus visit for reaffirmation of Frostburg State University’s accreditation status. The team affirmed that Frostburg State University continues to meet the eligibility requirements outlined in Middle States’ Characteristics of Excellence.

The visiting team made four recommendations that must be addressed in the 2011 Middle States Periodic Report. One of these recommendations is tied to planning, resource allocation, and institutional renewal:

Middle States Standard 2 Recommendation. Frostburg should fully review and revise its planning and resource allocation processes to more fully engage the broader campus community and to provide for transparency within the process, including the provision of explanations for establishing priorities and analyses of how budget decisions impact each division.

The Frostburg State University Strategic Planning Team (SPT) was formed in the fall of 2007 to address this recommendation.

For more information concerning Frostburg State University’s strategic planning efforts, please visit us on the web at: http://www.frostburg.edu/splanning/index.htm.