FROSTBURG
STATE UNIVERSITY

FISCAL YEAR 2024 OPERATING

(Budget Response to Department of Legislative Services Analysis)

HOUSE APPROPRIATIONS COMMITTEE
Education and Economic Development Subcommittee
Delegate Ben Barnes, Chair
March 1, 2023

SENATE BUDGET AND TAXATION COMMITTEE
Education, Business, and Administration Subcommittee
Senator Guy Guzzone, Chair
March 2, 2023

FINANCIAL AID

41%
Pell grant recipients

(2021 cohort)
65%
Pell recipient retention

(2016 cohort)
40%
Pell recipient six-year graduation rate

MILITARY FRIENDLY '22-23 GOLD SCHOOL

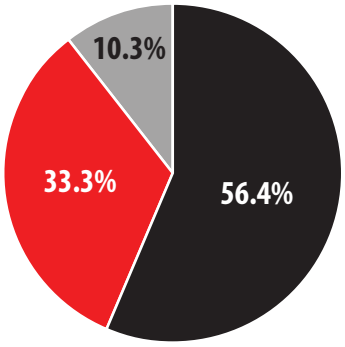
STUDENT SUCCESS

(2021 cohort)
72%
All student second-year retention

(2021 cohort)
68%
Minority second-year retention

(2016 cohort)
42%
African-American six-year graduation

A DIVERSE CAMPUS



WHITE ALL MINORITIES UNKNOWN NR ALIEN

INVOLVED STUDENTS

Student Volunteer Actions:
2,282

Student Volunteer Hours:
7,225

FROSTBURG STATE UNIVERSITY

Ronald Nowaczyk, President

Good afternoon Chairman Barnes and Chairman Guzzone and members of the Education and Economic Development Subcommittee and the Education, Business and Administration Subcommittee.

On behalf of the students, faculty, staff, and alumni of Frostburg State University, thank you for providing me the opportunity to speak to you about our university's unique place in the State of Maryland, the ways we are transforming the lives of our students, how we are meeting the needs of the state, and how we are adapting to the changing landscape of higher education.

I ask you to support the Governor's budget as submitted to help us maintain some of this momentum.

I am now seven years into my tenure as president of Frostburg. When I was last before you, we were in the midst of the pandemic and building on our strategic plan. I would like to update you on several of the items of importance.

ACADEMIC ADVISING MODEL SUCCESS

FSU was chosen to be one of a select number of institutions to participate in a national study on academic advising. As a result, FSU has implemented a dual advising model that is based on national best practices. Incoming students are assigned a professional advisor as well as a faculty mentor. The intentional and intrusive advising is especially important for students from underrepresented populations and students who are first in their family to attend college. The professional advisors assist with the acclimation process to college life including time management skills. We also have upgraded our advising software platform to better serve advisors, mentors, and students and ensure that information is available to all members of our student support teams. We anticipate these initiatives will improve our retention and graduation rates.

NEW MILESTONES IN ACADEMIC PROGRAMMING

We continue to increase our programming options in response to student interest and community, regional and workforce demand. These include:

NEW NURSING PROGRAMS - BSN AND LPN TO BSN

FSU added two new nursing degrees to the already established nursing department. The Bachelor of Science in Nursing (BSN) program allows first time students to explore the variety of pathways that a career in nursing has to offer. Additionally, students interested in advancing their healthcare knowledge can now enroll in FSU's online Licensed Practical Nurses (LPN) to BSN program to expose themselves to expanded job opportunities in leadership roles or careers in specialized care areas. Both programs are accredited by the Commission on Collegiate Nursing Education (CCNE).

Students who choose FSU as the foundation for their nursing career will gain hands-on experience in the University's soon-to-open state-of-the-art Education and Health Science Center with faculty who are committed to their success. Those enrolled in the BSN program will complete 56 credits of general education and pre-requisite courses, 65 credits of specialized nursing courses and 720 hours of hands-on learning. Juniors and seniors in this program will complete courses in an active learning classroom, skills and simulation lab, and local healthcare settings. Previously, students had to complete early courses at a 2-year institution but can now complete all credits in four years at FSU.

Frostburg is committed to providing opportunities for LPNs to advance their degree while still maintaining obligations in their careers and home lives. The newly implemented, part-time and fully online LPN to BSN program allows students flexibility completing their studies. LPNs will be awarded 15 college credits toward their BSN degree, and graduates of the program are eligible to complete the national RN licensure exam in the state of their choice. Students enrolled in this program will complete 50 credits of specialized nursing courses, will be able to transfer in general education and pre-requisite requirements, and will complete 480 hands-on learning hours through lab and clinical experiences.

FSU realizes that a degree in nursing is the key to endless opportunities in healthcare, industry, technology, education, and beyond, and its affordability will help graduates advance their nursing careers with the help of experientially and educationally prepared staff who create and deliver high quality courses to equip graduates for a complex and ever-changing healthcare environment.

MS IN ENVIRONMENTAL MANAGEMENT & SUSTAINABILITY

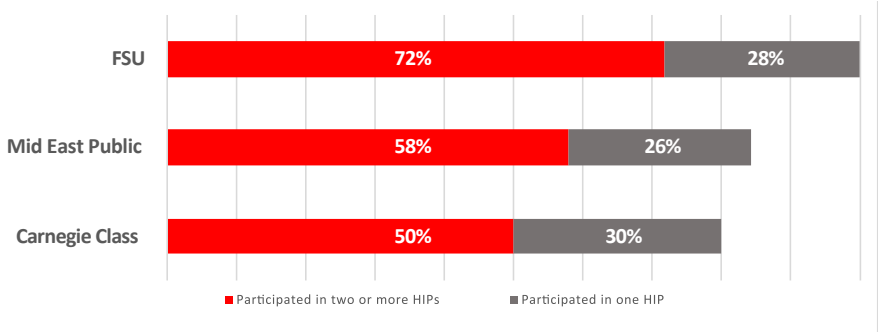
A joint proposal (with the University of Maryland Center for Environmental Studies) for the MS in Environmental Management in Sustainability has been approved by the University System of Maryland Board of Regents. This program fits within our strategic enrollment plan's focus on offering highly competitive academic programs. This program is unique for Maryland and the region in that it is open to multiple majors, is offered jointly by two institutions and addresses a workforce need in the state and country.

NEW WORKING PROFESSIONALS CERTIFICATE PROGRAMS

New programs in Crisis Leadership, Diversity Leadership, and Social Entrepreneurship were added to five other programs in Human Resources and Telework Management,

A WORLD OF EXPERIENCES

Percentage of seniors who participated in a high-impact practice such as an internship, learning community, research with a faculty member, study abroad, service-learning or senior capstone experience



Source: National Survey of Student Engagement 2021 | Seniors

Manufacturing Leadership, Non-Profit Leadership, and Retail Management in the Working Professionals Certificate Program. The Certificate Program was created to provide real-world, high-quality training to working adults. The certificates provide a great way for working professionals to boost their resume in approximately one year. The coursework completed during the certificate program can also be used toward a future undergraduate degree.

B.S. IN CHEMISTRY/DR OF PHARMACY (DUAL-DEGREE PROGRAM)

(Dual-Degree Program)

The University of Maryland Eastern Shore and FSU have formed a new academic partnership offering students an accelerated track to becoming pharmacists in six years. This innovative "3 + 3" program allows students to complete their undergraduate and doctoral studies seamlessly to reduce instruction time and costs.

Chemistry majors at FSU who meet the requirements and have strong academic credentials can gain preferential admission to UMES' professional degree program after just three years of undergraduate study. And because UMES offers year-round instruction, students can earn a doctorate in three years instead of the traditional four.

After the six years, graduates have two degrees — a Bachelor of Science degree from FSU and a Doctor of Pharmacy degree from UMES. Upon completion of the program, graduates are eligible to take the pharmacy licensing exam.

FSU ACCEPTED INTO NCAA DIVISION II MEMBERSHIP

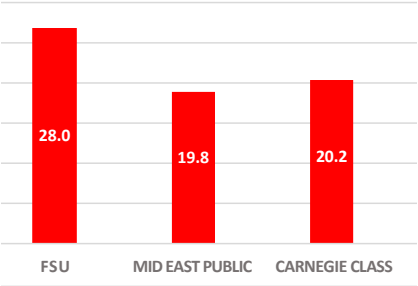
Frostburg joined the Mountain East Conference (MEC) during the first provisional year of DII membership in the 2019-20 athletic year. The Bobcats currently have 25 varsity sports and sponsor 19 of the MEC's 20 championship sports with nine men's sports (baseball, basketball, cross country, football, track and field, soccer, swimming, tennis and

FALL '22 PROFILE

Undergrad	3,264
Master's	723
Doctoral	81
Total	**4,068**
Maryland Residents	**3,181**
Out-of-State	887

HIGH SCORING STUDENT-FACULTY INTERACTION

First-year students scored Frostburg higher for the quality of student-faculty interaction than its peer institutions and universities of the same Carnegie Class.



Mean score based on 60-point conversion scale – NSSE statistically significant designation.

Source: National Survey of Student Engagement 2021 | First-Year

wrestling) and ten women's sports (acrobatics & tumbling, basketball, cross country, lacrosse, track and field, soccer, softball, swimming, tennis and volleyball). The University recently added teams for men's wresting, as well as the emerging sports of women's rugby and wrestling. In addition to MEC play, the Bobcats also participate in the East Coast Conference with men's lacrosse, while the field hockey team is currently independent.

The National Collegiate Athletic Association (NCAA) officially accepted FSU as a member of Division II on September 1, 2022, capping a 41-year run as a member of Division III. FSU was approved for full membership after completing a three-year transition from Division III. As a full member of NCAA Division II, Bobcat athletic programs are now eligible for regional and national postseason play at the DII level. The move to DII provides an advantage to FSU's student-athletes and the institution as a whole.

DII membership has provided several immediate benefits. First, Maryland student-athletes have two DII NCAA state schools to consider (the other being Bowie State

Design for Regional Science Center.

University). Prior to FSU joining DII, many Maryland student-athletes at the DII level were forced to leave Maryland to compete at the NCAA DII level. Second, FSU has seen a significant increase in student interest. There has been a 20% increase in the number of student-athletes with the move to DII. Lastly, we have been able to reduce the gender gap among student-athletes. In our last year of DIII, 33% of the student-athletes were women. This year 41% of the student-athletes are women. FSU has added four new NCAA sports since moving to DII, three of which are women's sports (acrobatics & tumbling, rugby, and wrestling).

FSU'S "REGIONAL" INITIATIVES

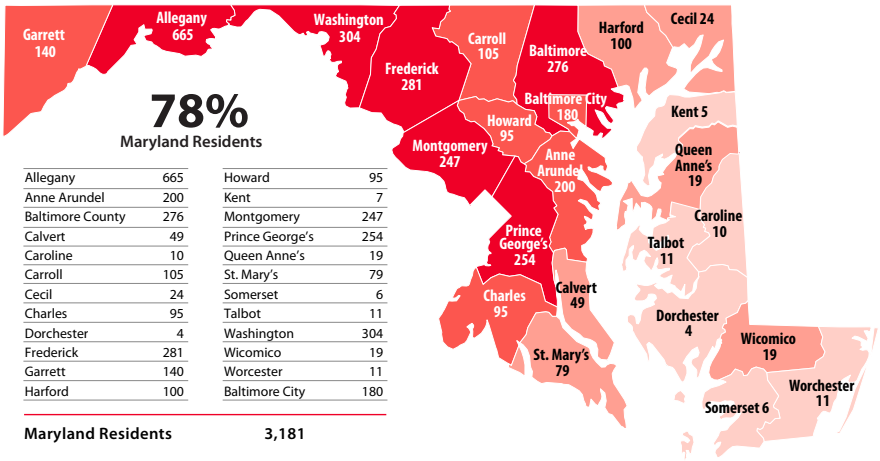
Frostburg State University takes its commitment to serving as a state asset very seriously. Beyond the primary responsibility of educating residents of Maryland to be engaged citizens in their community and leading successful and productive lives, FSU is committed to using its resources to further the development of the region we serve. I would like to highlight three initiatives in that regard.

ECONOMIC DEVELOPMENT

Because of funding from the State of Maryland, FSU's Office of Regional Development and Engagement was created. That office has led the way in developing a 5-county, 3-state consortium known as the *I-68 Regional Alliance*. The Alliance is committed to using the combined resources of the region to further economic development. Frostburg State University is focusing efforts in four areas of applied research: IT & Remote Work Advances; Waste-to-

STUDENT ENROLLMENT BY MARYLAND COUNTY

FALL 2022

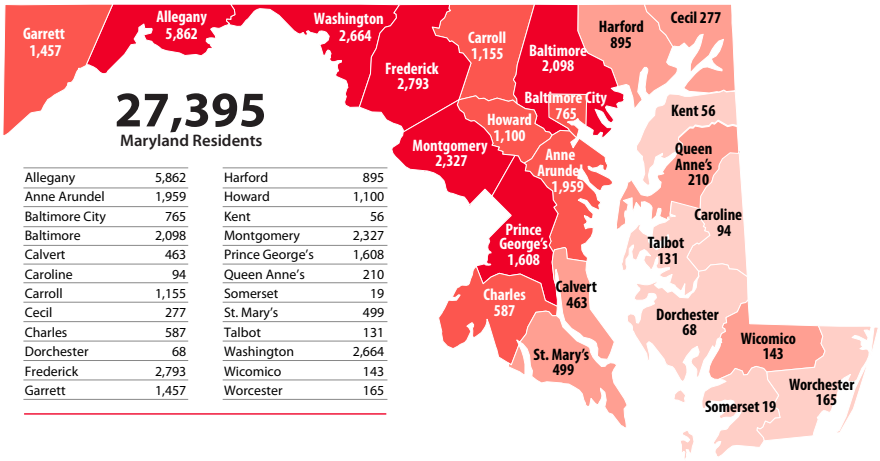


78%
Maryland Residents

Allegany	665	Howard	95
Anne Arundel	200	Kent	7
Baltimore County	276	Montgomery	247
Calvert	49	Prince George's	254
Caroline	10	Queen Anne's	19
Carroll	105	St. Mary's	79
Cecil	24	Somerset	6
Charles	95	Talbot	11
Dorchester	4	Washington	304
Frederick	281	Wicomico	19
Garrett	140	Worcester	11
Harford	100	Baltimore City	180
Maryland Residents		**3,181**	

ALUMNI BY MARYLAND COUNTY

FALL 2022



27,395
Maryland Residents

Allegany	5,862	Harford	895
Anne Arundel	1,959	Howard	1,100
Baltimore City	765	Kent	56
Baltimore	2,098	Montgomery	2,327
Calvert	463	Prince George's	1,608
Caroline	94	Queen Anne's	210
Carroll	1,155	Somerset	19
Cecil	277	St. Mary's	499
Charles	587	Talbot	131
Dorchester	68	Washington	2,664
Frederick	2,793	Wicomico	143
Garrett	1,457	Worcester	165

Value (sustainable recycling); Energy (including a micro-grid on campus); and outdoor recreational economy (partnering with MD Departments of Commerce and Natural Resources). Each of these important areas of focus are supported with external grant funds.

As a result of the legislature approval of FSU's participation in TEDCO's MII pilot, FSU will be embarking on a regional cybersecurity initiative this spring. The remote work center at FSU Innovation Park is made possible, in part, by the first Appalachian Regional Commission POWER grant awarded to the State of Maryland for nearly $1.5 million two years ago. That same grant is supporting work in the Waste-to-Value sector. And in energy, the Maryland Energy Administration awarded FSU two grants - each the first of its kind awarded by MEA. The first was a $100,000 grant to plan and design a resilient, renewable energy microgrid to power critical loads on campus. The second MEA grant was for $750,000 to install that microgrid. By the end of next summer, these investments will result in a nearly $24 million microgrid being operational on campus, powering critical loads for FSU, as well as supporting a community disaster shelter on campus. All of this is thanks to a public-private partnership. FSU hasn't had to invest any upfront capital and will actually reduce our energy costs over the life of the microgrid, proving we can diminish our impact on climate change while also doing well financially.

FSU REGIONAL SCIENCE CENTER

FSU was offered the opportunity to host a *Challenger Center* facility that would be part of a national network focused on improving middle school students' science education through NASA-developed hands-on science projects. With the financial support of the Maryland Governor and Legislature, federal support, private donations, and the donation of a building in downtown Frostburg by the City of Frostburg, an FSU Regional Science Center will be a reality with an opening slated for fall 2025. The science center will include space artifacts on loan from NASA and our astronaut/alum, Dr. Ricky Arnold, as well as a coding/robotics demonstration center and a hands-on science projects center for children. This Regional Science Center addresses a critical need in rural America, that of maintaining student interest in STEM areas, and is consistent with FSU's founding mission as a teacher's school.
The center will provide a unique opportunity for students to experience STEM learning and provide an early look at STEM careers.

FSU REGIONAL RECREATION CENTER

Again, with the support of the Maryland Governor and Legislature, FSU is working with the Maryland Stadium Authority on a feasibility and design study for a Regional Recreation Center to be located on FSU's campus. FSU recognizes the need to provide quality recreational facilities for our students and the opportunity to provide these facilities to the community as both a quality-of-life initiative and economic development opportunity. Recruitment of new employees,

especially professional families, suffers when a region is unable to offer quality recreational facilities for families. Families in Western Maryland currently travel more than an hour and often out of state for their children to participate in organized sports. FSU has developed a proposal to renovate and expand existing campus facilities and engage students in wellness, sports, and health majors in paid internships. Working with a yet-to-be-determined private partner, the FSU Regional Recreation Center complex would contribute significantly to the well-being of the region and fits within the recreational focus of Western Maryland.

FACILITIES IMPROVEMENTS

FSU's facilities continue to be a concern. I am mentioning this because it does impact enrollment and student recruitment. We will be opening a new Education & Health Science Center this fall (a year delayed because of supply chain issues). This center will house education, our expanded nursing offerings, and our health and counseling services. We will also be opening a Multicultural Center, located in a building that once served as a segregated school for African American children in Frostburg. This center, with both private and state funds, will be available to campus and the community and highlights our continuing DEI efforts. We also opened our first new residence hall in over 40 years in the fall of 2020. While we have made modest improvements to other existing residence halls, FSU has the oldest inventory of residence halls in use including one residence hall built in 1919 and many dating back to the 1960s. Addressing the quality of these facilities is essential for a residential campus like FSU.

1.2 MILLION FEDERAL FUNDING FOR FSU REGIONAL SCIENCE CENTER AND FSU MARYLAND ACCELERATES PROGRAM

Frostburg State University will receive $1,250,000 through direct federal funding earmarked in the $1.7 trillion omnibus spending bill signed into law by President Joe Biden in December. The funding, secured through Senators Chris Van Hollen and Ben Cardin (both D-MD) and Rep. David Trone (D-MD), will provide $750,000 for the FSU Regional Science Center and $500,000 for the FSU Maryland Accelerates Program.

FSU's Maryland Accelerates Program is a teacher residency program that provides a living stipend for students in the Master of Arts in Teaching program and pairs them with mentor teachers at participating local schools so they can serve full time for a school year as a teacher resident and earn their master's in teaching on an accelerated schedule. This program allows future teachers to develop relationships in the community and encourages retention of teachers in the area, while also supporting staffing needs at the schools. Since its launch in 2019, 35 students have been enrolled in three cohorts, representing Garrett, Washington and Frederick County Public Schools. The federal funds will help expand the program for additional cohorts and allow FSU to engage with other school systems for teacher resident placement.

LEGISLATIVE ANALYST'S QUESTIONS

The President should comment on efforts being taken to improve the success of FT/FT students and specifically programs and initiatives targeting Pell students.

For award year 2024 and forward, Frostburg State University will change how institutional aid is applied. To be eligible for their academic scholarship, students will need to be enrolled full-time. Need-based grants will be prorated based on enrollment status. Past practice was to distribute the full award without enrollment status consideration.

Admitted students who qualify for Pell started receiving special outreach through email, text messages, and phone calls from FSU in February to explain the aid and cost breakdown and offer tuition deposit fee waivers to remove the barrier of the fee, allowing them to move forward in the process.

Using federal funds, we have instituted a dual-advising model that provides each incoming student with a professional advisor and a faculty mentor. Advising was previously handled by a faculty member. This model, based on national best-practices, is designed to be more intrusive in a student's first-year experience to help them acclimate to college life. This is a greater need among first-generation college students, as well as Pell-eligible students. Part of the dual-advising model also includes expanded tutoring services, including virtual tutoring available outside of usual study hours. Lastly, we have expanded our software to better track student progress, including class attendance and course performance during the academic semesters.

The President should comment on how FSU plans to use the available $2.0 million in State funds.

This funding is allocated for fringe benefit increases and statewide adjustments based on the DBM summary provided to us. These are mandatory costs due to rate hikes in health insurance and other benefits provided to state employees.

The President should comment on the ability to increase enrollment by 242 FTES considering the continuing decline in enrollment.

Frostburg State University implemented a Strategic Enrollment Management Plan with the support of the USM Board in April 2022. The plan is designed to reverse the enrollment decline through a set of diverse initiatives. Some of the initiatives underway include:

- In the fall of 2022, the University added men's wrestling, women's wrestling, and women's rugby.
- In February 2023, the new Bobcat Academy was announced as a partnership with Allegany County Public Schools. This program will allow local high school seniors to earn college credits at FSU while simultaneously completing high school. We view "dual enrollment" as a recruiting opportunity for FSU, and it is consistent with the Maryland Blueprint for Education.
- We are diversifying our academic programming to address additional populations including "stop out" students, online working adults, the Latine population and segments of the workforce interested in stackable micro credentials rather than degrees.
- The University is looking into partnering with a new online program management vendor for Spring 2024. Stakeholders throughout the University are meeting with an external Online Program Manager to build out the possibilities of this program. Additional formalized articulation agreements with community colleges are being added for enhanced transfer enrollments.
- FSU has collaborative agreements with several USM schools (UMCP, UMES, UMCES, UBalt and Coppin State) that provide for seamless transfers leading to a combined bachelor's degree and a master's or professional degree. These programs are designed to reduce the normal time to graduation by at least one year or make the transition to graduate education seamless.
- To increase the percentage of deposited students to matriculated students, we have initiated earlier

decisions, earlier and more frequent contacts with students, earlier awarding of merit scholarships and earlier registration as FSU students.

We are optimistic that we will reverse the undergraduate enrollment decline:

- Prior to the pandemic, we experienced an increase in first-time students in fall 2019 compared with fall 2018. The pandemic, which saw students nationally staying closer to home, impacted FSU as it did many other regional rural universities nationwide. As we recruit in the post-covid environment we have seen an increase in:
  - *Accepted students,* 1,000 more in mid-February as compared with last year at the same point in time.
  - *Deposited students,* the number of deposited students in mid-February was not reached until April last year. The 287 deposited students in mid-February were more than double the number at the same point in time last year.
- This spring semester we saw a 10% increase in the number of new first-time and transfer students relative to last spring.

The President should comment efforts to maintain financial stability as enrollment continues to decline.

While undergraduate numbers have declined, FSU's graduate enrollment numbers showed another year of increase with much of that attributed to online programming. Another bright spot was undergraduate retention where there were increases this fall at all undergraduate levels compared with last year.

We have reduced expenditures in both personnel and operating budgets. For example, with the approval of the USM Board of Regents, we offered a voluntary separation plan to employees who were retirement eligible. We have reduced our PINs by 46 (6%) since the last time I provided testimony in 2020. Steps we

have taken on the operating side include institution energy/utility savings measures (e.g., LED lighting and more efficient HVAC) and reducing travel expenses by using virtual conferencing/professional development. We will continue to live within our means by downsizing personnel and operations where possible.

I thank you for the opportunity to share this information with you and thank you for your continuing interest and support for Frostburg State University.

Sincerely yours,

Ronald Nowaczyk
President

VISION

Frostburg State University will be recognized as a student-centered teaching and learning institution. The University will be known nationally for its emphasis on experiential education, its commitment to sustainability, and for the quality of its graduates as critical thinkers, life-long learners, and technologically competent global citizens.

MISSION STATEMENT

Frostburg State University is a student-centered teaching and learning institution featuring experiential opportunities. The University offers students a distinctive and distinguished baccalaureate education along with a select set of applied master's and doctoral programs. Frostburg serves regional and statewide economic and workforce development; promotes cultural enrichment, civic responsibility, and sustainability; and prepares future leaders to meet the challenges of a complex and changing global society.

INSTITUTIONAL PRIORITIES

1. Enhance experiential and applied learning opportunities for students both inside and outside the classroom.
2. Improve facilities so that students live and learn in a modern and technologically sophisticated environment.
3. Increase student quality and improve student persistence to graduation.

STRATEGIC GOALS (2018-2023)

- Focus learning on both the acquisition and application of knowledge.
- Provide engaging experiences that challenge our students to excel.
- Expand regional outreach and engagement.
- Align university resources – human, fiscal, and physical – with strategic priorities.

FROSTBURG STATE UNIVERSITY

FROSTBURG STATE UNIVERSITY IS A CONSTITUENT INSTITUTION OF THE UNIVERSITY SYSTEM OF MARYLAND

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