



**HOUSE APPROPRIATIONS COMMITTEE**

**SUB-COMMITTEE ON EDUCATION AND ECONOMIC DEVELOPMENT**

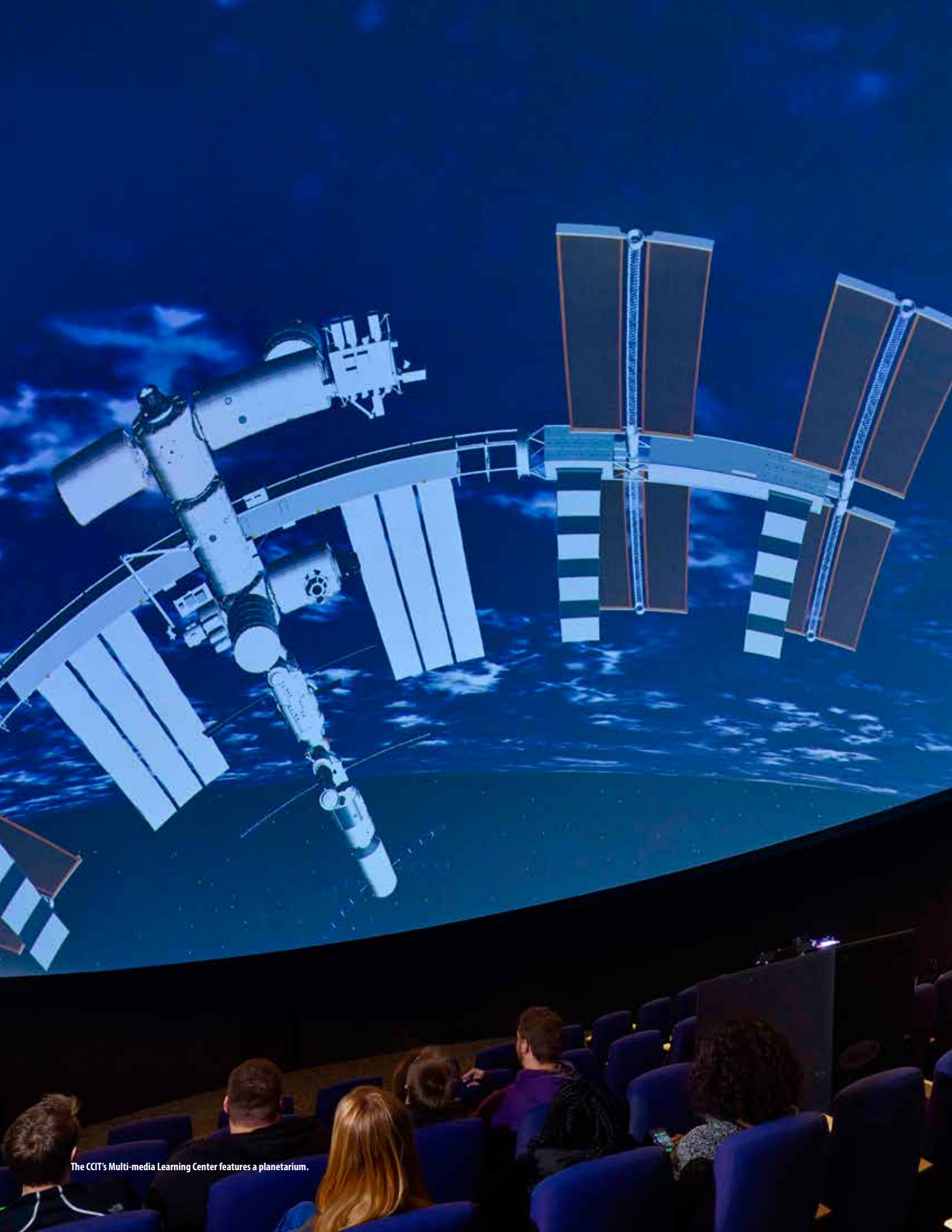
**THURSDAY, FEBRUARY 19, 2015**

**SENATE BUDGET AND TAXATION COMMITTEE**

**SUB-COMMITTEE ON EDUCATION, BUSINESS AND ADMINISTRATION**

**MONDAY, FEBRUARY 23, 2015**

**JONATHAN C. GIBRALTER, PRESIDENT**



The CCIT's Multi-media Learning Center features a planetarium.

# FROSTBURG STATE UNIVERSITY

Jonathan C. Gibraltar, President

**O**n behalf of the students, faculty, staff and alumni of Frostburg State University, I thank you for providing me the opportunity to speak to you about our University's unique place in the State of Maryland, how we are meeting the needs of our state and of the University System of Maryland and the ways we are transforming the lives of our students.

I come here at a time of uncertainty in light of the state's current budget difficulties. Like our fellow USM institutions, Frostburg had to scramble to meet the mid-year budget cuts. Our measures spread out the pain as best we could, but we still had to institute a modest, mid-year tuition increase. And as Governor Hogan endeavors to eliminate the state's structural deficit, we know that we are facing another budget that will require difficult decisions on our part. I am grateful for the support for higher education from the General Assembly through past years' financial challenges. I hope that spirit will continue, because we want to continue the great, innovative things happening in Western Maryland.

In the past two years, the positive, transformative progress that I described when I last spoke to this body has continued. Frostburg has adopted the tagline of "One University. A World of Experiences." This grew out of market research that reinforced FSU's strength in providing students with opportunities to apply what they've learned in real-world settings. Our faculty and students have embraced this new brand, which speaks to prospective students and their parents alike, because they recognize the value of those lessons learned by direct experience in enhancing what is learned in the classroom.



*One University. A World of Experiences.*



**ON THE COVER:** The \$70 million Center for Communications and Information Technology (CCIT) opened in fall 2014. Housing primarily technology-intensive disciplines, the building's classrooms, studios and labs are equipped to match what graduates will encounter in the workplace.





Students capture soil moisture data as part of their research on the impact of road salt on the campus environment.



This renewed clarity for our brand comes alongside new and ongoing recognition: Frostburg is recognized as a College of Distinction because of our engaged students, quality teaching and vibrant college community and successful alumni. For our service to our military and veteran students, *G.I. Jobs Magazine* has named FSU a Military Friendly institution for four straight years of increasingly strict criteria, placing us in the nation's top 15 percent of schools for the services we provide to members of the military and veterans. *U.S. News and World Report* has given us similar recognition for two years running. The culture of service in our campus community has been recognized through the President's Honor Roll for Service year after year. In addition, the consumer organization GetEducated.com continues to designate FSU's accredited online MBA a national "Best Buy," and now our Bachelor of Science in Nursing, Master's in Recreation and Parks Management and Master of Education's special education concentration have been similarly recognized. This is recognition for what we strive to do every day: Provide our students with a high-quality, affordable education.

To maintain this positive momentum and to be prepared to meet the changes coming in higher education, the state of Maryland, the University System of Maryland and Frostburg State

University must continue to work together to provide the best educational experiences in academic facilities that are able to do the best job of preparing our students for life after graduation. And we must continue to increase the number of Marylanders with college degrees, as a young person with a bachelor's degree earns nearly \$17,000 more a year on average than a high school graduate.

I believe that with your continued support, Frostburg State University will deliver a steadily increasing number of diverse, civic-minded graduates. These graduates will be experienced and equipped to serve the needs of the state's economy, for existing employers or through their own entrepreneurial creations. These will be the citizens who devise green solutions to ecological and economic problems facing our state and advance Maryland's economy through a complex, globalized marketplace.

We continue to develop new degree programs and realign current ones to serve the needs of our region's employers. We added information technology management to our computer science options – popular with students and employers alike – and our Master of Science in Computer Science now has an online option to meet the needs of working professionals. Our accredited R.N. to B.S. in Nursing program is showing healthy growth, and we launched a Master of Science in Nursing in the fall. Those graduates will be prepared to be nursing faculty and health care administra-

tors. And the number of students enrolled in all of our STEM programs continues to grow.

As those outside the traditional, post-high school residential student model increasingly seek higher education, we have adapted. More of our offerings are online, and more traditional classes have online components to increase flexibility. Specific, unduplicated Frostburg programs are offered in Hagerstown, Anne Arundel County and Baltimore County, with a new one proposed in Cecil County, providing opportunities otherwise unavailable for students unable to uproot themselves for college.

To better serve the educational professionals in Western Maryland, we are now in the third year of offering an applied doctoral program, a Doctor in Educational Leadership, in Frostburg and Hagerstown. These professionals have desired this option for many years. We will be awarding our first doctorates this May.

As stated in our "World of Experiences" tagline, we recognize that some of the most indelible learning happens outside the classroom. Frostburg is committed to expanding our focus on experiential learning, and as a result, we are developing a tool that very few universities offer: an experiential transcript. Following the principles of the National Society for Experiential Education, curricular and extra-curricular experiences will be vetted and recorded on by category. Other activities, such as



leading or participating in a student organization, will be self-reported under a third category. Students will be able to highlight the skill sets that best appeal to prospective employers or graduate schools.

In support of increased retention, college completion and affordability, Frostburg implemented a new and intensive freshman advising system, the Academic Success Network, last semester. Achieved through a realignment of existing

student-support resources, it has allowed us to intervene with first-year students earlier in their first semester, when they are more able to pull up their grades before it is too late. A key feature is an internally developed Freshman Progress Survey, allowing faculty to alert advisors and others to behaviors and issues that could derail students' college careers. The surveys are issued in the third and fifth weeks of the semester, before midterms, when it may be too late to avoid failing a course. Already this year, 100 fewer freshmen received midterm warnings in the first semester, despite





CCIT features numerous general and dedicated computer labs, such as this mathematics lab.

a class that was 64 students larger than in the previous year. After the end of the semester, the percentage of students on academic probation or dismissed was the lowest in more than five years, and more than half of the freshman class earned a grade point average of 3.0 or better. The new freshman advising system has its foundation in our new Center for Academic Advising and Retention, which is coordinating access to existing student success programs.

Frostburg State University has benefited from the General Assembly’s recognition in recent years that, despite trying economic circumstances, the investment in higher education was necessary for the state to move forward economically. We continue to make every effort to be efficient and effective with the funds entrusted to us, for the sake of providing our students with the best education possible. I urge you to approve Governor Hogan’s budget without additional cuts. The constraints of the governor’s budget are necessarily limiting the progress

we need to make, and additional cuts could jeopardize the improvements made over recent years and further harm employees who are already losing a previously awarded cost-of-living increase. I do respectfully request, should a supplemental budget be considered, that the General Assembly would consider the benefit that added investment in the University System of Maryland would have on the state’s economy and future.

I will now address Frostburg’s efforts in implementing elements of the University System of Maryland’s strategic plan, Powering Maryland Forward: USM in 2020, which will help Maryland lead the nation in meeting educational, economic and leadership challenges.



# COLLEGE ACCESS AND COMPLETION

Recognizing that finances are a primary struggle for students, Frostburg State University continually allocates student financial aid and scholarships to make higher education more affordable. Nearly 80 percent of FSU graduate and undergraduate students receive some form of financial aid. Institutional need-based awards for undergraduates increased 26 percent over the last four years, to \$2,686,599. This includes \$130,000 to first-generation, low-income college students who have participated in FSU’s Student Support Services Program, with \$30,000 of that directed to selected active freshmen and sophomores in the program who have unmet need or loan debt that can be reduced. Despite the uncertain economy, we are making the best effort to keep this amount steady or better each year. Our Associate Degree Scholars Award, which is open to Maryland community college graduates who maintain a 3.0 grade point average, creates a clear pathway of success for transfer students who need financial assistance. Since it was instituted in the second half of the 2011-2012 academic year, we have awarded \$967,500 in awards of up to

\$1,250 per student each semester, and interest has grown steadily. I want to thank the General Assembly for its foresight in creating an exception to the rule requiring county casino revenues to be spent on infrastructure in a six-block radius. That exception allowed the Allegany County Commissioners to create a truly remarkable scholarship program for county residents with a portion of the county’s share of casino revenue. The casino in Allegany County, Rocky Gap Casino and Resort, sits in the middle of a state park and a forest, so there is little infrastructure nearby. Our County Commissioners recognized the most-needed “infrastructure upgrade” in Western Maryland was an educated workforce, and I thank them for their response to that need. Since its inception in fall 2014, the Allegany County Opportunity Scholarship has already benefited 104 Frostburg undergraduate and graduate students from Allegany County with scholarships of up to \$2,000 each, totaling \$119,520 so far. Another \$161,528 is already available for the 2015-16 academic year, and \$32,426 has been invested in an endowment to serve the same

## FSU PROFILE FALL 2014

- 4,915 undergraduate  
661 graduate  
69 doctoral
- 17:1 student/faculty ratio
- 83% of classes have fewer than 30 students
- 82% of full-time faculty have doctorates or terminal degrees in their fields of study
- 88% of students are Maryland residents
- Total minority population (undergraduate): 39.5%; 28.8% African-American
- Male/female ratio (undergraduate): 49% male/51% female
- Male/female ratio (graduate): 42% male/58% female

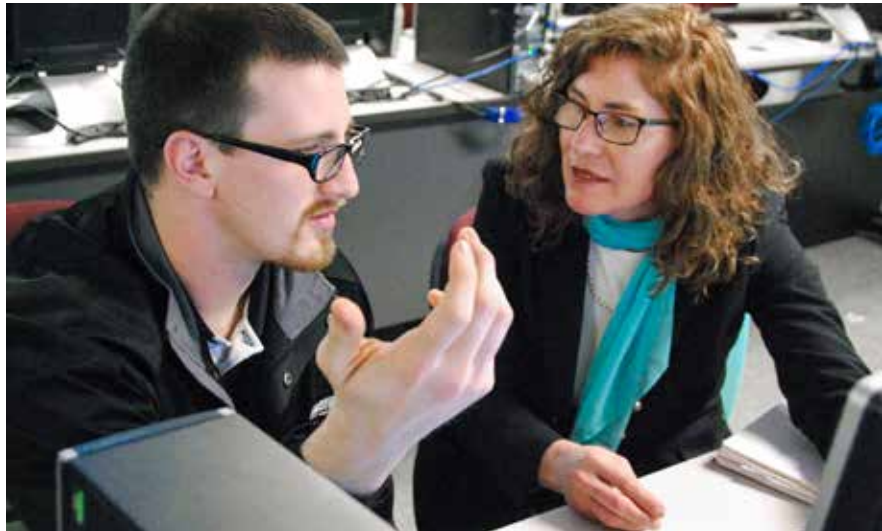
## SUCCESS OF GRADUATES

- 84% employed full- or part-time one year after graduation (FY 14)
- 88% of undergrads satisfied with education for work (FY 14)
- 100% of graduates satisfied with education for graduate or professional school



Allegany County and Frostburg State University officials gathered in January 2014 to sign the memorandum of understanding for the Allegany County Opportunity Scholarship, which has already assisted 104 students with nearly \$120,000 in scholarships.





Dr. Kelly Hall, right, advises one of her students in Frostburg's Ed.D. program.

population. Students at Allegany College of Maryland received similar assistance.

We have made significant progress toward increasing our student quality and improving persistence to graduation, a goal in our Strategic Plan. We are targeting high-ability students and proactively recruiting them through specific scholarship efforts and the enhanced academic opportunities, such as our Honors Program. We are also providing support to strong students through our Presidential Merit Scholarships. The goal of the Frostburg State University Foundation Board is to secure \$2.5 million in these scholarships for high-academic achievers.



They have raised nearly a million dollars toward this goal, and those endowed funds are already assisting 30 students this year.

Ensuring that students can attend is an important goal, as is making sure that they will succeed once they are enrolled. This is the goal behind our Academic Success Network,

**Our most recent cohort of 55 Champs has a retention rate of 92.7 percent, with 90.9 percent in good academic standing, even though 11 of these students – 20 percent of them – actually entered the program while on academic probation. What's more, 21 of the Champs earned a 3.0 GPA in the fall, nine of them making the Dean's List, and one even earning a 4.0.**

which I described above. Another advising program demonstrating significant success is an MHEC grant-funded program that is now in its third year. It's called the Championship Forum, and it is designed to improve the persistence rate of Pell-awarded, academically at-risk freshmen and sophomore male students, as our achievement gap is between male and female students.

Each year approximately 50 "Champs," as they're called, receive intensive advising, which includes academic coaching; mandatory workshops covering financial literacy, learning strategies and personal growth topics; and weekly study hall sessions. If they fulfill the program requirements, they are eligible for \$250 stipends each semester. I can tell you that this group, despite their initial challenges, showed significant improvements over a comparable group of non-participants. Our most recent cohort of 55 Champs has a retention rate of 92.7 percent, with 90.9 percent in good academic standing, even though 11 of these students – 20 percent of them – actually entered the program while on academic probation. What's more, 21 of the Champs earned a 3.0 GPA in the fall, nine of them making the Dean's List, and one even earning a 4.0. The skills needed to succeed in college can be more elusive to students without a family or high school background that supports that goal. The Championship Forum is showing how successful these students can be with the right kind of support.

## STEWARDSHIP

**F**rostburg continues to explore new ways to use our resources wisely. As we are in the midst of our reaccreditation process through the Middle States Commission on Higher Education, a team of faculty and staff from across the University has been examining every aspect of our operation. This process has been facilitated greatly by our President's Advisory Council on Institutional Effectiveness (PACIE), made up of faculty and administrators who for the past five years have consulted to the Executive Committee and the University's Strategic Planning Committee. PACIE has played a key role in implementing the University's strategic plan and monitoring its implementation and progress based on the Middle States standards and measures of effectiveness. In addition, PACIE is charged with ensuring that all segments of the University are included in reviews of the strategic plan and the expenditure of institutional resources.

Our success in making sustainability part of our institutional



The complex of greenhouses at Frostburg Grows is increasing the availability of local food, teaching local growers to extend their growing seasons and producing native tree seedlings for restoration projects.

culture has earned us national accolades, but this environmental stewardship is also central to our University's efforts to cut costs. Through the Learning Green, Living Green sustainability initiative and related measures, the University has seen significant cost savings through a variety of projects. To give just two examples, more efficient LED exit signs, purchased with a grant and installed by our staff electricians, have replaced incandescent signs. That move alone saves us \$11,000 each year in electricity. Likewise, our recycling program saved us \$24,000 in trash hauling fees in 2013, and we were paid nearly \$7,000 for that material.

A new initiative since I last spoke to you is Frostburg Grows, a partnership between FSU and the Western Maryland Resource Conservation & Development Council. Begun with a federal grant of \$300,000, this complex of relatively inexpensive high-tunnel greenhouses built on barren, strip-

mined land is increasing the availability of local food and producing native tree seedlings for stream restoration. Created to teach local growers ways to extend their growing seasons, it is already generating produce being used in local restaurants and our dining hall. And to complete the circle of sustainable food production, Chartwells, our food service provider, has installed a new quick-composting machine that is combining dining hall food waste with wood chips from the City of Frostburg's yard waste. The resulting compost from our dining hall will fill planters at Frostburg Grows to nourish hundreds of pounds of tomatoes, squash, lettuce and other fresh produce ... which will ultimately feed the students in our dining hall. This local, sustainable food production chain will serve as a readily reproducible model for schools and communities around the country. Composting our food waste will also save us several thousand more in trash hauling fees per year.



Food waste from FSU's dining hall is being processed in this quick-composter. The compost will fill planters at Frostburg Grows, which is growing produce to be served in FSU's dining hall.





## ECONOMIC DEVELOPMENT

**F**rostburg State University has long served as a significant economic engine in Western Maryland. A comprehensive economic impact study we conducted recently reinforces this point. The total economic impact on the state of Maryland of faculty, staff and student expenditures, as well as FSU institutional purchases, is conservatively estimated at \$173 million. The impact on Allegany County alone is \$121 million. Stated differently, for every dollar received from the state's General Fund, FSU puts more than \$4 into the regional economy of Western Maryland, providing much-needed primary and secondary employment to these Appalachian communities. And this figure does not include the impact of capital projects or visitors to our campus.

The completion of our new 127,000-square-foot Center for Communications and Information Technology is an example of the impact FSU has on Western Maryland beyond the impact mentioned above. CCIT, which opened in fall of 2014, dramatically updated our campus facilities and demonstrated

the incredible impact construction projects make on the economy of Western Maryland. In the construction of this one building, approximately 150 people were employed for over 400,000 labor hours. More than 90 percent of the workers hailed from Maryland, many of them from Western Maryland. While this number may not seem significant in the metropolitan area, in Allegany County, with its higher jobless rate, CCIT was a welcome source of well-paying work. Now open, our students and faculty have flocked to the building, drawn by opportunities to collaborate in its technologically enhanced breakout rooms; 24/7 computer labs; a multimedia learning center; televi-



Artist's rendering of proposed Public Safety Building

CCIT's construction employed approximately 150 people, more than 90 percent from Maryland, for over 400,000 labor hours.

sion and radio studios featuring the equipment our graduates will encounter on the job; labs for the teaching of mathematics, computer science graphic design and more. Furthermore, the building is designed to LEED-gold standards, providing high-tech educational tools to our students while limiting electrical usage.

We are grateful that construction funds for new public safety building to house FSU's 17-member police department have been included in the Governor's Capital Budget, to continue the project begun with design funds awarded in the current fiscal year. This will benefit the safety of our campus, help us meet accreditation require-

ments set by the Commission on Accreditation for Law Enforcement Agencies and continue to support our law enforcement initiatives.

There is an urgent need to maintain the momentum of upgrading our campus infrastructure to ensure we can respond to workforce development. The majority of Frostburg's academic space was built before 1980 to accommodate a student population of less than half what it is today. For example, the



Maryland State Board of Education has continued to report teacher shortages, specifically in STEM subjects. We will be better equipped to respond to this shortage if we successfully secure the capital funds to move forward on our much-needed Education Professions and Health Sciences Center, which would house our education disciplines and our growing health sciences programs. Among the labs planned for this building will be those designed specifically to prepare teacher candidates to teach STEM subjects in K-12 schools. And the health sciences programs will focus particularly on the issues of rural health care, where we are experiencing critical shortfalls of primary care practitioners.

## LOCAL PARTNERSHIPS

**T**he strong and collaborative relationship between Frostburg State University and the city of Frostburg is unique and heartening. From a joint jurisdiction agreement between our two police agencies to regular community dialogues that allow for a calm discussion of hot-button issues, the University and its community have one of the best relationships between two such entities as I have experienced.

One strong partnership that has grown over the last couple of years is the Frostburg Community Coalition. Begun with a grant from the Maryland Strategic Prevention Framework, this group has brought together representatives of FSU, the city of Frostburg, our local high school and middle schools, law enforcement, liquor retailers, government officials and others, all with the common goal of reducing underage drinking and binge drinking among young people between the ages of 12 and 24. Among the state's community coalitions,

Frostburg's is one of the most successful. In recognition, Frostburg's Maryland Strategic Prevention Framework grant was increased by more than 300 percent this year, and the group was awarded a highly competitive five-year federal Drug-Free Communities Grant. We have received significant national attention for these achievements, including on PBS NewsHour and a feature on NPR's All Things Considered that continues to gain interest.

Additionally, our students actively volunteer throughout our community, collectively averaging more than 30,000 hours of service per year. They serve a wide range of areas of need in the Western Maryland region, including tutoring children, helping with tax returns, cleaning streets and shoveling snow, raising money for numerous charities and performing environmental projects. Our neighbors notice and appreciate our students' work, and I am incredibly proud of their deep commitment to serving the people of Western Maryland.



The joint jurisdiction agreement between the City of Frostburg and FSU's police agencies has sparked a series of communication efforts, including "knock-and-talks," where police stop by student and year-round residences to discuss concerns and policies.



# SUPPORT FOR THE GOVERNOR’S BUDGET PROPOSAL

We are truly grateful to our elected officials for your leadership, and feel confident you will continue to recognize and support higher education’s role in defining Maryland’s future. Again, I would like to join the Chancellor in urging support of Governor Hogan’s FY 2016 budget recommendation for the University System of Maryland, and should a supplemental budget be considered, I respectfully entreat the General Assembly to consider the benefit that added investment in the University System of Maryland would have on the state’s economy and future.

Governor Hogan has clearly stated his intention to eliminate Maryland’s structural deficit, and Frostburg State University takes its responsibility to help very seriously. At the same time, we are committed to preserving and enhancing our ability to serve the students of Maryland with excellence and advance our state, especially through economic and workforce development.

Given our half-year reduction in FY 2015 under the previous administration and Governor Hogan’s proposed FY 2016 budget, the entire University System of Maryland faces difficult times in the immediate future. Governor Hogan’s FY 2016 operating budget does propose an increase of \$15.4 million to USM, but that increase is over USM’s reduced FY 2015 budget, not the one that the General Assembly approved last spring. Even if nothing changed from the previ-

ous year, USM faces an estimated \$86 million in increased costs for unavoidable expenses like employee health insurance, debt service, utility costs, etc.

We are all facing further spending reductions to balance our budgets for the year ahead, so if the Legislature cuts this budget even further, we will be placed in a very difficult situation. Even with the anticipated 5 percent tuition increase for FY16, FSU will have to find nearly \$2.7 million to balance our own budget, or approximately \$1.3 million after eliminating planned merit raises and taking away our employees’ cost of living increase that was granted on Jan. 1, 2015.

As an employer of highly credentialed employees, I would like to state my opposition to removing an already-granted cost-of-living increase from employees who have endured three years of salary reductions and another year of frozen salaries over the course of the past six years. This situation will make it increasingly difficult to retain talented faculty and professional staff.

Frostburg State University is accustomed to operating on very lean margins, as are most regional comprehensive universities. Even so, through a prolonged period of challenging economic conditions, FSU has increased the academic profile of entering students, refined our efforts to improve retention, spearheaded key campus facility projects to bring

economic growth and innovation to our area and offered more financial aid to our students. We have strategically aligned our resources with our most critical initiatives, all the while preserving and enhancing quality educational experiences and programs. We maintain our operations in a way that best protects our most important priorities, making sure our students continue to have access to higher education opportunities and can complete their degrees. As such, our institutional culture of efficient, fiscally conservative operation can mean dramatic positive changes to our student experience with even incremental increases to our state funding, but the impact of a decrease could be similarly dramatic.

The value of what we do is best illustrated by our students and alumni, of whom I am exceedingly proud. They are truly defining our world, and the state of Maryland should be honored to call them our own. Once again, on behalf of Frostburg State University and our students, faculty, staff and alumni, thank you.



# LEGISLATIVE ANALYSTS’ QUESTIONS

**The President should comment on the status of the investigation and on implementing the revised sexual misconduct policy.**

As the analyst noted, Frostburg State University is one of 96 schools currently under investigation by the Department of Education’s Office for Civil Rights (OCR) for how it handles reports of sexual assault. Although an open investigation does not necessarily indicate that an institution has violated the provisions of Title IX, our inclusion on the list of schools has suddenly placed FSU in the national spotlight.

FSU has cooperated fully throughout OCR’s investigation and will continue to do so. Officials from OCR visited the campus for interviews and focus groups during the spring 2014 semester, and now the University is awaiting a decision. In the meantime, we continue our efforts to promote a culture of prevention and support for survivors of sexual violence.

As a result of our review of our current policies and national best practices, we have taken a significant step in addressing sexual misconduct response and prevention by increasing our part-time Title IX coordinator position to the full-time position of Title IX and University Compliance coordinator. Ms. Emily Caputo, our new coordinator, is an attorney with a master’s degree in psychology and is also an alumna of Frostburg State University.

She came to FSU from United Educators, an insurance and risk management organization that is owned by approximately 1,300 educational institutions nationwide. In her most recent position as Risk Management counsel, she advised higher education institutions on compliance with Title IX and other federal laws and regulations. Ms. Caputo has extensive experience in developing research-informed training for faculty, staff and students on topics such as harassment, dating violence, sexual assault and alcohol use. She has worked with universities and colleges to implement comprehensive violence prevention programs on campus.

FSU has also updated its policies and procedures to be in compliance with the requirements in USM’s new policy on sexual misconduct, and Ms. Caputo and others at FSU are continuously working to engage the campus community to review, revise and implement the new policies, as they will with other statutory and regulatory guidelines as they continue to evolve. I would encourage the General Assembly to provide tools that will allow those trying to address these issues to be as flexible as possible.

FSU’s goal is to be certain that students are supported to the greatest extent possible, our campus and community is as safe as we can make it, and the University’s policies and activities in response to sexual violence are in full compliance with the law. To that end, we have enhanced our educational programming to include online and in-person training for faculty, staff and students. The President’s Advisory Council Against Gender-Based Violence is planning a campus-wide climate survey that will be conducted later this semester. In addition, we plan to implement a dating violence prevention workshop that reinforces our current student bystander intervention program, further empowering students to intervene when there are warning signs of danger. FSU will continue its commitment to address this vital issue to achieve the highest level of safety for our students, employees and visitors.

**The President should comment on if financial literacy or other programs are offered to students to educate them about options and implications of using various methods to finance their college education.**

At a time when student loan debt and credit card debt have grown to extraordinary levels in our country, financial literacy is more important than ever for today’s college students, particularly as student loan repayment rates of graduates are being considered as a key federal metric of institutional success.

As such, financial literacy education is offered to every FSU student, and it is a recommended component for our Introduction to Higher Education class sections, in which all first-time full-time students are enrolled. Intro to

Higher Ed instructors are encouraged to integrate a financial literacy component into their syllabi, and they typically employ CashCourse, a free, customizable, online educational tool provided by the National Endowment for Financial Education.

Additionally, the entire student body is invited to our Academic Enrichment Series, which in 2014 included four workshops on Financial Literacy. Those workshops, presented by our director of Financial Aid, were attended by 101 FSU students, and staff members reported that many attendees stayed after the workshops, asking additional questions of the presenters. Having come of age during the Great Recession, most of our students desire financial literacy and actively seek out instruction on the topic when offered. Two “Financial Aid Changes and Good Practices” workshops are scheduled for this spring and more will be offered again in the fall.

For students who have been put on academic probation or received a warning, a mandatory workshop is presented at the beginning of each semester. One component of these workshops is an explanation of how financial aid eligibility can be affected by the students’ not earning enough credits, repeating classes or not maintaining the required grade point average. Too often, students are unaware of the impact their actions in dropping a class or performing poorly will have on their financial aid package.

FSU enrolls a significant number of first-generation and low-income college students, groups that may not have received adequate financial education at home or in high school. Two programs at FSU have proven highly effective in improving persistence to graduation for our Pell-Eligible students: the federal Student Support Services program, and our Maryland Higher Education Commission grant-sponsored Championship Forum. Both of these programs offer multiple financial literacy trainings and financial aid workshops for all participants, conducted by our director of Financial Aid. Topics include budgeting, credit card use/abuse, savings and checking accounts, borrowing, credit scores and identity theft, as well as financial aid packages and student loan borrowing.

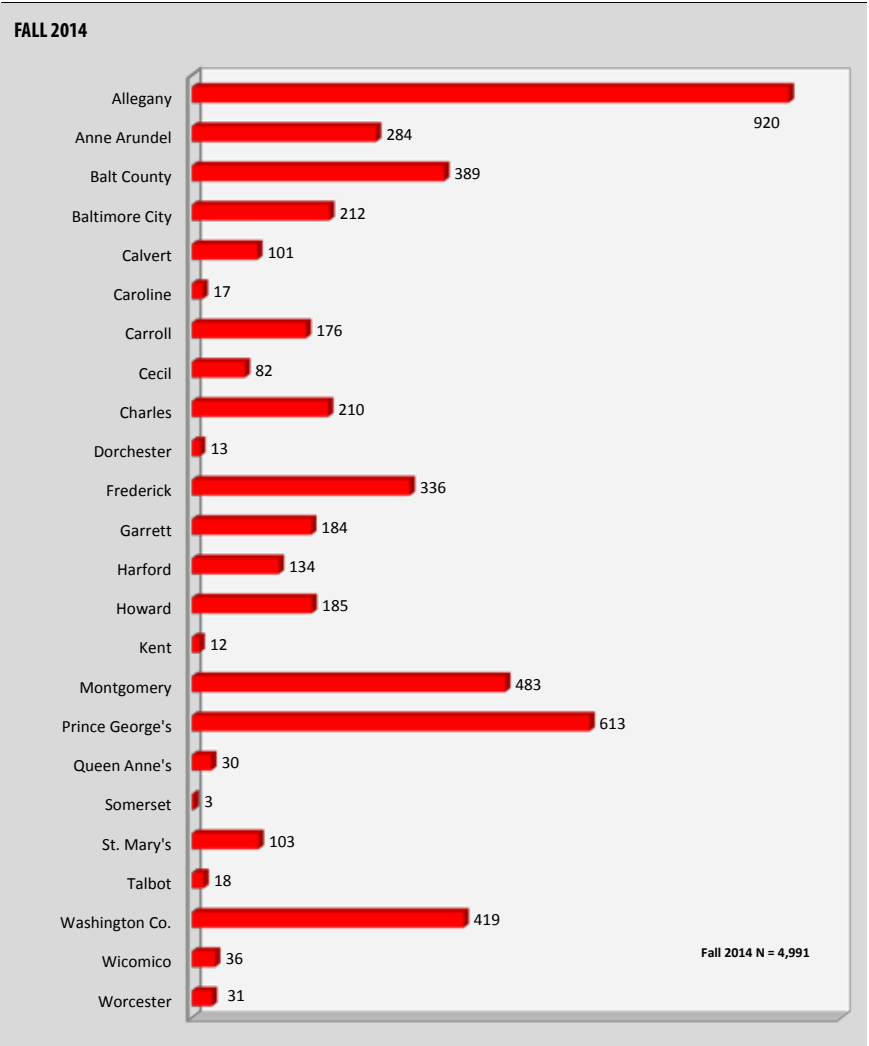
**The President should comment on the ability to maintain funding for the Associate Degree Scholars Awards in light of the current budget situation.**

We do not intend to reduce the amount of funding designated for the Associate Degree Scholars Award as it has become critical to an important and successful enrollment strategy. As the analyst noted, as of spring 2015, 285 transfer students have received this scholarship, which awards up to \$1,250 per semester to graduates from Maryland community colleges and nearby Potomac State College in West Virginia who have a 3.0 grade point average or better. This award is funded with institutional funds, but it provides a net gain to the University. Its popularity has grown since it was first instituted in the second half of the 2012 academic year, and our transfer enrollment has also grown dramatically, as we have posted record transfer enrollments for the past two years. The recipients of these awards have a second-year retention rate exceeding 80 percent, and 85 percent of them maintained a 3.0 grade point average. These students have been a positive addition to our campus community not just in their contribution to our overall enrollment, but particularly in the maturity and commitment that they bring with them as students.

These awards are given after other grants and privately funded scholarships are applied, so the impact on institutional funding is lessened. The large transfer cohort from Allegany College of Maryland, in particular, is benefiting from the new Allegany County Opportunity Scholarship for county residents. Funded through a portion of the county’s revenues from the Rocky Gap Casino Resort, it provides county residents with awards of up to \$2,000. If the Opportunity Scholarship and other scholarships and grants fulfill the student’s need to the point of full tuition and fees, the Associate Degree Scholars Award will not be used. Likewise, our FSU Foundation continues to increase the number of scholarships available, freeing up institutional funds to meet the greatest need. The most recent cohort receiving the Associate Degree Scholars award includes 88.9 percent Pell-eligible students.



**ENROLLMENT BY MARYLAND COUNTY**





ALUMNI BY COUNTY

Allegany County	4,619
Anne Arundel County	1,640
Baltimore City	638
Baltimore County	1,695
Calvert County	389
Caroline County	84
Carroll County	938
Cecil County	210
Charles County	417
Dorchester County	57
Frederick County	2,287
Garrett County	1,211
Harford County	747
Howard County	894
Kent County	48
Montgomery County	2,092
Prince George's County	1,139
Queen Anne County	171
Somerset County	12
St. Mary's County	401
Talbot County	110
Washington County	2,145
Wicomico County	107
Worcester County	135
TOTAL	22,186

ALUMNI BY STATE

Alabama	60
Alaska	21
Arizona	132
Arkansas	22
California	396
Colorado	233
Connecticut	59
Delaware	318
District of Columbia	222
Florida	876
Georgia	292
Hawaii	30
Idaho	27
Illinois	128
Indiana	83
Iowa	26
Kansas	29
Kentucky	56
Louisiana	25
Maine	51
Maryland	22,186
Massachusetts	110
Michigan	84
Minnesota	47
Mississippi	16
Missouri	59

Montana	42
North Carolina	677
North Dakota	8
Nebraska	6
New Hampshire	39
New Jersey	347
New Mexico	50
New York	263
Nevada	42
Ohio	258
Oklahoma	28
Oregon	71
Pennsylvania	2,664
Rhode Island	23
South Carolina	296
South Dakota	8
Tennessee	118
Texas	339
Utah	35
Vermont	22
Virginia	2,097
Washington	109
West Virginia	1,506
Wisconsin	48
Wyoming	13



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.







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