CES and Appalachian Festival Present World-Class Musician Kyshona in Songwriting Workshop, ‘We the People: Voices for Change’

CES at Frostburg State University and the Appalachian Festival will present songwriter and musician Kyshona in a livestreamed songwriting workshop, “We the People: Voices for Change,” on Saturday, Sept. 19, at 2 p.m. The event is free to view online.

This virtual workshop will take place via Zoom, and the link for participation will be posted on the CES Facebook Page at https://www.facebook.com/CESFrostburg and Appalachian Festival Facebook Page at https://www.facebook.com/fsuappalachianfest.

Create a modern-day song of protest with Kyshona, using the voice as a motivator for change. Participants will be encouraged to complete a verse and chorus of their own, allowing them to walk away from the workshop with a song to build upon.

Kyshona merges her experiences in songwriting and music therapy to focus on one mission: to be a voice and a vessel for those who feel lost, forgotten, silenced or in pain. Born and raised in South Carolina into a family of gospel musicians, she first found her musical footing in the study of classical music. During her music therapy studies at the University of Georgia, she explored Appalachian folk songs and instrumentation.

Kyshona works with adults and youth experiencing homelessness, incarceration, trauma and isolation. For more than 13 years, her work as a music therapist has brought her to treatment facilities, rehabilitation programs, mental health facilities, forensics units, nursing homes and special-needs schools.

For info, visit CES’ webpage at ces.frostburg.edu, or the Appalachian Festival webpage at www.frostburg.edu/events/afestival.

Help for Students

New Ask A Librarian Research and Reference Help Page From Ort Library

Got a research question? Need help finding sources? Not sure how to cite that article? Ask A Librarian!

Check out the new Ask A Librarian portal for research and reference help at libguides.frostburg.edu/ask or just click on “Ask A Librarian and FAQs” in the main menu of the Library webpage. There you can search FAQs, chat with a librarian, send an email or submit a question, or schedule a one-on-one research consultation.

Librarians are available to help students and faculty with any question related to the research process, including developing keywords and search strategies, navigating library databases and resources, and correctly citing sources.
**FSU Celebrates Region’s Culture With Virtual Appalachian Festival**

FSU’s much-anticipated Appalachian Festival is going virtual this year. Returning for its 15th year, the event will take place from Thursday, Sept. 17, to Saturday, Sept. 19. All program offerings can be accessed through the festival’s website at [www.frostburg.edu/events/afestival](http://www.frostburg.edu/events/afestival).

The three-day event kicks off with the Mountain Traditions Film Festival on Thursday, Sept. 17, at 7 p.m., continues with the symposium, “African Americans in Appalachia,” on Friday, Sept. 18, from 6 to 9 p.m. and culminates in a full day of workshops, presentations and musical performances on Saturday, Sept. 19, from 10 a.m. to 6 p.m.

Thursday evening features the Mountain Traditions Film Festival produced by filmmaker Mike Snyder and FSU graduates Sidney Beeman and Alexander Beeman. The five short films feature regional traditions and residents, including “Fly Fishing” with John Kirby, “Ramp Harvesting” with Caroline Blizzard, “Beekeeping” with Ben Cooper, “Barn Dance Calling” with Slim Harrison and “Old-Time Musicians” with Pete Hobbie and Dakota Karper. A live discussion with the filmmakers will follow the film screenings.

Friday’s symposium takes on pressing contemporary issues, focusing on the topic of “African Americans in Appalachia.” The event begins with keynote speaker Frank X Walker, founder of the term and movement, Affrilachia. In his talk, “Affrilachian Lives Matter, Too: Myths, Lies and Historical Truths,” Walker will read from his new collection, “Masked Man, Black: Pandemic and Protest Poems,” and discuss little-known significant histories that shatter deeply rooted caricatures and stereotypes about race in Appalachia. Two panel presentations will follow his talk. The first features local activists. The second features regional student leaders and activists. Musical performances, a “Mind-and-Body Meditation” and “Art With a Message” will also be woven into the evening program.

Saturday’s festival highlights the mountain region’s music, dance and storytelling traditions with a series of live performances and workshops, discussions and presentations, and a puppet show. This year’s live music lineup includes bluegrass, old-time and folk music by the Hickory Bottom Band, Ken and Brad Kolodner, Mountain Echoes, Day Old News, Michael and Carrie Kline, Davis Bradley, Frankie Revell, Loretta Hummel, the Barnstormers and RockCandy Cloggers and Black Guy Fawkes.

Dancer Becky Hill will offer the workshop, “Flatfooting From Scratch,” where participants can learn the Appalachian percussive dance basics, spending an afternoon together working on the clogging fundamentals, and Robert Dotson’s Tennessee Walking Step.

No prior experience is necessary.

Internationally known groundbreaking songwriter and musician Kyshona will offer a songwriting workshop, “We the People: Voices for Change,” co-hosted by FSU’s Cultural Events Series, on Saturday afternoon. The workshop will focus on the importance of using one’s voice and art as a motivator for change. Participants will begin the process of writing a modern-day song of protest as a group. The goal is to complete at least a verse and chorus that attendees can walk away with and continue to build upon.

Silly Goose and Val will provide a live puppet show. Award-winning ventriloquist, musician, composer and performer Valerie Leonhart Smalkin will present “Silly Goose and Val’s Fall Is Comin’,” where they will take the audience on a sing, play, laugh and dance-along adventure. Using ventriloquism, puppets, original and traditional music, Smalkin engages her virtual audience by asking them to sing, dance and play along. Her skills as a ventriloquist, along with Silly Goose, Rufus the Reluctant Dragon, Cyleena the Sloth, Grasshopper Gary and Anthony Ant, will delight the child in every audience member as they celebrate the coming of fall.

Michael and Carrie Kline, with “Talking Across Lines,” will share materials from their most recent documentation project on Appalachia’s back-to-the-land movement, and community discussions will give participants an opportunity to explore regional and national issues. The session, “How Should Communities Reduce Violence? A Deliberative Community Discussion About Safety and Justice,” is a Choose Civility event facilitated by FSU’s Communication Leadership Lab designed to support civil conversations in Allegany County. Also, an exploratory steering committee will engage in a discussion, “Creating a Community Café in Allegany County,” inviting community feedback on the project.

To learn more about the FSU Appalachian Festival, visit [www.frostburg.edu/events/afestival](http://www.frostburg.edu/events/afestival) or email Dr. Kara Rogers Thomas at krogerst@frostburg.edu.

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**Get Ready for the November Election With TurboVote!**

Register to vote online in a matter of minutes at [http://frostburg.turbovote.org](http://frostburg.turbovote.org)

You can verify voter registration and update voter information, request absentee ballot forms by mail and receive text message and email reminders for upcoming elections.

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**CARES Act – Housing Awards**

Music

Because of the coronavirus pandemic, musical performances before live audiences will not be held until conditions warrant. However, the Department of Music is planning a series of online presentations. Links will be posted at www.frostburg.edu/concerts. For info, contact FSU’s Department of Music at 301-687-4109.

Department of Music to Host Baltimore Guitar Duo in Online Faculty-Guest Artist Series Concert

An honors ensemble from the Peabody Institute, the guitar duo of Greene and Keretses will present a recital of beautiful solo and duo guitar works by composers Marcello, Albeniz, Castelnuovo-Tedesco, Tansman and Pujol.

Greene began music lessons at the age of 8 on the clarinet, and started playing guitar at age 13. After high school, he attended Bob Jones University as a church music major, where he was a two-time finalist in the Commencement Competition, while continuing classical guitar studies at the University of South Carolina. After graduating from Bob Jones University, Greene moved to Baltimore where he earned a master’s in guitar performance at the Peabody Conservatory, and where he is working on a doctorate in guitar performance, teaching a studio of private students and serving in the music ministry of his church. Greene is a lecturer in FSU’s Department of Music.

Keretses began studying classical guitar at his high school. Since then, he has gone on to complete a bachelor’s in guitar performance at the University of South Carolina. There he was awarded the Christopher Berg Guitar Award, given to students exhibiting creativity, humility, perseverance and improvement in their study of the guitar and music performance. After graduating from USC, Keretses moved to Baltimore and completed a master’s in guitar performance at Peabody Conservatory. He is pursuing a doctorate in guitar performance and teaching guitar privately in Baltimore.

FSU Students Hannah Polk and Ryann Cooper to Perform Virtual Recital

Polk will perform “She Used to Be Mine” from the musical “Waitress” by Sara Bareilles, “Mandoline” from “En Sourdine” by Gabriel Fauré, “Ahi me! Dove trascorsi … Che farò senza Euridice?” from “Orfeo ed Euridice” by Christoph Gluck, “Nachtwanderer” by Fanny Hensel Mendelssohn and “In der Frühe” by Pauline Viardot.


Polk and Cooper together will perform “What Is This Feeling?” and “For Good” from “Wicked” by Stephen Schwartz.

Mindfulness Sessions

Sessions to discuss and practice mindfulness will be led by Dr. Anne Murtagh, an associate professor in FSU’s Department of Psychology, and others every Monday from 1 to 1:45 p.m. This is an open, drop-in group available online through Webex for students, faculty, staff and community members. Mindfulness is not limited to any particular cultural or religious tradition; it is a helpful self-care practice. In college settings, it has been shown to help manage stress, improve learning and increase empathy toward others. Specific practices include mindfulness of the body and breath, self-compassion and compassion, coping with difficult emotions, cultivating joy and gratitude, and more. No need to register – just click on the link below to join. For info, contact Murtagh at ammurtagh@frostburg.edu.

Meeting link: https://frostburg.webex.com/frostburg/j.php?MTID=m3cb34fcfe6f27b72d9d1691e9f3c2d5f

Meeting number: 120 589 0997

Password: b72aXd3mj7P
Wellness Wednesdays

Wellness Wednesday: Gathering at the Grove continues through Sept. 30. Each Wednesday from 6:30 to 7:30 p.m. in Hoffman Park at 11300 Hoffman Hollow Road SW in Frostburg, local residents trained by the Center for Mind-Body Medicine will present simple skills designed to mitigate the negative impacts of chronic stress on our minds and bodies. Presentations will include guided imagery, movement, mindful eating, meditation and creative expression. The Sept. 16 session will be “Walking in Wonder” by Cherie Snyder and Abbey Snyder.

The Grove provides a beautiful space that will allow us to physically distance while we come together as a community during this unprecedented time. Be sure to bring lawn chairs or a blanket and don’t forget your mask.

For info on this free series, contact Elizabeth Stahlman, administrator, City of Frostburg, at estahlman@frostburgcity.org or 301-689-6000, ext. 101. In case of inclement weather, check the city’s website at www.frostburgcity.org or Facebook Page at www.facebook.com/frostburgcity for cancellations.

Exhibitions

Roper Gallery to Feature Multimedia Exhibit ‘Silent Footsteps: Meditations and Meanderings’ by Two Local FSU Alums

A watercolor by Dr. Charles McElfish, left, and “Rusted Ram” by Martin Heavner

FSU’s Department of Visual Arts will host a multimedia exhibition by two local FSU alumni titled “Silent Footsteps: Meditations and Meanderings” in the Stephanie Ann Roper Gallery in FSU’s Fine Arts Building. The exhibit, which is free and open to the public, be on display through Friday, Oct. 2.

The exhibit will feature paintings, drawings and sculpture from Dr. Charles “Bud” McElfish and photographs from Martin Heavner. Both artists are Cumberland natives who grew up together on Bedford Road before graduating from FSU, McElfish with a bachelor’s in chemistry in 1977 and Heavner with a master’s in business administration in 1992.

The show offers reflective scenes of pastoral landscapes, structures, still lifes and people, with echoes of a simpler time. The gallery visitor sees the enduring beauty and dignity of these subjects from the perspective of a silent, contemplative witness.

McElfish, whose Hunt Club Dentistry practice is based in Short Gap, W.Va., has been working in nearly all kinds of artistic media since childhood. His favorite media during the past several years have been pen-and-ink sketches and pastels. Heavner has been active in photography for more than 35 years, exhibiting his work at galleries in suburban Washington, D.C., and Western Maryland.

The Roper Gallery is open Mondays, Thursdays and Fridays from 1 to 4 p.m. For info, contact the Department of Visual Arts at 301-687-4797.

Points of Pride

FSU Student Art Finds a Home Downtown

FrostburgFirst, in partnership with the City of Frostburg, announces the installation of new public art in the Parish Parking Lot in downtown Frostburg.

The art installation is comprised of three metal sculptures designed to represent bodies in motion. The project began when Dustin Davis of FSU’s Visual Arts Department (who is now retired), worked with the Engineering Department to salvage the metal pieces from surplus playground equipment and decided to get creative. The sculptures were created by five FSU engineering students, David Frank, Joseph Harris, Christopher Owens, Thomas Sharpless and Philip Smith, over a period of two semesters.

Davis contacted FrostburgFirst at the end of July to offer the sculptures, and within a few weeks, they were collected and installed by the City of Frostburg Department of Parks and Recreation. The sculptures make their home in the parklet attached to the Parish Parking Lot, which offers free parking to those visiting the downtown area.
Andy Duncan's Book Review Published in SFRA Journal


Take Note

Scholarship Celebrates the Legacy of John Reuschlein: An Advocate for Students and Educators

Reuschlein’s career in education zigzagged him across Allegany County, where he served as a third-, fourth- and fifth-grade teacher to schools in Cumberland, Flintstone, Oldtown, Cresaptown, Mount Savage and back. He also acted as vice principal of several schools, all the while participating as an executive member of the Allegany County Education Association (ACEA) and the Maryland State Education Association, where he was instrumental in the passage of the Maryland’s Fairness of All Educators Bill in 2013.

Reuschlein would eventually leave the classroom when he was appointed full-time president of the ACEA. He regretted hanging up his elementary teacher hat; however, he took his love and advocacy of education and put it into his role as ACEA president, building strong relationships with colleagues locally and across the state.

His compassion was reflected in the many personal stories that former students and co-workers shared with his wife Elaine at her husband’s funeral. In fact, his colleagues were the ones who approached Elaine about creating a scholarship in her husband’s memory at FSU.

To this day, Elaine still runs into students who talk about how “Mr. Reuschlein” influenced their lives. She hopes the FSU scholarship will help a new generation of educators inspire students, just like her husband did.

For information on the John P. Reuschlein Scholarship or to contribute to the fund, contact the FSU Foundation, Inc., at 301-687-4068 or visit www.frostburg.edu/foundation. For the complete article, visit https://www.frostburg.edu/news/2020/09/Reuschlein-Scholarship.php.

FSU Makes Standardized Tests Optional for 2021 Admissions

FSU has made submitting standardized test scores optional for all applicants for the 2021 admissions cycle. This includes the spring, summer and fall semesters in 2021.

The COVID-19 pandemic forced the cancellation of many standardized test dates throughout the spring and summer, while creating uncertainty for future test dates and availability of standardized tests in the 2021 admissions cycle.

Applicants who have taken the SAT or ACT and feel their scores reflect their abilities should still submit them for admission consideration. Applicants who do not have scores, who had limited opportunities to take or retake the ACT or SAT, or who feel that their scores do not reflect their ability to be successful at FSU will be reviewed for admission based on their high school transcript (including coursework), cumulative grade point average (GPA), grade trends and the strength of their high school curriculum.

Applicants will receive full consideration in the admissions process and in review for merit scholarships even if they are unable or choose not to submit an ACT or SAT score.

Students can apply by visiting www.frostburg.edu/apply.
Virtual Homecoming 2020

A virtual Homecoming is scheduled for Thursday, Oct. 15, through Sunday, Oct. 18, and the Office of Alumni Relations and Office of Student and Community Involvement are planning a series of great virtual events.

Last week the Office of Alumni Relations launched a short schedule of virtual events to engage alumni. In addition, the office will start announcing social media campaigns to capture the memories and creativity of alumni and friends and contests to boost engagement, as well as give them ways to receive FSU goodies to enhance their virtual experience.

If you have an idea, virtual event or a group of alumni (sports team, Greek organization, etc.) that you would like help in “getting together” virtually that weekend, be sure to reach out to Brooke Kirchner at brkirchner@frostburg.edu and Shannon Gribble at slgribble@frostburg.edu.

Updates will be provided via the Homecoming webpage at https://www.frostburg.edu/alumni/homecoming.php as they become available.

Student Voter Engagement Competition Series

Prizes Include $250, $150 and $100 Stipends

The J. Glenn Beall Institute for Public Affairs, in conjunction with the Office of Civic Engagement, is hosting a series of competitions focused around encouraging students and young people to vote and engage in civic projects. Each Wednesday this semester leading up to the election there will be one or more competition topics sponsored by academic departments and groups on campus. The sponsoring group will review the submissions and select first-, second- and third-place winners. These students will be awarded a stipend from the J. Glenn Beall Institute for Public Affairs of $250, $150 and $100, respectively. Submissions for all competitions should be submitted through https://forms.office.com/Pages/ResponsePage.aspx?id=0V75uBqOllkBAOmdHIiTo1C8sOQNoBRPv5JhZoF8dUNxVNR1VMjDRUV5pSNgwWElw2T1JQjUUJGMI4u. Students are encouraged to be creative and use social media and other online platforms when appropriate. There is no limit to submissions, and students are encouraged to take part in multiple competitions.

For info, contact the office of Civic Engagement at civicengagement@frostburg.edu or 301-687-4210.

This Week’s Competitions – Due Sept. 16, at noon:

- Political Cartoon: Why Vote?
- African Americans and the Vote

Upcoming Competitions:

- “Live United” in Frostburg (Sept. 23)
- A Plan to Increase Young Voter Turnout (Sept. 30)
- Videos and Votes (Oct. 7)
- Endorse a Candidate (Oct. 14)
- Your View of Our Democracy (Oct. 21)
- J. Glenn Beall Jr./George Beall and Civic Responsibility (Oct. 28)
- Motivational Democratic Engagement Speech (Oct. 28)

Explore the Weather on Other Planets With Zula Patrol

The FSU Planetarium presents “Zula Patrol: Under the Weather.” The virtual September Sky Tour is up as well. To check them out, go to https://www.frostburg.edu/multimedia-learning-center.

Focus on Your Future: Virtual Professional Development Conference

FSU’s seventh annual Professional Development Conference, which will be held as a virtual half-day event this year, will take place on Friday, Sept. 18, from 8:30 a.m. to noon. Registration and additional details and a registration link were emailed on Thursday, Sept. 3. This event is sponsored by the Office of Human Resources and is free and open to FSU faculty and staff.

For info, contact Heather Killeen at hjkilleen@frostburg.edu.
Consider Serving as an Election Judge!

The 2020 general election will be held on **Tuesday, Nov. 3.** In accordance with state law, voters will be able to cast their ballots by mail, during the eight days of early voting (**Monday, Oct. 26, through Monday, Nov. 2**) or in person on election day.

Due to the coronavirus pandemic, the State Board of Elections is experiencing a shortage of election judges to staff the polls. Election judges play a critical part in the democratic process. This presents a unique opportunity for members of Bobcat Nation to participate in the democratic process while helping the citizens of Maryland!

Under Maryland law, you can serve as an election judge if you are:

- Age 16 or older
- A registered voter in Maryland
- Physically and mentally able to work at least a 15-hour day
- Willing to work outside your home precinct
- Able to sit and/or stand for an extended period
- Able to speak, read and write English

Election judges are temporary, paid employees of local election officials trained to handle all aspects of voting and are responsible for proper and orderly voting at polling locations. Tasks include:

- Setting up the polling location and election equipment
- Verifying voter qualifications
- Assisting voters
- Distributing ballots
- And more!

If interested, visit the State Board of Elections website at [https://elections.maryland.gov/get_involved/election_judges.html](https://elections.maryland.gov/get_involved/election_judges.html) to sign up to become an election judge. With the election fast approaching, be sure to sign up as soon as possible. Questions can be submitted to SBE at info.SBE@maryland.gov or 410-269-2840, or you can contact the Student Government Association at SGA@frostburg.edu or 301-687-4304.

### FSU-TV3

**Newest Episode of ‘The Interfaith Roundtable’ Available Online**

FSU-TV3’s newest episode of “The Interfaith Roundtable” is available online. The series is hosted by Rabbi and Cantor Mark Perman of B’er Chayim congregation in Cumberland. Join Perman, Bishop Kenneth Watkins and Pastor Shannon Watkins for an informative show about faith, its traditions and community support.

To watch the show, log on to [https://www.frostburg.edu/fsu-tv3/programming-information/programming.php](https://www.frostburg.edu/fsu-tv3/programming-information/programming.php).

Follow FSU-TV3 on Facebook at [https://www.facebook.com/FSUTV3](https://www.facebook.com/FSUTV3), Twitter at [https://twitter.com/fsutv3](https://twitter.com/fsutv3) and Instagram at [https://instagram.com/fsutv3](https://instagram.com/fsutv3).

### UCM

**UCM Anti-Racism Focus: Equality ≠ Controversy**

United Campus Ministry discussion groups will meet on Mondays in Cook Chapel at 7:45 p.m. You can also join on Zoom at that time. Join the Zoom meeting at [https://bwcumc.zoom.us/j/96465485962](https://bwcumc.zoom.us/j/96465485962) or by Cell One (tap mobile: +13017158592,96465485962#).

Everyone is welcome!

The entire schedule follows. If you miss any, be sure to watch online at [www.UCMatFSU.org](http://www.UCMatFSU.org).

- **Aug. 31** – “What is Racism?”
- **Sept. 7** – “Where Does Racism Come From and How to Address It (Global, National and Personal)?”
- **Sept. 14** – “All Lives Matter and/or Black Lives Matter”
- **Sept. 21** – “When and How to Resist Injustice With God’s Wisdom”
- **Sept. 28** – “How to Make a Difference”
Get Involved

Cru Is Meeting on Zoom

Cru will meet on Zoom this semester. Meetings will be held on Thursdays at 8 p.m. The link to the event is https://us02web.zoom.us/j/8784349818. This link will work for all Thursday meetings. These meetings will be a mix of discussion-based Bible studies and open discussion times about religion, faith and Christianity. Follow Cru on Instagram at @frostburgcru and Facebook at Frostburg CRU for updates, links and events.

For info, contact Jordan Beachy at jbeachy0@frostburg.edu.

Study Abroad

Study Abroad: Start Planning Your Experience for Fall 2021

Join the Center for International Education for a study abroad information session to learn more about study abroad. Each virtual session takes place at 3:30 p.m. on the following Fridays throughout the semester: Sept. 25 and Oct. 9 and 23. Email Kara Hotchkiss at kjhotchkiss@frostburg.edu to sign up for the session of your choice.

Safety Message

Coping With Stress During the Pandemic

Gratitude practice – Starting out your day with a reflection of thankfulness can set a good mood and tone for the rest of your day. It can also help you stay aware of the good things that are happening in your life during the pandemic.

Routine and productivity – Setting a routine is important. Stick to it as much as you can, allowing yourself flexibility to adjust as needed based on things that come up during your day.

Breaks and downtime – Breaks are a way to help be more productive. Active breaks continue to stimulate your brain. Inactive breaks are important as well, and using breathing practices is a great way to make the most of these breaks.

Movement – Brief physical exertion can boost energy to your brain, which can lower your emotional stress levels.

Connection – Look for ways to stay connected to friends and family. A good way to do this is to share the activities you’re engaging in virtually with friends that also enjoy this activity.

For the complete article, visit https://www.bch.org/Latest-News/2020/June/Coping-With-Stress-During-the-Pandemic.aspx.

VALUES AND VISION: FROSTBURG STATE UNIVERSITY IN 2023

CORE VALUES

Frostburg State University is a place where every student can experience a myriad of opportunities both in and out of the classroom, fostered by a sense of inclusion and close mentoring relationships with faculty and staff.

Frostburg State University is committed to developing cultural competence and cultivating understanding of and respect for a diversity of experiences and world views that encourage each person’s ability to “take the perspective of the other.”

Frostburg State University is committed to a system of shared governance that allows faculty, staff and students to learn about the issues the University confronts and that provides a structure for meaningful input into University decisions.

OUR VISION FOR FROSTBURG STATE UNIVERSITY IN 2023

Frostburg State University is a regionally acclaimed and nationally recognized academic institution that provides distinctive programs to support state and regional workforce needs. Faculty, staff and students foster collaboration in a welcoming and inclusive campus culture.

Students value the opportunities open for them at FSU and form close mentoring relationships with faculty and staff, who are committed to their success and well-being. Students apply knowledge and skills learned in the classroom to internship, civic engagement, study abroad and research experiences to meet the challenges of a complex and changing global society.

The University is integrated into the fabric of the community as a valued and respected regional asset. We are committed to making changes that secure our future while celebrating the values that reflect our history.

STRATEGIC GOALS

Focus learning on 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.

To view FSU’s Strategic Plan 2018-2023 online, visit www.frostburg.edu/strategicplan.