

# USM - Frostburg State University

## MISSION

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.

## 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.

## KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### Goal 1. Address Statewide and regional workforce needs by preparing a changing student population for an era of complexity and globalization.

- Obj. 1.1** Increase the number of STEM (science, technology, engineering, mathematics) program graduates from 150 in 2014 to 170 in 2019.
- Obj. 1.2** Increase the number of teacher education graduates above the 2014 level of 129 by 2019.
- Obj. 1.3** Increase the number of baccalaureate-level nursing graduates from 51 in 2014 to above 105 by 2019.
- Obj. 1.4** Through 2019 maintain the number of students enrolled in courses delivered off campus at a level equal to or greater than the 2014 level of 6,769.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Number of undergraduates enrolled in STEM programs	644	721	752	858	913	949	954
Number of graduates of STEM programs (annually)	75	111	114	150	140	162	170
Number of undergraduates and Master of Arts (MAT) post-bachelor's enrolled in teacher education	573	532	512	482	423	405	400
Number of undergraduates and MAT post-bachelor's completing teacher training	161	129	161	129	126	130	132
Pass rates for undergraduates and MAT post-bachelor's on Praxis II exam	96%	95%	97%	96%	98%	98%	98%
Number of undergraduates enrolled in Nursing (RN to BSN) program	17	32	100	224	375	457	460
Number of graduates of the Nursing (RN to BSN) program	4	10	16	51	97	100	105
Number of Nursing (RN to BSN) program graduates employed in Maryland	4	9	16	25	76	98	110
Number of annual off-campus course enrollments	4,777	5,144	5,990	6,769	7,830	7,840	7,850

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**Goal 2. Promote an institutional image of academic distinction and ensure stable institutional enrollment through admission of students prepared to succeed in college and persist to graduation.**

- Obj. 2.1** Increase the second-year retention rate of all undergraduates from 77 percent in 2014 to 78 percent in 2019 and the six-year graduation rate from 56.0 percent in 2014 to 61.7 percent in 2019.
- Obj. 2.2** By 2019, maintain the percentage of African-American undergraduates at a level equal to or greater than the 2014 level of 27 percent.
- Obj. 2.3** By 2019, sustain the percentage of minority undergraduates at a level equal to or greater than the 2014 level of 36.5 percent.
- Obj. 2.4** Maintain the second-year retention rate of African-American students at a level equal to or greater than the 2014 level of 80 percent.
- Obj. 2.5** Attain and preserve a six-year graduation rate of African-American students at 54 percent through 2019.
- Obj. 2.6** Increase the second-year retention rate of minority students from 78 percent in 2014 to 80 percent in 2019.
- Obj. 2.7** Realize and maintain a six-year graduation rate for minority students of 52 percent through 2019.
- Obj. 2.8** Maintain the approximate percentage of economically disadvantaged students at 60 percent through 2017.

<b>Performance Measures</b>	<b>2011 Act.</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Est.</b>	<b>2017 Est.</b>
Second-year retention rate all students	74.0%	71.0%	72.0%	77.0%	74.8%	77.0%	78.0%
Six-year graduation rate all students	56.3%	53.0%	52.6%	56.0%	55.6%	61.7%	61.7%
Percent African-American (Fall undergraduate in fiscal year)	23.2%	24.4%	25.0%	27.0%	29.0%	31.8%	31.9%
Percent minority (Fall undergraduate in fiscal year)	28.9%	32.4%	33.6%	36.5%	39.7%	42.0%	42.0%
Second year retention rate for African-American students	73.0%	71.0%	76.0%	80.0%	79.4%	80.0%	80.5%
Six-year graduation rate for African-American students	49.7%	51.1%	47.4%	53.0%	50.3%	51.0%	52.0%
Second-year retention rate for minority students	72.0%	70.0%	74.0%	78.0%	77.8%	79.0%	80.0%
Six-year graduation rate for minority students	50.5%	47.9%	46.3%	52.6%	50.1%	51.0%	52.0%
Percent of economically disadvantaged students	57.0%	61.0%	57.0%	61.0%	60.0%	60.0%	60.0%

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## Goal 3. Recruit and retain diverse and talented faculty and staff committed to student learning and University goals.

**Obj. 3.1** Attain greater faculty diversity: women from 40.0 percent in 2014; African-Americans from 3.6 percent in 2014 to 4.5 percent in 2019.

**Obj. 3.2** Increase the number of programs awarded professional accreditation (e.g., NCATE and AACSB) from 9 in 2014 to 10 by 2019.

**Obj. 3.3** By the 2017 survey year, maintain or surpass the satisfaction of graduates with education received for work at the 2014 level of 92 percent.

**Obj. 3.4** By the 2017 survey year, maintain the percentage of satisfaction with education for grad/prof school at the 2014 level of 100 percent.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Faculty diversity: Women (full-time faculty)	40%	42%	41%	40%	41%	40%	40%
African-American (full-time faculty)	3.7%	3.6%	3.7%	3.6%	4.3%	4.5%	4.5%
Achievement of professional accreditation by program	8	9	9	9	9	9	9
Satisfaction with education for work (triennial survey)	95%	N/A	N/A	92%	N/A	N/A	95%
Satisfaction with education for graduate or professional school (triennial survey)	94%	N/A	N/A	100%	N/A	N/A	95%

## Goal 4. Enhance facilities and the campus environment in order to support and reinforce student learning.

**Obj. 4.1** Maintain effective use of resources through 2019 by allocating at least two percent of replacement costs to facilities renewal and achieve at least two percent of operating budget for reallocation to priorities.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Percent of replacement cost expended in facility renewal	2.4%	1.0%	1.1%	0.6%	50.0%	2.0%	2.0%
Rate of operating budget reallocation	4%	3%	2%	2%	10%	2%	2%

## Goal 5. Promote economic development in Western Maryland and in the region.

**Obj. 5.1** Increase the percentage of graduates employed one year out from 80 percent in survey year 2014 to 97 percent in survey year 2017.

**Obj. 5.2** Prepare graduates to obtain higher initial median salaries from \$35,700 in 2014 to \$36,800 in 2017.

**Obj. 5.3** Sustain or increase the number of economic development initiatives established in 2015 (11) through 2019.

Performance Measures	2011 Act.	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.
Headcount enrollment (Fall total in fiscal year)	5,470	5,429	5,421	5,474	5,645	5,756	5,760
Number of graduates with a bachelor's degree	850	892	969	1,011	1,028	1,040	1,050
Number of graduates working in Maryland (triennial survey)	586	N/A	N/A	669	N/A	N/A	692
Percent of graduates employed one year out (triennial survey)	90%	N/A	N/A	80%	N/A	N/A	97%
Median salary of graduates (triennial survey)	\$32,500	N/A	N/A	\$35,700	N/A	N/A	\$36,800
Number of initiatives	8	8	9	10	11	11	11

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**Goal 6. Promote activities that demonstrate the University's educational distinction.**

**Obj. 6.1** Through 2019, continue participation in the system campaign goal.

**Obj. 6.2** Increase student's involvement in community outreach from 4,121 in 2014 to 4,280 in 2019.

**Obj. 6.3** Increase the number of faculty awards from 20 in 2014 to 23 in 2019.

**Obj. 6.4** Sustain the Regents' goal of 7 to 8 course units taught by full-time equivalent (FTE) Core Faculty through 2019.

**Obj. 6.5** Through fiscal year 2019 sustain the number of days spent in public service per FTE Faculty is at least 11.0 as recorded in fiscal year 2015.

<b>Performance Measures</b>	<b>2011 Act.</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Est.</b>	<b>2017 Est.</b>
Funds raised in annual giving (\$ millions)	\$3.6	\$2.0	\$2.1	\$2.4	\$2.2	\$2.3	\$2.3
Number of students involved in community outreach	3,327	3,535	4,055	4,121	4,260	4,270	4,280
Number faculty awards	18	17	23	20	14	20	23
Course units taught by FTE core faculty	7.5	7.4	7.4	7.1	7.5	7.5	7.5
Days of public service per FTE faculty	13.6	12.1	13.0	11.6	11.0	11.0	11.0