

# USM - Frostburg State University

## MISSION

Frostburg State University (FSU) 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 169 in 2019 to 190 in 2024.
- Obj. 1.2** Increase the number of teacher education graduates above the 2019 level of 105 by 2024.
- Obj. 1.3** Increase the number of baccalaureate-level nursing graduates from 160 in 2019 to above 180 by 2024.
- Obj. 1.4** Through 2024, maintain the number of students enrolled in courses delivered off campus at a level equal to or greater than the 2019 level of 10,157.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Number of undergraduates enrolled in STEM programs	804	759	716	631	535	643	664
Number of graduates of STEM programs (annually)	169	169	151	131	131	161	179
Number of undergraduates and Master of Arts (MAT) post-bachelors enrolled in teacher education	274	265	245	238	229	297	362
Number of undergraduates and MAT post-bachelors completing teacher training	96	105	83	78	73	90	107
Pass rates for undergraduates and MAT post-bachelors on Praxis II exam	98%	98%	98%	87%	67%	87%	98%
Number of undergraduates enrolled in Nursing (RN to BSN) program	468	483	438	424	384	403	455
Number of graduates of the Nursing (RN to BSN) program	147	160	142	139	139	159	180
Number of Nursing (RN to BSN) program graduates employed in Maryland	127	136	128	128	125	143	162
Number of annual off-campus course enrollments	8,562	10,157	11,799	22,335	14,291	13,100	12,000

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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 76.7 percent in 2019 to 78.0 percent in 2024 and the six-year graduation rate from 58.1 percent in 2019 to 60.0 percent in 2024.
- Obj. 2.2** By 2024, maintain the percentage of African-American undergraduates at a level equal to or greater than the 2019 level of 31.2 percent.
- Obj. 2.3** By 2024, sustain the percentage of minority undergraduates at a level equal to or greater than the 2019 level of 42.5 percent.
- Obj. 2.4** Maintain the second-year retention rate of African-American students at a level equal to or greater than the 2019 level of 80 percent.
- Obj. 2.5** Attain and preserve a six-year graduation rate of African-American students at 55.6 percent through 2024.
- Obj. 2.6** Increase the second-year retention rate of minority students from 73.9 percent in 2019 to 75.0 percent in 2024.
- Obj. 2.7** Realize and maintain a six-year graduation rate for minority students of 58 percent through 2024.
- Obj. 2.8** Maintain the approximate percentage of economically disadvantaged students at 61 percent through 2024.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Second-year retention rate at FSU all students	73.7%	76.7%	73.3%	73.6%	73.6%	78.0%	78.0%
Six-year graduation rate from FSU (or another public university in Maryland) for all students	57.3%	58.1%	59.2%	61.0%	60.7%	60.7%	60.7%
Percent African-American (Fall undergraduate in fiscal year)	31.4%	31.2%	29.6%	28.8%	27.0%	29.1%	31.2%
Percent minority (Fall undergraduate in fiscal year)	43.7%	42.5%	40.7%	40.2%	38.6%	40.4%	42.5%
Second year retention rate at FSU for African-American students	71.3%	76.4%	71.2%	69.6%	70.3%	80.0%	80.0%
Six-year graduation rate from FSU (or another public university in Maryland) for African-American students	59.2%	55.6%	58.8%	64.3%	58.9%	58.9%	58.9%
Second-year retention rate at FSU for minority students	69.4%	73.9%	71.3%	70.4%	69.8%	75.0%	75.0%
Six-year graduation rate from FSU (or another public university in Maryland) for minority students	56.2%	55.7%	57.6%	62.4%	57.9%	58.0%	58.0%
Percent of economically disadvantaged students	61.9%	61.2%	61.4%	60.0%	61.8%	61.0%	61.0%

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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 42 percent in 2019 to 44 percent in 2024; African-Americans from 4.6 percent in 2019 to 5.0 percent in 2024.
- Obj. 3.2** Increase the number of programs awarded professional accreditation (e.g., the National Council for Accreditation of Teacher Education and the Association to Advance Collegiate Schools of Business) from 11 in 2019 to 12 by 2024.
- Obj. 3.3** By the 2024 survey year, maintain or surpass the satisfaction of graduates with education received for work at the 2017 level of 91 percent.
- Obj. 3.4** By the 2024 survey year, maintain the percentage of satisfaction with education for graduate/professional school at the 2017 level of 100 percent.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Faculty diversity: Women (full-time faculty)	43.8%	42.4%	43.7%	45.6%	48.7%	48.7%	48.7%
African-American (full-time faculty)	4.0%	4.6%	4.2%	5.0%	4.3%	5.0%	5.0%
Achievement of professional accreditation by program	10	11	11	11	11	12	12
Satisfaction with education for work (triennial survey)	N/A	N/A	88%	N/A	N/A	91%	N/A
Satisfaction with education for graduate or professional school (triennial survey)	N/A	N/A	93%	N/A	N/A	100%	N/A

**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 2024 by allocating at least two percent of replacement costs to facilities renewal and achieve at least two percent of the operating budget for reallocation to priorities.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
<sup>1</sup> Percent of replacement cost expended on facility renewal	2.3%	2.6%	1.8%	2.3%	1.3%	0.4%	0.3%
<sup>2</sup> Rate of operating budget reallocation	3%	4%	4%	2%	TBD	TBD	TBD

**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 96 percent in survey year 2017 to 97 percent in survey year 2024.
- Obj. 5.2** Prepare graduates to obtain higher initial median salaries from \$41,241 in 2017 to \$42,500 in 2024.
- Obj. 5.3** Sustain or increase the number of economic development initiatives established in 2019 (7) through 2024.

Performance Measures	2018 Act.	2019 Act.	2020 Act.	2021 Act.	2022 Act.	2023 Est.	2024 Est.
Headcount enrollment (Fall total in fiscal year)	5,396	5,294	5,178	4,858	4,449	4,610	4,770
Number of graduates with a bachelor's degree	1,026	1,077	967	1,023	928	935	940
Number of graduates working in Maryland (triennial survey)	N/A	N/A	674	N/A	N/A	642	N/A
Percent of graduates employed one year out (triennial survey)	N/A	N/A	87%	N/A	N/A	97%	N/A
Median salary of graduates (triennial survey)	N/A	N/A	\$40,750	N/A	N/A	\$42,500	N/A
Number of initiatives	8	7	7	7	11	11	11

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

**Obj. 6.1** Through 2024, continue participation in the system campaign goal.

**Obj. 6.2** Increase students' involvement in community outreach from 4,506 in 2019 to 4,600 in 2024.

**Obj. 6.3** Increase the number of faculty awards from 19 in 2019 to 20 in 2024.

**Obj. 6.4** Sustain the Regents' goal of 7 to 8 course units taught by full-time equivalent (FTE) Core Faculty through 2024.

**Obj. 6.5** Through fiscal year 2024, sustain the number of days spent in public service per FTE Faculty to at least 10.2 as recorded in fiscal year 2019.

<b>Performance Measures</b>	<b>2018 Act.</b>	<b>2019 Act.</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Est.</b>	<b>2024 Est.</b>
Funds raised in annual giving (\$ millions)	\$3.2	\$3.6	\$1.8	\$3.0	\$3.8	\$3.5	\$3.6
Number of students involved in community outreach	3,801	4,506	1,923	2,248	2,282	2,800	3,000
Number of faculty awards	19	19	16	17	14	19	20
Course units taught by FTE core faculty	7.3	7.1	7.4	7.3	7.4	7.5	8
Days of public service per FTE faculty	8.1	10.2	9.4	8.9	6.0	9.5	10.2

**NOTES**

<sup>1</sup> 2023 actual is based on new replacement values calculations starting in FY 2020.

<sup>2</sup> Data for FY 2022, FY 2023, and FY 2024 unavailable.