

# 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 106 in 2024 to above 150 in 2029.

**Obj. 1.2** Increase the number of teacher education graduates above the 2024 level of 105 by 2026.

**Obj. 1.3** Increase the number of baccalaureate-level nursing graduates from 107 in 2024 to above 150 by 2029.

**Obj. 1.4** Through 2029, maintain the number of students enrolled in courses delivered off campus at a level equal to or greater than the 2024 level of 11,696.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of undergraduates enrolled in STEM programs	631	535	472	466	444	450	460
Number of graduates of STEM programs (annually)	131	131	111	106	85	90	95
Number of undergraduates and Master of Arts (MAT) post-bachelors enrolled in teacher education	437	437	389	347	345	350	360
Number of undergraduates and MAT post-bachelors completing teacher training	83	108	110	105	91	100	110
Pass rates for undergraduates and MAT post-bachelors on Praxis II exam	87%	67%	66%	79%	78%	85%	90%
Number of undergraduates enrolled in Nursing (RN to BSN) program	424	384	325	326	277	240	220
Number of graduates of the Nursing (RN to BSN) program	139	139	107	107	107	100	90
Number of Nursing (RN to BSN) program graduates employed in Maryland	128	125	96	96	95	90	90
Number of annual off-campus course enrollments	22,335	14,291	13,641	11,696	14,311	14,500	15,000

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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** Through 2029, maintain the second-year retention rate of all undergraduates at a percentage equal to or greater than the 2024 percentage of 78.1.

**Obj. 2.2** Through 2029, maintain the six-year graduation rate at a percentage equal to or greater than the 2024 percentage of 59.8.

**Obj. 2.3** Attain and preserve the second-year retention rate of economically disadvantaged students at 75 percent through 2029.

**Obj. 2.4** Attain and preserve the six-year graduation rate of economically disadvantaged students at 55 percent through 2029.

**Obj. 2.5** Maintain the approximate percentage of economically disadvantaged students at 58.5 percent through 2029.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Second-year retention rate at FSU all students	73.6%	73.6%	77.5%	78.1%	81.0%	80.0%	81.0%
Six-year graduation rate from FSU (or another public university in Maryland) for all students	61.0%	60.7%	59.9%	59.8%	59.5%	60.0%	61.0%
Second-year retention rate at FSU for economically disadvantaged students	71.0%	70.0%	66.0%	68.0%	70.0%	75.0%	76.0%
Six-year graduation rate from FSU for economically disadvantaged students	46.0%	46.0%	48.0%	48.0%	50.0%	55.0%	56.0%
Percent of economically disadvantaged students	60.0%	61.8%	58.0%	58.5%	60.0%	61.0%	62.0%

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

**Obj. 3.1** Through 2029, maintain or surpass 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) in 2024 (11).

**Obj. 3.2** Increase the percentage of graduate satisfaction with education received for work from 75% in 2023 to 90% in 2029.

**Obj. 3.3** Increase the percentage of satisfaction with education for graduate/professional school from 83% in 2023 to 90% in 2029.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Achievement of professional accreditation by program	11	11	11	11	12	12	12
Satisfaction with education for work (triennial survey)	N/A	N/A	75%	N/A	N/A	90%	N/A
Satisfaction with education for graduate or professional school (triennial survey)	N/A	N/A	83%	N/A	N/A	90%	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 2029 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	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percent of replacement cost expended on facility renewal	2.3%	1.3%	5.4%	1.4%	0.9%	1.0%	1.0%
Rate of operating budget reallocation	2%	4%	2%	1%	1%	1%	1%

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## 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 90 percent in survey year 2023 to 97 percent in survey year 2029.

**Obj. 5.2** Prepare graduates to obtain higher initial median salaries from \$47,500 in 2023 to \$50,000 in 2029.

**Obj. 5.3** Sustain or increase the number of economic development initiatives established in 2024 (24) through 2029.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Headcount enrollment (Fall total in fiscal year)	4,858	4,449	4,068	4,075	4,104	4,200	4,300
Number of graduates with a bachelor's degree	1,023	928	728	817	844	850	860
Number of graduates working in Maryland (triennial survey)	N/A	N/A	519	N/A	N/A	689	N/A
Percent of graduates employed one year out (triennial survey)	N/A	N/A	90%	N/A	N/A	97%	N/A
Median salary of graduates (triennial survey)	N/A	N/A	\$47,500	N/A	N/A	\$50,000	N/A
Number of initiatives	7	11	24	24	23	24	24

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

**Obj. 6.1** Through 2029, continue participation in the system campaign goal.

**Obj. 6.2** Continue to increase students' involvement in community outreach through 2029, from 975 in 2024.

**Obj. 6.3** Maintain the number of faculty awards at 17 through 2029.

**Obj. 6.4** Sustain the Regents' goal of 7 to 8 course units taught by full-time equivalent (FTE) Core Faculty through 2029.

**Obj. 6.5** Through fiscal year 2029, sustain the number of days spent in public service per FTE Faculty to at least 6.8 as recorded in fiscal year 2024.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Funds raised in annual giving (\$ millions)	\$3.0	\$3.8	\$4.7	\$5.3	\$4.9	\$4.7	\$4.0
Number of students involved in community outreach	2,248	2,282	3,245	975	2,837	2,900	2,900
Number of faculty awards	17	14	14	17	5	10	15
Course units taught by FTE core faculty	7.3	7.4	7.3	7.3	7.4	7.4	7.4
Days of public service per FTE faculty	8.9	6.0	6.4	6.8	6.7	6.7	6.7