



ONE UNIVERSITY.  
A WORLD OF EXPERIENCES.



# **FROSTBURG STATE UNIVERSITY FY20 TESTIMONY**

HOUSE APPROPRIATIONS COMMITTEE

SUB-COMMITTEE ON EDUCATION AND ECONOMIC DEVELOPMENT,

SENATE BUDGET AND TAXATION COMMITTEE

SUB-COMMITTEE ON EDUCATION, BUSINESS, AND ADMINISTRATION

RONALD H. NOWACZYK, PRESIDENT - FEBRUARY 14, 2019

## STUDENT SUCCESS

(2017 cohort)

**77%**

All student second-year retention

(2017 cohort)

**74%**

Minority second-year retention

(2012 cohort)

**48%**

African-American six-year graduation

## FINANCIAL AID

**37%**

Pell grant recipients

(2017 cohort)

**76%**

Pell recipient retention

(2012 cohort)

**53%**

Pell recipient six-year graduation rate

## A DIVERSE CAMPUS



WHITE ■ ALL MINORITIES ■ UNKNOWN NR ALIEN

## INVOLVED STUDENTS

hours of student volunteer service every year:

**27,800+**

## NATIONAL RANKINGS



**#40** U.S. NEWS & WORLD REPORT TOP PUBLIC SCHOOLS — REGIONAL UNIVERSITIES-NORTH

## From GetEducated.com

- #4** Most Affordable Master of Computer Science
- #14** Most Affordable AACSB Online MBA
- #32** Most Affordable Master of Science in Nursing
- #44** Most Affordable Online Bachelor's in Nursing





# FROSTBURG STATE UNIVERSITY

Ronald Nowaczyk, President

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

I am grateful for the support for higher education from the General Assembly. Through difficult budget years, you recognized the benefits that better higher education opportunities provide to the people of Maryland, and you helped place the state of Maryland in a stronger position than many other states not only in terms of allowing more Marylanders to access higher education, but in building a better-educated workforce, especially in important emerging industries. This work must continue, as it has at Frostburg, where our work in developing health care and other programs is providing the graduates sought for our regional economy.

This is why I encourage you to support Gov. Hogan's budget proposal as originally presented and not hamper the progress that is happening.

When I last spoke to you, I had been at FSU for just over a year. We have much progress to report, but our goals have remained similar, as our emphasis has continued to focus on student success and regional outreach.

Over the last two years, Frostburg State University created and then adopted a new strategic plan. The yearlong process to create this roadmap was thorough and engaging, led by a 52-person group from all corners of the University, who gathered input from more than 1,000 people.

This plan is anchored by four strategic goals for the University through 2023, which is the 125th anniversary of FSU's founding. They are:

- Focus learning on both 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

You will note that the first two of these goals are focused on student – and graduate – success. The third has to do with how we serve our region. And the last goal is how we manage to accomplish it while living within our means. I will address some initiatives of interest within the structure of these goals.

## FALL '18 PROFILE

Undergrad	4,638
Master's	587
Doctoral	69
<b>Total</b>	<b>5,294</b>

<b>Maryland Residents</b>	<b>4,545</b>
Out-of-State	749

## STRATEGIC GOAL 1: FOCUS LEARNING ON BOTH THE ACQUISITION AND APPLICATION OF KNOWLEDGE.

*Frostburg State University continues to implement and expand academic programs that address student demand and workforce demand in Maryland.* Frostburg State University has added graduate programs to address health care needs in Maryland, especially the rural and medically underserved areas of the state. In fall 2018, we added two Nurse Practitioner concentrations within our Master of Science in Nursing, in Family Practice and Psychiatric/Mental Health. Both are hybrid programs (which combine online and face-to-face meetings) designed for recent BSN graduates, as well as working BSN/RNs interested in becoming nurse practitioners.

The Family NP addresses the shortage of primary care providers in rural areas, and the Psychiatric and Mental Health NPs will be equipped to help address the opioid crisis. The first students enrolled this past fall.

We are also developing a Physician Assistant program at USM-Hagerstown (USMH). This program, anticipating enrolling the first class this May, has received MHEC and USM approval, and it is undergoing the extensive disciplinary accreditation process. We had more than 400 applicants for this program's 25 spots.

This program is a testament to collaboration. The program will be offered at the USMH Agnita Stine Schreiber Health Science Center, thanks to the partnership of Meritus Health System, which has provided this facility for the program. We are

also partnering with the Western Maryland Health System and a number of other area health care providers, and our faculty will also work with University of Maryland-Baltimore's faculty. Funding from Appalachian Regional Commission and local philanthropists assisted greatly with the renovation and equipment purchases.

We continue to be one of the leading providers of the BSN (Nursing) degree in the state through our RN-BSN degree completion program. Completely online, the program is affordable and convenient, with an annual enrollment of more than 400 registered nurses. We have expanded our nursing offerings to include a 4-year residential program in collaboration with Allegany College of Maryland for those high school graduates seeking a traditional 4-year college experience.

Academic program development, including recasting of existing programs, is also a priority. For example, we have added degree tracks in sports management and sports promotion/marketing to address student demands as well as career opportunities.

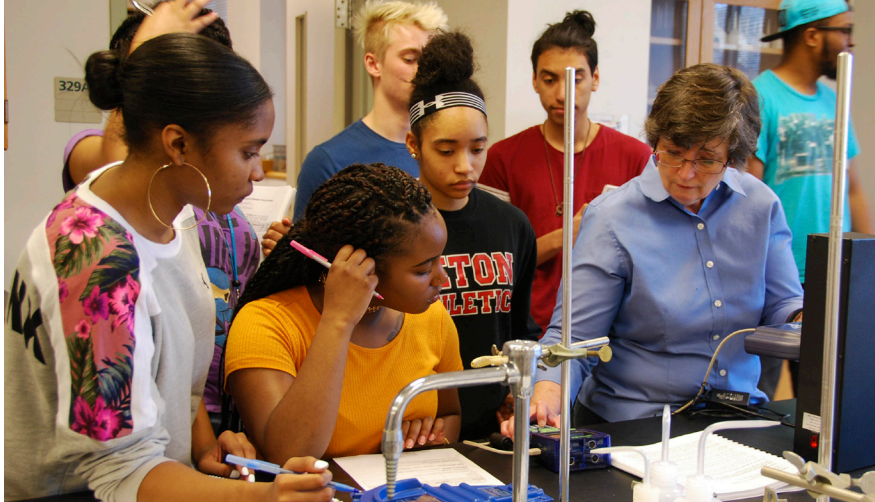
We are working with industry leaders and practitioners to address needs in the construction industry as well as law enforcement. New programs would provide learning opportunities for credit outside of the classroom and provide credit in those instances that a student can demonstrate the course competencies.



Top: Physician Assistant faculty at USMH  
Bottom: Students in Nursing Skills Lab

Frostburg State University also continues to focus on convenience for the working adult, an increasing population at FSU. We have converted courses in our online MBA and RN-BSN programs to 7-week segments to allow the option of starting the program with any one of the six sessions each year. This also creates greater convenience in scheduling for the working adult.

Following our reaccreditation by Middle States, we were encouraged to build on the work we had done in restructuring our general education program. We are emphasizing the skills sought by employers of college students, while ensuring that students acquire the knowledge and commitment expected of an engaged citizen and community leader. We are also exploring how to create programs that will contribute to our students' emotional intelligence, a trait that employers increasingly value.



## STRATEGIC GOAL 2: PROVIDE ENGAGING EXPERIENCES THAT CHALLENGE OUR STUDENTS TO EXCEL.

*Retention and persistence of students to graduation continue to be priorities.* Building on what we know employers are seeking in our graduates, we are enhancing student opportunities to experience High-Impact Practices. These practices are well-defined learning opportunities that have been shown to improve student retention, student satisfaction, and career readiness. They include, but are not limited to, internships, study abroad, research with faculty, and living-learning communities. We are proud that our students report having had a successful high-impact practice at a higher average than other similar institutions nationally.

Our strategic plan includes a focus on ensuring our graduates have more than one high-impact practice by the time they graduate, a goal that is related to higher retention and graduation rates. For example, FSU has identified opportunities to incorporate apprenticeship and prior-learning experiences, or competency-based education. Our students must be prepared to

enter careers that do not even exist yet, and employers are looking for individuals who can connect ideas to actions.

An important component of our advising services will be greater student accessibility to *career services*. The Career and Professional Development Center is located in the recently renovated Pullen Hall, which has become our “one-stop” location for a range of student services. The Career and Professional Development Center is working with our Office of Alumni Relations to expand our networking of current students with successful alumni to provide job shadowing, internships, and résumé advice.

We recognize the challenges in *advising and coaching* our students, many of whom are first-generation college-going students. Effective advising throughout a student’s academic career is crucial to ensuring student success. We have reorganized our many student support services under an Office of Enrollment Management led by a recently appointed vice president for Enrollment Management. We seek to be more intentional and efficient in our student support offerings.

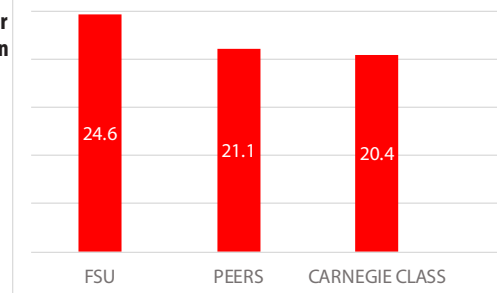
We were selected for the first-ever cohort of 12 institutions involved in the Excellence in Academic Advising initiative, to examine and enhance our student advising services, as we recognize the close link between quality academic advising and retention. The faculty and staff secured a grant to support the two-year effort to improve academic advising so that students abilities are aligned with the best disciplinary areas of study and graduation rates are improved. A diverse and dedicated group of students, faculty and staff has begun to tackle the challenge of truly transforming academic advising at FSU. The University’s retention of first-year students to the sophomore year increased by 3.4 percent between 2017 and 2018, a possible benefit of the work that has been done so far.

### HIGH SCORING STUDENT-FACULTY INTERACTION

**First-year students scored Frostburg higher for the quality of student-faculty interaction than its peer institutions and universities of the same Carnegie Class.**

*Mean score based on 60-point conversion scale – NSSE statistically significant designation.*

Source: National Survey of Student Engagement 2016 | First-Year



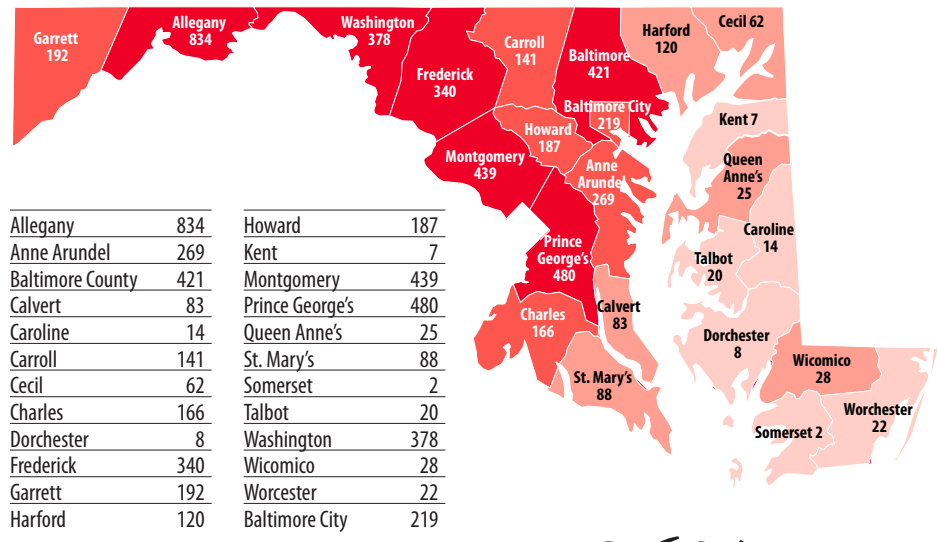
We also recognize that caring for a student's emotional and mental health plays a strong role in student success. Nationwide, according to NASPA, college students being treated for mental health increased from 19 percent in 2007 to 34 percent 10 years later, and nearly one-fourth (23 percent) of all college students took psychiatric medications in 2018. That national data also indicated that, over the past year, 32 percent of students reported feeling so depressed that it was difficult to function, while 52 percent reported feeling overwhelming anxiety.

We are responding to the significant increase in demands for mental health services by increasing staffing in our Counseling and Psychological Services Center and have purchased an app (Pacifica) that enables students, faculty, and staff to engage in exercises designed to decrease anxiety and depression.

And to meet a more basic need, our Office of Civic Engagement, in conjunction with our Student Government Association and campus Lions Club, has officially opened the PAWS Pantry, a campus food pantry created to address a demonstrated concern of food insecurity among our students. Following a soft opening in the fall, in which 54 students received a total 1,020 pounds of food, PAWS Pantry became part of the Maryland Food Bank School Pantry network, providing monthly food donations to supplement food and funding from our University and alumni community. The pantry is supported by a full-time AmeriCorps member from our A STAR! AmeriCorps program. Our official opening was Feb. 7.

## STUDENT ENROLLMENT BY MARYLAND COUNTY

### FALL 2018

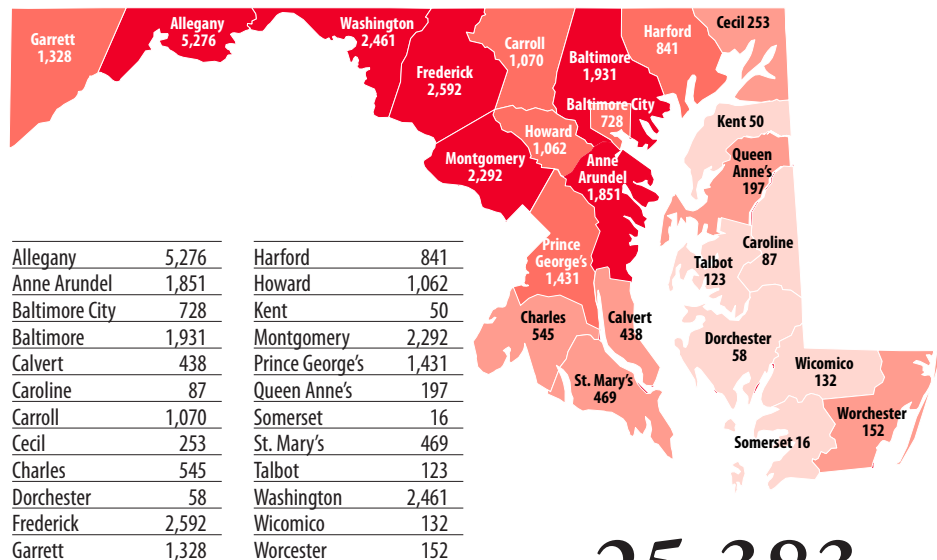


Maryland Residents 4,545

**86%**  
Maryland Residents

## ALUMNI BY MARYLAND COUNTY

### FALL 2018



**25,383**  
Maryland Residents



PAWS Pantry opened Feb. 7.

*Experiential learning continues to be a signature component of the undergraduate experience at Frostburg State University.* FSU’s tagline “A World of Experiences” reflects our commitment to get the FSU student engaged beyond the classroom. The Division of Student Affairs actively promotes student engagement as soon as a prospective student applies. There are numerous leadership opportunities for students through campus organizations, with many first- and second-year students leading on campus. The leadership often evolves into off-campus opportunities when the students are in their upper-class years of study. We foster leadership in students through first-year weekend leadership retreats, the Sloop Institute for Excellence in Leadership, and the President’s Leadership Circle as three examples of engagement.

Internship opportunities are also emphasized through departments and the Career and Professional Development Center. The Washington Center – which named us their Public University of the Year in 2016 – the Walt Disney

World College Program, Global Experiences and FSU’s J. Glenn Beall Institute for Public Affairs are among our largest internship programs. Many of our students in business, social sciences, and communication are interested in careers in public service.

*Community engagement is active and flourishing at Frostburg State University.* Community engagement is part of our DNA. We were the first institution in the country to receive the leadership award from the Corporation for National Service.

Many of our students participate through an AmeriCorps Grant to serve the public in Western Maryland. Other students, through our Children’s Literature Centre, promote and participate in community events such as the annual Storybook Holiday event in December, which draws hundreds of visitors from across the region, and the Harry Potter Book Night designed to engage local children in a series of educational and physical activities. The Centre also sponsors educational opportunities for

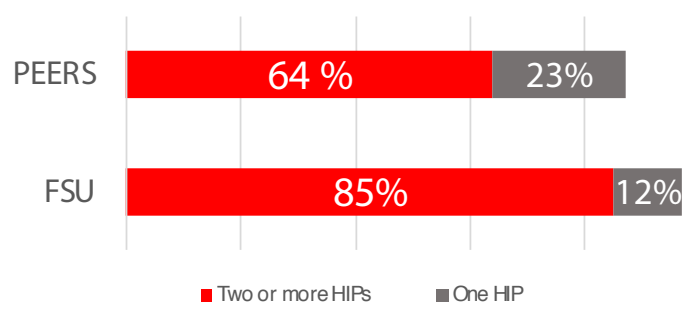
regional K-12 educators on writing and literature.

In one very special community outreach activity last spring, while Ricky Arnold, a Maryland native and Frostburg graduate, was in space, we brought more than 1,300 middle school students to campus for a live downlink with him from the International Space Station. Students from our College of Education then led them through a range of NASA- and space-themed activities, all with the goal of inspiring students to study – and potentially teach – STEM subjects. This day was made even more special as it was the 120th anniversary of FSU’s founding.

*Frostburg State University’s student body is the most diverse of the residential state colleges and universities* with more than 42 percent of its undergraduates being students of color. FSU is proud of its diversity, and with the diversity comes a commitment to inclusion. The University Council on Diversity, Equity, and Inclusion is being expanded to include greater student representation and involvement.

## A WORLD OF EXPERIENCES

Percent of seniors who participated in a high-impact practice such as an internship, learning community, research with a faculty member, study abroad, service-learning or senior capstone experience



Source: National Survey of Student Engagement 2016 | Seniors

Additional programming has been ongoing to support an understanding and appreciation of diversity in many forms. The University will be honoring the African-American community of Brownsville, which was displaced with campus expansions in the mid-20th century, with a memorial marker on campus this year. The Office for International Education continues to welcome international students on campus, many from China, Europe, and the Middle East.

We are pleased that four men and women of color have joined Frostburg State's executive team or as academic deans, reflecting an executive staff with 45 percent persons of color.

We have also applied to the NCAA to move from Division III athletics to Division II and joined the Mountain East Conference as the first part of that process. The decision to move to DII resulted from several factors. The first was the tenuous future of the DIII Capital Athletic Conference (CAC). In 2017, the conference knew it would lose two of its 10 members, and it became apparent that the CAC's future was uncertain. In early 2018, the Mountain East Conference's invitation to FSU to join accelerated our internal study of moving to DII. The internal study convinced us the move to DII was the correct decision in large part because:

- Student-athlete travel and time away from class would be reduced significantly;
- More than 650 Maryland residents compete as DII student-athletes in Pennsylvania and West Virginia. Currently, Bowie



Sustainable Energy Research Facility will become the Center for Applied Research and Innovation (CARI)

State University is the only DII Maryland school; FSU will now be a second outlet for DII-level student-athletes who wish to remain in state;

- The MEC provides greater media exposure for FSU than the CAC, resulting in greater market visibility for FSU; and,

- The MEC offers the opportunity for greater participation by women student-athletes, which will help us achieve a greater gender balance among our student-athletes.

### STRATEGIC GOAL 3: EXPAND REGIONAL OUTREACH AND ENGAGEMENT.

Since I last spoke to you, we have hired Al Delia as our vice president for ***Regional Development and Engagement***, a program funded by specific state appropriation. He is a professional whose previous positions have required him to build creative partnerships and nurture collaborations while bringing resources to underserved rural areas. He has been working to build those collaborations in this region.

This division is helping lead FSU in its efforts to deliver existing programs that more strategically engage external communities with the University and to create new opportunities and efforts for FSU resources and intellectual capital to be deployed into the region for the benefit of its people.

With a *goal of aligning regional workforce needs with FSU programs* and working in partnership with economic development professionals in Garrett and Allegany counties in Maryland and Mineral County in West Virginia, FSU's Division of Regional Development and Engagement, with the College of Business, has undertaken a study to determine employer workforce needs and deficiencies, as well as employee expectations and unfilled needs to better align educational offerings to the needs of regional employers. The strategy is to bring graduates' career opportunities and desired lifestyle amenities in line with what the region has to offer to be more successful at keeping FSU graduates in the area.





Newer classrooms (right) lend themselves to collaborative, experiential education much better than traditional spaces (left).

Some notable examples of recent efforts along these lines include new concentrations in our MBA program, which are Business Analytics, Health Care Management, and Management. The work we did with regional industries for these new concentrations became the foundation for the study of workforce needs. The Nurse Practitioner concentrations and Physician Assistant program noted earlier were developed with similar input. Our hope for this study is to ensure that we are addressing needs, and that we have a rich pool of data to support our efforts.

In terms of *regional engagement*, FSU is strategically delivering existing programs that engage external communities with the University and is beginning to create new opportunities and efforts for FSU resources and intellectual capital to benefit the region.

Frostburg State University is joining universities across the country that manage and promote campus facilities that help spark innovation. FSU will be transforming a facility that never quite reached its potential – the Sustainable Energy Research Facility (SERF) – into the new FSU

Center for Applied Research and Innovation (CARI).

We are issuing a Call for Proposals to the campus to seek specific innovation projects and programs that can be jump-started by CARI. While proposed projects and programs can be driven by individual faculty, staff, or students, we are encouraging innovations that include cooperation or partnership across disciplinary and organizational lines and include participation with business, industry, or the larger community to answer questions we face in our region. In addition to space in CARI, the University will work with the selected projects to help secure funding, equipment, and other needs. We are exploring other opportunities beyond CARI as well.

*Recognizing its potential as a catalyst for regional identity*, FSU is leading an effort to create a regional identity and cooperative partnership that includes economic development and business leadership from a multi-county, multi-state region. This effort is designed to lead to a regional partnership that will unify marketing and job creation efforts.

Under the University's auspices and with the support of a grant

secured from the Appalachian Regional Commission, FSU is bringing together all the economic development organizations in the region to develop a common regional identity.

This effort begins with Allegany and Garrett counties in Maryland and Mineral County in West Virginia, with plans to expand to Bedford and Somerset Counties in Pennsylvania and perhaps other counties in West Virginia. This regional identity is not intended to supersede any existing brand or local identity, but rather to be inclusive and supportive and bring the true region together.

Together, this newly defined region will target specific industry sectors, develop unified marketing materials showcasing the strength of the region – rather than an individual municipality or county or state – and develop and execute strategies to create, retain, expand, attract, and recruit businesses and talent for our region.



Older buildings lack study spaces that offer quality or collaborative opportunities (left), compared to those in our newest building (right).

## STRATEGIC GOAL 4: ALIGN UNIVERSITY RESOURCES — HUMAN, FISCAL, AND PHYSICAL — WITH STRATEGIC PRIORITIES.

*The University continues to operate in a **fiscally responsible** manner.* Frostburg State University has adjusted its expenses to meet the declining revenue from the decline in enrollment over the past several years. As part of the strategic plan, FSU has realigned its budget to be more decentralized and revenue-focused. Divisions are reallocating resources to reflect priorities and efficiencies within their operations. That process has resulted in FSU's having a number of vacant PINs that we are examining this summer. A redefinition of work assignments has contributed significantly (39 percent) to the more than \$2 million in E&E (Effectiveness and Efficiency) savings we reported. Technological improvements have contributed 21 percent to that total and business process re-engineering has added an additional 15 percent to those savings.

*The University is focused on increasing its **enrollment** through recruitment and retention.* While Frostburg State University has experienced a decline in enrollment over the past few years,

we were encouraged that we did not see a decrease in first-time student enrollment this past fall relative to fall 2017. As mentioned previously, we have added a Division for Enrollment Management, led by an experienced individual serving as our vice president for Enrollment Management. We realize FSU's name recognition in the urban areas of Maryland is negatively impacted by our location in Western Maryland. We are also aware that the number of college-going high school graduates in the western counties of Maryland has been on a decline. To that end, we have plans to increase our marketing efforts throughout the state and with high school guidance counselors, who often serve as an institution's best marketing source.

The University continues to face some budgetary challenges. *We see an increasing student need for **financial aid**.* Analysis of our deposited-to-accepted student ratio shows that when we lose an accepted student to another institution, it

is often a community college or 2-year institution close to home. We also have found in our retention data that approximately 30 percent of students who leave FSU after the first year have had significant financial challenges. To address this issue, our Foundation has awarded more than \$900,000 in need-based financial aid this past year, a 28 percent increase since 2016. We are also increasing the amount of need-based aid to a larger portion of the incoming class through reallocation of scholarship funds. We recognize that enrollments, retention,



Boiler serving Guild Center

and graduation rates at FSU are significantly impacted by financial considerations.

*FSU has begun to make extensive use of **data analytics** in its recruitment and retention efforts.* Working with HelioCampus, we have revised our financial aid model to decrease the threshold for “expected family contributions” to expand the number of students who qualify for need-based aid. We also have reallocated scholarship offers to focus on likely enrollees. The financial modeling takes into consideration not only recruitment but retention. The analytical data, updated daily, are available down to the department-chair level to increase data awareness and use.

*We are attending to the **human resource** needs on campus.* We recognize that our human capital is the most important component of FSU’s success and that of its students. We are undertaking a plan to address the salary gap, relative to their peers, in faculty salaries. With the aid of an external consultant, we are also examining our support

services compared with peers to identify opportunities for improved deployment of personnel with better delivery of services. The strategic plan also calls for a career development plan for all employees as part of the annual performance evaluation. We are in the early stages of developing that process.

The University recently updated its campus master plan, which was accepted by the USM Board of Regents. We thank the state for the funding to complete the Public Safety Building in 2017 and for the funds to construct a much-needed Education and Health Sciences building. That building is in the design stage with funding requested to begin construction in FY2020. With the completion of that building, we see the most immediate need to be in upgrading existing classroom and office space on campus. The Compton Science Center and the Gira Center for Communications and Information Technology, along with the Education and Health Sciences building, provide learning

space consistent with today’s best models in higher education that focus on collaborative work areas. Unfortunately, many of our other academic buildings are in need of new mechanicals and remodeling of existing space so that all students on campus are afforded the best physical learning environment. Two immediate examples are Guild Center, which houses business, economics, and psychology, and the Ort Library, which does not have the collaborative work spaces found in libraries of the 21st century. While we have increased our funding to renovate and address deferred maintenance, the aging of buildings constructed during a campus building spurt in the 1970s is now a challenge.

We are convinced that our enrollments have suffered due to inadequate campus housing, as our newest residence hall was built over 40 years ago. A new 400-plus bed residence hall is under construction, and we expect it to help address that need. We are also in the process of renovating a number of residence halls, as well as adding energy efficiencies whenever possible. One of our residence halls, Cambridge Hall, was taken off line this past fall due to mold issues. We are examining alternatives for that building in the context of the ongoing renovation work.



## 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 join the Chancellor in urging support of Governor Hogan's FY 2020 budget recommendation as originally proposed for the University System of Maryland and encouraging you to reject the \$10 million cut to USM as proposed by the Department of Legislative Services.

Once again, on behalf of Frostburg State University and our students, faculty, staff, and alumni, thank you.

## THE LAST WORD

April 9, 2018, was an exceptional day at Frostburg State University. On the 120th anniversary of the founding of Maryland State Normal School No. 2 at Frostburg, one of our alumni, NASA astronaut Ricky Arnold '85, spoke from outer space to us and more than 1,300 middle school students visiting campus. In a live downlink from the International Space Station, he and his fellow astronaut Drew Feustel took questions from the group, then our College of Education students led the middle-schoolers through a range of NASA- and space-themed activities.



# 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.

# STRATEGIC GOALS

- Focus learning on both 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.





*One University. A World of Experiences.*

FROSTBURG STATE UNIVERSITY IS A CONSTITUENT INSTITUTION OF THE  
UNIVERSITY SYSTEM OF MARYLAND