Good morning,

Here is a brief update for the campus community.

<u>Native American Heritage Month.</u> November is National American Heritage Month and is a time for us to recognize the significant contributions that the first Americans made to the establishment and growth of the United States.

Strategic Planning Initiatives. Thanks to all that participated in one or more of the open sessions held throughout October. These open sessions focused on our mission and vision, strategic enrollment initiatives and campus culture/external branding. The results from the mission and vision sessions have been discussed at the University Advisory Council and UAC representatives have been asked to have further discussions within their respective governance units. We will follow up on the strategic initiatives as well. A virtual meeting will be held this month to solicit thoughts and ideas from our faculty and staff in Hagerstown. We plan to wrap up the process with a public meeting during the spring semester as we report out on our current strategic plan and transition to these new initiatives that will lead us through 2026.

Industry Partnerships. One of the first questions I often get during campus visits is about the availability of internships for students. I am very pleased with the continued efforts of VP Delia and his staff to bring more companies and industries to this area and campus. The collaboration with Deloitte and TEDCO last month for a student competition, the Bobcat Innovation Launch Pad, is just one example. This coming Monday, executives from seven companies will be on campus to explore establishing a presence here at FSU. Locating industries in our Frostburg Innovation Park is one of our strategic outcomes. Thank you to our faculty and staff who are supporting these efforts. Creating collaborative research partnerships with industry provides many positive opportunities for the campus community, our students and the region.

Lunch with Faculty. I enjoyed the opportunity to have lunch with a couple of our department chairs and the dean from the College of Arts, Humanities, and Social & Behavioral Sciences. The complete educational picture for our students must include a strong appreciation for the arts and humanities. I valued the discussion on what can be done from a leadership perspective to ensure we meet that goal.

Campus Visit Day. We are holding a campus visit day tomorrow. If you see families on campus, please make them feel welcome. The data are very clear – campus visits help in our recruitment process. Thank you to the faculty and staff that will be part of the day's activities.