Strategic Planning Action Items

(Corresponding 2023 Proposed Outcomes & ~~2019~~ *Milestones)*

✓ Milestone Achieved   ☒ Milestone Not Achieved

1. **Frostburg State University ensures students have the necessary skills to launch a successful career and be a productive and engaged citizen.**

   Graduates produce an e-portfolio containing examples of their work that demonstrates they have the skills expected to be successful in professional careers or post-graduate study.

   - ✓ GEP report produced in spring 2019 semester. [*Provost*]
   - ✓ Assessment of badging project as a viable component for student skill acquisition. [*Provost*]
   - ✓ Plan for pilot of e-portfolio rollout completed. [*Provost*]

2. **All graduates have multiple High Impact Learning Practices (HIPs) with a focus on internships and integrative capstone experiences.**

   All graduates have had an educational experience that 1) is outside of the classroom and 2) integrates knowledge and skills in their specific area(s) of study.

   - ✓ Surveys of faculty, staff & students & NSEE indicate increased HIP awareness. [*Provost*]
   - ✓ SWOT-type analysis completed of internship activities and effectiveness across academic units. [*Provost*]
   - ☒ Report on alignment of FSU capstone work with AASCU best practices produced. [*Provost*]

3. **Frostburg State University supports student success through comprehensive academic and career services that focus on the needs of students from admission through their years as alumni.**

   Career and academic advising support and services are tailored to the individual's progress at FSU and are recognized as a preeminent component of the university.

   - ☒ Based on the assessment of the self-study, an action plan for improving academic advising will be developed with established yearly benchmarks. [*Provost*]
   - ☒ A second-year, career-focused 1-credit university course for CoE and CLAS majors is approved and scheduled for a pilot study in AY2020. [*Provost*]
   - ☒ Report on enhancing Career and Professional Development Center with action items and yearly benchmarks is completed. [*VP Student Affairs*]

4. **Frostburg State University provides programs and services that promote student engagement and the development of self-awareness and well-being.**

   Graduates have developed lifestyles that promote physical and mental wellness and have the necessary skills to maintain wellness in life.

   - ✓ Implementation of significant community engagement programs (i.e., P-20 Connects, AmeriCorps/ECHOStars, C.O.A.T. grant, PAWS Pantry, CES Outreach). [*VP Student Affairs*]
   - ✓ Participation in training and development programs by student leaders and student employees within Student Affairs. [*VP Student Affairs*]
   - ✓ Launch of the Pacifica wellness app. [*VP Student Affairs*]
   - ☒ Offering in Fall 2018 a pilot course focusing on mindfulness. [*VP Student Affairs*]
   - ✓ First-time student completion of online AlcoholEdu and Prescription Drug Abuse Prevention programs. [*VP Student Affairs*]
   - ✓ Participation in the Maryland College Alcohol Survey. [*VP Student Affairs*]

5. **Frostburg State University integrates civic learning and democratic engagement into the curricular and co-curricular student experience.**

   All FSU graduates are able to provide examples of how their civic engagement experiences have contributed to their civic literacy.

   - ✓ Presentation on current civic engagement efforts to the General Education Program Review Committee. [*VP Student Affairs*]
   - ✓ Implementation of FSU's Voter Engagement Plan. [*VP Student Affairs*]

6. **Frostburg State University sustains a campus culture that respects differences in people and ideas, values inclusion and diversity, and promotes cultural competence.**

   All FSU graduates demonstrate respect for differences, and an increase in their cultural competency.

   - ✓ The charge to and membership of the task force are identified, together with recommendations for the design of a Cultural Center and its programming. [*VP Student Affairs*]
   - ☒ Surveys and focus groups are conducted to identify inequities. [*VP Student Affairs*]
   - ✓ Evidence of increased collaboration among student groups. [*VP Student Affairs*]
   - ✓ Increased visibility of cultures represented on the campus. [*VP Student Affairs*]
   - ☒ Identification or development of an instrument to measure cultural competency. [*VP Student Affairs*]

7. **Frostburg State University fosters regional development through increased: 1) number of graduates employed in the region; 2) number of businesses created by faculty, staff, or graduates; and, 3) number of collaborative regional development projects.**

Career placement data indicate FSU graduates are employed within the region and state in appropriate career tracks within six months of graduation.

✓ Support select existing programs and creation of new efforts
  • COB: Conduct student-managed regional workforce needs and opportunities study
  • Identify, support and facilitate three (3) non-economic development specific external collaborations or outreach programs. [VP Reg. Dev. & Engagement]
✓ Develop joint marketing and communications efforts focused on the region. [VP Reg. Dev. & Engagement]
✓ Launch a university-wide transparent and inclusive process to select FSU state and federal priorities and/or program goals. [VP Reg. Dev. & Engagement]

8. **Technology is seamlessly integrated into the learning and campus experience.**

Open Educational Resources and Learning Management Systems are integrated into most FSU courses and data are available and shared across all university software platforms to facilitate student success and university support operations.

✓ Complete FSU IT master plan, aligned with FSU strategic plan, that includes a technology roadmap focused on improving the student life cycle experience. [VP A & F]
☒ Implement a collaborative environment for faculty, staff, and students to store and share videos, pictures and multimedia files. [VP A & F]
✓ Implementation of a data integration platform to share and move data between disparate systems has begun. [VP A & F]
☒ Workgroup makes a recommendation of a system to improve student retention and engagement based on selection criteria and priorities identified. [VP A & F]
☒ Dashboards and reports in financial systems are implemented to support the new budgeting model. [VP A & F]

9. **Frostburg State University has a recruitment plan that incorporates student demands and regional and state workforce needs for three target groups — the high school graduate, the college transfer student, and the working adult.**

The plan, based on appropriate analytics, shows improvements in student recruitment over the time period and job placement data reflect success in addressing regional and statewide workforce demands.

☒ Fully online BA in Liberal Studies by Spring 2020. [Provost]

10. **FSU is promoted through traditional and emerging market media to the target segments identified in the recruitment plan that highlights successes, services and features appropriate to each target segment.**

Marketing artifacts are visible and recognizable to targeted segments of the regional and state population.

✓ Increase in actions through tour Call to Action (CTAs); compare enrollment data to previous year baseline. [VP Univ. Adv.]
✓ Outcomes of "Virtual Tour": increased engagement, inquiries, applications. [VP Univ. Adv.]

11. **Frostburg State University's budgeting model is transparent and based on defined performance metrics with resources provided to close the gap or exceed critical benchmarks with peer institutions.**

The budgeting model is understood by university members and is linked to effective use of all resources to support the student success and the university's mission.

☒ IR collaborates with VPs to establish peer institutions for support units based on agreed-upon metrics (e.g., sq. ft., FTE, etc.) [VP A & F]
✓ Academic budget performance evaluated in spring 2019 to determine effect of budgeting model & modified appropriately [VP A & F, Provost, IPR]
✓ Complete analysis of salary disparities for faculty. [VP A & F]
✓ Complete organizational assessment for staff. [VP A & F]
✓ Open sessions each semester & semester reports to governance partners. [VP A & F]

12. **FSU provides professional development opportunities for its faculty and staff to ensure they are current in their respective field or area of service.**

Each faculty and staff member can articulate their career goals and is evaluated on his or her plan to achieve those goals.

✓ Training committee meets monthly and has scheduled 2019 Professional Development Conference, and PowerPoint training for supervisors. [VP A & F]
✓ Baseline measures of employee perceptions of professional development established. [VP A & F]
☒ Faculty development fund established in Foundation. [Provost]
☒ Evaluate the effectiveness of the advanced leadership development program. If successful, next steps proposed. [President]
☒ Revised policies regarding sabbaticals and travel awards are approved. [Provost]