

Strategic Planning Action Items and Outcomes (2018-2023) (% complete, FY 23)

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

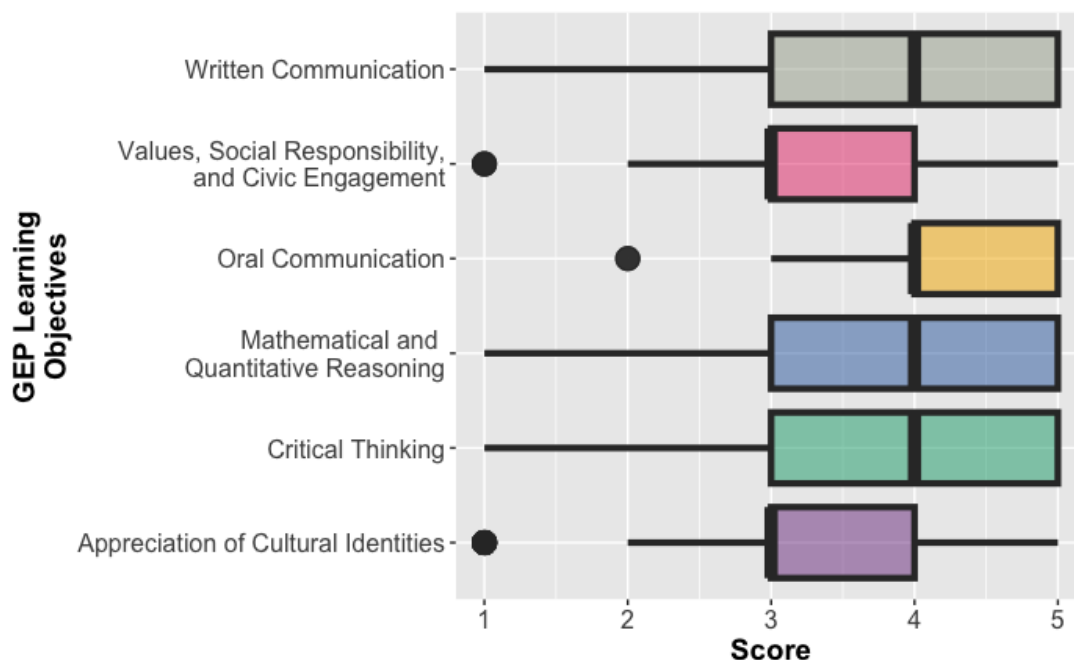
Graduates produce an e-portfolio including examples of their work that demonstrate they have the skills expected to be successful in professional careers or post-graduate study.

Three initiatives are proposed:

- a. Revision and implementation of GEP; **75%**
- b. Investigation of role of co-curricular education as part of skill acquisition (e.g., leadership); **50%**
- c. Use of e-portfolios as repository of evidence of skill acquisition. **75%**

Summary of accomplishments and any recommendations in no more than 500 words:

Visualization of Assessment Results:



From the above chart, we see that, in each category, as indicated by the left side of the corresponding box, 75% of our students meet or exceed a score of 3.0 in each category. Accordingly, we concluded in this report that our students met expectations regarding GEP learning objectives, which is a huge accomplishment.

As we move forward, first we share a tremendous appreciation of our faculty who continue to be committed to the overall GEP continual improvement process. The assessing departments identified avenues by which they intend to improve their offerings and assessment protocols, thereby strengthening their work even further. During the fall 2023 semester, we solicited department interest in participating in the next cycle of GEP Assessment, and we are very appreciative of the following departments who agreed to support the cause in the next GEP cycle:

GEP Learning Objective	Assessing Department
------------------------	----------------------

Written Communication	English & Foreign Languages
Oral Communication	Communication
Mathematical and Quantitative Reasoning	Chemistry & Physics
Critical Thinking	Economics
Appreciation of Cultural Identities	Visual Arts
Values, Social Responsibility, and Civic Engagement	History

Our report concludes with a discussion that looks forward to what we are calling Assessment 2.0. The GEPRC is currently reflecting on past GEP Assessment reports with an eye toward developing new assessment protocols and lessons learned to inform the GEP re-envisioning process.

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

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.

Three initiatives are proposed;

- Increased student awareness of FSU's commitment to and expansion of HIPs; 100%
- Increased emphasis on internship experiences; and, 100%
- Development of intentional learning and "signature works" in capstone experiences. 100%

Summary of accomplishments and any recommendations in no more than 500 words.

Degree Year (FY)	Total number Undergraduate Degrees	# of grads who completed a PRI,PRA,RSC,STT	% of grads who completed a PRI,PRA,RSC,STT
2021	1023	607	59.3%
2022	927	602	64.9%
2023	728	530	72.8%

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. PROVOST and VP STUDENT AFFAIRS

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.

- Participation in the NACADA/Gardner Institute for Excellence in Academic Advising program will be the major driving force for improving and enhancing academic advising during the five-year time period. 100%
- FSU will also focus on the second-year experience as a critical time for career advising through course offerings, self-inventories, and programming as part of the second-year residency requirement. 100%
- Recognizing the value of a Career and Professional Development Center (CDPC) to students and alumni

as a resource for career selection and advancement, the services and offerings of the CPDC will be assessed in terms of meeting or exceeding national best practice benchmarks. 100%

Summary of accomplishments and any recommendations in no more than 500 words.

- a. Participation in the NACADA/Gardner Institute Excellence in Academic Advising Program: completed in FY2022. Reviewing the effectiveness and impact of the new advising/early alert system: EAB Navigate.
- b. [Retention trends](#)
- c. Career and Professional Development:
 - The initial LBST 201 (Career and Professional Development) course was launched for the fall 2020 semester and continues each semester. Learning outcomes were established consistent with the standards of a previous course within the College of Business, Engineering, Computational and Mathematical Sciences and student evaluation of instruction assessment data indicate learning outcomes are being met.
 - In April 2020, in accordance with standards established by the National Association for Colleges and Employers (NACE), an external review committee submitted a self-study on the Career and Professional Development Center to Dr. Nowaczyk and Dr. Travis with recommendations for actions. The internal and external self-study took nine months to complete, and recommendations for increased collaboration with Academic Affairs and regional employers are being followed.
 - A new relationship management platform (Handshake) was launched during the fall 2019 semester. Handshake is the primary CRM for college graduates in the country and has provided access to over 7,000 national and 2,000 regional employers seeking to hire college graduates. Each academic year, approximately 40% of FSU students have utilized Handshake to connect with employers. CPDC has hosted a virtual career and internship fair each semester since the fall of 2020 via Handshake to allow for virtual connections and interviews with students, along with an in-person fair each semester.
 - Career Readiness continues to be a focus of CPDC Action Items through in-person sessions, seminars, and workshops designed to focus on the eight Pillars for Career Readiness as stipulated by NACE, reaching approximately 50% of FSU students each year.

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

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

This outcome relies on a significant focus on co-curricular offerings to improve physical and mental wellness among students. The results of a multi-year plan with a comprehensive approach to well-being will lead to a defined co-curriculum. 100%

Summary of accomplishments and any recommendations in no more than 500 words.

- As a primary prevention function, the Substance Abuse Facts and Education (SAFE) Office requires all newly matriculated students to participate in online prevention modules.

Approximately 90% of students complete all four prevention initiatives (AlcoholEdu, Prescription Drug Abuse Prevention, Cannabis Awareness, and Sexual Assault Prevention) each semester.

- The Student Counseling Center, through a unique relationship established in 2019 with the University of Pittsburgh Medical Center (UPMC) of Western Maryland, provides onsite counseling services for students, including triage, crisis care, individual, and group therapy. Additional services include 24-hour on-call crisis care, referrals, on-campus prevention and awareness outreach, and medication management. Assessment data consistently indicates student satisfaction outcomes in the 90 percentiles.
- The Frostburg Community Coalition (FCC) was established in 2012 to provide community outreach prevention services by connecting resources with the City of Frostburg, University Police, Frostburg City Police, FSU SAFE Office, Maryland Area Health Education Center-West, Mountain Ridge High School, and the Allegany County Health Department. Despite the expiration of several federal and state grants, the FCC continues our monthly efforts under the leadership of the Director of Prevention Services in the SAFE Office.
- FSU continues to be a member of the Maryland Collaborative to Reduce College Drinking and Related Problems under the leadership of the Director of Prevention Services and participates in the annual Maryland College Survey each February to provide comparative and longitudinal assessment data regarding student health, well-being, and substance use.

5. Frostburg State University integrates civic learning and democratic engagement into the curricular and co-curricular student experience. VP STUDENT AFFAIRS & PROVOST

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

Enhancements and recognitions for civic engagement will continue. 100%

Summary of accomplishments and any recommendations in no more than 500 words.

- FSU democratic engagement initiatives are designed to foster active citizenship by offering a range of activities and programs that develop personal and social responsibility among members of the university community. The Office of Civic Engagement continues to sponsor the Town Hall Civic Engagement Series three times per semester to engage students in thoughtful discussion and expression of ideas that address local, state, and federal issues of interest.
- The Office of Civic Engagement partners with the J. Glenn Beall Institute for Public Service and the Student Government Association to support voter engagement efforts on campus. These efforts are informed by data from the National Study of Learning, Voting, and Engagement (NSLVE), indicating the level of voter interaction among our student population as part of a national comparative analysis. FSU continues to be designated as a Voter Friendly Campus based on our voter engagement.
- FSU student leaders continue to have access to our affiliate relationship with Transform Mid-Atlantic through participating in fellowship programs to develop global citizenship and build just communities. We continue to sponsor students each year as a fellow.

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

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

Recognizing the increasing diversity of the FSU student body, faculty and staff, FSU will create greater opportunities for inclusion and public celebration of diversity. **100%**

Summary of accomplishments and any recommendations in no more than 500 words.

- The Office for Diversity, Equity, and Inclusion (ODEI) began the design phase of a multicultural center on campus in the spring 2019 semester. The former historic Lincoln School on campus was selected for the location. Upon securing an alumni donor the Adams/Wyche Multicultural Center, renovation was complete for a spring 2023 opening. The AWMCC is open daily through the week for academic, social, and organization space for all students on campus.
- The University Council on Diversity, Equity, and Inclusion continues to provide mini-grant opportunities to fund speakers and initiatives supporting issues involving justice and equality.
- The ODEI supports nearly 20 student affinity groups with a focus on social, academic, and heritage engagement.
- The ODEI promotes inclusion with campus stakeholders through collaborative efforts with faculty by creating opportunities for meaningful dialogues with speakers, seminars, and retreats with a focus on acceptance, inclusion, and identity.

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. VP STUDENT AFFAIRS & VP RDE

Career placement data indicate FSU graduates are employed within the region and state in appropriate career tracks within six months of graduation. 100%

Summary of accomplishments and any recommendations in no more than 500 words.

The number and quality of regional partnerships, collaborations, and grant funded projects to benefit a variety of activities and initiatives within the region has increased dramatically during this strategic planning period. Measures to verify this success include the number, diversity, and value of grant awards focused on regional development initiatives. Additionally, successes in creating Summit Station and initial development of FSU Innovation Park - as well as securing federal and state earmarked funds for several important projects - further quantify and demonstrate the success. **100%**

The FSU Career and Professional Development Center (CPDC) utilizes Handshake's First Destination Survey for collecting jobs placement data on undergraduate and graduate students. The First Destination Survey provides 12 touchpoints with each student to collect these data, beginning two weeks prior to graduation and ending six months after graduation. Although our response rate over the past three years has been approximately 35%, we recently found success in completing paper surveys at graduation ceremonies prior to processional. For the fall 2023 graduation, we were able to improve our response rate to 84%, with the caveat that many online students do not attend graduation. Our longitudinal data indicate a median salary of

\$56,601, with 65% of students either employed or continuing graduate education. Approximately 79% of students are employed in Maryland and/or the region. Healthcare (14%) and education (13%) are the highest employers, with the top regional employers being Allegany County Public Schools, Northrop-Grumman, Frederick County Public Schools, Washington County Public Schools, IBM at Rocket Center, WVU Medicine, PNC Financial Services, and the Maryland State Police.

8. Technology is seamlessly integrated into the learning and campus experience. CIO & VP A&F

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.

The IT Master Plan is the critical component to this action item in that coordination and communication among faculty, staff, students, and IT staff is critical to enhancing the usefulness (e.g., ease of use, seamless integration of data) of IT products on campus. **Current Initiatives stand at 78%**

Summary of accomplishments and any recommendations in no more than 500 words.

Technology is seamlessly integrated into the learning and campus experience.

Introduction

In support of Strategic Goal I (part C), Frostburg State University implemented steps to ensure Open Educational Resources (OER) and Learning Management Systems (LMS) 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.

Individuals Responsible for Oversight

Chief Information Officer
Vice President of Administration and Finance

Progress on Proposed Outcomes

Frostburg State University successfully implemented actions to ensure broad OER, LMS, and data integration goals were achieved. In 2017, FSU completed procurement of the Canvas learning management system. Following implementation during the spring of 2018, we successfully launched Canvas as our core LMS for the Summer 2018 semester. Following the launch, we successfully integrated WebEx (classroom video conferencing) and VidGrid (video recording), providing a seamless educational experience for our students. Frostburg State University, in partnership with Allegany College of Maryland and Garrett College, formed the Western MD OER Team to develop a structured cross-institutional collaboration model that promotes well-defined connections with colleagues to author, share, and publish OERs. The Western MD OER Team was able to successfully apply for and receive grant funding through the Maryland Open-Source Textbook (MOST) initiative 2020 Institutional OER Grant program. Subjects where OER content was developed include College Algebra, General Chemistry and Biology courses, and English Composition and Literature. Courses are published through Canvas, in the MOST Commons: An OER Digital Library. Additionally, we were able to fully integrate data exchange between the PeopleSoft Campus Solutions (PAWS) student information system (SIS) and Canvas. This integration provides near real-time data exchange between the SIS and Canvas, ensuring students are enrolled in their registered courses in a timely manner.

Additional Outcomes

Based on survey data collected in January 2023, 94.8% of respondents indicated they were Very Satisfied (71.7%) or Moderately Satisfied (23.1%) with the Canvas LMS. Similarly, 60.6% of respondents who use WebEx were Very Satisfied (38.2%) or Moderately Satisfied (22.4%) with WebEx. Based on users' satisfaction with the platforms entering year five of our five-year contract, the Office of Information Technology, in coordination with the Provost's Office, elected to continue our contracts with both vendors.

Recommendations

The Office of Information Technology recommends continuing our current five-year commitment to Canvas and WebEx and initiating a subsequent review as we exit year 4 of the investment. In combination with monitoring developments/enhancements in the LMS industry, the data collected will be used to inform the university's ongoing LMS and classroom video strategies.

- 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. PRES. & PROVOST**

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.
80%

Summary of accomplishments and any recommendations in no more than 500 words.

Overview. The FSU SEM Plan outlines strategies, action items, and measurable outcomes across the next three fiscal years. The goal is to achieve the proposed student headcount submitted to USM:

	Actual		*Projections		
Fall Student Census Data	2021	2022	2023	2024	2025
Headcount Total	4449	4270	4610	4770	4927
Undergraduate Total	3677	3465	3785	3935	4090
Grad. /First Prof. Total	772	805	825	835	837
*Based on enrollment projections submitted to USM/MHEC.					

Graduate enrollments continue to be strong. The emphases in this SEM plan are focused on: 1) increasing the number of undergraduate students attending FSU; 2) changing the perception of prospective students through new competitive programs and increased retention success; and 3) publicizing the successes of our students including, but not limited to, career outcomes.

The strategies to increase the number of FSU undergraduates across all academic programs either rebuild the enrollments in current majors or offer new or reimagined majors that address student interest and state/ regional workforce demand. The focus on competitive programming emphasizes unique academic programs designed to attract students because of the program rather than traditional institutional affordability. This focus is intended to help shift the perception of FSU from being an “affordable” university to a “value” university.

Strategies. FSU has identified the following nine strategies or targeted initiatives to reach annual

enrollment goals. While there is overlap among these initiatives, each can be categorized primarily as student recruitment, competitive recruitment, or student retention. Each initiative has an annual plan with a measurable outcome.

Description of Initiatives and Enrollment Targets by Initiative

Initiative	Student Recruitment	Competitive Recruitment	Student Retention	Fall 2023	Fall 2024	Fall 2025
Rebuilding & Enhancing Departmental Majors	X			115	TBD	TBD
Dual Enrollment	X	X		32	TBD	TBD
Recruiting International Students	X			85	TBD	TBD
Recruiting Latinx Students	X			17	TBD	TBD
Recruiting "Stop Out" Students	X			14	TBD	TBD
New Competitive Program Initiatives		X		12	TBD	TBD
Online Programs	X			30	TBD	TBD
More Effective Admissions Processes	X			-	TBD	TBD
More Effective Retention Processes			X	15	TBD	TBD
Increased Graduate Headcount				20	10	2
Total Goal				340	160	157

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. VP ADVANCEMENT

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

1. Primary focus is to increase FSU awareness among high school students, transfers, and working adults. (VP Advancement) 100% and Ongoing

The Office of Admissions has worked in collaboration with internal and external stakeholders to re-establish its presence and name recognition of Frostburg State University. This includes a rebranding of Admissions marketing materials and a shift to digital marketing strategy. Additionally, there has been a specific focus on web, digital and radio advertising. The Admissions portion of the website included updates and rebranding as well as search engine optimization. Some other efforts included utilizing Helio Campus data to inform recruitment territory realignment, travel priorities and engagement.

Post-COVID, the Admissions Office has implemented and expanded its texting/events to serve multiple audiences. Admissions successfully implemented texting, virtual and in-person events; these are offered at various times to compliment the schedule demands of our prospective students and families.

Over the course of a two-year recruiting period, the Admissions office has expanded its reach to multiple student audiences. Overall indicators of the growth and market reach are represented in the growth of the funnel at number of prospective students and applications received. Prospective student number of grown from approximately 30,000 students to anywhere from 50,000-60,000 students. This is through partnerships with Fire Engine Red, diversification of name buying vendors, university profile enhancements and rebranding, expanded travel and more. Applications reached

record numbers for first-time students last year and are currently on-track to set a record high number of applications since fall 2014.

2. The secondary focus is increasing public and alumni knowledge of FSU accomplishments. (85%)

Over the past several years, we have increased our advertising to high school students. This includes both targeted digital advertising and radio advertising in the Western Maryland region, downstate Maryland, Northern Virginia, and Washington D.C., and surrounding states, as well as in neighboring states of West Virginia and Pennsylvania. We have advertised on local radio stations in conjunction with high school football games. We have also increased our print advertising in local and regional newspapers, an ad in the Washington Monthly College Book and high school scholarship programs We also subscribed to the Princeton Review College Search Home Page, with over two million individuals seeing our logo and 27,015 going onto the FSU website. The success of this increased advertising is best reflected by the number of completed applications growing from 2,040 in FY '22, 3,890 in FY '23, and 4,469 in FY '24.

As to the secondary focus on increasing public and alumni knowledge of FSU Accomplishments, we use a number of ways to highlight our successes, including our alumni magazine, our alumni e-newsletter, press releases, and especially social media. The impact of the increased efforts to communicate with these constituencies is noted by the increased participation of alumni and other friends of the University in recruiting and mentoring students, as well as providing job and internship opportunities. It is also reflected with the significant increase in fundraising contributions to the FSU Foundation, setting records for the last three years, as well as over \$10 million in Calendar Year '23.

As is possible with the University's budget limitations, we will continue to increase our advertising, focusing on those areas that provide the greatest return with students applying to FSU. We are also going to begin to focus targeted advertising on the growing Latin X population.

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. VP A&F & PROVOST

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

Three initiatives are proposed:

- a) A revised budgeting process better aligned with performance and university priorities;
- b) Continued attention to enhancing communication and transparency about the budget; and,
- c) Eliminating the salary gap between FSU and peer institutions for faculty and staff.

Current initiatives stand at 75%

Summary of accomplishments and any recommendations in no more than 500 words.

A new Budget Advisory Committee (BAC) was formed in 2021 to help address the transparency of the budgeting process and provide agency to university members with budgeting responsibilities. The highlights of this new committee include hosting regular campus-wide open forums to discuss budget and finance items and developing a pilot budgeting process. This process included creating a new budget template and sharing the template with all VPs to assist with building the divisional budgets. Finally, the BAC is currently working on a process to work with AIEC to analyze annual reports to ensure the budgeting process is a part of ongoing assessments.

A new budget model was introduced to the campus in the fiscal year 2024. The new model is based on the percentage spent by division from prior fiscal year history and compared to another USM institution for similarity. The University's unrestricted revenue was projected less scholarship and specific fringe benefits to determine the total amount distributed to the divisions. Each vice president was given their amount of the budget to utilize for both object 01, salary and fringes and for their operating budget, objects 02-14. Vice presidents now have authorization to move funding among both budget pools to operate their divisions. Due to forecasted state appropriation reductions in the future, FSU is moving quickly to get vice president's their starting budget numbers for fiscal year 2025. Vice presidents have also been given a new budget template to ensure each department manager has had a chance for budgetary input for the upcoming year. The template includes budgetary amount, scope of impact, level of impact, and strategic linkage. These templates will help prioritize limited resources for the goods and services needed to effectively operate the divisions.

Communication and transparency about the budget have been disseminated throughout the fiscal year, starting with the summer planning between UAC and AIEC, the State of the University, and regularly scheduled faculty and staff senate meetings.

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

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

This action item requires an increased awareness and support for each employee's professional development plan. Outcomes should include.

- a) improved employee morale;
- b) improved service to clients and consumers; and,
- c) greater internal advancement and promotion opportunities within FSU.

Current initiatives stand at 95%.

Summary of accomplishments and any recommendations in no more than 500 words.

OHR Professional development opportunities on campus results – 100% Completion Rate for FY 2023:

- EDLS: Cohort #8 included 10 members who started in the program, with representation from 6 divisions.
 - Kickoff meeting was held on off site at Rocky Gap Casino Resort on September 7, 2022. Dr. Jeff McClellan kicked off the event and presented "An Introduction to Leadership and Positive Change".
 - Sessions held in-person FY23: 8
 - Graduation: May 3, 2023 evening with 6 cohort members and 4 steering committee members attending.
 - Surveys completed after each session and reviewed by the Steering Committee monthly.
 - Homework assignments given by presenters throughout the series.
 - Monthly mentor meetings held with mentees - provide guidance and share experiences.
 - Monthly Steering Committee meetings held to assess, change, and enhance sessions as needed.
- ADAPT: In collaboration with the President's Office, OHR created the new administrative professionals training program and was implemented January 2023 with application submissions, resulting in accepting 8 cohort members. Graduation anticipated in December 2023.

- AED Training (Foundation funding secured by L. Nightingale - 24 registered; 24 attended - 100% participation)
- CPR/First Aid (Foundation funding secured by L. Nightingale) - 24 registered; 24 attended - 100% participation.
- Open Enrollment Training for Retirees - 7 retirees in attendance
- Family Medical Leave Act Training
 - Sessions Offered: 2
 - Attendance: 23 Registered; 21 Attendees; 91.3% Participation.
 - Pre-Tests: 16
 - Post-Tests: 10
 - Targeted Audience: Supervisors and Deans
- Health and Safety
 - Sessions Offered: 1
 - Attendance: 4 Registered; 7 Attendees; 1.75% Participation
 - Targeted Audience: Faculty and Staff
- New Hire Orientation - 6 sessions
 - Attendance: 49 Registered; 49 Attendees; 100% Participation
 - Survey Participation:
 - New Hire Orientation Day Survey: Results attached.
 - 25 Employees responded: 100% Agreed they were provided with clear information regarding new hire orientation - location, links, times.
 - 30 Day Survey: Results attached.
 - 17 Employees responded: 100% Agreed their job was what they expected it to be.
 - 60 Day Survey: Results attached.
 - 11 Employees responded: 100% Agreed their job was what they expected it to be.
 - 90 Day Survey: Results attached.
 - 23 Employees responded - (95.65%) Agreed their job was what they expected; 1 employee (4.35%) Disagreed.
- Optional Retirement Training - Fidelity
 - Sessions Offered: 6
 - Targeted Audience: Faculty and Staff
- Performance Management Training
 - Sessions Offered: 4
 - Attendance: 18 employees registered/15 Attended - 83% Participation
 - Targeted Audience: Department Chairs and Staff
- Progressive Discipline Training
 - Sessions Offered: 7
 - Attendance: 22 Registered/15 Attended - 68% Participation
 - Targeted Audience: Supervisors
- Fall Professional Development Conference - November 9, 2022 - November 10, 2022
 - Attendees - 54 employees; Anticipated 60; 90% Participation.
 - Targeted Audience - Faculty and Staff
 - Survey Response: 69% - 37 Respondents
 - Overall Quality/Satisfaction/Met Expectations rate: 89.19% (59.46% Strongly Agree; 29.73 % Moderately Agree) 5.41% Neutral
- Spring Professional Development Conference - April 2023
 - Attendance: 50 Registered; 39 Attended; 78% Participation
 - Targeted Audience: Faculty and Staff
 - Survey Response: 78% - 39 Respondents

- Overall Quality/Satisfaction/Met Expectations rate: 87.18% (56.41% Strongly Agree; 30.77 Moderately Agree, 2.56% Neutral)
- Recruitment/Search Committee Process Training
 - Sessions Offered: 4
 - Attendance: 36 attendees
 - Targeted Audience: Supervisors and Search Committee Members
- Successful Onboarding for Supervisors
 - Sessions Offered: 4
 - Survey - 5 responded that the knowledge and skills gained from the session would be useful in their jobs.
 - Targeted Audience: Supervisors
- USM Professional Development Week - October 17, 2022 - October 21, 2022
 - Attendance: 29 FSU Employees attended out of 40 registered; 73% participation
 - Topics:
 - Speaking with Confidence: Step Up Your Game
 - We See You, We Hear You, We Value You!
 - Workplace Wellness Strategies for the Hybrid Workforce
 - Understanding and Estimating Health Care Costs
 - Pouring from A Full Jug, Self-Care Practices
 - Making you meeting, Events, and Projects Accessible for All
 - Goal Setting for Success: 8 Steps to Accomplish Your Professional Goals
 - Escaping the Cape
 - Emotionally Intelligent Supervision for Supervisors and Aspiring Supervisors
 - Redefining Stress
 - Conflict Yoda's: Professionals Empowering Others to Free Themselves of Conflict
 - Disability in Diversity, Equity, and Inclusion
 - Humor In the Workplace: How Authenticity Leads to Professional Success
 - Targeted Audience - Faculty and Staff
 - Survey Response: 67% USM employees attended are dedicated to elevating their professional knowledge, skills, and abilities.
- USM Performance Review Prep Mini Conference March 2, 2023
 - Attendance: 47 Registered; 18 Attended; 38% Participation Rate
 - Topics:
 - Building Trust
 - Giving Effective Feedback in Personal or Work Situations
 - Where Are You Going? Goal Setting for Personal and Professional Success
 - Working Through Mistakes
 - The Impact of Attitude on Work and Life
 - How to Receive Criticism and Make it Work for You
 - Overall Findings: USM employees are dedicated to elevating their professional knowledge, skills, and abilities.
- Walk-In Wednesdays - Benefits
 - Sessions Offered: 17
 - Attendance: Average 6 employee visits/walk-ins
- Wellness Opportunities
 - Sessions Offered: Monthly webinars available through Employee Benefits
 - Monthly newsletter from Employee Benefits
- Workers' Compensation/First Report of Injury Training; Ergonomics
 - Sessions Offered: 2

- Targeted Audience: Faculty and Staff
- Workplace Communication:
 - Sessions Offered: 1
 - Attendance: 18 registered; 18 participated; 100%
 - Targeted Audience: Student Affairs Division
- Nationwide representative on campus for scheduled appointments regarding Supplemental Retirement Plans
 - Sessions Offered: 4
 - Attendance: 6 attendees each session
 - Targeted Audience: Employees with Nationwide Supplemental Retirement Plan
- State Retirement Agency
 - Pre-retirement Seminar - 1 session with 55 attendees
 - Targeted audience - Members of the Teachers' or Employees' Pension System
- Financial Webinars w/TIAA
 - Sessions Offered: 4
 - Attendance: 8 to 10 employees
- Maryland Supplemental Retirement Plans
 - Webinars offered monthly during the fiscal year

