

Dear FSU Team,

As we conclude FY26, I want to thank each of you for the dedication and innovation you have brought to Frostburg State University. Together, we made meaningful progress toward our strategic priorities: increasing enrollment, strengthening financial sustainability, improving the user experience through process refinements, fostering campus culture, pride and engagement, and advancing academic excellence and innovation.

Across the University, a majority of our institutional key results were met or exceeded, while many others made substantial progress and established a strong foundation for future work. Please see the FY2026 University Level Objectives and Key Result (year-end) attached. This progress reflects a university that is moving forward with purpose and gaining greater clarity about where we must continue to invest in our efforts. Also attached is a more detailed year-end synopsis for each division.

Among the University's accomplishments this year:

- We strengthened student engagement, wellness initiatives, and transfer pathways while achieving growth in graduate enrollment and advancing academic innovation.
- We secured approval for expanded in-state undergraduate tuition eligibility and a new online graduate tuition rate, helping position Frostburg for greater accessibility and long-term enrollment growth.
- We advanced operational modernization by implementing new business processes, expanding the use of AI tools, and enhancing customer service and operational efficiency across campus.
- We exceeded major scholarship goals, made significant progress in fundraising and donor engagement, and expanded community partnerships, entrepreneurship initiatives, and support for WFWM.
- We dramatically increased our digital reach and institutional visibility through strategic communications, social media growth, and targeted marketing campaigns.
- Our Athletics program exceeded fundraising goals, increased sponsorship support, advanced the visibility of women's sports, and maintained strong academic performance among student-athletes.
- We reopened the Planetarium, launched the Entrepreneurship and Innovation HUB and began renovations to Brownsville Hall.

The results also highlight important opportunities for FY27, including undergraduate and transfer enrollment, academic program development and delivery modalities, financial sustainability, residence hall renewal, digital strategy and accessibility, and translating strong engagement and partnership activity into measurable long-term participation and impact.

The progress outlined in this report belongs to all of us. Every division, department, and employee has played a role in moving Frostburg forward. I am grateful for your commitment to our students and to the shared mission that unites us.

Thank you for all you have done this year and for the important work that lies ahead as we continue building an even stronger Frostburg State University.

With FSU pride,

Darlene Brannigan Smith, PhD
Interim President