



FAIRMONT STATE UNIVERSITY
BOARD OF GOVERNORS
MEETING MINUTES
FEBRUARY 21, 2019
BOARD ROOM, 3RD FLOOR FALCON CENTER
1201 LOCUST AVENUE, FAIRMONT, WV

I. CALL TO ORDER

A. Roll Call

Chair Bill Holmes convened a meeting of the Fairmont State University (FSU) Board of Governors on February 21, 2019, beginning at approximately 9:00 a.m. in the Board Room, 3rd Floor Falcon Center, at 1201 Locust Avenue, Fairmont, West Virginia.

At the request of Chair Holmes, Serena Scully, Special Assistant to the President, conducted a roll call of the Board of Governors. Present for the meeting were board members Holly Fluharty, Bill Holmes, Bailey McInturff, Deborah Prezioso, Jay Puccio, Kevin Rogers, Dr. Budd Sapp, John Schirripa and Dixie Yann. Dr. Chris Courtney and Dr. Mark Hart participated by conference call. Frank Washenitz was absent.

Others present were President Martin and President's Executive Leadership Team members Cindy Curry, Lyndsey Dugan, Richard Harvey, Stacey Jones, Christa Kwiatkowski, Tim McNeely and Jacqueline Sikora. Stephanie DeGroot, Construction Manager; Gary Bennett, President of the Fairmont State Foundation; Chad Fowler, Director of Athletics; Ryan Courtney, Assistant Director of Athletics for Internal Operations; Bryan Spitzer, Director of NCAA Compliance; Pat Snively, Senior Associate Director of Athletics; Jessica Sell, Director of Athletic Development; Victoria Cann, Social Media and Digital Content Specialist; Jessica Sharps, Executive Director of University Relations and Marketing; Alicia Kalka, Executive Director of Housing and Residence Life; Pam Stephens, Director of Charles Pointe; Susan Ross, Executive Director of Academic Programs; Amanda Metcalf, Interim Associate Dean of the School of Education; Tim Oxley, Interim Dean of the School of Business; Steve Roof, Interim Associate Dean of the College of Science and Technology; Anne Patterson, Interim Associate Dean of the School of Fine Arts; Tony Gilberti, faculty; Denice Kirchoff, faculty; Josh Smallridge, faculty; Dan Eichenbaum, faculty; Harry Baxter, faculty; William Harrison, faculty; Donna Long, faculty; Barbara Owens, faculty; Sharon Smith, faculty; Galen Hansen, faculty; Amy Godfrey, faculty and Alyssa Welling, Presidential and Legislative Scholar. Members of local media were in attendance as well.

B. Public Comment

Mr. Kevin Rogers reported that four individuals had signed up for public comment.

Dr. Daniel Eichenbaum, music faculty in the School of Fine Arts discussed his concern regarding HB2519, the Campus Carry Bill. He requested that the board members reach out to the legislatures regarding the concern on the campus of Fairmont State University.

Dr. Donna Long, English faculty in the College of Liberal Arts stated she was speaking to urge the board of governors to move slowly and use caution regarding the restructuring. She said she felt the academic taskforce did a good job; however, there was no information provided regarding how much the restructure would cost.

Dr. Josh Smallridge, Chair of the Department of Social Sciences spoke in favor of the NSI curriculum proposal. Dr. Smallridge advised he feels the new program will be extremely successful.

Dr. Joe Kremer, finance faculty in the School of Business advised he was present to support the President's initiatives. He discussed the reduction in budget that was required when Dr. Martin first arrived at Fairmont State and how he felt she handled it very well. He also discussed the topic of the marketing department hires – which helped us welcome the largest freshman class in the University's history. Dr. Kremer advised he felt the increase was, in large part, thanks to the marketing effort. He also advised that although there is a perception that no new faculty have been hired, this is actually not true as Fairmont State University welcome 24 new faculty in the fall. Dr. Kremer also mentioned that Dr. Harrison and the taskforce had done an exceptional job to meet with each school/college to listen and take their input for consideration in the new restructure model.

C. Approval of Agenda

Dr. Budd Sapp made a motion to approve the agenda. Dixie Yann seconded. The motion passed.

II. APPROVAL OF MINUTES OF DECEMBER 6, 2018

Deborah Prezioso made a motion to approve the minutes of December 6, 2018. Jay Puccio seconded. The motion passed.

III. CHAIRMAN'S REPORT

- A. Chairman Holmes reminded everyone that the board has invited Faculty Senate members to attend a social after the meeting today at noon. Mr. Homes advised he would also like to invite student government as well as staff council to a future meeting.

IV. PRESIDENT'S REPORT

- A. President Martin took a few minutes to discuss current legislative topics effecting Fairmont State University. Dr. Martin has been joined in Charleston by all of the regional institution Presidents to oppose the campus carry bill. There were also experts present to speak out; Fairmont State University took Chief of Police, Matt Swain and SGA Vice President Tyler Keller. There have been some amendments to the bill; still, the institution stands against campus carry. Dr. Martin did note that while we may oppose the campus carry bill, we strongly support the second amendment.
- B. President Martin has also been very involved with the House members regarding the community college bill so that it can be rewritten to ensure are no adverse effects to the regional institutions. SB1, as originally proposed from the Senate, did not go through as written. There are current amendments on the House floor.
- C. The recalibration formula has been introduced in the Senate and we are hopeful it will be passed. This new funding would have a huge impact on our students.
- D. Dr. Martin showed a video to show some recent highlights of the University.

V. REPORTS AND PRESENTATIONS

- A. William Harrison, Assistant Professor of Political Science and Chair of the Restructure Committee, provided the constituent report.

Dr. Harrison discussed the process that the restructure committee completed. During the fall semester of 2018, the Task Force engaged in an inclusive and transparent process, responsive to faculty input. Following a period of weekly meetings as a Task Force, a presentation at the University Town Hall meeting on October 23rd, discussions with academic units on campus, and information presented and collected at the January 15th Faculty Senate meeting, the Task Force respectfully submitted its recommendation. The resulting proposal is a high-level overview of the restructure, and some exceptions will be needed for realities that emerge as more details are formalized.

The Academic Task Force recommends a two-college design. The names of the colleges and the units may be subject to change but were chosen as descriptors reflecting generally accepted terms. The academic units may be labeled as

‘schools’ or ‘departments’ or another title; however, the Task force recommended consistent naming of all units. They also recommended future naming of units take into consideration current and future trends in the discipline, faculty input, and recognition of unit names by stakeholders.

Faculty numbers reflect the most current totals as of Fall 2018. The Task Force met on January 25 and presented their report to the Executive Leadership Team.

Dr. Budd Sapp asked if the restructure document would be edited once approved by the board. Dr. Harrison advised that Dr. Harvey would be able to address those concerns later in the meeting.

- B. Mr. Gary Bennett, President of the Fairmont State Foundation, reported that as of December 31, the Foundation is up \$1,087,500 over last year in terms of giving and commitments to give.

The Foundation is currently working on the Every Gift Matters campaign. The campaign is currently at \$491,000.

As far as recent gifts, there are endowments for the School of Business in the amount of \$1,400,000; Athletics in the amount of \$50,000; Education in the amount of \$25,000.

Impact gifts have been received for Athletics in the amount of \$220,000; School of Nursing in the amount of \$15,000; College of Liberal Arts in the amount of \$10,000; and the College of Science and Technology in the amount of \$10,000.

The Foundation is continuing to work on planned giving.

In January, the Foundation met with the deans and chairs and discussed the scholarships that will be awarded for the next academic year.

Today at 1:30pm there is a major gift announcement taking place in the Falcon Center conference rooms. Mr. Bennett also advised there will be another gift announcement taking place in April.

Gary Bennett mentioned that he has chosen to not accept compensation from the Foundation. However, when he steps down from his position, half of what would have been his compensation will be earmarked to student scholarships.

C. Construction Project Updates (Stephanie DeGroot)

Stephanie DeGroot, Construction Manager, advised that the renovations for Starbucks has begun and the project will be finished soon. The façade has been started and the entrance to Starbucks will look more like a mall entrance.

In regards to the environmental and safety areas, with the help of Professor Mark Flood and the grants office – the Coal Run Stream project remains underway. Unfortunately, we were unsuccessful at getting any grant money. The City of Fairmont has purchased the stream monitoring equipment in the amount of \$10,000. Students on campus will be helping to install the equipment.

Mrs. DeGroot also discussed the initiative for the storm water pollution project in which the University and the state plan to partner.

Dr. Budd Sapp, as a member of the Salvation Army board, thanked Ellic Taylor from the bookstore for donating equipment from the bookstore that was scheduled to be demolished with the bookstore renovation. He also thanked Mrs. DeGroot and the physical plant staff for delivering the equipment. Dr. Sapp advised the grand reopening of the Salvation Army is schedule for March 9.

VI. **ACADEMIC AFFAIRS COMMITTEE** (Deborah Prezioso, Chair)

Mrs. Deborah Prezioso, Chair of the Academic Affairs Committee asked that Dr. Richard Harvey, Provost and Vice President for Academic Affairs, present the agenda items.

Included in the board packet is a full curriculum proposal for the Master of Arts in National Security & Intelligence (NSI). It is a 30-credit hour online graduate program and is the only one of its kind in West Virginia. The local community has an immediate demand for graduates of this program. Upon approval by the board, the proposal will go to the HEPC and HLC for approval.

Dr. Budd Sapp made a motion to accept the following:

A. Curriculum Proposal for Master of Arts in National Security & Intelligence (NSI)

John Schirripa seconded. The motion passed.

Also included in the board packet is a full curriculum proposal for the Master of Science in Engineering Management. This is also a 30-credit hour online graduate program and the only one of its kind in West Virginia. Once approved by the board, the proposal will go to the HEPC and HLC for approval.

Deborah Prezioso made a motion to accept the following:

B. Curriculum Proposal for Master of Science in Engineering Management

Dr. Budd Sapp seconded. The motion passed.

Also included in the board packet is an Intent to Plan for the Graduate Certificate in Educational Leadership. This is an 18-credit hour post-masters graduate certificate in educational leadership. Initial licensure will be obtained once completing the 18-credit hour program with an option to complete and additional 6-credit hours to obtain a superintendent licensure.

Dr. Budd Sapp noted a date mistake as well as a wording mistake on the Educational Leadership proposal. Mrs. Scully advised the mistakes had been corrected prior to the board meeting.

John Schirripa made a motion to accept the following:

C. Intent to Plan – Graduate Certificate in Educational Leadership

Dr. Budd Sapp seconded. The motion passed.

Also included in the board packet are the academic calendars for the years 2019-2020 and 2020-2021. The only notable differences from recent years is the later fall start and the 12-week summer session (instead of 10-week summer session).

Dr. Budd Sapp made a motion to accept the following:

D. 2019-2020 and 2020-2021 Academic Calendars

Deborah Prezioso seconded. The motion passed.

Also included in the board packet is the proposal for the academic restructure. The recommendation is a two-college system (currently Fairmont State has six schools/colleges). Dr. Harvey stated that small changes could still be made to the restructure model once the Board had approved the proposal. The main item the board is approving is the two-college system. Once approved, the restructure has to go to the HEPC, as well as the HLC. Dr. Harvey also explained that we are progressing expeditiously because we are already too late for implementation for Fall 2019 and if we wait much longer, we will be too late for Fall 2020 implementation.

Mrs. Dixie Yann asked about a cost estimate. Dr. Harvey advised they were waiting on a final structure before putting together the estimate. Dr. Harvey also advised that Dr. Oxley's Task Force has not been tasked with determining the cost – that would reside with the Office of the Provost and Office of the President. Dr. Harvey advised the University needs to be fluid and plan to review the academic structure every three years or so.

John Schirripa advised he would like to see the cost. President Martin advised the Board that the new structure's budget would be made available to them.

Dr. Budd Sapp asked where the cost savings would go, if there were any and if any of the savings would go to get the faculty to CUPA standards. Dr. Harvey advised that the cost savings would potentially go toward possibly adding a couple of fundraising individuals that would generate additional sources of income for the University. Dr. Martin stated that the University has made a commitment to get faculty up to CUPA standards over a five-year period as long as the enrollment continues to grow and the State does not cut higher education.

Jay Puccio made a motion to accept the following:

E. Academic Restructuring

Kevin Rogers seconded. The motion passed.

Dr. Harvey advised that Dr. Chris Courtney had previously requested information regarding an Athletic Training program; information was provided in the board packet.

Dr. Harvey advised that only a limited number of students could be taken on because of the ratio set by the accreditation standards (8 to 1). The program would also have to be a graduate program (five-year program). Dr. Harvey feels it is a significant investment for not a large cohort of students.

Dr. Courtney asked if a cost analysis had been completed; Dr. Harvey advised it had been completed and was included in the board packet.

Dr. Harvey also mentioned the current discussions with Marion County Schools regarding a dual enrollment program focused on aviation. High school seniors are currently interested in the aviation program and Marion County Schools are taking a proposal to the state level and trying to get grant funding from the Department of Education. If the grant is received, Marion County Schools will be purchasing a simulator that will be housed on Fairmont State's campus.

Dr. Harvey also advised that the tutoring and testing center is now open. He also advised that the Forensic Science and Aviation departments are moving forward with initial steps for program accreditation.

VII. ATHLETIC AFFAIRS COMMITTEE (Jay Puccio, Chair)

Jay Puccio, Chair of the Athletic Affairs Committee asked that Chad Fowler, Athletic Director, give an update for the Athletic Affairs Committee.

Mr. Fowler recognized a few athletic department staff who have recently received promotions: Ryan Cortney, Assistant Director of Athletics for Internal Operations; Bryan Spitzer, Director of NCAA Compliance; Jessica Sell, Director of Athletic Development; and Pat Snively, Senior Associate Director of Athletics.

Mr. Fowler recognized Mr. Kevin Rogers as the first President's Club member; Mr. Rogers has donated to an athletic endowment.

He also announced that someone anonymously made a donation in the name of Mrs. Dixie Yann. The donation was a President's Club donation of \$25,000.

Mr. Fowler also recognized Dr. Mark Hart, who has made several impact gifts, which have a large impact on student athletes.

March 2 is senior day for the men's and women's basketball teams. A court sponsorship will be announced at that time as well. Jessica Sell is credited for this sponsorship.

Fairmont State has a new men's tennis coach – Terry Deremer. Mr. Deremer graduated from Fairmont State, played baseball for the New York Mets, and has most recently been the Head Tennis Professional at the Greenbrier.

March 6th through March 10 is the MEC tournament. The tournament will take place in Wheeling at the Wesbanco Arena.

The All Sports Reception is scheduled for May 2 and the Annual MVB Golf Tournament is scheduled for May 17.

VIII. BYLAWS COMMITTEE (Dixie Yann, Chair)

Dixie Yann advised that the holiday policy has completed the 45-day comment period; the comments received are included in the board packet.

John Schirripa made a motion to accept the following:

A. Holiday Policy (45 – Day Comment Period Over)

Dixie Yann seconded. The motion passed.

Mrs. Yann advised that the next agenda item is the Textbook Affordability Policy. The current policy was reviewed and a few small revisions were discussed at the committee (included in the board packet).

Chairman Holmes discussed the Textbook Affordability Committee (board committee), which currently does not exist, and the Bookstore Advisory Committee (University committee). The Bookstore Advisory Committee falls under Dr. Harvey and he has already asked the deans to submit names for that committee. Whatever

action is taken in the Bookstore Advisory Committee would funnel through the Academic Affairs Committee of the Board of Governors.

Chair Holmes advised the Textbook Affordability Policy would be tabled.

IX. ENROLLMENT/HOUSING-STUDENT LIFE COMMITTEE (Bill Holmes, Chair)

Bill Holmes, Chair of the Enrollment/Housing-Student Life Committee asked that Lyndsey Dugan, VP of University Relations, Marketing and Recruitment, give an update.

Mrs. Dugan gave an update on enrollment and asked everyone to refer to the enrollment report that was distributed. Fairmont State is currently up 24% in inquires, 26% in applications, and 16% in admissions.

Mrs. Dugan advised that the admission rate is the only item that has decreased from this time last year. The decrease is because of the higher number of applicants and the University maintaining its academic standards for admission.

She discussed admissions and recruitment activities, all of which have increased from last year to this year. The activities include campus visits, campus events, college fairs, and high schools visits.

The SOAR Awards (scholarship programs) are winding up for the year. Last year we had two events, awarded 169 students a scholarship and saw a 99% yield rate from those ceremonies. This year we have had 6 events and have awarded 464 students the SOAR award. Mrs. Dugan showed a video from the SOAR event that took place on the campus of Fairmont State.

Dr. Budd Sapp inquired about the William White scholarships being used for the SOAR scholarships. Christa Kwiatkowski advised that the William White scholarships were not being used for the SOAR scholarships.

Tim McNeely advised that a housing and residence life summary was provided. The University's current projections are up 6% for Fall 2019 compared to Fall 2018.

X. FINANCE COMMITTEE (John Schirripa, Chair)

John Schirripa, Chair of the Finance Committee, asked Christa Kwiatkowski, CFO, to provide a brief update.

The Finance Committee met on February 6 and reviewed the financial statements from November and December, along with other topics.

Christa advised the November and December financials have been provided in the board packet. In addition, a financial summary document that summarized the detailed information in the board packet was provided.

Dr. Budd Sapp made a motion to accept the following:

A. Financial Reports for periods ending November 30, 2018 and December 31, 2018.

Dixie Yann seconded. The motion passed.

XI. EXECUTIVE COMMITTEE (Bill Holmes, Chair)

Bill Holmes reported that the Executive Committee has not met.

XII. PROGRESS PER THE STRATEGIC PLAN

Dr. Stacey Jones reported that there is a request in the board packet to adopt a modification in the third theme of the strategic plan. This is part of the continuous improvement of the strategic plan. It is recommended to broaden the section that includes theme three of the plan. Dr. Jones provided a document, which was a summary of the requested changes.

John Schirripa made a motion to accept the following:

A. Strategic Plan Update – Theme 3 Resource Diversification

Deborah Prezioso seconded. The motion passed.

Dr. Jones advised the University is now current with all submissions to the HEPC and HLC.

XIII. NEW BUSINESS

Chairman Holmes presented the update of the two board date changes. The June and August meetings are being requested to be changed. Mrs. Scully will send a request to all board members to determine which dates are most convenient for all board members.

Dr. Martin re-introduced Alyssa Welling who is currently the Presidential and Legislative Scholar. President Martin thanked her for the work she has done on behalf of the institution.

XIV. POSSIBLE EXECUTIVE SESSION

John Schirripa made a motion to go into Executive Session “Under the Authority of West Virginia Code §6-9A-4 to discuss personnel matters as well as to discuss the purchase, sale or lease of property, advance construction planning, the investment of public funds or other matters involving commercial competition.”

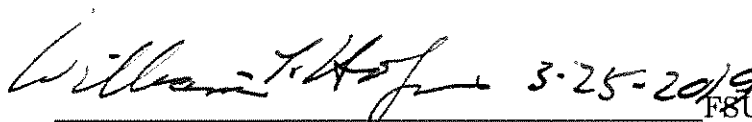
Jay Puccio seconded. The motion passed.

John Schirripa made a motion to rise from Executive Session. Dixie Yann seconded. The motion passed.

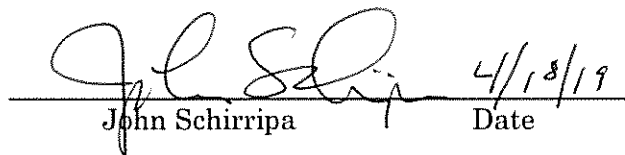
Dr. Budd Sapp made a motion to create a resolution that opposes conceal carry on campus. Jay Puccio seconded. The motion passed.

XV. ADJOURNMENT

Dr. Budd Sapp made a motion to adjourn the meeting. Dixie Yann seconded. The motion passed.

 3-25-2019

Bill Holmes Date FSU Board of Governors' Chair

 4/18/19

John Schirripa Date FSU Board of Governors' Secretary

Meeting Handouts

Housing and Residence Life Summary

February 15, 2019

Housing assignments are slightly down for FY19:

- 84.7% occupied based on 1192 capacity (-0.3% compared to FY18)

Future assignments are up for FY20:

- 68.4% occupied based on 1192 capacity (+6.2% compared to FY19)

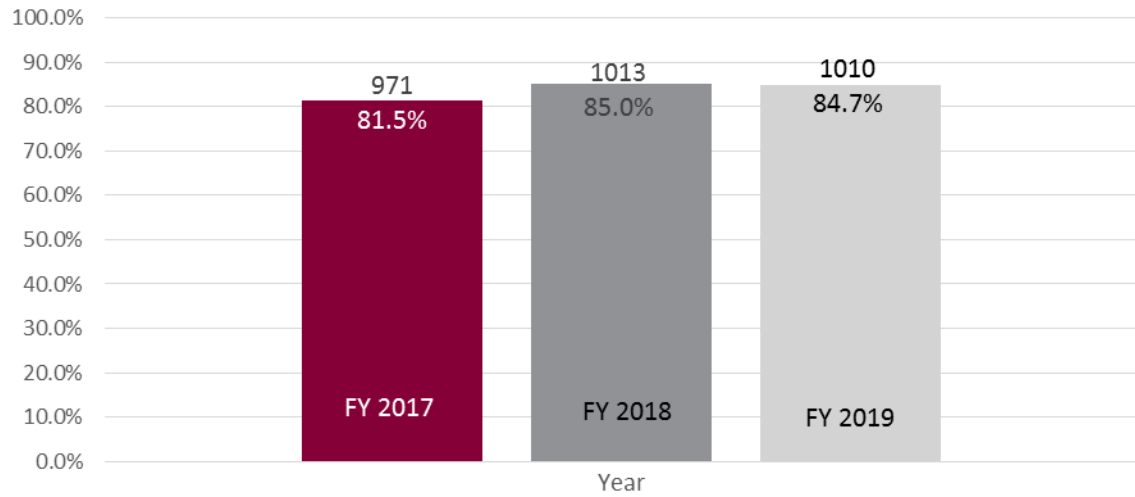
Housing Occupancy This Week in History for Current Term								
Year	Bryant Place	Morrow Hall	Pence Hall	Prichard Hall	University Terrace/ College Park	Total Occupancy	Total Capacity	Capacity Percentage
FY17	354	123	62	112	320	971	1192	81.5%
FY18	361	127	83	122	320	1013	1192	85.0%
FY19	362	124	77	129	318	1010	1192	84.7%

Housing Occupancy Information for FY19							
Institution	Bryant Place	Morrow Hall	Pence Hall	Prichard Hall	University Terrace	Total	Configuration Percentage
Fairmont	304	100	64	109	295	872	86.3%
Pierpont	58	24	13	20	23	138	13.7%
Total Occupancy	362	124	77	129	318	1010	

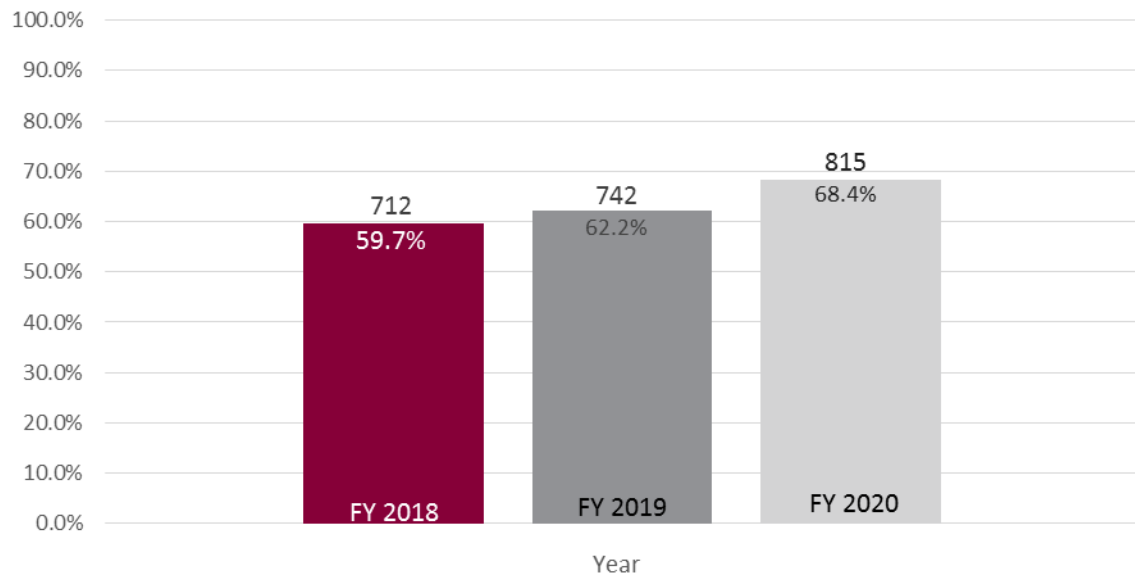
Future Term Occupancy This Week in History								
Year	Bryant Place	Morrow Hall	Pence Hall	Prichard Hall	University Terrace/ College Park	Total Occupancy	Total Capacity	Capacity Percentage
FY18	314	48	27	61	262	712	1192	59.7%
FY19	306	29	58	47	302	742	1192	62.2%
FY20	339	73	39	91	273	815	1192	68.4%

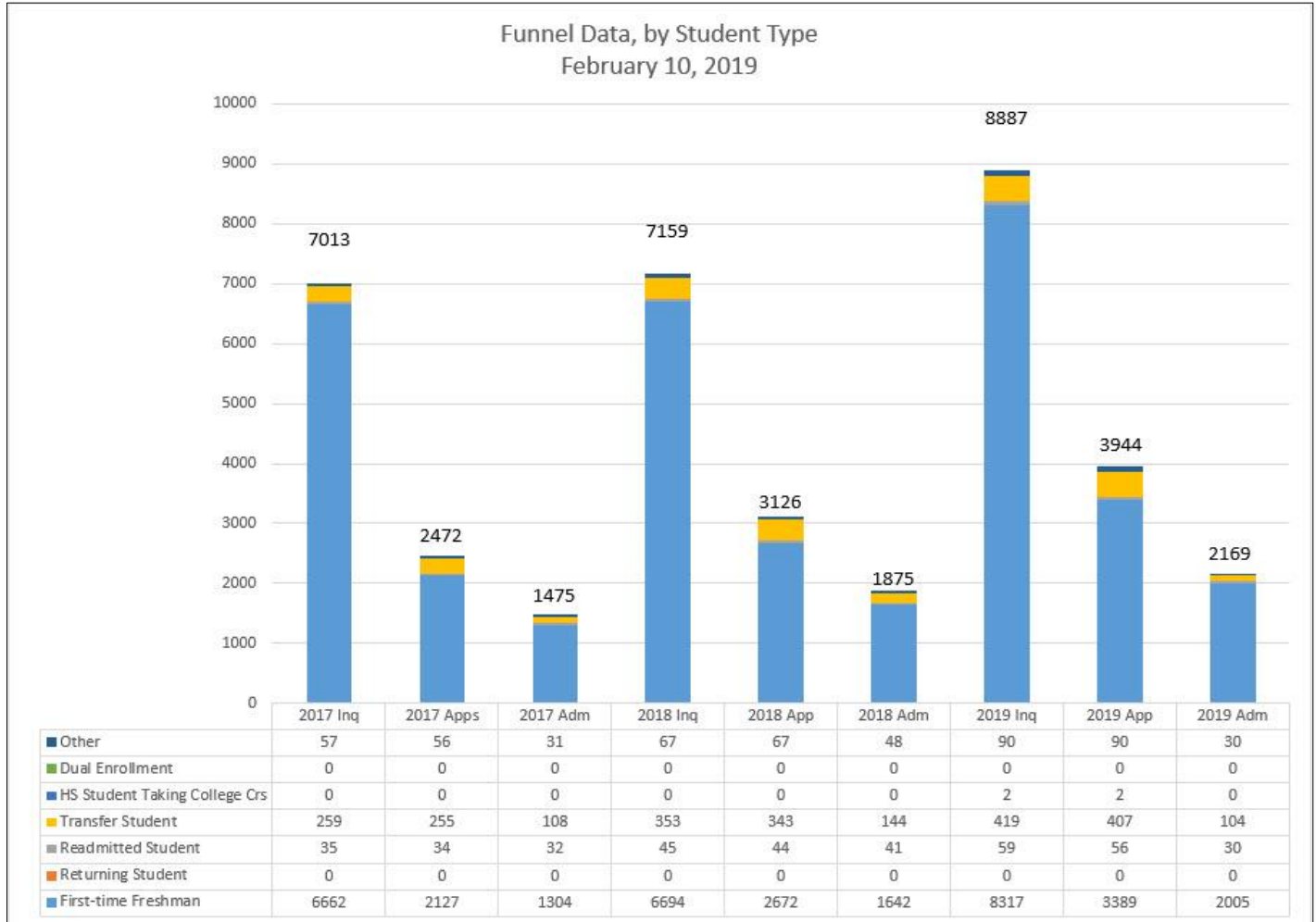
Fairmont VS Pierpont Future Term Occupancy This Week in History			
Year	Fairmont State	Pierpont	Total
FY18	576	89	665
FY19	633	89	722
FY20	725	90	815

Occupancy This Week in History Over the Last 3 Years Based on 1192 Capacity



Future Term Occupancy This Week in History





Undergraduate	2/5/2017	2/11/2018	2/10/2019
Conversion Rate	35%	44%	44%
Admit Rate	60%	60%	55%
Yield Rate	39%	36%	N/A

Inquiries

- Up 24% from last year
- Up 27% from two years ago

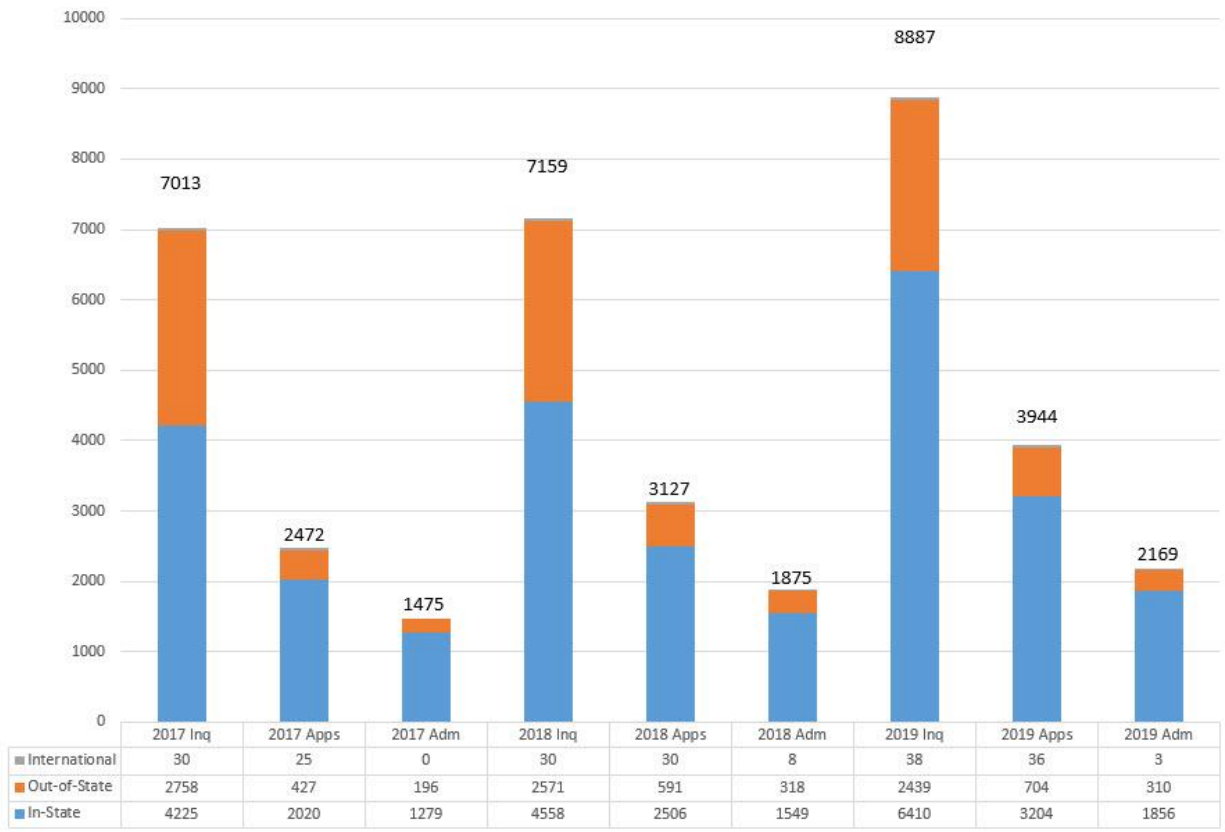
Applications

- Up 26% from last year
- Up 60% from two years ago

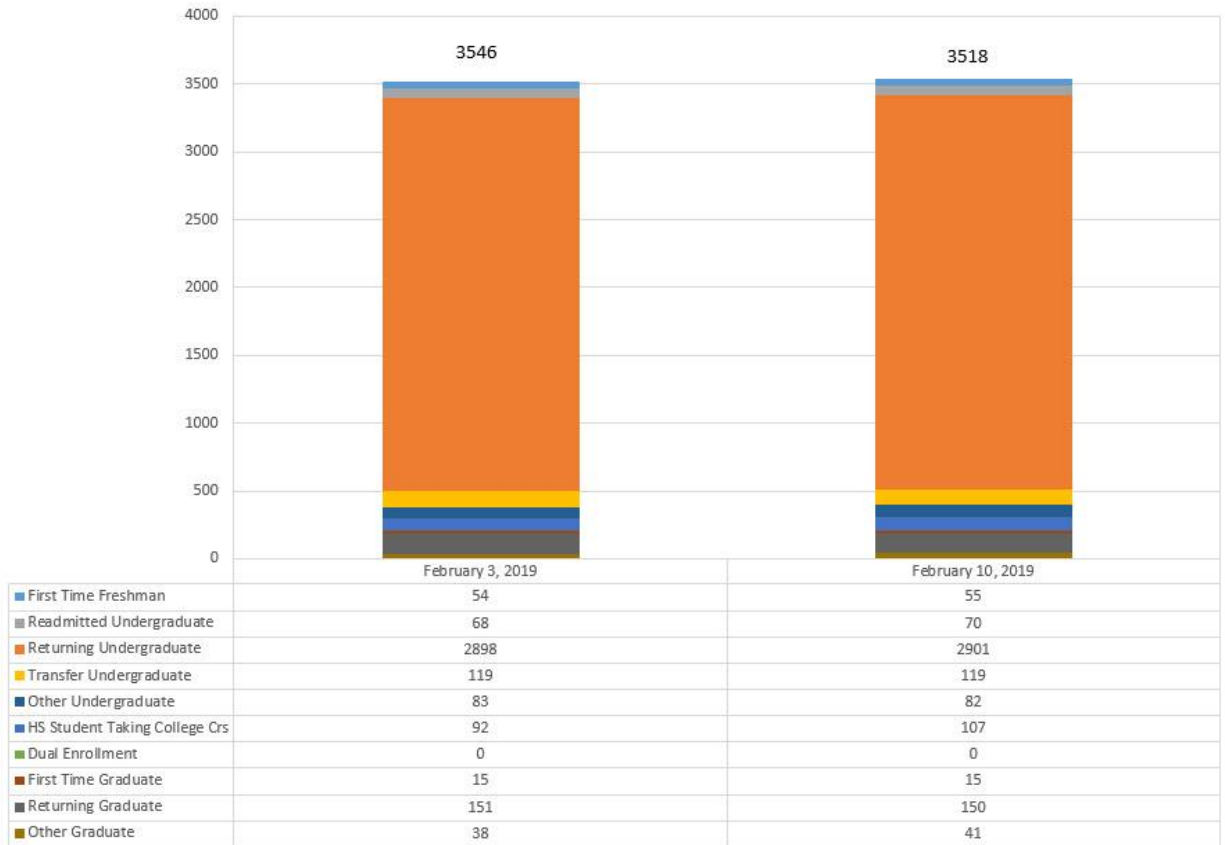
Admissions

- Up 16% from last year
- Up 47% from two years ago

Funnel Data, by Residency
February 10, 2019



Spring 2019 Enrollment Monitoring





**FAIRMONT STATE
UNIVERSITY™**

**Administration and
Fiscal Affairs**

Financial Summary – As of December 31, 2018

With 50% of the year completed, below is a summary of the Statement of Revenues, Expenses and Net Position for the Unrestricted, Auxiliary and Restricted Funds:

<u>Unrestricted</u>	<u>Budget</u>	<u>Actual</u>	<u>% Budget to Actual</u>
Operating Revenues	33,113,373	15,617,064	47.16%
Operating Expenses	46,813,972	18,503,398	39.53%
Other Revenues, Expenses and Transfers	12,638,429	5,206,483	41.20%
Net Income	(1,062,170)	2,320,149	

Negative budget balance is expected to be covered by vacancy savings and capital expenses. YTD Unrestricted balance is \$2,320,149, compared to the balance this time last year of \$1,185,460. We ended last year with a positive balance of \$686,807.

<u>Auxiliary</u>	<u>Budget</u>	<u>Actual</u>	<u>% Budget to Actual</u>
Operating Revenues	14,375,598	6,333,337	44.06%
Operating Expenses	8,731,047	3,729,274	42.71%
Other Revenues, Expenses and Transfers	(5,644,551)	(2,514,394)	44.55%
Net Income	0	89,669	

YTD Auxiliary balance is \$89,669, compared to the balance this time last year of (\$68,018). Current budgeted reserve transfers is \$698,806. FY18 Actual reserve transfers were \$590,301.

<u>Restricted</u>	<u>Budget</u>	<u>Actual</u>	<u>% Budget to Actual</u>
Operating Revenues	32,139,301	13,925,453	43.33%
Operating Expenses	38,976,825	17,420,286	44.69%
Other Revenues, Expenses and Transfers	6,962,582	3,463,589	49.75%
Net Income	125,058	(31,244)	

We received four grant awards in November; NASA Cybersecurity for \$26,300, WV Humanities Council for \$2,814, Atomic Absorption Spectroscopy for \$20,000 and WVDHHR Collegiate Recovery Program of \$20,000. We received two private donations in December; First Lego League of \$8,000 and WV Robotic Alliance of \$9,382.

Our Quest for Distinction: Strategic Plan 2018-2028

Mission: Fairmont State University is a comprehensive, regional university committed to educating global citizen leaders in an environment distinguished by a commitment to excellence, student success, and transformational impact.

Vision: Fairmont State University will be renowned for its innovative pedagogical practices and programs and as the first-choice institution for students seeking a transformative educational experience.

Student Success: Retention	Key Performance Indicator	Baseline	Target
GOAL 1: Increase first-year retention rate to 75% minimum by 2028.	Increase first-year retention rate	69% ⁱ	75%
GOAL 2: Increase six-year graduation rate to 50% minimum by 2028.	Increase six-year graduation rate	32% ⁱⁱ	50%
GOAL 3: Reduce transfer-out rate to no more than 25% by 2028.	Reduce transfer-out rate	33% ⁱⁱⁱ	25%
GOAL 4: Ensure student career/graduate school placement to 90% within six months of graduation by 2028.	Ensure student career/graduate school placement	New initiative	90%
GOAL 5: Increase availability of scholarship funds to support recipients throughout four years.	Restructure institutional scholarships to provide a 4-year commitment of funding for recipients.	New initiative	100%

Enrollment Management: Growth	Key Performance Indicator	Baseline	Target
GOAL 1: Re-engage non-traditional students by understanding, creating, and offering unparalleled innovative programs.	Minimum of 10 new on-line or low-residency programs will be established.	6 ^{iv}	16
GOAL 2: Systematically identify and attract out-of-state and international students.	Minimum of 20% of enrollment will be out-of-state students.	12% ^v	20%
	Minimum of 500 international students will be enrolled.	106 ^{vi}	500
GOAL 3: Increase enrollment of non-traditional learners.	Minimum of 30% adult (25+) learners (including part-time and full-time).	20% ^{vii}	30%

GOAL 4: Expand educational programs-to-program articulation agreements with community colleges and senior institutions.	Minimum of 100 program-to-program articulation agreements.	4 ^{viii}	100
GOAL 5: Create cross-border programs in foreign countries.	Minimum of 2 new programs.	New initiative	2
GOAL 6: Improve accessibility.	Maintain tuition and average net price below those of peers.	2015-16 FSU net price was \$8,738 vs. \$14,714 for HEPC-Defined Peer Group. ^{ix}	Maintain
	Establish a minimum of 5 new co-op programs.	New initiative	5

Resource Diversification: Stabilization	Key Performance Indicator	Baseline	Target
[NEW] GOAL 1: Achieve and sustain the financial stability of the institution.	Composite Financial Index (CFI) [University] [University w/Foundation]	-0.38 ^x 0.76 ^{xi}	2.0 2.75
GOAL 1 → 2: Increase sponsored program funding to a minimum of \$5 million per year by 2028.	Minimum of \$5 million per year	\$1.9 million ^{xii}	\$5 million per year
GOAL 2/3 → 3: Grow foundation endowment to a minimum of \$50 million by 2028 and increase the number of endowed student scholarships.	Minimum of \$50 million in endowment	\$22 million ^{xiii}	\$50 million
	Minimum of 300 endowed student scholarships	200 ^{xiv}	300
GOAL 4: Increase alumni engagement and philanthropy to a minimum of 5 percent above the national average.	Alumni giving increased to 5% above the national average (currently 8.9%)	2% ^{xv}	14%

ⁱ From IPEDS Data Feedback Report 2017 (Page 6, Figure 12).

ⁱⁱ From IPEDS Data Feedback Report 2017 (Page 6, Figure 14).

ⁱⁱⁱ From IPEDS Data Feedback Report 2017 (Page 6, Figure 13).

^{iv} Current on-line or low-residency programs are the Master's degree in Criminal Justice and five graduate programs in the School of Education, Health and Human Performance.

^v From Fall 2017 Enrollment Report, Office of Assessment and Planning (Page 1).

^{vi} Fall 2017 enrollment based on FSU Student Information System (Banner), per L. Schoonmaker.

^{vii} Information provided by Registrar's Office for Fall 2017 enrollment.

^{viii} The current articulation agreements are through the School of Nursing.

^{ix} From IPEDS Data Feedback Report 2017 (Page 4, Figure 7).

^x FY 2017 Composite Financial Indicator (CFI) submitted to the Higher Learning Commission (HLC) as part of the 2018 Institutional Update [Fairmont State University - Excluding GASB 68]

^{xi} FY 2017 Composite Financial Indicator (CFI) submitted to the Higher Learning Commission (HLC) as part of the 2018 Institutional Update [Fairmont State University with Foundation - Excluding GASB 68]

^{xii} Based on a 3-year average of grants awarded to Fairmont State, either directly to the institution or through the Fairmont State Foundation.

^{xiii} As of January 2018.

^{xiv} As of January 2018.

^{xv} Percentage of alumni in the database who made a contribution during 2017.