

# FROSTBURG

## STATE UNIVERSITY

President  
Frostburg State University  
Frostburg, Maryland

### THE SEARCH

[Frostburg State University](#) (“Frostburg” or “FSU”), a regional comprehensive, historic, and student-centered institution serving as the engine of opportunity and innovation in Mountain Maryland, seeks a President to inspire, engage, and lead the University into its next phase of growth and impact. Reporting directly to the Chancellor of the [University System of Maryland](#) (“USM”)—Dr. Jay Perman—FSU’s next President will work closely with USM’s Regents, the leadership of the System’s 11 other constituent institutions, civic and industry leaders in Frostburg and Mountain Maryland, and major funding agencies and other public and private partners to further FSU’s reach and impact.

FSU is located on a picturesque 260-acre campus in the city of Frostburg, Maryland, surrounded by the Allegheny Mountains of Western Maryland. The town was voted the 3rd best small college town in the U.S. by USA Today’s 10 Best Readers’ Choice in 2024. It is within two hours of Baltimore, Washington, DC, and Pittsburgh, and is near the major tourist destination and county seat of Cumberland, Maryland. The institution is deeply connected to people and place, known for its academic leadership as well as its service to the state of Maryland, with 82% of students on campus coming from in-state. As one of 12 universities that comprise the USM, Frostburg is rooted in a state with a proud and enduring legacy of excellence in public higher education and civic service. Frostburg is the only four-year institution of the USM west of the Baltimore-Washington corridor. In addition to the main campus, FSU offers programs in Hagerstown, Anne Arundel County, Cecil County, and online, and it maintains a robust international partnership with China. Its 4,100 students are enrolled in 47 undergraduate majors, 16 graduate degree programs, and a doctoral education program. FSU prides itself on being a student-centered institution with innovative academic programs, a commitment to teaching excellence, and a deep engagement in economic and workforce development – a place that changes students’ lives and shapes multiple communities across the region.

Frostburg State University seeks a leader who will inspire and encourage the community with authenticity, compassion, and clarity. The President will chart an ambitious course for the University that responds to the challenges of the moment, ensuring a sustainable and prosperous future for FSU. The President will

bring a deep understanding of—and respect for—the people, structures, and traditions that undergird a major academic enterprise committed to a transformative student experience and support substantial economic growth and innovation for the broader community. This leader will be a steady hand at a major inflection point in the institution's history and will support its proud heritage while pursuing avenues for enrollment growth and pedagogical and programmatic innovation. Serving as a visible and unifying presence on campus—strengthening institutional morale and *esprit de corps*—the President will embody an accessible leadership style that deeply engages the entire university community. This person will champion all that FSU has to offer, broadcasting the University's strengths and successes in teaching, scholarship, community engagement, athletics, and beyond. They will partner with community leaders to address issues of student success and will be an exemplar of service. The President will embody Frostburg's commitment to inclusive excellence and leadership for the public good.

The Board of Regents and the Chancellor of the University System of Maryland have engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence to the firm as indicated at the end of this document.

## ABOUT FROSTBURG STATE UNIVERSITY

Frostburg State University was founded in 1898 as the Maryland Normal School No. 2, with a specific mission to train elementary school teachers for the mostly rural, western region of the state. The institution officially opened its doors in 1902 with a two-year program and an inaugural class of 57 students. Over the decades, the school's name and educational scope expanded to reflect its evolving purpose. It was renamed the State Teachers College at Frostburg in 1935, offering a four-year degree, and then became Frostburg State College in 1963. The institution received its current title, Frostburg State University, in 1987, solidifying its status as a comprehensive regional university within the University System of Maryland. FSU successfully reaffirmed its accreditation by the Middle States Commission on Higher Education in 2025 and currently has 11 discipline-specific accredited programs, including AACSB-accredited business programs, ABET-accredited engineering programs, CAEP-accredited education programs, CAATE-accredited athletic training programs, and CCNE-accredited nursing programs.

FSU is dedicated to providing a high-quality education that leads to real-world success. As a national College of Distinction, today Frostburg is renowned for its commitment to educational excellence, offering more than 100 different programs of study and a full range of campus activities and services to support success for undergraduates and graduate students. The University emphasizes experiential learning and student individuality, helping each student discover and realize unique goals while preparing future leaders to meet the challenges of a complex and changing society.

The University's impact on Western Maryland extends far beyond the academic realm, playing a crucial role in the region's economic and cultural vitality. FSU continues to be one of the largest employers in Frostburg and a major driver of economic activity in Mountain Maryland. FSU's initiatives—such as the ARC POWER-funded Advanced Technology Center, and participation in regional grants like the Senator George C. Edwards Fund—are enhancing workforce training, innovation, and business growth. The

University also fosters economic growth through its Division of Regional Development and Engagement, which works with local businesses and organizations to stimulate growth and innovation. These developments, paired with FSU's cultural assets and community partnerships, underscore the University's ongoing centrality to regional prosperity.

A key contributor to Maryland's workforce development, an estimated 72% of FSU graduates remain employed in Maryland, with 25% (200-300 annually) staying in Mountain Maryland specifically. Frostburg State also creates over 1,800 experiential education placements statewide in education, healthcare, and applied fields. FSU's Nursing and Physician Assistant Studies programs now maintain partnerships with more than 140 regional healthcare sites and many community colleges including Allegany College of Maryland, directly addressing Western Maryland's healthcare workforce shortages. More than 30 K-12 community schools across Mountain Maryland partner with FSU to strengthen community pipelines and expand student opportunity. Additionally, FSU serves as the area's premier cultural center, attracting thousands of visitors annually to its Performing Arts Center and other events.

## Academics

Frostburg State University's 100 programs of study include 47 undergraduate majors; 80 specialized programs of study; 16 graduate degree programs, including education, business, biology, computer science, counseling psychology, and recreation and parks management; and a doctorate in education. FSU is comprised of three distinct colleges, each offering a diverse array of academic programs:

[The College of Business, Engineering, Computing, and Analytics](#) (BECA) prepares students to successfully meet professional opportunities through a dynamic, student-centered educational environment that emphasizes leadership, notable and timely research, application of knowledge, and [global experiential learning](#). Its academic departments include Accounting, Economics & Finance; Computer Science & Information Technologies; Engineering & Sustainable Technologies; Management & Marketing; and Mathematics.

[The College of Education, Behavioral, and Health Professions](#) (EBHP) at FSU advances study and best practices in the noted fields by providing rigorous hands-on learning curricula in its varied programs. The College serves to promote regional engagement and workforce development, and prepares future leaders to enter a complex and global society with confidence and competence. Its departments include Educational Professions; Kinesiology & Recreation and Parks Management; Nursing; Physician Assistant Medicine; and Psychology & Social Work.

[The College of Humanities, Arts, and Sciences](#) (HAS) provides students a transformative educational experience through engaging liberal arts and fine arts programs. The College offers 15 undergraduate degree programs, 27 undergraduate minor programs, and a graduate degree program in Counseling Psychology. The College also delivers most of the courses in FSU's [General Education Program](#), which is required of all undergraduate students, and it houses interdisciplinary programs such as the [Liberal Studies](#) program and the fully online [Multidisciplinary Studies](#) program. Its departments include Biology;

Communication & Literature; Digital Media & Visual Arts; Law, Society & Humanities; Music, Theatre & Dance; and Physical & Environmental Sciences.

### Experiential Education and Sustainability

At Frostburg, education goes beyond the classroom and textbooks; students gain experience working on current issues, creating vibrant content, and addressing real-world challenges before graduation. Located just two hours from Baltimore, Washington, DC, and Pittsburgh, students have access to an array of prestigious internships hosted by groups like the U.S. Senate, the National Institutes of Health, the American Cancer Society, and IBM to help jump-start their careers. On campus, the [Beall Institute for Public Affairs](#) was established to promote civic responsibility and increase knowledge of government affairs and the political process at all levels, preparing students for active participation and leadership roles in public affairs and establish effective careers as managers, planners, and policy analysts in the public sector. Professors actively involve students in their research, and every student has a chance to take on a research project of their own. In fact, FSU was named first among Maryland public institutions for social mobility, research, and providing opportunities for public service by *Washington Monthly*.

Frostburg State excels at putting lessons into action, and nowhere is that more evident than in the University's institutional commitment to sustainability. FSU is recognized as a Tree Campus by the Arbor Day Foundation, and the surrounding Allegheny Mountains provide a wealth of resources for studying plants and animals, geology, geography, and environmental sciences. Students can pursue eco-aware programs, including a minor in sustainability. FSU offers an innovative joint Master's in Environmental Management and Sustainability with the University of Maryland Center for Environmental Science (UMCES). Outside the classroom, they can participate in Focus Frostburg's sustainability awareness day and other environmental events sponsored by the Learning Green, Living Green initiative and the Sierra Student Coalition. An environmentally responsible campus, FSU has been listed in *The Princeton Review's Guide to Green Colleges* and lauded as a top sustainable "Cool School" by *Sierra Magazine*. The Lane University Center—FSU's student union—and the Gira Center are both certified LEED Gold by the U.S. Green Building Council, and the Education and Health Sciences Center and Public Safety Building are certified LEED Silver. In addition, FSU's Sustainable Energy Research Facility is a completely off-the-grid complex dedicated to the study and deployment of next-generation energy technologies.

### Students, Faculty, and Staff

Frostburg State University has a present-day enrollment of 3,422 undergraduates, 594 graduate, and 88 doctoral students. Eighty-four percent of students are Maryland residents, and 40% of undergraduates are students of color. The University has a freshman retention rate of 70%. Frostburg student athletes (The Bobcats) compete at the NCAA Division II level in the Mountain East Conference, fielding competitive teams across various men's and women's sports. Athletics play a central role in campus life, fostering school spirit, community engagement, and student leadership. FSU earned recognition as a "Military-Friendly School" for 13 consecutive years, an award which distinguishes Frostburg State for going above

and beyond in embracing America's military service members, veterans and spouses as students and ensuring their success on campus.

With approximately 300 faculty members, the university has a 14:1 student-to-faculty ratio, and full-time FSU faculty members predominantly have the recognized terminal degree in their discipline. The University is also home to approximately 490 staff. This community of dedicated and tight-knit professionals is distinguished and nationally recognized in their fields for their scholarship, service, and commitment to outstanding student outcomes and the betterment of the broader Frostburg community.

More detailed information can be found at FSU's [2024 Fact Sheet](#), [2024 Institutional Data Dashboard](#), and [Fall 2025 Enrollment Profile and Trends Data](#).

## Financial Aid

[Annual tuition and expenses](#) are within reach for many undergraduate students: undergraduates who live in the state of Maryland take advantage of highly affordable annual tuition and fees of \$10,220 for 2024-2025, and typical room and board plans are about \$9,400. About 74% of undergraduates receive some form of financial assistance each year. Frostburg assists undergraduate students with college expenses through [scholarships, grants, loans, and campus employment](#), depending on individual financial need, GPA, and test scores. At the graduate level, FSU provides [graduate assistantships](#), [scholarship opportunities](#), and [other forms of financial assistance](#).

## Operational and Financial Management

### Budget and Finances

FSU is funded by a combination of public support and private giving. The state of Maryland is among the most generous and supportive in the nation for higher education. Of FSU's FY2025 \$144.74 million [operating budget](#), 44.18% derives from state appropriations, 22.41% from tuition and fees, 16.95% from restricted grants and contracts, 14.35% from auxiliary services, and 2.11% from other sources.

In early 2025, FSU faced a significant budget deficit, exacerbated by declining enrollment and other factors, which prompted the implementation of the [Educational Market Alignment Plan](#) (E-MAP) to bring the budget back into balance. The successful implementation of Frostburg's E-MAP so far has taken FSU from a budget deficit of \$7.7 million to a balanced budget for the year FY2025. However, with state cuts to appropriations, FSU made additional cuts through staff layoffs and operating budget cuts to balance the budget again for FY2026. The implementation of the various components of the E-MAP will be carried out over several years. Frostburg continues to remain transparent on the plan's progress, which will keep FSU moving forward to meet the needs and expectations of students and families.

## Forging Futures Capital Campaign and the FSU Foundation

FSU is nearing completion of a historic capital campaign—[Forging Futures](#)—scheduled to conclude in December 2025. The campaign launched with a goal of raising \$25 million over seven years, which represented a 50% increase over the prior campaign. The University succeeded in reaching that goal, but having built substantial momentum and recognizing important additional needs for the University, the campaign was extended with an increased goal of \$35 million – a milestone which was just recently crossed.

The [Frostburg State University Foundation, Inc.](#) is a 501(c)(3) nonprofit organization that supports Frostburg State University by managing private gifts and endowments to advance scholarships, faculty initiatives, and institutional priorities. As of FY2024, the Foundation oversees [total assets](#) of about \$47 million, including an endowment valued at \$38.3 million, reflecting strong growth from roughly \$20 million a decade earlier. In FY2024, the Foundation provided approximately \$3.33 million in total support of FSU, a 2% increase from the prior year's \$3.27 million. Of that total support, scholarships and other student aid was about \$1.43 million, including 1,381 scholarships awarded to 672 students. FSU's alumni gave \$1.90 million in fiscal year 2024, a drop from the prior year's record high of \$3.07 million, but a significant increase over all other years. Please find more detailed information in the [Foundation's FY2024 Annual Report](#).

## Strategic Planning

FSU's [Strategic Plan for 2024-2026](#) (recently extended through 2027 by Interim President Darlene Smith) is focused on two primary goals: strategic enrollment management and improving campus environment and external messaging. The plan aligns with the Maryland State Plan for Postsecondary Education and the University System of Maryland Strategic Plan. The [Strategic Enrollment Management](#) goal focuses on increasing and managing the student population, including a comprehensive plan spanning recruitment, retention, and academic programs, with strategies to meet specific student headcount targets. The University has been focusing on recruitment and retention efforts, and undergraduate enrollment has grown since the end of the pandemic, with [increases in Fall 2023, 2024, and 2025](#). The [Campus Environment and External Messaging](#) goal is designed to improve the overall campus climate and how the University presents itself to the public. It is a continuation of efforts to create a welcoming community, emphasizing an inclusive campus culture, improved external communications, and strategic resource alignment.

## About the Campus and the Western Maryland Region

Frostburg State University's campus covers 260 acres—including its campus arboretum—in the city of [Frostburg, a Historic Main Street community](#). Founded in 1812, Frostburg is a small and vibrant community with a population of about 7,000. It has maintained its close-knit feel while embracing the cross-cultural interests and entrepreneurial spirit that mark it as a modern college town. Frostburg was voted the 3rd best small college town in the U.S. by USA Today's 10 Best Readers' Choice in 2024.

The [FSU Facilities Master Plan](#) for the years 2018-2028 provides a blueprint for the next stages of development. Its goal is to ensure that the campus community will continue to provide a high-quality education for students of all levels by emphasizing the quality of the learning environment, improving on-campus housing facilities, and preserving ties to the community.

The Western Maryland region—also known as “Mountain Maryland”—is rich in both history and outdoor activities. Within minutes of the FSU campus are opportunities for downhill and cross-country skiing, snowboarding, whitewater rafting, kayaking, sailing, and swimming at Deep Creek Lake. Also nearby to campus is Rocky Gap State Park, which has abundant outdoor offerings, including camping, boating, and golf. The Great Allegheny Passage, which passes through Frostburg on its way from Washington, DC, to Pittsburgh, provides ample opportunities for walking, running, and biking.

Frostburg State University is the only USM school belonging to the [Appalachian Regional Commission](#) (ARC), an economic development partnership entity of the federal government and [13 state governments](#) focusing on [423 counties](#) across the Appalachian Region, stretching from New York to Mississippi. ARC’s mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia to help the region achieve socioeconomic parity with the nation.

## ROLE OF THE PRESIDENT

The next President will come aboard at a critical moment in FSU’s history. They will lead with authenticity and will commit to transparent and genuine engagement with the Frostburg community in the shared work ahead. The President will build strong partnerships with supporters across Mountain Maryland and its neighboring regions, as well as with colleagues and leaders across the University System of Maryland and the State. Balancing decisiveness with consultative leadership, the President will develop a compelling and inclusive vision to reenergize the University and the broader community around a shared commitment to stability, strength, and impact for Mountain Maryland and beyond.

Reporting to the Chancellor of the University System of Maryland, the President leads a core [senior leadership team](#) of three direct reports together with the President’s Cabinet, which includes leaders at the Vice President and Director levels. Supported by the University’s 858 faculty and staff, the President will provide engaging and inspirational leadership to the University’s diverse constituents. The President will set an inspiring vision and direction, ensuring that the University continues to invest in student access and success. The President will be a responsible steward of the University’s resources and partnerships, continue its commitments to the public good, and strengthen its deep and abiding ties across the region.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

### **Champion Frostburg State University to build and strengthen ties across the community, Mountain Maryland, and the broader region.**

FSU's President will serve as the University's most ardent and vocal advocate across Mountain Maryland and beyond, centering the work of its students, faculty, and staff as the drivers of the vitality and promise of the region. By championing FSU across and beyond the campus, the President will cultivate and steward key external relationships, partnerships, and collaborations across the Frostburg communities to sustain its enterprise. They will be an eminently present, visible, and impassioned leader who takes a genuine interest in the lives of students, faculty, and staff and is an active, accessible community member. To further solidify FSU across Western Maryland specifically and the state broadly, as well as neighboring Pennsylvania and West Virginia, as the partner of choice to meet the region's academic and workforce needs, the President must be a compelling and tireless advocate for the University, communicating and collaborating with community organizations and school districts, industry partners, and elected officials.

### **Marshal energy and momentum toward strategic initiatives at FSU, including enrollment growth, student success, and programmatic innovation.**

Frostburg State University's next President will work collaboratively to define an ambitious vision that positions the University to thrive in the future. Driven by deep regard and respect for Frostburg's traditions and culture, this leader will build momentum around a clear direction for FSU, centered on specific, measurable goals to increase enrollment, retention, and graduation rates, and to advance student success overall. Understanding and supporting FSU's diverse student populations will be critical in this work. FSU has experienced a 34% decline in full-time equivalent student enrollment from FY2016 to FY2025, reflecting broader demographic shifts and challenges in higher education, particularly among public regional comprehensive universities.

The next President must lead efforts to reverse this trend through innovative enrollment and marketing strategies, targeted recruitment, retention initiatives, and revitalizing Frostburg's academic offerings and posture. The President will guide the University toward sustainable enrollment growth while maintaining its commitment to a student-centered educational experience that reaches a broader student population across Maryland and neighboring counties. To accomplish these goals, the President must build on Frostburg's recent marketing investments, renewed partnerships with the region's high schools and community colleges, and other strategic initiatives.

### **Generate financial resources, accelerate philanthropic success, and engage more deeply with the Frostburg and Mountain Maryland communities to ensure a sustainable financial future for the University.**

The next President will be responsible for ensuring the successful implementation of the Educational Market Alignment Plan (E-MAP), which projects a surplus by FY2027, and for identifying new revenue

streams, cost-saving measures, and strategic investments. They will work closely with the USM, state legislators, and internal stakeholders to advocate for increased financial support to meet the University's ambitions and ensure future financial stability. Furthermore, the President will partner with University Advancement leadership to develop and execute on a coherent, effective fundraising strategy that will secure support through philanthropy, corporate sponsorships, business partnerships, foundation grants, and the University's alumni network. In addition to generating resources through formal fundraising efforts, the President will also be innovative in developing new revenue streams, for instance, by building entrepreneurial programs and partnerships and focusing on enrollment. To achieve its ambitions, the University will require substantial resources, and the President will lead the charge in developing them.

**Partner with the University System of Maryland, its Regents, the Chancellor, and elected officials to ensure their support to accelerate Frostburg's growth.**

The University System of Maryland stands as one of the nation's most powerful, engaged, and supportive public university systems. It is an exemplar for how visionary leadership, deft management, and close partnership can combine to advance the public good. Frostburg is a critical component of the USM and has benefited greatly from the System's historic and current investments in its enterprise. The FSU President will continue cultivating relationships with the state legislature, elected officials in Western Maryland, and Annapolis, the USM, its Regents, and the Chancellor to ensure their ongoing support. In doing so, the President will serve at once as a partner, an advocate, and a champion.

**Elevate academic excellence and program innovation across the University.**

With a robust curriculum review process and a commitment to experiential learning, FSU offers distinctive academic programs aligned with workforce needs, especially in high-demand areas such as nursing and physician assistant programs, education, and business. While respecting Frostburg's heritage of an intimate and transformative student experience, the next President will promote academic innovation, support interdisciplinary collaboration, and ensure consistency in course-level review and assessment to position FSU for the future. Addressing faculty concerns about workload and program sustainability will be critical, as will incentivizing the development of highly demanded programs that attract and retain students.

**Enhance institutional efficiency, effectiveness, and data-informed decision making.**

FSU has a mature assessment system but lacks a unified data collection platform for student learning outcomes. The next President must define a data-driven, long-range vision for success and outline a process of strategic renewal to answer the community's needs best and chart a sustainable course for the future. They will lead efforts to implement a common data system, strengthen curriculum mapping, and ensure that assessment practices inform continuous improvement across academic and administrative units. Promoting transparency in resource allocation and institutional planning will further reinforce a culture of accountability and shared governance. Using quantitative and qualitative methods to assess effectiveness, the President will support professional development opportunities for faculty and staff to

ensure that programming, pedagogy, and support services meet the needs of all of FSU's current and future student body, with particular attention to identifying and closing opportunity and achievement gaps, and removing obstacles for transfer students and nontraditional students, which help the University reach its enrollment and student success goals.

### **Strengthen shared governance and administrative excellence.**

The next President will be expected to engage meaningfully with faculty, staff, students, and governance bodies, striking an effective leadership balance that enables all voices to have an opportunity to be heard in shaping institutional priorities with efficient decision-making processes. Opportunities exist to formalize administrative unit reviews, enhance faculty workload policies, and implement best practices in leadership evaluation to support a culture of continuous improvement. This leader will ensure the efficient and effective performance of all University employees, with highly qualified, well-trained faculty and staff who are exceedingly motivated to perform their job responsibilities.

### **Advance a culture of inclusion, belonging, and well-being for all at FSU.**

FSU has made notable strides in fostering an inclusive campus environment, including the opening of the Adams/Wyche Multicultural Center and initiatives like Bobcats Against Bias. The next President will build upon these efforts by enhancing campus climate assessments and ensuring that all students, faculty, and staff feel a strong sense of belonging. [Continued investment](#) in mental health services and student support programs will be essential to promoting well-being and success. Working in close partnership with all constituents of FSU, the President will build on forward momentum by supporting programs and policies that promote diversity across its many dimensions, as well as equity in processes, systems, and outcomes. This leader will engage individuals and communities in sustained dialogue and action to create a sense of belonging as well as retention and success outcomes for all students, staff, and faculty.

## **QUALIFICATIONS AND CHARACTERISTICS**

To lead Frostburg into a new era of growth and impact, the successful candidate will possess most, if not all, of the following qualifications, experiences, and qualities:

- **A Proven Leader:** A record of imaginative, innovative, forward-looking, and tangible success that will inspire the Frostburg community.
- **An Excellent Communicator:** Demonstrated ability to listen, engage, and inspire students, faculty, staff, parents, alumni, Regents, and external stakeholders; to energize audiences locally, regionally, and nationally about Frostburg State University's impact and potential; and to clearly articulate the University's distinct brand.
- **A Strong Relationship Builder and Ambassador:** The capacity to represent FSU compellingly to external audiences, including donors and partners in the local and regional communities; the ability to strengthen FSU's brand and reputation locally and regionally; the passion to galvanize diverse constituent groups in support of the institution.

- **A Commitment to Frostburg’s Heritage and its Future Ambitions:** A demonstrable appreciation for the Frostburg community as a vehicle for transformative education; an intimate understanding of the structural and cultural levers required to advance the pedagogical and scholarly enterprise; a willingness to take risks and be bold and entrepreneurial.
- **A Champion for Advancing Culture of Inclusion, Belonging, and Well-Being:** Broad experience and a demonstrated track record of recruiting, retaining, and supporting diverse students, faculty, staff, and communities; the ability to lead by example, advance an institutional culture of equity, and strengthen an inclusive work and learning environment.
- **A Student-Centered Approach:** A genuine interest in the lives of Frostburg’s students, with a commitment to student well-being and success; a visible presence on campus; engagement in students’ lives, experiences, and safety to the greatest extent possible; passion for strengthening the student experience, including through academics, co-curricular experiences, athletics, and beyond; experience strategically leveraging faculty and staff talent, as well as financial resources, to support student success.
- **A Collaborative Leadership Style:** An inclusive, empathetic, transparent, visible, and accessible leadership style that will thrive in an environment of strong shared governance.
- **An Experienced Manager:** The business acumen to serve as the chief executive officer of the University; the perspective needed to make difficult, strategic decisions; the capacity to build, support, and lead strong teams; experience executing large, ambitious, and fiscally responsible plans.
- **Values-Driven:** Integrity of the highest order, a strong moral compass, emotional intelligence, humility, and good humor.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

The Board of Regents and the Chancellor of the University System of Maryland have engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be submitted electronically and in confidence to: <https://www.imsearch.com/open-searches/frostburg-state-university/president>.

Vijay Saraswat, Partner  
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Frostburg State University affirms its commitment to a campus environment which values human diversity and respects individuals who represent that diversity. Fostering diversity and respect for difference is a fundamental goal of higher education, ranking among the highest priorities of this institution. In both education and employment, Frostburg State University prohibits discrimination on the basis of race, color, religion, ancestry, sex (including pregnancy, sexual orientation, or gender identity), marital status, national origin, age (40 or older), disability, genetic information (including family medical history), and/or having been party to a previous discrimination/harassment complaint/investigation.

*This document has been prepared based on the information provided by Frostburg State University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Frostburg State University would supersede any conflicting information in this document.*