



Dear BSU Faculty and Staff,

As we begin the 2026–2027 academic year, I am writing to provide an update on the Faculty Retrenchment Committee report, the decision resulting from the retrenchment process, and what this means as Bowie State University begins planning for Fiscal Year 2028.

When I charged the Faculty Retrenchment Committee in June, I did so with the recognition that the university was operating in a period of significant financial challenge and change in higher education. The committee was asked to undertake a careful, evidence-based review of our academic programs and instructional needs while considering the university's long-term sustainability. Its work was guided by several important principles, including fairness and consistency, respect for faculty and shared governance, adherence to applicable policies and contractual obligations, protection of student success and academic integrity, and the recognition that retrenchment should remain a last-resort action.

The committee was advisory. It was not charged with making final personnel decisions or establishing the university's financial priorities. Instead, members were asked to review the available evidence, consider the academic and institutional consequences of potential actions, explore opportunities for sustainability and vitality, and provide recommendations to me as President.

The committee approached this responsibility through a collaboratively developed structured review process. This process ensured that no predetermined conclusions about departments or programs were made. The Sustainability and Vitality Model considered multiple factors, including enrollment and student success, financial performance, workforce demand, organizational structure and alignment with the

mission of Bowie State University. The uniqueness of programs was respected during the review process.

I received the committee's final report on August 7, 2026. The committee's recommendations included continued investment in areas of strength, ongoing monitoring, further study of other areas, along with organizational realignment and broader institutional improvements. After a careful review of the committee's analysis, along with recommendations and discussions about the university's fiscal outlook, and workforce alignment information that links faculty resources to our future program offerings, the university will move forward with retrenchment for Fiscal Year 2028. For departments or programs identified by the retrenchment committee as having sustainability and vitality challenges, the university will determine which individual faculty positions are subject to retrenchment.

This approach recognizes that programs and departments are not all situated in the same circumstances, and that decisions should reflect differences in academic demand, enrollment, accreditation, workforce relevance and alignment, program performance, institutional mission and financial sustainability. Retrenchment will not be treated as an indiscriminate exercise or as the first response to our financial challenges. Alternatives such as reassignment, curriculum realignment, consolidation and organizational restructuring will continue to be considered where appropriate.

What Faculty Retrenchment Means

It is important that our campus community understand what is meant by faculty retrenchment, in the context of the actions Bowie State University is preparing to implement.

Retrenchment is a formal personnel action through which a faculty position may be eliminated because of institutional financial conditions, changes in academic programs or instructional needs, or other circumstances addressed through applicable university and University System of Maryland policies. It is distinct from a disciplinary or performance-based personnel action.

For Bowie State, implementation of retrenchment will involve a careful review of identified faculty positions within the framework established through this process. At the outset, we estimate that approximately **20 faculty members may be impacted**. This is an initial estimate, and the final number could change as individual circumstances are reviewed. A determination that a position is potentially subject to retrenchment does not mean that alternatives will no longer be considered. Before the process is

completed, the university will review individual circumstances and, where appropriate and available, consider options that could avoid or alter the impact of retrenchment.

Looking Ahead

Following this campus notification, the university will move into the next phase of the process. Within the next few weeks, individual notifications will be sent directly to faculty members whose positions will be impacted. Each affected faculty member will be scheduled for a meeting with the Provost and a representative from Human Resources to review the decision, discuss its implications and address questions regarding next steps. These notifications are advance notices related to planning for the next fiscal year. No faculty position elimination resulting from this retrenchment process will take effect during the current fiscal year, Fiscal Year 2027, which ends June 30, 2027. Any retrenchment action that is ultimately implemented, will take effect no earlier than Fiscal Year 2028, which begins July 1, 2027.

The Provost's Office and Human Resources will work with impacted faculty members individually to consider alternative options when appropriate and available, including reassignment, retirement, transitional terminal leave or other alternatives consistent with university and University System of Maryland policies.

The timing of these decisions is also important. We recognize our responsibility to provide timely notice to faculty members who may be affected and to follow all applicable policies, procedures and notification requirements. Individual communications regarding FY2028 personnel actions will occur as decisions are finalized during the 2026–2027 academic year. Faculty members who receive notice will remain employed through the applicable notice period, and any position elimination resulting from this process will occur **no earlier than July 1, 2027**.

Faculty members who receive a retrenchment notice will also have access to an appeals process as provided in the Faculty Handbook. The university will ensure that appeals are considered in accordance with applicable university and University System of Maryland policies and procedures. This process will therefore proceed in stages. The campus is being informed now of the decision and overall direction. Individual faculty notifications will follow within the next few weeks in order to provide the required advance notice.

The FY2028 Budget Process

It is equally important to understand that these decisions do not represent the completion of the FY2028 budget process. That process is only the beginning. Fiscal

Year 2028 begins July 1, 2027, and the planning and notification steps occurring during the current academic and fiscal year are intended to prepare responsibly for that future budget period. Information on the [university's budget planning schedule](#) can be found on the university's website.

While applications and demand for BSU remain strong, Bowie State University continues to face a structural deficit and significant financial pressures that we expect will extend into Fiscal Year 2028. Our circumstances require more than a one-year response. We must continue adapting how we operate so that revenues and expenses come into an appropriate balance over time while protecting the academic quality, mission and long-term vitality of the university.

As we proceed through this academic year, the assumptions informing the FY2028 budget will continue to be reviewed and tested against actual conditions. Midway through the academic year, and throughout the remainder of the budget cycle, we will re-evaluate enrollment, retention, revenues, expenditures and other factors affecting our financial outlook. As those conditions change, we will adjust our plans accordingly.

Our goal is clear: to maintain a balanced budget while laying the foundation for the long-term sustainability of Bowie State University. Faculty retrenchment is one component of that work, not the entirety of our financial strategy. We will continue pursuing measures to reduce expenses, grow enrollment and improve retention, generate new sources of revenue, strengthen academic offerings, expand partnerships and identify creative ways to operate more effectively.

We must also examine where student demand is growing and where it is declining, strengthen programs aligned with workforce opportunities, explore new approaches to online education and interdisciplinary study, expand research and partnerships, and direct limited resources to areas where they can provide the greatest benefit to our students and the institution.

A Shared Responsibility

The committee also underscored that the responsibility for sustaining Bowie State does not rest with faculty or Academic Affairs alone. The financial challenges before us cannot become solely an Academic Affairs issue, a faculty issue or an enrollment issue. They are a Bowie State University challenge and resolving them requires a Bowie State University response. Every division must continue identifying opportunities to improve effectiveness, reduce unnecessary costs, support enrollment and retention, develop new sources of revenue and strengthen the student experience.

These decisions come at a time that is ordinarily filled with tremendous joy and anticipation on our campus. A new class is arriving at Bowie State full of excitement, hopes and dreams, students who have imagined this moment and who are looking to us to help them achieve their aspirations.

I recognize the seriousness of the decisions ahead and their impact on members of our university community. Retrenchment involves our colleagues, faculty members who have contributed their expertise, scholarship, service and commitment to Bowie State and generations of students. These decisions will continue to be approached thoughtfully, fairly and in accordance with our policies and values.

At the same time, responsible stewardship requires us to look beyond the immediate budget cycle. Our objective is not simply to reduce costs or become a smaller university. Our objective is to become a stronger, more focused, more innovative and financially sustainable Bowie State University.

The FY2028 planning process will continue throughout this academic year. Our present challenges will not define Bowie State University. Our mission will define us. Our commitment to our students will define us. Our resilience and pursuit of excellence will define us. And our willingness to adapt and innovate will define us.

Together, we will continue the work necessary to ensure that Bowie State remains accessible, distinctive, academically strong and financially sustainable for the students we serve today and for generations to come.

Thank you for your continued commitment to Bowie State University and to our students.

Sincerely,

A handwritten signature in black ink, reading "Aminta H. Breaux". The signature is fluid and cursive, with the first name "Aminta" being the most prominent.

Aminta H. Breaux, Ph.D.

President

Bowie State University

