



**BOWIE STATE UNIVERSITY**  
Budget Alignment & Transformation  
at Bowie State University  
May 15, 2026

**Aminta H. Breaux, Ph.D.**  
**President**

# BSU IN THE NEWS

- Bowie State University and Prince George's County Public Schools Launch Fast-Track Admissions Partnership
- Newsweek Ranks Bowie State University Among Best Colleges for Women in the Nation
- Bowie State University Concludes *BSU BOLD: The Campaign for Excellence* with \$128.5 Million Raised
- Next Generation of Entrepreneurs Showcased at Annual Bulldog Pitch Competition
- Bowie State University Honored with National Climate Luminary Award
- Bowie State University, CodePath and Maryland Agencies Partner to Expand Tech Career Pathways
- 8th Annual Social Justice Alliance Symposium Uplifts Through Joyous Conversations



# BSU Enrollment Trends

## FY '26

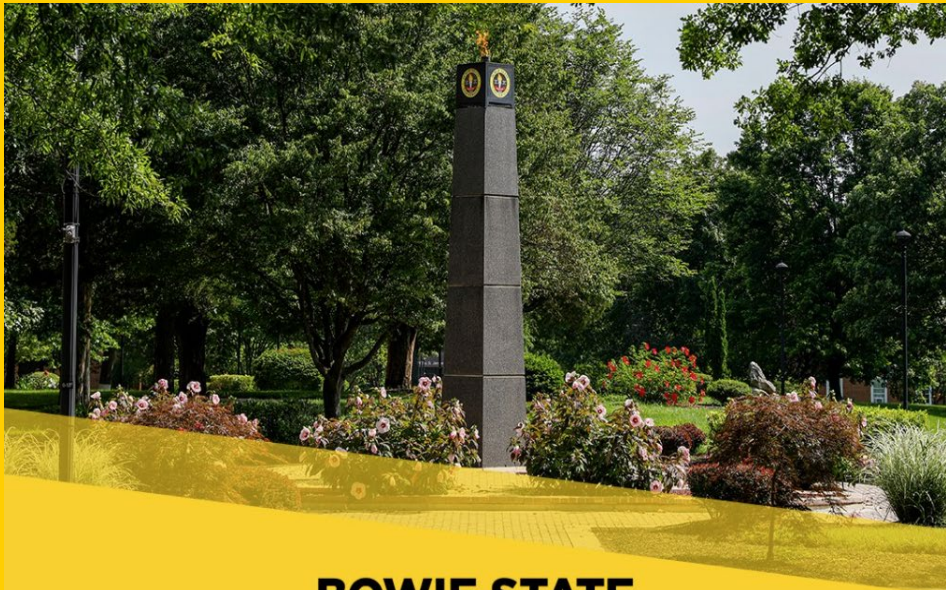
### FTE Trend Analysis (Provided by OPAA)

						1 year	2 year	5 year	
Level	2021	2022	2023	2024	2025	% chg	% chg	% chg	
<b>Undergraduate</b>	5,381	5,378	5,288	5,136	4,810	-6.78%	-9.94%	-11.87%	
<b>First-Time, Full-Time, Degree Seeking Freshman (IPEDS cohort)</b>	888	1,170	965	908		-6.20%	-12.87%	-3.86%	
<b>Graduate</b>	927	897	1,120	1,217	1,160	-4.91%	3.45%	20.09%	
<b>Total</b>	6,308	6,275	6,408	6,353	5,970	-6.42%	-7.34%	-5.66%	



# Partnerships





**BOWIE STATE  
RECEIVES LARGEST SINGLE GIFT  
IN 160-YEAR HISTORY**

**\$50 MILLION**

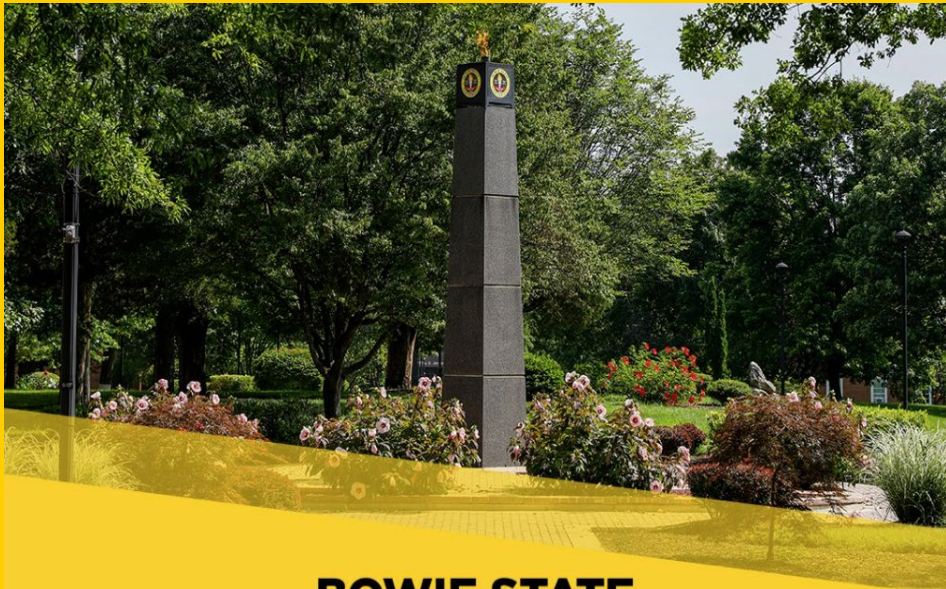
**THANK YOU,  
MACKENZIE SCOTT**



## **Proposed Use for MacKenzie Scott Gift**

Bowie State will utilize the ***Boldly Forward*** strategic plan to guide priority use for the one-time funds and balance urgent needs with long-term stewardship.

BSU's first responsibility is to ensure that our students can afford to enroll, persist, and graduate, and that our faculty and staff have the resources needed to teach, support, and innovate at the highest level.



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**THANK YOU,  
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## Proposed Use for MacKenzie Scott Gift

- Invest \$35 million into the endowment to assist approximately 400 more students annually.
- \$15 million for current use

### The gift will:

- Expand student financial aid, reducing out-of-pocket costs and student debt.
- Improve enrollment and financial aid services, making it easier for students and families to navigate the path to college completion.
- Invest in faculty research, academic programs, and doctoral education, enabling faculty and staff to deliver high-quality instruction and compete for external funding.
- Modernize campus technology and infrastructure, improving the daily experience of students, faculty, and staff while strengthening cybersecurity and operational efficiency.



# Mackenzie Scott Gift Questions

**Question #1: Why can't we use all of the Scott gift to address the budget deficit?**

**Answer:** The problem is a structural issue including lower enrollment that reduces income, causing multiple year deficits.

The way out:

- Increase revenue
- Reduce expenses

## Mackenzie Scott Gift Questions

**Question #2A: Why can't we use all of the Scott gift to pay all of the student debt?**

**Answer:** The strategy is not about choosing between today and tomorrow. It is about honoring both.

Using all \$50 million at once would be a short-term win. But stewarding it thoughtfully allows us to support students today, strengthen the institution and ensure that future students, who deserve the same opportunity are not left behind.





## Mackenzie Scott Gift Questions

**Question #2B: Why can't we use all of the Scott gift to cover student tuition?**

**Answer Part 2:**

**Total need for current students**

2580 students

- \$51,927,243 total need
- Funds would be depleted in one-year

# BSU Bold: Campaign to Excellence Unveiling



**BSU Bold: The Campaign for Excellence** ended its five-year run-on December 31, 2025.

- **\$128.5M** was the final total raised during the BSU Bold: The Campaign for Excellence.
- Vice President for Philanthropic Engagement Brent Swinton and other special guests participated in a panel discussion about how the Campaign for Excellence campaign has strengthened scholarships, expanded academic programs and enriched the student experience.

# Transforming Bowie State University



# Next Steps

## Highlights of investment and transformation for the Institution

- Short term and long-term strategy highlights
  - Additional current use scholarships
  - Investment in the university endowment to grow and sustain assets
  - Additional investments in high yield programs and activities
    - Research and Innovation
    - IT infrastructure and technology integration
    - Customer service for students
  - Increase partnerships, grants, contracts, and philanthropy
  - Increased use of AI Technology
  
- All options to reduce expenses and increase revenue are under consideration including:
  - Downsizing human resources
  - Investing in technology
  - Departmental reorganizations
  - Capital assessments
  - Renegotiated contracts
  - Energy efficiencies
  - Supplies
  - Travel

**Example of Investment:**  
Research Expenditures (FY 2021-2025)

FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
\$1,398,000	\$3,351,000	\$2,612,000	\$3,729,907	\$5,801,955



**THANK YOU**





# **FY 2027 Budget Forum**

## **May 15, 2026**

# Agenda Items



- Communication Timeline
- FY 2026 University Budget Update
- State of Maryland FY 2027 Budget
- Preliminary FY 2027 University Revenue, Budget & Trends, and Budget Assumptions
- Deficit Remediation & Impacts

# Glossary

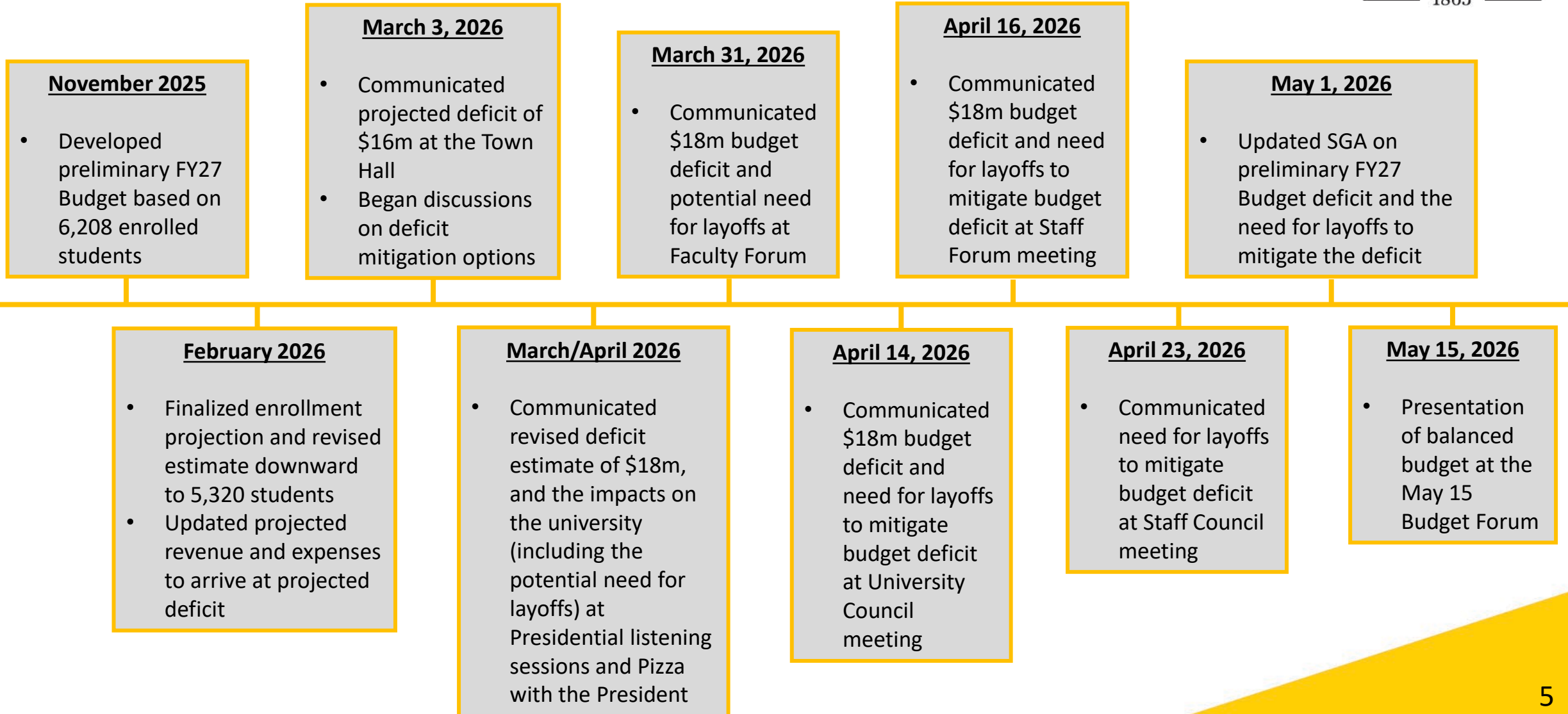


TERM	DESCRIPTION
Tuition & Fees	Payments from students for instructions, enrollment and other academic services. Includes mandatory fees (e.g., technology, student activities).
State Appropriations & Maryland HEIF Funds	Annual funding from the state of Maryland, including Higher Education Investment Funds (HEIF), which are state-designated revenues for public higher education.
Coalition Funds (HBCU Settlement)	Funds provided under the Maryland HBCU Coalition Settlement to support Historically Black Colleges and Universities. The settlement "expires" at the end of the 2023-2032 funding period.
Federal Grants & Contracts	Funding from U.S. federal government agencies, typically awarded through competitive grants or contracts to support research, academic programs or institutional initiatives.
Sales & Service (Auxiliary)	Revenue from non-academic operations such as housing, dining, bookstores, parking, athletics and other campus services.
State, Local & Private Grants	Competitive or formula-based funding from government entities or private organizations to support specific programs or research.
Other Sources of Revenue	Miscellaneous income such as interest earnings on investments, rental income or one-time reimbursements.

# Glossary

<b>TERM</b>	<b>DESCRIPTION</b>
Instruction	Costs directly related to teaching and learning, including faculty salaries, classrooms, labs and instructional materials.
Academic Support	Services that support the university’s teaching and research mission, such as libraries, advising, tutoring and curriculum development.
Student Services	Programs and services that support student life, success and well-being outside the classroom, including counseling, career services, financial aid administration, student activities and health services.
Institutional Support	Administrative and operational functions that keep the university running, such as finance, human resources, legal services, executive leadership, information technology and campus administration.
Plant & Maintenance	Costs associated with operating, maintaining and repairing campus buildings and grounds, including utilities, custodial services, landscaping, security and facility repairs.
Public Support	Functions to assist the public in using the university that do not fall into auxiliary services.

# Communication Timeline



# FY 2026 Budget Update



- The FY26 university budget resolved a \$13.6m shortfall without layoffs.
  - \$7m revenue reduction over FY25 due to reduction in State appropriations attributed to the State budget deficit, HBCU Settlement Funds contribution due to lower enrollment numbers, federal grants, and the financial impacts of lower enrollment
  - \$6.6m in increased expenses due to increases for COLA & Merit, Health & Fringe Benefits, IT expenses, spending on new facilities, and increases in Financial Aid and Philanthropic Engagement
  - Cost reductions, delayed hiring, implementation of process improvements, and increasing and diversifying revenue streams allowed the university to overcome the deficit
- Actual fall enrollment was 2% lower than budget, resulting in 238 fewer enrolled students and 2,901 fewer credit hours. Spring enrollment is estimated to be 3% lower than budget (267 fewer enrolled students and 3,254 credit hours).
- Over \$3m of unbudgeted expenses are putting pressure on FY26 results.

# FY26 University Budget & Projection



Revenues								
thru 4/30/2026								
Class Description	FY 2026 Budget	Period Activity (USD)	YTD %	Amount Remaining	% Remaining	Projected thru 6/30/26	Projected \$ Variance	Projected % Variance
Tuition & Fees	52,327,972	\$ 47,076,069	90.0%	5,251,903	10.0%	48,364,384	(3,963,588)	92.4%
State Appropriation/HEIF/Coalition	86,951,903	\$ 86,877,145	99.9%	74,758	0.1%	86,951,903	-	100.0%
Federal Grants & Contracts	1,224,558	\$ 1,673,771	136.7%	(449,213)	-36.7%	1,916,410	691,852	156.5%
Sales & Services (Auxiliary)	34,234,726	\$ 30,340,573	88.6%	3,894,154	11.4%	31,013,137	(3,221,590)	90.6%
Other Sources	3,366,287	\$ 5,209,264	154.7%	(1,842,977)	-54.7%	5,487,181	2,120,894	163.0%
Transfer to Fund Balance	(1,801,897)	\$ -	0.0%	(1,801,897)	100.0%	(1,801,897)	-	100.0%
<b>Grand Total</b>	<b>176,303,549</b>	<b>171,176,821</b>	<b>97.1%</b>	<b>5,126,728</b>	<b>2.9%</b>	<b>171,931,117</b>	<b>(4,372,432)</b>	<b>97.5%</b>

Expenses								
Class Description	FY 2026 Budget	Actuals	YTD %	Amount Remaining	% Remaining	Projected thru 6/30/26	Projected \$ Variance	Projected % Variance
USM - Parent Account Set: 01 - Salaries & Wages	86,953,624	75,217,895	86.5%	11,735,729	13.5%	84,596,124	2,357,500	97.3%
USM - Parent Account Set: 02 - Technical & Special Fees	16,339,733	12,069,512	73.9%	4,270,222	26.1%	15,385,572	954,162	94.2%
USM - Parent Account Set: 06 - Fuel & Utilities	3,581,063	3,907,531	109.1%	(326,468)	-9.1%	4,752,341	(1,171,278)	132.7%
USM - Parent Account Set: 12 - Grants Subsidies & Contributions	10,902,298	9,450,526	86.7%	1,451,772	13.3%	10,301,356	600,942	94.5%
USM - Parent Account Set: 14 - Land & Structures	6,158,228	3,180,979	51.7%	2,977,249	48.3%	4,616,002	1,542,226	75.0%
USM - Parent Account Set: Operational Expense Pool	52,368,603	43,133,735	82.4%	9,234,867	17.6%	54,543,415	(2,174,812)	104.2%
<b>Grand Total</b>	<b>176,303,549</b>	<b>146,960,178</b>	<b>83.4%</b>	<b>29,343,371</b>	<b>16.6%</b>	<b>174,194,808</b>	<b>2,108,741</b>	<b>98.8%</b>

Projections indicate a potential FY26 shortfall of \$2.2m. Vacancies will be leveraged to balance the FY26 Budget.

# Share of Operational Expenses by Category



FY 2026 Operating Budget (in millions)		
Instruction	\$51.1	23%
Academic Support	\$37.8	17%
Student Services	\$16.7	8%
Scholarships & Fellows	\$27.3	12%
Research	\$3.1	1%
Auxiliary Enterprises	\$33.9	15%
Institutional Support	\$30.1	14%
Plant & Maintenance	\$21.6	10%
Public Support	\$0.8	1%
<b>Total</b>	<b>\$222.4</b>	<b>100%</b>

# Employees by Occupational Category

## BSU Comparison to Universities in USM

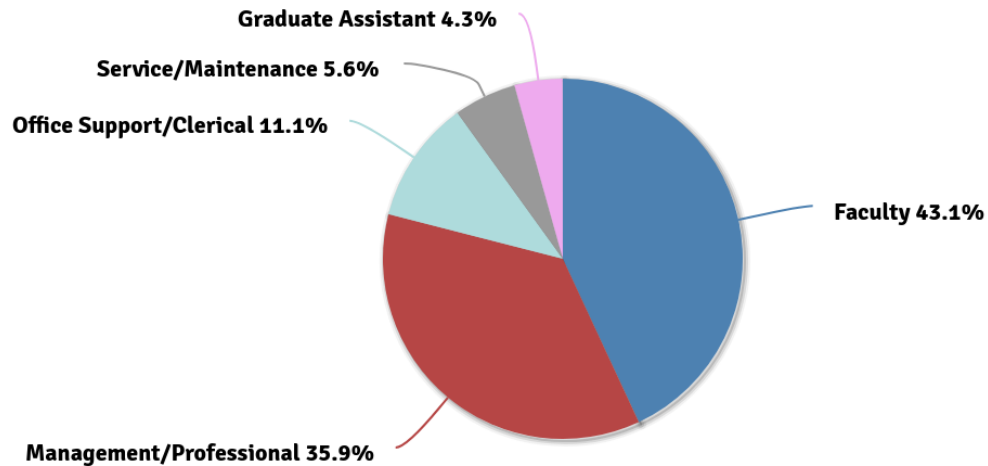
<b>BSU Percentage Occupational Category Comparison</b>					
<b>Role</b>	<b>BSU</b>	<b>USM</b>	<b>Coppin</b>	<b>Towson</b>	<b>College Park</b>
Faculty	43.1%	39.8%	40.3%	45.2%	29.7%
Management/Professional	35.9%	33.2%	37.3%	30.9%	29.9%
Graduate Assistant	4.3%	13.9%	0.0%	10.9%	26.7%
Service/Maintenance	5.6%	7.8%	6.9%	5.7%	10.5%
Office Support/Clerical	11.1%	5.2%	15.5%	7.2%	3.2%

*Data from 2025 USM Institutional Research Information System*

# Employees by Occupational Category BSU versus USM (2025 USM Data)

## Employees by Occupational Category

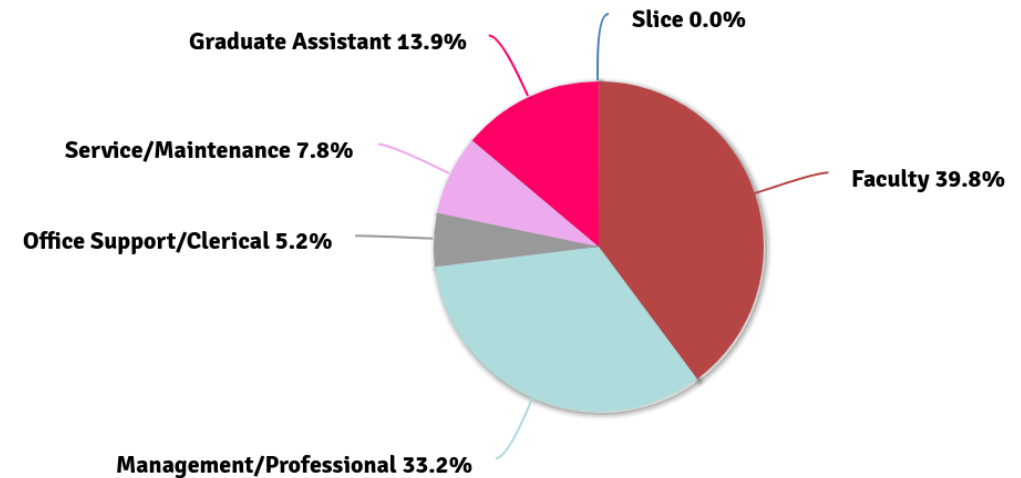
Bowie State University - FY 2025



USM Institutional Research Information

## Employees by Occupational Category

University System of Maryland - FY 2025



USM Institutional Research Information System



# Preliminary FY 2027 Budget

# State of MD FY 2027 Budget



- Revenue shortfalls aligned with Governor Moore’s budget, [Fiscal Year 2027 Proposed Budget Highlights](#)
- State of Maryland’s Revenue Deficit — \$1.5b
- University System of Maryland to receive \$2.3b in state support, an increase of \$12.9m from FY 2026 (0.6%)
  - Please note that USM had a \$111m shortfall in 2026
- 1.5% COLA for FY 2027; approved & funded in Governor’s budget

# Five-Year Enrollment Trends

Significant Decline in Undergraduate Enrollment Over Period



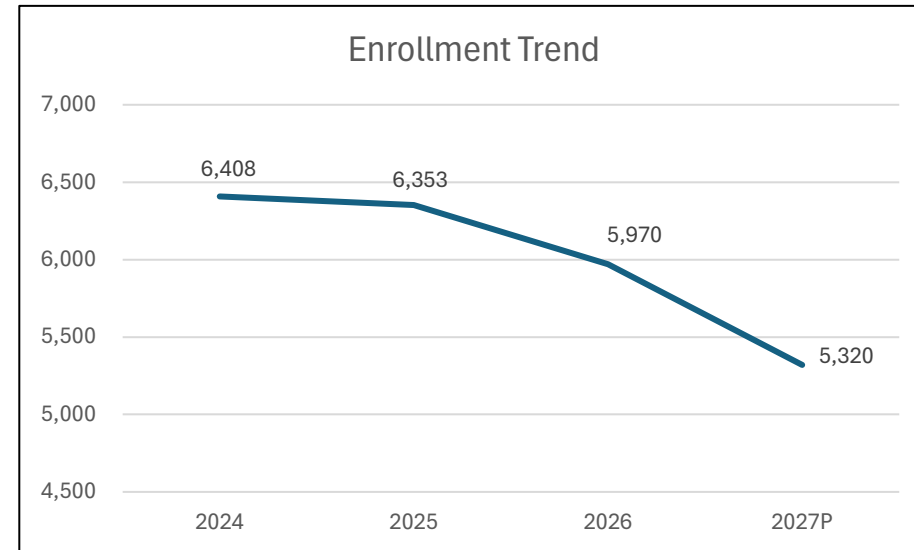
Level	2020	2021	2022	2023	2024	2025	1 year	2 year	5 year
							% Chg.	% Chg.	% Chg.
Undergraduate First-Time, Full-Time	5,354	5,381	5,378	5,288	5,136	4,810	-6.3%	-9.0%	-10.6%
Degree Seeking Freshman (IPEDS cohort)	957	888	1,170	965	908	855	-5.8%	-11.4%	-3.7%
Graduate	896	927	897	1,120	1,217	1,160	-4.7%	3.6%	25.1%
<b>Total</b>	<b>6,250</b>	<b>6,308</b>	<b>6,275</b>	<b>6,408</b>	<b>6,353</b>	<b>5,970</b>	<b>-6.0%</b>	<b>-6.8%</b>	<b>-5.4%</b>

# Unrestricted Revenue Trends

## Decline in Enrollment Putting Pressure on Revenue



	FY 2024 Actual		FY 2025 Actual		FY 2026 Budget		FY 2027 Budget		FY26-27 Change to Budget
<b>Enrollment</b>	<b>6,408</b>		<b>6,353</b>		<b>6,107</b>		<b>5,320</b>		<b>(787)</b>
<b>Current Unrestricted Revenue:</b>									
Tuition & Fees	51,560,895	31%	48,608,426	29%	52,327,972	30%	46,662,522	29%	<b>(5,665,450)</b>
State General Funds	62,409,487	37%	66,141,848	39%	66,088,351	37%	67,346,962	41%	<b>1,258,611</b>
HEIF	4,603,583	3%	4,745,552	3%	4,544,801	3%	4,045,827	2%	<b>(498,974)</b>
HBCU Settlement General Funds	18,193,432	11%	17,476,088	10%	16,318,751	9%	14,540,692	9%	<b>(1,778,059)</b>
Federal Grants & Contracts Indirect	1,212,434	1%	1,448,923	1%	1,224,558	1%	1,463,412	1%	<b>238,854</b>
Sales & Services Educational Activities	25,000	0%	24,771	0%	23,500	0%	23,500	0%	<b>-</b>
Sales & Services of Auxiliary Enterprises	25,155,170	15%	27,714,294	16%	34,211,226	19%	27,965,922	17%	<b>(6,245,304)</b>
Other Sources	3,921,470	2%	4,696,821	3%	3,366,287	2%	3,342,787	2%	<b>(23,500)</b>
Transfer to Fund Balance	-	0%	(1,123,786)	-1%	(1,801,897)	-1%	(1,663,935)	-1%	<b>137,962</b>
<b>Total Unrestricted Revenue</b>	<b>167,081,471</b>		<b>169,732,937</b>		<b>176,303,549</b>		<b>163,727,689</b>		<b>(12,575,860)</b>



From FY25 to FY26, 2,800 students were sent to collections. Approximately 400 students dropped.

# Key FY27 Budget Assumptions

Assumptions & Results May Change if Information Changes



- State universities are required to have an annual balanced budget
- Enrollment: 5,320 students – 11% decrease from FY26 Budget
- Tuition & Fee increase of 2%
- State General & HEIF funds: \$71,392,789 – 1% increase from FY26 Budget
- HBCU Settlement Funds: \$14,540,692
  - \$1,778,059 (11%) reduction from FY26 driven by lower enrollment
- Tuition & Fee Revenue: \$74,628,444 – 14% decrease from FY26 Budget
  - 2% In-State and Out-of-State Tuition increases outweighed by lower revenue due to lower enrollment
- Expense increase of \$5.7m to cover increased expenses for bad debt, change in attrition assumptions, public safety and technology
- **Overall, anticipating an estimated \$18m shortfall in FY27**
  - **Combined \$31m in shortfall between FY26 & FY27**



# **FY 2027 Projected Budget Deficit Mitigation Plan**

# Estimated FY27 Budget Deficit Detail

Decrease in Revenue Plus Increase in Expense Yields \$18m Deficit



Reduced Revenue	
• Non-Auxiliary Revenue	4,602,509
• Auxiliary Revenue	6,195,292
• Reduction HBCU Coalition Funds	<u>1,778,059</u>
<b>Total Reduction in Revenue</b>	<b>12,575,860</b>

Estimated Increased Expenses	
• Bad Debt Expense	2,000,000
• Decrease in employee attrition assumption	2,000,000
• Increase in Operating Expenses	782,000
• Appropriate budgeting for special campus events & programs	118,000
• Change in funding source	240,000
• Provision for unidentified increases	<u>560,000</u>
<b>Total Est. Increase in Expenses</b>	<b>5,700,000</b>
<b>Total Estimated FY27 Budget Deficit</b>	<b>18,275,860</b>

# Share of Deficit by Division & Source



Accountability Area	Share from Non-Aux & Exp	Share from Aux. Deficit	Share from Coal. Deficit	Total Share	Share as % of Budget	Share as % of Total
Auxiliary Services	-	6,195,292	-	6,195,292	N/A	33.9%
Academic Affairs	4,062,577	-	1,274,863	5,337,440	39.4%	29.2%
Administration & Finance	3,262,714	-	-	3,262,714	31.7%	17.9%
Enrollment Mgmt. & Stud. Affairs	2,118,627	-	179,567	2,298,194	20.6%	12.6%
President	375,760	-	323,629	699,389	3.6%	3.8%
Philanthropic Engagement	279,535	-	-	279,535	2.7%	1.5%
Research	203,296	-	-	203,296	2.0%	1.1%
<b>Total</b>	<b>10,302,509</b>	<b>6,195,292</b>	<b>1,778,059</b>	<b>18,275,860</b>		

- Each division tasked with finding expense reductions based on their share of the overall budget and their share of coalition funds received
- VPs worked with their teams to identify expense reductions to meet their target
- Auxiliary services reduced expenses in line with their revenue decrease
- Deficit mitigation will come from operational cost reductions and elimination of vacant and currently filled roles

# Mitigation Results Summary



<b>Estimated Deficit</b>	<b>18,275,860</b>
<i>University Mitigation Items</i>	
<b>Total Operating Expense Reductions</b>	<b>4,529,912</b>
<b>Total Reductions from Personnel Changes</b>	<b>7,302,524</b>
• Vacancies	5,536,900
• Layoffs	1,757,217
• Departmental reorganizations	501,063
• Add-backs to support cuts	(492,656)
<b>Total Other Expense Reductions</b>	<b>6,443,424</b>
• Reduction in reserves	144,882
• General reductions	103,250
• Athletics	275,000
• Auxiliary	5,920,292
<b>Total University Mitigation Result</b>	<b><u>18,275,860</u></b>
<b>Remaining Deficit</b>	<b>0</b>

- Athletics to realize savings for the first time through efficiency gains (no cuts to programs).
- Conference & Event Services improving by \$800k, resulting in positive net revenue of \$341k. This will be the first time CES has had positive annual net income.

# Reduce Operating & Other Expenses

## Estimated \$10,973,336 million in FY27 reductions



### Key operational savings initiatives:

- Renegotiation of key vendor contracts to secure discounts over current rates
  - ABM & JCI renegotiations are in process
- Elimination or reduction of underutilized software licenses
  - Reducing Adobe paper transaction with Zendesk & Workday automations for HR, Research, and Enrollment
  - Replacing Ad-Astra with 25Live for classroom & events scheduling and management
- Reduce external consulting and IT security services through targeted insourcing
  - Decreasing external support from Huron and transition services to internal staff
- Improved efficiency in the deployment of marketing dollars
- Reduction in expenses associated with The Nine
- Decrease in spending around special events
- Department reorganizations to gain efficiencies and cost savings
- Auxiliary reductions will be addressed by renegotiating or reducing vendor contract obligations, implementing operational efficiencies, reducing contractual staff and other operational budget reductions

# Personnel Changes

**Estimated FY27 savings of \$7,302,524\***



**FY27 budget will require a reduction of an estimated 75 positions through a combination of vacancies, reorganization and layoffs. **No Tenured or Tenure-Track individuals will be impacted in FY27.****

**Staff Layoffs: 26 totaling \$1,757,217 (Total of \$2,067,314 reduced by 15% due to timing of payouts for layoffs)**

- Academic Affairs: 9 positions
- Administration & Finance: 8 positions
- Enrollment Management & Student Affairs: 8 positions
- Philanthropic Engagement: 1 position

**Faculty & Staff Vacancies: 49 totaling \$5,536,900**

- Faculty Positions: 23 (\$2,920,884)
- Staff Positions: 26 (\$2,616,015)

**Realignment of Positions: 9 totaling \$264,288**

**Non-Academic Departmental Reorganizations: \$236,775**

- Enrollment Management & Student Affairs: \$185,000
- Budget Office: \$51,775

**\*Permanent annual savings of \$7,612,621**

# Individual Employee Meetings & Next Steps



## Values & Standards Guiding the Process

- Respectful and Compassionate Communication
- Consistency and Legal Compliance
- Protection of Dignity and Confidentiality
- Leadership Accountability

## Week of May 18 – Individual Impact Meetings

- **Structured One-on-One Meetings**
  - Meetings will be led jointly by the area Vice President and an HR Representative to ensure clarity and support. The area Vice President or designee will advise you of your scheduled meeting time.
  - Clear Communication of Employment Status: Separation timeline (if applicable), employee rights and entitlements
  - HR Support and Benefits Explanation: Benefits coverage, leave payout, career transition services and BSU asset and equipment return

## Resources Available to Support Employees

- Employee Assistance Program (EAP): Wellness and mental health resources
- Benefits and retirement counseling
- Career transition assistance thru LHH (Lee Hecht Harrison)

# Career Transition Support & Services



**We are committed to helping individuals transition with confidence and position themselves for future success.**

## Career Transition Support Program

Employees impacted by workforce reductions will receive six months of professional career transition services through Lee Hecht Harrison (LHH) – at no cost.

### Purpose

- Find a new job faster
- Pivot careers
- Upskill & Reskill
- Explore entrepreneurship or retirement options
- Gain professional development tools and support

### Key Benefits Offered

- Dedicated Career Coach – personalized guidance
- 24/7 access to LHH Career Studio – AI-powered platform tools & resources
- Workshops & LinkedIn Learning Access
- Resume & LinkedIn Support
- Networking & Skills Training
- Recruiter Access
- Lifetime Alumni Access



# Impact on Students

# Impact to Students



**Students should not experience any direct impact from the budget deficit remediations.**

- Student-centered programming is largely funded through the student activity fee, which is not a part of projected budget cuts. Student programming will continue as usual.
- Internal scholarships will not be affected. There will be an increase in scholarship awards available to students, thanks to our recent MacKenzie Scott donation. A portion of this donation will be used to support student affordability.
- The approved 2% tuition increase is a part of the normal and increasing cost of delivering a high-quality, safe and competitive university experience. This is not directly tied to the budget deficit.
- Currently, VA educational benefits remain federally protected and will not be affected by the state's deficit.
- Students should expect to see the normal amount of course offerings for the 2026-2027 academic year.



# **FY 2028 Academic Affairs Plan**

# Establishing The Retrenchment Committee

- The university is establishing a formal review process of faculty resources and positions according to policy ([II - 8.00 - Policy on Faculty Retrenchment](#)) to address:
  - Enrollment declines
  - Program demand changes
  - Budget and funding pressures
- Retrenchment Committee
  - Advises the President regarding retrenchment
  - Provides administrative recommendations for Presidential Action
- Goal: Membership of the Retrenchment Committee will be provided by May 22, 2026



# Positioning for the Future