



# **BOWIE STATE UNIVERSITY**

President's Town Hall

October 2, 2025

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



# Opening for the New Academic Year 2025-2026 STUDENTS

01

## Total Fall Enrollment:

5970 students

02

## Number of Countries Represented:

- 36 states
- 53 countries

# National Rankings

- Bowie State University is ranked No. 11 among “Best Historically Black Colleges & Universities” (HBCU) by [U.S. News & World Report](#), solidifying BSU as one of the top 5 public HBCUs in the country.
- Bowie State University has been recognized as one of the nation’s leading Historically Black Colleges and Universities (HBCUs) for [online education](#), securing the No. 5 spot in Forbes’ 2025 ranking of the [Best HBCUs With Online Degrees](#). The achievement underscores Bowie State’s commitment to delivering high-quality, accessible education for online learners.



RANKED  
**#5**

**BEST HBCU  
WITH ONLINE DEGREES**

FORBES 2025



# BSU IN THE NEWS

- **MPT for HBCU Week**

MPT interviewed Dr. Breaux in a half-hour documentary where she talked about the CIAA, her upbringing in Philadelphia, and her vision for Bowie State University.

- **Symphony of Soul Featured on FOX5 Morning News**

Stephen Graddick came to BSU to highlight BSU's Symphony of Soul before the Battle of the Bands.

- **CIAA is Back in Baltimore**

Dr. Breaux joined CIAA Commissioner Jacqie McWilliams Parker, Baltimore Mayor Brandon Scott, and representatives from Visit Baltimore to announce that Baltimore will be the host city for CIAA through 2029.

- **Governor Moore Announces Transit-centered Development at BSU**

Maryland Gov. Wes Moore announced plans on Aug. 8 for a transit-centered development at the Bowie State Maryland Area Rail Commuter (MARC) Station that would expand affordable housing, improve connectivity and boost transit access in the area.



# Higher Education Landscape



## Reconciliation Bill passed

- Caps on borrowing for federal student loans
- Elimination or restructuring of certain loan programs
- New metrics and accountability measures

## State Budget Deficit

HBCUs and TCCUs will receive an additional \$495 million

# ***Boldly Forward Strategic Plan***

## ***Advancing Academic Distinction***

- Strive to enhance academic programs, faculty development, and student experience.

## ***Transforming the Student Experience***

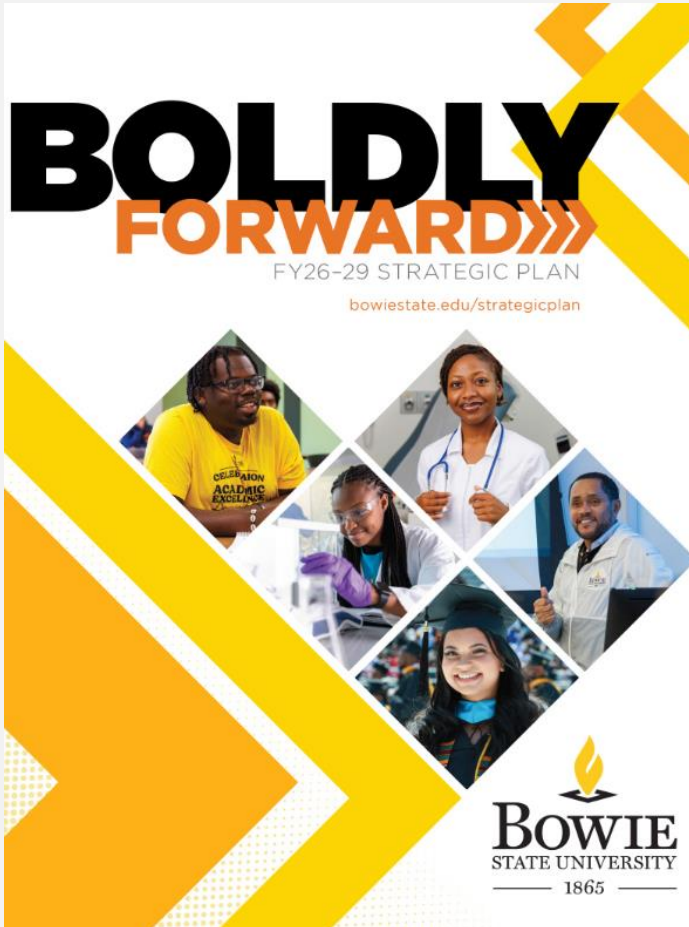
- Enhancing internal processes and campus-wide resources that contribute to students' academic, well-being, and career-related needs.

## ***Fostering a Culture of Inclusivity, Equity, Civic Engagement, and Social Justice***

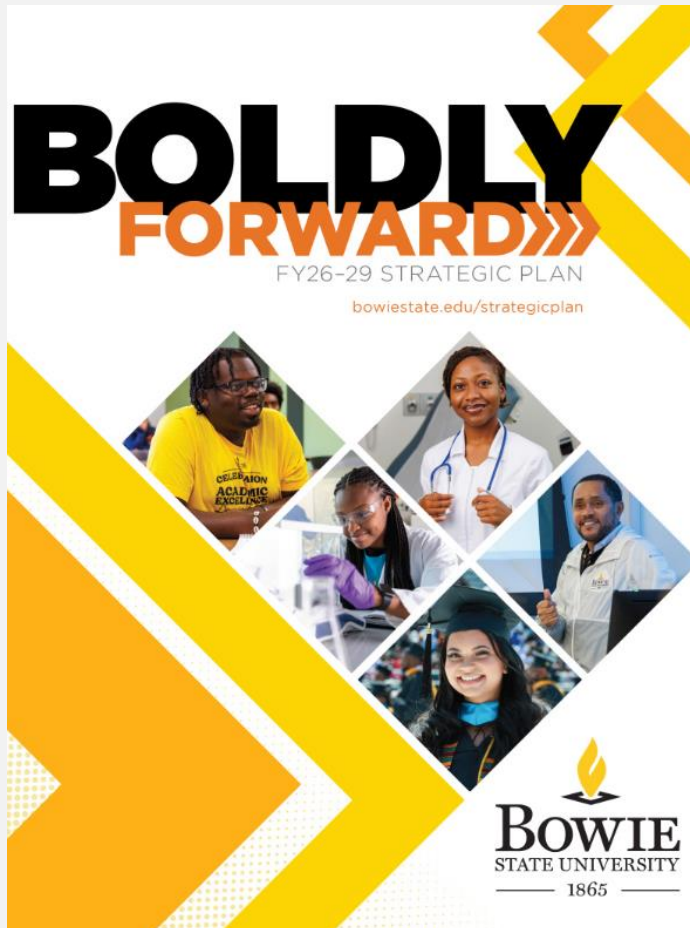
- Implement actions that ensure all campus community members feel valued, respected, and empowered to participate actively in societal and civic matters.

## ***Ensuring Bowie State's Future through Growth and Innovation***

- Evolve into a model institution known for its innovative community engagement, philanthropy, work environment, and partnerships.



# ***Boldly Forward Strategic Plan Webpage***





# BSU ECONOMIC DEVELOPMENT

The plan sets forth a vision grounded in four pillars:

- **Placemaking:** Creating a meaningful sense of place that connects our campus and community through vibrant, safe, and sustainable spaces, transforming underused land into a walkable, mixed-use destination that ties Bowie State directly to regional transit, housing, and opportunity.
- **Community:** Building strong partnerships — with government, business, and our neighbors — to ensure development reflects shared values and benefits.
- **Growth:** Expand opportunities for students, faculty, and staff while fostering economic vitality for the county and state.
- **Innovation:** Bowie State is not just participating in change — we are leading it, through research, entrepreneurship, and creativity.



**HONORING THE PAST WHILE RACING TO THE FUTURE**

A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR BOWIE  
STATE UNIVERSITY

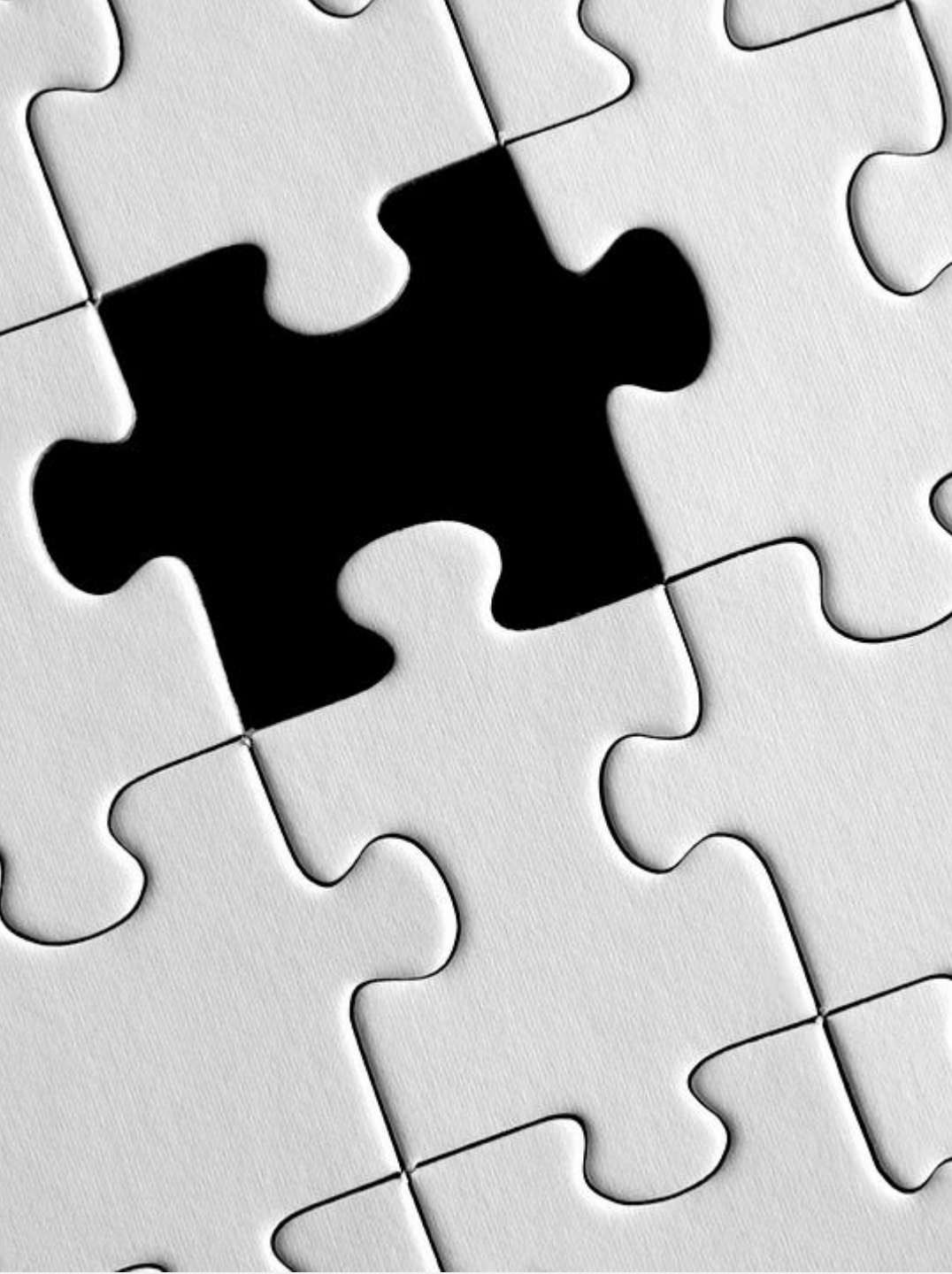
<https://bowiestate.edu/about/administration-and-governance/office-of-the-president/reports/economic-development-plan.pdf>





## MARC Penn Line Bowie Station Transit-oriented Development

Bowie State signed an MOU with MDOT and the Revenue Authority of Prince George's County to develop the area surrounding the Bowie State MARC Station as part of the MARC Penn Line Transit-oriented Development Strategy.



# **Shared Governance: Keeping it all Together**

## **Shared Governance**

Charge to University Council for 2025-2026

- Build consensus for a definition of shared governance at Bowie State University.
- Review and update governance documents
- Monitor and ensure adherence to governance policies, protocols and procedures

Presidential Town Halls, Forums and  
Listening Sessions





## Volleyball

The Bowie State women's volleyball team picked up a decisive 3-0 sweep over Washington Adventist yesterday. Student athlete Nina Edwards has been voted CIAA Defense Player of the Week. This is her first honor of the season. Their next home game is October 13<sup>th</sup> against Bluefield State University. That's also a themed game: Girl's Night Out.



## Football

The Bulldogs played their first home game last weekend. Samuel Graham was selected as the CIAA Defensive Back of the Week for last week's game. The Bulldogs play Fayetteville State University in a CIAA showdown on Saturday.

## Cross Country

Bowie State men's and women's cross country have competed in three meets through the 2025 Fall season highlighted by sixth place finishes at the Hornet Harrier and Common Challenge in Winchester, VA. The Bulldog's top runners include Emetem Bezuzuh on the women's side and Aidan Geron on the men's side.



## Women's Bowling

The 2025-2026 season under new head coach Tubar Thompson begins on October 10-12<sup>th</sup> at the Bud Whitman Memorial hosted by Chestnut Hill University. Six student athletes from last year's team return including All-CIAA bowler Arianna Clayton. The Bulldogs are the defending Northern Division Champions and have won the CIAA North 10-straight seasons.



*\*Please note: Men's golf and softball are currently in "Fall Ball" season which means this is not an official season, but the teams are practicing and participating in scrimmages.*



# BSU is Leaning Into AI

## ○ **Agentic AI: The Next Frontier**

- Agentic AI systems—capable of autonomous decision-making, contextual understanding, and workflow optimization—are being explored to transform how we support students, faculty, and staff across IT, Human Resources, Enrollment Management, and Student Services.
- AI-enabled systems are being deployed for weapons detection across campus, enabling proactive and faster responses and bolstering campus safety. Soon, AI systems will forecast student performance, tailor financial aid, and automate reviews to improve academic and operational results.

## ○ **AI in Action: Across the Student Lifecycle**

- From recruitment to retention, AI will help us identify top candidates, personalize outreach, and support at-risk students using predictive analytics.
- In admissions, Co-Pilot will enable holistic application reviews.
- In finance, AI helps optimize cash flow strategies and automate reporting.
- AI will enable accelerating research support activities via accelerated data analysis and synthesis.





## ○ **Responsible AI Governance**

- We are aligning with the NIST AI Risk Management Framework to evaluate and mature our AI governance practices. An AI policy is part of the IT policies revamp.
- Our principles emphasize boldness, accountability, cybersecurity, data privacy, bias mitigation, and explainability, ensuring ethical and transparent AI use across the university.

## ○ **AI in Action: Across the Student Lifecycle**

- From recruitment to retention, AI can help us personalize outreach, and support at-risk students using predictive analytics.
- In admissions, chatbots enable holistic application reviews and help reduce bias.
- In finance, AI can help optimize cash flow strategies and automate reporting.
- AI will enable accelerating research support activities via accelerated data analysis and synthesis.

## ○ **AI Agents and the AI Taskforce: Leading with Intelligence**

- We are developing AI agents to support self-service, help desk operations, data automation, and programming—scaling human and capital resources through a human-in-the-loop approach.
- Our AI Taskforce is guiding responsible adoption, embedding AI into business workflows, and drafting policies to ensure privacy, security, and compliance.

# FY 2025 Faculty Grants and Awards

Recipient	College/Division	Total Award Amount
Priscila Chaverri	Arts and Science	\$920,050
Rosemary Shumba	Arts and Sciences	\$999,543
Melissa Duchene-Kelly	Professional Studies	\$10,000
George Ude	Arts and Sciences	\$50,000
Nikki Ham	Education	\$302,774
Becky Verzinsky	Academic Affairs/Office of the Provost	\$31,250
Matasha Harris	Professional Studies	\$25,000







**October 26th-November 1st**

## Homecoming Events

- Homecoming Gospel Concert
- Pep Rally
- Alumni Events
- Homecoming Concert
- Royal Court Coronation
- 33<sup>rd</sup> Mister & Miss Bowie State University
- BSU Parade
- BSU v. Elizabeth City State University
- Homecoming Greek Step Show

<https://www.bowiestate.edu/alumni/university-signature-events/homecoming/>

# Presenting Next:

- **Dr. Brian Clemmons, Vice President for Enrollment Management and Student Affairs**
- **Manish Kumar, Vice President for Administration and Finance**
- **Dr. Guy-Alain Amoussou, Provost and Vice President for Academic Affairs**







# THANK YOU



# **Enrollment Management & Student Affairs**

# What Happened?

- ✓ No class registration for students with a balance exceeding \$250

## August 8<sup>th</sup> Cancellation

In-state students	102
Out-of-state students	91
<b>TOTAL</b>	<b>193</b>

## Average Total Outstanding Balance

With anticipated aid	<b>\$8,308.68</b>
Without anticipated aid	<b>\$11,713.09</b>

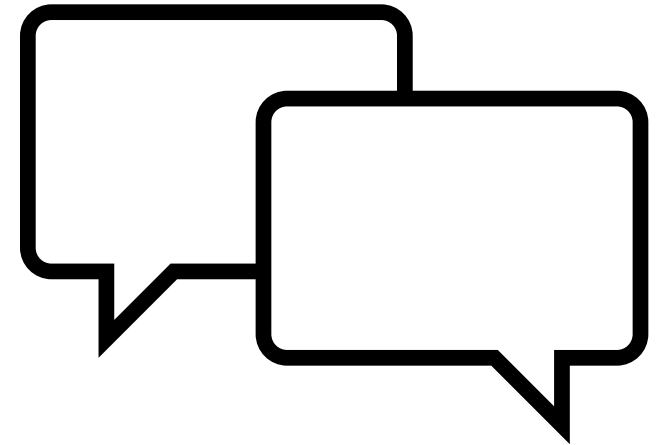
# Communicating with Students

## Key Messaging

- Register for classes (12+ credits for residents)
- View/Accept all financial aid
- Sign up for payment plans
- Consider private loans to make bills more manageable



**32%\* increase** in the number of emails sent to students and families from Summer 2024 to Summer 2025  
*(\*not including texts and robocalls)*





# Good News!



**FINANCIAL AID** packages awarded earlier and faster than ever



**PAYMENT PLAN** enrollment grew 81% from 2024 to 2025  
(The most we've ever had, 1900+)



**MET P3 BUDGET GOALS** despite challenges with new housing processes.

# Looking Forward



## **HIGHLIGHT**

the ***true cost*** of attendance  
(tuition & fees, housing,  
meal plans)



**ENCOURAGE** students to  
submit FAFSA earlier



## **ENSURE**

that students stay current  
on payment plans



**REINFORCE** the importance  
of timely class registration

# Thank You



# **Division of Administration & Finance**

# Agenda Items



- **Glossary**
- **State of Maryland and Enrollment**
- **FY 2025/2026 University Budget Update**
- **Budget Risks**

# Glossary

Revenue Source	Description
<b>Tuition and Fees</b>	Payments from students for instruction, enrollment, and other academic services. Includes mandatory fees (e.g., technology, student activities).
<b>State Appropriations and Maryland HEIF Funds</b>	Annual funding from the State of Maryland, including Higher Education Investment Funds (HEIF), which are state-designated revenues for public higher education.
<b>Coalition Funds (HBCU Settlement)</b>	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.
<b>Federal Grants and Contracts</b>	Funding from U.S. federal government agencies, typically awarded through competitive grants or contracts to support research, academic programs, or institutional initiatives.
<b>Sales and Services – Auxiliary</b>	Revenue from non-academic operations such as housing, dining, bookstores, parking, athletics, and other campus services.
<b>State, Local, and Private Grants</b>	Competitive or formula-based funding from government entities or private organizations to support specific programs or research.
<b>Other Sources</b>	Miscellaneous income such as interest earnings on investments, rental income, or one-time reimbursements.



# State of Maryland

- Revenue shortfalls aligned with Governor Moore's budget [Budget Highlights Fiscal Year 2026](#)
- State of Maryland's Revenue Deficit - \$3B
- University System of Maryland Budget Deficit - \$111.1M
- State General Funds reduction - \$3.5M
- HBCU Coalition Funds reduction - \$1.2M
- Governor's 2% Supplemental reduction - \$1.4M
- Tuition and Fee increases
- Continue to address outstanding student debt
- Anticipation of future reductions

## FY 2025 and FY 2026 Revenue Budget

Total Revenues	FY25 Budget	FY 2025 Actuals	% Change	FY26 Budget
Tuition & Fees	\$ 54,885,195	\$ 48,608,426	\$ (6,276,769)	\$ 52,327,972
State Appropriation/HEIF	\$ 70,764,911	\$ 70,887,399	\$ 122,488	\$ 70,633,152
HBCU (Coalition)	\$ 17,476,088	\$ 17,476,088	\$ -	\$ 16,318,751
Federal Grants and Contracts	\$ 39,717,240	\$ 42,954,763	\$ 3,237,523	\$ 37,934,071
State and Local Grants and Contracts*	\$ 2,000,000	\$ 2,177,421	\$ 177,421	\$ 2,000,000
Private Grants and Contracts	\$ 500,000	\$ 2,309,937	\$ 1,809,937	\$ 500,000
Sales & Services-Auxiliary	\$ 34,400,107	\$ 27,714,294	\$ (6,685,813)	\$ 34,234,726
Other Sources	\$ 1,096,092	\$ 3,503,542	\$ 2,407,450	\$ 1,564,390
<b>Grand Total</b>	<b>220,839,633</b>	<b>215,631,870</b>	<b>\$ (5,207,763)</b>	<b>215,513,062</b>
*This does not include BSU Foundation Funds				

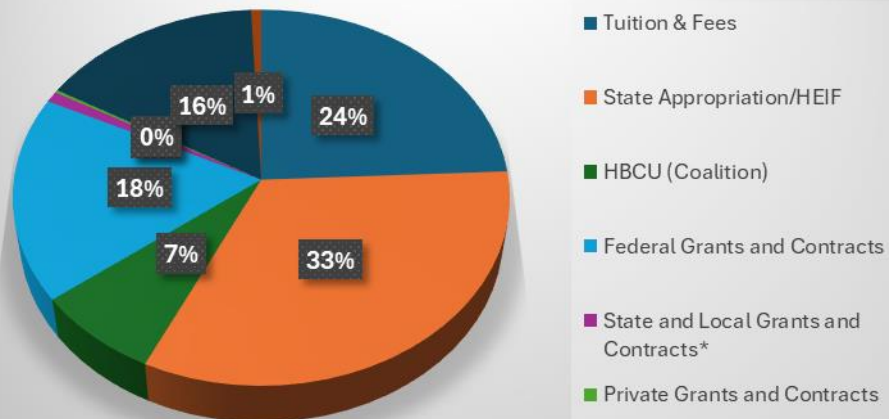
**FY 2025 revenue actuals came in \$5.2 million less than budgeted**

# FY 2026 Total Budget

Total Revenues	FY26 Budget	% Budget
Tuition & Fees	\$ 52,327,972	24%
State Appropriation/HEIF	\$ 70,633,152	33%
HBCU (Coalition)	\$ 16,318,751	8%
Federal Grants and Contracts	\$ 37,934,071	18%
State and Local Grants and Contracts*	\$ 2,000,000	1%
Private Grants and Contracts	\$ 500,000	0%
Sales & Services-Auxiliary	\$ 34,234,726	16%
Other Sources	\$ 1,564,390	1%
<b>Grand Total</b>	<b>215,513,062</b>	<b>100%</b>

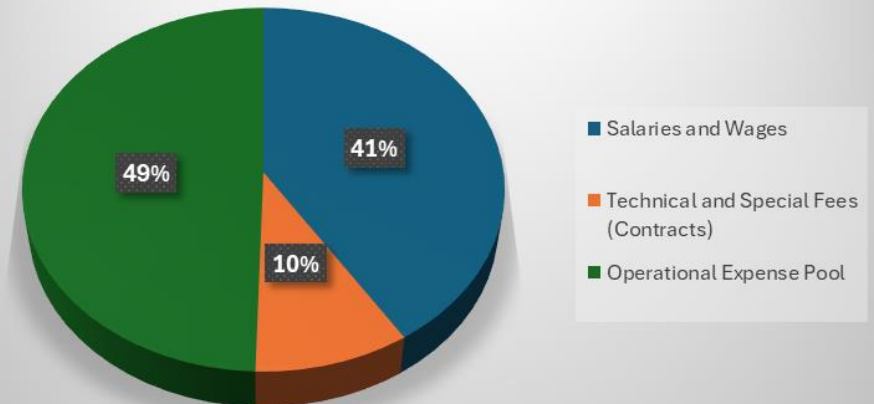
\*This does not include BSU Foundation Funds

## FY 2026 Revenue



Total Expenses	FY 2026 Budget	% Budget
Salaries and Wages	88,227,948	41%
Technical and Special Fees (Contracts)	20,562,448	10%
Operational Expense Pool	106,722,666	50%
<b>Grand Total</b>	<b>215,513,062</b>	<b>100%</b>

## FY 2026 Expenses





## FY 2026 Revenue Assumptions

- The university budget assumes an enrollment headcount of 6,107 for fall 2025 and a headcount of 5,496 or 90% for spring 2026
- 2% In-State and 2% Out-of-State Tuition increases
- Continue to address the outstanding student debt, which was \$18M in the previous FY. As of June 2025, student debt is \$10M.
- FY 2026 Total Unrestricted & Restricted Revenues are **\$215.5M, a \$5.3M reduction** over FY 2025 Budget

# FY 2026 Expense Highlights

## Key Highlights

- Eliminated 50 + FTE internal vacancies/positions for regular PIN positions both faculty and staff
- Established 17 new FTE positions
- Reduced travel by ~ 85% and supplies by ~ 75%
- \$1.4M increase for COLA & Merit
- \$800k increase for Health & Fringe changes
- \$250K increase for CRM Philanthropic Engagement
- \$200k increase for Financial Aid
- \$1.1M increase for New Facilities (Humanities) operating

Total Expenses	FY 2026 Budget	% Budget
Salaries and Wages	88,227,948	41%
Technical and Special Fees (Contracts)	20,562,448	10%
Operational Expense Pool	106,722,666	50%
<b>Grand Total</b>	<b>215,513,062</b>	<b>100%</b>

# Strategic Cost Reduction Initiatives

- **Operational Efficiency & Redundancy Elimination:** Streamlining systems and processes to reduce duplication and maximize resource utilization. Example: Unified scheduling via 25Live; optimized CS Financial Aid operations.
- **Smarter Contracting & Licensing:** Re-negotiating high-cost contracts and rightsizing software licenses to align with actual usage. Example: Replacing Monday.com and tutoring software; discontinuing EduNav.
- **Technology & AI Investments:** Leveraging one-time vendor engagements and engineering talent to reduce long-term technology and process debt. Example: Network assessment and refresh.
- **Business Process Optimization:** Process redesign with to enhance delivery and embed change management. Example: Project intake streamlining; technical change management.
- **Vendor Rationalization & Internal Capability Building:** Reducing reliance on high-cost vendors by transitioning to cost-effective vendors and strengthening internal teams. Example: Phasing out Swipe Jobs.
- **Platform Consolidation for Automation:** Standardizing platforms to eliminate duplication and reinvest in automation and integration. Example: Leveraging PeopleSoft, Workday, Zendesk, AARs and AD.



## FY 2026 Budget Risks

- Enrollment numbers missed target → ~\$1.3M tuition deficit
- 1,800 students currently on payment plans
- USM adjustments on state side in FY 2026
- Federal grants and research cuts
- Financial aid reductions → changes to Federal Loans
- Rising Bad Debt / Student Debt Ratios
- Cuts aren't offset by new revenue streams

**Enrollment shortfalls and external funding cuts mean budgets must be realigned while exploring new revenue opportunities.**

## **What to expect?**

1. Everyone must manage and track to their budget
2. Everyone helps with new revenue streams
3. Retention is everyone's responsibility
4. Anticipate reductions for FY 2026 and FY 2027
5. Focus on the big picture

# Budget Development Calendar



Timeline	Dates	Task
Aug-Sept	August	USM provides Bowie with specific budget instructions and information for submission of next year's budget request (General Funds, Tuition Rate, Institutional Mandatories, etc.)
	August	Budget Office obtains preliminary enrollment numbers and credit hour mix from Institutional Research for development of the University's budget request
	September	A preliminary fiscal year budget request is prepared in accordance with USM instructions, preliminary enrollment numbers, preliminary initiatives, and the current year base budget
	September	The preliminary fiscal year budget request is prepared for the State and entered into the Budget Application System (BAS)
Nov-Jan	November	Draft Tuition, Mandatory Fees, Room and Board rates are reviewed through shared governance process (SGA, GSA, & University Council)
	December	If applicable, adjustments are made to the preliminary fiscal year budget request based on information from USM
Jan-Mar	January	Governor approves fiscal year budget request and forwards to Department of Legislative Services (DLS)
	January	Receive several fiscal impact statements from USM regarding pending legislation that may have impact on higher education institutions in the State
	January	DLS prepares an assessment of BSU and submits questions/areas of concerns
	January	Conduct Mid-Year Expenditure Review with VPs and/or President – Re-allocation of one-time funds recommended, if appropriate, to align with strategic priorities
	February	If applicable, Budget Hearings with the Department of Budget and Management (DBM) are held. Testimony is prepared for President to defend upcoming fiscal year budget proposal



# Budget Development Calendar



Timeline	Dates	Task
	February	If applicable, President testifies before the House/Senate subcommittees
	February	Tuition, Mandatory Fees, Room and Board rates are submitted to Board of Regents (BOR) for approval
	February	VPAF provides mid-year budget update to the campus community
	February	President and Cabinet members establish University priorities for Outlying FY
	February	Cabinet finalizes enrollment numbers for development of University's upcoming fiscal year working budget
	March	Departments begin developing initiatives for review based on instructions from their division/department heads
Apr-Jul	April	All departmental initiatives are due to their respective division/department heads (VP) for review
	May	All proposed initiatives are due to the Budget Office from division VPs
	May	Cabinet reviews submissions to ensure initiatives are aligned with BSU's Strategic Plan and FY Priorities
	May	VPAF host campus budget forum
	May	If applicable, Cabinet continues to review initiatives for approval
	June	Budget Office begins the process of reconciling and preparing the working budget for use in the financial system
	July	Budget Office informs the campus community that budgets are available



# Thank You

# **Division of Academic Affairs**



# **The Future Belongs to the Bold** ***Boldly Forward***

## **Bowie State University** **President's Fall 2025 Town Hall**

Guy-Alain Amoussou, Ph.D.  
Provost & VP For Academic Affairs

**October 2, 2025**

# Student Success is a Shared Responsibility

- Retention and graduation rates are central to our mission.
- Student success depends on **institutional support** *and* **faculty engagement**.
- Together, we are shaping outcomes in and beyond the classroom.



# Supporting Student Retention: Institutional and Faculty Roles

## Institutional Support

- College retention committees
- Coaching model
- Circle-In and tutoring services
- Blackboard – Access & Transparency

## Faculty Engagement

- Hold regular office hours and respond within 48 hours
- Submit timely grades to support interventions
- Use DFW analyses to adjust teaching strategies

**We've built a strong starting point — now we must work together to help more students cross the finish line.**

**Trends in Retention & Graduation Rates**  
First-time, Full-time, Degree-Seeking Students

Cohort Year	Cohort Size	Retention Rates			Graduation Rates		
		2nd Yr	3rd Yr	4th Yr	4-year	5-year	6-year
2005	923	71.0%	56.0%	45.0%	22.0%	35.0%	41.0%
2006	765	71.0%	54.0%	49.0%	11.0%	27.0%	35.0%
2007	820	69.0%	57.0%	47.0%	13.0%	27.0%	35.0%
2008	664	69.0%	54.0%	47.0%	8.0%	26.0%	33.0%
2009	635	71.0%	59.0%	53.0%	11.0%	31.0%	41.0%
2010	608	75.0%	57.0%	49.0%	12.0%	27.0%	37.0%
2011	573	70.9%	57.1%	53.1%	15.0%	34.6%	39.8%
2012	477	70.0%	61.0%	54.0%	15.5%	35.8%	42.0%
2013	625	74.6%	58.6%	56.0%	16.2%	37.4%	43.4%
2014	594	71.7%	59.9%	55.1%	17.2%	36.2%	43.1%
2015	559	75.7%	59.2%	55.1%	16.8%	36.7%	42.0%
2016	958	72.0%	58.0%	51.4%	17.6%	35.0%	40.2%
2017	1075	68.1%	54.6%	49.8%	14.8%	31.4%	38.0%
2018	898	69.6%	59.0%	52.0%	16.0%	32.7%	38.2%
2019	801	76.3%	61.3%	52.7%	18.6%	31.8%	36.8%
2020	957	72.0%	54.4%	45.7%	14.6%	27.2%	
2021	888	72.5%	56.3%	47.6%	17.5%		
2022	1170	69.9%	53.8%	46.1%			
2023	965	68.2%	52.2%				
2024	908	71.1%					

# Classes Schedule: A Compliance and Academic Integrity Priority

- **High number of classes not meeting on Fridays** and other days  
→ *institutional risk.*
- Required by **Federal financial aid regulations & COMAR contact hour rules.**
- Friday instruction is essential to learning outcomes and student equity.
- Compliance protects our students and Bowie's accreditation.

# Policies, Protocols & Procedures (PPPs): Clarity and Accountability

- **PPPs** represent a foundation of trust and shared governance.
- **Memorializing PPPs** clarifies expectations and ensure consistency.
- Resources like the **Degrees Factbook** support informed decision-making.
- Shared governance works when roles and policies are clear.



# How This Work Advances Bowie's Boldly Forward Agenda

- Student success and academic integrity **advance institutional goals.**
- Policy clarity and faculty engagement support research, equity, and growth.
- These are the building blocks for academic excellence, BSU R2 aspirations and long-term sustainability.

# Our Goals

## Academic Affairs Goals

- Strengthening the Research Infrastructure: Toward R2 designation
- Shaping the student experience
- Strengthening and redesigning academic programs
- Developing talents and succession plan
- Diversifying the revenue streams

# Moving Forward Together



- Clear communication and shared accountability strengthen our community.
- Policies and expectations support academic excellence and student success.
- Faculty partnership is essential as we advance Bowie State's mission.



# **The Future Belongs to the Bold** ***Boldly Forward***

## **Bowie State University** **President's Fall 2025 Town Hall**

Guy-Alain Amoussou, Ph.D.  
Provost & VP For Academic Affairs

**October 2, 2025**



# Thank You