

BOWIE STATE UNIVERSITY

STRATEGIC PLAN 2013-2018

January 15, 2014

**Bowie State University
14000 Jericho Park Road
Bowie, MD 20715**

CIVILITY ♦ INTEGRITY ♦ DIVERSITY ♦ EXCELLENCE ♦ ACCOUNTABILITY

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Introduction

“Education—educating more people and educating them better—appears to be the best single bet a society can make”

--David Leonhart

As Bowie State University prepares for its sesquicentennial and beyond, we envision that the most prominent measure of the University’s stature as one of the nation’s best public comprehensive institutions of higher learning will be the graduation of students who are prepared to make significant contributions to their communities. Indeed, the University’s motto, *“Prepare for Life,”* clearly and succinctly conveys our desire to graduate students who are transformational--students who can and will make a difference in the world community. The true measure of our success, however, will be the number of students who successfully complete their degree programs at Bowie State University within a four to six-year time frame and are uniquely qualified to respond swiftly to unpredictable change and emerging opportunities.

Even though the number of Americans attending college has steadily increased over the past few years and enrollment is now at an all-time high, too many of these students are not making it to graduation. The National Center for Education Statistics (NCES) reports that in 2010 approximately 57% of students entering public 4-year colleges and universities graduate within six years. For public Historically Black Colleges and Universities (HBCUs), this 6-year rate is approximately 35%. Among HBCUs in the state of Maryland, the average 6-year rate is 29%. Although Bowie State University’s rate for the 2005 cohort as represented in this report is 40%, it is significantly lower than the national average of 57%.

At its core, the *2013-2018 Strategic Plan* emphasizes the imperative of increasing college completion rates generally, with particular emphasis on improving the 6-year graduation rate at Bowie State University.¹ This strategic plan also reaffirms Bowie State University’s commitment to academic excellence and student success as shown traditionally through our deeply rooted strengths in teaching, research, and service.

Further, with a commitment to be an innovative partner in the region, nation, and world, the function of the *2013-2018 Strategic Plan* will not be to offer restrictive timelines and prescriptions, but it will serve as a roadmap for thoughtful discussion and collaboration on what we teach, how we conduct research, and what service we provide to our community. The *2013-2018 Strategic Plan* provides the anchor for achieving our shared vision to be a model for graduating a larger percent of our enrolled students and holding the distinction of producing the most sought-after graduates in the nation.

¹ Six-year graduation rates are reported only for first-time new students. The completions rate calculation includes all undergraduates, including transfer students.

Strategic Planning Process

In the fall of 2012, President Mickey L. Burnim charged the Provost and Vice President for Academic Affairs to orchestrate the revision of the University's strategic plan. To aid in this process, the Provost appointed the Assistant Vice President for Institutional Effectiveness to serve as co-chair. The Provost also named a steering committee, composed of vice presidents, academic deans, unit administrators, faculty, staff, and students to assist with executing the revision and development of the plan.

Consistent with the priorities and goals of the University, five committees were established: Academic Programs and Co-curricular Experiences; Access, Affordability, and Completion; Academic Transformation; Community Engagement and Impact; and Use of Resources and New Revenue Sources. The committees held preliminary meetings and examined institutional and external data to produce initial draft documents to be used to gather feedback from the broader internal and external communities.

Designed to complement several initiatives that are already underway, the purpose of this plan is to give direction and focus to unit planning over the next five years, including aligning goals and financial resources and providing a mechanism for tracking the university's progress toward its mission and vision. The plan is considered a living document, and will be reviewed and revised each year, as needed.

Mission Statement

Bowie State University provides high-quality and affordable educational opportunities at the bachelor's, master's and doctoral levels for a diverse student population of Marylanders and the global community. Building on its legacy as the state's oldest historically black institution, Bowie State is a regional comprehensive university with liberal arts educational programs designed to broaden the knowledge base and skill set of students across disciplines and to enable students to think critically, value diversity, become effective and socially responsible leaders, function competently in a highly technical world, and pursue graduate and professional study.

The University is committed to increasing the number of students who earn advanced degrees in all disciplines, with special focus on computer science, mathematics, business, the health sciences, information technology, the natural sciences, education, and related disciplines. Academic integrity, the common good, constituent needs, market demands, and emerging challenges serve as important bases in the University's efforts to develop educational programs and improve student access to learning opportunities.

Vision

Bowie State University's quintessential priority is academic excellence. This refers to the educational achievements of our students, including their intellectual growth, and the scholarly and pedagogical achievements of our faculty members. Bowie State University will be widely recognized as one of the nation's best public comprehensive universities. Bowie State's ability to increase its national stature will depend in part on its ability to enhance its graduation rate, the reputation of its faculty, and the excellence of its undergraduate and graduate programs.

To achieve this vision, Bowie State is committed to:

- Enrolling, educating, and graduating the most promising diverse student body possible.
- Fostering a success-driven undergraduate and graduate culture, culminating with a degree that positions graduates to be part of an educated citizenry that positively contributes to the community.
- Cultivating an institutional culture of high expectations and climate of success that advances student learning and emphasizes efficient time to degree.
- Providing all students with an education that is innovative, distinctive, and of the highest quality that inspires life-long learning.
- Implementing and sustaining a strategic approach to building BSU's reputation and brand recognition as a nationally preeminent university.
- Continuing to explore additional institutional revenue streams and operating in an efficient and effective manner.
- Support faculty in scholarly and creative endeavors.

Core Values

- Excellence:** Bowie State University expects students, faculty, staff and administrators to demonstrate outstanding levels of performance by fostering a stimulating learning and work environment.
- Civility:** Bowie State University cultivates an environment in which the interaction between individuals is one that is inherently imbued with value, respect, and appreciation.
- Integrity:** Bowie State University students, faculty, staff, administrators and the larger community demonstrate high ethical standards in their interactions with one another.
- Diversity:** Bowie State University nurtures an awareness of, and sensitivity toward, differences of race, gender, ethnicity, national origin, culture, sexual orientation, religion, age, and disability.
- Accountability:** Bowie State University expects each member of the University community to be responsible and accountable for the outcomes of his or her efforts and actions.

Expected Outcomes

- Enhanced cutting-edge, globally oriented academic programs and co-curricular experiences that provide optimal learning opportunities for all students.
- Improved teaching and learning through the effective use of technology and other innovative pedagogy.
- Increased enrollment, retention, and graduation of a diverse population of well-prepared students.
- Improved service delivery model to meet the needs and satisfaction levels of students and other university constituents.
- Increased partnerships and engagement with the local, regional, national, and international community to foster educational innovation, support economic development, and create workforce pathways for students.
- Sustained fiscal responsibility and enhanced fund development to assure an adequate resource base for the University.

- Expanded marketing and communications to increase awareness of the University's programs, services, and value proposition.

Strategic Goals and Accountability Measures/Metrics

Strategic Goal 1: Deliver high quality academic programs and relevant co-curricular experiences.

Bowie State University will continuously improve its academic programs with an emphasis on identifying two signature programs, as well as providing a high quality liberal arts educational experience for students through the creation of a learning environment that combines up-to-date, evolving curricula and relevant co-curricular opportunities.

Overarching Accountability Measures: Retention and graduation rates; time to degree; levels of satisfaction with academic and co-curricular activities

Initiatives:

- 1.1 Enhance the rigor and relevance of existing academic programs and develop new programs to meet the needs of a global society.

Metrics: External accreditation of selected programs; academic program reviews; relevant program modifications; new academic programs

- 1.2 Select and promote signature programs (degree and non-degree) to attract new scholars and enhance the learning community.

Metrics: Enrollment, retention, and completion rates; distinctiveness; regional, national, and global impact; cost and sustainability; quality assessment

- 1.3 Provide optimal learning experiences in STEM academic programs.

Metrics: Enrollment and degrees awarded in STEM disciplines; number of mutually beneficial STEM partnerships; funding levels for STEM programs; number of highly-qualified faculty

- 1.4 Support a strong liberal arts core as a foundation of a university education.

Metrics: Course modifications; resource allocation to support course redesign efforts; use of technology and other innovative pedagogy; enhanced outcomes assessments of student learning; expansion of interdisciplinary coursework

- 1.5 Continue assessing student learning outcomes and implementing curricula improvements resulting from assessment findings.

Metrics: Data collection for programmatic learning outcomes assessment; programmatic student learning outcomes over time; curricular changes resulting from assessment; annual delineation of assessment activities and results

- 1.6 Offer general education experiences that prepare students for success in their major, promote lifelong learning, and provide a foundation for personal and professional success after graduation.

Metrics: Competency levels on general education standardized tests; pass rates on the English Proficiency Exam; proficiencies in general education competencies across disciplines; expanded general education offerings

- 1.7 Develop a plan that provides a comprehensive range of services and programs to promote and celebrate campus diversity.

Metrics: Campus diversity plan, policies, and practices; faculty, staff, and student demographics; outreach activities; multicultural events; faculty, staff, student participation rates; climate survey results

- 1.8 Establish programs designed to prepare faculty, staff and students for integrative and interdisciplinary teaching and learning.

Metrics: Professional development; learning community models; capstone experiences; community service, career services; social and cultural activities

- 1.9 Enhance the Honors Program to include additional honors courses that extend to each degree program.

Metrics: Number of students and retention and graduation rates in Honors Program; number of honors courses

- 1.10 Promote reputable academic scholarship and interdisciplinary research among faculty members.

Metrics: Number of scholarly publications; programmatic, departmental, and course-level self studies resulting in scholarship and publications; increase in regional, national and international presentations; increase in faculty-student research collaborations

Strategic Goal 2: Develop and implement programs and services that promote access, affordability, and completion for a diverse student body with an emphasis on underserved populations.

Bowie State University will honor its rich heritage and culture by recruiting, retaining, and graduating students who reflect the diversity of a globally oriented society, underscoring the belief that a diverse student body is a critical aspect of achieving national prominence as a world-class higher education institution.

Overarching Accountability Measures: Annual increase in the recruitment, enrollment, retention and graduation measures; annual reduction of the gap in performance between Bowie State University and other USM institutions

Initiatives:

- 2.1 Assess and increase, as needed, undergraduate institutional need-based and merit financial aid for targeted under-served students.

Metrics: Institutional need-based and merit aid dollars; scholarship awards for high ability students; percent of need met for first-generation students.

- 2.2 Develop a data-informed financial aid strategy that maximizes the effective use of available institutional financial resources.

Metrics: Cost of attendance; financial aid budget; admits, accepts, enrolled, yield; need and merit levels; application received; average financial aid package; financial aid resources (i.e., federal grants, work study, student loans, donor-funded scholarships, etc.)

- 2.3 Provide structured financial literacy training and counseling to minimize student loan indebtedness.

Metrics: Loan default rates and graduating student loan indebtedness levels; personal finances; financial literacy curriculum; student financial knowledge, attitudes, and behaviors

- 2.4 Design and implement a service delivery model to increase satisfaction levels of students, parents, and other university constituents.

Metrics: Student and customer satisfaction levels

- 2.5 Align and revise academic and administrative policies and procedures to conform to current university practices to promote student success.

Metrics: Update and align the university's policy manual; faculty handbook and university catalogs; review and improve enrollment and academic business practices

- 2.6 Enhance student success by providing effective academic support services.

Metrics: Usage and satisfaction levels with academic support services; support for students with disabilities; expansion of academic support services for under-prepared students; support for military personnel; faculty training

- 2.7 Enhance the recruitment of superior student athletes to maintain the university's tradition of athletic excellence and student retention and graduation.

Metrics: NCAA graduation rate, graduation success rate and academic success rate

- 2.8 Develop a comprehensive and coordinated approach to supporting academic achievement of those students assessed as needing developmental coursework as well as those students entering directly into credit courses.

Metrics: Pass rates in developmental courses and increased success in credit-level courses; student advisement services

Strategic Goal 3: Conduct and sustain academic transformation initiatives to improve student success and promote greater faculty collaboration.

Bowie State University will create student-centered learning experiences through instructional programs using innovative delivery methods from technology enhanced traditional courses through fully online courses and programs, enabling students to function competently and ethically in a highly technical world while broadening both their knowledge base and skill sets across disciplines.

Overarching Accountability Measures: Student success rates in course sections that participate in academic transformation initiatives; number of online courses and programs; number of redesigned courses

Initiatives

- 3.1 Encourage faculty to experiment with new pedagogies and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.

Metrics: Faculty incentive programs/grants; transformed/redesigned courses; professional development opportunities; technology improvements and integration

- 3.2 Promote intellectually rewarding interdisciplinary collaborations among faculty and the various academic units.

Metrics: Number of cross-curricular / interdisciplinary initiatives; number of departments participating interdisciplinary collaborations

- 3.3 Identify and implement selected online academic programs and courses to provide alternative modes of instructional delivery for undergraduate and graduate students

Metrics: Number of online academic programs and courses; enrollment in online courses; number of majors in online programs

- 3.4 Ensure students have comparable instructional experiences between face-to-face and distance education offerings.

Metrics: Comparative results of direct and indirect student learning measures

- 3.5 Expand and enhance both faculty and student educational technology support services.

Metrics: Number of support staff to faculty ratio; number of instructional content development resources

- 3.6 Promote faculty professional development in curriculum design, instructional delivery, assessment, and evaluation as well as the effective application of instructional technology.

Metrics: Number of faculty trained, number of training courses offered; number of instructional technology staff to faculty ratio

Strategic Goal 4: Develop a comprehensive model of regional, national, and global engagement to address societal needs.

Bowie State University will build recognition of its value by proactively engaging the community at large to meet the challenges of the global society and by establishing and nurturing strong partnerships with local, state, national, and international entities to facilitate economic and cultural development.

Overarching Accountability Measures: Number of fully developed and implemented strategies to integrate outreach and engagement to foster opportunity and innovation through the development of partnerships and collaborations

Initiatives

- 4.1 Expand community outreach efforts to middle school and high school students to promote early college planning and to enhance exposure to BSU academic programs.

Metrics: Number of middle and high school students engaged in early college planning activities; number of middle and high school on campus summer experiences

- 4.2 Cultivate partnership programs with business, government, media, and community groups to enhance the university's impact in the community and to provide career-oriented opportunities for students.

Metrics: Number of Bowie State students who participate in internships; increase in number and scope of community service initiatives led by student organizations; increase in research and creative activity that enhances the scholarship and engagement of students.

- 4.3 Strengthen and increase academic programs at off-campus locations to promote access to the university's academic programs and student success.

Metrics: Number of BSU academic programs established at Regional Higher Education Centers (RHECs); number of BSU academic programs offered in other states or nations; number of students enrolled in off-campus locations; increase in study abroad opportunities

- 4.4 Develop and offer alternative academic programming to enhance the skills, knowledge and career aspirations of key university and community constituents.

Metrics: Availability of certification programs to the public and/or governmental agencies

- 4.5 Design opportunities that encourage interaction among faculty, staff, students, and external partners to foster a greater understanding of societal issues and stimulate action for positive change.

Metrics: Level of faculty and student engagement in campus and community-based event planning and participation (i.e. Distinguished Speakers Series and cultural activities); faculty and student engagement in community-based action research and public policy

Strategic Goal 5: Advance the overall effective and efficient use of resources and identify new revenue sources to support the university's core mission.

Bowie State University will expand the breadth and depth of resource acquisition to generate revenue through grants, contracts, fundraising and auxiliary enterprises for continuous

infrastructure, academic program and resource improvement, while redirecting resources as needed to remain, solvent, competitive and relevant.

Overarching Accountability Measures: Compliance with USM guidelines for fund balance contributions; increase in annual external grant submissions; achievement of annual fundraising goals for private and foundations gifts

Initiatives

- 5.1 Promote the personal and workplace growth of all employees through professional development aligned with strategic goals.

Metrics: Financial support for internal and external faculty and staff development; satisfaction rate with professional development programs

- 5.2 Develop a multi-year facilities renovation/refurbishment plan that anticipates the instructional and non-instructional needs of the University

Metrics: Development and implementation of a multi-year spending plan for facilities renewal projects and funding

- 5.3 Pursue alternative revenue streams through the University, the BSU Foundation, Office of Research and Sponsored Programs and other University affiliated entities in support of institutional initiatives.

Metrics: Conference services and facilities use plan; alternative revenue streams; achievement of annual fundraising goals

- 5.4 Support faculty and staff involvement in seeking external funding to support the University's strategic initiatives.

Metrics: Number of faculty and staff submitting grants; number participating in grant writing training; development of an incentive plan for grant writing

- 5.5 Improve on a continuous basis the technology infrastructure and integrate emerging technology to enhance academic, research, and administrative efficiency and productivity.

Metrics: Enterprise system uptime; decrease in the number of network outages; wireless access to the campus; disaster recovery plan

5.6 Develop and implement additional sustainability initiatives to meet the University's climate commitment goals.

Metrics: Organizational infrastructure to support sustainability; sustainable planning procedures in key operational areas; verification that future contractors and construction managers are LEED certified and use LEED Standards for Construction and Renovation Projects

Goal 6: Define and communicate the University's distinctive identity and value proposition.

Bowie State University will define and proactively communicate the distinctive identity and value of the university to internal and external audiences to build understanding of who we are, what we do, and the value we offer. We will clearly articulate the attributes that differentiate BSU, focusing on our holistic academic experience, affordable educational opportunity, nurturing and inclusive environment and our rich legacy and tradition that provide a strong platform for success.

Overarching Accountability Measures: Consistent messaging; inquiry and application rates; perceptions of key audiences; media coverage; satisfaction with communication processes

- 6.1 Develop institutional core messages and engage the campus community as front-line ambassadors to tell the Bowie State story.

Metrics: A compiled list of key messages and proof points; plan for campus-wide message distribution; percent of faculty, staff, and students who recognize and/or convey the university's key messages;

- 6.2 Implement an integrated marketing plan to increase awareness of the university's strengths and value, support student enrollment, and effectively communicate to alumni and other key constituencies.

Metrics: Number of student inquiries; number of student applications from targeted areas; percentage of alumni engagement; perceptions of high school counselors, prospective students, business and community leaders.

- 6.3 Build recognition of the expertise of faculty, staff and students by positioning them to comment on the problems confronted in society.

Metrics: BSU database of faculty, staff, and student experts; news articles featuring university faculty and staff experts; news articles about student achievement and exemplary community service

- 6.4 Enhance traditional, online, and new media strategies to extend the national and global reach of communication efforts.

Metrics: Engagement activity in new media tools, i.e. Facebook, Twitter, YouTube, etc.; web site activity; infrastructure for new tools and tactics

- 6.5 Promote transparency and sustain a system of open communications.

Metrics: Level of employee satisfaction with university's communications process; level of satisfaction among university constituents and customers

Institutional Efficiency and Effectiveness

As the economic, social and political realities continue to demand greater accountability at the nation's public colleges and universities, Bowie State University will be more proactive in ensuring that all institutional units operate efficiently and effectively. The Office of Planning, Assessment and Analysis (OPAA) at Bowie State will provide the guidance and oversight for our continuous improvement processes, inclusive of the development, implementation, monitoring, and evaluation of all programs and services. Primarily, OPAA will establish direction, develop tools, and define processes that facilitate continual institutional transformation and efficiencies for the purpose of achieving the University's mission, vision, and goals.

Strategic Planning Committee

Dr. Weldon Jackson, Chair
Provost and Vice President for Academic Affairs

Ms. Gayle Fink, Co-Chair
Assistant Vice President for Institutional Effectiveness

Dr. George Acquah
Dean, College of Arts and Sciences

Dr. Anika Bissahoyo
Director, Research and Sponsored Programs

Dr. Sherri Braxton-Lieber
Special Assistant to Provost for Course Redesign

Ms. Tylar C. Brock
Student Government Association

Dr. Karl Brockenbrough
Vice President for Administration and Finance

Dr. Jeanette H. Evans
Special Assistant to the Provost

Dr. Yvette C. Galloway
Director of Academic Advising

Ms. Trenita Johnson
Coordinator, Residence Life

Dr. Richard Lucas
Vice President for Institutional Advancement

Mr. Jerry Isaac
Director of Continuing Education

Dr. Sammye Miller
Professor, History and Government

Dr. Frederick Mills
Professor, History and Government

Mr. Lonnie Morris
Director of Admissions

Dr. Anthony Nelson
Dean, College of Business

Dr. Cosmas Nwokeafor
Dean, Graduate Studies

Ms. Yolanda Person
Graduate Student Association

Dr. Patricia Ramsey
Professor, Natural Sciences

Ms. Cassandra Robinson
Director of University Relations and Marketing

Mr. Wayne Rose
Chief Information Officer

Dr. Jerome Schiele
Dean, College of Professional Studies

Dr. Traki Taylor-Webb
Dean, College of Education

Dr. Otis Thomas
Associate Professor, Communications

Dr. Artie Travis
Vice President for Student Affairs

Dr. Freddie Vaughns
Assistant Vice President for Academic Affairs

Dr. Becky Verzinski
Assistant Vice President for Assessment

Mr. Darryl Williford
Director, Physical Plant and Facilities Management

Mr. Mark Young
Graduate Student Association

University Administration

Dr. Mickey L. Burnim
President

Dr. Weldon Jackson
Provost and Vice President for Academic Affairs

Ms. Tammi Thomas
Chief of Staff

Ms. Karen Johnson Shaheed
Executive Vice President and General Counsel

Dr. Karl Brockenbrough
Vice President for Administration and Finance

Dr. Richard Lucas
Vice President for Institutional Advancement

Dr. Artie Travis
Vice President for Student Affairs

Mr. Wayne Rose
Chief Information Officer

Ms. Cassandra Robinson
Director of University Relations and Marketing

Mr. Anton Goff
Director of Athletics