

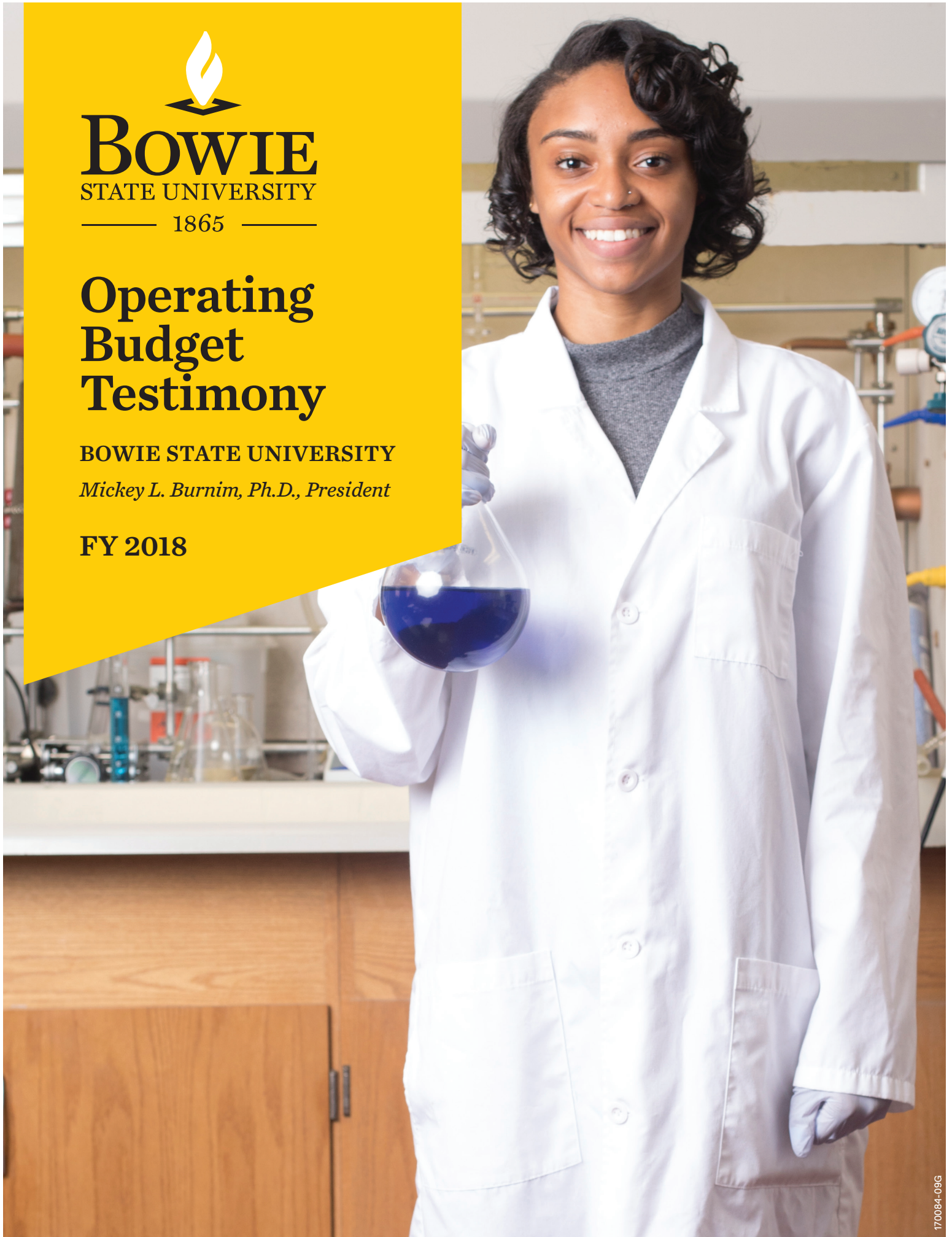


Operating Budget Testimony

BOWIE STATE UNIVERSITY

Mickey L. Burnim, Ph.D., President

FY 2018



Operating Budget Testimony Bowie State University FY 2018

Presented by Mickey L. Burnim, Ph.D., President

**HOUSE APPROPRIATIONS SUBCOMMITTEE ON
EDUCATION & ECONOMIC DEVELOPMENT**

March 1, 2017

**SENATE BUDGET & TAXATION SUBCOMMITTEE ON
EDUCATION, BUSINESS AND ADMINISTRATION**

March 2, 2017

Bowie State University | FY 2018 Operating Budget Testimony

Good afternoon, Madam Chair and members of the subcommittee. It is my pleasure to speak with you today on behalf of Bowie State University, in support of the Governor's FY 2018 proposed operating budget for the University System of Maryland (USM) of which Bowie State is a member institution.

The last time I appeared before you was two years ago. I am now in my 11th and final year as president of Bowie State University, having notified the USM Chancellor that I will retire on June 30. My retirement marks the end of a rewarding 41-year career in higher education, a career that has spanned several states. I feel honored to have spent the last years of my career leading an institution in the state of Maryland. You and your colleagues in the General Assembly, along with several Governors, have been exceptional in your support of higher education. You appreciate the important role higher education plays in driving the state's economy and uplifting Maryland citizens, families and communities. Bowie State has certainly benefitted from your support. I thank you and commend you for remaining true to your commitment to invest in higher education.

What a privilege it has been to lead Bowie State University, Maryland's first HBCU! What began 152 years ago as a little school in Baltimore for newly emancipated slaves has evolved into a thriving, first-rate comprehensive university serving nearly 5,700 students. We relish our "dual" mission to educate diverse Marylanders who might not otherwise have

the opportunity to attain a higher education, while also serving the workforce needs of the state with a broad array of academic programs. Our outstanding programs in science, technology and liberal arts are all designed to prepare leaders for the careers of the future. Bowie State remains committed to academic excellence as we focus on growing our enrollment and producing more graduates. We are proud of our contributions to workforce development in the state, along with our efforts to enhance student engagement on our campus and beyond. With your support and support of the Governor, we have made significant progress in these key areas.

Bowie State University is an important higher education access portal. We seek to serve persons from diverse academic and socioeconomic backgrounds who seek a high-quality, affordable education at a comprehensive university.



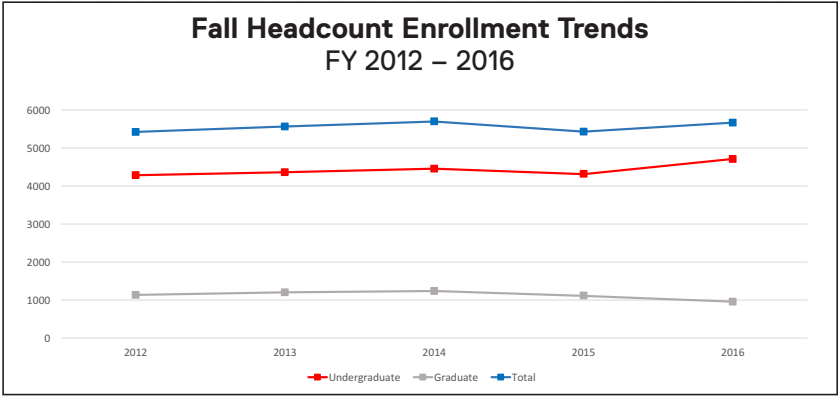
Spring Commencement

Growing Enrollment and Producing More Graduates

This past fall, we welcomed 967 new freshmen to Bowie State University. This is by far the largest freshman class I have seen in my 11 years as President, and I believe it may well be a record for the university. It represents a 64% increase over fall 2015. That is nearly 400 more entering students. Undergraduate enrollment overall grew by 9% this year. We welcome the opportunity to serve more students even with a limited residential housing inventory.

Bowie State continues to contribute significantly towards the state’s goal of increasing the proportion of college-educated Marylanders to 55% by 2025, exceeding the projections of the

Maryland Higher Education Commission (MHEC). Since 2011, we have awarded 22% more undergraduate degrees. Bowie State conferred 833 bachelor’s degrees in FY 2016, compared to 683 in FY 2011.



Summary of Degrees Conferred FY 2011 – 2016

LEVEL	Fiscal Year					
	2011	2012	2013	2014	2015	2016
Undergraduate	683	688	739	741	801	833
Master's	229	284	267	278	304	337
Doctorate	8	9	10	7	8	10
TOTAL	920	981	1,016	1,026	1,113	1,180

Supporting Workforce Development in the State

As we experience modest growth in our enrollment, top majors include business administration, communications, criminal justice, biology, and nursing. The demand for our nursing program is quite strong, underscoring the critical need in our state. We will open the Center for Natural Science, Mathematics and Nursing in the fall. This new state-of-the-art facility will significantly enhance our efforts to enroll and graduate students in nursing and other critical high-demand workforce areas in science, technology, engineering and mathematics (STEM). And while we are pleased to be able to open this wonderful new academic building, we lack the necessary operating funds to fully equip it and to maintain it in the coming years. This funding was not provided as part of our current services budget request for FY 2018, but is vitally important to the successful opening and operation of this long-awaited signature academic building.

Across the state, and indeed, the nation, companies report more STEM jobs available than there are persons with the right skills to fill them. Bowie State is preparing our students for the jobs of the future and looks forward to graduating even more students in the STEM disciplines to help meet the state's critical workforce needs. One effort that is worth noting for its tremendous promise in increasing the pipeline of STEM workers is our Education Innovative Initiative (EI²). Developed several years ago in partnership with Lockheed Martin as a signature initiative for Bowie State University, EI² is a preK-20 science, technology, engineering, arts and mathematics (STEAM) enrichment program that promotes early career pathway exposure for underrepresented students in Prince George's County. Through a multidisciplinary approach to discovery-based learning, EI² provides students with access to real-world work experiences that produces next generation solutions.

An exciting component of EI² involves exposing our undergraduate students to research. The Summer



The Center for Natural Science, Mathematics and Nursing, opening fall 2017

Undergraduate Research Institute (SURI) is an eight-week program that enables students to conduct original research or creative work under the guidance of a Bowie State faculty mentor. SURI prepares students to develop research that they can publish in scholarly journals or present at conferences. Fifty students and nearly 30 faculty members have participated in this summer institute since it began in 2015.

The innovative EI² has been further enhanced by a recent partnership with the University of Maryland, Baltimore County (UMBC) whereby Bowie State will provide technical certifications in cybersecurity and practical hands-on experience to address the cyber workforce training needs of residents of the state of Maryland, military personnel, intelligence community, federal civilian agencies and the commercial sector. Our goal is to offer Maryland veterans and other U.S. citizens training for careers in the cybersecurity industry. We also aim to assist the state in meeting the demand for trained cyber-professionals, while offering real-world teaching and learning opportunities for our faculty, staff and students.

With support from a National Science Foundation grant, Bowie State launched an Applied Biotechnology Initiative to increase student training in advanced interdisciplinary concepts and laboratory skills in biotechnology as they pursue their biology degree.

Through an ongoing partnership with the Cold Spring Harbor Laboratory in New York and Godfrey Okoye University in Enugu, Nigeria, Bowie State students regularly use the “DNA Subway” to analyze data for gene annotation and DNA barcoding. They have also been able to work on research projects involving DNA barcoding of tropical species with students in Nigeria. The skills they learn in their laboratory courses will make them more competitive as they prepare for internships and jobs of the future in biotechnology.

Our criminal justice program is still one of our fastest-growing academic disciplines. Students explore contemporary issues such as global and domestic security, white-collar crime and juvenile delinquency, preparing for careers as investigators, forensic science technicians and criminologists. The program features a fully functioning forensics lab. Graduates with hands-on investigative experience are in high demand in law enforcement agencies, homeland security and drug enforcement agencies. To meet the workforce demand in Anne Arundel, Baltimore and Montgomery counties, we have forged partnerships with the community colleges in these counties to allow their graduates with associate degrees in criminal justice to continue their education at Bowie State by transferring up to 65 credits towards the Bachelor of Science degree in criminal justice. I am pleased that we are also able to offer this high-demand program along with nursing at the Southern Maryland

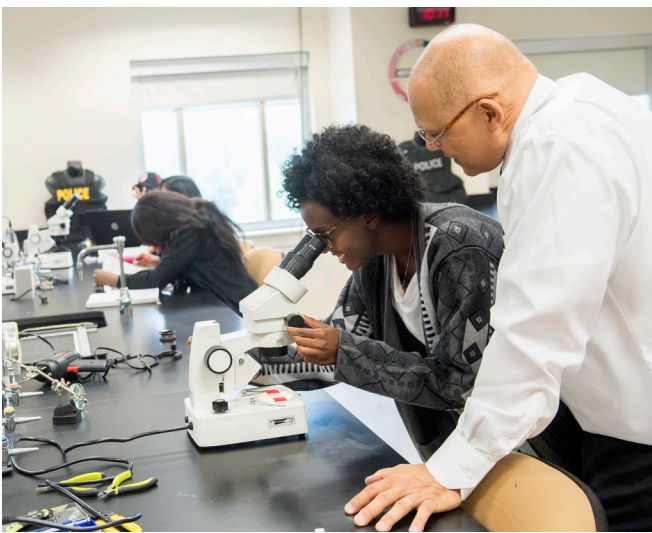


Students doing DNA barcoding at Cold Spring Harbor Laboratory, one of the most prestigious biological research and education institutes in the country

Higher Education Center (SMHEC), helping to meet workforce demands in southern Maryland.

In January 2015, the *Baltimore Business Journal* ranked the Bowie Business Innovation Center (BIC) — located on Bowie State’s campus — the 11th largest business incubator program in Maryland. Incubator clients have created more than 60 jobs and generated nearly \$3 million in business revenue. We are proud of the partnership with the city of Bowie and Prince George’s County that has helped us to enhance the learning environment for our students and strengthen entrepreneurship in the greater Bowie community, Prince George’s County, and the state of Maryland. The Bowie BIC is the first of its kind on an HBCU campus in the state of Maryland.

We recognize that most businesses in the United States are small businesses. Indeed small businesses fuel Maryland’s economy. Building on the success of the business incubator on our campus in providing our business majors direct access to local businesses, we launched an Entrepreneurship Academy to provide a pathway for practical learning opportunities to help college and high school students develop their own businesses. This past fall, we further enhanced the curriculum in our business program with a new entrepreneurship and small business management



Bowie State’s criminal justice program forensics lab

degree concentration designed to help our students take their business ideas from concept to launch. A major component of the program is real-world business development. Students will learn how to develop a startup company, run a small business, navigate the venture financing process, and bring an entrepreneur's perspective to large organizations where they might work. This is an exciting new focus for our popular business program.

Celebrating Academic Excellence

Bowie State University remains committed to excellence. Our faculty continue a long history of outstanding teaching, research and scholarship in support of our mission.

Two of our high-demand graduate programs were recently accredited by the Council for Accreditation of Counseling & Related Educational Programs (CACREP), the organization that sets the national standard for professional counselor education. Our Master of Arts in mental health counseling and Master of Education in school counseling met CACREP's rigorous standards for faculty qualifications, academic support and student selection, and hands-on learning experiences, among other criteria. Bowie State is one of only three institutions in Maryland with this distinction and the only one in the USM. Graduates from CACREP-accredited programs are highly recruited by employers. Indeed, many federal agencies will only hire counselors who graduated from accredited programs. We are proud to have earned this distinction and look forward to producing more licensed and certified mental health or school counselors to serve the state.

Faculty in the STEM disciplines continue to excel in their research. Genetics professor Dr. Tyesha Burks was named a 2017 Emerging Scholar by *Diverse Issues in Higher Education* for her research focusing on improving the quality of life of individuals as they age by enhancing the health of their skeletal muscles. Her current study aims to prevent sarcopenia, a condition that robs the body of skeletal mass as we get older.



Dr. Hoda El-Sayed with Bowie State's new supercomputer

With a grant from the Department of Defense U.S. Army Research Office, the university acquired a new high-performance supercomputer that we named Sphinx. Faculty and student researchers in cybersecurity, computer forensics, life sciences and other disciplines are using the XC40 supercomputer to process and compute large amounts of data. The XC40 is capable of processing trillions of calculations per second.

In 2016, Professor of Biology Dr. George Ude earned USM's prestigious Wilson H. Elkins Professorship, in recognition of his excellence in scholarship and longstanding commitment to nurturing STEM students in their pursuit of research. Dr. Ude also secured a grant from the National Science Foundation and established a state-of-the-art genomics lab to support his molecular biology course with enhanced hands-on learning experiences.

Over the course of the past several years, Bowie State University has participated in USM's Course Redesign/Academic Transformation/Innovation Initiative, which is designed to enhance the success of students enrolled in gateway courses. The overarching goal is to increase progression and graduation rates of students. During this period,

Bowie State University has redesigned or transformed nearly 20 courses:

- Psychology 101
- Introduction to Mass Communications
- Media Ethics
- Applied Research Seminar
- Elements of Geography
- Afro-American History to 1865
- Introduction to Psychopathology
- Introduction to Theatre
- General Chemistry
- Theatre History
- Data Structures and Algorithms
- Computer Organization
- Business/Economics Statistics
- Human Growth and Development
- Principles of Marketing
- Introduction to Sport Management
- Computer Literacy and Applications
- Test Criterion for Certification

Since the redesigned Psychology 101 course was implemented, there has been a noticeable reduction in the number of course withdrawals and the number of failing grades.

In fall 2016, the university expanded its academic transformation efforts to students enrolled in the STEM disciplines. Introductory courses in mathematics and natural sciences were modified to include real-world learning experiences. Preliminary evidence indicates that this curriculum innovation enhanced student success.

Going “Green”

Another point of pride for me is Bowie State’s longstanding commitment to sustainability. Our campus community shares a deep concern about global warming and the potential for large-scale adverse health, social, economic and ecological effects. We have become a leader among the nation’s college campuses and have successfully engaged students, faculty and staff in this movement. Bowie State was proud to serve as a host for the annual



Undergraduates use the solar charging table outside the university’s LEED Gold Student Center.

conference of the Association for the Advancement of Sustainability in Higher Education (AASHE) in Baltimore last year. AASHE is a network of over 1,000 colleges and universities, private organizations, government partners and businesses across the United States and Canada dedicated to inspire higher education to lead the global sustainability transformation.

Engaging Our Students and Promoting Diversity

Student engagement is important for student success. We continue to explore new ways to engage our students in meaningful academic, social and cultural experiences. We believe these efforts help us retain students. Moreover, actively engaged students tend to be more satisfied with their educational experience upon graduation.

Bowie State is a founding member of the HBCU-China Network, a collective of 43 HBCUs that formed a partnership with the Chinese Ministry of Education to provide opportunities for students to study abroad. The HBCU-China Network promotes the cultural and educational exchange of students from HBCUs and Chinese universities. Interest in this initiative has exceeded our expectations! With scholarships from the Chinese government,



Fifteen BSU students will study at Heilongjiang University in China from March through mid-June for the spring 2017 semester.

28 Bowie State students have already spent a semester in China. This semester, 15 students are studying at Heilongjiang University. Students pursue coursework relating to their majors along with a language class in Mandarin Chinese. For some of our students, this experience represents their first time traveling outside of the country; a few of our students are returning to China for a second or third time.

Our Scholars Studio learning community program provides opportunities primarily for first-time students to collaborate on projects spanning two or more courses and learn to think critically about how to draw from multiple disciplines in their academic studies. Participants gain hands-on research experience and benefit from learning trips, additional tutoring services and specialized support from faculty. Scholars Studio students outperform their peers enrolled in the same courses, earning higher GPAs overall compared to other first-time Bowie State freshmen. We are proud of this innovative program. It is a very promising tool to support retention at Bowie State. We look forward to more encouraging results as we work to improve retention. Our most recent second-year retention rate for first-time full-time freshmen is 76%, up from 71% in 2015.

Bowie State embraces the diversity of our student body, and we have focused on making our

campus even more inviting and supportive of our international students. We enroll students from more than 20 countries. With assistance from the Saudi Arabian Ministry of Education, more than 100 Saudi students have pursued graduate degrees at Bowie State. Diversity is one of our core values. We look forward to attracting an even more diverse population as we grow our enrollment and expand our programs.

Our faculty and staff work hard to deliver on the promise of opportunity for all students. And we believe our efforts are paying off as evidenced by the growing numbers of students graduating with bachelor's degrees and the high level of satisfaction expressed by our graduates. Eighty-one percent of the May 2016 graduates who responded to our survey were satisfied with their overall experience at the university. Our 2014 Graduating Student Survey results show that 100% of students who responded felt that they were prepared for graduate or professional school, and 87% felt their education prepared them for employment.

Looking Ahead

Bowie State University is well positioned for future growth, and we will continue our strategic focus on enrollment. We have the capacity to serve even more Marylanders and expect enrollment in the STEM disciplines to grow significantly with the opening of the new Center for Natural Science, Mathematics and Nursing in the fall.

I have always believed that academic programs are tied inextricably to first-rate facilities. While I take great pride in what we have done at Bowie State during the past 11 years and take great pride in the beauty of our campus, it is clear that much more could be achieved in the coming years if we continue to improve the infrastructure. We could expand and diversify our enrollment by increasing the numbers of out-of-state and international students if we were able to add more residence halls. We will greatly enhance the educational experience of nearly every Bowie State student when we replace the outdated Martin Luther King Jr. Communication Arts Center with the new Humanities Building, currently scheduled in the Governor's five-year Capital Improvement Program (CIP). Bowie State looks forward to your continued support.

Conclusion

Higher education is the gateway to economic and social stability and to a higher quality of life. Maryland's economic recovery and growth largely depend upon our ability to produce a highly skilled, well-educated populace. Bowie State is committed to doing its part to move the state forward by recruiting, retaining and graduating students who are prepared for the challenges of the new global workplace. We remain committed to our mission as we seek to become the best comprehensive university in the country.

None of what we have been able to accomplish would have been possible without your support. Even in tough fiscal times, you have long recognized the critical role that higher education plays in supporting workforce development and driving the state's economy. I urge you to support the Governor's proposed budget for USM for FY 2018 and reject DLS' recommendations for cuts.

Again, I want to thank the members of this subcommittee and the entire General Assembly for its support over the past decade. It has been a true honor to serve Bowie State University and the citizens of Maryland.

Bowie State University | FY 2018

Responses to DLS Recommendations and Requests for Comment

Page 6: The President should comment on whether BSU has the capacity—faculty support and other resources—to accommodate the significant increase in enrollment and if the academic preparedness of students admitted in fall 2016 is equivalent to that of earlier classes.

Bowie State University does have capacity in terms of faculty support and other resources to accommodate enrollment growth. The increase in first-time freshman enrollment in 2016 was larger than we expected and did present some challenges with respect to some course offerings. We employed additional adjunct faculty to supplement our regular faculty. We are recruiting both adjunct and long-term faculty to ensure that adequate personnel are available for fall 2017.

Based on our analysis of the relevant admissions data, the academic preparedness of students admitted in fall 2016 was not significantly different to that of earlier classes. The SAT scores in 2016 were 422 for math and 441 for verbal, compared to 431 for math and 442 for verbal in 2015. Similarly, high school GPAs for the fall 2016 cohort was 2.74, compared to 2.76 for the fall 2015 cohort.

Page 15: The President should comment on the need to maintain a high vacancy rate in State-supported positions.

We never intend to have a high vacancy rate. The vacancy rate is more a consequence of inopportune timing, and a small pool of outstanding candidates. Academic Affairs accounts for a large share of the vacancy rate, with several vacant faculty and senior administrator positions. In the case of the senior administrator positions, the process has been delayed so that the new President of BSU could engage the selection of these senior leaders. With respect to many faculty positions, searches are currently in process. In several instances, we had searches that did not yield viable appointments, leaving the positions vacant while new searches reopened. In other situations involving faculty vacancies, the searches have been delayed because the vacancies occurred late in the academic year. Faculty are not available during the summer to participate in faculty search committees; therefore, the positions remain vacant. This problem is magnified when a vacancy occurs in the middle of the academic year. This timing makes it nearly impossible and often impractical to try to fill the vacancy right away.

Some staff positions are vacant because of mid-year departures and because recent searches have not produced the quality candidates needed in those particular units. The university is committed to enhancing its search and selection process to put in place an outstanding and diverse workforce.

Page 24: The President should comment on the financial literacy efforts to educate and guide students in making financial decisions to pay for college and why more students are graduating with a greater amount of debt.

Bowie State University is committed to educating students about paying for college. We have hired a Financial Literacy Coordinator within the Office of Financial Aid. The creation of this position has allowed the university's financial literacy efforts to grow significantly. Such efforts focus on reducing student loan indebtedness, empowering personal financial responsibility by providing access to financial educational material and resources that include workshops for students and families. Our efforts also include financial literacy training via Cash Course, an online personal finance tool designed to build real-life-ready financial skills. To date 883 students have enrolled in this course, completing 1,919 sessions. BSU ranks third in Cash Course's top ten schools for student participation. We continue to focus on reducing student loan debt by promoting smart borrowing education and practices and financial responsibility during students' first year.

There are several reasons why students are graduating with greater amount of debt. Federal funding has not increased at the same rate as some educational costs. In an effort to close the gap and with the ease of borrowing, more students chose loans. It should also be noted that students whose parents do not qualify for Federal PLUS loans or are otherwise unwilling or unable to contribute towards their education often use loans to fill the gap.

(Page 22 of USM's analysis) - DLS recommends eliminating the \$4.1 million and \$4.7 million FY 2017 deficiencies, totaling \$8.7 million.

Bowie State University urges the committee to reject this recommendation. USM has already absorbed in FY 2017 a cut of \$14.2 million. Bowie State's share of that cut was \$471,312. An additional reduction in the budget for the current fiscal year would result in an additional cut for Bowie State of approximately \$260,000. A cut of this magnitude in the latter part of the fiscal year and school year would be extremely damaging.

(Page 28 of USM's analysis)—Since new State-supported revenues are more than sufficient to cover Current Services Costs, and USM is planning on transferring \$23.4 million of the revenues to the fund balance, USM does not require the total amount of State funds provided in the allowance to cover its costs. Therefore, DLS recommends reducing USM's general fund appropriation by \$16.6 million, which may result in USM reducing the amount transferred to the fund balance. Furthermore, DLS recommends restricting the use of the remaining \$10 million of State funds (general funds and HEIF) to fund the mandates as required in Chapter 25 of 2016 (SB 1052).

Bowie State University urges the committee to reject this recommendation. If adopted, we project that this recommended cut will result in a \$500,000 reduction in the FY 18 budget, on top of cuts we have already made during this year. The university cannot absorb a reduction of this magnitude without affecting operations.



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