



**Testimony to the House
Appropriations Committee**

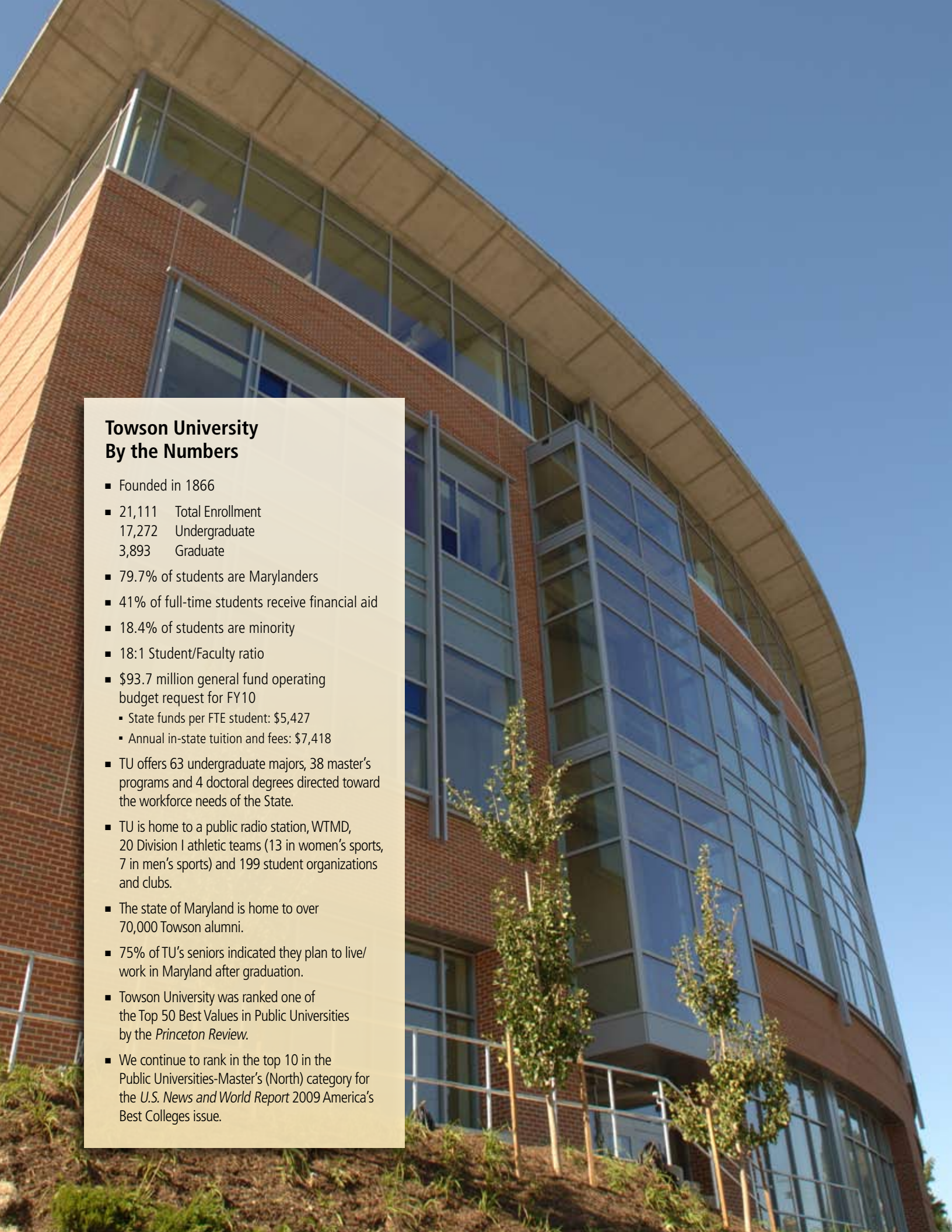
**Subcommittee on Education and Economic Development
of the Maryland General Assembly**

Presented by Dr. Robert L. Caret

President, Towson University

February, 18 2009





Towson University By the Numbers

- Founded in 1866
- 21,111 Total Enrollment
 - 17,272 Undergraduate
 - 3,893 Graduate
- 79.7% of students are Marylanders
- 41% of full-time students receive financial aid
- 18.4% of students are minority
- 18:1 Student/Faculty ratio
- \$93.7 million general fund operating budget request for FY10
 - State funds per FTE student: \$5,427
 - Annual in-state tuition and fees: \$7,418
- TU offers 63 undergraduate majors, 38 master's programs and 4 doctoral degrees directed toward the workforce needs of the State.
- TU is home to a public radio station, WTMD, 20 Division I athletic teams (13 in women's sports, 7 in men's sports) and 199 student organizations and clubs.
- The state of Maryland is home to over 70,000 Towson alumni.
- 75% of TU's seniors indicated they plan to live/work in Maryland after graduation.
- Towson University was ranked one of the Top 50 Best Values in Public Universities by the *Princeton Review*.
- We continue to rank in the top 10 in the Public Universities-Master's (North) category for the *U.S. News and World Report 2009 America's Best Colleges* issue.

Mr. Chairman and members of the committee, I am pleased to come before you to report on Towson University, Maryland's Metropolitan University. I am now into my sixth year as Towson University's President, and I can confidently say that the Towson of yesterday has long passed. I am here today to talk with you about the Towson of today and tomorrow, and the buzz that is surrounding our university. Over the past year we have made marked progress toward accomplishing the goals and objectives set out in our strategic plan, *Towson University 2010: Mapping the Future*. We are proud to be one of *Princeton Review's* Top 50 Best Values in Public Universities and are committed to making an affordable, accessible and quality education a top priority for Maryland's citizens.

First, I would like to thank the Governor and General Assembly for their strong commitment to higher education and recognition that the University System of Maryland (USM) has a leading role in helping to move the State's economy forward. It is clear you understand the State's future success relies on a well-educated workforce, and Towson University is delivering that workforce and giving the State a significant return on their investment. For the State's investment of \$5,427 per FTE student at Towson University, Maryland is receiving more than 4,000 graduates per year. These graduates become our State's nurses, teachers, artists, scientists and business professionals. They permeate the workforce of Maryland.

Towson University 2010: Mapping the Future

In 2003, I painted a picture of what Towson University could become by unveiling the Towson University 2010 strategic plan. When the University first laid out the 23 goals and 86 action items in the plan, the year 2010 seemed far off in the distance. It is now 2009 and we are just one year away from making our vision a reality. Take enrollment growth, for example. In 2003, we were designated as the growth institution for the USM and we committed to increase enrollments to 20,000 plus students by 2008. This fall, our enrollment swelled to 21,111 total students, a reflection that we made good on our promise.

As Maryland's Metropolitan University we help the diverse citizens of our state map bright futures, and give them the tools to be confident and successful citizens.

"[At Towson University] TAs teach exactly 0% of the classes . . . In fact, many students claim the best part of their academic experience is that the professors actually teach the classes; TAs are not teachers like at some other similarly sized schools, and the student faculty ratio is a reasonable 18:1."

Excerpt from *Princeton Review's*
Top 50 Best Values in Public Universities

Towson University's New Peers

- Ball State University
- California State University-Sacramento
- East Carolina University
- Eastern Michigan University
- James Madison University
- Portland State University
- University of Massachusetts, Boston
- University of North Carolina, Charlotte
- University of Northern Iowa
- Western Kentucky University

By focusing our mission on teaching, applied research and public service, the University has become an active player in economic development, social progress, and community and business outreach. I am currently serving as the Secretary-Treasurer and Immediate Past President of the Coalition of Urban and Metropolitan Universities (CUMU), of which Towson University was a founding member. As a key player in this organization, the University will continue to give students practical, real-life experiences as part of their education, lend expertise to help solve community problems, and build partnerships to achieve goals.

The framework of the Towson University 2010 vision addresses the major tenets of metropolitan universities. Five major themes guide our decisions regarding academic programs, staff and financial resources, capital projects, and other major campus initiatives:

- Enrollment Management, Growth, and Mix
- Partnerships Philosophy
- Student Experience and Success
- Resources for Success
- Telling and Selling the Story

Coping with the Financial Crisis

We know the coming year will be a challenging one; the financial crisis is being felt at Towson just as it is throughout the State. Towson University continues to work to accommodate a larger-than-ever student population with scarce resources. In FY 2009 Towson University sustained a \$4 million reduction in general funds. We have handled this reduction by instituting a partial hiring freeze and implementing an employee furlough program, and we have also reduced funds for facilities renewal and replacement

projects. As a result, our capability to deliver quality service is under stress: adjunct lecturers are being hired instead of tenure/tenure-track professors as a temporary means of filling positions; our facilities maintenance backlog is increasing which will have negative impacts on our learning spaces, and our student support services are compromised. The challenges are strong but, by applying sound management and financial practices, Towson University will work creatively with our limited resources.

One of the most significant changes over the past year was the establishment of a new peer group for Towson University. Six years ago institutions such as James Madison University and the University of Massachusetts, Boston may have been considered aspirational for Towson. Today, we have joined them and much of our data rivals if not exceeds these highly-regarded peers. Grants and contracts, doctorates awarded, per student funding, and many other factors are affected by the peer group. We intend to become a leader in our new peer group, just as we were a leader in the group we left behind. As a result, the University will evaluate where we are strong and where we need additional tools and work. We are also in the process of obtaining our ten year Middle States reaccreditation, the University's overarching accreditation. The process will help us answer these questions. It is vital that we be as successful with this initiative as we have been in our other endeavors.

Enrollment Management, Growth and Mix

In FY 2008 the State funded enrollment growth at Towson for 500 additional FTE students. However, due to increasing demand, more acceptances, and our commitment to serve more students, the University grew by more than 1,100 FTE students in fall 2008. We have now officially broken the 20,000 mark with 21,111 total students, while maintaining our academic standards. The university received nearly 16,000 freshman applications this fall, and we enrolled almost 3,000.

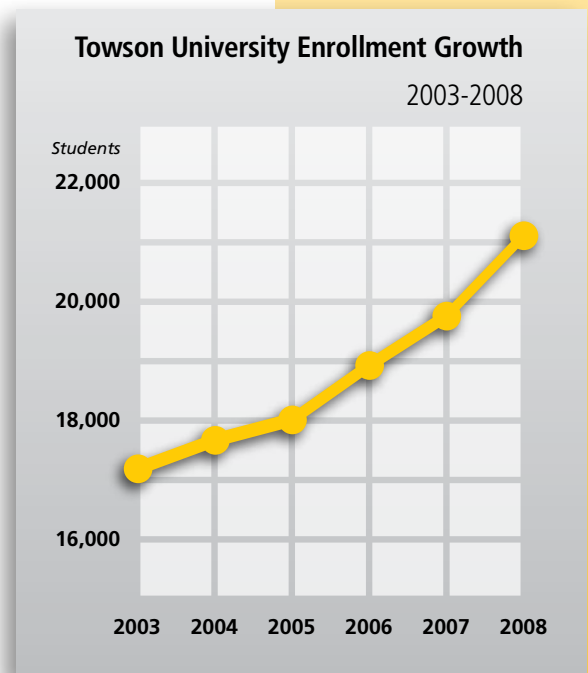
Growing in a Responsible and Creative Way

In this economic climate, Towson University is constantly looking for opportunities to maximize existing resources and innovatively absorb growth. Our pilot trimester program, implemented for the first time over summer 2008, is a prime example. This Efficiency and Effectiveness initiative has enabled us to absorb student growth and reduce time-to-degree by drawing on two already available resources during the summer months—unused time and unused facilities. Our primary target for the pilot was to increase enrollment four to eight percent over the prior three years' average summer enrollment of 1036 FTEs. We exceeded expectations by enrolling 1142 FTEs in summer 2008, or 106 FTEs above the prior three years' average, representing an overall increase of 10.2 percent.

The pilot trimester focused on increasing instructional capacity in areas of high workforce needs, including health professions, Science, Technology, Engineering and Math (STEM) disciplines,

and information technology. For example, overall undergraduate enrollment in summer courses in the College of Health Professions increased 31 percent in terms of headcount enrollment and 43 percent in credit hours over the three year average. Within that college, nursing headcount enrollment increased 19.4 percent over the three year average and occupational therapy headcount increased 8.4 percent over the three year average. Additionally, graduate enrollment in the STEM disciplines increased 9 percent over summer 2007 and graduate enrollment in information technology increased 14 percent over summer 2007. Next summer our goal is to increase the total trimester enrollment by a minimum of an additional 10 percent.

We have also expanded our physical locations and online offerings. Given the anticipated demand for undergraduate and graduate programs in the Harford County region, Towson University is planning a new building on the Harford Community College campus to provide Harford and Cecil County residents access to quality educational opportunities. With this new building the Interstate 95 commute will no longer be a barrier to students who want to earn a Towson degree. We anticipate that with the planned undergraduate programs and courses and the graduate programs currently offered in Harford County, we would serve approximately 260 FTEs by fall 2014, up from approximately 60 FTEs enrolled this past fall.



Six-Year Graduation Rate

Minorities at Towson	68%
Overall TU Population	66%
Average of Peers	45%

Facilitating a Diverse and Inclusive Community of Learners

It is important to remember that our goal is not merely to increase numbers. A major priority of our enrollment plan is to diversify student mix through targeted outreach programs. Our Top Ten Percent Program attracts Baltimore City and Baltimore County high school seniors who rank in the top ten percent of their public schools. The program is now in its fourth year and has more than 400 students enrolled—most of whom are minorities from urban high schools. A recent \$1 million donation to the program from a member of the University’s Board of Visitors will establish an endowment to provide scholarship support. This brings Towson to the brink of meeting a five-year challenge issued in 2006 by the Baltimore-based France-Merrick Foundation to assist the university in raising \$1.5 million in scholarship aid for Top Ten Percent students with need.

Another example of Towson University’s dedication to opening doors for our community is the Freshman Transition Program, created in collaboration with the Community College of Baltimore County (CCBC). The program ensures student success by offering students who applied to Towson but fell just short of acceptance the opportunity to take CCBC courses, taught by CCBC faculty, on Towson’s campus. Participating students receive the same support services as Towson students, and are invited— but not required—to live in Towson’s residence halls. After taking 12 credits, students with a cumulative GPA of 3.0 or above are eligible to transfer to TU as a first-time freshman.

I am also proud to report that Towson University has no minority achievement

gap; our minority student graduation rates exceed those of the rest of the student population. More than 68 percent of minorities graduate from Towson University in six years or less compared to our 66 percent overall graduate rate. Our minority graduation rates are nearly 20 percent higher than our peer institutions. Towson University’s minority retention rates are equally as impressive. The two-year retention rate among minority students is 85 percent, which is better than the 82 percent two-year retention rate for all Towson students. We are proud of the strides we have made toward diversity, and even more proud of our outstanding students.

Making Financial Aid a Top Priority Now More than Ever

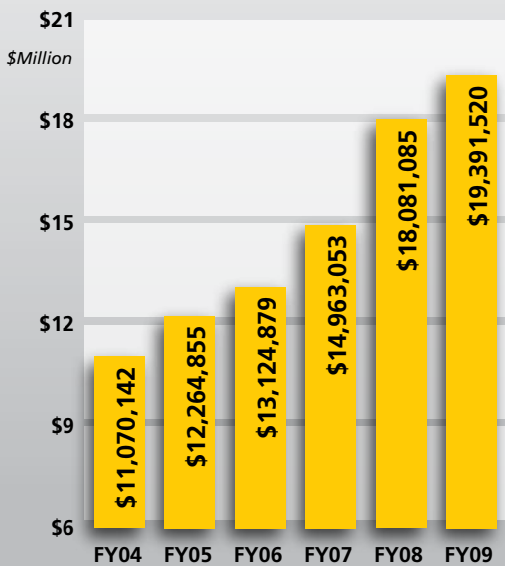
Keeping Towson University financially accessible for those who otherwise could not attend is a major priority. We know that our students and their families are finding it increasingly difficult to meet their academic expenses. Investing in higher education often goes beyond the use of a family’s current income and may involve home equity, annuities, savings, and private borrowing. In the current economy, these resources are diminished or nonexistent for many families.

To maintain affordability and reduce the need for student debt, Towson University

In the Kiplinger Top 100 Best Values in Public Universities, Towson ranks as the 4th lowest average debt at graduation.

Institutional Financial Aid

Except Athletics



increased institutional need-based aid by more than \$7.7 million from FY 2003 to FY 2008, an increase of 390 percent. Since financial aid is more important now than ever, we plan to increase the amount of need-based institutional financial aid available by 14 percent (\$1.4 million) in the upcoming 2009-2010 academic year. That brings the total institutional need-based aid to \$11.3 million.

Partnerships Philosophy

As Maryland's Metropolitan University, partnerships play an important role in creating direct ties to entities at the local, regional, national and global levels. Using the partnerships philosophy, we will continue to serve as a workforce engine for the State and expand our outreach efforts to promote economic development and address social issues. A university of our size and location has civic responsibilities that reach beyond the limits of our campus—as evidenced by our recent 2008 Carnegie Foundation Community Engagement Classification for Curricular Engagement and Outreach and Partnerships. Our dedication to public stewardship is exemplified by several of our ongoing initiatives.

Promoting STEM Initiatives

This year I am privileged to have been appointed co-chair of the USM's STEM Presidential Task Force. Our goal is to make the State a standout in STEM initiatives, and Towson University will be a leader in that effort. Our Hackerman Academy of Mathematics and Science has been the University's major impetus in attracting more students into STEM majors and preparing teachers who can teach STEM disciplines. In January 2009 Towson University partnered with the Maryland State Department of Education along with Johns Hopkins University and Morgan State University to facilitate the Annual STEM Summit, organized by State Superintendent of Schools Dr. Nancy Grasmick. This year's summit was held for the first time

In January 2009 Towson University was named to the 2008 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service.





at Towson University with an aim to bring together political leaders, business leaders, and representatives from each of the 24 Maryland public school districts to increase partnerships in K-12 STEM-related activities and programs across the State. In November 2008 Towson University also hosted a Science and Technology Day for several hundred

high school and community college students interested in attending a four-year university for STEM education.

Addressing Nursing Shortages

Towson University is committed to graduate 140 students from Baccalaureate nursing programs next year. We have increased our nursing graduates over the past five years by 60 percent. Additionally, in response to the fact that only about 25 percent of nurses with an associate degree continue on with their education, Towson University's Department of Nursing and CCBC's School of Health Professions has launched an associate to master's (ATM) degree. Funded in part by a Department of Labor grant, the ATM program will correct a leading cause cited for the national shortage of nurses—a lack of master's prepared nurses credentialed to teach. The year-round program is designed to fast-

track into careers as nurse educators those who graduated college in other disciplines. Pending approval, the first classes for this program, which can be completed in less than three years, will begin in February 2009.

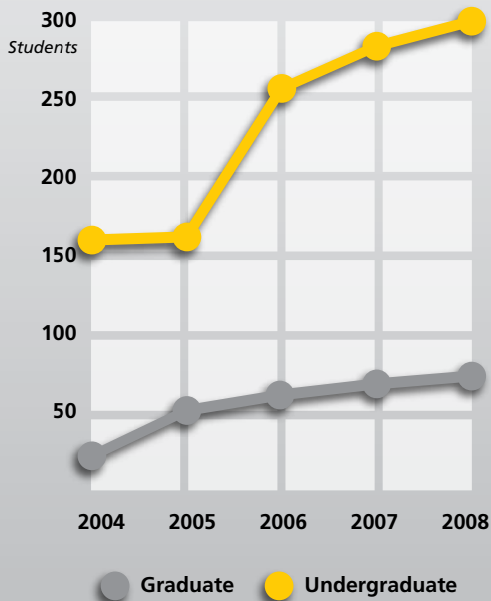
Producing Maryland's Teachers

I am pleased to announce that Towson University was named a 2008 recipient of the Christa McAuliffe Award for Excellence in Teacher Education by the American Association of State Colleges and Universities. We were recognized for our Professional Development School Network, which facilitates learning of P-12 students through outreach to 115 school sites in metropolitan Baltimore. Towson University is also continuing its heritage of preparing teachers by implementing a new undergraduate program in early childhood education at Shady Grove. Moreover, the new Elementary Education /Special Education Program (EESE) at the HEAT Center began in fall 2008 and represents our first full partnership program in Harford County.

Our Cherry Hill Learning Zone initiative is also moving forward. We have worked with parents, civic leaders, small businesses, clergy and many others to help make Cherry Hill a community where children want to go to school and strive to excel and succeed. This year our Human Resources department developed and hosted a three-day job skills workshop at Cherry Hill's Southside Academy. With the guidance of TU faculty and staff, more than thirty juniors and seniors explored career opportunities, developed interview skills and created professional resumes.

Nursing Program Enrollment Growth

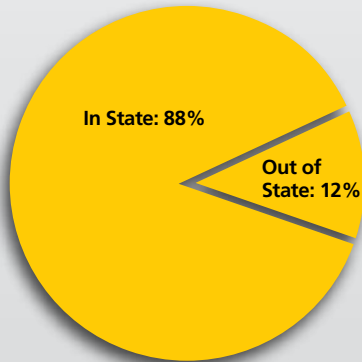
2004-2008



2007 UB/Towson MBA Statistics

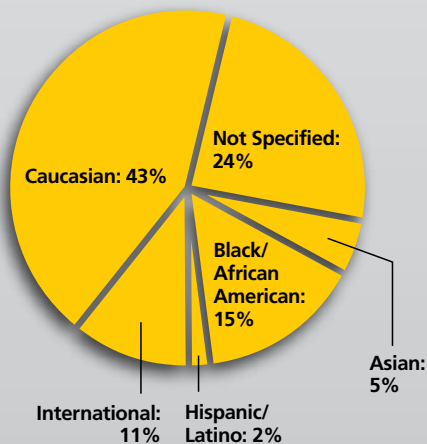
Residency

The program serves the need of Maryland residents.



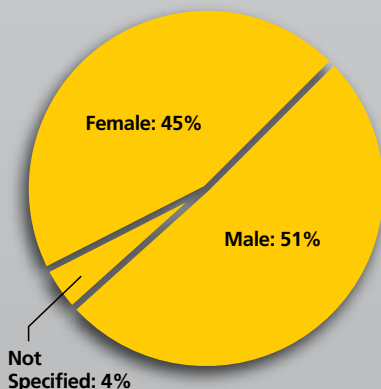
Ethnicity

The program serves a diverse student population.



Gender

The percentage of female students in the MBA program is above the national average (between 25% and 35%).



Responding to BRAC Needs

The Base Realignment and Closure (BRAC) Act has catalyzed the need for degrees in computer science, information technology (IT) management, telecommunications, and computer education. Towson University is responding to this need by expanding our presence at Harford County's HEAT Center. In December 2008 we received a grant under the BRAC Higher Education Investment Fund to offer the Master of Science in Applied Information Technology. Pending regulatory approvals, the first class will begin in fall 2009. The program will provide graduate-level education in IT for students preparing to enter the high-tech work force and for those already in the work force seeking to update and enhance their skills.

Creating Value for MBA Students

Towson University and University of Baltimore's joint MBA program remains one of USM's best success stories. Our program is a model of efficiency especially in light of current budget issues, serving the needs of new graduates, career changers and seasoned professionals while addressing State Efficiency and Effectiveness mandates. In fact, the UB/Towson online MBA was named a "Top 30 Best Buy" among accredited institutions, according to a survey conducted by GetEducated.com. In fall 2008, 633 students were enrolled in the program, a 16.6 percent increase over fall 2007.

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Resources for Success

Thank you for letting me share with you the many exciting ways Towson University is supporting Maryland's workforce needs by educating and graduating well-rounded students. Resources are essential to our success and institutional and student growth is only possible with parallel growth in resources. Enrollment increases impact fiscal, personnel and student support decisions. As we move forward with the 2010 vision, Towson University will continue to focus on developing recruitment and retention efforts for faculty and staff, implementing the campus Master Plan, and enhancing the campus infrastructure in support of our students.

Preserving a Quality Student-to-Faculty Ratio

As enrollments increase at Towson University, so does our need for full-time tenure/tenure-track faculty. With the growth of 3,100 students since 2005, we have hired 225 full-time and 122 part-time faculty members, enabling us to maintain an 18:1 student to faculty ratio, a key component to our students' success. Our full-time faculty are currently stretched thin with their expanded teaching, advising, mentoring and research responsibilities. While 65 percent of Towson University courses are taught by full-time faculty, part-time and adjunct faculty are also an integral part of the instructional community. Increased enrollments and tight budgets will increase the reliance on adjunct faculty in the future.

Expanding to Address Campus Needs

Accommodating enrollment growth has been a challenge in terms of physical space, but we continue to do our best to expand the campus infrastructure to provide a quality environment for our students. When the University's Master Plan is completed, we will have added more than 3 million square feet of much-needed academic, residential, dining, athletic and mixed-use space. Our most recently completed project is phase one of West Village housing, which provided 668 additional beds for freshman and sophomore students beginning in fall 2008. The two new buildings, named after famous Marylanders William Paca and Harriet Tubman, are the first in a series of five proposed phases of housing in the West Village sector of campus. Development of phase two is currently underway with approximately 650 beds planned to come online for the fall 2010 semester. Plans for a West Village Commons Building, which will include dining, retail, meeting and mixed-use space to accommodate students living in this area, is also in progress to open in winter 2011.

Our new College of Liberal Arts building broke ground in fall 2007 and is quickly becoming a focal point of the campus landscape. The phase one building is approximately 50 percent complete and slated for opening in fall 2009, with phase two following in fall 2011. Our expansion of the Towson Garage was also completed last year, adding 500 parking spaces to the core campus.

Percentage of TU Classes Taught by Full-Time Faculty

2002-2003	56%
2003-2004	59%
2004-2005	63%
2005-2006	65%
2006-2007	63%
2007-2008	65%

Student Experience and Success

The overall student experience is critical to student success, and Towson University has made large strides in student involvement. Over the past year our Division of Student Affairs has placed more emphasis on civic engagement. For example, students became actively involved in the 2008 Presidential Election through events such as a Mock Election, an informational panel with representatives from the State's various political parties, and an Election Night Watch Party which drew more than 700 student attendees. We also partnered with CBS Radio Stations to host Make it Count (MIC), a three-hour radio session focusing on current events including the economy, global issues, and the environment. Students served as members of the audience and had the opportunity to pose questions to panel members. The event was so successful that MIC II is being planned for this spring.

Towson University students are also dedicated to extending civic engagement beyond the campus grounds. Working in partnership with the Towson Chamber of Commerce and the Greater Towson Council of Community Associations, two Towson area clean-ups have been held in



the past year. Students were assembled in small groups that were co-led by a Towson neighborhood member and a member of the Student Government Association. The clean-up was followed by a cook-out at which students and community members mingled and built positive neighborhood relations. Nearly 400 students participated in one of the two events and plans are currently underway for the spring 2009 clean-up.

Building a Sustainable Future

Recognizing our role in shaping the future, Towson University has expanded its focus on green initiatives and increased its commitment to campus sustainability. In August 2007 I signed the American College and University President's Climate Commitment, pledging to reduce Towson's greenhouse gas emissions and create a plan for pursuing carbon neutrality. This fall we completed a greenhouse gas audit which provides a baseline of the overall amount and specific sources of our carbon emissions. The audit revealed that while we have much work ahead of us, Towson University is outperforming many of its peer institutions, with fewer greenhouse gas emissions per student. In the past year we implemented a hybrid vehicle program and an off-campus shuttle service. We have also incorporated three electric vehicles into our campus fleet and have plans to add more over the coming months.

Towson University continues to work diligently to create a culture of recycling on campus. This summer we launched the RecycALL single-stream recycling program which enables nearly all recyclables—including glass, plastic, aluminum, iron, paper and cardboard—to be placed into any campus recycling container, eliminating

Sustainability Facts

- 21 percent of the University's total waste stream was recycled in 2007
- 2,800 recycling containers were added on campus as part of our new RecycALL program
- 332 pounds per student were recycled in 2007
- 3 campus buildings are slated to be LEED Silver-certified
- 15 acres of campus have gone into perpetual easement for conservation since 2001
- 87 hybrid drivers purchased a permit through our discounted program
- 3 electric vehicles were incorporated into the campus fleet



the need for material separation and maximizing the use of recycling bins. We have added more than 2,800 recycling bins to campus residence halls, academic buildings, administration buildings and exteriors as part of the program.

The University's model of sustainable growth also extends to the campus Master Plan. Towson University is committed to pursuing Leadership in Energy and Environmental Design (LEED) certification for all future campus buildings and has set a goal of attaining LEED silver certification for phase one of the College of Liberal Arts Building, the West Village Commons project, and West Village Housing phase two. These state-of-the-art buildings will contain sustainable features such as green roofing, solar panels and low-flush toilets.

the professional careers of our graduates, our programs, and the impact of Towson's applied research efforts. With more than 20,000 students, nearly 3,000 faculty and staff members, and over 70,000 alumni living in Maryland, Towson University is a leader in the community, State and region. When you think about higher education in Maryland, we want to make sure you are thinking about Towson University.

Recognition also continues in such publications as *U.S. News and World Report* and the *Princeton Review*.

U.S. News and World Report ranked Towson eighth—up one spot from last year—in the public master's north category. We also ranked fourth in our category for our Peer Assessment Score, cited as being among the best public master's institutions in freshman retention, campus ethnic diversity, number of international students enrolled and economic diversity. As I mentioned earlier in my testimony, the *Princeton Review* just bestowed upon us the honor of being one of the Top 50 Best Values in Public Education. We were also honored for the third year in a row as one of Baltimore's Best Places to Work according to the *Baltimore Business Journal's* annual survey, being cited as having a high level of employee satisfaction and superior benefits. Towson University is doing lots of great things, and we are getting the recognition we deserve.



Telling and Selling the Story

As you can see, there is much to buzz about at Towson University, and the buzz is only growing louder. Our Thinking Outside campaign has blown our recognition ratings off the chart. I cannot talk with anyone outside the university without hearing about Thinking Outside and how it helped them to learn something new about Towson. The campaign has played a significant role in changing the perception of the University by highlighting the diverse and exciting efforts of our faculty and staff,

Enacting the 2010 Vision and Beyond

Towson University is making significant strides, but we acknowledge there is still much to be done in bringing Towson University 2010 to fruition, especially in light of the recent budget cuts. In a few years, 2010 will have come and passed. Towson University will be analyzing our 2010 vision and making appropriate changes for the next phase. With your support we can continue to achieve our plan for the future of Towson University.

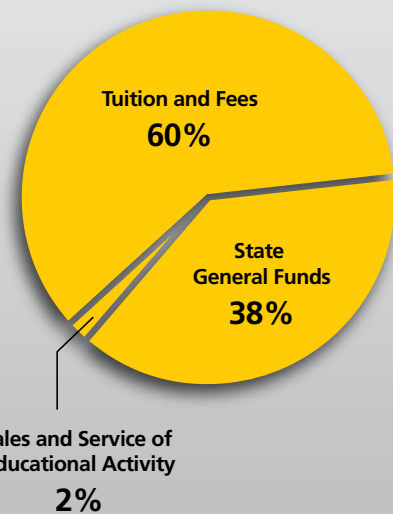
Growing Requires Support from the Enrollment Funding Initiative

In the past, the enrollment funding initiative put in place by the Governor and the USM and supported by the General Assembly has allowed Towson University to successfully fill the needs of the State as the lead growth campus of traditional age students. While our commitment to this mission is strong, Towson University cannot continue to expand without enrollment funding to parallel our growth. The unprecedented growth we have experienced over the past five years has been challenging, and it would be irresponsible for us to take on additional students without the resources to support them. In FY 2010 Towson University cannot grow appreciably past our current enrollment of 21,111 students without being funded through the enrollment initiative. We are dedicated to providing a quality, affordable and accessible education for more and more Marylanders, but we cannot do so without the appropriate financial support. Still, we will do all that we can to keep our doors open.

Increasing Per Student Funding and Operational Support is Essential to Success

As I mentioned, the pressures on a growth institution are strong. We want to provide each student who walks through Towson's doors with a superior education, including the professional support they need to succeed. However, our growth has created a domino effect. More students require more faculty and staff and expanded services to support them; more faculty and staff increases mandatory costs for items like insurance; more people on campus require expanded physical space to accommodate more classrooms and offices; additional space requires more resources for utilities, housekeeping and maintenance.

FY08 Revenue Sources



A sampling of the top 100 employers of TU graduates:

Education, K-12

- Baltimore County and City Public Schools
- Anne Arundel County Public schools
- Howard County Public Schools
- Carroll County Public Schools
- Montgomery County Public Schools

Healthcare

- Johns Hopkins Hospital/University
- Greater Baltimore Medical Center
- Kennedy Krieger Institute
- Saint Joseph Medical Center
- Sinai Hospital

Business

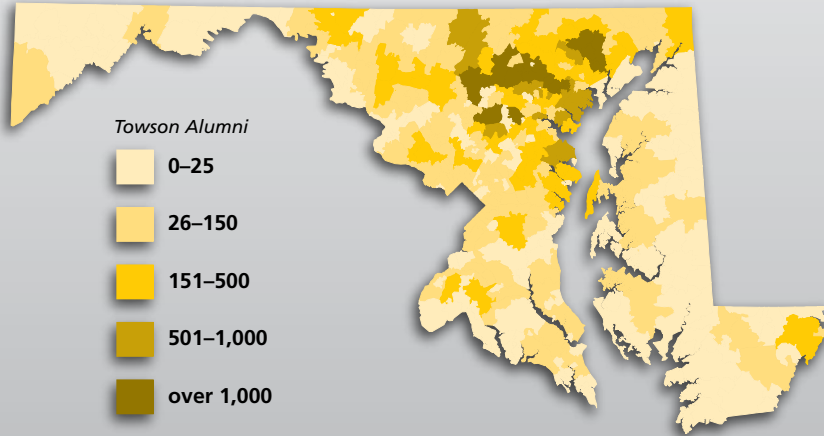
- Bank of America
- Northrop Grumman
- Black and Decker Corporation
- T. Rowe Price
- Legg Mason

Government

- Centers for Medicare and Medicaid
- Social Security Administration
- Baltimore County
- U.S. Department of Defense
- U.S. Army

Towson University Alumni Residing in Maryland

More than 70,000 TU alumni live in Maryland working as the State's teachers, nurses, scientists, artists and business professionals.



Despite this, Towson University continues to receive the lowest student support in the State. At \$5,427 per FTE in State general funds for FY 2010, a decrease from last year, Towson students bear the greater cost of their tuition and fees at \$7,418. We are thankful for the Governor's decision to freeze tuition for the fourth year in a row. By providing funding needed to hold tuition flat for in-state, full-time undergraduates, Towson University is able to maintain affordability for Maryland families. We will continue to support the goal of the Commission to Develop the Maryland Model for Funding Higher Education in order to move Maryland from being a high-tuition state to a moderate-tuition state. However, we must sustain our current resources to be able to continue to provide a quality, accessible and affordable education to Maryland's citizens. Towson University is doing the best with what we

have, but we could be doing more with additional support. Please keep Towson University in mind when funds loosen up so that we can increase quality and maintain our growth and implement initiatives that will take our institution to the next level.

Closing Remarks

Towson University is fully committed to achieving its vision for the future. We have worked tirelessly to attain the goals and action items set forth in our 2010 strategic plan, and as we embark on the last year of making our vision a reality, each day will take us one step closer to our future. More than five years ago I painted a picture of Towson University in 2010. In 2003, it did seem like a distant goal. But now, like a ship approaching us on the horizon, 2010 is before us. In many of our efforts we are arriving early and the excitement surrounding our progress is proof that we have done well. But over the next year, many opportunities and hard work lie before us. We will face this challenge head on, keeping in mind that in reality our work is never fully complete. Towson University will continue to advance our mission as Maryland's Metropolitan University by "Thinking Outside" and opening our campus to a diverse student body eager to make their impression on this world. Thank you for your time today and your involvement in advancing Towson University's vision. Your investment in Towson University will enable us to better serve Maryland's students and fulfill the State's workforce needs.

Towson University Administration

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President

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James P. Sheehan
*Vice President of
Administration and Finance
and Chief Fiscal Officer*

Debra Moriarty
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Maria P. Fracasso
Dean, Honors College

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