

## Enrollment Management, Growth and Mix

### Improve/Expand targeted outreach programs to allow us to achieve our goals for enrollment size and student mix

**A**

Received prominent local and national notice for ASAP Program's success, along with a \$500,000 matching grant from the France-Merrick Foundation for the Top 10% Program; Signed comprehensive agreements with Harford Community College including 30, 2+2 memoranda of understanding and bachelor degree programs; Launched Nursing Program in Hagerstown; Exceeded enrollment growth target of 805 FTE by 171 students (Fall 06)

### Align resources and retention efforts to meet our enrollment goals and make Towson a first choice institution for an increasing percentage of students

**A**

Received continued national recognition as one of the "Best" in *U.S. News & World Report* and *Princeton Review*; Relocated Honors College into renovated space and had competitive admissions for the first time; Initiated intentional/mandatory advising program for all students; Received data from Cooperative Institutional Research Project (CIRP) that indicates Towson is a first-choice institution for 68% of entering freshmen

### Develop select undergraduate and graduate programs and initiatives to meet workforce needs

**A**

Implemented MBA programs in U.S. and Poland; Brought five programs fully-online: MS in Human Resources Development, MS in Homeland Security, Graduate Certificate in Graphic Design, BTPS in Allied Health, MBA; Developed non-credit programs in health care and teacher education with delivery both on-line and on-site; Developed partnerships with Maryland Higher Education Commission (MHEC) Training Center, Academy of Computer Education (ACE) and received approval from the Workforce Investment Act (WIA) to offer seven non-credit courses in computer and medical professional programs

## Student Experience and Success

### Support initiatives that promote diversity

**B+**

Established Student Diversity Council and Diversity Advancement Committee; Appointed full time Director of Multicultural Institute and funded LGBT Director; Initiated Diversity Reflective Process in accordance with the American Association of State Colleges and Universities (AASCU); Increased outreach efforts to expand faculty applicant pools, hired 29% minorities in tenure-track positions

### Improve our graduation and retention rates to place us among the top 10 percent of our peers

**B+**

Improved graduation rates over previous years and among our USM-defined peer institutions; Developed stronger, broad-based student orientation program; Implemented PeopleSoft advising module

### Develop co-curricular activities to encourage student engagement in the University community

**A-**

Published the Towson "To Do" list to engage new students; Initiated New Student Convocation, Friday Night Live, Adopt a Campus, and expanded Family Weekend; Participated in the American Association of Colleges and Universities (AACU) efforts on civic engagement and selected for the United States President's Higher Education Community Service Honor Roll; Enhanced First Year Experience by initiating Commuter Connections programs and revising orientation program for parents

### Provide an academic organizational structure, support services, library, and technology to create an enriched environment to serve student needs in a dynamic marketplace

**B**

Redesigned and enhanced Student Affairs website; Redesigned staffing structure and fully staffed Career Center to provide credentialed career counselors; Extended orientation and welcome programs and moved students into residence halls earlier, fostering a stronger initial connection to the university

### Affirm and enhance the educational experience we provide, grounded in traditional values of a liberal education, while addressing workforce needs of the State

**B+**

Initiated planning process for General Education revision; Implemented the Policy on Off-Campus Disorderly and Disruptive Behavior; Initiated Tiger Pledge, introducing students to core values and expectations of the TU community; Participated in the American Democracy Project

### Engage students in off-campus educational experiences

**B**

Created a database-tracking system for internship experiences, and increased internships by 10%; Completed a successful student voting registration process leading to increased community involvement; Expanded Cherry Hill Learning Zone initiative to involve students, faculty and staff

## Partnerships Philosophy

### Serve and continue to evolve as a workforce engine for the State

**A**

Completed Base Realignment and Closure (BRAC) studies for the Maryland Department of Business and Economic Development (DBED); Graduated 689 teachers; Graduated 118 nurses; Continued expansion of Professional Development Schools (PDS) to include 60 operational PDS programs fully funded by MHEC

### Expand outreach efforts to promote economic development and address social issues within the State

**A**

Established and partnered with the Mid-Atlantic CIO Forum to provide \$20K in student scholarships and launched a student mentoring program; Launched the Building STEPS (Science, Technology, Education Partnerships) program for at-risk youth and moved program to Towson University; Obtained renewable \$100K Osher Foundation Grant for the Auburn Society to establish the Osher Lifelong Learning Institute

### Strengthen linkages to local, state and federal governments

**A**

Trained over 300 workers for the Motor Vehicle Administration and Department of Human Resources; Deployed Emergency Management Mapping Application (EMMA) at locations in Maryland, Virginia, the National Capital Region, and New Hampshire; Developed website for Sex Offender Compliance and Enforcement in Maryland (SOCEM) funded by the Governor's Office; Hired new director for Homeland Security and launched Business Globalization Center (international business incubator)

### Develop a strong shared governance structure that involves stakeholders throughout the University and assure a strong organization structure

**A**

Reinvigorated Junior Faculty Caucus in collaboration with the Towson Chapter of the American Association of University Professors (AAUP); Completed departmental workload guidelines for faculty; Established 2010 faculty and staff advising group

### Establish new partnerships

**A**

Established external advisory councils for four colleges; Established partnership with Baltimore Chamber Orchestra; Signed program partnership agreements with Community Colleges of Baltimore County and Harford Community College

**Enhance recruitment and retention efforts and development opportunities for faculty**

**A**

Initiated and completed 78 faculty searches; Redesigned orientation program for new faculty; Added \$300K to faculty development base funding

**Enhance recruitment and retention efforts and development and training opportunities to open career paths for staff**

**B+**

Redesigned new employee orientation to focus on Towson's past, present, and future; Partnered with The Career Center to offer a three-part workshop, Managing Your Career; Established four professional development certificates: Workplace Professional, Management/Supervision, Leadership, and University Business Certificate

**Implement the Master Plan to address educational, research, housing, recreation, and co-curricular space needs to support the student experience**

**A**

Finalized College of Liberal Arts building; Entered into agreement with Capstone Development and Maryland Economic Development Corporation (MEDCO) to construct residence halls with over 600 new beds; Opened new Childcare Center

**Expand and improve campus infrastructure to allow for extramural support of faculty research and scholarship efforts**

**A**

Developed collaborative research proposals between Academic Affairs and DECO; Launched \$50M capital campaign and completed Council of Advancement and Support of Education (CASE) statements for University and colleges; Received major gifts from Willard Hackerman, France-Merrick Foundation and Osher Foundation

**Expand our resources for the Library and campus technology as a critical resource in support of existing programs**

**B**

Installed Rich Media Classroom in Cook Library; Refurbished first and third floors and remodeled entrance of Cook Library; Expanded library hours to better serve students; Partnered with Baltimore County Government to expand the Towson University wireless network to include the Towson courthouse and surrounding area

**Convey Towson's message to the external community**

**B+**

Launched the new Towson University website; Expanded the "Thinking Outside" Campaign (Phase I) and launched Phase II; Selected as one of the *Baltimore Business Journal's* "Best Places to Work" in Baltimore; Delivered presentations to Northeast Technology Council, Harford Community College, USM/MACC Articulation/Transfer Conference (MITS), Baltimore County Chamber and other venues

**Improve campus inter and intra-divisional communication**

**B+**

Established Student Affairs Council; Realigned *eTU* to concentrate more on campus news; Hosted town meetings, roundtables, and study breaks with the President for several hundred faculty, staff and students

**Make the arts and athletics key components of campus life and use both as links to the external community**

**B**

Featured Fine Arts and Athletics events as part of Friday Night Live and increased student attendance at athletic and arts events by 10%+; Expanded support for the TUnit and created Tiger Town Club; Expanded funding and role of marching band and dance team; Revised community newsletter (*Connect TU*) to better communicate with external community and improve town/gown relations

**Solicit feedback from our graduates and their employers to measure our success**

**C+**

Increased student satisfaction with their university experience as measured by the National Survey on Student Engagement (NSSE); Solicited feedback from employers to measure satisfaction with Career Center services, interns and graduates

**Towson University 2010:  
Mapping the Future**

**2005-06 Report Card**

Office of the President

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