

# Testimony to the Maryland General Assembly

Senate Budget and Taxation Committee  
February 11, 2010

House Appropriations Committee  
February 22, 2010

Presented by Dr. Robert L. Caret  
President, Towson University





SMITH HALL



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## Towson University By the Numbers

- Founded in 1866
- 21,177 Total Enrollment
  - 17,148 Undergraduate
  - 4,029 Graduate
- 80% of students are Marylanders
- 68% of full-time undergraduate students receive financial aid
- 19.5% of students are minority
- \$91.4 million general fund operating budget request for FY 11
  - State funds per FTE student: \$5,223
  - Annual in-state tuition and fees: \$7,656
- TU offers 63 undergraduate majors, 44 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) 199 student organizations and clubs, and the Baltimore Hebrew Institute.
- More than 120,000 Towson alumni live worldwide, 73,000 of which call the State of Maryland home.
- 75% of TU's seniors indicated they plan to live/work in Maryland after graduation.

Mr. Chairman and members of the committee, thank you for the opportunity to update you on Towson University, Maryland's Metropolitan University. Today I would like to share with you the achievements we have made over the past year, as well as provide my thoughts on what the future holds. In 2009 we made marked progress toward completing our strategic plan, *Towson University 2010: Mapping the Future*. The buzz surrounding our university continues to grow with each passing year. Yet along with these accomplishments have come significant challenges. Towson University is not immune from the economic turmoil being felt throughout the State, the nation and the world; however, in the face of considerable budget cuts Towson University remains committed to making an affordable, accessible and quality education a top priority for Maryland's citizens.

Many thanks to the Governor and the General Assembly for their continued commitment to higher education in Maryland. They have recognized that the University System of Maryland (USM) has a leading role in helping to move the State's economy forward. Your acknowledgement that the State's future success relies on a well-educated workforce is appreciated. Long before the current economic climate, Towson University has

consistently delivered a workforce for a significant return on the State's investment. For the State's investment of \$5,069 per Full Time Equivalent (FTE) student at Towson University in FY 2010, Maryland will receive more than 4,500 graduates this spring. These graduates become our State's nurses, teachers, artists, scientists and business professionals. They permeate the workforce of Maryland.

## Culminating the 2010 Strategic Plan

In 2003 Towson University gathered input from the entire campus and external supporters to create and launch in 2004 our strategic plan, *Towson University 2010: Mapping the Future*. With nine guiding principles, the comprehensive plan set a clear path for the university and raised awareness about Towson's significant value to the region and the State. The framework

Over the past six years, the progress and completion of 23 goals, 86 action items and countless milestones under five major themes have been closely evaluated with annual report cards and a rigorous tracking system. As the plan culminates this year we are proud of the significant accomplishments Towson University has made to make our 2010 vision a reality.

In 2004, Towson's enrollment was steady at 17,000 and today as a State-designated growth institution we are meeting increased demands for education with an enrollment of 21,177. In 2004, the average GPA of an incoming freshman was 3.4 and today it is 3.6. Since 2004 we have added eight master's degrees and 13 professional certificates to our curriculum. Today students choose from 63 undergraduate majors, 44 master's programs, four doctoral programs and 28 professional certificate programs. This past fall we opened the university's first new academic building in more than thirty years, Phase I of the College of Liberal Arts Building.

As we look forward to the next plan and the next 10 years, we hope to build upon our success and further advance the university to an aspirational level of excellence in teacher education, applied research, workforce preparation (especially in nursing and the health professions), public service and social well-being that adheres to our urban-metropolitan mission.



### The Five Major Themes of *Towson University 2010: Mapping the Future*

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

of the Towson University 2010 vision not only encapsulates the major tenets of metropolitan universities, it also guides our decisions regarding academic programs, staff and financial resources, capital projects, and other major campus initiatives.

## Coping with the Financial Crisis

While our commitment to providing a quality, affordable and accessible education to Maryland's citizens holds strong, Towson University is feeling the effects of scarce resources. Thus far in FY 2010 Towson University sustained a \$4.9 million reduction in general funds and a \$7.2 million reduction in fund balance reserves. We understand the need for Towson University to take a share of the burden within the USM and the State; however, we are concerned that if cuts of this magnitude continue into the future, much of what we have worked to accomplish will be reversed.

Paired with the cuts already incurred in FY 2009, this year's reductions have jeopardized the quality of our academic programs, further compounded the challenges posed by being a growth institution, and reduced budgets targeted toward faculty recruitment and retention and student enrollment. For example, in FY 2010 Towson University not only continued with a partial hiring freeze and furlough program as we did last year, but also eliminated 23 vacant positions. This included six tenure-track faculty positions, as well as staff positions in student-focused areas such as Academic Advising, the Career Center and Cook Library. The university was also required to eliminate approximately 40 part-time sections, directly impacting accessibility and time-to-degree.

While the budget cuts are making it challenging to accommodate a larger-than-ever-before student population of 21,177 students, we are working hard to apply sound management and financial practices that will help us to work creatively with our limited resources. For example, we continue to proactively seek areas of efficiency, which is important at all times, not just during difficult ones. The university has placed severe restrictions on travel and equipment purchases, saving the campus more than \$1 million. We have also moved to third party credit card processing, electronic tuition billing and electronic payroll statements, all of which are saving Towson University considerable resources. Towson University is doing the best with what we have, but we must sustain our current resources to maintain the present level of service we provide to the State. To do more, including growth beyond our current enrollment, will require additional support.

### FY 2010 Budget Reduction Impacts

Thus far in FY 2010 Towson University has sustained \$4.9 million in cuts to operating funds, affecting the following:

- 2,000 highly qualified freshmen and transfers denied admission
- \$360,000 cut from financial aid available to students
- 23 vacant positions eliminated, including 12 faculty positions and 11 staff positions
- 11 positions frozen
- 55 faculty positions behind in meeting our hiring needs
- 40 part-time sections eliminated
- 8,767 employee work days lost to furloughs
- \$1.8 million cut from operating budgets

## Enrollment Management, Growth and Mix

### *TU Maintains Level Enrollment for First Time since 2003*

This fall marked the first semester in the past six years that Towson's enrollment growth target was zero, despite increased demand by prospective students. We were forced to maintain level enrollment at 21,177 students, remaining within 0.03% of the previous year's enrollment of 21,111. In fall 2009, the university turned away

approximately 10,000 students of which 2,000 were highly qualified freshmen and transfer applicants.

Without the enrollment growth funding initiative provided in years past, Towson University cannot absorb additional students because we cannot hire the faculty necessary to support a greater student body. Therefore, we will not grow in FY 2011, a second year without growth; enrollment will remain at the 21,000 mark in the fall 2010 semester.

Over the past several years, we complied with the State's and the Board of Regents' wishes and grew by more than 4,000 students. I know the no-growth model required this year and next are a temporary pause in Towson University's mission as a growth institution. When the economy turns upward and the enrollment growth

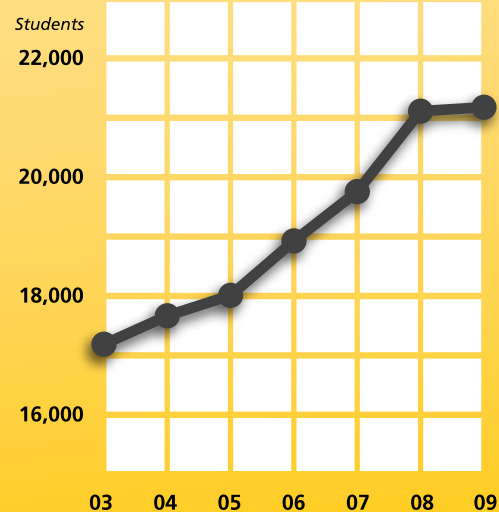
funding initiative is restored, which I am confident will happen, we will stand ready to accommodate more students. Towson University still plans to grow to 25,000 students, just at a slower pace than previously planned. Current projections indicate that by 2018 Towson University's total enrollment, including satellite centers and online offerings, will be 25,000 students.

### *TU/Harford Community College Joint Venture Underway*

For the past 12 years Towson University, Harford Community College (HCC) and the Higher Education and Conference Center at HEAT have been working together to address the higher education needs of Harford County residents. As BRAC professionals and families relocate to the region and the population grows, the TU/HCC Educational Partnership aims to provide the upper-level undergraduate education to the current and future residents of Harford County and northeast Maryland. In addition to continued operations of Towson's programs at the HEAT Center, a new Towson-operated educational facility on the HCC campus is being planned which will allow additional undergraduate educational offerings from interested institutions. Towson University currently has 23 2+2 articulation agreements in place with HCC and is moving forward to offer those programs to make the transition from HCC to Towson seamless for the student.

### Towson University Enrollment Growth

2003-2009



***Trimester Program  
Creatively Absorbs Growth***

The pilot trimester program was introduced in response to and in support of the Board of Regents (BOR) Efficiency and Effectiveness initiatives to support continued enrollment growth, maximize use of existing facilities and resources, and increase program offerings with a goal of decreasing time to degree. The Summer Trimester increases instructional capacity in areas of high workforce needs, including health professions, STEM disciplines and information technology. It has been highly successful in its second year as enrollment grew by 8% with full-time student enrollment growing 7.8%. In January 2010 the BOR Efficiency and Effectiveness Committee agreed to extend the pilot two years through summer 2012. As we enter our third year this summer, our challenge will be to seek permanent State funding for this vital program beyond the pilot phase.

***Minority Performance Rates Continue to Outperform Rates for All Students***

Towson University is not only committed to ensuring that our campus reflects the diversity of the world around us, but also that every student succeeds. Through targeted outreach programs, Towson is diversifying our enrollment mix and, most importantly, fostering a nurturing learning environment with a strong academic support system to ensure success and ease the transition from high school or two-year colleges.

The Freshman Transition program, launched in partnership with the Community College of Baltimore County (CCBC) in 2008, offers students who

**Six-Year Graduation Rate**

	Towson University	Avg. TU Peers
All Students	66.2%	50.1%
All Minorities	66.7%	45.1%
African-Americans	69.9%	41.6%

applied to Towson but just fell short of acceptance the opportunity to begin their educational program by taking CCBC courses, taught by CCBC faculty, on Towson University’s campus. Participating students receive the same support services as Towson students and are invited, but not required, to live in 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. Each year enrollment and interest grows, and this year 152 students are participating in the Freshman Transition program.

The Top Ten Percent Scholars Program provides scholarships and ongoing support to students from Baltimore City and Baltimore County public high schools who have completed a college preparatory curriculum and graduated in the top ten percent of their class. Nearly 800 Top Ten Scholars have participated in this program. These students are almost evenly divided between Baltimore City high schools and Baltimore County high schools.

There is no achievement gap at Towson University as it relates to graduation and retention rates of African American students. Towson University’s African American six-year graduate rate of 69.9% exceeds the university graduation rate of 66.2%. The two-year retention rate

among minority students is 87.5 percent, which outscores the 83.7 percent two-year retention rate for all Towson students. Towson University’s unique approach to eliminating the achievement gap is highly regarded and produces results that exceed the performance of Towson’s peer institutions by more than 20%.

***Financial Aid Increases Unlikely in FY11 Despite Growing Student Need***

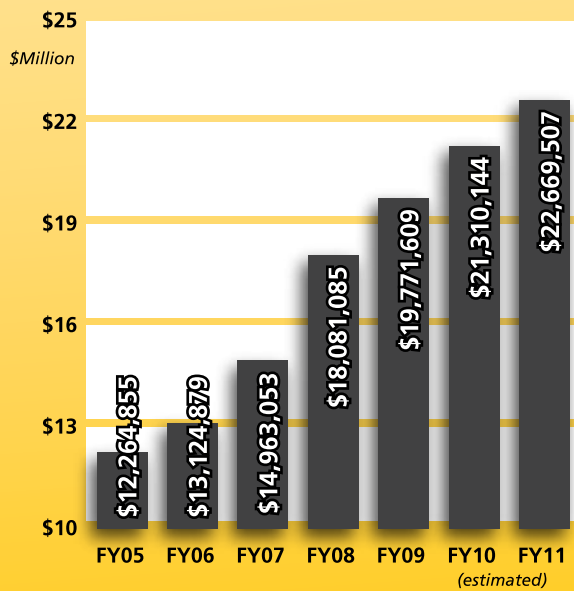
Keeping Towson University financially accessible is a major priority, especially in the current climate when students and their families are finding it increasingly difficult to meet their academic expenses. Investing

in higher education often goes beyond the use of a family’s current income and may involve home equity, savings, and private borrowing. In an economic downturn, these resources are often diminished or non-existent.

To maintain affordability and reduce the need for student debt, Towson University increased institutional need-based aid by more than \$7.5 million from FY 2004 to FY 2009, an increase of 329%. Due to budget cuts in FY 2010 we were required to decrease this amount by \$360,000, despite growing student demand. The number of full-time undergraduate degree candidates who demonstrated need has increased by 25% in the last two years. Currently, 68% of full-time undergraduate students receive financial aid. As a result, to keep pace with previous demand, estimates indicate we need to increase the amount of need-based institutional aid available by 6.7% (\$800,000) in the upcoming 2010-2011 academic year. However, due to budget reductions, an increase is not likely. In fact, Towson University may need to reduce financial aid in FY 2011 by almost \$1 million, compromising our accessibility to those in need.

**Institutional Financial Aid**

Except Athletics



Based on student demand, estimates indicate financial aid needs to be increased in FY 2011; however, due to budget reductions, this may not be possible.

## Partnerships Philosophy

### *STEM Initiatives Encourage Minority and Women Participation*

As Maryland's Metropolitan University, partnerships play an important role in serving as a workforce engine for the State, promoting economic development and addressing social issues. One way we are doing so is by building the pipeline of K-12 students who want to pursue STEM careers. The recent integration of the University of Maryland Biotechnology Institute's Education and Outreach program has also enhanced our efforts to partner with area schools to nurture and promote excitement in mathematics and science. The merger brought five positions to Towson, and these individuals will be dedicated to STEM outreach as part of the newly created TU Center for STEM Excellence.

By utilizing resources from the National Science Foundation, NASA, and our own Hackerman Academy of Science and Mathematics, Towson is offering in-demand programs in more than 18 university STEM initiatives to encourage more students, particularly minorities and women, into STEM majors. Towson University's Department of Chemistry still offers the only Bachelor of Science program in Forensic Chemistry in the State of Maryland. Towson also developed the master's in Applied Information Technology to address BRAC needs in Harford County.

Towson University is also preparing educators who can teach STEM disciplines. Our faculty is implementing a plan to triple the production of STEM teachers and



computer information science majors to meet workforce demands.

Additionally, the 50,000-square-foot expansion and 200,000-square-foot renovation of Smith Hall, home to the Fisher College of Science and Mathematics, will provide long-awaited academic space that will increase the college's academic capabilities.

### *Nursing Enrollments Continue to Rise*

Enrollments in Towson University's Department of Nursing, a major producer of nurses in the State, have seen a steady increase over the last four years among nursing majors and pre-majors. Undergraduate nursing enrollment has risen from 565 in fall 2004 to 828 in fall 2009.

Towson University continues to address the shortage of nurses in the region by expanding our programs to community colleges in Baltimore City, Hagerstown and Anne Arundel, Harford, Montgomery, and Prince George's counties. By launching

The 24th Black Engineer of the Year STEM Conference named Towson University to its 2010 Most Admired Companies in Research Science. The list represents a full array of employers that are working in critical areas of U.S. health care, agriculture, education, government and industry.

programs such as the associate to master's (ATM) program at CCBC, Towson can directly address the nursing shortage by fast-tracking nurses credentialed to teach. These partnerships give Towson University

***TU Still Largest Supplier of Maryland Teachers***

The State's oldest and largest producer of quality teachers, Towson University is a center of excellence in the teaching profession and an academic clearinghouse for aspiring educational leaders and administrators. Among USM institutions, Towson University teacher education graduates consistently hold the largest percentage of new hires by the Maryland State Department of Education.

Our College of Education's outreach and leadership in Baltimore City's Cherry Hill Learning Zone initiative continue to pay off with many successful programs in partnership with parents, civic leaders, small businesses, and the clergy. For example, Towson University's Human Resources Department continues to host workshops and seminars to develop interview skills and professional resumes for juniors and seniors at Southside Academy.

The award-winning Professional Development School (PDS) Network made up of more than 110 schools continues to receive national attention for its hands-on approach to delivering training in the classroom and guidance from experienced mentor teachers. The program has proven performance in improving teacher retention and saving needed public education dollars.

**A sampling of the top 100 employers of TU graduates:**

**Education, K-12**

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

**Business**

- Bank of America
- Northrop Grumman
- CareFirst BlueCross BlueShield
- Black and Decker Corporation
- T. Rowe Price

**Healthcare**

- Johns Hopkins Hospital/University
- Greater Baltimore Medical Center
- Saint Joseph Medical Center
- Sheppard Pratt Health System, Inc.
- Sinai Hospital

**Government**

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

the momentum to increase focus on nursing school enrollments at the baccalaureate level and the capability to provide future nursing faculty, as well as RNs that can enter the workforce immediately. In addition to the ATM, Towson University's Master of Science degree program in nursing prepares graduates to assume key roles in the delivery of health care within a community-based nursing practice, in nursing education, or in transition from clinician to administrator.

### *TU's Military-Friendly Programs Attract Veterans*

With Towson University's incredible value and recent recognition as a 2010 "Military-Friendly School" by *G.I. Jobs Magazine*, it is no surprise that veterans repeatedly choose Towson University for their undergraduate, graduate, and professional studies. During the 2008-2009 academic year, more than 269 veterans took advantage of the five VA benefits programs at Towson University.



In January 2010, Towson University and the Maryland National Guard (MDNG) hosted "Summit: Recruitment and Reintegration of a Skilled Veteran Workforce," a series of seminars for educators, employers and health providers developed to offer insights and raise awareness of the challenges of Maryland soldiers returning to civilian life and the workplace. Government, public and private employers from across Maryland participated in the conference which was funded by the MDNG Adjutant General.

## Resources for Success

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### *More Faculty Hires Needed to Handle Enrollment Demands*

As I mentioned before, resources are essential to our success. Institutional and student growth is only possible with parallel growth in resources. Perhaps the most important resource to our students' success is a solid body of faculty members, guiding students on their educational journey to a degree. Towson University prides itself on a hallmark phrase that we often hear: "big campus with a small feel." Much of this sentiment can be attributed to our ability to offer classes of reasonable size—in which students and faculty get to know each other—even after years of unprecedented enrollment growth.

Since 2005, we have hired 298 full-time and 123 part-time faculty members. However, due to current budget restraints we are now 55 positions behind in meeting our hiring needs. On top of this, our full-time faculty members are stretched thin with their expanded teaching, advising, mentoring and research responsibilities. For this reason our reliance on part-time and adjunct faculty to take on course loads is expanding. As a result, our student to faculty ratio is in jeopardy as class sections are combined to meet demand.

Phase I of the College of Liberal Arts Building opened fall 2009. Phase II is on schedule to open fall 2011. When complete, it will be the university's first academic building in more than 30 years and the largest building on campus.

### *TU Updates Master Plan to Address Physical Growth*

Accommodating increased enrollments has been a challenge in terms of physical space, but we continue to do our best with the resources we have for expanding our campus infrastructure to provide a quality environment for our students. Towson University recently completed a five-year update to our campus master plan that lays out the university's framework and long-term vision for addressing enrollment growth. Unanimously approved

in October 2009 by the Board of Regents, the master plan's strategies and principles will guide the university through numerous changes, including the completion of the College of Liberal Arts project, which will be the largest academic building ever on campus; new residence halls, a student center and a garage in the residential West Village sector of campus; and a renovated athletics arena to name a few. Physical expansion will continue to be a necessary component as we work to achieve the long-term campus vision.



### **Student Experience and Success**

#### *TU to be First Smoke-Free Four-Year Institution in Maryland*

The overall student experience is critical to student success, and Towson University has made large strides in student involvement beyond the classroom. On August 1, 2010 Towson University will become the first four-year institution in the State of Maryland to enforce a campus-wide smoke-free policy. The policy aims to reduce the health risks associated with exposure to secondhand smoke, reduce health costs associated with smoking, and ensure that all members of the campus community have access to clean air. The policy was developed in spring 2008 with input from the

Student Government Association, University Residence Government, Towson University Staff Council, and University Senate and designates all property owned and operated by Towson University as smoke-free.

In preparation for the smoke-free switch, the Towson University Dowell Health Center will provide free individual smoking cessation assessments and smoking cessation classes in partnership with the Baltimore County Department of Health. All smoking cessation services are available for students, faculty and staff. Free nicotine replacement therapies are also available through the Dowell Health Center.

**The countdown to clean air has begun.**

**Towson University is going smoke free August 1, 2010**

### ***Strengthened Community Relations Bringing Students and Neighbors Together***

In October 2009, Towson University launched a Community Relations and News web site dedicated to keeping external groups and the communities near and surrounding the main campus informed. The site, a component of the “TU in the Community” section of the university web site, features the latest information on community outreach efforts, upcoming events and meetings, publications, reports and resources of interest to the community.

This fall, Towson University debuted two new initiatives—the Community Ambassador Program and the Local Address Policy—aimed to improve relations between university students and community residents. The Community Ambassador Program consists of a Towson University student already residing in the community who works with other Towson University students living off-campus to help them understand expectations for living in the community. Not unlike Residents’ Assistants found in campus housing, the community ambassador plans fun events for students and neighbors, talks with student residents about neighbors’ expectations and community concerns like noise, trash, and party behavior. In its first year, the Community Ambassador Program is being piloted in Towson Manor Village. The Local Address Policy, which requires all registered students to give the University an accurate local address in addition to their permanent address, is designed to assist the University in locating students in case of emergency and in contacting them when necessary and appropriate to conduct university business.

Towson University continues collaborations with the Towson Chamber of Commerce and the Greater Towson Council of Community Associations, with the bi-annual Towson Town and Gown Cleanup Day. In October, more than 20 student organizations answered the call from the Towson University Student Government Association to paint, landscape and pick up trash throughout the community. Another cleanup day is planned for the spring semester.

### ***Single Stream Recycling Increases Recyclables by 96%***

Green initiatives are becoming ubiquitous on college campuses, and Towson University is no exception. In the past year we have continued to grow our Go Green program and fulfill the requirements of the American College and University Presidents’ Climate Commitment (ACUPCC). We incorporated five electric vehicles into the campus fleet, added nearly 3,000 recycling containers to campus and implemented a university-wide, single-stream recycling program that increased recyclables by 96% within one year of implementation.

In accordance with the ACUPCC, the university continues to expand our public transportation, waste minimization and green building programs. We have



#### **Sustainability Facts**

- 265 tons were recycled through our single stream RecycALL program in 2009, an increase of 96% over the previous year
- 4 new off-campus shuttle routes were established, servicing more than 25 apartment complexes and providing more than 120,000 rides during fall semester 2009
- 15 bike racks were installed on campus to encourage and support biking as an alternative mode of transportation
- 50% of the College of Liberal Arts Phase I Building’s roof is planted material, making it the first green roof on campus
- 3 campus buildings are currently slated to be LEED Silver-certified
- Five electric vehicles have been incorporated into the campus fleet

committed to pursuing Leadership in Energy and Environmental Design (LEED) certification for all future construction. Our new College of Liberal Arts building features a planted roof, building light sensors and passive solar heating. Additionally, we have conducted a greenhouse gas emissions audit and developed a plan for neutralizing those emissions.

Towson University has also focused on reducing energy use. In compliance with Senate Bill 267, which mandates a 5% energy reduction in 2009 and a 10% reduction in 2010, our energy team has worked to reduce campus energy intake by 5% in the past year. We have also contracted with Constellation Energy to conduct an energy audit that will lead to additional future reductions.

## Telling and Selling the Story

### *Value of TU Degree on the Rise*

Towson University's Thinking Outside 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, the professional careers of our graduates, our programs, and the impact of Towson's applied research efforts. Now in its fourth year, Thinking Outside is no longer just a catch phrase; it's a reality. To the greater community Thinking Outside *is* Towson University today. By telling and selling our story, we have increased the awareness of Towson as an institution of high value to businesses, the government, the USM, the State and many other constituents.

With each success we make a Towson University degree more valuable to each applicant who considers attending Towson, each student on campus today, and each graduate of yesterday, today and tomorrow. It is rewarding to be named one of the best in *U.S. News and World Report*, among the Top 50 Best Values in the Country, as selected by the *Princeton Review*, and one of the top 100 in *Forbes'* America's Best Public Colleges list, out of 1,800 public institutions nationwide. Towson University is a top value in the marketplace, and we are proud of our achievements.

### Accolades

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



- *U.S. News & World Report's* America's Best Colleges: Top Eight Public Master's Institutions in the North



- *Kiplinger's Personal Finance's* Top 100 Best Values in Public Colleges



- *Forbes'* Top 100 Public Colleges and Universities



## Planning Beyond the 2010 Strategic Plan

With the culmination of *Towson University 2010: Mapping the Future* upon us, it is time once again to think about planning Towson University's future. Over the next several months, we will schedule a wide range of focus groups, engaging official campus groups, affinity groups, and individuals internal and external to campus who are interested in the success of the university. Then we will analyze the input by group, category and expectations to formulate a new strategic plan for the next decade. While we have made significant strides, we acknowledge there is still much work before us. With the legislature's support we can continue to achieve our plan for the future of Towson University.

### *Growing Requires Support from the Enrollment Funding Initiative*

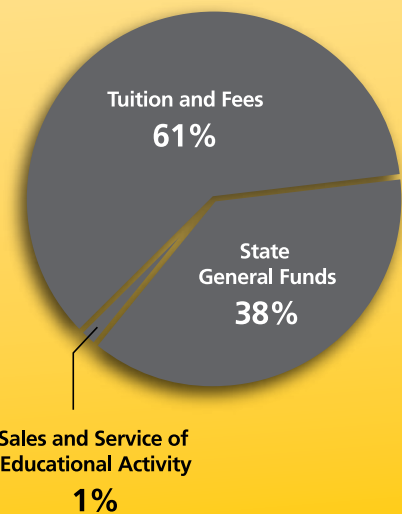
In the past, the enrollment funding initiative put in place by the Governor and the USM and supported by the General Assembly enabled Towson University to successfully fulfill the needs of the State as the lead growth campus of traditional age students. As I mentioned earlier in the testimony, while 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 six years has been challenging, and with the budget reductions experienced in FY 2009 and FY 2010 these challenges have been compounded. We no longer have the resources necessary to support additional students. In FY 2011 we cannot grow without the enrollment

funding initiative. We are dedicated to providing a quality, affordable and accessible education for more and more Marylanders, but we cannot do so without appropriate financial support.

### *Increasing FTE Funding is Essential to Success*

Despite fulfilling the State's growth needs over the past several years when other institutions could not, Towson University continues to receive the lowest student support in the State. At \$5,069 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 the Governor, the General Assembly and the Board of Regents were able to hold tuition steady for the past four years—a significant accomplishment in difficult economic times. With the State providing funding needed to hold tuition flat for in-state, full-time students, Towson University was able to maintain affordability for Maryland families. However, because we receive the lowest per FTE funding in the State, Towson University is forced to depend on tuition to operate. Tuition and fees represent 61% of Towson's revenue, while State appropriations comprise 38%. This coming year it will be necessary to marginally raise tuition to try to close the gap caused by the

**FY09 Revenue Sources**



budget cuts sustained this year and last. 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 so much more with additional support. When the economy turns upward, please keep Towson University in mind. Knowing what we have already accomplished, imagine all that we could do with increased support.



## In Closing

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Thanks again for the opportunity to report on Towson University's accomplishments over the past year and to share my thoughts on what the future holds as the Towson University 2010 strategic plan culminates this year. In just six years we have made marked progress toward embodying our mission as Maryland's Metropolitan University. As we look ahead to the next decade and the next strategic plan, we will continue to build upon our successes. Yet we know with current budget restraints, many challenges lie before us. We will continue to face the budget crisis head on, and I am certain that Towson University will emerge a stronger, more focused institution as a result of the challenges we are now facing. We are looking forward to your emerging with us. 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.



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Michael O'Pecko  
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