



## **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 2007





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## **Towson University: Maryland's Metropolitan University is on the Move**

Chairman Bohanan, and members of the subcommittee on Education and Economic Development, thank you for giving me the opportunity to present this report on Towson University's progress in 2006 and to discuss our goals and challenges for 2007. This is my fourth year as President and my 25th year at Towson University. Over that time period, I take enormous pride in the strides we have made as Maryland's Metropolitan University.

### *A Metropolitan University:*

- Is located in a major metropolitan region
- Is interactive with its region
- Strives for excellence while being especially attuned to the needs of its region
- Works with the region to develop academic programs that meet the region's needs
- Draws most of its students regionally, and most remain in the region after they graduate
- Believes in giving its students practical, real life experiences as part of their education
- Lends its expertise to help solve community problems while practicing and teaching good citizenship
- Actively builds partnerships to achieve its goals
- Provides an educated citizenry and workforce for the State

In 2006, Towson University assumed a significant leadership role in the Coalition of Urban and Metropolitan Universities (CUMU) when I was elected President and the coalition headquarters was relocated to our campus. I am very encouraged by the 26% growth in CUMU's college and university membership. This means more institutions across the country believe, as we do, that Metropolitan Universities are vital contributors to the communities in which they reside. Towson University—Maryland's Metropolitan University—offers an affordable, accessible, quality education to a broad cross section of Maryland's citizens. That is the mission of a Metropolitan University. We embrace that role and the characteristics that give metropolitan universities their identity.



Towson University serves as Headquarters for

### **The Coalition of Urban and Metropolitan Universities**

The Coalition of Urban and Metropolitan Universities brings together universities that share the mission of striving for national excellence while contributing to the economic development, social health, and cultural vitality of the urban or metropolitan centers served.

**President:** Robert L. Caret

**Headquarters:** Towson University

**National and International Members:** 84

**2007 Annual Conference:**  
Baltimore, MD

**Website:** <http://cumu.uc.iupui.edu/>

## The Future is Now: Towson 2010

The year 2010 seemed distant when we created our strategic plan, *Towson 2010: Mapping the Future*. But now, in 2007, we are only three years away from our goals. Our strategic plan provides a methodology to address five central themes that are essential to the growth and vitality of Towson University's academic, student experience, and community partnership programs. This strategic plan - ambitious, achievable, and measurable - has guided our decisions regarding academic programs, staff and financial resources, capital projects, and advancement initiatives. In January 2006, I presented a report card to the campus to grade our efforts on the five strategic plan themes. Our second report card will be issued within a few weeks, and the news is very good. We continue to make excellent progress on our goals.

## Enrollment Growth: Breaking Records, Breaking Ground

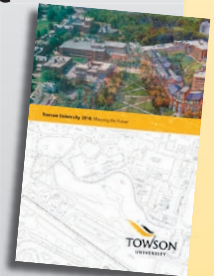
### *Record-breaking growth*

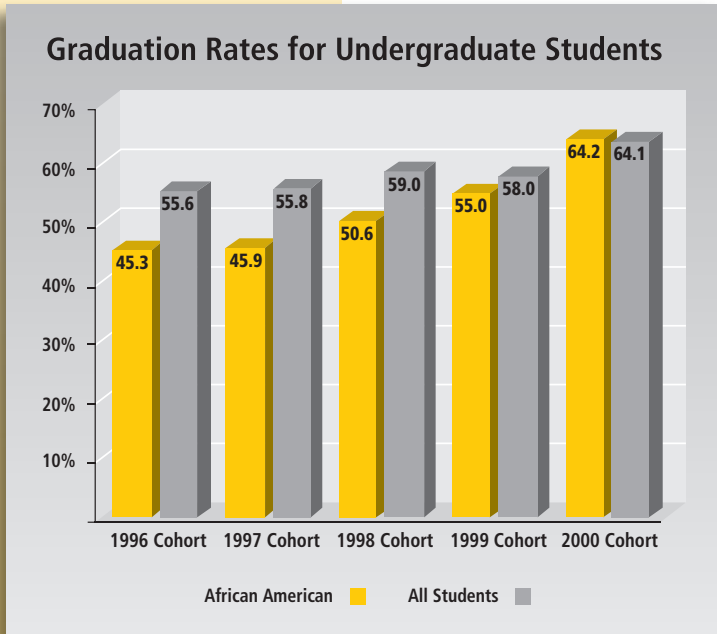
As Maryland's primary growth institution, Towson University welcomed nearly 2,700 new freshmen and 1,650 transfer students to swell our enrollment to nearly 19,000 in fall 2006. This represented a record-breaking increase of 910 students over fall 2005 enrollment. Our growth in enrollment was purposeful and contributed to our goal to enroll 25,000 students by 2010. Our reputation as a quality institution helped attract students. Acknowledged as one of the "Best" in *U.S. News* and the *Princeton Review*, Towson University became a first-choice institution for 68% of our freshmen. However, our goal is not merely to increase numbers. A priority of our enrollment plan is to diversify student mix through targeted outreach programs. Our Top 10% Program, designed to attract Baltimore City and Baltimore County high school seniors who rank in the top ten percent of their public schools, has contributed to this goal. More than 385 students, most of whom are minorities, were admitted to Towson University or were dually admitted to community colleges and Towson University in the past two years. This outreach program, along with others, provides academic support and encouragement to qualified students from urban high schools who wish to attend Towson University.

### **Towson University 2010: Mapping the Future**

Towson University will pursue selected directions in support of our mission and vision for the future. Each year, we will grade our efforts and success related to five themes:

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





Our commitment to diversity infuses all of our recruitment and retention efforts.

Our overall minority student population is 18%, and we are striving to attract a more diverse population. While we are forward-thinking in those efforts, we have reason to be proud right now. Our retention and graduation rates for African-American students in particular are outstanding. Our retention of undergraduate African-Americans exceeds that for all students at Towson University, and graduation rates equal those for all students. Minority students feel welcome on campus, contribute as leaders, and are a vital part of our institution's culture.

It is important to note, however, that continued growth can not happen without funding. The USM Enrollment Funding Initiative provides funding specifically for enrollment growth at designated institutions. This

funding is necessary to Towson University if we are expected to grow by 400 FTE in FY 08. Without this funding, Towson University will be unable to support this surge in student enrollment.



### Childcare Center

"Towson University was among the pioneers in higher education in offering a child care center as an amenity, and the idea has caught on at schools across the country"

—Paula Berry, president of the National Coalition for Campus Children's Centers  
*Baltimore Sun - Jan 27, 2007*

**Size:** 12,000 square feet

**Licensed for** 80+ children ages 2 through 5

**Innovative** "green" architecture and building materials

**Opened:** January 29, 2007

### *Breaking Ground*

Enrollment growth impacts fiscal, personnel and student services decisions. Towson University is changing physically as we address the academic, social, and technological needs of growing numbers of students, faculty and staff through our campus master plan. We have had some challenges, and we are facing them head-on. New student housing is planned, and ground breaking for a 600 bed residence hall will occur this spring. The building will be ready for occupancy in fall 2008. Plans to demolish Lida Lee Tall in spring 2007 to make way for a new College of Liberal Arts building, and increased demands for child care services and teacher training opportunities, led to the construction in 2006 of the state-of-the-art Childcare Center, which opened this January. In addition, Towson funded renovations to help mitigate some space issues on campus. Improvements were made to Cook Library and the Student Union, and new offices were constructed for Parking Services. It was a year filled with record-breaking growth and construction activity, and 2007 will bring more significant capital projects that will continue to change the face of Towson University.

## **Partnerships Philosophy: Addressing workforce, academic, and community needs**

With over 65,000 alumni in the State and more than 100,000 world-wide, Towson University is a major contributor to the local, regional, and global workforce. In addition to our connections with alumni, our involvement with leaders in business, government, non-profit, and international organizations has led to many beneficial partnerships.

### *Grassroots partnership with Baltimore City*

The Towson University College of Education is recognized for creating a national model with its more than 120 Professional Development Schools (PDS). This past year Towson University became involved with and committed financial and personnel resources to the Cherry Hill Learning Zone Initiative. Two schools in the Cherry Hill Learning Zone now serve as PDS sites, increasing opportunities for Towson University students to teach and learn in an urban environment and providing elementary and middle school children with highly qualified teachers. Towson faculty, staff and students provide many services to the community including tutoring and academic support, literacy efforts, and community health information to children and their families in the neighborhood.

### *Expanded learning opportunities statewide*

Towson University is the largest producer of teachers and the second largest producer of nurses in Maryland. In addition, we grant nearly 10% of the total number of Masters degrees in Science and Mathematics in the state. We have created new academic programs that address critical workforce shortages in nursing, homeland security, and technology and have taken these programs to locations where they are most needed—Hagerstown, Shady Grove, and most notably to Harford Community College and the HEAT Center in Harford County. The Base Realignment and Closure Act (BRAC) will bring an influx of people and jobs to Harford, Anne Arundel, Baltimore, Carroll and Cecil counties. Many of these jobs are related to Science, Technology, Engineering and Math (STEM), and we have partnered with the community colleges to create articulation agreements so students can easily transfer their credits to Towson University. Our focus on STEM education led to a \$1 million gift from Willard Hackerman, president of the Whiting-Turner Contracting Company, which established the Willard Hackerman Academy of Mathematics and Science. The Academy is designed to attract more students into STEM majors and better prepare teachers to teach these subject areas.



### **Cherry Hill Learning Zone**

A partnership among the Baltimore City Public School System, Baltimore City government, Towson University and Cherry Hill's grassroots organizations.

Baltimore City Public Schools located in Cherry Hill:

- Cherry Hill Elementary/Middle School (K-8)
- Patapsco Elementary/Middle School (K-8)
- Arundel Elementary/Middle School (K-8)
- Carter G. Woodson Elementary/Middle School (K-8)
- Southside Academy High School (9-12)
- New Era Academy Magnet School (9-12).

The Cherry Hill Professional Development School, a diverse P-8 environment, is one of several sites in Baltimore City and surrounding counties that prepares Towson University students for a future in education.

### **Thinking Outside.**

View the videos:  
<http://www.towson.edu/cherryhill/videos.asp>

## Partnerships Philosophy, continued

### *Beyond partnerships – innovation!*

In 2006, Towson University became the largest undergraduate business school in Maryland. We partnered with the University of Baltimore to expand its existing MBA program to Towson students. The collaboration led to the UB/Towson University MBA, which was launched in summer 2006. The program brings together two long-standing institutions, one urban and one metropolitan, to offer unique MBA specializations to a diverse group of students drawn to public higher education.

The University's Division of Economic and Community Outreach has many accomplishments to its credit and a notable one is the launch of the Business Globalization Center, an international business incubator for early-stage companies. The incubator was established in partnership with the Baltimore County Department of Economic Development, Maryland TEDCO, and the Maryland Department of Business and Economic Development. Studies show that 84% of all incubator companies stay in the community where they are incubated. With this effort, Towson University actively supports and retains talent in our state while fostering connections in the global marketplace.

### *Personal Connections, Professional Partnerships*

Towson University has been a positive force in the community for more than 140 years. In 2006, we launched television and radio advertising spots that drew attention to our positive impact in the community and the high quality of our faculty and academic programs. The *Thinking Outside* campaign helps us tell and sell our story more effectively to a wider audience. We also celebrated the launch of "Growing a University: The Campaign for Towson University." The goal of the capital campaign is to raise \$50 million to boost the university's endowment and increase private support.

### **Beyond 2010: Succeeding as Maryland's Metropolitan University**

Last year, I shared my vision of what it will mean to the State of Maryland for Towson University to achieve our 2010 goals. We envision becoming more research intensive with an emphasis on applied research, creating innovative academic programs that prepare our graduates to develop practical solutions to society's complex problems. The State of Maryland will be enriched by the contributions of our alumni in biotechnology, health care, computer science, math, education, and the arts. We want to continue to make our vision a reality, successfully achieve our 2010 goals, and aspire to even greater accomplishments as a leader in Maryland. In order to do so, we need your support.

### **Undergraduate and Mixed Programs Offered at Harford Community College**

#### SCIENCE AND MATH

Biology  
Molecular Biology  
General Chemistry  
Forensic Chemistry  
Medicinal Chemistry  
Physics  
Environmental Science  
Mathematics  
Computer Science  
CIS

#### EDUCATION

BA/BS Integrated Elem Ed/Special Ed

#### HEALTH PROFESSIONS

BTPS Allied Health  
BS/MS Occupational Therapy  
BS Health Care Management  
BS Exercise Science

### **Graduate Programs Offered at the HEAT Center**

#### EDUCATION

MS Instructional Technology  
MS Human Resource Development,  
Education Leadership Track  
Certificate of Advanced Study in  
Organizational Change

## Beyond 2010, continued

### *Rebalance the Funding Mix*

The Governor, the legislature, the University System of Maryland, and Towson University all share a commitment to accessible education for Maryland's citizens. We have appreciated your advocacy for proper per student funding in the past, and with your support, we will offer academic options to more of our citizens in the future. Towson University currently receives the second lowest level of support per FTE student in the University System of Maryland. At \$5,259 per FTE, Towson University is funded at \$2,000 less than the next lowest-funded university. We want to make education affordable and accessible, and rebalancing the funding mix to increase state appropriations would enable us to rely slightly less on tuition and fees and ease the financial burden on Maryland's students. Growth without funding is not an option.

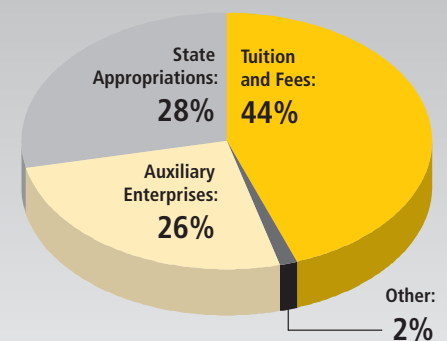
### *Support Academic Needs*

Towson University exceeded our targeted enrollment in FY 07, and we will grow by another 400 FTE in FY 08. As we strive toward our goal of enrolling 25,000 students by 2010, we recognize the challenges that our anticipated growth will create. The addition of 400 FTEs requires some immediate attention. To maintain the quality of our academic programs, thirty more full-time tenure-track faculty members are needed this year. Office space is required, whether leased or constructed, for the additional faculty members, as well as for support and service staff. Our ultimate goal is to ensure the success of our students. Each student who enters our classrooms, our counseling, health, and career centers, and our academic and disability support units deserves assistance by professionals qualified to address specific needs. As enrollment and staff numbers grow, operating expenses will increase as we create additional space and pay for mandatory cost increases in utilities, health insurance premiums, and cost of living adjustments.

### *Ensure Success*

Towson University's success as an institution is measured in a myriad of ways. Some measures are more personal and less public—one student's enlightenment, one faculty member's research, one appreciative donor's generous gift. Some are more widely broadcast and easily tracked—13,262 applications for a freshman class of 2,700, the amount of donations for a capital campaign, national recognition in *U.S. News*. By whatever measure you use, Towson University has had a positive impact on many constituencies and has advanced its mission as Maryland's Metropolitan University. I am pleased that Towson University has had the opportunity to collaborate with our business and education partners, our government leaders, and our campus community to achieve so many of our goals. There is always more to do, and your engagement with our strategic plan will help us better serve our students, our community, and our State. Thank you for your involvement.

**FY08 Unrestricted Revenue Sources**





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