

Towson University 2010 · Mapping the Future

REPORT CARD

FINAL GRADES



TODAY: TOWSON UNIVERSITY 2010

Towson University is a highly selective liberal arts campus of 21,000 students located on 300+ acres in Towson, the county seat of Baltimore County, Maryland. Founded in 1866, Towson offers programs on the main campus, online, and throughout the state. The campus is approximately 80 percent Maryland residents and 20 percent students from other states or countries.

Degrees offered include the Bachelor's, Master's and Doctoral degrees.

The majority of the graduate programs, which comprise approximately 20 percent of the enrollment, are in applied, professional fields.

The 25th/75th percentiles for the SAT of incoming freshmen is in the 1000-1150 range and 3.6 is the average GPA. Forty percent of the students rank in the top half of their

high school class, 23 percent in the top quarter and 9 percent in the top 10 percent. The campus is 30 percent residential. Towson University is widely known for its focus on excellence in teaching, and it has developed a strong program of applied research, bringing in approximately \$24M/year in extramural research funds, largely through contracts with business and government. The successful athletic program competes at the Division I level in 20 sports in the Colonial Athletic Association.



Challenges in Going from To

- Including academic inputs while growing
- Increase the number of doctorates from
- Add joint Ph.Ds to the program mix
- Increase grants and contracts (total)
- Increase federal grants and contracts
- Provide resources to shift faculty workload from 5.0 courses/year to 6.0 courses/year
- Increase fundraising from \$6-7M/year

TOMORROW.

TOWSON UNIVERSITY 2020

Towson University is a highly selective campus of 25,000 (30,000 with the inclusion of online programs and statewide locations) students located on 300+ acres in Towson, the county seat of Baltimore County, Maryland. Founded in 1866, Towson offers programs on the main campus, online, and throughout the state. The campus is approximately 70-80 percent Maryland residents and 20-30 percent students from other states or countries.

Today to Tomorrow

ing (e.g. class standing, SAT, and GPA)

om 10-15/year to 25-30/year

(Ph.Ds are not part of TU's mission)

from \$24M/year to \$60M/year

s from \$4-6M/year to \$12-20M/year

orkload from an average of 6.7-7.0

ar to \$12-15M/year

Degrees offered include the Bachelor's, Master's and Doctoral degrees. The majority of the graduate programs, which comprise approximately 20-25 percent of the enrollment, are in applied, professional fields.



The 25th/75th percentiles for the SAT of incoming Freshmen is in the 1050-1250 range and 3.7 is the average GPA.

Eighty-five percent of the students rank in the top half of their high school class, 50 percent in the top quarter and 25 percent in the top 10 percent. The campus is 40 percent residential. Towson University is widely known for its focus on excellence in teaching, and it has developed a strong program of applied research, bringing in approximately \$60M/year in extramural research funds, largely through contracts with business and government. The highly successful athletic program competes at the Division I level in 20 sports in the Colonial Athletic Association.

IN REVIEW

GUIDING PRINCIPLES OF THE 2010 PLAN

Create and serve...

We will respond to the higher education needs of the region and greater metropolitan area. We will also continually work with business, non-profit and government operations to develop programs that will be responsive to current and future needs and create opportunities for partnering with the community to address them.

An engine of change...

Through university centers and institutes we will monitor and analyze academic, social and economic trends and leverage university expertise and resources. We will respond to changes in the broader environment and drive appropriate and responsive change as warranted.

Responsible growth...

Enrollment growth will be blended with physical and cultural change and growth. As enrollment growth takes place, we will create physical changes that will enable the University to respond to student needs. As size and physical change occurs, we will assure continued excellence in academic capabilities and a university culture that responds in supportive ways to an ever-changing external environment.

Strength within...

We will prepare to serve a changing external environment by strengthening and building bridges in our internal environment to create a more responsive and rapidly adaptable university. Through the blending of expertise, programs, resources and cultures, we will strengthen our ability to be an engine for change and to respond to an ever-evolving external environment.

We recognize that athletics, both intramural and intercollegiate, are key components to the success of our university goals. Athletics will be an integral part of the university culture, to enhance the experience of all students, and as a key partner externally in presenting Towson University.

An institution of unlimited boundaries...

While on-campus physical change and growth takes place, we will expand university boundaries. Through regional centers of education and expertise, we will partner with education colleagues at all levels, partner with government, business and non-profit organizations, embrace existing and new forms of distance learning and, through life-long and creative forms of learning, we will achieve goals through efforts far beyond our physical campus.



A timeless experience...

We will continue to support an academic and overall campus culture and environment that will provide an undergraduate education and outcomes based upon our core values and beliefs. We will also create a future for graduates that will encourage them to remain partners with, and supporters of, Towson University. Relying on our campus without boundaries approach, we will be prepared to offer our graduates opportunities through graduate education, non-credit experiences, real-life experiences and on and off-campus life-long learning opportunities as part of their unique educational path.

A sharing partner...

We will assure that our academic and technical expertise is adaptable to changing environment and work force needs and that we become a destination for the export of expertise and the development of partnerships with all education, social and economic elements of our broader environment. Through these partnerships we will become an engine to drive workforce development.

Diverse and inclusive...

Our diversity initiatives will result in a learning community which mirrors the face of the population surrounding us in our region and State. As new campus community members join us from various cultural, racial and ethnic groups, we will infuse the curriculum and environment with culturally responsive actions to foster broadened perspectives and high achievement for all members of our community.

Able to meet the future...

As we examine our assumptions about the near and distant future, all actions—academic, cultural and physical—will be driven by the desire to create a productive future for our students, our region and the metropolitan area. We will position the University to have adequate flexibility and capability to respond to opportunities.



OVERALL REMARKS

FINAL GRADE

Over the greater part of the last decade, Towson University faculty, staff, and students committed to an ambitious and aggressive strategic plan. Towson University 2010: Mapping the Future, aimed to guide the University's growth and development for the future following our mission, nine guiding principles and five themes.

Our campus community embraced this plan and ensured it was not just an elaborate document of goals left on a shelf to be forgotten. Towson University 2010 is an active, working roadmap that we repeatedly referenced in our daily operations, infused into our academic philosophy, and utilized to make the students an integral part of campus. We held ourselves accountable to the plan and tackled 86 action items and hundreds of milestones. We used a rigorous tracking system with monthly and quarterly deadlines and evaluated our performance and progress with annual report cards.

I am pleased with the tremendous accomplishments and advancements the university made in a relatively short time when compared with the long history of Towson University; but I am most impressed with the collective and collaborative approach our campus community took in order to put the strategic plan into action. Thank you Towson faculty, staff, and students for making Towson University 2010 a success. As we move into

the next decade of Towson University's evolution, we will rely once again on the steadfast dedication of our campus community and the support of our external partners. We can look back with satisfaction at accolades such as: Princeton Review TOP 50 Best Value Colleges, U.S. News and World Report TOP 10 Public -Master's North, Kiplinger's TOP 100 Best Value, and Forbes TOP 100 America's Best Public Colleges.

What is next?



Official Signature

ENROLLMENT MANAGEMENT, GROWTH AND MIX

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

2009 Grade

A

FINAL Grade

A*

answered the call from System and State leaders for affordable, quality higher education while creating a student body whose diversity better reflects the region we serve

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

2009 Grade

A

FINAL Grade

A

targeted students at the onset of their educational pursuits and created gateway programs to support and enrich their academic experience and continued to enhance our reputation and quality to attract the best students in the region

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

2009 Grade

A

FINAL Grade

A

aligned our academic offerings and services to help close workforce and industry gaps by serving as a primary workforce engine for the State and region

* *The final grade for each goal is the average of the grades for the last five years.*

STUDENT EXPERIENCE AND SUCCESS

Support initiatives that promote diversity

2009 Grade

B+

FINAL Grade

B

became the first university to implement the Reflective Process for Diversity campus wide to transform our community culture and infuse our diversity mission into every facet of our organizational structure

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

2009 Grade

A

FINAL Grade

B+

raised the bar by selecting new performance peers and outperformed most of them with our graduation and retention rates and received national attention for minority achievement by using the "Pathways to Success" initiative

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

2009 Grade

A

FINAL Grade

A-

took students beyond the classroom and instilled the importance of civic responsibility on the campus and in the greater community

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

2009 Grade

B+

FINAL Grade

B

changed our organizational structure with our growth and enhanced student services and education delivery systems without reducing quality and the overall student experience

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

2009 Grade

A-

FINAL Grade

B+

embraced our historical liberal arts identity and exposed our students to broad educational opportunities often outside of their primary areas of study

Engage students in off-campus educational experiences

2009 Grade

B+

FINAL Grade

B

encouraged and enhanced support for experiential learning that allowed students to put classroom theory into practice

PARTNERSHIPS PHILOSOPHY

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

2009 Grade

A

FINAL Grade

A

provided training and education programs for in-demand jobs, allowing professionals to retool, and initiated cooperative programs that targeted specific workforce needs

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

2009 Grade

A

FINAL Grade

A

addressed many of the educational needs and social issues of the State with technical solutions that fostered economic development

Strengthen linkages to local, state and federal governments

2009 Grade

A

FINAL Grade

A

bolstered our ties with government at all levels through increased outreach efforts, collaborations, and applied research

Develop a strong shared governance structure that involves stakeholders throughout the university and assure a strong organizational structure

2009 Grade

A

FINAL Grade

A

strengthened representative campus groups, created new advisory groups, and used new methods to enhance communication exchange and policy-making campus-wide

Establish new partnerships

2009 Grade

A

FINAL Grade

A

removed walls, ignored boundaries, created partnerships that exceeded even our own expectations

RESOURCES FOR SUCCESS

Enhance recruitment and retention efforts and development opportunities for faculty

2009 Grade

A-

FINAL Grade

A-

built a nurturing environment centered on teaching and learning that supports and rewards scholarly research by both junior and senior faculty

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

2009 Grade

B+

FINAL Grade

B

Expanded staff development opportunities and infused new talent when possible and consistently voted one of the region's "best places to work"

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

2009 Grade

A

FINAL Grade

A

more than half a billion dollars in construction projects completed, under way, or planned in every corner of campus

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

2009 Grade

A-

FINAL Grade

A-

tripled the dollar amount of grants and contracts awarded

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

2009 Grade

B

FINAL Grade

B

implemented new technology and programs that improved both campus operations and academic capabilities

TELLING AND SELLING THE STORY

Convey Towson's message to the external community

2009 Grade

A

FINAL Grade

A-

launched new media, marketing, and brand campaigns as well as partnership building, and now everyone knows Towson University is "Thinking Outside"

Improve campus inter- and intra-divisional communication

2009 Grade

B+

FINAL Grade

B

produced and encouraged initiatives and publications that increased awareness and communication in every niche of campus

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

2009 Grade

B+

FINAL Grade

B

Built upon our foundation in the arts and athletics to expand participation in both and made giant steps to transform campus life through a love of the arts and rallying school spirit

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

2009 Grade

B-

FINAL Grade

C+

Established new methods to capture information that will pave the way for improved communication and service to our alumni and their employers in the future



Office of the President
Towson University
8000 York Road
Towson, MD 21252-0001
www.towson.edu

