

**BOWIE STATE UNIVERSITY**  
**MISSION AND GOALS STATEMENT**

**SUMMARY MISSION STATEMENT**

Bowie State University provides high-quality and affordable educational opportunities at the bachelor's, master's and doctoral levels for a diverse student population of Marylanders and the global community. Building on its legacy as the state's oldest historically black institution, Bowie State is a regional comprehensive university with liberal arts educational programs designed to broaden the knowledge base and skill set of students across disciplines and to enable students to think critically, value diversity, become effective, socially responsible leaders, function competently in a highly technical world, and pursue graduate and professional study.

The University is committed to increasing the number of students who earn advanced degrees in all disciplines, with special focus on computer science, business, the health sciences, information technology, the natural sciences, education, and related interdisciplines. Academic integrity, the common good, constituent needs, market demands, and emerging challenges serve as important bases in the University's efforts to develop educational programs and improve student access to learning opportunities.

**INSTITUTIONAL IDENTITY**

Bowie State University (BSU), with a history that spans over 145 years, is the oldest of four Historically Black Colleges and Universities (HBCUs) in the State of Maryland, and one of the oldest in the nation. The institution is an outgrowth of the first school opened in Baltimore in 1865 by the Baltimore Association for the Moral and Educational Improvement of Colored People. Several years later the state legislature authorized its Board of Education to assume control of the school, eventually converting it into the Maryland Normal and Industrial School at Bowie.

The institution's origin is rooted in teacher education. Its initial two-year professional education curriculum in teacher education was expanded to a three-year program, and later into a four-year program for training elementary school teachers. It was renamed Maryland State Teachers College at Bowie in 1951. Its role was further expanded to include teacher-training for secondary education, and with the addition of a liberal arts curriculum, it was renamed Bowie State College (BSC) in 1963. BSC offered its first graduate degree, the Master of Education, in 1970.

Bowie State College became Bowie State University in 1988. Bowie State is committed to making quality education accessible and affordable to the community, especially ethnic minorities. It delivers its academic programs in a stimulating, challenging, and student-centered academic environment that foster life-long learning, leadership, responsible citizenship, and continuing intellectual development. BSU aligns its practices and resources in support of its five core values: *excellence, civility, integrity, diversity, and accountability*. Its goal is to provide a holistic education that prepares students for success in an ever-changing world, hence the institution's slogan, "*Prepare for Life.*" BSU subscribes to the basic tenets of higher education - discovery, application, and dissemination of knowledge for the betterment of society – which are in consonance with the *Maryland State Plan for Postsecondary Education*.

In keeping with its founding role of providing high quality teacher education, BSU continues to diversify and advance its academic programs. It currently offers several master's degrees and was authorized to offer its first doctoral degree in education in 2000. As a testament to its devotion to excellence in education, the BSU teacher education program has received over 50 years of successive accreditation by the National Council for Accreditation of Teacher Education (NCATE).

Bowie State University continues to grow and develop in response to state, national, and global workforce needs. It is classified by the Carnegie Foundation as an MA I institution (regional comprehensive, Master's level). Currently, the University has 22 master's, 2 doctoral, and 12 graduate level certificate programs

In spring 1994, the Maryland Higher Education Commission approved a new mission statement for BSU, identifying a special focus on computer and technology applications. This special focus prompted growth in the Science, Technology, Engineering, and Mathematics (STEM) disciplines at both the undergraduate and graduate levels. To support its expanding STEM disciplines, BSU is steadily building its research infrastructure to augment faculty capacity to instruct students. An outgrowth of the University's efforts was the approval of its second doctoral program in Computer Science in 2007.

In response to the Governor's priorities and the *Maryland State Plan for Postsecondary Education*, Bowie State University is steadily building its infrastructure to become more competitive in the State and the nation in STEM education and research. In 1995, BSU was one of only six institutions in the nation to be selected as a Model Institution for Excellence (MIE) in science, engineering, and mathematics. This award significantly strengthened the institution's academic infrastructure and enhanced an already excellent computer science and technology program that has consistently ranked as one of the top 10 institutions in the nation in graduating African American students with master's degrees. The College of Arts and Sciences has implemented the STEMing the TIDE (Science, Technology, Engineering, and Mathematics Through Integrated and Diversified Experiences), as a comprehensive strategy for advancing STEM education and research, with special emphasis on increasing minority engagement in these fields.

In anticipation of the workforce needs of the Base Realignment and Closure process, Bowie State University has established new programs and revised existing programs in the College of Arts and Sciences and the College of Business in information security issues.

In response to the State priority to close the achievement gap, BSU has committed to improving both the 4- and 6-year graduation rates. Gatekeeper courses are being restructured or redesigned to facilitate student learning. To expand access to education, BSU is increasing the number of evening and night classes to accommodate more working adults. Its on-line class inventory is steadily growing and the university is enhancing its continuing education offerings to provide the community with greater learning opportunities.

BSU is committed to fulfilling the State mandate for institutions to conduct their operations in a sustainable manner. The work of the Institution's Climate Commitment Coordinating Committee has positioned BSU as a national leader in higher education for reducing carbon footprints. Consequently, Toyota Corporation of America selected BSU to launch its national Green Initiative targeting HBCUs. As part of this partnership, the institution is working to implement a 'green curriculum.'

Bowie State University's workforce consists of a diverse group of dedicated professionals who are committed to implementing the mission of the University. The full-time faculty, complemented by a highly qualified adjunct faculty and supported by a skilled staff, distinguishes itself through excellence in teaching, scholarship/research, and service. Effectively and efficiently, the University will continue to provide excellent educational services to its students through recruitment, development, and retention of a talented workforce.

The University collaborates with its sister institutions and other agencies to address student retention issues (e.g., Coppin State University; Morgan State University; University of Maryland Eastern Shore; University of the District of Columbia; and the Maryland Higher Education Commission); increase the number of student internships; provide research opportunities for faculty and students (i.e., Towson University; National Aeronautics and Space Administration; Naval Research Laboratory; University of Maryland, Baltimore; Howard University; and City University of New York); increase the number of computer technologists (i.e., University of Maryland, College Park; Morgan State University; Johns Hopkins University; University of Maryland, Baltimore County; and Honeywell, formerly Allied Signal Corporation); enhance the quality of the police force (Prince George's County Police Academy); and enhance the quality of teaching in the county and State through Professional Development Schools, induction programs, and critical issues workshops (i.e., Prince George's County Schools; University of Maryland, College Park, Towson University; and Prince George's Community College).

## **INSTITUTIONAL CAPABILITIES**

Bowie State University, building on its legacy as a significant producer of high-quality teachers who have helped to shape public education in the State of Maryland and beyond, and capitalizing on its designation as a high-tech institution by its former Board of Trustees, continues to provide opportunities for a high-quality education for the citizens of Maryland and the nation. In 2000,

the University began its doctoral program in educational leadership and its graduates influence public schools in Prince George's County as counselors, principals, and superintendents. Moreover, the University is a leader in higher education in graduating African Americans and Asian Americans with master's degrees in computer and information sciences.

Bowie State University, a Carnegie Foundation MA I institution, is well-positioned academically and geographically to provide high-quality educational services to a diverse student population (African Americans, Caucasians, Africans, Asians, and Hispanics) in the State of Maryland, nationally, and internationally. Bowie State's comprehensive academic programs, undergirded by a strong liberal arts foundation, are designed to prepare students for immediate employment or graduate and professional study in fields such as pharmacology, computer and information sciences, nursing, law, business, psychology, bioinformatics, and education. The University's research laboratories and technology-enabled interactive classrooms provide businesses and government with excellent opportunities for new partnerships and collaborative projects. Bowie State students complement their academics by engaging in cooperative and internship experiences in industry and government.

The University is positioning itself to increase its enrollment significantly over the next five to seven years by mobilizing its fiscal, physical, and human resources and providing students a greater array of high-quality academic programs and support services.

Professional expertise in teaching, research, and service at BSU is concentrated in the College of Arts and Sciences, College of Business, College of Education, and College of Professional Studies. While maintaining and advancing its role as a national leader in teacher education, BSU is systematically building its capacity for research, especially in the STEM fields, to support its growing graduate programs. STEM researchers are funded by government agencies, including the National Aeronautics and Space Administration (NASA), National Science Foundation (NSF), Department of Defense (DoD), and National Security Agency (NSA). The major research areas in the STEM disciplines include biomedical sciences, network security, computational mathematics, and theoretical physics. These efforts support quality student teaching and the workforce development goals of the State of Maryland.

### *Key Strengths*

**The Protein Crystallography Research (PCR)** faculty members have received several patents for their innovations, some of which have been successfully commercialized. PCR researchers collaborate with experts in industry and academe as well as with international partners to provide laboratory practical experience and internship opportunities to enhance the training of students. The PCR laboratory supports the newly implemented Bioinformatics bachelor's degree program. The PCR lab is a precursor to the "BSU Center for Undergraduate Studies and Research in Structural Biology and Bioinformatics," which is expected to be implemented in fall 2012.

The **Plant Genomics Research Program (PGRP)** was established with initial funding from the National Science Foundation (NSF) in the Department of Natural Sciences. PGRP administers a grant designed to equip participants with molecular biotech skills for entry level positions in industry as lab technicians or prepare them for graduate school. PGRP faculty members collaborate with colleagues in the US Department of Agriculture (USDA)-Agricultural Research Service (ARS), and the Mayaguez Institute in Puerto Rico.

**Medicinal Chemistry Research Program (MCRP)** faculty members are skilled in drug discovery techniques, nanotechnology, and the design of bioactive molecules. Through a grant from NSF, the faculty members have enhanced the undergraduate chemistry curriculum with a focus on preparing students to conduct research in chemistry and bio-chemistry.

The recently established **Center for Global Engagement (CGE)** builds on Bowie State University's commitment to "preparing students for life." The CGE will be at the forefront of a rapidly changing landscape and help the University develop an international presence. Through the CGE, the University has centralized its global activities (e.g., redesigning the International Studies curriculum, study abroad, and the Ambassador's Forum) as a part of its efforts to promote the active participation of faculty and students in international education, research, and service in Africa, South America, the Caribbean, and Europe. MOUs have been initiated with universities in Africa, South America and Europe. The future plans for enhancing the international program include establishing an active Visiting Scholars/Researchers Program and a vibrant Faculty/Student Exchange program.

**BSU-TV**, staffed with a cadre of outstanding academicians and field practitioners, trains students to serve the greater Bowie State University community. Among its faculty members are Del Walters, an Emmy award winning investigative reporter, documentary film producer, political columnist, and broadcaster as well as Marie Brown, an Emmy award winning Television Director/Producer. Its professional quality daily broadcasts to the community include the *SAS Connection* (Science, Arts, and Society Connection), which features interviews, discussions, and presentations by noted professionals; *Bottom Line*, devoted to informing the community about current issues in the business world; and *The President's Update* which informs the general public about the educational efforts at BSU and higher education in general.

The **Computer Network Security Research (CNSR)** initiatives focus on 1) building and continuously supporting a national community of faculty members to integrate usability and accessibility into information assurance (IA) education, and 2) developing, testing, deploying, and disseminating security injections in pursuit of an eventual goal of implementing security across the curriculum. Working collaboratively with faculty at Towson University, the researchers have secured NSF funding which allows them to focus on wireless sensor networks

(WSNs) and virtual reality. Additionally, faculty members in the College of Arts and Sciences and the College of Business are collaborating to establish a National Security Agency (NSA) Center of Excellence in Information Assurance. Graduate students in the master's and doctoral degree programs engage in collaborative research with the faculty.

Bowie State University hosts several **STEM Partnerships** with higher education institutions, industry, the state government, and the federal government. The Computer Science Department is a member of the Chesapeake Information Based Aeronautics Consortium (CIBAC) which performs aviation research; a collaborator with the National Institute of Science and Technology (NIST) for research in parallel algorithms and real-time systems; a founding member of the Maryland Alliance for Information Security Assurance (MAISA) to support Maryland's efforts to develop homeland security initiatives through links between member institutions, federal, state, and local governments; and a member of CyberWatch, an advanced technological education center through which BSU helps to increase the quantity and quality of the information assurance (cyber security) workforce.

In addition to these research partnerships, BSU is the lead institution in a 12.4 million dollar endeavor funded by NSF: The Math and Science Partnership Minority Students Pipeline (MSP<sup>2</sup>). This collaborative effort consists of four University System of Maryland (USM) institutions devoted to training STEM teachers for the workforce and increasing minority student engagement in STEM disciplines. BSU is also a partner in the Mid-Atlantic Alliance for Professional Science Master's program that was designed to develop partnerships with industry to train graduate students for the workforce.

The **Department of Fine and Performing Arts** produces quality artists through a focus on individual creativity and experimentation in interdisciplinary activities, arts as a business, and overall aesthetics. Its graduates have starred in major films and Broadway productions and faculty members are invited to perform at such venues as the Kennedy Center and Carnegie Hall. The new, \$79 million dollar Fine and Performing Arts Center will bring the much needed infrastructural modernization to support its teaching and outreach programs.

The **Bowie Satellite Operations and Control Center (BSOCC)** is operated entirely by undergraduate students. A joint venture between BSU, NASA's Goddard Space Flight Center, and Honeywell Technology Solutions, Inc., the center's operations are supervised by NASA Goddard and Honeywell Technology Solutions scientists and operations professionals. Bowie State students may earn up to four certifications – Command Controller, Mission Planner, Spacecraft Analyst, and Ground System Analyst. Graduates of this program are typically employed by space-related government agencies and industrial organizations engaged in the satellite industry including NASA, the National Oceanic and Atmospheric Administration (NOAA), Lockheed Martin, and Science Applications International Corporation (SAIC).

The Department of **Management Information Systems (MIS)** within the College of Business offers an MS degree, Management Information Systems, with a concentration in Information Assurance. With funding from the Maryland Higher Education Commission (MHEC), this program enhances the skills of employees at Base Realignment and Closure installations who are handle information security issues. The program allows Department of Defense employees and contractors to acquire critical knowledge and skills in internal and external threat management. The curriculum, designed primarily for online delivery, attracts employed adult learners.

The **Department of Teaching, Learning, and Professional Development** partners with nine Professional Development Schools, most of which are in Prince George's County. These serve as the primary vehicles for pre-service experiences for teacher candidates as well as in-service and professional development for teachers and other professionals. These experiences positively impact student achievement. Its graduates serve as teachers and principals in the State of Maryland and throughout the United States.

The **Department of Counseling** in the College of Education offers master's level programs and consistently graduates approximately 25% of the master's degrees awarded annually by the institution. These programs meet a critical State need by providing skilled employees.

The **Department of Educational Leadership** develops educational leaders who become change agents in the cultural, economic, social, and educational development of the global educational arena. The program has three areas of concentration: certification, school administration, and district administration which prepare candidates for educational leadership roles and responsibilities from pre-K to 12<sup>th</sup> grade settings to the superintendency

The **Criminal Justice Program**, a newly approved major, offers a distinctive opportunity for students to pursue an interdisciplinary study of criminal justice and law with concentrations in forensic science, community-based corrections, and social justice. The program offers hybrid, online, and traditional face-to-face instruction.

The **Social Work Spanish Option Curriculum** is the first of its kind in the country. The Department of Social Work and the Department of English and Modern Languages at BSU have partnered to build the bilingual capability of social work undergraduate students. Students take three semesters of Spanish language courses to build competence in responding to the needs of Latino populations. The Spanish language program supports economic growth and vitality through advancing a high quality workforce to address the needs of Maryland's diverse citizenry.

The Department of Nursing offers two graduate nursing programs. **The Master of Science in Nursing, Family Nurse Practitioner (MSN-FNP)** program provides opportunities for professional nurses to obtain a master's degree through non-traditional and traditional academic experiences. This program, which provides both two-year full-time and three-year part-time plans of study, includes hybrid course options. The program maintains principles of best

practices, health promotion, disease prevention (in accordance with the Healthy People 2020 initiative), and health management through its partnerships that include the Veterans Administration Medical Center of Washington, D.C., Walter Reed Army Medical Center, and Bethesda Naval Medical Center. To further support the 2009 Maryland State Plan goal of increasing access and affordability to citizens of the State of Maryland, the program is approved to be offered in 2011 at the Southern Maryland Higher Education Center.

The **Master of Science in Nursing, Nursing Educator** program provides students with the knowledge, skills, and practicum experience to teach nursing at the four-year college or university level or at clinical facilities. With the goal of strengthening economic growth and vitality in Maryland's healthcare systems, the Nursing Educator program contributes significantly to reducing the nursing faculty shortage currently challenging the State of Maryland, the nation, and the world. Strong affiliations and partnerships with University System of Maryland institutions as well as community colleges and other universities help BSU expand opportunities for students to gain valuable experience with nursing leaders in academia. The program includes both hybrid and online courses.

The undergraduate **Accelerated BSN with Success and Retention Initiatives Program** at BSU, an intensive 18-month experience for 2<sup>nd</sup> degree and transfer students, shortens the time to obtain the Bachelor of Science in Nursing. Through this 18-month program, students are afforded hybrid and traditional face-to-face instruction. This program, with its focus on retention, offers an integrated curriculum that advances and evaluates nursing students' learning outcomes; provides student learning tools; and promotes student success on departmental comprehensive exit exams and the National Council Licensure Examination for Registered Nurses (NCLEX-RN). The program advances the economic growth and vitality of Maryland by producing highly qualified professional nurses to meet the healthcare workforce shortage.

## **INSTITUTIONAL OBJECTIVES AND OUTCOMES**

Bowie State University is committed to strategic planning and institutional assessment. The 2007 – 2012 Strategic Plan sets forth six overarching goals, as well as subgoals and objectives which are aligned with the University System of Maryland Strategic Plan and the Maryland Higher Education Commission's *2009 State Plan for Postsecondary Education*. Bowie State University's Strategic Plan goals and sub-goals are as follows:

### ***Goal 1. Provide high-quality and affordable academic programs and support services for all students***

Subgoal A. Improve academic programs

Subgoal B. Enhance Teacher Education Programs

Subgoal C. Develop and implement a specific plan and timeline for faculty and staff growth that aligns Bowie State with its peers and with the requirements of external accrediting bodies



- Subgoal D. Enhance support services throughout the University
- Subgoal E. Maintain a robust, state-of-the-art, highly available and secure information technology infrastructure to support mission-critical operations
- Subgoal F. Provide students, faculty, and staff with convenient access to information and online library resources at any time and from anywhere

***Goal 2. Support growth by enhancing recruitment, access, and retention efforts University-wide***

- Subgoal A. Develop, implement, and fully fund a new marketing and recruitment plan
- Subgoal B. Improve access to funding sources for students
- Subgoal C. Improve access for prospective students to academic programs
- Subgoal D. Enhance University-wide retention efforts
- Subgoal E. Enhance technology to maximize enrollment/retention services
- Subgoal F. Improve University graduation rates

***Goal 3. Promote regional economic and workforce development***

- Subgoal A. Increase University initiatives and expand the role of the Schools of Business, Graduate Studies, and Continuing Education
- Subgoal B. Increase the numbers of new professional and master's prepared nurses, including advanced practice nurses, to support local, national, and global healthcare markets
- Subgoal C. Revitalize the graduate school to champion advanced manpower development and research for local, state, national, and international markets
- Subgoal D. Increase the role of the Office of University Relations and Marketing in proactively positioning the University

***Goal 4. Increase the University's external funding***

- Subgoal A. Educate the public about the mission of Bowie State University and the resources required to fulfill this mission
- Subgoal B. Increase contributions from individuals, corporations, foundations, and community-based organizations

***Goal 5. Promote effective and efficient use of institutional resources***

- Subgoal A. Implement a process to reengineer University business systems to ensure efficiency and effectiveness in order to support strategic decision-making
- Subgoal B. Foster an environment that will encourage BSU employees to maximize their potential to enhance their performance
- Subgoal C. Maximize the opportunity for potential growth in revenues through community awareness via BSU programs

***Goal 6. Enhance the University's image***

- Subgoal A. Identify and articulate the core values and ensure that they serve as the foundation for fostering a collegiate community spirit, ethical behavior, strong standards, and academic excellence

Subgoal B. Improve the image of the University through a comprehensive marketing plan that highlights its strengths and capabilities