

# **BOWIE STATE UNIVERSITY**

## **MISSION AND GOALS STATEMENT**

### **SUMMARY MISSION STATEMENT**

Bowie State University empowers a diverse population of students from Maryland, the nation, and the world to reach their full potential through its high-quality, liberal-arts-based bachelor's, master's, and doctoral programs. The University provides a nurturing environment distinguished by a culture of success that supports students in completing their course of study. As Maryland's first historically black university, Bowie State inspires and prepares ethical and socially responsible leaders who can think critically, discover knowledge, commit to lifelong learning, value diversity, and function effectively in a highly technical and dynamic global community.

### **INSTITUTIONAL IDENTITY**

Bowie State University (BSU), with a history that dates back to 1865, is the oldest of the 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 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 all, 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. BSU subscribes to the basic tenets of higher education -- discovery, application, and dissemination of knowledge for the betterment of society -- which are in alignment with the *Maryland State Plan for Postsecondary Education*.

Bowie State University continues to grow and develop in response to state, national, and global workforce needs. BSU offers a comprehensive array of programs with selective

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programs of doctoral study. Currently, the University offers 22 undergraduate majors, 19 master's degree programs, two doctoral programs, 12 post-baccalaureate certificates, one post-master certificate and three certificates of advanced study. The University's *2013-2018 Strategic Plan* emphasizes the imperative of increasing college completion rates generally, with particular emphasis on improving the 6-year graduation rate at Bowie State University. This strategic plan also reaffirms Bowie State University's commitment to academic excellence and student success as shown traditionally through our deeply rooted strengths in teaching, research, and service.

In keeping with its founding role of providing high quality teacher education, Bowie State is well-positioned to provide high-quality educational services to a diverse student population. 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 business, biology, computer and information sciences, nursing, 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.

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. Government agencies, including the National Aeronautics and Space Administration (NASA), National Science Foundation (NSF), Department of Defense (DoD), and National Security Agency (NSA) fund STEM researchers. 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. 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 addition, 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.

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### **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, continues to provide opportunities for a high-quality education for the citizens of Maryland and the nation. The University is positioning itself to increase its enrollment 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. In addition, the University continues to implement strategies to improve student progression and completion in support of State and University System of Maryland goals.

### **EDUCATION INNOVATION INITIATIVE: BOWIE STATE UNIVERSITY'S SIGNATURE PROGRAM**

The **Education Innovation Initiative (EI<sup>2</sup>)** is Bowie State University's signature PreK-20 science, technology, engineering, arts and mathematics (STEAM) academic enrichment program that is grounded in advocacy for early career pathway exposure amongst under-represented students in Prince George's County. Through the use of a multidisciplinary approach to discovery-based learning, **EI<sup>2</sup>** provides students with increased access to real-world work experience that produces next generation solutions. Through this collaborative effort, **EI<sup>2</sup>** has been designed to help close the achievement gap in underrepresented populations in science, technology, engineering, mathematics (STEM), arts and humanities-related fields. The program creates a pipeline from pre-kindergarten to college, guiding talented students from Prince George's County Public Schools to Bowie State University by engaging them with real-world experiences that prepare them for leadership in the technology careers of the future. **EI<sup>2</sup>** has the potential to eventually grow to include all of the academic programs at the University, providing students with opportunities to learn the integrated processes of involving varied expertise in developing technology-based business solutions.

**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.**

#### *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.

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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 biochemistry. The lab is equipped with some of the latest and most sophisticated analytical tools in the industry.

The **Computer Technology Program (C-TECH)** meets the workforce demands for professionals with expertise in field. The program offers tracks in Network Administration, Security (cyber security), Database, and Multimedia and Internet. The program is the only one of its kind in the University System of Maryland that incorporates cloud computing. The program, recently accredited by ABET, provides extensive hands-on experience for students.

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 been featured in major films and Broadway productions and faculty members are invited to perform at such venues as the Kennedy Center and Carnegie Hall. The Fine and Performing Arts Center that opened in 2012 brings the infrastructural modernization to support its teaching and outreach programs. The **Visual Communications and Digital Media Arts (VCDMA)** program offers a BS degree with concentrations in Advertising Design, Animation & Motion Graphics, Digital Cinema & Time-Based Media, Digital Media Arts and Fashion Design. This is one of the fastest growing programs in the Department of Fine and Performing Arts. Students study in one of the most modern facilities in the State of Maryland.

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. The department offers an undergraduate concentration in MIS that combines management, business, and technology-related courses. This concentration provides the students with a solid foundation in problem-solving, analytical thinking and information technology skills to make them competitive in their chosen career. In today's fast-paced world of technology-driven changes, the well-educated technical professional with a management and business background is invaluable.

**Bowie Business Innovation Center (Bowie BIC)** is a joint business incubation program between the City of Bowie and Bowie State University (BSU). The Bowie BIC is the first

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Maryland incubator to be established at a historically black college. The Bowie BIC works closely with the academic departments, especially those in the College of Business, to enhance the learning environment by providing experiential activities such as internships, real-life case projects, and class speakers. The Bowie BIC, a nonprofit organization with its own independent board of directors, nurtures entrepreneurial companies by providing business support services and facilities that help companies survive and grow during their start-up period. It exists to produce successful firms that will leave the program financially viable and as freestanding companies. Bowie BIC graduates have the potential to strengthen local economies, create jobs, revitalize neighborhoods, and commercialize new technologies.

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 in Counseling Psychology, Mental Health Counseling, School Counseling, and School Psychology and consistently graduates over 20% of the master's degrees awarded annually by the institution. These programs meet a critical State need by providing skilled mental health professionals.

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 as school principals, assistant principals, instructional supervisors, curriculum specialists, school superintendents and researchers.

The **Criminal Justice Program**, established in 2011, is one of the fastest growing programs at BSU. The program 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 and has established pathways with several area community colleges.

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.

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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 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. The programs recent expansion to the Southern Maryland Higher Education Center supports University, USM and MHEC strategic goals.

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.

**Project Management Graduate Certificate Program (PMGCP)**, a component of the master's degree program in human resource development, prepares students for managing, planning, and implementing a diverse range of projects aimed at enhancing organizational effectiveness. In 2012, the PMGCP was designated as a Registered Education Provider (REP) by the Project Management Institute (PMI); the only HBCU to receive such recognition.

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### **INSTITUTIONAL OBJECTIVES AND OUTCOMES**

Bowie State University is committed to strategic planning and institutional assessment. The *2013 – 2018 Strategic Plan* sets forth six overarching goals, as well as supporting initiatives aligned with the University System of Maryland Strategic Plan and the Maryland Higher Education Commission's *2013 State Plan for Postsecondary Education*. Bowie State University's Strategic Plan goals and supporting initiatives are as follows:

Strategic Goal 1: Deliver high quality academic programs and relevant co-curricular experiences.

- 1.1 Enhance the rigor and relevance of existing academic programs and develop new programs to meet the needs of a global society.
- 1.2 Select and promote signature programs (degree and non-degree) to attract new scholars and enhance the learning community.
- 1.3 Provide optimal learning experiences in STEM academic programs.
- 1.4 Support a strong liberal arts core as a foundation of a university education.
- 1.5 Continue assessing student learning outcomes and implementing curricula improvements.
- 1.6 Offer general education experiences that prepare students for success in their majors, promote lifelong learning, and provide a foundation for personal and professional success after graduation.
- 1.7 Develop a plan that provides a comprehensive range of services and programs to promote and celebrate campus diversity.
- 1.8 Establish programs designed to prepare faculty, staff and students for integrative and interdisciplinary teaching and learning.
- 1.9 Enhance the Honors Program to include additional honors courses that extend to each degree program.
- 1.10 Promote reputable academic scholarship and interdisciplinary research among faculty members.

Strategic Goal 2: Develop and implement programs and services that promote access, affordability, and completion for a diverse student body with an emphasis on underserved populations.

- 2.1 Assess and increase, as needed, undergraduate institutional need-based and merit financial aid for targeted under-served students.
- 2.2 Develop a data-informed financial aid strategy that maximizes the effective use of available institutional financial resources.
- 2.3 Provide structured financial literacy training and counseling to minimize student loan indebtedness.
- 2.4 Design and implement a service delivery model to increase satisfaction levels of students, parents, and other university constituents.
- 2.5 Align and revise academic and administrative policies and procedures to conform to current university practices to promote student success.
- 2.6 Enhance student success by providing effective academic support services.

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- 2.7 Enhance the recruitment of superior student athletes to maintain the university's tradition of athletic excellence and student retention and graduation.
- 2.8 Develop a comprehensive and coordinated approach to supporting academic achievement of those students assessed as needing developmental coursework as well as those students entering directly into credit courses.

Strategic Goal 3: Conduct and sustain academic transformation initiatives to improve student success and promote greater faculty collaboration.

- 3.1 Encourage faculty to experiment with new pedagogies and new technologies, recognizing the different pedagogies appropriate for different disciplines and programs.
- 3.2 Promote intellectually rewarding interdisciplinary collaborations among faculty and the various academic units.
- 3.3 Identify and implement selected online academic programs and courses to provide alternative modes of instructional delivery for undergraduate and graduate students.
- 3.4 Ensure students have comparable instructional experiences between face-to-face and distance education offerings.
- 3.5 Expand and enhance both faculty and student educational technology support services.
- 3.6 Promote faculty professional development in curriculum design, instructional delivery, assessment, and evaluation as well as the effective application of instructional technology.

Strategic Goal 4: Develop a comprehensive model of regional, national, and global engagement to address societal needs.

- 4.1 Expand community outreach efforts to middle school and high school students to promote early college planning and to enhance exposure to BSU academic programs.
- 4.2 Cultivate partnership programs with business, government, media, and community groups to enhance the university's impact in the community and to provide career-oriented opportunities for students.
- 4.3 Strengthen and increase academic programs at off-campus locations to promote access to the university's academic programs and student success.
- 4.4 Develop and offer alternative academic programming to enhance the skills, knowledge and career aspirations of key university and community constituents.
- 4.5 Design opportunities that encourage interaction among faculty, staff, and students to foster a greater sense of community.

Strategic Goal 5: Advance the overall effective and efficient use of resources and identify new revenue sources to support the university's core mission.

- 5.1 Promote the personal and workplace growth of all employees through professional development aligned with strategic goals.
- 5.2 Develop a multi-year facilities renovation/refurbishment plan that anticipates the instructional and non-instructional needs of the University.

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- 5.3 Pursue alternative revenue streams through the University, the BSU Foundation, Office of Research and Sponsored Programs and other University affiliated entities in support of institutional initiatives.
- 5.4 Support faculty and staff involvement in seeking external funding to support the University's strategic initiatives.
- 5.5 Improve on a continuous basis the technology infrastructure and integrate emerging technology to enhance academic, research, and administrative efficiency and productivity.
- 5.6 Develop and implement additional sustainability initiatives to meet the University's climate commitment goals.

Strategic Goal 6: Define and communicate the University's distinctive identity and value proposition.

- 6.1 Develop institutional core messages and engage the campus community as front-line ambassadors to tell the Bowie State story.
- 6.2 Implement an integrated marketing plan to increase awareness of the university's strengths and value, support student enrollment, and effectively communicate to alumni and other key constituencies.
- 6.3 Build recognition of the expertise of faculty, staff and students by positioning them to comment on the problems confronted in society.
- 6.4 Enhance traditional, online, and new media strategies to extend the national and global reach of communication efforts.
- 6.5 Promote transparency and sustain a system of open communications.