Coppin State University
Update on Implementation of Special Review Committee Recommendations

Presented to: USM Board of Regents
Presented by
Mortimer H. Neufville, CSU President
February 14, 2014
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>Dec. 2012</td>
<td>USM Board of Regents established a 14-member <strong>Special Review Committee</strong> to assess Coppin after departure of prior President</td>
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<td>Jan. 2013</td>
<td>Dr. Mort Neufville named Interim President</td>
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<td>May 2013</td>
<td>CSU Special Review Committee submits findings/recommendations and calls for the development of an Implementation Plan</td>
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<td>June 2013</td>
<td>Coppin presents a 50-point plan to address Committee findings; Board of Regents approves Report and Implementation Plan</td>
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<td>Sept. 2013</td>
<td>Dr. Neufville reports on plan to USM Board of Regents</td>
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<tr>
<td>Dec. 2013</td>
<td>CSU submits Mid-Term Progress Report to USM</td>
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<tr>
<td>Jan. 2014</td>
<td>CSU presents Progress Report to Senate B&amp;T Committee</td>
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Transforming Coppin

• Increase student recruitment, retention rates and graduation rates

• Re-energize faculty and staff in a culture of accountability

• Restore Coppin’s reputation

• Yield a stronger return on investment (ROI) for Maryland
Plan focuses on three primary areas to ensure that CSU operates as a high-performing public university consistent with *Powering Maryland Forward*, USM’s strategic plan. Those areas are:

1. Increase student graduation and retention rates
2. Strengthen academic programs
3. Improve financial stability and administrative operations
Accountability

• **50 Actions**, each with team leaders, accountability measures and deadlines.

• To date, **23 of the 50 Actions are completed or underway** with significant progress points

• Submit detailed progress reports every six months

• Complete remaining Actions by June 30, 2014
Accomplishments Tied to Goal 1: Higher Graduation/Retention Rates

- **Implemented Intensive Academic Advising** (to provide a dedicated advisor to ensure students successfully matriculate)
- **Developing Dual-Enrollment Programs** with Coppin Academy and two community colleges to increase transfer students
- **Launched new Marketing Campaign**
- **Opened new Child Care Center** (a retention strategy to assist students who are parents to attend classes regularly)
Accomplishments Tied to Goal 2: Stronger Academic Programs

- Appointed new Provost
- **Restructured Academic Enterprise** (from six schools to four colleges with elimination of two deans/five department chairs)
- Reaccreditation approved by Middle States
- **Expanded STEM** (broke ground on new STEM building, named a STEM Coordinator, established a STEM Center)
Accomplishments Tied to Goal 3: Improved Financial Stability/Administrative Operations

• Appointed new VP for Administration & Finance
• Balanced CSU’s budget for FY 13 and 14 with a fund balance
• Reduced personnel by 35 positions (net) with hiring freeze
• Conducted mandatory customer service training for staff and faculty to improve delivery of service to students
• Updated critical operational & governance policies
Challenges and Solutions

• Financial resource constraints due to under-enrollment
  CSU is operating a campus with a capacity for 5,000-6,000 students. Current under-enrollment significantly constrains revenue required to support programs and other resources needed for CSU to grow and thrive.
  **Solution:** Work to increase enrollment to 5,000 by 2020.

• Competitive Environment for New/Transfer Students
  **Solution:** Implement best practices—including expanded recruitment efforts and more timely and strategic use of financial aid—to attract new/transfer students.

• Current Method of Measuring Graduation Rates does not accurately capture CSU’s success with transfer and returning students
  **Solution:** With USM and MHEC, explore expanding indicators to credit graduation of non-traditional and transfer students who comprise significant percentage of CSU’s student body.
Next Steps

• Launch remaining 25 Actions by June 30, 2014

• Continue to ensure that implementation aligns with CSU’s 2020 Strategic Plan

• Keep key stakeholders (internal and external) apprised of progress