

Change in Motion . . . Soaring Like an Eagle

Coppin State University
Update on Implementation of
Special Review
Committee Recommendations



Presented to: USM Board of Regents

Presented by

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Origins of the Special Review Committee Recommendations

- Dec. 2012** USM Board of Regents established a 14-member **Special Review Committee** to assess Coppin after departure of prior President
- Jan. 2013** Dr. Mort Neufville named Interim President
- May 2013** CSU Special Review Committee submits findings/recommendations and calls for the development of an Implementation Plan
- June 2013** Coppin presents a 50-point plan to address Committee findings; Board of Regents approves Report and Implementation Plan
- Sept. 2013** Dr. Neufville reports on plan to USM Board of Regents
- Dec. 2013** CSU submits Mid-Term Progress Report to USM
- Jan. 2014** CSU presents Progress Report to Senate B&T Committee



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

Areas of Focus

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**