

12.07.12

University System of Maryland Board of Regents
Special Review Committee on Coppin State University

The change in leadership at Coppin State University (CSU) provides the University System of Maryland (USM) Board of Regents with the opportunity to conduct a comprehensive review of CSU and develop strategies to increase student retention and graduation rates, improve administrative operations and financial stability, and build a culture focused on success. Currently, CSU has the lowest graduation rate, lowest average SAT scores, and the highest expenditure per student among USM's comprehensive universities.

CSU's current mission describes the university as an urban, comprehensive, historically Black institution with an array of undergraduate and graduate programs responsive to the needs of Baltimore City and the greater metropolitan region. The current mission also calls for the university to focus on educational access and community engagement.

While the Board acknowledges with pride that CSU has a number of successful academic programs, an award winning information technology infrastructure, and several exemplary community outreach programs, the Board believes that this is an opportune moment to appoint a Special Review Committee charged with recommending strategies and actions to improve the institution's overall performance.

More specifically, the Committee CHARGE is to undertake a comprehensive assessment of the CSU mission and vision statements, its strategic plan, and the processes by which the university attempts to realize the goals and aspirations defined by those documents. The Special Committee is asked to identify the strengths and weaknesses in CSU's administrative and operational infrastructure, the scope and delivery of its academic programming, the quality of its student support services, the impact of its community outreach programs, the efficacy of its fiscal management, the effectiveness of its institutional advancement operations, and the role CSU's athletics program plays in fulfilling the institution's mission.

The Committee's recommendations should address the following:

- Appropriateness of the institution's current mission and vision statements, and its strategic plan;
- Effectiveness of the university's enrollment strategies and its efforts to improve student retention and graduation rates;
- Potential for structural changes and/or enhanced collaboration with other USM institutions or other institutions in the region to strengthen CSU's academic performance;
- Appropriateness of the academic program focus;
- Actions needed to improve the effectiveness and efficiency of administrative operations and student services;
- Role of shared governance in institutional operations;

- Status of institutional advancement in building a successful program of philanthropic support;
- Status of the intercollegiate athletics program and its role in realizing the institution's mission
- Degree to which the campus climate promotes a culture conducive to success;
- Effectiveness of campus communications in maintaining a well-informed and cohesive community.

The Committee is expected to engage all of CSU's constituencies—internal and external—to inform its work and conclusions. The Committee should also perform internal and external environmental assessments of the demographic and societal trends that impact CSU now and in the future.

The Board asks that the Committee complete its work by May 15, 2013.

Reports to include in original package provided to the Special Committee:

- Mission and vision statements
- USM Strategic Plan and current version of the Coppin Strategic Plan
- 2011 Internal Review of Coppin
- Latest Middle States Accreditation Report
- Recent CSU Marketing Report
- Recent audit reports