Strategic Goals Revisited, 2008

Goal 1: **Chair: ____Dr. Jacqueline Brice Finch__**

Goal 1: **Co-Chair: Dr. Beverly O'Bryant_____**

Goal 1: **Academic Excellence**
(Enhance academic excellence in undergraduate and graduate academic programs)

GOAL 1. *Restructure and strengthen academic programs through revitalization, enhancement, and expansion that are performance benchmarked to meet the needs of an increasingly diverse student population as well as the marketplace in the central city, metropolitan area, the state, and the nation. Coppin State University will maintain its commitment to those students, particularly African-Americans who come from economically challenged communities.*

Goal 1: Committee Members:

1. Dr. Glynis Barber
2. Dr. Habtu Braha
3. Dean Ron L. Collins
4. Dr. Marcella A. Copes
5. Dr. Sadie R. Gregory
6. Mr. Richard Siemer
7. Dr. Mary Owens Southall
8. Dr. Edna D. Simmons

Strategy 1**:** Enhance Mission Critical Undergraduate and Graduate Programs.
Strategy 2**:** Enhance Faculty Development.
Strategy 3: Enhance the Academic Programs in the Education Unit and address the teacher shortage.
Strategy 4: Enhance the academic programs in the School of Nursing to address the nurse and allied health shortages.
Strategy 5**:** Enhance the School of Arts and Sciences and the School of Professional Studies, and address the workforce needs in Criminal Justice, Technology, Natural Science, Media Arts and Global Affairs.
Strategy 6**:** Enhance the Honors Division.
Strategy 7: Enhance the School of Graduate Studies.
Strategy 8**:** Enhance Information Literacy Services.
Strategy 9**:** Create New Centers/Departments and Programs to support initiatives such as the pre K to 16 West Baltimore Urban Education Corridor.
Strategy 10: Enhance existing interactive learning environments conducive to learning using technology and other appropriate strategies and tools.
Strategy 11: Utilize institutional research and assessment to enhance decision-making, policy development, and information needs of the University.
Strategy 12: Review academic programs in the context of quality, centrality to the mission, and demand.
Strategy 13: Identify programs for enhancement, expansion, merger, or elimination.
Strategy 14: Develop new degree-granting programs.
Strategy 15: Enhance the success of academic initiatives of strategic importance: Institutional assessment and student learning outcomes assessment.
Strategy 16: Provide and maintain competitive faculty and staff salaries.
Strategy 17: Improve facilities in support of teaching, research, and outreach

Goal 2: **Chair: _Dr. Reginald Ross_____**

Goal 2: **Co-Chair: _Dr. Franklin D. Chambers____**

Goal 2: **Enhance Student Access and Academic Success**

GOAL 2: *Enhance student success by attaining optimal enrollment and mix of students based on admissions policies, institutional studies regarding retention and graduation expectations, the use of technology, and supported by a student-friendly environment.*

Goal 2: Committee Members:

1. Dr. Susan Arisman
2. Mr. Michael Bowden
3. Mrs. Linda W. Bowie
4. Dean Ron L. Collins
5. Dr. Oyebanjo Lajubutu
6. Dr. Joann Christopher Hicks

Strategy 1: Increase student enrollment.
Strategy 2: Increase and retain staffing for student recruitment and services.
Strategy 3: Expand targeted marketing initiatives.
Strategy 4: Increase merit and need-based scholarships and grants to enhance student retention.
Strategy 5: Increase retention and graduation rates.
Strategy 6: Continue technology initiatives that improve student retention and enhance student success.
Strategy 7: Expand range of services across the Division of Student Life.
Strategy 8: Create new student life programs.
Strategy 9: Enhance Career Development/Cooperative Education.
Strategy 10: Enhance Counseling Services.
Strategy 11: Enhance Student Activities.
Strategy 12: Enhance Housing and Residence Life.
Strategy 13: Strengthen Public Safety Operations.
Strategy 14: Foster a culture for continuous improvement that is responsive to the changing needs and increased expectations of our students.
Strategy 15: Keep pace with rapidly expanding student and faculty computing and telecommunication needs.
Strategy 16: Streamline the systems and processes that will enable students to achieve their academic goals from admission to enrollment to graduation.
Strategy 17: Expand learning opportunities such as field experiences, internships, international programming, and undergraduate research.

Chair: _Dr. Maqbool Patel_____ ***Goal 3:* Co-Chair: _____**	
Goal 3:* Facility Development** ***(Construct and renovate facilities)	
Goal 3. *Construct and renovate facilities and infrastructure to provide a state of the art learning environment that attracts and retains academically competitive students and faculty.* **Goal 3: Committee Members:** 1. Ms. Sabrina Bass 2. Mr. James A. Brown 3. Dr. Eze Evans 4. Dr. Gilbert O. Ogonji 5. Ms. Lafaithea Stewart 6. Mrs. E. Francine Stokes McElveen 7. Dr. Mary Wanza	Strategy 1: Continue to solicit supplemental funds (MHEC enhancement funds). Strategy 2: Continue to solicit Capital Funding to begin successful implementation of critical projects to integrate academic strategic needs and priorities with physical resources in a timely fashion. Strategy 3: Enhance Energy Management and Increase Procurement Efficiency. Strategy 4: Continue efforts for the planning and construction of auxiliary facilities continue to solicit supplemental funds requested for auxiliary projects as recommended in the September 2001 OCR Report. Strategy 5: Solicit funds to expand staffing in the Office of Capital Planning, Procurement and Contracts.

Goal 4: **Chair: __Dr. Thomas Haynes_____**

Goal 4: **Co-Chair: _____**

Goal 4: **External Relations**
(Expand external relations and improve advancement operations)

Goal 4 – *Expand external relations and improve advancement operations by advancing the larger educational, economic, and business interests of Coppin State University – building and nurturing mutually beneficial relationships among and between pre-alumni, alumni, philanthropic, government, corporate, and community constituencies in support of academic excellence.*
GOAL 4A. *Support and promote the image and mission of Coppin State University.*

Goal 4: Committee Members:

1. Dr. Susan Arisman
2. Dr. Habtu Braha
3. Dr. Jacqueline Brice Finch
4. Dr. Marcella A. Copes
5. Dr. Sadie R. Gregory
6. E. Francine Stokes McElveen
7. Dr. Beverly O'Bryant
8. Mr. Derrick Ramsey
9. Dr. Monica Randall

Strategy 1: Increase annual contributions by 20%, through designing and implementing a comprehensive fund-raising strategy.
Strategy 2: Identify and secure additional revenue streams via varied prospect base – small businesses, corporations, and foundations.
Strategy 3: Enhance annual and planned giving programs and activities through better marketing and communication strategies – faculty, staff, alumni, students, administrators, and friends of Coppin.
Strategy 4: Improve the effectiveness of the Coppin State University Development foundation Board (CSUD)
Strategy 5: Enhance capacity-building operations.
Strategy 6: Enhance capacity-building opportunities for the university.
Strategy 7: Provide the highest quality and timely responses to informational requests from the state legislature, USM, MHEC, and other governmental entities