



**COPPIN**  
STATE UNIVERSITY

# **COURAGEOUSLY SOARING**



**COPPIN**  
STATE UNIVERSITY

**2025-2030 STRATEGIC PLAN**





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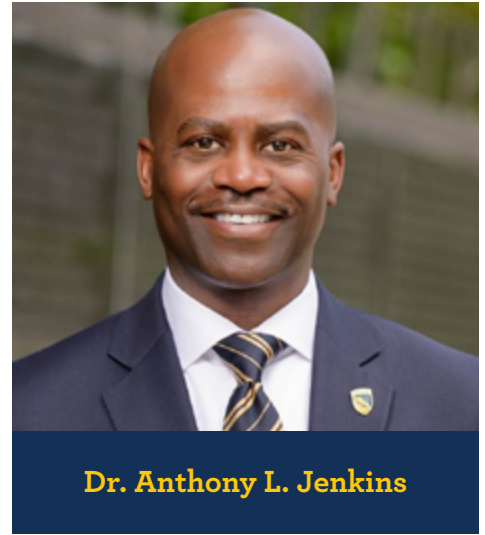
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# MESSAGE FROM THE PRESIDENT

## DEAR EAGLE NATION,

As we chart our path forward, we do so with resolute optimism and eagle-like ambition. I am pleased to present *Courageously Soaring: Coppin State University's 2025-2030 Strategic Plan*. The Strategic Planning Steering Committee, composed of faculty, staff, administrators and students, have taken feedback, ideas and recommendations from the entire Coppin community and shaped them into attainable goals and objectives that are centered around our five strategic priorities. These priorities serve as the foundation for the next chapter for Coppin State University's storied history:



***Become a university of choice.*** With an unweaving commitment to access, opportunity and affordability, our first strategic priority seeks to increase the number of students who view Coppin State University as the institution that will transform their lives and help them achieve their educational goals.

***Improve the holistic development and completion rates of our students.*** Our second strategic priority aims to meet the curricular and co-curricular needs of our students, providing them with excellent educational experiences, student-centered support services, and academic preparation.

***Strengthen our brand and reputation as a leader in urban higher education.*** Embracing our role as an anchor institution, our third strategic priority is to garner state and nationwide recognition for our rigorous academic quality and to be ranked among other leaders in higher education.

***Become a great university at which to work.*** We value faculty and staff and believe they are integral to the success and functions of Coppin State University. The goal of our fourth strategic priority is to foster a welcoming, professional, and supportive environment that meets the work-life balance of our campus community.

***Enhance our teaching and research excellence.*** Teaching and research are core elements of Coppin State University. Through our fifth strategic priority, we will continue to advance and expand the boundaries of learning through innovative teaching methodologies. In addition, through interdisciplinary and external collaborations, we will focus on translational research that is designed to improve the human condition.

While this strategic plan will guide our path into the future, we must recognize that it is a living document. Because the landscape of higher education is constantly evolving, our plan will be continuously reviewed, updated, and adapted to reflect changing circumstances and evolving goals.

Just as it took implementing our shared governance process to develop this plan, achieving the goals in it will require the commitment of every member of Eagle Nation. So, I appreciate your continued engagement as we embark on our next chapter in our 125th year history. I am confident that, as 'One Coppin' we can achieve the goals outlined in this plan and create a university that is a source of pride for all of us.



**Dr. Anthony L. Jenkins**  
President, Coppin State University



# MESSAGE FROM THE PROVOST

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## COLLEAGUES,

In anticipation of Coppin's 125th anniversary, President Anthony L. Jenkins challenged his leadership team to bring together the entire Coppin community and develop a strategic plan that will chart Coppin's path forward. They accepted his charge. Administrators, faculty, students and staff attended meetings and work sessions, sharing their thoughts, ideas, perspectives and visions for Coppin State. Under the guidance of the Provost, the VP for Student Affairs and Enrollment Management, and campus-wide Steering Committee, the plan began to take form.

I arrived in the middle of this process and was eager to continue their work and shepherd the plan into fruition. After careful review and analysis and with input from various stakeholders, I slightly modified the process. I challenged everyone to keep in mind our mission as an anchor institution and be laser-focused on specific goals and objectives we can attain under each of the strategic initiatives.

Our mission statement, our vision, and actionable goals and objectives all set the tone for moving Coppin forward. As we mobilize this plan, I will expect measurable progress through a culture of inclusive excellence and a cadence of measurement and accountability. As President Jenkins has noted, we expect that this living document will be reviewed and refined each year, with ongoing evaluation of our progress. I anticipate that the colleges, divisions and other units at Coppin will develop their own plans to define ways that they can bring the new strategic plan to life.

To meet the unprecedented challenges facing higher education today, we must be willing to take bold actions and to be "courageously soaring" toward achieving our goals. It has been my privilege to work alongside so many of you in designing Coppin's new strategic plan for the future. I look forward to everyone's ongoing participation in bringing it to life

*Chanta Haywood*  
**Dr. Chanta Haywood**  
*Provost, Coppin State University*



**Dr. Chanta Haywood**



# MESSAGE FROM THE CO-LEADERS OF STUDENT AFFAIRS AND ENROLLMENT MANAGEMENT

Coppin launches this new strategic plan, *Courageously Soaring*—a visionary framework that embraces our legacy while boldly charting our path forward. This plan reflects our unwavering commitment to student success and dedication to fulfilling our mission as an HBCU that transforms lives and nurtures potential every day.

The Division of Enrollment Management and Student Affairs is excited to partner across the campus in executing a plan to intentionally continue growth, improvement, and solutions in an ever-changing world.

Our students remain the driving force behind everything we do at Coppin State. Their experiences, challenges, and aspirations have directly informed the development of this plan through numerous listening sessions, surveys, and collaborative discussions across campus. We are proud to share how our student-centered initiatives align with our five strategic priorities:



***Academic Innovation and Student Success:*** We are enhancing academic support services through the Eagle Achievement Center, expanding experiential learning opportunities, and implementing proactive advising models to ensure our students graduate and thrive. By focusing on the whole student—academically, professionally, and personally—we are creating pathways that lead to meaningful careers and continued education.

***Enrollment Management:*** Our comprehensive approach to enrollment includes strengthening the student experience from the first point of contact through graduation. We are improving orientation programs, streamlining processes, and building intentional communities that foster belonging and persistence. These efforts will help us attract, retain, and graduate students who embody the Coppin spirit.

***Resource Development and Stewardship:*** We recognize that student success requires strategic investment. Coppin is committed to the responsible allocation of resources to fund high-impact practices, modernize student spaces, and provide emergency assistance to students facing financial hardships—ensuring that every dollar advances our mission of access and opportunity.



**Community Engagement and Partnerships:** Our students benefit tremendously from Coppin's deep connections to Baltimore and beyond. Through the EAC and Student Affairs, we are expanding partnerships and will lead in service-learning opportunities, community-based research, and career-focused partnerships that prepare our graduates to be civic leaders while strengthening our anchor institution role in West Baltimore.

**Operational Excellence and Organizational Culture:** By strengthening student services, embracing technology solutions, and fostering cross-departmental collaboration, we create a more responsive and student-friendly campus experience. Our commitment to continuous improvement ensures that we meet the evolving needs of today's diverse student body.

As we implement this strategic plan, the Division of Enrollment Management and Student Affairs will remain a passionate advocate for student voices in university governance and decision-making. We will regularly assess our progress through data-informed practices and remain adaptable in our approaches.

We invite all members of our Eagle family—students, faculty, staff, alumni, and community partners—to join us in this important work. Together, we will honor Coppin's storied legacy while preparing our students to soar to new heights as leaders, innovators, and agents of positive change.

With Eagle Pride,



**Dr. James Stewart**

*Co-Lead Division of Enrollment Management  
Student Affairs, Associate Vice President of  
Student Development and Achievement*



**Dorothy Parrish-Harris, Esq.**

*Co-Lead Division of Enrollment Management  
Student Affairs, Assistant Vice President and  
Dean of Students*



# EXECUTIVE SUMMARY

Courageously Soaring: The Coppin State University 2025-2030 Strategic Plan serves as our guiding blueprint for confidently fulfilling our mission of “...providing educational opportunities while promoting lifelong learning...” and ambitiously striving to achieve our vision of “...becoming a leader in urban higher education, recognized nationally for transforming the lives of students from all socio-economic backgrounds.” Reflecting on our past, the 2013-2020 Strategic Plan: Soaring Like an Eagle equipped us to navigate the challenges posed by the COVID-19 pandemic, alongside various political, economic, social, technological, and other external factors.

While we have largely moved beyond the severe impacts of the pandemic, we must remain vigilant against the ongoing political, economic, social, and technological challenges that create rippling effects we must navigate to sustain Coppin State University’s (CSU) legacy of success. Through a collaborative, multi-year strategic planning process that incorporates extensive internal and external input, the cross-functional Strategic Planning Committee and CSU Leadership established five strategic goals and metrics aimed at enhancing both University and student success. These five strategic priorities of the Courageously Soaring Strategic Plan align with the University System of Maryland’s (USM) Vision 2030 Strategic Plan and are outlined below:

- 1. Become a University of Choice**
- 2. Improve the Holistic Development and Completion Rates of Our Students**
- 3. Strengthen Our Brand and Reputation as a Leader in Urban Higher Education**
- 4. Become a Great University at Which to Work**
- 5. Enhance Our Teaching and Research Excellence**

Our core values—Excellence and Professionalism, Civic and Social Responsibility, Community Engagement, Teaching and Scholarship, and Diversity and Pride—serve as our guiding principles, affirming our mission and vision while executing our ambitious plan. By collaborating with all Coppin State University stakeholders to achieve these five strategic priorities of our Courageously Soaring 2025-2030 Strategic Plan, we can create synergistic tailwinds that will empower Coppin State to fulfill our mission while “Courageously Soaring” towards our vision of elevating both our university and our students. Join us as we embark on this journey, courageously soaring to unprecedented heights for Coppin State University.



## WHO WE ARE

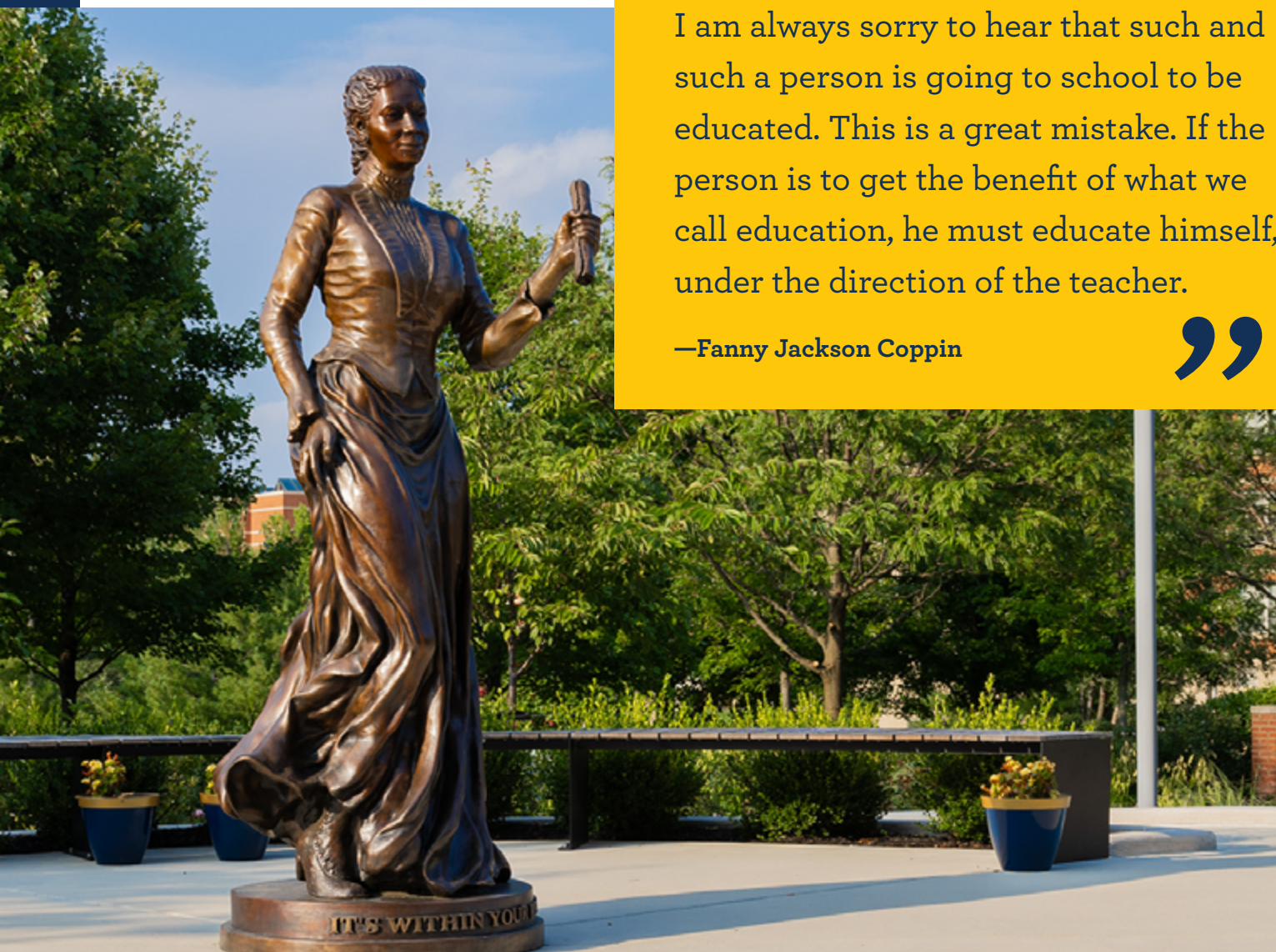
Coppin State University stands as a pillar of academic excellence and transformative education in an urban setting. Founded in 1900 and named after the pioneering African-American educator, Fanny Jackson Coppin, Coppin is a historically Black institution that not only educates but also empowers a diverse, multicultural student body. From its roots in teacher education, Coppin has grown to offer a broad array of undergraduate and graduate programs, becoming a comprehensive university that meets the evolving needs of its community and region. Coppin's mission, to provide educational opportunities while promoting lifelong learning, leadership, social responsibility, civic and community engagement, cultural diversity, and economic development, is actively lived out through its commitment to being an anchor institution in West Baltimore. This mission drives Coppin to foster an inclusive environment where all members can thrive.

“

I am always sorry to hear that such and such a person is going to school to be educated. This is a great mistake. If the person is to get the benefit of what we call education, he must educate himself, under the direction of the teacher.

—Fanny Jackson Coppin

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## INSTITUTIONAL LEGACY

Coppin State University is a comprehensive, historically Black, urban institution offering programs in liberal arts, the sciences, and professional disciplines. The tree-lined campus is an anchor of West Baltimore, hosting 65 acres on West North Avenue. The university offers 35 undergraduate majors, 14 graduate degrees, and 15 certificate programs serving students from the Baltimore metropolitan area and from around the world. Coppin is accredited by the Middle States Commission on Higher Education and five disciplines are fully accredited by specialized associations: business, teacher education, nursing, social work, and rehabilitation counseling.

As a member of the 12-member constituent institutions that make up the University System of Maryland (USM), Coppin State University is one of three Historically Black Colleges and Universities (HBCUs) within the system and one of the four public HBCUs in the State of Maryland. Coppin is the only higher education institution in Maryland to locate and operate a public high school on its campus and hosts a Community Health Center that serves not only as the student health center, but also provides comprehensive medical services to the greater Baltimore community, thus making Coppin State University a valued asset in the greater Baltimore community.



## OUR MISSION

Coppin State University, a historically Black institution in a dynamic urban setting, serves a multicultural student population and provides educational opportunities while promoting lifelong learning. The university fosters leadership, social responsibility, civic and community engagement, cultural diversity and inclusion, and economic development.

## STRATEGIC VISION

Coppin State University seeks to become a leader in urban higher education, recognized nationally for transforming the lives of students from all socio-economic backgrounds.



# CSU CORE VALUES

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## EXCELLENCE AND PROFESSIONALISM

We seek to obtain the highest level of performance, ethical standards, personal development and continuous learning in every aspect of life.



## CIVIC AND SOCIAL RESPONSIBILITY

We are committed to promoting social justice and parity and developing student leaders who excel in their communities.



## COMMUNITY ENGAGEMENT

We promote strategic partnerships with the local community through shared goals and values.



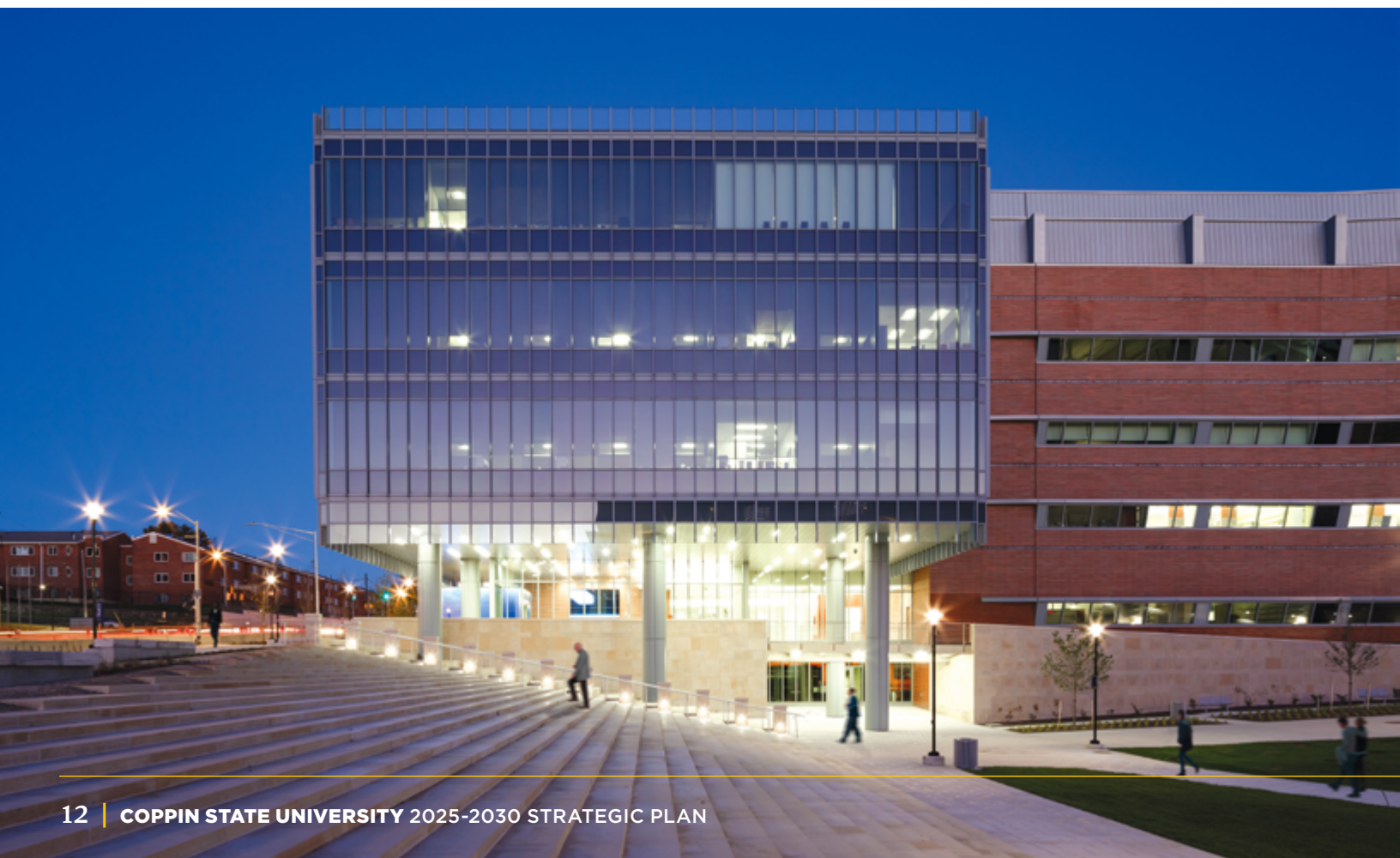
## TEACHING AND SCHOLARSHIP

We value exemplary teaching and the pursuit of knowledge.



## DIVERSITY AND PRIDE

We embrace Coppin's historic identity and respect the uniqueness of all individuals at the University .





**Coppin State University's 2013-2020 Strategic Plan, Soaring Like an Eagle**, was a resilient initiative that remained relevant well beyond its intended conclusion.

Throughout the challenges of the COVID-19 pandemic, Coppin's leadership has effectively utilized strategic objectives drawn from this previous plan, paving the way for the official launch of its successor: **Courageously Soaring: The Coppin State University 2025-2030 Strategic Plan**. The table on the following page illustrates the strategic combinations of the 2013-2020 goals with the current ones now formalized in **Courageously Soaring**.



## **SOARING LIKE AN EAGLE 2013-2020 STRATEGIC PLAN TO COURAGEOUSLY SOARING 2025-2030 STRATEGIC PLAN**

In the coming months and years, Coppin State University will actively advance the programs, initiatives, and activities outlined in our strategic plan, showcasing our unwavering commitment to the ambitious goals we have set.

Through diligent implementation of this plan over the next five years, we will engage our entire community—students, faculty, staff, and partners—in a dynamic and iterative process. This will include continuous assessments, regular progress reports, and strategic adjustments to ensure our actions remain aligned with our overarching objectives. As Coppin State evolves, so too will our plan, adapting to new challenges and opportunities to ensure we achieve sustained growth and success.

“

Collaboratively devising this strategic plan has been crucial, and how we execute it matters just as much. Achieving our ambitious goals requires the continued collective effort of everyone in our community: students, faculty, staff, and alumni.

—Chanta Haywood, Provost, VP of Academic Affairs

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# SOARING LIKE AN EAGLE 2013-2020 STRATEGIC PLAN TO COURAGEOUSLY SOARING 2025-2030 STRATEGIC PLAN

2013-2020 STRATEGIC GOALS	2020-2023 STRATEGIC GOALS
Increase Enrollment	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
Academic Transformation	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Improve the Holistic Development &amp; Completion Rates of Students</li> <li>• Strengthen Our Brand &amp; Reputation</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
Student Experience	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Improve the Holistic Development &amp; Completion Rates of Students</li> <li>• Strengthen Our Brand &amp; Reputation</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
External Relationships	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Strengthen Our Brand &amp; Reputation</li> <li>• Become a Greater University at which to Work</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
Resource Development & Stewardship	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Strengthen Our Brand &amp; Reputation</li> </ul>
Information Technology	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Become a Greater University at which to Work</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
Middle States Reaffirmation	<ul style="list-style-type: none"> <li>• Improve the Holistic Development &amp; Completion Rates of Students</li> <li>• Strengthen Our Brand &amp; Reputation</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>
Data-Supported Decision-Making	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Improve the Holistic Development &amp; Completion Rates of Students</li> </ul>
Communications & Marketing	<ul style="list-style-type: none"> <li>• Become a University of Choice</li> <li>• Strengthen Our Brand &amp; Reputation</li> <li>• Become a Greater University at which to Work</li> <li>• Enhance Our Teaching &amp; Research Excellence</li> </ul>



ALIGNMENT BETWEEN CSU 2025-2030 COURAGEOUSLY SOARING  
AND USM VISION 2030 PRIORITIES

CSU 2025-2030	USM VISION 2030 PRIORITIES				
Courageously Soaring	Academic Excellence & Innovation	Access, Affordability, & Achievement	Workforce & Economic Development	Research	Diversity, Equity, & Inclusion
Become a University of Choice	X	X	X	X	X
Improve the Holistic Development and Completion Rates of Our Students	X	X	X	X	X
Strengthen our Brand and Reputation as a Leader in Urban Higher Education	X	X	X	X	X
Become a Great University at which to Work	X	X	X	X	X
Enhance our Teaching and Research Excellence	X	X	X	X	X



# COURAGEOUSLY SOARING INTO OUR FUTURE

As Coppin State University looks to the future, it remains dedicated to its mission of transforming lives through education, community engagement, and public service. The strategic plan, “Courageously Soaring,” sets forth a bold framework for advancing Coppin’s commitments to student success, academic innovation, and community involvement. It aims to elevate Coppin as a leader in urban higher education, recognized for its impactful contributions to society and its dedication to fostering an inclusive environment where every member of the university community can achieve their full potential.





## PRIORITY 1: BECOME A UNIVERSITY OF CHOICE

**Position Coppin State University to be the number one choice for students by enhancing the attractiveness of its academic programs and campus culture.**

### GOAL 1. ATTRACT AND RETAIN TOP TALENT

Develop and implement strategies to attract diverse and talented students through enhanced recruitment initiatives and dynamic campus life experiences.

- » **Objective 1:** Implement targeted marketing campaigns to attract diverse student populations.
- » **Objective 2:** Enhance recruitment processes by partnering with industry leaders and academic institutions.
- » **Objective 3:** Offer competitive scholarship packages and programming to retain top talent.

### GOAL 2. PROMOTE ACADEMIC AND CAREER READINESS

Invest in state-of-the-art facilities and technology, foster a culture of innovation and inclusivity, and ensure a supportive environment that encourages long-term commitment and satisfaction.

- » **Objective 1:** Upgrade technological infrastructure to support cutting-edge research and learning environments.
- » **Objective 2:** Develop programs that encourage innovation and creativity across all departments.
- » **Objective 3:** Maintain a supportive environment that nurtures long-term academic goals and career readiness.

### GOAL 3. ENHANCE ORGANIZATIONAL ATTRACTIVENESS AND INNOVATION

Develop and promote a supportive and dynamic environment that attracts and retains high-caliber talent by emphasizing personal and professional growth and a commitment to community engagement, and academic and operational excellence.

- » **Objective 1:** Enhance mental health and wellness services accessible to all campus members.
- » **Objective 2:** Create initiatives that encourage community building and personal development.
- » **Objective 3:** Develop a campus culture that supports emotional and social well-being through regular events and activities.



## PRIORITY 2: IMPROVE THE HOLISTIC DEVELOPMENT AND COMPLETION RATES OF OUR STUDENTS

**Boost student retention and graduation rates through comprehensive support systems that address academic, emotional, and social needs.**

### GOAL 1. SUPPORT COMPREHENSIVE STUDENT DEVELOPMENT

Offer a wide range of support services, including advising, counseling, tutoring, career guidance, and extracurricular activities to promote holistic student development.

- » **Objective 1:** Expand counseling and tutoring services to address the diverse needs of students.
- » **Objective 2:** Offer career planning services that align with current market trends and industry demands.
- » **Objective 3:** Enhance extracurricular and co-curricular offerings to support well-rounded student development.

### GOAL 2. ENHANCE ACADEMIC SUCCESS

Implement learning initiatives that adapt to student needs, promoting higher engagement, retention, and successful graduation rates.

- » **Objective 1:** Implement adaptive learning technologies to personalize student learning experiences.
- » **Objective 2:** Develop and invest in early intervention programs to identify and support at-risk students.
- » **Objective 3:** Foster a learning environment that encourages engagement and active participation.

### GOAL 3. FOSTER INCLUSIVE AND COLLABORATIVE LEARNING ENVIRONMENTS

Create inclusive and collaborative learning initiatives and spaces that encourage interaction among students from diverse backgrounds, foster a sense of belonging and community, enhance cross-cultural competencies, and support collaborative learning experiences, all aimed at improving student success and completion rates.

- » **Objective 1:** Create programs that enhance cross-cultural competencies and global awareness and experiences.
- » **Objective 2:** Develop physical and virtual spaces that promote collaboration among students.
- » **Objective 3:** Implement initiatives that support diversity and inclusion within the academic community.







## PRIORITY 3: STRENGTHEN OUR BRAND AND REPUTATION AS A LEADER IN URBAN HIGHER EDUCATION

**Enhance Coppin State University's public image and recognition as a pioneering institution in urban education and community engagement.**

### GOAL 1. ELEVATE INSTITUTIONAL PROFILE

Aggressively market the university's achievements and unique offerings to enhance visibility and reputation locally, nationally, and globally.

- » **Objective 1:** Launch a comprehensive public relations campaign to showcase university strengths and innovations.
- » **Objective 2:** Develop partnerships with media outlets to increase local, national, and international coverage.
- » **Objective 3:** Leverage alumni and student achievements to build brand recognition and loyalty.

### GOAL 2. CULTIVATE COMMUNITY PARTNERSHIPS

Strengthen relationships with key stakeholders including local organizations, businesses, and government agencies to enhance educational opportunities and community impact.

- » **Objective 1:** Strengthen existing partnerships and forge new collaborations with civic organizations and industry.
- » **Objective 2:** Engage in community service projects that align with the university's expertise and resources.
- » **Objective 3:** Host community forums and workshops to position Coppin as a thought leader in urban development and education.

### GOAL 3. HIGHLIGHT ACADEMIC AND ALUMNI EXCELLENCE

Showcase the accomplishments of Coppin State University's students, faculty, staff, and alumni to reinforce the university's reputation as a hub of academic and professional excellence.

- » **Objective 1:** Develop platforms that regularly feature alumni success stories, faculty research breakthroughs and staff and student achievements.
- » **Objective 2:** Organize annual conferences and symposia that spotlight scholarly work and attract global experts.
- » **Objective 3:** Foster a culture of pride and advocacy among alumni through continuous engagement and recognition.





“

At Coppin, the small to medium class sizes and close student relationships allow me to better understand each student's learning style and needs, leading to improved learning outcomes and greater teaching effectiveness.

”

—Dr. Min Zhang



“

I am deeply committed to working with our students because the environment they create is the one my grandchildren will inherit. Like Fanny Jackson Coppin, I carry a sacred responsibility to see our students fully empowered to be who they desire to be.

”

—Dr. Suzetta Land





## PRIORITY 4: BECOME A GREAT UNIVERSITY AT WHICH TO WORK

**Elevate Coppin State University as a premier employer by enhancing workplace culture, employee satisfaction, and professional development opportunities.**

### GOAL 1. IMPROVE EMPLOYEE SATISFACTION AND ENGAGEMENT

Create a positive work environment with clear paths to professional growth, recognition programs, and responsive HR policies.

- » **Objective 1:** Regularly assess employee satisfaction and implement changes based on feedback.
- » **Objective 2:** Enhance recognition programs that visibly honor staff and faculty achievements.
- » **Objective 3:** Create channels for open and ongoing communication between leadership and staff.

### GOAL 2. ENHANCE WORK CONDITIONS

Continuously improve the working conditions by addressing work-life balance, providing competitive remuneration, and ensuring a safe and inclusive workplace.

- » **Objective 1:** Regularly review and adjust policies to support a positive work-life balance.
- » **Objective 2:** Invest in safe, modern, and ergonomically designed workspaces.
- » **Objective 3:** Ensure equity and inclusivity in all workplace practices and policies.

### GOAL 3. FOSTER CONTINUOUS PROFESSIONAL DEVELOPMENT AND LEARNING

Develop and implement comprehensive training and development programs that cater to the needs of all employees; establishing a culture of lifelong learning by offering workshops, seminars, and access to further education that enhance skills and knowledge relevant to their roles and future career advancements at the university.

- » **Objective 1:** Offer tailored professional development plans for employees at different career stages.
- » **Objective 2:** Establish partnerships with educational institutions for advanced degree programs and certifications.
- » **Objective 3:** Promote and support attendance at workshops, seminars, and conferences that align with employees' professional goals.
- » **Objective 4:** Provide regular workshops and seminars on all new programs, software, and learning management systems such as Workday, Blackboard, Interfolio and Civitas.



## PRIORITY 5: ENHANCE OUR TEACHING AND RESEARCH EXCELLENCE

**Advance the quality of education and research outputs at Coppin State University through strategic investments in faculty development and research infrastructure.**

### GOAL 1. PROMOTE CUTTING-EDGE RESEARCH AND SCHOLARSHIP

Strengthen research capabilities by securing more grants, supporting faculty research, and fostering an environment of academic inquiry and innovation.

- » **Objective 1:** Increase funding for research through grants, endowments, and partnerships.
- » **Objective 2:** Support and develop interdisciplinary research initiatives that address societal challenges.
- » **Objective 3:** Enhance facilities and resources available to researchers to foster innovation and discovery.

### GOAL 2. ADVANCE TEACHING PRACTICES

Utilize the latest pedagogical techniques and technologies to deliver high-quality education and continuously improve teaching effectiveness.

- » **Objective 1:** Regularly update curriculum to reflect the latest academic and industry developments.
- » **Objective 2:** Incorporate emerging technologies into the classroom to improve teaching and learning outcomes.
- » **Objective 3:** Provide ongoing training for faculty on pedagogical strategies and classroom technologies.

### GOAL 3. ENHANCE INTERDISCIPLINARY COLLABORATION AND IMPACT

Develop platforms and initiatives that encourage interdisciplinary collaborations among different departments and external partners.

- » **Objective 1:** Develop cross-departmental academic programs that combine expertise from various disciplines.
- » **Objective 2:** Facilitate faculty and student exchanges with other institutions to broaden perspectives and expertise.
- » **Objective 3:** Develop new academic undergraduate and graduate degree programs that are interdisciplinary in nature.
- » **Objective 4:** Encourage community-based research projects that allow faculty and students to work on real-world problems.

## PLAN EXECUTION





## | ROBUST LEADERSHIP AND GOVERNANCE

**Empowering Decision- Making:** Foster a governance structure that encourages active participation from all levels of the university, ensuring decisions are informed, transparent, and aligned with strategic goals.

## | INCLUSIVE AND COLLABORATIVE COMMUNITY

**Cultivating Diversity and Engagement:** Emphasize the importance of a diverse and engaged community to spur innovation, foster collaboration, and address complex challenges through inclusive dialogue and participation.

## | ADVANCED TECHNOLOGICAL INFRASTRUCTURE

**Leveraging Modern Technologies:** Invest in the latest technologies to enhance educational delivery, research capabilities, and operational efficiencies, supporting a cutting-edge learning environment that meets the needs of today's students and faculty.

## | STRATEGIC RESOURCE ALLOCATION

**Optimizing Resource Management:** Ensure the effective and efficient use of resources, maximizing impact by prioritizing investments in programs and initiatives that drive the strategic objectives of the university.

## | DYNAMIC EXTERNAL PARTNERSHIPS

**Expanding Collaboration:** Strengthen and broaden partnerships with local businesses, governmental bodies, educational institutions, and community organizations to enhance educational opportunities, research initiatives, and community impact.

## | EFFECTIVE COMMUNICATION STRATEGIES:

**Enhancing Visibility and Impact:** Develop comprehensive communication strategies that improve internal transparency and engage external stakeholders, highlighting the university's achievements and strategic initiatives.

## | ADAPTIVE ORGANIZATIONAL PRACTICES:

**Promoting Flexibility and Responsiveness:** Implement flexible and adaptive practices that allow the university to respond swiftly to changing educational landscapes and stakeholder needs, facilitating continuous improvement and innovation.

## | RECOGNITION AND REWARD SYSTEMS

**Incentivizing Excellence and Innovation:** Create and maintain a reward system that recognizes and incentivizes faculty, staff, and students for contributions that align with and advance the university's mission and strategic goals.

## | DEVELOPMENT OF HUMAN CAPITAL

**Fostering Professional Growth:** Support the continuous professional and personal development of all university personnel through training programs, workshops, and mentorship, building a foundation of skilled and knowledgeable individuals dedicated to the university's success.

BE MORE.



# STRATEGIC PLANNING COMMITTEE

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## PLANNING COMMITTEE 2024-2025

### CO-CHAIRS

Dr. Chanta Haywood, Provost, Co-Chair | Dr. Sadie R. Gregory, COB, Dean, Co-Chair

### SPECIAL TEAMS

Dr. Chanta Haywood, Provost, Co-Chair  
Dr. Sadie R. Gregory, COB, Dean, Co-Chair  
Dr. Rolande Murray, Interim Associate Provost for Academic Affairs  
Dr. Leontye Lewis, CASE, Dean  
Ms. Dorothy Parrish-Harris, JD, Co-Divisional Leader for Enrollment Management and Student Affairs  
Dr. James Stewart, Co-Divisional Leader for Enrollment Management and Student Affairs  
Ms. Clarice Tate, MSCHE Liaison

### PRESIDENT'S CABINET

Dr. Chanta Haywood, Provost  
Mr. Derek Carter, Director of Athletics  
Dr. Dionne N. Curbeam, Vice President of Information Technology and Chief Information Officer  
Mr. Stephen R. Danik, Vice President for Administration & Finance  
Ms. Stephanie Hall, Chief Government and Legislative Affairs Officer  
Mr. Joshua E. Humbert, Vice President for Institutional Advancement  
Ms. Dorothy Parrish-Harris, JD, Co-Divisional Leader for Enrollment Management and Student Affairs  
Dr. James Stewart, Co-Divisional Leader for Enrollment Management and Student Affairs  
Dr. Ann-Marie Waterman, Chief of Staff

### DEANS

Dr. Ericka Covington, Graduate Studies, Dean  
Dr. Sadie R. Gregory, COB, Dean  
Dr. Leontye Lewis, CASE, Dean  
Dr. Beverly O'Bryant, CBSS, Dean  
Dr. Joan Tilghman, CHP, Dean

## STRATEGIC PLANNING STEERING COMMITTEE MEMBERS 2022-2024

Dr. Pamela Wilks, Provost, Co-Chair  
Dr. Stephan Moore, VP Enrollment Management and Student Affairs, Co-Chair  
Ms. Ann-Marie Waterman, Chief of Staff  
Ms. Robyne McCullough, Dir of Communications (Ex-Officio)  
Dr. Nicholas Eugene, Faculty Senate President  
Ms. Leticia Madry, CSUNAA, President  
Ms. Yvonne Oliver, Staff Senate President  
Ms. Alicia Ritchie, CSUDF, Chair  
Mr. Michael Bowden, Planning and Assessment  
Mr. Stephen R. Danik, Vice President for Administration & Finance (Ex-Officio)  
Mr. Justin Evans, SGA President  
Dr. Sadie Gregory, COB, Dean  
Ms. Keylin Perez, Miss Coppin  
Dr. Tracey Murray, CHP, Dean  
Dr. Elgin Klugh, CBSS  
Dr. Kavita Hegde, CASE  
Dr. Angela Williams, Director, Title III

## STRATEGIC PLANNING SUBCOMMITTEES AND MEMBERS

### **BECOME A UNIVERSITY OF CHOICE**

Ms. Jinawa McNeil, Director of Admissions  
Dr. Stephan Moore, EMSA  
Mr. Kevin Carr, Graduate Studies  
Ms. Consuella Simms, EAC  
Dr. Nicholas Eugene, CASE  
Dr. Seth Forrest, CASE  
Mr. Marcus Byrd, Dir of Financial Aid  
Dr. Charlotte Wood, CHP  
Ms. Aisha Almond, Coppin Academy, Principal  
Ms. Talahya McEwen, Student

### **IMPROVE THE HOLISTIC DEVELOPMENT AND COMPLETION RATES OF OUR STUDENTS**

Dr. James G. Stewart, EAC  
Dr. Rolande Murray, CASE  
Dr. Dionne Curbeam, ITD  
Ms. Karen Barland, Records & Registration  
Mr. Justin Evans, SGA  
Ms. Breanna Piller, EAC  
Dr. Willie Jordan, CASE  
Ms. Loretta Campbell, EAC  
Mr. Steve Delice, EAC  
Mr. Kevin Pertee, Residence Life  
Ms. Ihsan Mujahid, Student Affairs  
Ms. Camryn Durant, SGA Vice President

### **STRENGTHEN OUR BRAND AND REPUTATION AS A LEADER IN URBAN HIGHER EDUCATION**

Mr. Joshua Humbert, VPIA  
Dr. Garey Hyatt, CASE  
Ms. Robyne McCullough, Dir of Comm  
Mr. Andrew Brezinski, OUR  
Dr. Christa Gilliam, CBSS  
Ms. Rosalin Wilcox, Community Member  
Dr. F. Michelle Richardson, COB  
Ms. Leticia Madry, Alumni  
Dr. Malcom Drewery, CBSS  
Ms. Alicia Ritchie, CSUDF  
Ms. Keylin Perez, Miss Coppin  
Mr. Tre'quan Hayes, Mr. Coppin  
Mr. Antione Brooks, Alumni

### **BECOME A GREAT UNIVERSITY AT WHICH TO WORK**

Dr. Lisa Early, CHRO  
Dr. Melissa Buckley, CBSS  
Ms. Cherlyn Brace, Admin & Finance  
Mr. Kondwani Russell, CASE  
Ms. Yvonne Oliver, Staff Senate  
Dr. Blessing Diala-Ogamba, CASE  
Ms. Sheila Chase, Staff Senate VP  
Dr. Roger Stritmatter, CASE  
Dr. Ron Williams, COB  
Dr. Mona Calhoun, CHP  
Mr. Anthony Littlejohn, ITD

### **ENHANCE OUR TEACHING AND RESEARCH EXCELLENCE**

Dr. Errol Bolden, Academic Affairs, Interim Associate Provost  
Dr. Ericka Covington, COB  
Dr. John Hudgins, CBSS  
Dr. Crystal Day-Black, CHP  
Dr. Hany Sobhi, CASE  
Dr. Clarence Williams, CASE  
Dr. Yi-Ping Huang, CASE  
Dr. Dianna Vass, Sponsored Programs & Research, director  
Dr. Johnny Rice, CBSS  
Dr. Loretta Baryeh, COB  
Dr. Vaple Robinson, CHP







## LET'S SOAR TOGETHER

Together, we will cultivate creative, innovative, and resilient scholars and leaders who can navigate and shape the future. We will commit to nurturing our community, enhancing academic rigor, and building partnerships that address the complex challenges of today and tomorrow. We will harness Coppin's unique position within the urban landscape and capitalize on our diverse strengths as a pivotal advantage for making a meaningful impact both locally and globally.

We are dedicated to advancing ideas that embody our core values of diversity, excellence, and innovation, all while maintaining a steadfast focus on public service and community enrichment. Now is the time for Coppin State University to Courageously soar into the future, continuing to make a significant difference in the lives of our students, our community, and the world.

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Our high-quality academic programs, stellar student affairs services and consistent pursuit of excellence at Coppin State continue to receive accolades as we proudly develop the thought-leaders who are shaping our nation.

—President Anthony L. Jenkins

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