

**TOWSON UNIVERSITY
MANAGING FOR RESULTS (MFR) 2008**

PROGRAM DESCRIPTION

Towson University, serving both residential and commuter students, provides a broad range of undergraduate programs in both the traditional arts and sciences and applied professional fields, as well as in applied master and doctoral level programs.

MISSION

Towson University, as the State's Metropolitan University, focuses on providing highly developed educational experiences and community service through a broad range of intellectual opportunities to a diverse student body at both the graduate and undergraduate levels. The academic programs and services offered through the university provide a core quality environment for students to acquire the intellectual and social preparation to achieve their potential as contributing leaders and citizens of the workforce and a complex global society. Faculty, students, and staff serve the region through research and professional outreach that specifically responds to the state's socioeconomic and cultural needs and aspirations.

VISION

Towson University will be a regionally ranked Doctoral/Research – Intensive University, with a student population of 25,000 by the year 2012, that provides the appropriate array of programs to meet students' intellectual and cultural needs as well as respond to workforce requirements. At the undergraduate level, the University will build on existing interdisciplinary and programmatic strengths. At the graduate level, curriculum development will occur up to the doctoral level to support more fully our commitment to professional fields in the arts and sciences, information technology, education, the health professions, and business. Through its faculty known for excellent teaching, theoretical and applied research, and creative activities, the University will respond to the advancement of the surrounding diverse region by forming formal partnerships and collaborations based on the metropolitan university model.

INSTITUTIONAL ASSESSMENT

(See attached narrative)

**MANAGING FOR RESULTS (MFR) 2008
KEY GOALS AND OBJECTIVES**

Goal 1: Create and maintain a well-educated work force.

Objective 1.1 Increase the estimated number of TU graduates employed in Maryland from 1,972 in Survey Year 2002 to 2,400 in Survey Year 2008.

| | | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|-----------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Performance Measures | | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Input | Total enrollment | 17,667 | 18,011 | 18,921 | 19,758 | 21,111 | 22,100 |
| Output | Total degree recipients | 3,816 | 4,138 | 4,127 | 4,142 | 4,300 | 4,600 |
| Performance Measures | | 1998 Survey | 2000 Survey | 2002 Survey | 2005 Survey | 2008 Survey | 2011 Survey |
| | | Actual | Actual | Actual | Actual | Actual | Estimate |
| Outcome | Employment rate of graduates ¹ | 94.1% | 93.8% | 90.4% | 92.7% | 92.4% | 92.5% |
| Outcome | Estimated number of graduates employed in Maryland ¹ | 1,912 | 1,993 | 1,972 | 2,137 | 2,340 | 2,450 |

Objective 1.2 Increase the number of TU graduates hired by MD public schools from 303 in FY 2004 to 480 in FY 2009.

| | | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|-----------------------------|--|---------------|---------------|--------------------|--------------------|------------------|------------------|
| Performance Measures | | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Input | Number of Students in teacher training programs ² | 1,670 | 1,638 | 1,462 ⁶ | 1,509 ⁷ | 1,512 | 1,519 |
| Output | Number of students completing teacher training program | 640 | 689 | 619 | 547 | 560 | 580 |
| Quality | Percent of students who completed teaching training program and passed Praxis II | 94.0% | 93.0% | 96% | 97% | 96% | 96% |
| Outcome | <i>Number of students who completed all teacher education requirements and who are employed in Maryland public schools</i> | 410 | 390 | 367 | 382 | 339 | 347 |

Objective 1.3 Increase the number of TU graduates of IT programs employed in Maryland from 82 in Survey Year 2002 to 100 in Survey Year 2008.

| | | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Performance Measures | | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Input | Number of undergraduate students enrolled in IT programs | 524 | 458 | 432 | 456 | 495 | 520 |
| Input | Number of graduate students enrolled in IT programs | 330 | 363 | 330 | 300 | 327 | 330 |
| Output | Number of students graduating from IT baccalaureate programs | 127 | 123 | 75 | 73 | 80 | 85 |
| Performance Measures | | 1998 Survey | 2000 Survey | 2002 Survey | 2005 Survey | 2008 Survey | 2011 Survey |
| | | Actual | Actual | Actual | Actual | Actual | Estimate |
| Outcome | Estimated number of IT graduates employed in Maryland ¹ | 30 | 54 | 82 | 96 | 38 | 45 |

Objective 1.4 Increase the estimated number of TU graduates of nursing programs employed in MD from 51 in Survey Year 2002 to 100 in Survey Year 2008.

| Performance Measures | | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Estimated | 2010 Estimated |
|-----------------------------|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------|
| Input | Number of qualified applicants who applied to nursing program | 178 | 205 | 218* | 250* | 257* | 280* |
| Input | Number accepted into nursing program | 56 | 56 | 80* | 90* | 100* | 105* |
| Input | Number of undergraduates enrolled in nursing programs | 160 | 162 | 257 | 284 | 300 | 336 |
| Output | Number of students graduating from baccalaureate nursing programs | 90 | 105 | 110 | 131 | 155 | 160 |
| Quality | Percent of nursing program graduates passing the licensing examination | 87% | 81% | 83% | TBD** | TBD | TBD |
| Performance Measures | | 1998 Survey Actual | 2000 Survey Actual | 2002 Survey Actual | 2005 Survey Actual | 2008 Survey Actual | 2011 Survey Estimate |
| Outcome | Estimated number of graduates of nursing programs employed in Maryland ¹ | 69 | 84 | 51 | 77 | 71 | 78 |

Goal 2: Promote economic development.

Objective 2.1 Increase the ratio of median TU graduates' salary to the median annual salary of civilian work force with a bachelor's degree from 85% in Survey Year 2002 to 87% in Survey Year 2008.

| Performance Measures | | 1998 Survey Actual | 2000 Survey Actual | 2002 Survey Actual | 2005 Survey Actual | 2008 Survey Actual | 2011 Survey Estimate |
|-----------------------------|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------------|
| Outcome | Median salary of TU graduates ^{1,3} | \$27,926 | \$30,711 | \$32,310 | \$34,400 | \$40,035 | \$42,000 |
| Outcome | Ratio of median salary of TU graduates to civilian work force with bachelor's degree ¹ | N/A | 80.8% | 85.0% | 82.3% | 84.7% | 85% |

Goal 3: Increase access for economically disadvantaged and minority students.

Objective 3.1 Increase the percent of minority undergraduate students from 15.2% in 2004 to 18.0% in FY 2009.

| Performance Measures | | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Estimated | 2010 Estimated |
|-----------------------------|--|------------------------|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| Input | Percent of minority undergraduate students enrolled ⁸ | 15.9% | 16.9% | 17.7% ⁸ | 18.2% ⁸ | 19.0% | 19.5% |

Objective 3.2 Increase the percent of African-American undergraduate students from 9.9% in 2004 to 12.0% in FY 2009.

| Performance Measures | | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Estimated | 2010 Estimated |
|-----------------------------|---|------------------------|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| Input | Percent of African-American undergraduate students enrolled | 10.1% | 10.6% | 10.9% | 11.3% | 11.7% | 12.0% |

Objective 3.3 Maintain the retention rate of minority students at or above 90.0% through FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Second year retention rate of minority students ⁴ | 91.7% | 90.3% | 84.1% | 85.7% | 86.5% | 88.0% |

Objective 3.4 Maintain the retention rate of African-American students at or above 90.0% through FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Second year retention rate of African-American students ⁴ | 92.0% | 92.2% | 85.4% | 87.2% | 90.0% | 90.0% |

Objective 3.5 Increase the six-year graduation rate of minority students to 57.0% or above in FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Six year graduation rate of minority students ⁴ | 55.6% | 58.2% | 66.8% | 63.4% | 63.5% | 63.5% |

Objective 3.6 Increase the six-year graduation rate of African-American students to greater than 59.0% in FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Six year graduation rate of African-American students ⁴ | 58.0% | 57.8% | 63.5% | 62.5% | 63.0% | 63.0% |

Objective 3.7 Increase and maintain the percent of economically disadvantaged students above 47.0% in FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Input Percent of economically disadvantaged students | 43.1% | 42.0% | 40.4% | 40.0% | 42.0% | 45.0% |

Goal 4: Achieve and sustain national eminence in providing quality education, research and public service.

Objective 4.1 Maintain the second-year retention rate of TU undergraduates at or above 87.0% through FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Second year retention rate of students ⁴ | 87.7% | 86.3% | 83.8% | 84.2% | 84.5% | 85.0% |

Objective 4.2 Increase the six-year graduation rate of TU undergraduates from 59.9% in FY 2004 to 65.0% in FY 2009.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|---|---------------|---------------|---------------|---------------|------------------|------------------|
| Performance Measures | Actual | Actual | Actual | Actual | Estimated | Estimated |
| Output Sixth year graduation rate of students ⁴ | 64.1% | 61.0% | 65.0% | 68.2% | 68.0% | 69.0% |

Objective 4.3 Maintain the level of student satisfaction with education received for employment at or above 90% through Survey Year 2008.

| Performance Measures | 1998 Survey | 2000 Survey | 2002 Survey | 2005 Survey | 2008 Survey | 2011 Survey |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Actual | Actual | Actual | Actual | Estimate |

| | | | | | | | |
|----------------|---|-------|-------|-------|-------|-------|-------|
| Quality | Percent of students satisfied with education received for employment ¹ | 86.4% | 90.6% | 90.0% | 90.6% | 91.6% | 92.0% |
|----------------|---|-------|-------|-------|-------|-------|-------|

Objective 4.4 Maintain the level of student satisfaction with education received for graduate/professional school at or above 97% through Survey Year 2008.

| | | | | | | | |
|-----------------------------|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|
| Performance Measures | | 1998 Survey Actual | 2000 Survey Actual | 2002 Survey Actual | 2005 Survey Actual | 2008 Survey Actual | 2011 Survey Estimate |
|-----------------------------|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|

| | | | | | | | |
|----------------|---|-------|-------|-------|-------|-------|-------|
| Quality | Percent of students satisfied with education received for graduate/professional school ¹ | 95.9% | 98.9% | 97.1% | 97.8% | 98.7% | 98.0% |
|----------------|---|-------|-------|-------|-------|-------|-------|

Goal 5: Maximize the efficient and effective use of state resources.

Objective 5.1 Maintain expenditures on facility renewal at 0.8 percent through FY 2009.⁵

| | | | | | | | |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|
| Performance Measures | | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Estimated | 2010 Estimated |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|

| | | | | | | | |
|-------------------|---|------|------|-------|-------|-------|-------|
| Efficiency | Percent of replacement cost expended in facility renewal and renovation | 1.0% | 2.4% | 3.45% | 1.83% | 1.50% | 1.73% |
|-------------------|---|------|------|-------|-------|-------|-------|

Objective 5.2 Increase the number of students enrolled in TU courses delivered off campus or through distance education from 3,323 in FY 2004 to 4,631 in FY 2009.

| | | | | | | | |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|
| Performance Measures | | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Actual | 2009 Estimated | 2010 Estimated |
|-----------------------------|--|--------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|

| | | | | | | | |
|--------------|--|-------|-------|-------|-------|-------|-------|
| Input | Number of students enrolled in distance education and off campus courses | 3,784 | 6,065 | 7,160 | 8,824 | 9,000 | 9,500 |
|--------------|--|-------|-------|-------|-------|-------|-------|

Footnotes:

1. Data for 1998, 2000, 2002, 2005, and 2008 Survey Actual were obtained from the MHEC Alumni Survey follow-up of Bachelor's degree recipients.
 2. Includes Fall data only.
 3. Based on salary of those employed full-time.
 4. MHEC data.
 5. The value of the campus infrastructure is expected to increase with the addition of new facilities.
 6. Corrected data – Reduced the previous count by 105 Integrated Elementary Education -Special Education students who had been inadvertently double counted.
 7. Includes 25 Early Childhood Education and 37 Integrated Elementary Education – Special Education students whose program plan was not changed from “pre-major” to “major” status before the EIS census file and table were created.
 8. The following information is provided in response to the 2008 request of the Joint Chairs for additional information on minority student enrollment. Towson University undergraduate minority student enrollment, broken down by minority group for the two most recent fiscal years was as follows: African American 10.9% in FY 07 and 11.3% in FY 08; Hispanic 2.5% in FY 07 and 2.4% in FY 08; Asian 4.0% in FY 07 and 4.1% in FY 08; Native American 0.3% in FY 07 and 0.4% in FY08.
- * Includes nursing students enrolled at USM – Hagerstown. Began enrolling students at this facility in Fall 2006.
 ** TBD – Data will be submitted when the Maryland Board of Nursing releases their 2008 report.

09/23/08