

**TOWSON UNIVERSITY  
MANAGING FOR RESULTS (MFR) 2009**

**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 2016, 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) 2009  
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 2,340 in Survey Year 2008 to 2,450 in Survey Year 2011.

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Input</b>	Total enrollment	18,011	18,921	19,758	21,111	21,177	21,390
<b>Output</b>	Total degree recipients	4,138	4,127	4,142	4,369	4,500	4,725
<b>Performance Measures</b>		<b>1998 Survey</b>	<b>2000 Survey</b>	<b>2002 Survey</b>	<b>2005 Survey</b>	<b>2008 Survey</b>	<b>2011 Survey</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>
<b>Outcome</b>	Employment rate of graduates <sup>1</sup>	94.1%	93.8%	90.4%	92.7%	92.4%	92.5%
<b>Outcome</b>	Estimated number of graduates employed in Maryland <sup>1</sup>	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.

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Input</b>	Number of Students in teacher training programs <sup>2</sup>	1,638	1,462	1,509	1,476	1,485	1,490
<b>Output</b>	Number of students completing teacher training program	689	619	547	553	560	565
<b>Quality</b>	Percent of students who completed teaching training program and passed Praxis II	93.0%	96%	97%	98%	98%	98%
<b>Outcome</b>	Number of students who completed all teacher education requirements and who are employed in Maryland public schools <sup>9</sup>	390	367	382	291	305	320

**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.<sup>6</sup>

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Input</b>	Number of undergraduate students enrolled in IT programs	458	432	456	495	NA <sup>6</sup>	NA <sup>6</sup>
<b>Input</b>	Number of graduate students enrolled in IT programs	363	330	300	327	NA <sup>6</sup>	NA <sup>6</sup>
<b>Output</b>	Number of students graduating from IT baccalaureate programs	123	75	73	92	NA <sup>6</sup>	NA <sup>6</sup>
<b>Performance Measures</b>		<b>1998 Survey</b>	<b>2000 Survey</b>	<b>2002 Survey</b>	<b>2005 Survey</b>	<b>2008 Survey</b>	<b>2011 Survey</b>
		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>

<b>Outcome</b>	Estimated number of IT graduates employed in Maryland <sup>1</sup>	30	54	82	96	38	NA <sup>6</sup>
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**Objective 1.4** Increase the estimated number of TU graduates of nursing programs employed in MD from 71 in Survey Year 2008 to 78 in Survey Year 2011.

<b>Performance Measures</b>		<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Estimated</b>
<b>Input</b>	Number of qualified applicants who applied to nursing program	205	218 <sup>7</sup>	250 <sup>7</sup>	263 <sup>7</sup>	273 <sup>7</sup>	285 <sup>7</sup>
<b>Input</b>	Number accepted into nursing program	56	80 <sup>7</sup>	90 <sup>7</sup>	91 <sup>7</sup>	96 <sup>7</sup>	96 <sup>7</sup>
<b>Input</b>	Number of undergraduates enrolled in nursing programs	162	257	284	300	325	349
<b>Output</b>	Number of students graduating from baccalaureate nursing programs	105	110	131	128	151	188
<b>Quality</b>	Percent of nursing program graduates passing the licensing examination	81%	83%	76%	77%	80%	80%
<b>Performance Measures</b>		<b>1998 Survey Actual</b>	<b>2000 Survey Actual</b>	<b>2002 Survey Actual</b>	<b>2005 Survey Actual</b>	<b>2008 Survey Actual</b>	<b>2011 Survey Estimate</b>
<b>Outcome</b>	Estimated number of graduates of nursing programs employed in Maryland <sup>1</sup>	69	84	51	77	71	78

**Goal 2:** Promote economic development.

**Objective 2.1** Maintain the ratio of median TU graduates' salary to the median annual salary of civilian work force with a bachelor's degree at or above 85% through Survey Year 2011.

<b>Performance Measures</b>		<b>1998 Survey Actual</b>	<b>2000 Survey Actual</b>	<b>2002 Survey Actual</b>	<b>2005 Survey Actual</b>	<b>2008 Survey Actual</b>	<b>2011 Survey Estimate</b>
<b>Outcome</b>	Median salary of TU graduates <sup>1,3</sup>	\$27,926	\$30,711	\$32,310	\$34,400	\$40,035	\$42,000
<b>Outcome</b>	Ratio of median salary of TU graduates to civilian work force with bachelor's degree <sup>1</sup>	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.

<b>Performance Measures</b>		<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Estimated</b>
<b>Input</b>	Percent of minority undergraduate students enrolled	16.9%	17.7%	18.2%	19.0%	19.5%	20.0%

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

<b>Performance Measures</b>		<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Estimated</b>
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<b>Input</b>	Percent of African-American undergraduate students enrolled	10.6%	10.9%	11.3%	11.7%	12.2%	12.5%
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**Objective 3.3** Maintain the retention rate of minority students at or above 90.0% through FY 2009.

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Output</b>	Second year retention rate of minority students <sup>4</sup>	90.3%	84.1%	85.7%	87.5%	88%	90%

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

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Output</b>	Second year retention rate of African-American students <sup>4</sup>	92.2%	85.4%	87.2%	85.4%	88%	90%

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

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Output</b>	Six year graduation rate of minority students <sup>4</sup>	58.2%	66.8%	63.4%	70.0%	73%	71%

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

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Output</b>	Six year graduation rate of African-American students <sup>4</sup>	57.8%	63.5%	62.5%	69.9%	74%	72%

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

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Input</b>	Percent of economically disadvantaged students	42.0%	40.4%	40.0%	41.4%	42%	44%

**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.

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Output</b>	Second year retention rate of students <sup>4</sup>	86.3%	83.8%	84.2%	83.7%	85%	87%

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

		<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Performance Measures</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Estimated</b>

<b>Output</b>	Sixth year graduation rate of students <sup>4</sup>	61.0%	65.0%	68.2%	70.6%	74%	72%
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**Objective 4.3** Maintain the level of student satisfaction with education received for employment at or above 90% through Survey Year 2011.

<b>Performance Measures</b>		<b>1998 Survey Actual</b>	<b>2000 Survey Actual</b>	<b>2002 Survey Actual</b>	<b>2005 Survey Actual</b>	<b>2008 Survey Actual</b>	<b>2011 Survey Estimate</b>
<b>Quality</b>	Percent of students satisfied with education received for employment <sup>1</sup>	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 2011.

<b>Performance Measures</b>		<b>1998 Survey Actual</b>	<b>2000 Survey Actual</b>	<b>2002 Survey Actual</b>	<b>2005 Survey Actual</b>	<b>2008 Survey Actual</b>	<b>2011 Survey Estimate</b>
<b>Quality</b>	Percent of students satisfied with education received for graduate/professional school <sup>1</sup>	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.<sup>5</sup>

<b>Performance Measures</b>		<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Estimated</b>
<b>Efficiency</b>	Percent of replacement cost expended in facility renewal and renovation	2.4%	3.45%	1.83%	1.74%	1.12%	1.12%

**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.

<b>Performance Measures</b>		<b>2006 Actual</b>	<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Estimated</b>	<b>2011 Estimated</b>
<b>Input</b>	Number of students enrolled in distance education and off campus courses	6,065	7,160	8,824	9,867	10,750	11,250

Footnotes:

<sup>1</sup> Data for 1998, 2000, 2002, 2005, and 2008 Survey Actual were obtained from the MHEC Alumni Survey follow-up of Bachelor's degree recipients.

<sup>2</sup> Includes Fall data only.

<sup>3</sup> Based on salary of those employed full-time.

<sup>4</sup> MHEC data.

<sup>5</sup> The value of the campus infrastructure is expected to increase with the addition of new facilities.

<sup>6</sup> The next five-year accountability cycle for the MFR/MHEC Performance Accountability Report is scheduled to go into effect in FY 10 (the current cycle concludes with the FY 09 report). Current objectives and measures will be evaluated and new measures and targets developed beginning with the FY 10 (FY 12 Budget Request). This measure is expected to be revised substantially or combined with another measure, so projections beyond the current report period (FY 09) are not available.

<sup>7</sup> Includes nursing students enrolled at USM – Hagerstown. Began enrolling students at this facility in Fall 2006.

<sup>8</sup> 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 11.3% in FY 08 and 11.7% in FY 09; Hispanic 2.4% in FY 08 and 2.6% in FY 09; Asian 4.1% in FY 08 and 4.3% in FY 09; Native American 0.4% in FY 08 and 0.4% in FY09.

<sup>9</sup> As defined by the Maryland State Department of Education, this indicator pertains only to “new hires who graduated from a USM institution and were hired by Local Education Agencies.” According to MSDE, the data are at best “an approximation” and are likely to under report the number of program completers hired by Maryland School systems. Reflecting the economic environment, systems hired far fewer teachers for the 09-10 school year than in previous years

09/24/09