

FY 2026 – FY 2029 Strategic Plan

Working Draft – November 2024



Goal – Advancing Academic Distinction

Bowie State University is committed to enhancing its reputation as a center of excellence in research, education, and innovation. The university will strive to enhance its academic programs, faculty development, and student experiences to meet the evolving demands of higher education and the workforce.

Objectives:

High Research Activity - Expand research, scholarship, and creative work activities of faculty and staff across all disciplines through the active pursuit of external grant and research opportunities supported by the creation of the Research and Innovation Unit to propel the university to research distinction.

Workforce Preparedness – Assess and modify (as necessary) current academic programs to ensure alignment with Maryland and regional workforce competencies, abilities, and professional skills and create new programs to meet emerging workforce needs.

Experiential and Entrepreneurial Activities - Employ a university-wide comprehensive model that aligns experiential learning and entrepreneurial activities, allowing students to transfer knowledge into action.

Faculty Growth and Advancement – Cultivate an environment of continuous professional growth among faculty members, aiming to support advancement through teaching effectiveness, scholarship and research capabilities, and service.

Bowie Bold-Undergraduate Core Competencies - Examine and refine general education core competencies to incorporate contemporary expectations for undergraduate learning, professional skill development, and lifelong learning.

Graduate Education - Position Bowie State as a leading institution for graduate education by enhancing program offerings, increasing enrollment, and improving the overall graduate student experience.

Assessment of Student Learning – Integrate student learning outcomes assessment with academic and student data to foster continuous programmatic improvements that enhance student learning and success.

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Goal – Transforming the Student Experience

Bowie State University will transform the student experience by enhancing internal processes and campus-wide resources that contribute to student's academic, well-being, and career-related needs.

Objectives:

Student Success – Evaluate contemporary challenges to student completion across the student life cycle and implement proven practices and technologies that increase retention and graduation rates.

Holistic Student Care – Reimagine student mental health, well-being, and academic support systems to establish Bowie State as a leader in holistic student care by incorporating best practices, use of technologies, and innovative care models.

Enhancing Student Financial Health - Implement comprehensive strategies to improve student financial health, reduce financial barriers, and support students in achieving their academic and career goals.

Being Bowie BOLD - Cultivate a strong sense of belonging and pride among students by providing a culture of care, offering diverse opportunities for leadership development and campus life, and aligning experiences to students' unique goals.

Athletics, the Arts, and Student Life – Elevate Bowie State's vibrant campus environment by fostering student engagement, personal growth, and community spirit through athletics, the arts, and student life.

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Goal – Fostering a Culture of Inclusivity, Equity, Civic Engagement, and Social Justice

Bowie State University will build a diverse and inclusive campus environment that champions equity, civic engagement, and social justice. The university will implement actions that ensure all campus community members feel valued, respected, and empowered to participate actively in societal and civic matters.

Objectives:

Student, Faculty, and Staff Talent Development - Implement targeted talent development strategies to attract a diverse faculty, staff, and student body that reflects Bowie State's rich diversity.

Civic Engagement and Social Justice - Empower students to engage in community service, public policy, voter engagement, and research and advocacy work on social justice issues.

Equitable Promotion and Fair Advancement - Ensure transparent promotion criteria and pathways that foster equitable academic and professional growth opportunities among faculty and staff.

One Campus - Establish a University Council committee for diversity, equity, and inclusion to regularly assess and enhance institutional practices and policies across recruitment, retention, leadership, and professional development.

Future Leaders - Expand leadership development programs prioritizing diversity, equity, and inclusion, preparing students, faculty, and staff to lead globally.

Equitable Onboarding - Examine and enhance student onboarding processes to ensure equitable access to resources and support for all new students, with a deliberate focus on international students and students from historically marginalized backgrounds.

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Goal - Ensuring Bowie State's Future through Growth and Innovation

Bowie State University will evolve into a model institution known for its innovative community engagement, philanthropy, work environment, and partnerships.

Objectives:

Advance Artificial Intelligence (AI) Integration and Innovation - Develop institutional AI guidelines, policies, and ethical practices for application within the curriculum, research and grants, and business practices to prepare the BSU community for the ethical use of AI in the workplace.

Becoming a Community Hub - Transform Bowie State University into a dynamic community center that fosters engagement, collaboration, and inclusivity between the university and the broader community.

Being Bowie Bold - Continue elevating the university's brand image and credibility to build stakeholder trust and commitment.

Living the Core Values – Position Bowie State as an employer of choice by creating a supportive environment where all employees understand and live the core values and are committed to student success.

Diversify Revenue Streams - Strengthen the institution's financial health through fundraising efforts, new enrollment streams, athletic facilities, entrepreneurial activities, sponsored research, and sound fiscal management to support long-term sustainability and growth.

Transform Business Practices – Invest in infrastructure, technology, and training to innovate business processes to enhance efficiency, improve service delivery, and support academic and administrative excellence.

Sustainable Facilities and Infrastructures – Continue implementing sustainable practices across all aspects of campus life and physical and technical infrastructures to reduce environmental footprint and enhance social responsibility.

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CORE VALUES

Excellence

Bowie State University expects students, faculty, staff, and administrators to demonstrate outstanding performance by fostering a stimulating learning and work environment.

Inclusivity

Bowie State University intentionally creates a community that encourages involvement, respect, and connection among students, faculty, staff, and administrators regardless of race, gender, ethnicity, national origin, culture, sexual orientation, religion, age, and disability.

Stewardship

Bowie State University expects each community member to be responsible for the stewardship of human and fiscal resources, upholding the highest ethical standards, and ensuring that Bowie State serves the needs of current and future generations.

Innovation

~~Bowie State University aspires to infuse innovative practices into academic and administrative functions by encouraging students, faculty, staff, and administrators to utilize best practices and pursue new opportunities.~~

Integrity

~~Bowie State University students, faculty, staff, and administrators demonstrate high ethical standards in interacting with one another and the larger community.~~