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# Boldly Forward

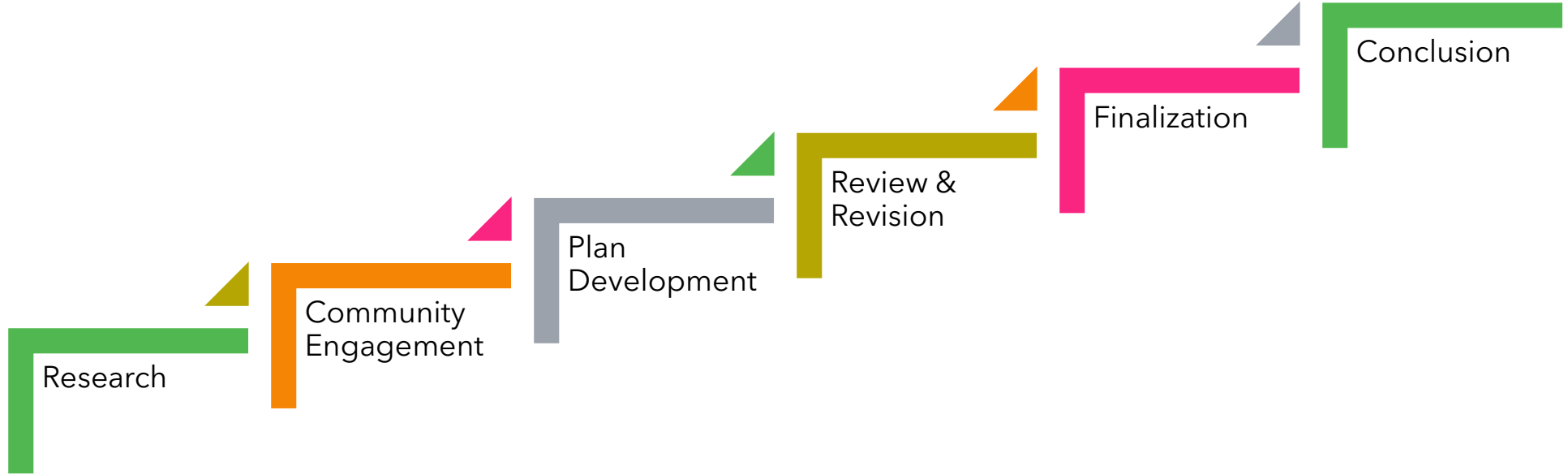
FY 2026 - FY 2029 Strategic Plan  
***Final Draft***

Faculty / Staff Institute  
January 21, 2025



# Strategic Plan Development Overview

Guiding Principle: To Ensure an Inclusive Process



# FY 2026 – FY 2029 Strategic Plan Structure





## **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.

## **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.

## **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.

## **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.

# Advancing Academic Distinction

## 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 and Lifelong Learning** – Assess and modify (as necessary) current academic programs to incorporate **experiential and/or entrepreneurial activities** and ensure alignment with Maryland and regional workforce competencies, capabilities, and professional skills, and create new programs to meet emerging workforce needs.

**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.

**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.

# Transforming the Student Experience

## 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, financial health, and academic support systems to establish Bowie State as a leader in holistic student care by incorporating the *8 Dimensions of Wellness*, best practices, use of technologies, and innovative care models.

**Bowie BOLD Students** - 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.



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

## Objectives

### Objectives:

**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.

**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.



# Ensuring Bowie State's Future through Growth and Innovation

## Objectives

### Objectives:

**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.

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

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

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

**Bowie Bold** - Continue elevating the university's brand image to build stakeholder partnerships and commitment.



# Bringing the plan to life



## Boldly Forward Committees

- ❖ One for each goal
- ❖ Assist the executive sponsor in prioritizing, monitoring, and evaluating strategies
- ❖ Includes representation from all shared governance groups and key units
- ❖ Informs divisional plans

## For example.....

### Advancing Academic Distinction

**Workforce and Lifelong Learning** – 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.

#### ***Sample Strategies:***

- Incorporate experiential and/or entrepreneurial activities in all new programs
- Create a designation for courses that deliberately include experiential/ entrepreneurial activities
- Examine and refine *general education* core competencies to incorporate contemporary expectations for undergraduate learning, professional skill development, and lifelong learning
  - Ensure alignment between the General Education curriculum and COMAR
  - Re-evaluate the expected learning outcomes of the General Education curriculum
  - Assess the institutional requirement components of the General Education curriculum
- Integrate student learning outcomes assessment with academic, student, and post-graduation information to foster continuous programmatic improvements

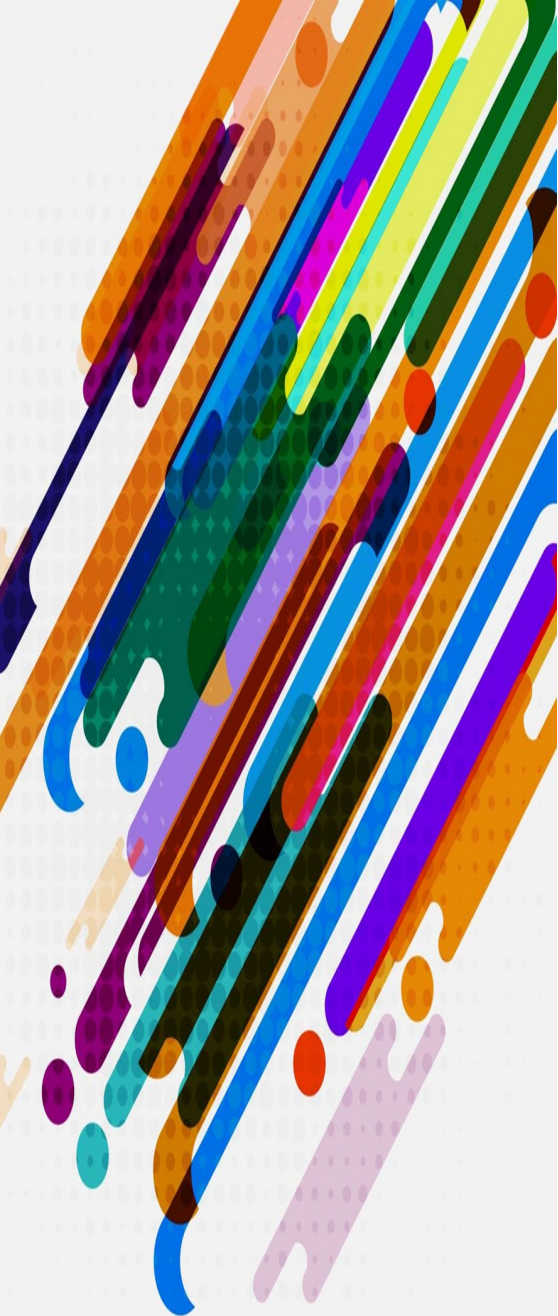
## For example.....

### Transforming the Student Experience

**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.

***Sample Strategies:***

- Define pathways to success
- Enhance the 1<sup>st</sup> Year Experience program and create a 2<sup>nd</sup> Year Experience program
- Implement appropriate technologies to optimize admissions, financial aid, student accounts, registration, and degree audit & planning



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**BSU Community**

**Strategic Plan Workgroup Members**

**Strategic Plan Committee**