



OFFICE OF THE CHANCELLOR

December 14, 2010

1807  
University of Maryland,  
Baltimore

1856  
University of Maryland,  
College Park

1865  
Bowie State University

1866  
Towson University

1886  
University of Maryland  
Eastern Shore

1898  
Frostburg State University

1900  
Coppin State University

1925  
Salisbury University

1925  
University of Baltimore

1925  
University of Maryland  
Center for Environmental  
Science

1947  
University of Maryland  
University College

1966  
University of Maryland,  
Baltimore County

The Honorable Edward Kasemeyer  
Chairman, Senate Budget & Taxation  
Committee  
3 West Miller Senate Office Building  
Annapolis, MD 21401

The Honorable Norman H. Conway  
Chairman, House Appropriations  
Committee  
130 Lowe House Office Building  
Annapolis, MD 21401

Dear Chairman Kasemeyer and Chairman Conway:

Pursuant to the 2010 Joint Chairmen's Report R30B27 (page 137), enclosed please find the USM Interim report on The Implementation of Recommendations Made by the 2001 CSU Study Team.

Questions regarding this report should be directed to Mr. P.J. Hogan, USM Associate Vice Chancellor for Government Relations at 301-445-1927.

Sincerely yours,

A handwritten signature in black ink that reads "W E Kirwan".

William E. Kirwan  
Chancellor

Enclosure

## Interim Report from the University System of Maryland on the implementation of recommendations from the 2001 Independent Study Team on the Revitalization of Coppin State College (CSU)

The following report constitutes the interim response of the University System of Maryland to the information request in the Joint Chairmen's Report - Operating Budget, April 2010 (JCR) that:

"The University System of Maryland (USM), in partnership with the Maryland Higher Education Commission (MHEC), should establish an independent team to assess the implementation of recommendations from the 2001 Independent Study Team on the Revitalization of Coppin State College (CSU). This new team should determine which have been fully, partially, and not yet implemented. The study team should also provide technical assistance in implementing recommendations that have not been executed or effective. The 2011 study team should include members of USM, MHEC, CSU, outside experts, and members of the General Assembly, with administrative coordination provided by USM. The team should submit an interim report on its progress to the budget committees by December 15, 2010, and a final report on July 15, 2011, to the budget committees."

### **Membership of Study Team**

Following publication of the JCR, the Chancellor and staff of the University System of Maryland, working with staff of MHEC, set about identifying members for the independent team stipulated in the report, as well as staff members within the USM Office, MHEC and Coppin State University to provide support and administrative coordination for the study team.

The Chancellor was fortunate to engage Dr. William B. DeLauder, president emeritus of Delaware State University, to chair the study team. Dr. DeLauder led Delaware State for 16 years. He has also served NASULGC (now APLU) as senior counselor to the president in 2008, acting vice president for the Office for the Advancement of Black Public Colleges in 2007 and chair of the NASULGC International Education Task Force. Before his appointment at Delaware State University, DeLauder was Dean of the College of Arts and Sciences at North Carolina A&T State University in Greensboro. Prior to his appointment as Dean in 1981, he served as professor and chair of the Department of Chemistry at North Carolina A&T. In March 1994, he was the recipient of the Thurgood Marshall Award for outstanding contributions to the higher education of African Americans. DeLauder earned a bachelor's degree in chemistry from Morgan State College (now University) and a Ph.D. degree in physical chemistry from Wayne State University. He did post-doctorate research in physical biochemistry at Centre de Biophysique Moleculaire du C.N.R.S. in Orleans-La Source, France. He has assisted the USM as an external evaluator on a number of occasions.

Other members of the twelve-member team (a roster is included as Appendix A) were identified in consultation with Coppin and MHEC. As requested in the JCR, they include members of USM, MHEC, CSU, and the General Assembly. In addition to Dr. DeLauder, Dr. Ron Williams, former president of Prince George's Community College and current vice president of the College Board, fulfills the

requirement for outside expertise. Primary staff to the study team are also named on the roster in Appendix A.

### **Planning Meeting**

The study team held an organizational meeting on Monday, November 8, 2010, at the USM Office in Adelphi, Maryland; all but one study team member were in attendance. At that initial meeting, the team had a short presentation and discussion on the 2001 Independent Study Team on the Revitalization of CSU, led by Ms. Janice Doyle, who serves as Chief of Staff to the USM Chancellor and who was among those providing staff support to the original 2001 study team in her former position as Assistant Secretary of MHEC. Mr. P.J. Hogan, Associate Vice Chancellor for Government Relations, led a discussion of the Charge to the 2011 Study Team. The study team reviewed documents available to them in their work, including a number of Coppin strategic plans; reviewed the recommendations of the 2001 report; discussed a proposed process for analyzing materials and assessing the implementation of the recommendations; and formed small workgroups consisting of three or four team members and support staff and additional resource persons from the USM and CSU.

### **Plans for December Meeting at Coppin State University**

The study team also agreed at its first meeting to hold its second meeting on Monday, December 20, 2010 on the campus of Coppin State University and to invite the current president of CSU, Dr. Reginald Avery, to make a brief presentation on the state of the institution today, a decade after the original Coppin study. Following Dr. Avery's formal presentation, the study group will engage in informal discussion with the president, will have a tour of the campus, and will meet in its small workgroups to begin work.

### **Process**

The study team agreed that approaching each imperative and its accompanying recommendations separately would be a more fruitful approach than trying to work on the entire report as a body. As noted above, four workgroups were formed.

One workgroup will address the 2001 report's Imperative I (Broaden the Mission and Vision) and Imperative II (Increase and Enhance Academic Programs), which are closely related. A second workgroup will address Imperative III (Enhance Student Success) and a third Imperative IV (Connect the Campus). Finally, Imperatives V (Strengthen the Financial Base) and VI (Rebuild the Campus), which deal with the operating and capital budgets respectively, have been combined and assigned to a fourth workgroup. A list of the membership of the workgroups formed at the planning meeting, and information about specialized support personnel for those workgroups, is included as Appendix B.

The workgroups will meet over the next several months to review the recommendations of the 2001 report and to do the required assessment of the implementation of those recommendations. Appendix C provides a template that has been designed to assist the workgroups in the development of their reports, which will constitute the main "chapters" of the 2011 study team's final report.

### **Future meeting schedule**

The study team has committed to a monthly meeting of the whole body (see Appendix D for that meeting schedule). In addition, the workgroups will meet and hold further discussions – in person, by telephone conference, or through email – as the study of the specific imperatives and recommendations

continues. The small workgroups will report back to the study team and get feedback at the monthly meetings of the whole.

### **Expectations of final report**

It is anticipated that the final report of the 2011 study team will be ready for submission by the July 15 deadline included in the JCR. The report will likely consist of an introductory section, chapters addressing the specific imperatives and recommendations, an overall assessment of where Coppin is today in relation to the 2001 report, and a scheme for moving forward with any recommendations that have not been fully addressed and are still considered relevant by the institution's current leadership, the USM, and MHEC.

APPENDIX A.

## Coppin Study

(Report on the Implementation of Recommendations Made by the 2001 Independent Study Team on the Revitalization of Coppin State College)

### 2011 TEAM MEMBERSHIP

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APPENDIX B.  
2011 COPPIN STUDY TEAM  
WORKGROUPS TO ADDRESS SPECIFIC IMPERATIVES/RECOMMENDATIONS

Workgroup #1

IMPERATIVE I: Broaden the Mission and Vision, and

IMPERATIVE II: Increase and Enhance Academic Programs

Team Members: Ron Williams (*Chair*), Pat Florestano, Leronia Josey, Sue Blanshan, Monica Randall

USM Staff/Resource: Teri Hollander, John Wolfe

CSU Staff/Resource: Ahmed El-Haggan, Scott J. Dantley

Workgroup #2

IMPERATIVE III: Enhance Student Success

Team Members: Catherine Pugh (*Chair*), Ron Williams, Ron Collins, Irv Goldstein

USM Staff/Resources: Ben Passmore, Chad Muntz

CSU Staff/Resources: Reginald Ross

Workgroup 3

IMPERATIVE IV: Connect the Campus

Team Members: Bill DeLauder (*Chair*), P.J. Hogan

USM Staff/Resource: Don Spicer

CSU Staff/Resource: Ahmed El-Haggan

Workgroup #4

IMPERATIVE V: Strengthen the Financial Base, and

IMPERATIVE VI: Rebuild the Campus

Team Members: Dick Siemer (*Chair*), Adrienne Jones, Catherine Pugh, P.J. Hogan

USM Staff/Resource: Mark Beck, Monica West, Janice Doyle

CSU Resource/Resource: Maqbool Patel



CONTACT INFORMATION FOR STAFF TO WORKGROUPS  
(who are not also Study Team staff)

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## APPENDIX C.

### **USM Coppin Study Team 2011**

#### PROPOSED TEMPLATE FOR WORKGROUP REPORTS

1. Each report should include an opening paragraph preceding the discussion of individual recommendations that tries to capture some flavor of where Coppin was to be headed in each area, ten years after the report.
2. For each of the major recommendations listed under the imperative, please provide the following information:
  - Statement of recommendation.
  - Has recommendation been fully implemented?
    - If yes, please provide a paragraph or two explaining how it has been implemented, including a timeframe. Provide accountability indicators and specific data wherever possible.
    - If no, please indicate why not.
      - If implementation of the recommendation is still recommended or is being pursued, please indicate what barriers to implementation exist. Provide some indication of what resources might be needed to assist in implementation and what a reasonable timeframe for implementation might be.
      - If the recommendation is no longer being considered for implementation, please indicate why not.

Additional details for each recommendation may be found in the individual chapters of the report. Do not respond to each individual recommendation in this section. Address only the major bulleted recommendations included in the section outlining the imperatives. Use the more detailed information as background information in the discussion of how a recommendation has been implemented or of why it has not been fully implemented.

3. In a concluding paragraph (or two) summarize where Coppin is regarding the imperative as a whole and the major recommendations and what is left to be done.
4. (Optional) If there are related issues that should be subject to further study, please provide a brief paragraph outlining them.

APPENDIX D.

UNIVERSITY SYSTEM OF MARYLAND  
COPPIN STUDY TEAM

**2011 Meeting Schedule**  
*(Locations to be determined)*

Monday, January 10, 1:30-4:00 p.m.

Monday, February 28, 9:00-11:30 a.m.

Monday, March 28, 1:30-4:00 p.m.

Monday, April 25, 1:30-4:00 p.m.

Monday, May 9, 9:00-11:30 a.m.

Wednesday, June 15, 9:00-11:30 a.m.