



# Legislative Testimony

Presented to  
House Subcommittee on  
Education & Economic Development  
and  
Senate Subcommittee on  
Education, Business & Administration

President Anthony L. Jenkins, Ph.D.    MARCH 2026





## **Vision Statement**

Coppin State University is a leader in urban higher education, recognized nationally for transforming the lives of students from all socio-economic backgrounds.

## **Mission Statement**

Coppin State University, a Historically Black Institution in a dynamic urban setting, serves a multi-generational student population and provides education opportunities while promoting lifelong learning. The university fosters leadership, social responsibility, civic and community engagement, cultural diversity and inclusion, and economic development.

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## Strategic Priorities

- Become a university of choice;
- Improve the holistic development and completion rates of our students;
- Strengthen our brand and reputation as a leader in urban higher education;
- Become a great university at which to work; and
- Enhance our teaching and research excellence.

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## Introduction

Coppin State University is a Historically Black Institution located in West Baltimore, Maryland. Founded in 1900 and named for Fanny Jackson Coppin, a pioneering African American educator, the University has served for more than a century as an engine of access, achievement, and upward mobility for students and communities across the State of Maryland.

As the most affordable four-year public institution in the State, Coppin serves the highest proportion of Pell-eligible students among Maryland's public universities. The University's nationally recognized academic programs in business, healthcare, social work, teacher education, psychology, criminal justice, and the STEM disciplines attract students from 35 states, the District of Columbia, and 30 countries. With 63 academic programs—including a doctoral program, 13 master's degrees, 31 bachelor's degrees, and 18 certificate programs—Coppin prepares graduates to enter the workforce, strengthen Maryland's economy, and contribute to the civic life of their communities.

As an anchor institution in West Baltimore, Coppin's impact extends well beyond the classroom. The University maintains robust partnerships with state and local agencies, community organizations, healthcare providers, and the private sector to address the economic, educational, and social needs of the region. For every dollar the State invests in Coppin, the University generates four dollars in direct economic expenditures and contributes more than \$200 million annually in total economic impact.

The testimony that follows details the University's historic progress and highlights but a fraction of the achievements that illustrate why Coppin State University represents one of the most productive investments the State of Maryland. Our future is guided by our new strategic plan ***Courageously Soaring***. The plan is an ambitious visionary framework that will serve as an evolving roadmap over the next five years. It is rooted in our rich legacy of access to quality education, academic innovation, personal economic mobility, and community impact.

# I. Becoming a University of Choice

## Record Enrollment Growth



Coppin State University continues to affirm its position as a university of choice. The University enrolled an entering cohort of 1,027 students, and recorded an overall enrollment of 2,790 students - growing 29.6% in one-year and averaging over 8% growth annually since 2021, this exceeds the national average of 3% annually. This is Coppin State University's highest total headcount since 2017. The enrollment trajectory has made

Coppin State University the fastest-growing university in greater Baltimore, as reported on by the Baltimore Business Journal. This past fall Coppin State University enrolled its largest incoming class in more than 25 years. The first time-in-college cohort increased by 60.4%, while new transfer enrollment grew by 33.7%. New graduate enrollment remained stable. Coppin State University has also experienced significant increase in full-time-equivalent enrollment from 1,856 to 2,406 which is a 29.6%, reflecting both headcount growth and increased student progression toward timely degree completion.

## Record Applications

The demand for the Coppin State University experience is growing at a rapid pace. Since 2021, the number of applications for admissions has grown each year. In fall 2024, Coppin State University achieved an unprecedented volume of undergraduate applications as a result of the comprehensive execution of its strategic enrollment plan, as well as a campus-wide commitment to personalized, proactive recruiting. For the fall 2025 recruitment cycle, Coppin State University received a record high 20,193 total applications, an increase of 90% over the prior year.

## Male Enrollment Growth

Male enrollment in higher education has decline annually since the 1970s. In



contrast to this decades-long national decline of male enrollment, Coppin State University continues to increase its male enrollment at record numbers. Coppin State University has achieved a 52% increase in male enrollment since 2021. This growth is driven by deliberate, campus-wide data-determined strategies involving faculty, staff, and students. This

historic reversal has not only made Coppin State University the leading HBCU in Maryland for male enrollment growth, but also a national model.

## Hispanic and Latinx Enrollment

Coppin State University is committed to enrolling and educating a diverse, multicultural, multi-generational student population. As one of our nation’s oldest Historically Black Colleges and Universities, Coppin State University reputation as a welcoming, high-quality university is capturing the attention of multicultural student groups from around the world. One such student population that Coppin State University is making promising progress with, is Hispanic and Latinx students.



The University’s Hispanic and Latinx student population has grown 100% since 2021 and now comprises 5% of the student body, reflecting Coppin State University’s inclusive environment and the success of these students within the institution. The Hispanic and Latina students are Coppin State University are excelling. Their retention stands at 70%, and their average grade point is 3.0 – exceeding the national average in both categories.

## Coppin State University Making College More Affordable

The Expand Eagle Nation initiative is an innovative way to expand access to higher education while also driving down the out-of-state cost for non-Maryland residents seeking enrollment access to the culture and heritage of a Historically Black Institution. The Expand Eagle Nation initiative extends in-state tuition to students from more than 30 states and territories with one or fewer HBCUs. Participation in this initiative increased from 276 new out-of-state students in fall 2024 to 583 in fall 2025. The program has generated national and regional media coverage and has facilitated the establishment of articulation agreements with the Colorado Community College System and the California Community College System, with additional interstate partnerships under development.



## Maryland Community College Partnerships

The University maintains active memoranda of understanding and articulation agreements with multiple Maryland community colleges, including Anne Arundel Community College, Baltimore City Community College, Carroll Community College, the College of Southern Maryland, the Community College of Baltimore County, Garrett College, Harford Community College, and Montgomery College. Increasing out-of-state demand has prompted the development of additional agreements with community college systems in Colorado and California, with further partnerships in progress.



## II. Improving the Holistic Development and Completion Rates of Our Students

### Record Retention

The establishment of the Eagle Achievement Center in 2023, combined with a comprehensive, campus-wide retention plan, has yielded record-setting outcomes. First-to-second-year retention reached 75% in fall 2025, representing an institutional high and a significant increase from 57% four years prior.



Coppin State University monitors retention across critical student subgroups to ensure equitable progress. Women retained at 76%, and men at 73%. Black men retained at 74%, exceeding the national average, while Black women retained at 76%. Student-athlete retention, measured according to NCAA standards, stands at 97%, with a graduation rate of 81%.

### Our House Peer Mentoring Program

Acknowledging the significance of peer support during the transition to postsecondary education, Coppin State University expanded the Our House peer mentoring program, transitioning from a limited pilot initiative to a comprehensive program that now serves all incoming first-year and transfer students. The results are

substantive: participating students have demonstrated a 22% increase in grade point average, a 12% increase in credit accumulation, and an 8% increase in matriculation compared to non-participating peers.

### **Eagle Scholars Achievement National and State Recognition**

Dr. Hany Sobhi and research student Mr. Jimetochukwu Solomon presented their research at the 47th American Chemical Society (ACS) conference. Jimetochukwu received the prestigious award for excellence in undergraduate chemistry research. Mr. Jimetochukwu Solomon's work was published in the peer-reviewed research of the Journal of Materials Chemistry C in 2025.



Upon returning to campus, Mr. Solomon, a Biology/Chemistry major and rising senior in the Class of 2026, was celebrated for his outstanding research contributions at the Coppin State University Center for Organic Synthesis. This recognition underscores Coppin State University's commitment to cultivating impactful, student-driven scientific discovery.



Coppin State University special education majors K'yeona Winston, Ashley Davis, and Aliyah Smith presented at the American Educational Research Association (AERA) conference in Denver, Colorado. Their presentation, titled "Repairing Pathways: Enhancing Diversity in Special Education Teacher Preparation," highlighted the importance of diversity in the field.

Lead by our renown faculty in the education space, Coppin State University students are helping shape a brighter tomorrow for some of our nation's most unique students so they can achieve their highest learning potential.

K'yeona Winston shared her excitement about the experience: "The opportunity to present at AERA is one I will never forget! I was able to hear from amazing research scholars who are making a difference today. Not only do I feel hope for the future of education, but I am fired up to finish my program strong!"

Professor Sherida Morrison of the College of Business's Entertainment Management program led a transformative student experience in partnership with Oak View Group's ASCEND Program, a national diversity initiative designed to introduce underrepresented students to careers in live entertainment, venue management, and the broader entertainment industry.

Six Coppin State University College of Business students, Preaundrea F., Courtlyn W., Anderson H., Mekhi S., Autum B., and Brian S., were among only eight HBCU students selected for an all-expenses-paid trip to the Pollstar Live! Conference in Los Angeles, where they served in active internship roles.



During the internship, our students gained hands-on experience in event production, artist relations, and venue operations; engaged in behind-the-scenes conversations on leadership and career pathways with top industry figures like Robert Allen (manager of Taylor Swift); and attended exclusive awards ceremonies and panels featuring icons such as Missy Elliott and Usher.

This experience not only deepened their understanding of the business side of entertainment at its highest level but also empowered them to build professional confidence, expand their networks, and explore new career opportunities.

Experiential learning is the cornerstone of the Coppin State University education model. Latanya Carter was awarded an \$8,000 renewable TMCF/Deloitte scholarship. Stacey Longo and Jeffrey Shorter presented research at the Academy of Criminal Justice Sciences national conference in Chicago. Jordyn Miles was selected for a National Science Foundation Summer Intensive Fellowship at Morgan State University. Additional students across STEM, health sciences, criminal justice, business, and sport management have received recognition for leadership, research engagement, internships, and applied learning.

## Residence Life and Student Success



Coppin State University, situated in West Baltimore, faces a unique housing challenge. Therefore, on-campus housing serves as a crucial component of the student experience, academic achievement, and the university's recruitment and retention efforts. The developmental benefits of residential living, including strengthened support networks, increased social engagement, and improved academic outcomes, are well documented. In fall 2025, the Office of Housing and Residence Life was home to 660 of 747 first-time, first-year students (88%) and 85 of 207 transfer students (41%). Over the past five years, Coppin State University Office of Admissions has reported the loss of hundreds of students unwilling to attend Coppin State University due to a lack of on-campus housing.

The substantial growth of the incoming class necessitated the establishment of new external housing partnerships. However, these partnerships come with significant room and board rate increases, as well as additional university cost associated with providing increased security for off campus sites and transportation for students to and from campus for classes.

Coppin State University's continued growth is supported in large part by transformational partnerships that provide scholarship funding that helps our students

start and complete their journey to become college graduates. Some of these partnerships include:

- Baltimore Gas and Electric (BGE) has committed \$1 million over four years (2023–2026) to provide support to underrepresented communities through Coppin State University.
- Ozzie Newsome Scholars Program, funded by the Stephen and Renee Bisciotti Foundation, this \$1 million grant (2022–2029) provides annual \$10,000 scholarships, totaling \$50,000 per scholar, for 20 students.
- CareFirst BlueCross BlueShield has made a total investment of \$6.225 million in Coppin State University. The CareFirst Scholars Program (\$4 million) establishes a multi-year scholarship initiative supporting students in nursing, health information management, and health sciences, and includes a \$500,000 endowed scholarship fund.
- The Nam-MacGill Family Fund has provided total funding of \$1.195 million. This includes \$1.16 million to expand the Our House Mentoring Program within the Eagle Achievement Center to serve 380 students.

### **III. Strengthening Our Brand and Reputation as a Leader in Urban Higher Education**

#### **Academic Excellence and Program Growth**

During Academic Year 2024–2025 and into the first quarter of 2026, Coppin State University continued to demonstrate the academic rigor and workforce alignment that distinguish its mission.



Coppin State University remains steadfast in its pursuit of helping the State of Maryland address its growing nursing shortage. Under the leadership of the College of Health Professions Dean and faculty, Coppin State University students achieved an 82% NCLEX pass rate overall, affirming the caliber of its nursing instruction and clinical preparation.

The inaugural cohort of the Master of Education in Teacher Leadership program recorded a 100% completion rate, reflecting effective curricular design and structured academic support.

In 2025, Coppin State University's Department of Social Work earned reaffirmation from the Council on Social Work Education (CSWE), validation of maintaining the highest academic standards. Maryland is experiencing a critical, severe shortage of social workers and behavioral health professionals. Our faculty works to ensure our students receive educational content and preparation that are not only consistent with expectations of social work practice, but students are also prepared to meet the needs of the communities they will serve. Coppin State University's program is, ranked #1 for most valuable Social Work degree programs in Maryland 2026.



Strategic programmatic expansion in cybersecurity, mathematics, and biology was undertaken in direct response to enrollment growth and statewide workforce demand. In February 2026, 31 graduate nursing students transitioned into Maryland clinical placements, strengthening healthcare workforce pipelines across the State.

### **Advancing Toward Research University Status**

Coppin State University is advancing toward Research University status under the Carnegie classification, guided by the School of Graduate Studies and Research framework. Faculty grants and contracts productivity substantiate this trajectory. Coppin



State University faculty and staff have increased federal and state awards by more than 1200% in four years.

Dr. Nicole Anthony and Dr. Anita Weisburger secured a \$1.2 million U.S. Department of Education award. Dr. Dondra Bailey received a National Science Foundation Research Initiation Grant. Dr. Jale Aldemir was awarded a U.S. Department of State IDEAS Grant.

Dr. Israr Ahmad received an International Best Paper Award in 2025. Dr. Jamal Uddin, Director of the Center for Nanotechnology secured \$2.1 million from the U.S. Department of Energy, to further strengthen and expand the University's research pipeline.



Coppin State University continues to lead in healthcare. Coppin's College of Health Professions and the Harvard University T.H. Chan School of Public Health, and Harvard Medical School, are collaborating on opportunities to expand and identify groundbreaking nursing and health care research while addressing critical issues in public health and healthcare disparities.

### **Faculty Leadership Impacting Maryland**

Coppin State University faculty are highly respected leaders in their academic disciplines. Legislatives leaders and national organizations have relied on their expertise at the federal and state level. This leadership continues to elevate the University's national standing. Dr. Charlotte M. Wood was selected to author NCLEX national board examination items, contributing directly to national licensure standards. Dr. Anita Weisburger serves as Co-Chair of the Early Childhood Education Consortium of Maryland.

- Dr. Aerian Tatum, currently serves as president of the Maryland Health Information Management Association (MdHIMA).
- Dr. F. Michelle Richardson serves on the Board of the Commission on Sport Management Accreditation

- Dr. Melissa Buckley, appointed by Governor Wes Moore to serve on the Maryland Commission on Caribbean Affairs
- Dr. Mintesinot Jiru, serves as an Advisory Board member of the National Socio-environmental Synthesis Center.
- Dr. Loretta Baryeh serves as advisor for the National Association of Black Accountants (NABA)

## **Research Centers and Institutes**

The University has established six centers and institutes in support of its mission, purpose and strategic priorities. Coppin State University research centers and institutes serve as hubs for interdisciplinary research, innovation, and knowledge management, used to connect academic pedagogy with industry and community to drive development and solutions. By design the centers and institutes, also improve our educational quality through specialized, evidence-based practices, attracting top talent, and fostering capacity building in research and teaching.

<b>1. Center for Nanotechnology</b>
<b>2. Center for Organic Synthesis</b>
<b>3. Center for Strategic Entrepreneurship and Innovation</b>
<b>4. Center for Inclusive Excellence</b>
<b>5. The Dorothy I. Height Center for the Advancement of Social Justice</b>
<b>6. The Bishop L. Robinson, Jr., Justice Institute</b>

## **Community Development and Neighborhood Revitalization**

Coppin State University continues to strengthen its role as an anchor institution through place-based partnerships and workforce-centered initiatives that directly benefit Baltimore City. In 2023 Coppin State University launched its "Live Near the Nest" initiative offering \$50,000 in down payment and closing cost assistance to full-time faculty, staff, and alumni. The program seeks to boost homeownership, stabilize West Baltimore neighborhoods, and help employees build generational wealth by purchasing homes in surrounding communities.

Through its leadership of the West North Avenue Development Authority (WNADA) and catalytic projects such as the Mill on North redevelopment, Coppin State University is transforming the North Avenue corridor with a focus on housing, education, transportation, safety, and healthcare.

Governor Moore allocated \$17.5 million to the Authority for FY25, of which \$13.8 million was distributed to support housing, economic development, transportation, public safety, and arts and culture activities. Recipients included minority- and women-owned businesses, veteran- and returning citizen-led enterprises, and community-based nonprofit organizations.

Coppin State University played a key role in developing The Mill on North, by securing nearly \$1 million to bring the new 7,800-square-foot food hall online. The Mill on North opened on April 24, 2025, and is located just steps from the university campus. Living in a food desert can have profoundly adverse impact on the quality of life of residents living in West Baltimore. Our efforts helped to address the area's lack of diverse dining options.



Coppin State University also secured \$1.25 million in funding to support the create KEYS Community Healing Village through the SEED Community Development Anchor Institution Fund, through the Maryland Department of Housing and Community Development. Coppin State University is a partner in this initiative, and plans to provide several services and resources for the Center including mental health services through the department of Psychology, Counseling, and Behavioral Health; provide financial literacy workshops to promote economic empowerment and positive financial well-being; and utilize faculty and students from the Helene Fuld School of Nursing to provide lessons and resources related to health and nutrition.

## IV. Becoming a Great University at Which to Work

Coppin State University is committed to fostering a work environment that attracts and retains talented professionals. The institution has implemented a series of strategic initiatives in furtherance of this priority.



Annually Coppin State University honors and acknowledges the outstanding accomplishments of our faculty and staff. These distinguished individuals continue to demonstrate remarkable dedication and expertise, enriching our institution through their contributions to research, teaching and service. This past fall, we celebrated Dr. Gazi Md Daud Iqbal is recognized for Excellence in Research, while Dr. Fred Nesbitt excels in teaching. Additionally, we

congratulate our Honorable Mention recipients in Research: Dr. Karen Rogers, Dr. Tammira Lucas, Dr. Carlin Nelson, and Dr. Claudia Thorne, as well as in Teaching: Dr. Oluwatosin Olateju, Dr. Lidan Ha, and Dr. Seth Forrest. Their impact on our campus community is truly commendable, inspiring both colleagues and students alike.

**Professional Development.** The University allocates \$1,000 annually per employee for professional development activities. Employee Learning Week, held each academic year, offers a comprehensive series of development seminars for employees and managers.

**Competitive Compensation.** The University completed a faculty and staff salary equity study benchmarking compensation against peer institutions. Where faculty and staff salaries fell below market rates, they were adjusted according. Faculty salaries were adjusted to at least 75% of the market median. A similar process was conducted for staff; salaries were adjusted where needed. We believe this promotes retention and recruitment.

**Shared Governance.** Coppin State University has expanded its shared governance model. Our Shared Governance model fosters trust and collaboration by recognizing and appreciating the expertise and contributions of every individual group. Involving our faculty, staff, and students in decision-making processes creates a culture of respect and inclusiveness, fostering a positive and supportive working environment.

This approach encourages strong relationships and a shared dedication to Coppin State's mission and vision.

**Ethics and Accountability.** The University maintains comprehensive ethics policies, including mandatory financial disclosure filings and biannual ethics training for deans and senior administrators in accordance with State of Maryland requirements.

## **V. Workforce Impact and Return on Investment**

Coppin State University's alignment with statewide workforce needs and its demonstrated placement outcomes confirm the institution's effectiveness in fulfilling its mission and delivering a substantial return on the State's investment.

The University generates substantial and measurable economic returns. For every \$1.00 in State investment, Coppin produces \$5.00 in direct expenditures. The University contributes more than \$200 million annually in total economic impact and supports 1,431 direct and indirect jobs in local and regional economies. In fall 2025, the University employed more than 580 individuals and generated approximately 130 construction-related positions through the \$100 million in capital construction projects.

A graduate who completes a bachelor's degree at Coppin State University can expect to earn approximately \$22,000 more annually than an individual holding only a high school diploma.

## **Closing and Budget Request**

Chair, Vice Chair, and distinguished members of the Committee, the evidence presented in this testimony demonstrates that Coppin State University has established itself as an institution that is both invaluable and irreplaceable to the State of Maryland. The research the University conducts, the graduates it produces, the communities it serves, and the economic returns it generates constitute a compelling case for the State's continued and sustained investment.

Every measure of institutional health—enrollment, retention, graduation rates, philanthropic support, research productivity, and economic impact—confirms that Coppin State University is on a remarkable upward trajectory. The State's continued investment is essential to sustaining that trajectory and ensuring that thousands more Marylanders have access to the transformative power of higher education.

## Questions

**The President should also discuss any other efforts or changes in the application process that contributed to the substantial increase in applications.**

Coppin State University is seeing meaningful returns from its dedicated focus on enrollment strategy. A comprehensive six-point plan addressing recruitment and retention is now in full execution. Central to this effort is a strategic rebranding of Coppin State University that elevates the institution's value proposition, showcasing the strength of its academic offerings, strong student-centered culture, and the range of opportunities available to our students. This rebranding has been paired with an assertive recruitment strategy marked by expanded travel, additional staffing, improved processes and systems, and the strategic implementation of initiatives such as Expand Eagle Nation. Collectively,

these efforts, driven by strong collaboration across the university, are fueling the continued and growing demand for the Coppin State University experience.

Over the past several years, the university has operated as “One Coppin,” taking a collaborative, institution-wide approach to addressing enrollment. This effort has included an extensive overhaul of our admission processes and the launch of the Eagle Achievement Center, a centralized resource hub that provides wrap-around support for students from orientation through graduation, including academic advising, tutoring, data-informed interventions, peer support programs, and career development services. The EAC, paired with a heightened focus on student success across the institution, has contributed to a historic retention rate of 75%. Faculty, staff, and the admissions team have worked in concert to strengthen recruitment, all guided by the university's Strategic Enrollment Plan. That plan establishes specific goals, measurable benchmarks, and defined roles for faculty and staff across the institution to drive the changes needed to grow enrollment.

What we are seeing now is the direct result of this intentional, strategic work. Enrollment growth has been a top priority for Coppin, and the return is evident. A key component of this progress has been process improvement. The university has invested in better systems and more efficient workflows, centering the student experience rather than institutional structures. Where students previously encountered redundant steps, such as submitting the same documents to multiple offices, the university has streamlined those processes to reduce barriers and create a more seamless path from admission through enrollment.

**The President should discuss CSU’s efforts to increase the third-year retention rate.**

Coppin State University has adopted a series of intentional strategies to strengthen third-year retention. Recognizing that many students experience uncertainty or disengagement during this period, questioning both their future aspirations and choice in an educational institution, Coppin has invested in structural and programmatic improvements that provide clearer academic direction, stronger advising continuity, and expanded academic support. These efforts are meant to ensure that students not only persist beyond their sophomore year but do so with clarity of intent and the ability necessary for success in upper-level coursework.

In 2025, the University brought on a dedicated Second Year Experience Coordinator within the Eagle Achievement Center (EAC). The EAC provides holistic development and wraparound supports for students in a centralized, modern space. This role in the EAC is specifically focused on the unique developmental and academic needs of second-year students. The coordinator leads targeted programming that reinforces academic commitment, builds community, and encourages timely progress toward degree completion. A central component of this work is the development of structured engagement opportunities that help students refine their developmental, academic, and career goals before entering their junior year. One of the signature initiatives within the Second Year Experience is the Major's Fair, which helps students discern their academic major and possible career pathways. The event connects students directly with academic departments, faculty, and representatives who can articulate career outcomes associated with each major. This event helps students reflect on their degree or choice and recognize the diversity of options within Coppin.

In addition to programming, Coppin State University is streamlining the transition from centralized advising in the EAC during the first two years to faculty advising beginning in the third year or at 60 credits. Clear handover processes are implemented to ensure faculty advisors obtain comprehensive information about each student's academic progress, goals, and any identified support needs. This structured transition reduces disruption, strengthens faculty-student relationships, and provides continuity in academic planning at an important point in a student's academic journey.

Finally, Coppin has also expanded tutoring support for second-year courses, particularly in subjects that are historically challenging and foundational to success in upper-level courses. By increasing access to tutoring and supplemental academic assistance during the sophomore year, Coppin proactively addresses academic barriers before students enter advanced coursework.

These combined initiatives, paired with more robust predictive analytics, degree audits at 30 and 60 credits, and early alerts, create a more seamless bridge from the second to the third year and indicate a comprehensive commitment to improving persistence and degree-completion outcomes.

**In light of the significant increase in first time undergraduate students in fall 2025, the President should discuss the steps CSU is taking to support these students so that their six-year graduation rate far exceeds recent levels.**

Coppin State University is already witnessing tangible gains in student retention, thanks to a series of recent structural and strategic shifts. The 2023 opening of the Eagle Achievement Center (EAC) has centralized advising and student support services. This move has fostered greater clarity, consistency in the student experience, and easier access

to help, from the point students enroll until they graduate. At the same time, the implementation of new predictive analytics and student success software enables real-time monitoring of individual student academic progress, identifying risk earlier and intervening more effectively. These systems are complemented by expanded Our House mentoring, increased tutoring capacity, supplemental instruction in high-impact courses, and more coordinated academic support across all parts of the institution. Together, these efforts are producing retention gains that are trending above national averages, especially notable given Coppin's diverse student population, including a significant number of first-generation, non-traditional, transfer, and working learners.

It is important to recognize that graduation rates are a lagging indicator. While retention improvements are visible now, six-year graduation rates will reflect these institutional changes over time as cohorts move through their academic years. The foundation built over the past several years is intentionally designed to create sustained gains. As a result, we fully anticipate that the upcoming graduation rate data will begin to demonstrate the results of these reforms eventually.

Even with the significant enrollment growth in fall 2025, the University is confident that progress will continue. The recent expansion has been supported by deliberate planning, capacity building, and coordinated systems designed to enable scale. Because these improvements were constructed with intentionality and long-term sustainability in mind, Coppin State University is well-positioned not only to support increased enrollment but to ensure that more students persist and graduate at levels that exceed past performance.

**The President should detail the efforts being made to fill the vacant positions.**

Coppin State is actively working to reduce its vacancies utilizing enhanced and broader reaching recruiting methods and postings. As of February 2, 2026, Coppin State had reduced its number of vacancies to 61, with an additional 7 new employees scheduled to be onboarded on or before March 4, 2026. These enhanced efforts are ongoing and have become part of the university's normal recruiting processes.

**The President should discuss efforts to ensure the expenditures remain within available revenue.**

Coppin State monitors its spending relative to revenue throughout the course of each fiscal year. This is evidenced by the fact that fiscal year 2025 is the first time in 7 years that expenditures exceeded revenues. With the implementation of Workday, Coppin State is leveraging the new technology to improve ongoing monitoring of expenditures and revenues to ensure expenditure levels do not exceed available revenue.