List of Recommendations from 2008 Self Study and MSCHE Team Visit

Standard 1: Mission

- Widely distribute the Mission Statement and publish it on the website, in the catalog, and in all public documents.
- Widely distribute and publish on the Morgan website the Mission Statement, and standardize the use of summary statements of the Mission.
- Articulate and effectively communicate the University’s current mission to existing and newly-hired faculty and staff.

Standard 2: Planning, Resource Allocation, and Institutional Renewal

- Increase competitiveness in research through enhanced incentives for research productivity. Survey the faculty to determine what would work.
- Increase the perception that MSU is employee friendly at all levels, with more recognition of the rewards and perks that already exist and addition of others that may enhance performance.
- Streamline the management system for grants. Continue to decentralize the process. Help all levels of leadership at MSU recognize how much work is required to acquire and manage grants so that they will recognize the value of nurturing the rewards that should ensue for those who are successful.
- Increase the effectiveness of internal communication so that people who need to know will be informed.
- Celebrate achievements both internally and externally.
- Continue strategic planning with enhanced student and stakeholder input so that as goals and objectives are met. New ones will continue to move the university in ever more challenging directions.

Standard 3: Institutional Resources

- Offer specific work-oriented Banner training in the areas of Finance, Records and Registration/Academic Affairs.
- Evaluate key work processes to determine how they can be done more expeditiously in Banner to maximize efficiency.
- Request state positions to replace selected Title III funded contractual positions.
- Restore IT equipment budget to add equipment primarily for computer labs and smart classrooms.
- Assume costs for memberships and licenses currently covered by Title III, and
- Purchase new administrative computer clusters.
Standard 4: Leadership and Governance
- Re-evaluate the faculty role in governance in light of the University's new mission as a doctoral research university.
- Reconcile Morgan State University's mission as an urban research university with the responsibility to serve underrepresented student populations.

Standard 5: Administration
None.

Standard 6: Integrity
None.

Standard 7: Institutional Assessment
- Re-examine and rewrite the Comprehensive Assessment Plan to include mission-based assessment goals for student learning, academic programs, services, and administrative processes.
- Implement the revised Comprehensive Assessment Plan in timely fashion.
- Share the results of the Comprehensive Assessment Plan with all constituents, and promote understanding of the use and impact of assessment results on planning and resource allocation.

Standard 8: Student Admissions
- Increase enrollment of a more diverse student pool to reflect the changing demographics in Maryland.

Standard 9: Student Support Services
- Add training for parents regarding the Family Educational Rights and Privacy Act (FERPA), student misconduct and student grievances, where such is allowable by law.
- Improve customer service that is essential, particularly in key student services areas. and seek a more student-centered and "staying" environment.
- Make technology consistently available for educational staff (e.g., voice mail and email).
- Allocate resources for increased student services aimed at improving student registration and the antiquated operations associated with certain aspects of the process.

Standard 10: Faculty
- Reduce faculty teaching loads for graduate faculty who are productive in research.
- Implement a differentiated faculty responsibilities model with regard to teaching and research, which would be reflected in promotion and tenure policies and practices.
Consider developing a tenure and promotion process which rewards faculty for serving both objectives of its mission.

Provide incentives for faculty to be more productive in seeking research funding by ensuring that overhead is consistently distributed, with creative mechanisms for additional financial compensation.

**Standard 11: Educational Offerings**

- Implement its periodic review of graduate and undergraduate programs using the policies and procedures developed by the Ad Hoc Task Force on the Periodic Review of Programs.
- Develop new graduate and undergraduate programs only when faculty and resources for existing programs have been fully funded by the State and resources for proposed programs have been clearly identified.
- Request state positions to add more regular full-time positions incrementally to address several priorities.

**Standard 12: General Education**

- Add regular full-time faculty to staff critical undergraduate General Education courses, such as English 101, Reading 101, and 100-level Math courses and popular Graduate School programs.
- Provide professional training opportunities for faculty to develop courses which articulate the goals of a liberal education, including writing, critical thinking, analysis, and information literacy.
- Review goals and objectives of General Education and determine other courses that would serve to support achievement.
- Develop a cohort-specific data base for critical student data to allow efficient delivery of student support services, as well as monitor academic progress in programs and general education courses.
- Allocate funds for university-wide support services such as the Writing Center.
- Conduct "best practices" forums with faculty and support staff to develop, implement, and evaluate model programs.

**Standard 13 Related Educational Activities**

None.

**Standard 14 - Assessment of Student Learning**

None.