A Proposed Blueprint for
Growing the Future, Leading the World:
the Strategic Plan for Morgan State University (2011 – 2021)

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Chapter 1 - The Planning Process

(from the strategic planning process outline as approved by the President and the Board of Regents)

> *Develop the strategic plan as a "living document" whereby each year completed tasks are recorded and new tasks are added*

Chapter 2 – The Past as Prologue
History, mission, vision
Current Status
- o *graduate programs*
- o *undergraduate programs*
- o *enrollment trends*
- o *peer groups*
- o *other measures*

Chapter 3 – Questions to Frame the Planning Process

A consultant may meet with the Steering Committee and the Subcommittees to ensure that Committees consider (a) national as well as global issues and trends that are projected to impact Morgan; as well as (b) sufficient quantitative benchmarks to permit the measurement of the Committees' proposed goals and objectives.

> *What is MSU today? (Who are our peers? Who are our aspirational peers?)*
> *What is sacred to MSU? (values, mission, traditions)(What do we carry with us into the future?)*
> - *Knowledge in the service of society*
> - *Centrality of the professions (education, STEM, business)*
> - *Internationalization*
> - *Diversity*
> - *Affordability and access*
> - *Others?*

How will MSU be known in 10 years? (What will be our brand?)
- *undergraduate disciplines (nursing, social work, ?)*
- *graduate disciplines (engineering, nursing, law?)*
- *institutes (psychometrics, urban research, other?)*
- *sports*
- *arts*
- *partnerships*
    - *Morgan and Baltimore: The Northeast Neighborhood Partnership and beyond*
    - *Increase MSU collaborations with regional universities and institutions*
    - *Build and enhance international partnerships and programs*

What impact, if any, will the vision for Morgan have on:
- *The Morgan Mission*
- *Traditional Institutional Values*
- *Sacred Institutional Traditions*

Chapter 4 – SWOT Analysis of Challenges and Opportunities in the Planning Environment

The Local Environment (City and State)

Demographic trends

Rising cost of education and financial aid

Heightened expectations by undergraduates and their families for personal services and co-curricular programs

Rapidly changing means of information access and learning spaces

Changing definitions and methods of teaching and learning

Keener competition for faculty, students, and financial resources

The Regional Environment (Washington, DC, Middle States, North East)

Proximity to the Nation's Capital
- *Federal funding agencies*
- *Congress*
- *National research and educational organizations*

Transportation hubs

Tradition student recruitment base (I-95)

The National Environment

Increased demand for public trust and accountability

Changing patterns in federal research funding

White House Initiative on HBCUS

The Global Environment
Increased globalization of research and education
Renewed call for ethical reflection and commitment

Chapter 5 – Growing Morgan into World Class Doctoral Research University

Goal 1: Growing Morgan's Internal Infrastructure

Improve Morgan freshman to sophomore retention rate from_____ to _____
Improve Morgan sophomore to junior retention rate from_____ to _____
Improve Morgan junior to senior retention rate from_____ to _____
Improve Morgan's six year graduation rate from _____ to _____
Revisit Morgan's mission, vision, and core values
Increase undergraduate enrollment to _____ students
Increase graduate enrollment to _____ students
Enhance administrative operations of the graduate school to provide for autonomous operations in admissions, registrations, finance and management
Enhance Morgan's information and management technology resources in order to eliminate student lines at financial aid, bursar, and registrar's offices
Enhance facilities and technological infrastructure to support graduate and professional student development
Expand library resources and services to maximize support for teaching, learning, and research
Utilize digital technology to provide convenient, seamless access to scholarly resources
Implement wireless technology at Morgan including in all new facilities and renovations
Explore partnerships with commercial vendors to grow Morgan's internal infrastructure

Goal 2: Growing Morgan's Physical Presence

Build a new Health and Human Services educational facility
Build a new Academic Services and classroom facility to replace Jenkins
Re-envision the Jenkins site
Build a new "front door" Student Services facility at Soper Library site
Grow the capacity of the Science Complex for laboratories, research, and instruction
Develop new residential facility with public/private partnership
Plan and implement a multi-year capital campaign for support of graduate studies
Identify athletic specific athletic programs for targeted support where the return on investment will enhance the Morgan brand and add to the University's auxiliary resources
Identify opportunities throughout the State to establish a permanent Morgan facility or brand

Explore public/private partnerships with developers, contractors, or other commercial concerns to grow Morgan's physical presence

Goal 3: Growing Morgan's Capacity to Transform North East Baltimore

Integrate research conducted by Morgan faculty into educational policies and practices to enhance performance among City students

Consider the adoption a school in a distressed area in North east Baltimore

Integrating research conducted by Morgan faculty into City policies and practices to improve public safety

Integrating research conducted by Morgan faculty into policies and practices to promote the greening of neighborhoods surrounding Morgan

Seizing opportunities to expand Morgan's immediate borders with the strategic purchase of adjacent and nearby properties

Purchasing and redeveloping commercial properties at Northwood in conjunction with the construction of the new business school

Explore partnerships with public officials, community and civic organizations, to grow Morgan's capacity to transform North East Baltimore

Goal 4: Growing Morgan's Financial Resource Base

Increase annual State support for operations from $ _____ to $ _____

Increase annual State support for capital projects from $ _____ to $ _____

Enhance Institutional Advancement's capacity to actively raise funds

Improve Morgan alumni giving rate from 7% to _____

Lead the State's public 4 year colleges and universities in alumni giving rate

Enhance Institutional Advancement's capacity to actively raise funds

Double the value of annual awards for annual contracts and grants to $50,000

Develop technology transfer to support innovation and to grow a culture of entrepreneurship

Launch a multi-year year capital campaign to coincide with Morgan's150th year anniversary celebration

Explore partnerships with business and industry to grow Morgan's financial resource base

Develop Fund Raising Capacity for each College/School (Move toward constituent development offices)

Goal 5: Growing Morgan's Standing as a Doctoral Research Intensive University

Expand the offering of Morgan's undergraduate and graduate degrees at community colleges and at regional higher education centers

Lead the State of Maryland in graduating underrepresented populations in several undergraduate degree programs

Expanding the international focus in the curriculum including more study abroad programs

Lead the State of Maryland in graduating underrepresented groups in several graduate degree programs
Achieve recognition as one of the top 10 urban research universities in the America
Implement living learning communities in residence life as a method for integrating curricular and co-curricular initiatives
Increase opportunities for students to participate in service learning, and civic or volunteer activities
Strengthen initiatives to provide students and faculty with global learning experiences
Pursue partnerships with community colleges and aspirant universities in order to grow Morgan's standing as a doctoral research university

Chapter 6 – Benchmarks, Data, and Assessment of the Plan Goals

(see Assessment Plan attached as an appendix to this Strategic Plan)

Chapter 7 – Funding Strategic Planning Initiatives
Resources for Strategic Investment
Strategic Investment Plan
Quantify funding needed to achieve the goals of the Plan by source, i.e. (State, private sector, alumni support, external grants and support)

Appendix I – Executive Summaries of College and School Plans
Architecture and Planning
Business and Management
College of Liberal Arts
Community Health and Policy
Computer, Mathematical and Natural Sciences
Education
Engineering
Graduate School
Social Work