**Performance Accountability Report**

**August 2017**

**Morgan State University**

**Mission**

Morgan State University serves the community, region, state, nation, and world as an intellectual and creative resource by supporting, empowering and preparing high-quality, diverse graduates to lead the world. The University offers innovative, inclusive, and distinctive educational experiences to a broad cross section of the population in a comprehensive range of disciplines at the baccalaureate, master’s, doctoral, and professional degree levels. Through collaborative pursuits, scholarly research, creative endeavors, and dedicated public service, the University gives significant priority to addressing societal problems, particularly those prevalent in urban communities.

Morgan State University is, by legislative statute, Maryland’s Preeminent Public Urban Research University. The goals and objectives in this Performance Accountability Report reflect the legislatively mandated mission as well as the five goals of the University’s ten-year strategic plan entitled, *Growing the Future, Leading the World: The Strategic Plan for Morgan State University, 2011– 2021*, including:

1. Enhancing Student Success,
2. Enhancing Morgan’s Status as a Doctoral Research University,
3. Improving and Sustaining Morgan’s Infrastructure and Operational Processes,
4. Growing Morgan’s Resources,
5. Engaging with the Community

# **Institutional Assessment**

**Goal 1: Enhancing Student Success**

*Morgan State University will create an educational environment that enhances student success by hiring and retaining well qualified, experienced, and dedicated faculty and staff, by offering challenging, internationally relevant academic curricula, and by welcoming and supporting a diverse and inclusive campus community.*

In recent years, Morgan State University has graduated on average 32% of its entering freshmen within six years. For African American freshmen, the national six-year graduation rate is 31%. While the graduation rate of the university is higher than would be predicted based on national data (see the UCLA Higher Education Research Institute’s on-line calculator), the university goal is to increase graduation rate to 40% by 2017. Beginning in spring 2016, the University has embarked on a university-wide campaign called “50 by 25”, to increase the graduation rate to 50% by 2025 (the 2019 cohort).

A number of factors contribute to the graduation rates of students including Pell eligibility status, paying out-of-state tuition, low grades, and students’ work schedules. Data from the Maryland Longitudinal Data System Center reveal that over 50% of our full-time undergraduates are in the Maryland workforce.

Morgan State University has a well-established approach to enhancing student success, including: a six-week summer bridge program for students with demonstrated potential but whose SAT scores and/or GPA do not meet the University’s criteria for admission (CASA Academy); a summer bridge program for incoming freshmen majoring in Engineering (PACE) that provides accelerated learning in pre-calculus, research opportunities, and other experiences designed to increase their likelihood of successful and timely degree completion; an early alert and response system for faculty to alert students and advisors to students showing signs of being in jeopardy (Starfish); Degree Works, the University’s degree auditing system; a Tutoring Center that offers one-on-one peer tutoring; a mandatory four day summer freshman orientation experience (Access Orientation). This fall will begin the implementation of our predictive analytics platform, EAB. This system will better predict student success in key classes and allow advisors and faculty to design interventions tailored for the individual student. One of our signature innovations is the Reclamation Project, in which we invite students back who left the University in good academic standing (2.0 GPA or better) and earned at least 90 credits to return in their 5th or 6th academic year to finish Morgan “on-time” in six consecutive years or less.

Morgan State University continues to provide higher education access to a segment of the population which faces financial constraints and challenges. Fifty-Five percent of our undergraduates are Pell recipients. Research by University faculty and staff indicates that socio-economic status as measured by the percentage of Pell recipients on a campus is highly correlated with the campus graduation rate. Pell grants cover about a third of the cost of attendance for an in-state student. The six-year graduation rate for Pell recipients has ranged from 30% to 32% in recent years. The success of Pell recipients is a special focus of initiatives undertaken as part of the University’s Lumina Grant. These initiatives include using our predictive analytics platform, EAB, to identify at risk-students and our early alert advising system, Starfish, to inform students of their academic progress. Special campaigns will be undertaken to identify Pell recipients who have not completed their financial aid applications, or registered early for the next term, or have not registered for 15 credits. These targeted initiatives should have a positive effect on Pell recipients’ success.

Retention and graduation rates have received a great deal of attention at the campus in recent years. Second-year retention rates have been above 70% for the past five years, increasing from 68% for the 2009 cohort to 75% for the 2014 and 2015 cohorts for all students. Second-year retention rates for African American students have ranged from 70% to 77%. Recognizing the financial challenges faced by our students, the university has also partnered with the White House Initiative on HBCUs and the Federal Deposit Insurance Corporation (FDIC) to provide a comprehensive financial literacy program utilizing the FDIC’s MoneySmart financial literacy curriculum. The vision for the Financial Literacy Program is to reverse the cycle of low family income and socio-economic status by enhancing the financial literacy of students and their families thereby increasing students’ retention and graduation rates.

The University is facing increasing competition nationally for honor students as the number of high school graduates transition from an era of growth to one of modest decline. This trend has led to our inability to fund more honor students. The University Honors Program is working on increasing the quantity of honor students and improving the quality of its program. Recent and forthcoming enhancements include and are not limited to: (1) establishing a collaborative relationship with Towson University’s Honors College and student interaction; (2) the development of Honors contracts that allow students to pursue an honors experience in standard courses; and (3) building a relationship with the Humpty Dumpty Institute on programming that will expose students to international thinkers and policy makers.

Another component of our goal of Student Success is to add to the racial and ethnic diversity of the student body. The campus has shown good progress on this measure. Currently, 18% of the student body is non-African American. International student diversity is also a component of the university’s diversity efforts. Since July 2014, the university has signed 22 agreements with international universities, including 14 in Africa, 5 in China, 2 in India, and 1 with the Peace Corps Preparatory Program, to facilitate student and faculty exchanges and study abroad opportunities. Morgan State University will become increasingly attractive to the general population as popular programs are developed and facility improvements come to fruition.

Morgan State University has expanded its cooperative agreements with Maryland community colleges. In the process it upgraded the Transfer Center, which is responsible for coordinating the admission of all types of transfer students. Additionally, the University has two initiatives to help less prepared students begin at community college and then transition to Morgan State University. The more recent of the two initiatives, implemented in fall 2012, is the Network for Excellence and Undergraduate Success Program (NEXUS) with the Community College of Baltimore County (CCBC). This program allows students who applied to Morgan State University, but were inadmissible, to become essentially CCBC students at university. They are enrolled at CCBC and taught by CCBC faculty following CCBC’s developmental curriculum, while living on campus at Morgan State University, taking classes, and having the ability to become involved in nearly all aspects of campus life. When they complete the agreed-upon curriculum in either a semester or a year, they can seamlessly transfer to Morgan State University to complete their bachelor’s degrees. It is expected that this program, along with our established Connect Program, will contribute to a higher percentage of Maryland community college transfers to the University.

Over the course of the last three years the state and nation have witnessed a decline in the number of students attending two-year and four-year institutions. Thus, the Office of Undergraduate Admission and Recruitment (OUAR) has expanded its recruitment efforts in out-of-state territories to increase the University's visibility and applicant pool.  We must increase our market share in out-of-state markets.  Although the percentage of applications received from urban districts and community colleges may decline, this does not suggest that the total number of applications received from these demographics will decline. Additionally, within the State of Maryland those areas classified as urban districts are not considered the growth markets within the state.  While OUAR maintains a robust recruitment effort in urban districts, the office has also increased its recruitment efforts in growth areas such as Carroll and Harford Counties.

Several factors impact the number of graduates in STEM fields. First, Morgan increasingly faces stiff competition from other campuses statewide and nationally for the better prepared students. These students are attracted to campuses with state-of-the-art facilities and equipment with a high number of full-time faculty members who conduct research. Secondly, many Morgan students enter college academically underprepared especially in the mathematics and science areas. Subsequently, these students choose majors other than the mathematics, science, and/or engineering. Students who do major in these fields tend to take longer than four years to complete their degrees. This may be due to the nature of the requisite coursework and the fact that many of them work and that may affect their study time. The University continues to look at ways to increase student enrollment and retention in these fields.

For the past, several years, Morgan State University has continued to rate well in relation to its outcome quality indicators. The ability of graduates to gain employment in fields related to their majors is comparable to the statewide average. Alumni continue to contribute to the economic viability of the State. For the 2014 to 2017 period, survey results indicate that on average 70% of our alumni were employed in Maryland one year after graduation. Morgan State University’s undergraduate alumni continue to express their satisfaction with the way in which the University has prepared them for advanced degree programs. Undergraduate students at Morgan State University have continued their studies in graduate school or first professional degree programs. Graduate or professional school going rate is about 30% during the 2014-2017 period.

**Goal 2: Enhancing Morgan’s Status as a Doctoral Research University**

*Morgan State University will enhance its status as a Doctoral Research University through its success in securing grants and contracts and its faculty’s achievements in basic and applied research, professional expression, artistic creation, and creative inquiry. Additionally, initiatives will be designed to enhance doctoral achievement in both STEM and non-STEM disciplines.*

The research enterprise at the university enjoyed another phenomenal year, garnering $30.6M in awarded grants and contracts for FY17. This included the renewal of the research sub-contract for the NASA Goddard Earth Sciences Technology and Research (GESTAR) Program with Universities Space Research Association for another five years (from 2016-2021) for $18.5M. Scientists like Dr. Melanie Follette-Cook, and Dr. Priscilla Mohammed at NASA's Goddard Space Flight Center were recognized for their outstanding technical accomplishments and publications. Dr. Andrew Farkas in the School of Engineering was a recipient of a $1.4M grant from the US Department of Transportation; Ms. Connie McDonald-Cooper received $430,000 for the University's Upward Bound Program; both Dr. Catherine Martin-Dunlop (School of Education) and Dr. M. Md Rahman (School of Computer, Mathematics and Natural Sciences) were awarded research grants from the National Science Foundation for $350,000 for techniques in concept mapping introductory biology courses and $368,000 for computational thinking and visual learning respectively. The $24.3M ASCEND Program, sponsored by the National Institutes of Health, completed its third year creating an eminent cadre of undergraduate student researchers, and it is hoped many will seek graduate school doctoral studies in the biomedical sciences, thus creating the next generation of research scientists.

Morgan State University foresees a challenging environment for sponsored research funding in FY18. However, research faculty campus-wide continue to be very productive, submitting 93 proposals in FY17 for a total of $50.5M. In addition, Morgan State University will benefit greatly than in FY17, the State of Maryland signed into law a new designation for the institution as Maryland’s Preeminent Public Urban Research University. The University is optimistic this designation will raise Morgan's stature in the eyes of the sponsored funding community, leading to new research funding and partnerships at the Federal, State, and local levels.

The University awarded 54 doctoral degrees in May 2017. This number reflects the quality and expansion of the University’s inventory of doctoral programs, which has also made the university one of the state’s primary sources of doctoral degrees granted to African-Americans in critical fields, such as engineering and public health.

The President invested $100,000 in the Division of Academic Affairs during the fiscal year 2016. Academic Affairs allocated the funds to further enhance the professional development of tenured and tenure track faculty.

**Goal 3: Improving and Sustaining Morgan’s Infrastructure and Operational Processes**

*Morgan State University will enhance its infrastructure and processes by improving the efficiency and efficacy of its operating procedures, focusing on the environmental sustainability of its facilities, and by meeting the technological customer service needs of its students, faculty, staff and community.*

The University has placed a great deal of emphasis on improving the services that it provides to all of its stakeholders. It has instituted a program of mandatory training for supervisors and all front line personnel, the Morgan C.A.R.E.S More Customer Service Training Program. It also has instituted a formal system for annually assessing the satisfaction of its students with a broad range of specific campus services.

The campus has developed a dashboard for monitoring progress toward the major components of the goals of its strategic plan. This dashboard provides a high-level view of campus operations for the Board of Regents and much more detailed information for campus managers and other personnel. A major goal of this project is to ensure that the campus has sound performance metrics for documenting its progress and that these metrics are widely available on campus to those able to influence the improvement of processes and services.

The university completed its $21.7 million Next Generation Network (NGN) upgrade project in April 2017. The NGN enables the achievement of Morgan State University’s strategic goals, and will support excellent teaching, transformative learning, and innovative research. The project increased the university’s dual core routed network backbone from 1 Gbps to 80 Gbps providing ample bandwidth for future growth of users, applications, and devices, as well as connection to high speed servers. The new infrastructure unifies historically disparate networks simplifying management and lowering maintenance costs. As part of the network upgrade, the institution deployed VOIP services throughout the entire University, replaced its Call Center and installed a Unified Communication System. The campus community now has access to pervasive, secure WiFi across campus. Additionally, the project increased the number of campus surveillance cameras with higher resolution increasing campus safety. Morgan State University won the 2017 Association for College and University Technology Advancement Award for Institutional Excellence in Information Technology for its Next Generation Network project.

The University has instituted a program of mandatory security awareness training for all workforce members. In addition, the University has contracted an email security service to monitor and protect email both sent within the University and sent or received outside the University, blocking an average of over 3,000,000 spam messages a month. These two services have dramatically reduced the number of compromised user accounts. The monthly average over the 6-month period prior to implementation, May through November, 2016, was 50. The monthly average for the 3 months following implementation was 25 compromised accounts. Since March 2017 there has been only one compromised account.

Working in partnership with the community, we are committed to providing the highest quality of public safety service to the students, faculty, staff, and visitors of Morgan State University by maintaining community tranquility, safety, and quality of life, through diligent patrols, in-depth investigations, and by using law enforcement technology. In recent years, the University has increased investments into the safety and security. Those investments include additional security officers 24/7, additional cameras near University housing as well as a police fleet with four new marked patrol vehicles. As a public safety department, our vision is to provide safety and security for our community and enhance the educational opportunities of our students through effective community policing, vigilant presence, and superior customer service. The Police and Public Safety Departments are committed to providing a safe community for students, faculty, staff, and visitors. Through progressive training, proactive enforcement, technology, and ethical conduct, both departments provide and maintains the delivery of quality services.

The campus also has made progress in reducing energy consumption. Even though the campus square footage has increased in recent years, our utility consumption has been declining. In FY13 extreme outdoor temperatures caused our energy consumption to escalate, but since then the University’s energy consumption is trending downwards.

**Goal 4: Growing Morgan’s Resources**

*Morgan State University will expand its human capital as well as its financial resources by investing in the professional development of faculty, staff, and students, by seeking greater financial support from the alumni, the State and federal governments, private and philanthropic sources, and by establishing collaborative relationships with private as well as public entities.*

The University has made a major investment in its fundraising infrastructure. To further strengthen the ability to capture external funding opportunities, the President has organized the solicitation and management of grants and contracts under one administrative unit, the Office of Research and Economic Development. The office supports and guides faculty in their research efforts. It has primary responsibility for research policy, oversight of the administration and management of grants and contracts to support faculty research activity, and oversight of responsible conduct of research education and compliance. The office works with the Division of Academic Affairs, to include the deans and department chairs, to develop and support institutional and cross-disciplinary research initiatives.

The Division of Institutional Advancement engages and solicits an institutional portfolio of 160 corporations and foundations; a major gifts portfolio of 3,000 plus alumni and friends who have capacity to make gifts at the $10,000 plus giving level; an annual fund portfolio of 26,000 plus alumni and friends who make gifts in the range of $1-9,999; a planned giving portfolio of 3,105 mature alumni; and a 6,000 plus young-future alumni portfolio of students and recent graduates.  Cumulative private and philanthropic donations increased to $40 million in fiscal year 2017. The campus has paid attention to its alumni. Often other potential donors use alumni participation as one of the criterion in the decision to make a gift to an institution. Morgan has increased the percentage of alumni who contribute to the University. The current fiscal year rate is 17%.

**Goal 5: Engaging with the Community**

*Morgan State University will engage with community residents and officials in the use of knowledge derived from faculty and student research, the sharing of mutually beneficial resources, and in the appropriate and timely dispatch of University experts and professionals to collaborate in addressing community concerns.*

In academic year 2016–2017, the Division of Academic Outreach and Engagement sought to expand the number new initiatives with community and university partners to facilitate innovation in teaching and learning. Specifically, a Memorandum of Agreements was developed between Morgan and the Laurel College Center (Center) to provide opportunities for students who are completing associate degrees at Prince George’s Community College and at Howard Community College by enrolling in lower division classes at the Center to earn bachelor degrees in select majors from Morgan by enrolling in Morgan upper division classes leading to a Morgan Bachelor of Arts or a Bachelor of Science degree while continuing to attend classes at the Center. In collaboration with Monmouth University, a Memorandum of Understanding was developed to enhance and support graduate students and graduate education at Morgan.

In the 2016 Strategic Plan update, it was noted that AmeriCorps VISTA Volunteer in the Office of Community Service is engaged with Monarch Academy to expose elementary and middle school youth to the culture and preparation required for success in college and/or a university. An article in the May 22, 2017 Afro summarized aspects of the Morgan-Monarch collaboration noting that, “Monarch Academy, a Baltimore charter school, has begun working with Morgan State University to introduce its students to higher education. With two programs, ASHE and College Explorers, Monarch provides its students with emotional and academic support while also exposing them to positive examples of higher education.”

The Upward Bound Program participated in the Baltimore City College and Career Network which is a partnership of pre-college readiness programs that provide assistance for high school students who attend public schools in Baltimore City. The Upward Bound Program also sponsored a six-week academic enrichment program for sixty-five students from June 22, 2016 through July 29, 2016, as well as a Morgan Shadow Day with current Upward Bound students and current undergraduates from various majors on Monday, November 7, 2016.

**RESPONSE TO MHEC QUESTION**

***Objective 1.6: Increase the percentage of Maryland community college transfer students as a percent of undergraduate enrollments to 8 percent by 2017.***

**Commission Assessment:** In its 2016 Performance Accountability Report, the University reported that the percentage of Maryland community college transfer students has fluctuated between 2.7% and 3.5% over the past five years. Please share with the Commission specific plans and initiatives in place to grow those enrollments in the coming years in an effort to meet the established benchmark. In addition, please discuss what resources the University has or will put in place to aid in ensuring these students are retained and successfully complete their degree programs at the University.

**Growth of Enrollment**

There are a number of initiatives that are being put in place to increase the percent of Maryland community college transfer students at Morgan.

While the University has always held Open House events on campus every semester, MSU held the first “Transfer Preview Day” (an open house event dedicated specifically for transfer students) on Friday, June 23, 2017. Traditional Open House continues to be hosted in fall and spring semesters prominently featuring a segment dedicated specifically to prospective transfer students.

To further add to the pool of transfer applicants, Admissions increased the number of community college fairs attended to include all Maryland two-year schools. There has also been an increase in the number of Transfer Table Days attended at all Maryland community colleges (three per semester).

Finally, Morgan State University has a presence at the Black College Expo at Bowie which is heavily attended by prospective Maryland community college applicants.

In addition to offering the Diversity Grant, the University continues to offer the Clayton Stansbury, and the Parren J. Mitchell scholarship for high achieving honors transfer students. Morgan is also working to increase enrollment with its continued offering of the Transfer Incentive Program (TIP) for students who have earned the AA degree and plan to enroll in Actuarial Science, Construction Management, Engineering Physics, Mathematics, Chemistry, Economics, Finance, History, Philosophy, Physics, and Theater.

Additionally, the University has been approved to offer a new multidisciplinary undergraduate program in Applied Liberal Studies that is expected to attract transfer students, many of whom major in General Studies programs at the community college. The University is also working to increase enrollment from the regional higher education centers, such as the Laurel Center.

The University recognizes the need to increase active articulation agreements. Currently there are 10 active agreements across four Maryland schools (Anne Arundel Community College, Baltimore City Community College, Community College of Baltimore County, and Montgomery College) and the Maryland State Department of Education. The Transfer Center Assistant Director and Articulation Specialist spearheaded the development of an electronic signature process for articulation agreements. What would have formerly taken sometimes months to sign and approve new agreements can be done in a few weeks. With the new process, it is expected that faster development of new agreements as well as maintenance and renewal of current and expired agreements will improve. Consequently, The Office of Admission and Recruitment, major departments, and the Transfer Center can provide seamless academic plans for more Maryland community college students at a greater rate. The Vice President for Enrollment Management and Student Success, a new Division within the University is placing a strong emphasis on the development of new agreements and enhanced marketing of active agreements.

Alternative admission programs; i.e, NEXUS and Connect, continue to reinforce community college partnerships and provide students with an academic path to Morgan State University as transfer students. In particular, NEXUS, a partnership with The Community College of Baltimore County is experiencing growth. Student cohorts grew from the pilot in fall of 2012 with 32 participants to an anticipated 90 students for fall 2017.

Once admitted, students are moved toward actual enrollment through a formal introduction to the institution and its resources via Transfer Student Orientation days. Morgan State University offers four orientation days per year held in January, June, July, and August. Immediately following the morning session, students are escorted into their major departments, meet their advisors, and register for classes. Close follow-up is conducted by the Transfer Center on students who registered to attend but did not, who created part-time schedules to assist with any challenges to registering as full-time, and who require one-on-one assistance with unique issues.

**Student Success**

Morgan State University transfer students have a plethora of student support services and resources at their disposal. The University uses Starfish as an early alert tool in which instructors can alert students and support staff of students who may be experiencing difficulty. Most recently, the University has joined the Education Advisory Board’s Student Success Collaborative (EAB) and is implementing its predictive analytics solution. With this tool, transfer student advisors will be better able to guide students in curriculum planning, to raise earlier alerts for tutoring or other special needs, and to help students realize their personal, academic, and professional goals.

The continued roll-out of DegreeWorks, a web-based, automated degree auditing tool, provides a clear view of the academic plan and pathway to degree for each student and advisor. It also provides a “what if” scenario that enables students to assess the impact on time to degree of changing majors.

The continued coordination of alternative admission programs (NEXUS and the Connect Program) not only serves to, by mutual agreement, increase Maryland community college enrollment, but also ensures a smooth transfer process upon completion of general criteria for each program.

Clear visibility of articulations agreements for students and partner institutions is being improved. While fostering lasting and strong partnerships between the University and community college liaisons, having articulation agreements accessible at all times, also offers students a clear-cut design pattern to completion of the bachelor’s degree. Articulation agreements are featured on the Transfer Center’s university website and are marketed by the Office of Admission and Recruitment at all events involving prospective transfer students.

Because organization and planning (without surprises) are key to planning a smooth transfer process, articulation agreements are continuously developed and maintained between Morgan State University and partnering institutions. Such agreements match course work between partner schools and MSU. Students are able to discern what credits will be acceptable toward fulfilling their programmatic curriculum planning.

While the items above are only a “short list” of student support services for transfer students, there are many more including, but not limited to, peer tutoring; support of retention counselors; opportunities for study abroad; career services; counseling services; and financial literacy education. One new service currently in development is an online transfer student orientation.