



Legislative Testimony

FY2025 Operating Budget

Senate Budget and Taxation Committee
Senator Guy Guzzone, *Chair*

Education, Business and Administration Subcommittee
Senator Nancy J. King, *Chair*

February 15, 2024

House Appropriations Committee
Delegate Benjamin S. Barnes, *Chair*

Education and Economic Development Subcommittee
Delegate Stephanie Smith, *Chair*

February 19, 2024



MORGAN
STATE UNIVERSITY

Dr. David K. Wilson, *President*

morgan.edu

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TESTIMONY

Fiscal Year 2025 Operating Budget Morgan State University

David K. Wilson, President
February 2024



*Chair and members of the Committee, I thank you for the opportunity to testify on the Governor's fiscal year 2025 budget allowance for Morgan State University (MSU) and to provide you with an update on the exciting things taking place at the University since the last session. **It's Climbing Time at the National Treasure. Morgan is Rising!***

First, I thank Governor Moore for his support of higher education. I also extend my thanks to the members of the General Assembly, particularly this Committee, for your strong and continued support of Morgan State University. Our analyst, Kelly Norton, has done an excellent job of analyzing our budget and, as part of my testimony, I will address the comments and recommendations she has identified.

VISION STATEMENT

Morgan State University is the preeminent public urban research university in Maryland, known for its excellence in teaching, intensive research, effective public service, and community engagement. Morgan prepares diverse and competitive graduates for success in a global, interdependent society.

MISSION STATEMENT

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.

INTRODUCTION

As Morgan enters its 157th year of existence, we do so humbly, by giving honor to all the hands — past and present — who have built and continue to build the institution. A nationally recognized university steeped in history and cultural legacy whose campus was **designated a National Treasure**, Morgan today represents one of the most consequential institutions in American higher education. In addition to serving as an anchor institution within the City of Baltimore, Morgan is also a public high research university and, as such, offers a plethora of resources to the citizens of Maryland. Our campus continues to be a place of inquiry and discovery, providing fertile ground for students to fully realize their potential to become responsible citizens and leaders within their chosen professions and communities, and a place for responsible discourse, diverse voices, and evidence-based information exchange. It is the collective contributions of so many that enable this institution to continue down the path of excellence.

TRANSFORMATION MORGAN 2030: LEADING THE FUTURE

Our Strategic Plan, “Transformation Morgan 2030: Leading the Future,” reflects our continuous pursuit of excellence and a renewed commitment to fulfilling our vital mission. Our plan boldly puts forth the goal of elevating Morgan State University to a higher status as a leading and nationally recognized research institution that has justifiably secured Carnegie’s classification as an R1 institution by 2030. Our plan outlines six interconnected strategic goals that give shape to, and provide a framework for, management of needed organizational change and preparation of the University to serve and compete at the highest attainable level. Accomplishments and strides under each of the six strategic goals are highlighted below.

GOAL 1	Enhance Student Success and Wellbeing Provide students with a comprehensive educational and transformative experience that actualizes their full potential and empowers them to emerge as confident and competent global citizens and dynamic leaders in their selected careers and communities.
GOAL 2	Implement Faculty Ascendancy and Staff Development Initiatives The University will implement a broad range of human resource development initiatives for the benefit of faculty and staff.
GOAL 3	Elevate Morgan’s Status to R1 Very High Doctoral Research University Over the next ten years, Morgan will emerge as a R1 doctoral research university fully engaged in basic and applied research and creative interdisciplinary inquiries undergirded and sustained through increased research grants and contracts.
GOAL 4	Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity Morgan will advance new construction, capital improvement, deferred maintenance, and campus safety projects in keeping with the University’s evolving master plan.
GOAL 5	Serve as the Premier Anchor Institution for Baltimore City and Beyond Morgan will expand and deepen its role as a recognized anchor institution with broad social and economic impact.
GOAL 6	Accelerate Global Education Initiatives and Expand the University’s International Footprint Morgan will enhance its study abroad program and promote global awareness and intercultural competencies through its diverse curricular and co-curricular programs and activities.

Goal 1: Enhancing Student Success and Wellbeing

Morgan strives to create an educational environment that enhances student success by offering new academic programs and holistic co-curricular activities in a welcoming, diverse, and inclusive campus community. Ultimately, the goal is to provide students with a comprehensive educational and transformative experience that actualizes their full potential and empowers them to emerge as confident and competent global citizens and dynamic leaders in their selected careers and communities.

▪ Student Enrollment

Seven years ahead of schedule, the University has moved closer to achieving its overall goal of 10,000 students by fall 2030, recording a new, record-high total enrollment of 9,808 students for the fall 2023 semester, as reported to the Maryland Higher Education Commission. This is the third consecutive year in which the University has achieved a record in its enrollment. The current enrollment equates to an 8% increase over the previous year (bolstered by a 4% growth in first-time freshmen), highlighted by the largest graduate school enrollment — 1,508 students — in Morgan’s history. The fall 2023 class also marks the third straight year in which more than 50% of the new students came from outside Maryland, with students hailing from 41 states, the most of any previous new class. Morgan’s previous record enrollment stood at 9,101 in fall 2022. The University’s enrollment growth still stands among the highest percentage-wise among Maryland four-year institutions over the past several years.

- **Out-of-State Students** – A strategic enrollment growth area for the University has been the attraction of out-of-state students. With the growing rise in brand recognition, more prospective students at both the undergraduate and graduate levels are applying to Morgan. For the third consecutive year, more than half of the new students at Morgan come from states outside of Maryland and the District of Columbia (2021 – 51%, 2022 – 52%, 2023 – 51%). During the same period, the number of states Morgan draws from has also climbed, a trend the University has generally seen rise since 2019 (2022 – 35 states, 2021 – 38 states, 2020 – 30 states, 2019 – 26 states).
- **Transfer and Non-Traditional Students** – Morgan State University and the Community College of Baltimore County (CCBC, the largest 2-year public college in the state) have formally cemented a collaborative agreement to offer students a seamless and efficient path toward earning a bachelor’s degree through the new Degrees to Succeed (D2S) program. Together, the two institutions will provide dual admission to students, increasing associate degree attainment and accelerating undergraduate degree completion. The Degrees to Succeed program provides students with benefits of both institutions, enabling them to begin their coursework at CCBC — completing their Associate of Arts or Associate of Science degree — then transfer their credits to Morgan, where they can begin their pursuit of a bachelor’s degree as a third-year student.
- **Advanced Degree Offerings** – With the addition of more innovative advanced degree options in preferred discipline areas such as Data Analytics and Visualization (M.S.); Advanced Computing (M.S.); Secure Embedded Systems Engineering (Ph.D.); Architecture,

Urbanism and Built Environments (Ph.D.); and a Doctor of Social Work (D.S.W.), to name a few, the School of Graduate Studies has seen an increase in the number of students applying for and enrolling in graduate programs. This fall marked the largest overall graduate student enrollment in Morgan’s history, with more than 1,500 students enrolled. Morgan’s new College of Interdisciplinary and Continuing Studies — which focuses on helping adult learners who have obtained some college credits but no degree complete the journey to degree attainment through the Morgan Completes You program — received its largest influx of new students since it began enrolling students in 2022. To date, 125 students have been enrolled.

- **Programs for Veterans and Their Families**

For a third time, the University, under the leadership of its Veterans Engagement Services, has been ranked as a “Best for Vets” College by *Military Times*, one of the foremost publications for service members and their families. The publication recently released its “2023 Best for Vets: College Rankings,” which saw Morgan return to the rankings as a result of the University’s stellar programs and services geared toward students who are also veterans. “Best for Vets” is the largest and most comprehensive unbiased annual ranking of schools for military service members and veterans.



Each year, *Military Times* surveys colleges and universities nationwide, inquiring about their programs for veterans. The survey results are then analyzed by the *Military Times* data team, along with public data about colleges and universities obtained from the U.S. Department of Education and the U.S. Department of Veterans Affairs, and are made into an official ranking. This year, Morgan was one of the 325 schools that made the list.

Housed within Morgan’s Office of the Registrar, Veterans Engagement Services is a primary resource for student veterans, their spouses or dependents and their survivors who choose to come to Morgan State University. The office provides student support services internally and externally while providing a veteran-friendly atmosphere and a keen understanding of the challenges associated with military service members’ and veterans’ efforts to fulfill their college educational needs. Morgan offers a variety of veteran-focused programs and services to assist in this regard.

In addition to the “Best for Vets” ranking, Morgan earned the 2023–2024 Military Friendly School designation, gold status. Institutions earning the Military Friendly School designation were evaluated using both public data sources and responses from a proprietary survey. More than 1,800 schools participated in the 2023–2024 survey, with 665, including Morgan, earning special awards for exceeding the standard in several categories important to military students. Morgan also received a Military Friendly Spouse School designation.

- **National Recognition**

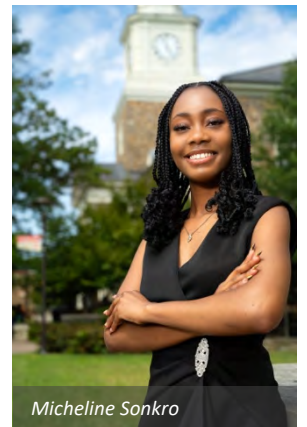
Several exceptional Morgan State University students have earned national recognition distinctions this academic year. These scholars are shining examples of Morgan’s

commitment to fostering excellence, as they embark on prestigious fellowships that promise to enrich their academic journey, provide invaluable experiences, and offer benefits from scholarships supporting their matriculation here at the National Treasure. This collection of scholars represents Morgan on a grand stage, underscoring the ambition, intellectual curiosity, and academic achievement of Morgan’s diverse student body. The University is proud to celebrate the achievements of these outstanding students as they continue to excel academically and make significant contributions to their fields. These accomplishments exemplify the commitment to excellence that is at the heart of Morgan’s mission and ascendency.

- **The Obama Foundation Voyager Scholarship**

Fostering leaders who are committed to addressing the needs and solving the challenges of an increasingly globalized and modern world is at the heart of the Voyager Scholarship for Public Service initiative. Created by President Barack Obama and his wife, Michelle, along with Brian Chesky, co-founder and CEO of Airbnb, the Voyager Scholarship recognizes young leaders who demonstrate the ability to bridge divides and address significant challenges through public service. Morgan’s campus is teeming with young leaders, so there is no surprise that a Morgan scholar would be among the 100 college juniors earning this highly coveted distinction.

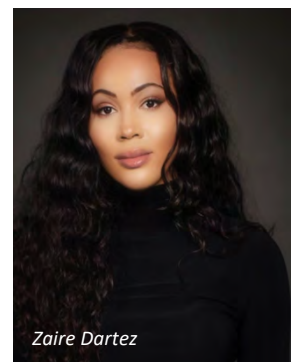
Micheline Sonkro, a Psychology major representing the James H. Gilliam, Jr., College of Liberal Arts (CLA), was recently named to the second cohort of Voyager Scholarship recipients. Passionate about spreading awareness of mental health disorders and ensuring equitable access to mental health care, Sonkro will participate in the two-year program, which will offer a transformational combination of barrier-reducing financial aid, an immersive work-travel experience, and access to a robust network of Obama Foundation leaders and mentors.



- **The Kirchner HBCU Fellowship**

A prestigious program designed to promote diversity within the venture capital industry and empower HBCU students to become agriculture technology venture capitalists, the Kirchner HBCU Fellowship program trains and empowers a diverse next generation of investors to allocate equity investments into early-stage companies. Marking its third year of successfully seeding newly formed investment teams, the Kirchner Impact Foundation and the Foundation for Food and Agriculture Research (FFAR), the chief architects of the HBCU fellowship program, employ a “real world, real-time, real money” model to transform fellows into effective capital allocators in a matter of months.

Zaire Dartez, an advanced degree candidate in the Graves School of Business and Management MBA program, has been selected as one of the 2023–2024 Kirchner HBCU Fellows. Dartez, a former Stanford University Innovations Fellow, brings her passion for impact investing,



edtech, and regenerative agriculture to this year's cohort. Dartez is Morgan's second Kirchner HBCU Fellow.

Dartez has already demonstrated her commitment to shaping a better future through her participation in renowned programs such as the Turner MIINT Competition and the HBCUvc Fellowship. Her selection as a Kirchner HBCU Fellow reflects her dedication to making a lasting impact on global food challenges.

- **The White House HBCU Initiative**

The White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities recently announced its ninth cohort of HBCU Scholars, recognizing 102 undergraduate, graduate, and professional students from 29 different states and countries for their accomplishments in academics, leadership, civic engagement, and much more. This highly coveted program brings together representatives from the nation's top institutions — Morgan included.

Dariyah Pennix, a Louisville, Kentucky, native majoring in Construction Management with a minor in Business Administration, will be representing the National Treasure as a member of the 2023 HBCU Scholars cohort. Selected from a competitive pool of more than 300 applicants, Pennix's designation reflects her dedication to excellence and inclusion, embodying the values championed by Morgan.



Over the course of an academic school year, HBCU Scholars will serve as ambassadors of the White House Initiative on HBCUs, the U.S. Department of Education, and their HBCU. Furthering the mission to Raise the Bar, students in this program are encouraged to lift their communities, unite others around student success, work to strengthen our democracy, and grow our economy. HBCU Scholars will be offered professional and personal development, and cross-university networking opportunities with an opportunity to explore, discuss, and improve issues specifically related to the HBCU community.

- **The William & Lanaea C. Featherstone Foundation**

With its mission to create pathways of equal access to underserved communities, The William & Lanaea C. Featherstone Foundation has been at the forefront of supporting immigrant families and empowering first-generation college and university students toward matriculation, academic success, and degree attainment. At the recent annual Featherstone Awards Ceremony, five exceptional Morgan scholars were among the 30 Baltimore-area students honored for their promise and academic achievement. Each awardee received a \$3,000 Featherstone College Scholarship. Listed below are the 2023 Featherston HBCU scholarship recipients from Morgan.



- **Abisola Arowolaju**, a native of Nigeria, is a junior Computer Science major.
- **Clyde Baidoo, Jr.**, a native of Ghana and a sophomore, is pursuing a degree in Computer Science.
- **Iyana Gross** is a senior pursuing a B.S. in Biology with a double minor in Chemistry and Women, Gender, and Sexuality Studies.
- **Desiree Lane**, a rising senior, is pursuing a bachelor’s degree in Social Work. This award marks her second as a Featherstone scholar.
- **Michelle Nkrumah-Boateng**, a native of Ghana and a junior in the Clara I. Adams Honors College, is pursuing a degree in Information Science and Systems.
- **Ekei Obu**, a native of Nigeria, is an incoming freshman pursuing a career in journalism in the School of Global Journalism and Communication.

- **2023 University Innovation Fellows Program**

Four Morgan students were selected to participate in the 2023 University Innovation Fellows Program, run by Stanford University’s Hasso Plattner Institute of Design. The 2023 Morgan Fellows — graduate students Cierra Robinson (Higher Education Administration) and Bello Mahmud (Civil Engineering), along with undergraduate senior Gbolahan Abioye (Computer Science) and junior Tomisin Adebari (Biology) — created an Innovative Teach Lab for their project for the program, which enabled a comprehensive approach to equipping educators with the necessary skills and knowledge to integrate technology into their teaching methods effectively. The lab includes professional development programs for educators; resource management to enhance teaching methods; support for a dynamic learning environment of ongoing training; promotion of equitable learning; and maintenance of strategic partnerships to support and strengthen the training initiatives. Fellows are nominated by their universities’ faculty and administrators as individuals or as teams of students and are selected through an application process each year. Following acceptance into the program, Fellows participate in a six-week online training experience. The 2023 Morgan Fellows will represent the University at national events as

advocates for policy changes that can help support a nation of young people who possess an entrepreneurial mindset; a passion for solving society's most pressing problems; and the necessary attitudes, skills, and abilities to make a difference in the world.



Goal 2: Implement Faculty Ascendency and Staff Development Initiatives

Morgan encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning and in developing innovative products and processes. The University has some of the world's best and most recognized faculty in higher education. Not only does Morgan attract top faculty from around the globe, but our faculty are also recognized by the world's top organizations, including the American Society of Mechanical Engineers and the Association of Public and Land-grant Universities.

▪ 2024 American Society of Mechanical Engineers Award Recipient



Oscar Barton, Jr., Ph.D., PE

Oscar Barton, Jr., Ph.D., PE, dean of the Clarence M. Mitchell School of Engineering at Morgan State University, was selected as the 2024 American Society of Mechanical Engineers (ASME) Edwin F. Church Medal Recipient. Celebrated for his outstanding contributions to mechanical engineering education, Dr. Barton is the first African American to receive this distinguished award in its 52-year history. As dean, Dr. Barton has spearheaded innovative strategic growth, fostered dynamic collaboration among faculty, staff, and students, managed multiple research centers, and advanced academic and research programs preparing students for future industries. To this end, ASME has committed to establishing the Dr. Oscar Barton, Jr. Endowed Scholarship

focused on the underrepresented male students pursuing engineering degrees at Morgan. The Edwin F. Church Medal, established in 1972, is awarded to an individual who has

rendered eminent service in increasing the value, importance, and attractiveness of mechanical engineering education. ASME was founded almost 150 years ago to harness the latest technologies in engineering for the benefit of humanity.

- **President Wilson Selected for Prestigious Harold W. McGraw, Jr. Prize in Education**



Last fall, I was honored to join Debra Duardo, superintendent of the Los Angeles County Office of Education, and Barbara Oakley, distinguished professor of Education at Oakland University, as a 2023 winner of the Harold W. McGraw, Jr. Prize in Education. The award was a welcome acknowledgment of the consequential work we have devoted ourselves to at Morgan and the commitment of the dedicated team that is leading our university through the intense period of transformation and growth I am outlining here today. Also, as the first McGraw Education Prize awarded to the president of an Historically Black College or University, it was well-earned recognition of the critical role HBCUs have long played in the advancement of our nation. The Harold W. McGraw, Jr. Family Foundation, established by Harold W. McGraw, Jr., is a not-for-profit private foundation whose primary mission is focused on education, youth services, community health, and medical research. The Harold W. McGraw, Jr. Prize in Education celebrates innovation, inspiration, and impact in education making a difference in the lives of students.

- **Association of Public and Land-grant Universities Board of Health and Human Sciences Leadership Fellows Program**

Jacqueline M. Holland, Ed.D., associate professor and chair of the Department of Family and Consumer Sciences, was selected as one of three distinguished home economists to participate in the Association of Public and Land-grant Universities (APLU) Board on Health and Human Sciences (BHHS) Leadership Fellows program. The APLU BHHS represents a consortium of distinguished administrators from higher education institutions nationwide. These dedicated professionals are responsible for shaping the future of research and discovery, outreach and extension programs, and innovative teaching and learning initiatives in the human sciences. Their mission is to unite various disciplines within and beyond the realm of human sciences to enhance the quality of life for individuals across the country. The Leadership Fellows program empowers emerging leaders like Dr. Holland with mentorship, coaching, and unparalleled networking opportunities. Selected fellows also become part of a dynamic community that drives the advancement of human sciences not only within their institutions but also on a national scale. Over the next year, Dr. Holland and her fellow Leadership Fellows will embark on projects designed to transform the landscape of human sciences education and research. These projects will receive guidance and support from a distinguished group of mentors who are experts in the field.



- **American Rivers Names a Morgan Faculty Member to Its Board of Directors**

American Rivers, one of the premier national organizations focused on clean water and river health, has named Mark Barnes, Ph.D., associate professor of History and Geography in the College of Liberal Arts, as one of three new members of its board of directors. Dr. Barnes, a human geographer, brings to this new role a wealth of experience informed by global environmental change and research and scholarship in economic, urban, and transport geography subfields. Equity, mobility, sustainability, and environmental justice interventions relating to the causes and consequences of weather and climate extremes form the basis of his research. He was tapped for his strong leadership and expertise, which American Rivers will seek to leverage in its nationwide effort to protect and restore all rivers, from remote mountain streams to urban waterways. Dr. Barnes was also recently elected to the American Association of Geographers Board as national councilor.



Mark Barnes, Ph.D.

- **Morgan State VP of Research Selected to Serve as the American Association for the Advancement of Science President-Elect**



Willie E. May, Ph.D.

Members of the American Association for the Advancement of Science (AAAS), the world’s largest general scientific society and publisher of the *Science* family of journals, elected Willie E. May, Ph.D., Morgan’s vice president of Research and Economic Development, to serve as the association’s president-elect. Dr. May’s one-year term as president-elect began last May and will be followed by one year as AAAS president and chair of the AAAS Annual Meeting, and one year as immediate past-president. Dr. May serves as vice president of research and economic development and professor of chemistry at Morgan. He is a member of the AAAS Council for the Section on Industrial Science and Technology and serves, along with President Wilson, on the Advisory Council for the STEMM Opportunity Alliance, a cross-sector national initiative led by AAAS to galvanize stakeholders to achieve STEMM equity and excellence by 2050. Dr. May’s selection as president-elect is not Morgan’s first or only association with AAAS. In December 2022, three new Fellows (pictured below) with Morgan ties were selected to join AAAS’ 50th class of Science and Technology Policy Fellowships, and Morgan Professor of Biology, Christine Hohmann, Ph.D. (pictured at right), was selected as a 2021 AAAS Fellow joining 563 other scientists, engineers, and innovators to receive the honor. In 2019, Dr. May was also elected as an AAAS Fellow.



Christine Hohmann, Ph.D.



From left to right: Adejare (Jay) Atanda, Dr.P.H., a recent graduate of the School of Community Health and Policy; Archana Sharma, Ph.D., associate professor in Morgan’s graduate Landscape Architecture Program; and Craig Scott, Ph.D., professor of Electrical and Computer Engineering at Morgan State University.

▪ **Morgan Faculty Ranked Among ‘World’s Top 2% of Scientists’**

According to a 2022 Stanford University-led study, eight current faculty members are ranked among the “World’s Top 2% of Scientists” by Stanford. This assessment of more than 200,000 researchers, among the 10 million scientists active globally, is considered the most prestigious such ranking worldwide. It evaluates the bibliometric information contained in the Scopus database and ascribes a ranking based on peer-reviewed publication of an individual’s research. The scientists included in the rankings represent 22 scientific fields and 176 subfields.

Single-Year Ranking 2022

• **School of Computer, Mathematical, and Natural Sciences**

- **Paul Tchounwou, Ph.D.**, Dean and Professor (Biology)
- **Farin Kamangar, Ph.D.**, Assistant Vice President for Research and University Distinguished Professor (Biology)
- **Hongtao Yu, Ph.D.**, Provost and Senior Vice President and Professor (Chemistry)
- **Yucheng Lan, Ph.D.**, Associate Professor (Physics and Engineering Physics)
- **Olaniyi S. Iyiola, Ph.D.**, Associate Professor (Mathematics)
- **Alexander Samokhvalov, Ph.D.**, Assistant Professor (Chemistry)
- **Alexander Pankov, Ph.D.**, Professor (Mathematics) – Deceased

• **Clarence M. Mitchell, Jr., School of Engineering**

- **Michael Spencer, Ph.D.**, Interim Department Chair and Professor (Electrical and Computer Engineering)
- **Fahmi Khalifa, Ph.D.**, Assistant Professor (Electrical and Computer Engineering)

▪ **American Academy of Arts and Sciences Elects Morgan President Wilson as New Member**



In April 2022, as the nation continued to grapple with the COVID-19 pandemic, and soon after my annual report to this committee regarding the continued growth of Morgan through a difficult period for higher education, I received a pleasant surprise, when the American Academy of Arts and Sciences (AAA&S) elected yours truly as a 2022 member in the category of Educational and Academic Leadership. Membership in AAA&S has afforded me unprecedented opportunities to spotlight the public urban research mission of Morgan State University, and to uplift Morgan’s work, in my collaboration with diverse leaders across many disciplines, professions, and perspectives, as we address significant challenges facing humanity.

Goal 3: Elevate Morgan’s Status to R1 Very High Doctoral Research University

As Morgan continues to position itself to elevate our national standing among American research universities from that of high research (R2) to very high research (R1) in the coming few years, it is imperative that we recognize the efforts of our faculty and research staff. During FY 2023, Morgan received a combined \$100.8 million in grants, contracts, and gifts, in addition to a \$27-million Indefinite Delivery/Indefinite Quantity (IDIQ) contract with the National Institute of

Standards and Technology (NIST). The notable investment includes a record-high \$83.3 million in new federal funding commitments for university research and training. This marks the second consecutive year of historic funding commitments, an 11% increase over the previous year. Morgan researchers continue to submit proposals to an array of U.S. federal agencies, including the Department of Transportation, National Science Foundation, Department of Defense, Department of Education, Department of Commerce, and Office of Naval Research, among others.

As Maryland’s Preeminent Public Urban Research University, Morgan has a paramount commitment: to engage in issues-based research addressing the challenges of today’s urban communities through multidisciplinary, community-anchored investigative study. Morgan is home to a number of centers actively pursuing research across a wide spectrum of disciplines and interests. Included among them are several state-supported research centers:

MORGAN STATE UNIVERSITY STATE-SUPPORTED RESEARCH CENTERS	
Center	Established
Institute for Urban Research	1978
Patuxent Environmental and Aquatic Research Laboratory (PEARL)	2004
Cybersecurity Assurance and Policy (CAP) Center	2018
Center for Urban Health Equity	2021
Center for Data Analytics and Sports Gaming Research	2022
Center for Equitable Artificial Intelligence and Machine Learning Systems	2022
Center for Urban Violence and Crime Reduction	2022
National Center for the Elimination of Educational Disparities	2023
Center for Education and Research in Microelectronics	2023

▪ **Baltimore Region Selected as Federal Tech Hub**

Last October, the Baltimore area was chosen as one of 31 federal tech hubs, a program that is providing hundreds of millions of dollars in funding to make the region part of a national effort to advance America’s tech industry through competitive grants. The Baltimore tech hub will focus on the combination of artificial intelligence and biotechnology — what’s been dubbed “predictive healthcare” — to use artificial intelligence on health data to improve outcomes, clinical decision-making and produce new therapies and drugs. The Baltimore region effort is now eligible for nearly \$500 million in federal funds over five years that the Greater Baltimore Committee estimates will generate \$3.2 billion in economic impact and 52,000 jobs by 2030. The tech hubs, authorized by the bipartisan CHIPS and Science Act, will be located across 32 states and Puerto Rico — in both urban and rural regions, according to the U.S. Economic Development Administration. This is a tremendous win for both the region and Morgan, part of a six-member Baltimore consortium that applied for the federal tech hub designation.

▪ **Climate Change Using Artificial Intelligence and Machine Learning**

The National Science Foundation (NSF) has awarded a nearly \$3-million grant to Morgan State University to establish an NSF Research Traineeship (NRT) program in Artificial Intelligence



for Climate Change and Environmental Sustainability (ACCESS). The program is designed to provide hands-on training for the next generation of scientists and engineers researching artificial intelligence and machine learning (AI/ML) solutions to wide-ranging climate change impacts. Funded over the next five years, the ACCESS program will train nearly 50 Ph.D. students, including 25 trainees from diverse scientific fields, including bioenvironmental science, mathematics education, engineering, and computer science. Students largely underrepresented in

STEM research of this caliber will gain a critical multidisciplinary understanding of how AI can provide solutions for changing climate, environmental pollution, and water quality management. This grant will afford students the opportunity to continue expanding ambitious research projects while also developing the necessary skills to pursue a range of STEM careers. Since June 2020, Morgan has received 84 awards from the National Science Foundation for a total of \$30 million in research grants.

- **Improving Transportation and Associated Technologies**

Recognized for being one of the foremost universities producing innovative and experiential research in transportation, Morgan has been selected to collaborate in a national, multi-university consortium focused on ensuring that autonomous, networked, shared, and integrated transportation technologies and systems are developed and deployed with an emphasis on safety, equity, and sustainability. Led by Carnegie Mellon University, the consortium, collectively, will receive \$20 million over the next five years from the U.S.

Department of Transportation (USDOT) to establish Safety21, a new University Transportation Center (UTC). The Safety21 UTC will employ a holistic approach to address these challenges while advancing the nation's transportation infrastructure. Part of this approach will include seeking inclusive input from stakeholders, including communities, workers, users, vehicle manufacturers and researchers. For its part, Morgan will receive \$1.5 million to perform research exclusively on geologic



hazards and how natural phenomena are capable of inflicting harm and destruction to transportation infrastructure, while threatening property and human life along highways and roads. Morgan is the first HBCU to operate a DOT-designated National Transportation Center (NTC), overseeing a robust portfolio of transportation research projects for more than 30 years. Operating within the Clarence M. Mitchell, Jr., School of Engineering, the NTC works with governments as well as public and community partners, to facilitate innovation, strategic planning, and the development of a diverse transportation workforce in the Mid-Atlantic.

- **STEM Education and Career Paths Among Youth**

Morgan’s School of Engineering is spearheading a noteworthy initiative aimed at increasing interest and participation in Navy STEM educational programs among Baltimore-area youth through a \$446,000 grant awarded by the Office of Naval Research (ONR) Aerospace Science Research Division. The four-year grant, and the initiative it seeds, will provide critical STEM programming, access to resources, faculty research opportunities, and student enrichment activities from K–12 through college. The ONR-sponsored initiative is uniquely designed to impact diversity, equity, and inclusion efforts within the Department of Defense, particularly the U.S. Navy. Through this effort, Morgan will seek to directly address talent pipeline deficiencies related to underrepresented communities that have members serving within the Department of Defense’s workforce. It will also provide invaluable exposure to faculty and students, fostering research and project opportunities while contributing to the enhancement of the economic competitiveness of the United States.



- **Trauma Impacts on Student Performance and Success**

A newly awarded \$399,747 research grant from the U.S. Department of Education’s Institute for Education Studies (IES) will be used to prepare Minority-Serving Institution faculty members to conduct high-quality education research that advances knowledge pertaining to the impact of trauma-informed teaching practices in online learning environments. The three-year grant is only the second of its kind to be awarded to a Historically Black College and University (HBCU) by the Department of Education. The study aims to improve the academic outcomes of Black and African American college students by investigating the



impact of trauma-informed teaching practices in online learning environments. While the value of trauma-informed teaching in face-to-face K–12 classroom instruction is well documented, limited research exists on the impacts of trauma on college students in online instruction modalities. Filling this void, the Learning and Engaging at a Distance (LEAD) initiative will focus on trauma’s effects on BIPOC students at the university level. Trauma manifests in ways that educators find acutely challenging in an academic setting.

Chief among them include the propensity for traumatized students to struggle to engage in traditional school activities, regulate their effort and motivation, authentically participate in classroom discussions, and persist to graduation.

Goal 4: Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity

■ New Science and Research Complex

Moving one step closer to the realization of the construction of a state-of-the-art facility to house STEM programs, a new, eight-story, 246,000-gross-square-foot structure, slated to open in fall 2027, will be situated near the corner of E. Cold Spring Lane and Stadium Way, across from the current Richard N. Dixon Science Research Center. The Science and Research Complex will advance the University's commitment to attaining an R1 (very high research activity) Carnegie classification and bolster Morgan's position as a national hub for innovation, collaboration, and cutting-edge research.

The new Science and Research Complex will be among the University's most advanced facilities, with front-line research and teaching laboratories, innovation spaces, and dynamic classrooms that support interdisciplinary collaboration. The new facility will house world-class labs where researchers, faculty, and students will work together seamlessly, fostering a dynamic environment for breakthroughs addressing the challenges of today and the future.



The Science and Research Complex follows several new or wholly renovated spaces built on campus within the last decade at Morgan. The boom in campus development during this span has included the emergence of Morgan's West Campus, comprising the Morgan Business Center and Martin D. Jenkins Hall – Behavioral and Social Science Center; the addition of Calvin and Tina Tyler Hall; and the Thurgood Marshall Residence and Dining Hall. In the fall of 2024, the University will bring four buildings online: the entirely renovated Cummings and Baldwin Residence Halls, a new 604-bed residence tower adjacent to Thurgood Marshall Hall, and the highly anticipated \$171-million, 208,000-square-foot Health and Human Services Building at the southern gateway of campus.

Goal 5: Serve as the Premier Anchor Institution for Baltimore City and Beyond

As Morgan prepares for its next era of ascendancy, we will do so with a renewed strategic intention to deepen and expand our role as an anchor institution in Baltimore City and beyond by (1) producing evidenced-based research and scholarship that addresses many of the intractable challenges facing BIPOC populations, especially in urban and marginalized communities; (2) continuing our dual mission to educate a disproportionate share of students from limited income families, especially first-generation college students (with a goal to increase the college attainment of first-gens as well as the overall college attainment in Baltimore City); (3) expanding active learner environments (the involvement of undergraduate students in the generation of original scholarship, creative ventures, etc.); (4) increasing the percentage of students of color who go on to Ph.D. programs/professional schools who major in disciplines

aligned with closing the wealth gap in the nation and where there is little to no Black representation; (5) focusing on service to and the application of research and scholarship; (6) strengthening our resolve to recruit and support a diverse faculty who will serve as experts in new/emerging fields of study; and (7) becoming a top producer in educating Black/minority Ph.Ds. to become the next generation of the professoriate in this country — just to highlight a few of our goals in this area.

A cornerstone of the fulfillment of Morgan’s mission and our role as an anchor institution is the University’s commitment to offering high-demand, unique and competitive academic programs that wholly prepare Morgan graduates for the work of the future and the future of work. Morgan’s commitment to supporting, empowering and preparing highly capable and proficient graduates is evidenced by a cadre of degree programs the University branded “Programs of Distinction and Significance.”

PROGRAMS OF DISTINCTION AND SIGNIFICANCE (PODS) AT MORGAN	
Cloud Computing/Advanced Computing	B.S./M.S.
Data Analytics	M.S.
Coastal Science and Policy	B.S.
Mechatronics Engineering	B.S.
Musical Theater	B.F.A.
Transportation Systems Engineering	B.S.
Secure Embedded Systems	Ph.D.
Architecture, Urbanism and Built Environments	M.S./Ph.D.
Interior Design	B.S.
Cybersecurity Intelligence and Management	B.S.
Applied Neuroscience	M.S.
Social Work	D.S.W.
Applied Sociology and Social Justice	Ph.D.

■ **Addressing Nursing Shortage in Baltimore City Public Schools**

As public schools across the region face an unprecedented shortage of school nurses, the Department of Nursing of Morgan State University’s School of Community Health and Policy (SCHP) has been awarded a \$4.4-million contract from Baltimore City Public Schools (BCPS) to provide pediatric nursing services support within health suites at five schools throughout the city. The health services initiative is part of a large-scale, multi-university collaborative to source the expertise and professional health services of the leading university nursing programs in Baltimore. The up-to-six-year contract will allow Morgan’s Nursing Department to place five registered nurses at specific BCPS locations in need of services.

In addition, Morgan is exploring expansion of its relationship with BCPS to allow rising nursing students to augment their skills by using the school health suites as clinical training sites. When finalized, the agreement will allow Morgan to assign up to 50 nursing students to specific locations to complete their clinical rotations. BCPS would work with the university to develop the infrastructure to support clinical training and provide opportunities for

evaluation that can be used to create best practices for school health services in city schools and beyond.

The collaboration between Morgan and BCPS will expand school health services by offering enhanced care and improving services to students with disabilities or complex medical needs. To create a system of care that works with the family and school communities, nursing students will be trained in alignment with the National Association of School Nurses (NASN) Framework for 21st Century School Nursing Practice. NASN training for nursing students includes trauma-informed care to address illnesses, injuries, first aid, and follow-up for previous injuries and illnesses. The training will also encompass the administration of scheduled and rescue medicines like naloxone, albuterol, and epinephrine; higher complexity treatments such as tube feedings; diabetes care; respiratory care for chronic disease management; mental health first aid; and treatment care for students with special healthcare needs.



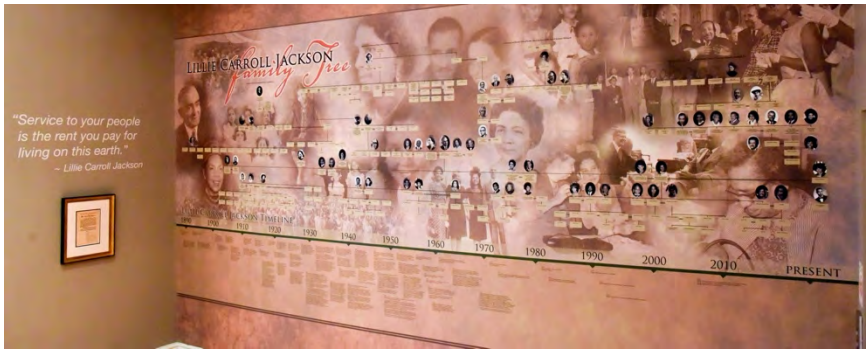
Morgan will also equip designated schools with the required supplies and expand educational opportunities for BCPS students interested in pursuing school health nursing as a career. Over the past few years, SCHP and its Department of Nursing have worked closely with several high schools on initiatives to increase diversity in the healthcare profession among underrepresented populations. Through this multi-university collaboration, nursing students working at city school sites will provide learning opportunities and clinical exposure for high school students participating in BCPS Career and Technical Education programs in nursing and health-related fields.

- **Lillie Carroll Jackson Civil Rights Museum**

Nestled within the quaint Baltimore City residential community of Madison Park at 1320 Eutaw Place stands the Lillie Carroll Jackson Civil Rights Museum — the second of Morgan State University’s two university-owned and -operated museums. Noted for being the former home of a civil rights icon, the living museum stands as a testament to the courageous efforts of Lillie Carroll Jackson, a trailblazing civil rights leader and educator, who dedicated her life to advocating for racial equality, social justice, and civil rights advancements. As part of an effort to preserve this beacon of historical significance and education, the Lillie Carroll Jackson Civil Rights Museum has been officially added to the prestigious National Register of Historic Places. This esteemed recognition highlights the museum’s important historical and cultural contributions to the civil rights movement and its enduring impact on American society. The acknowledgment by the National Register of Historic Places underscores the museum subject’s pivotal role in shaping the trajectory of civil rights history in the United States. The National Register is a program of the U. S. Department of the Interior, National Park Service, and is administered at the State level by the Maryland Historical Trust.

By honoring Lillie Carroll Jackson’s legacy, the museum serves as an educational hub for visitors, students, and scholars, fostering a deeper understanding of the struggles, triumphs,

and ongoing challenges in the pursuit of equality. The Lillie Carroll Jackson Civil Rights Museum features meticulously curated exhibits, artifacts, and interactive displays that showcase pivotal moments and individuals in the civil rights movement. Through engaging storytelling and immersive experiences, the



museum provides visitors with a profound and insightful journey into the struggles and victories that have shaped the nation’s history. *Travel Noire* magazine named the museum a “Must See for the Culture” in 2023.

It is commonly understood that, like Mrs. Jackson, our emerging leaders will be expected to heed the call to servant leadership, thereby dedicating themselves to the broader struggle of overcoming and eradicating barriers to social justice, economic empowerment and engaged citizenship.

Goal 6: Accelerate Global Education Initiatives and Expand the University’s International Footprint

This goal reflects and affirms a distinctive strategic thrust to internationalize our curriculum and expand the University’s global footprint. In an age of rapid globalization, we seek to extend our reach into countries in critical need of educational services and interventions. This will require forging enduring cross-national partnerships, enhancing international student and faculty diversity on campus and developing effective models and educational delivery systems targeting underserved populations. We view such initiatives as a logical and necessary extension of *the Morgan Global* leadership imperative finding fuller expression on a much wider international stage.

■ Fulbright HBCU Institutional Leader 2023

Morgan State University is proud to be named as a Fulbright Historically Black College and University (HBCU) Institutional Leader for 2023, marking the fourth consecutive year the University has received the designation. Each year, the U.S. Department of State’s Bureau of Educational and Cultural Affairs recognizes the decisive engagement of select HBCUs with the Fulbright Program, the U.S. government’s flagship international academic exchange program.

Fulbright HBCU Institutional Leaders demonstrate noteworthy support for Fulbright exchange participants and promote Fulbright program opportunities on campus. The initiative encourages administrators, faculty, and students at HBCUs to engage with Fulbright. It also highlights







the strength of HBCUs as a destination for international students and scholars and showcases their deep intellectual traditions and proud history to audiences abroad.

This past summer, a Morgan administrator and a Morgan faculty member received Fulbright awards to study in France and Australia, respectively. The Fulbright Program at Morgan was instituted in 1951. Morgan leads all other HBCUs in the number of its students who have become Fulbrighters. Receiving a Fulbright Scholarship, one of the most prestigious academic awards in the world, is an important achievement for the individual student, and Morgan’s collective record is a unique mark of distinction for the University. As a result of the most recent Fulbright awards, Morgan State University has now received 150 Fulbright or Fulbright-related grants in 44 countries, top among all other HBCUs.

FY 2025 Operating Budget Request

It is important to emphasize the relevancy of public urban research universities like Morgan State University and why continued investment in Morgan is vital to its success and advancement. As exhibited by our Over-the-Target Operating Budget Request to the Governor last year, the financial need to provide quality programs and services that will impact current and future generations of Maryland citizens is modest. The initiatives submitted to the Governor are outlined as follows:

 Center for the Preservation and Advancement of Democracy	\$1.5M
 Center for Brain Science	\$3.2M
 Center for Urban and Coastal Climate Science Research	\$3.0M
 Center for Cannabis Science and Management	<u>\$2.0M</u>
Total	\$9.7M

We are very appreciative of the Governor’s recommended support to enable us to launch several new and unique centers that will produce research that will beneficially impact the City of Baltimore, the State of Maryland and beyond.

With regard to our capital budget, funding for projects in the State’s Capital Improvement Plan (CIP) for Morgan is paramount, to include New Science and Research Complex (Phases I and II), Campus Expansion (Phase I – Lake Clifton Demolition), Carter-Grant-Wilson Renovation, Jenkins Demolition, campus-wide electrical upgrades, campus renovations and infrastructure, deferred maintenance and climate act/sustainability.

CLOSING

Again, thank you, and on behalf of Morgan State University, I request your support of the Governor’s recommendations for FY 2025 and the additional priorities we outlined above. I will respond to the issues presented by the analyst and will be happy to answer any additional questions you may have.



RESPONSES TO ISSUES & RECOMMENDED ACTIONS

Department of Legislative Services' Analysis

ISSUES

Comment 1 (Page 6): The President should comment on how the institution has increased its in-state student population in recent classes after years of decline.

Response: The increase in in-state students since 2021 is part of the overall enrollment increase Morgan has experienced since 2021. This overall enrollment increase may be attributed to a number of factors, including the following:

- Implementation of a financial aid optimization strategy to provide students with merit- and need-based institutional financial assistance as part of their aid packages, thereby increasing our attractiveness to prospective students.
- The expansion of virtual recruitment opportunities during and post-pandemic, which allow us to participate in recruitment activities not previously available to us, both because of prohibitive travel costs and the amount of staff time involved.
- Unprecedented media “buzz” around HBCUs in general and around Morgan specifically over the past three years, for reasons that include the visibility of high-profile HBCU graduates such as Vice President Kamala Harris and the renewed emphasis on social justice, diversity, equity and inclusion in the wake of the murder of George Floyd and others.
- Beyond the increased attention being paid to HBCUs in general, a tremendous amount of positive publicity surrounding Morgan specifically, as a result of high-profile donations, grants, faculty research activities, student accomplishments, etc. Such attention has increased our visibility and enhanced our brand, leading to greater student interest in Morgan both inside and outside of Maryland.
- Partnerships with entities such as EAB, Common App and the Common Black College Application, which have increased the number of students who apply to, are admitted to and elect to attend the University.

- The successful launch of new, high-demand academic programs such as Cybersecurity Intelligence Management, Mechatronics Engineering, and Interior Design
- The extensive capital investments in the University and surrounding area, which have made the University physically very attractive to prospective students.

Comment 2 (Page 15): The President should discuss the planned use of this funding (Center for Urban and Coastal Climate Science Research) and the work of the new center.

Response: The Center for Urban and Coastal Climate Science Research is to be regionally and nationally recognized for excellence in innovative research aimed at providing a scientific basis to prevent, minimize or control the impacts of climate change on Maryland’s ecosystems, urban populations and economies. This new Center will collaborate with our recently established Center for Equitable Artificial Intelligence and Machine Learning Systems, and the Center for Health Equity, to undertake transdisciplinary research at the intersection of AI/Machine Learning, Health Disparities, Environmental Health and Climate Science.

The mission of this Center is to address the most pressing and vexing challenges associated with climate change and its effects on natural ecosystems and the built environment, the economy and the health and well-being of Maryland’s people. This Center will address these critical environmental and human health issues by developing and implementing a robust research and education strategy that converges several academic disciplines (natural, physical, social and health sciences) into a comprehensive research program that advances scientific knowledge, educates the new generation of climate and environmental health scientists, and contributes to economic development in the State of Maryland.

Comment 3 (Page 18): The President should detail the progress being made to fill the vacant positions.

Response: Current vacancies are resulting substantially from new initiatives driven either by HBCU Settlement Proceeds or new research centers. Funded positions for these initiatives are created in an effort to speed up development of job requirements and recruiting efforts that tend to otherwise be slowed to ensure adequate funding is identified. In response to the progress being made to fill the vacant positions at Morgan State University, the Office of Human Resources (OHR) provides the following strategies:

- Increase in recruitment outreach, to increase the visibility of Morgan State University as an employer of choice by collaborating with external partners such as the Maryland State Department of Labor and the Mayor’s Office of Employment Development, to attract qualified applicants and fill vacancies.
- The development of new campus recruitment outreach programs, including the Police and Public Safety Information Session and Hiring Event and Career Exploration

Day at Morgan, exclusively featuring the hiring departments of Morgan State University, to fill positions with both internal and external candidates.

- Procurement of several executive search firms for nationwide searches at the executive level to assist with finding suitable candidates for hard to fill positions.
- Investment in increased advertising, expanding our outreach to include advertising recruitment events via radio and television, as well as advertising all position vacancy announcements via advertising subscriptions with higher education-focused publications, to include *The Chronicle of Higher Education*, *Higher Education Recruitment Consortium (HERC)*, *Higher Ed Jobs* and *Diverse Issues in Higher Education*.
- Enhancement of our Office of Human Resources workforce, through development of a Talent Acquisition Team within OHR to recruit, hire and onboard new employees. The team has responsibility for providing expertise with the recruitment efforts specific to faculty and/or staff.
- Enhancement of the MSU hiring process and training, including implementation of an enhanced hiring process with greater efficiencies and provision of training to hiring managers and search committee chairs and members on Morgan policies and procedures for recruitment.
- Expansion of employee programs, through implementation of new programs and benefits for employees for use as a recruitment tool, to include an EAP, wellness programming, employee/educator discounts and New Hire Orientation.
- Updating of the Morgan State University OHR webpage, to create an inviting online location to provide potential applicants with information about Morgan staff and faculty resources, to keep potential employees abreast of happenings at Morgan from an employee perspective.

Comment 4 (Page 20): The President should comment on how the proposed changes (to Carnegie Classifications) might affect its approach to research investment.

Response: These changes to the Carnegie Classification criteria should not have any significant impact on our plans for investing in research at Morgan. We expect to achieve R-1 status in the 2028 Assessment. In the meantime, we are committed to assuring that as we strive for R-1 status, we will be a well-recognized, well-rounded and well-respected research university serving our students and community.

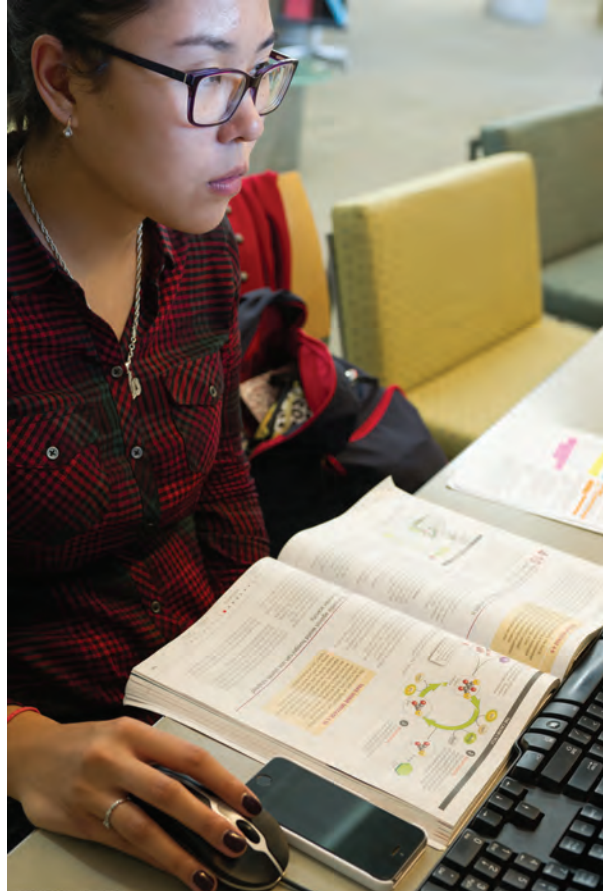
Comment 5 (Page 21): The President should provide an update on the status of the private partnership and if there are adequate facilities for the first class expected in 2024.

Response: Unfortunately, the project has experienced delays, and, we understand, will not qualify to begin classes in fall 2024. The University is in continued discussions with the private partner, seeking a resolution regarding project delays to eventually realize this important initiative.

RECOMMENDED ACTIONS

Recommendation 1 (Page 22): Concur with Governor's allowance.

Response: The University concurs with Governor's allowance.





Office of the President

*1700 E. Cold Spring Lane • 400 Truth Hall • Baltimore, MD 21251
(443) 885-3200 • Fax (443) 885-8296*

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