



# **BOARD OF REGENTS**

**Tuesday, August 1, 2023**  
**12 noon**

*Earl S. Richardson Library Boardroom*

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# Agenda



**Board of Regents Meeting**  
**Richardson Library Boardroom**  
**Tuesday, August 1, 2023**  
**12 Noon**

Agenda

Public Session

- |      |  |                       |
|------|--|-----------------------|
| I.   | Meeting Called to Order  | Chairman Kweisi Mfume |
| II.  | Approval of Minutes of May 2, 2023                                   | Chairman Mfume        |
| III. | Opening Remarks  | Chairman Mfume        |
| IV.  | Report from the University President                                 | Dr. David Wilson      |
| V.   | Report of the Executive Committee                                    | Chairman Mfume        |
| VI.  | Reports of Standing Committees                                       |                       |
| A.   | Academic and Student Affairs Committee                               | Regent Linda Gilliam  |
|      | Items for Information (see Board book for details)                   |                       |
|      | 1. Academic Affairs  |                       |
|      | 2. Enrollment Management   |                       |
|      | 3. Student Affairs   |                       |
|      | 4. Athletics   |                       |
|      | Items for Action   |                       |
|      | 1. Performance Accountability Report                                 |                       |
|      | 2. Proposed New Academic Program: PhD in Advanced Computing          |                       |
| B.   | Finance and Facilities Committee                                     | Regent Shirley Malcom |
|      | Items for Information (see Board book for details)                   |                       |
|      | 1. Division of Facilities, Design and Construction Management Update |                       |
|      | 2. Division of Research and Economic Development Update              |                       |
|      | 3. Division of Institutional Advancement Update                      |                       |

Public Session Agenda  
Tuesday, August 1, 2023

4. Division of Enrollment Management and Student Success Update
5. Division of Finance and Administration Update

Items for Action

1. Approval of Off-Campus Housing Lease Agreements/Amendment
2. Approval of Hoen Lease (Office Space for Research Centers)
3. Approval of Verizon Cell Tower Lease Agreement
4. Approval of FY 2025 Tuition, Housing and Board Rate Adjustments

C. Audit and Institutional Assessment Committee                      Regent Larry Ellis

VII. New Business

VIII. Adjournment of Public Session to Closed Session                      Chairman Mfume

IX. Closed Session

A. EEO Report	Ms. Tara Berrien
B. Litigation Update	Mr. Faulk/Ms. Goodwin
C. College of Osteopathic Medicine	Dr. David Wilson
D. Academic Degree Program Duplication	Dr. David Wilson
E. Honorary Degree Candidate Recommendation	Dr. David Wilson
F. Evaluation Committee Report	Regent Linda Gilliam

## **Public Session**

**Public Session Minutes**

The meeting of the Morgan State University Board of Regents was called to order by Chairman Kweisi Mfume at 12:07 p.m.

**Present:** Hon. Kweisi Mfume, Chairman, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Hon. Tracey Parker-Warren, Secretary, Regent; Mr. Martin Adu-Boahene, Regent; Dr. Harold Carter, Regent; Dr. Linda Gilliam, Regent; Dr. Burney Hollis, Regent; Ms. Emily Hunter, Regent; Dr. Shirley Malcom, Regent; Mr. Wayne Resnick, Regent; Mr. William Sherman, Regent; Ms. Shelonda Stokes, Regent; Mr. Carl Turnipseed, Regent; Mr. Winston Wilkinson, Regent; Dr. David Wilson, University President; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General

**Chairman’s Remarks**

The Chairman opened the meeting by welcoming the Regents, university administration, and members of the public in attendance. The Chairman offered an overview of the agenda and noted that the Board would briefly move into Closed Session to discuss a Personnel Matter.

**Nominating Committee Report and Election of Officers**

Regent Wilkinson reported that the call for Board Officer nominations went out on March 31, 2023. Based on feedback received, it is recommended that the slate of officers remain in place for the upcoming 2024 fiscal year. There were no questions, comments or concerns.

Regent Gilliam opened the floor for a motion to adopt the recommended slate of officers for the upcoming 2024 fiscal year. Regent Wilkinson MOVED to confirm the slate of officers – the Honorable Kweisi Mfume as Chair, General Larry Ellis as Vice Chair, and the Honorable Tracey Parker-Warren as Secretary. It was SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

**Adjournment of the Public Session**

Chairman Mfume announced that the Board of Regents would convene in Closed Session to discuss a Personnel Matter, which is specifically exempted from public consideration under § 3-305(b)(1) of the Open Meetings Act. The Board will reconvene in Public Session at the conclusion of the Closed Session.

After reading the citation into the record, the Chairman opened the floor for a motion to adjourn the PUBLIC SESSION to move into CLOSED SESSION. It was MOVED by Regent Gilliam and SECONDED by Regent Hollis to adjourn the PUBLIC SESSION. The MOTION CARRIED unanimously.

The PUBLIC SESSION adjourned at 12:16 p.m.

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The Board of Regents reconvened in PUBLIC SESSION at 12:43 p.m.

**Report of the Negotiation Committee**

Vice Chair Ellis reported that at the Board meeting in August 2022, Chairman Mfume appointed a Special Committee to negotiate a new employment letter of agreement with Dr. Wilson. The Negotiation Committee consists of Regent Malcom, Regent Turnipseed and himself along with Assistant Attorney General Thomas Faulk. The current letter of agreement ends on June 30, 2023. The Committee worked with Dr. Wilson throughout the process to negotiate and update a new letter of agreement, which is being presented today. As such, the Negotiation Committee recommends the adoption of this appointment (to the position of President) and letter of agreement between Dr. David Wilson and the Morgan State University Board of Regents for a term of seven (7) years, commencing on July 1, 2023 and terminating on June 30, 2030.



Regent Malcom thanked fellow Committee members and Dr. Wilson for the forthright and totally professional way in which the process has been carried out. She stated that we are fortunate to have Dr. Wilson, who is deeply committed to this institution. We are enjoying the kind of energy, vision and transformation that we need at Morgan because of his commitment, and she has been honored to be a part of this process to get us to this place.

Regent Turnipseed echoed Regent Malcom's comments, adding that it was a very professional and well-thought-out process.

The Chairman opened the floor for a motion to adopt the Report of the Negotiation Committee and the Contractual Agreement. It was MOVED by Regent Turnipseed and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

### **Announcement and Remarks**

Chairman Mfume stated that "I am happy to announce that Dr. David K. Wilson will remain President of Morgan State University for the next seven years. The Board of Regents has given its approval today of a new employment agreement that will keep Dr. Wilson at Morgan through 2030. We, the Board, are quite pleased with the sterling and transformative leadership that he continues to display in the arena of higher education on behalf of our students, staff and alumni. The agreement reached today underscores our belief in that leadership. As Dr. Wilson continues to shape Morgan's ascendancy well into the future, we look forward to continuing our work together as a team and we congratulate him on his accomplishments on behalf of the University." He then yielded the floor to Dr. Wilson for brief remarks.

Dr. Wilson expressed how humbled and honored he was to be anointed by the Morgan State University Board of Regents to continue to lead and guide the University through a major portion of its 2030 Strategic Plan. He noted that he does not take this responsibility lightly.

The Chairman recognized Regent Resnick and announced that this would be his last Board meeting. He yielded the floor to Regent Hollis to read into the record the formal Resolution Recognizing the Outstanding Service of Regent Resnick. On behalf of the entire Board, Chairman Mfume thanked Regent Resnick for his service over the last six years.

Regent Resnick expressed appreciation for the opportunity to work with so many great people, including the various Committee Chairs with whom he has had the privilege of working; they have all been exceptional. He stated that it has been remarkable to see all of the progress over the last six years, even in the midst of the pandemic, with all of the new buildings and expansion as well as witnessing the reappointment of Dr. Wilson today.

The Chairman recognized Regent Adu-Boahene for his service to the Board over the past year. Regent Adu-Boahene expressed sincere gratitude for the opportunity to serve as the student representative on the Board of Regents. He stated that it has been an honor to serve along side such a distinguished group of leaders, adding that their collective wisdom and insight has been invaluable. On behalf of the Board, Chairman Mfume presented him with an award and wished him the best in his future endeavors.

The Chairman opened the floor to members of the Board for comments and observations. Vice Chair Ellis thanked Regent Resnick for his support on the Audit and Institutional Assessment Committee. He commented that Regent Resnick brought an entrepreneurial spirit and a view that is not often found in the government to the Committee. He expressed appreciation to Regent Resnick for his hard work and dedication.

Regent Malcom thanked Regent Adu-Boahene and Regent Resnick for their perspectives and the experience that they brought in order to have a good, well-functioning and responsive Board. She extended special thanks to Regent Resnick who has been a rock within the Finance and Facilities Committee. He has been diligent and faithful in his role as a committee member, and as Committee Chair she will miss him deeply.

Regent Stokes extended appreciation to Regent Adu-Boahene and Regent Resnick for their boldness and for sharing different view points. On the Finance and Facilities Committee, it is really great to make sure that we are challenging, pushing the envelope and testing as much as we can, and Regent Resnick has held our feet to the fire every time. As a champion for students, Regent Adu-Boahene has been a very loud and bold but thoughtful voice. She stated that it has been great working with each of them and the Board will miss them both.

Regent Gilliam echoed the sentiments expressed by fellow Regents. She stated that she will be losing two Regents – Regent Adu-Boahene who served on the Academic and Student Affairs Committee and Regent Resnick who served on the Evaluation Committee. They both came with so much knowledge and were honest and thoughtful with their opinions. She wished them well and noted that they will truly be missed.

Regent Parker-Warren stated that it has been a pleasure working with both Regents and getting to know them. She commented that Regent Resnick has equally taught the Board so much. She added that she hopes they will keep in touch and that this will not be the last time that we see them.

Chairman Mfume commented that it is quite clear that Board members care about Regent Adu-Boahene and Regent Resnick. He noted that it is important how they have conducted themselves and what they each brought to the Board. He added that he is confident that this will not be the last time that we see either of them.

### **Minutes**

The Chairman opened the floor for a motion to adopt the minutes from the April 17, 2023 Special Meeting of the Board. It was MOVED by Regent Turnipseed and SECONDED by Regent Parker-Warren. The MOTION CARRIED unanimously.

### **Report of the President**

Dr. Wilson began by congratulating the new Board Officers – Chairman Mfume, Vice Chair Ellis and Secretary Parker-Warren, adding that he looks forward to working with them and the entire Board in the upcoming 2023-2024 academic year. He expressed appreciation to Regent Resnick and Regent Adu-Boahene, noting that the administration has benefited tremendously from their wisdom and feedback along the way. He provided a report to the Board covering some major developments that occurred at the University since the last meeting in February 2023. Those highlights include: (a) new leadership and promotions – Khala Granville (Director of UG Admissions and Recruitment), Dr. Paul Tchounwou (Dean of the School of Computer, Mathematical and Natural Sciences), James Curbeam (Director of Enterprise Risk Management), Endia DeCordova (VP for Institutional Advancement), Dr. Abimbola Asojo (Dean of the School of Architecture and Planning), Kim McCalla (VP for Facilities, Design and Construction Management), David LaChina (Interim EVP for Finance and Administration); (b) Morgan degree in high demand; (c) investing Fund 41 dollars; (d) congratulations to Dr. Willie E. May – President-Elect of the American Association for the Advancement of Science; (e) Indefinite Delivery, Indefinite Quality (IDIQ) - \$18.3M; (f) squeeze on student housing; (g) plans for renovated housing; (h) state of construction at the National Treasure; (i) Northwood update; (j) Health and Human Services Building topping out ceremony - May 10th; (k) campus safety; (l) Congressional Staff Day - April 24th; (m) President's spring town hall meeting – April 18th; (n) Commencement 2023 – May 18th (graduate) and May 20th (undergraduate); (o) MSU Choir – Spring Concert (May 14th) and Choir Tour to Africa (Ghana, Nigeria, Benin and Togo); (p) Morgan's President as a Thought Leader; (q) Magnificent Marching Machine – Honda Battle of the Bands; (r) Good Morning Washington Interviews President Wilson; (s) spite wall comes crumbling down; and (t) departure of two colleagues – Sidney Evans (EVP for Finance and Administration) and Dr. Fikru Boghossian (Dean of the Graves School of Business and Management).

### **Report of the Standing Committees**

#### **Academic and Student Affairs (ASA) Committee**

Regent Gilliam stated that there are five items for action, including two (New Student Regent Recommendation and Honorary Degree Candidate Recommendations) to be discussed in closed session.

- **Performance Accountability Report (PAR) Framework** – Regent Gilliam stated that the Performance Accountability Report framework was devised to align metrics to our current Strategic Plan, Transformation Morgan 2030. The metrics collected includes and goes beyond the format currently in place. There was a robust conversation on its utilization and whether it could replace the PAR submitted annually to MHEC. It was recommended by the ASA Committee that we approve the framework for university usage and investigate whether it can replace the original format. Thus, the ASA Committee seeks Board approval of the PAR Framework as presented, which is consistent with the University's Strategic Plan. This is with the understanding that the data collected will be used for any other required governmental agency formats.

Chairman Mfume opened the floor for a motion to approve the Performance Accountability Report Framework. It was MOVED by Regent Hollis and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

- **Proposed New Academic Program: Doctor of Philosophy in Education** – Regent Gilliam stated that this will be the sixth doctoral program coming from the Department of Advanced Studies, Leadership and Policy. They are proposing a Doctor of Philosophy Degree in Education aimed at preparing individuals for careers in academia, research, and policy centers as well as high-level administrative and curricular positions at educational institutions and agencies. This comprehensive Ph.D. in Education will require 54 credits and offer two deliveries – a high residency (courses offered in-person) and a low residency (courses offered in January and July as well as online synchronous courses offered during the academic year). If a student does not complete the 54 credits, they can obtain a pass-through (en-passant) if qualified for a Master of Science in Education. The ASA Committee recommends approval of the proposed Doctor of Philosophy in Education with a pass-through (en passant) Master of Science in Education.

Chairman Mfume opened the floor for a motion to approve the Doctor of Philosophy in Education. It was MOVED by Regent Hollis and SECONDED by Regent Ellis. The MOTION CARRIED unanimously.

- **Proposed Substantial Modification to Existing B.S. in Medical Laboratory Science** – Regent Gilliam stated that Morgan currently has a B.S. in Medical Laboratory Science Program. This proposal offers students who currently hold an associate degree with a Medical Laboratory Technology certification from an accredited community college, a pathway to earning a B.S. in five semesters via online courses. The ASA Committee recommends approval of the Substantial Modification to Existing B.S. in Medical Laboratory Science.

Chairman Mfume opened the floor for a motion to approve the Substantial Modification to Existing B.S. in Medical Laboratory Science. It was MOVED by Regent Hollis and SECONDED by Regent Sherman. The MOTION CARRIED unanimously.

Regent Gilliam stated that the information items can be found in the Board book. They include (1) Proposed Amendments to the Policy of the Award of Honorary Degrees – discussed deadlines for proposing candidates to the Board; (2) Athletics Update – received a presentation by Eric Brey on the NCAA Division I Academic Performance Program (APP) to include the significance of the Academic Progress Rate (APR) and how it is calculated; and (3) Student Affairs Update – (i) focus on health and wellness establishing a university-wide committee; (ii) priorities for 2023-2024 include a review of the alcohol and drug policy; (iii) opening of satellite office in Thurgood Marshall Hall; and (iv) new Student Government Association (SGA) leaders – Brooke Foyles (President) and Kayla Clark (Vice President).

### **Finance and Facilities Committee**

Regent Stokes stated that there are two items for action – Off-Campus Housing Lease Amendment and the FY 2025 Capital Budget Request. It was noted that the two items received unanimous support from the Finance Committee.

- **Altus Apartments Off-Campus Housing Lease Amendment** – Regent Stokes stated that in response to continued enrollment growth projections and demand for housing to support new and returning students, additional off-campus housing is needed. The lease amendment has been approved by legal for form and sufficiency. This lease amendment will add 216 beds for a total of 368 beds at the Altus Apartments facility.

Chairman Mfume opened the floor for a motion to approve the Off-Campus Housing Lease Amendment. It was MOVED by Regent Wilkinson and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

- **FY 2025 Capital Budget Request** – Regent Stokes stated that the University will submit its FY 2025 Five-Year Capital Budget Request to the Department of Budget and Management on July 1, 2023. The five-year request totals \$577.3 million of which \$112.5 million is requested for FY 2025. The President shall be authorized to make adjustments as future events dictate. Such revisions, if any, shall be reported to the Board at its next scheduled meeting.

Chairman Mfume opened the floor for a motion to approve the FY 2025 Capital Budget Request. It was MOVED by Regent Turnipseed and SECONDED by Regent Ellis. The MOTION CARRIED unanimously.

Regent Stokes stated that the Committee received updates from Design and Construction Management, Research and Economic Development, Enrollment Management, and Institutional Advancement. The reports were excellent and the progress being made is phenomenal. She encouraged everyone to review the Board book for details.

**Audit and Institutional Assessment Committee**

Regent Ellis stated that there were no items for action. The Committee received updates on Enterprise Risk Management and Cyber Security Governance Committee. The new Enterprise Risk Management Director, James Curbeam, was introduced to the Committee. In Closed Session, the Committee received an update from the Office of Internal Audit regarding the status of resolving the OLA Audit findings. He concluded that things are moving along.

**New Business**

There were no new business items brought forward for the Board's consideration.

**Adjournment of the Public Session**

The Chairman reminded Board members that the Maryland State Financial Ethics Disclosure Forms were due on April 30, 2023. He encouraged those who have not completed the annual forms to do so promptly. He thanked Regent Stokes for bringing forth remarks on behalf of the Board at the Honors Convocation on April 6<sup>th</sup>. He also thanked Board members for attending the Special Board meeting held virtually on April 17<sup>th</sup>, adding that he really appreciates their flexibility and understanding. He highlighted a few upcoming events to include (i) the Spring Commencement exercises – graduate ceremony on May 18<sup>th</sup> and the undergraduate ceremony on May 20<sup>th</sup>, (ii) the annual Golf Tournament on May 8<sup>th</sup>, and (iii) the annual Board Retreat – being moved from late June to late summer/early fall.

Chairman Mfume announced that the Board of Regents would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(1)(2)(7)(8) of the Open Meetings Act. In Closed Session, the Board of Regents will consider the New Student Regent and Honorary Degree Candidate Recommendations; receive an Evaluation Committee Update, an Intercollegiate Athletics Update, an EEO Report, and a Litigation Update. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, the Chairman opened the floor for a motion to adjourn the PUBLIC SESSION to move into CLOSED SESSION. It was MOVED by Regent Carter and SECONDED by Regent Turnipseed to adjourn the PUBLIC SESSION. The MOTION CARRIED unanimously.

The PUBLIC SESSION adjourned at 2:24 p.m.

**New Student Regent Recommendation (in Closed Session)**

Chairman Mfume called for a motion to approve the New Student Regent Recommendation. It was MOVED by Regent Parker-Warren and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

**Honorary Degree Candidate Recommendations (in Closed Session)**

Chairman Mfume called for a motion to approve the first honorary degree candidate recommendation. It was MOVED by Regent Hollis and SECONDED by Regent Ellis. The MOTION CARRIED unanimously.

Chairman Mfume called for a motion to approve the second honorary degree candidate recommendation. It was MOVED by Regent Parker-Warren and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

# **CLOSED SESSION I**

**MORGAN STATE UNIVERSITY  
CITATION OF AUTHORITY FOR CLOSING A MEETING  
UNDER THE OPEN MEETINGS ACT  
BOARD OF REGENTS MEETING**

Date: Tuesday, May 2, 2023

Time: 12:00 p.m.

Location: Richardson Library  
Boardroom

Motion to close meeting made by: Regent Gilliam

Seconded by: Regent Hollis

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent:

**THE STATUTORY AUTHORITY TO CLOSE THIS MEETING CAN BE FOUND AT (check all that apply):**

**General Provisions Article, § 3-305 (b)(1):**

(1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

(2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

(3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

(4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

(5) To consider the investment of public funds;

- \_\_\_ (6) To consider the marketing of public securities;
- \_\_\_ (7) To consult with counsel to obtain legal advice on a legal matter;
- \_\_\_ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- \_\_\_ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- \_\_\_ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- \_\_\_ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- \_\_\_ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- \_\_\_ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- \_\_\_ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

**General Provisions Article, § 3-103 (a):**

- \_\_\_ (1) To carry out an administrative function;
- \_\_\_ (2) To carry out a judicial function;
- \_\_\_ (3) To carry out a quasi-judicial function.

**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To discuss a Personnel Matter.

**THE BOARD MAY RECONVENE IN PUBLIC SESSION AT THE CONCLUSION OF THE CLOSED SESSION IF NECESSARY TO TAKE ANY FINAL AND BINDING ACTION.**

This statement is made by Kweisi Mfume  
Chairman of the Board of Regents

**SIGNATURE:**



\*\*\*\*\* FOR USE IN MINUTES OF NEXT REGULAR MEETING: \*\*\*\*\*

**TOPICS DISCUSSED AND ACTION(S) TAKEN (IF ANY):**



# **CLOSED SESSION II**

**MORGAN STATE UNIVERSITY  
CITATION OF AUTHORITY FOR CLOSING A MEETING  
UNDER THE OPEN MEETINGS ACT  
BOARD OF REGENTS MEETING**

Date: Tuesday, May 2, 2023

Time: 3:00 p.m.

Location: Richardson Library  
Boardroom

Motion to close meeting made by: Regent Carter

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regents Malcom and Resnick

**THE STATUTORY AUTHORITY TO CLOSE THIS MEETING CAN BE FOUND AT (check all that apply):**

**General Provisions Article, § 3-305 (b)(1)(2)(7)(8):**

(1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

(2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

(3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

(4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

(5) To consider the investment of public funds;

\_\_\_ (6) To consider the marketing of public securities;

X (7) To consult with counsel to obtain legal advice on a legal matter;

X (8) To consult with staff, consultants, or other individuals about pending or potential litigation;

\_\_\_ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;

\_\_\_ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;

\_\_\_ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;

\_\_\_ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;

\_\_\_ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;

\_\_\_ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

**General Provisions Article, § 3-103 (a):**

\_\_\_ (1) To carry out an administrative function;

\_\_\_ (2) To carry out a judicial function;

\_\_\_ (3) To carry out a quasi-judicial function.

**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To consider New Student Regent Recommendation.
2. To consider Honorary Degree Candidate Recommendations.
3. To receive an Evaluation Committee Update.
4. To receive an Intercollegiate Athletics Update.
5. To receive an EEO Report.
6. To receive a Litigation Update.

**THE BOARD MAY RECONVENE IN PUBLIC SESSION AT THE CONCLUSION OF THE CLOSED SESSION IF NECESSARY TO TAKE ANY FINAL AND BINDING ACTION.**

This statement is made by Kweisi Mfume  
Chairman of the Board of Regents

**SIGNATURE:**



\*\*\*\*\* FOR USE IN MINUTES OF NEXT REGULAR MEETING: \*\*\*\*\*

**TOPICS DISCUSSED AND ACTION(S) TAKEN (IF ANY):**

**Academic and  
Student Affairs**



**Board of Regents**  
**Academic and Student Affairs Committee Meeting**  
**Monday, July 31, 2023 (Virtual)**  
**1:00 - 4:00 P.M.**

**AGENDA**

- |                             |  |   |
|-----------------------------|--|---|
| I.                          | Remarks by the Chairperson                               | Regent Linda J. Gilliam   |
| II.                         | General Remarks  | Dr. David Wilson, <i>President</i>  |
| <b><u>Action Items</u></b>  |  |   |
| III.                        | Approval of Committee Minutes of May 1, 2023             | Regent Linda J. Gilliam   |
| IV.                         | Performance Accountability Report (PAR)                  | Dr. Solomon Alao, <i>Assistant VP<br/>Assessment and Operations</i>   |
| V.                          | Proposed New Academic Program: PhD in Advanced Computing | Dr. Paul Tchounwou, <i>Dean<br/>School of Computer, Math &amp; Natural Sciences</i><br>Dr. Paul Wang, <i>Chair and Professor<br/>Computer Science</i> |
| <b><u>Brief Updates</u></b> |  |   |
| VI.                         | Academic Affairs   | Dr. Hongtao Yu, <i>Provost and Senior VP<br/>Academic Affairs</i>   |
| VII.                        | Enrollment Management (see Finance Section)              | Dr. Kara Turner, <i>Senior Vice President<br/>Enrollment Management &amp; Student Success</i>   |
| VIII.                       | Student Affairs  | Dr. Letitia Williams, <i>Associate VP and<br/>Dean for Students</i>   |
|                             | 1. Student Affairs "A Year in Review"                    |   |
|                             | 2. Housing Updates                                       |   |
|                             | 3. SGA's Plans for 2023-2024                             |   |
| IX.                         | Athletics  | Ms. Dena Freeman-Patton, <i>VP and<br/>Director of Athletics</i>  |
|                             | 1. 2022-2023 Annual Report                               |   |
|                             | 2. Softball Update                                       |   |
|                             | 3. Key Initiatives for 2023-2024                         |   |

**Information Items**

- |      |                                  |   |
|------|----------------------------------|---|
| X.   | Hoehn Lease for Research Centers | Dr. Yu/Mr. David LaChina, <i>Interim EVP<br/>Finance and Administration</i> |
| XI.  | New Business                     |   |
| XII. | Public Meeting Adjourned         | Regent Linda J. Gilliam   |

**Closed Session**

- |       |  |                  |
|-------|--|------------------|
| XIII. | Academic Degree Program Duplication      | Dr. David Wilson |
| XIV.  | College of Osteopathic Medicine          | Dr. David Wilson |
| XV.   | Honorary Degree Candidate Recommendation | Dr. David Wilson |

Approval of Committee  
Minutes of May 1, 2023





**Board of Regents  
Academic and Student Affairs Committee Meeting (Virtual)  
Monday, May 1, 2023**

**Committee Meeting Minutes**

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, May 1, 2023. Committee Chairman Linda Gilliam opened the meeting at 1:01 p.m.

*Board Members*

*Present:* Regent Linda Gilliam (Committee Chairman), Regent Larry R. Ellis, Regent Burney Hollis, Regent William Sherman, Regent Emily Hunter, Student Regent Adu-Boahene

*Staff Present:* David Wilson, Sherita Harrison, Phyllis Keys, Dena Freeman-Patton, Hongtao Yu, Ernest Brevard, Kevin Banks, Ardenia Myrick, Solomon Alao, SGA President Jaden Dawson, SGA Vice President Sydney Beatty, Patricia Williams-Dockery, Thomas Faulk, Willie May, Lisa D. Brown, Kassandra Grogan, Kim McCalla, Cheryl Rollins, Frimpomaa Ampaw, Glenda Prime, Paul Tchounwou, Cleo Hughes-Darden, Julie Goodwin, William Anong

**Remarks by the Chairperson and President Wilson**

President Wilson opened the meeting with regard to the upcoming Spring 2023 Commencement ceremonies. The Graduate Commencement ceremony was scheduled for Thursday, May 18, 2023 and the Undergraduate Commencement ceremony was scheduled for Saturday, May 20, 2023. President Wilson indicated that the Undergraduate Commencement ceremony speaker was Attorney Benjamin Crump and the Graduate Commencement speaker was a Master’s student and a Doctoral student. The University bestowed two honorary degrees approved by the Board. The honorary degrees were bestowed to Commencement speaker Benjamin Crump and Dr. Ruthe T. Sheffey. President Wilson concluded his remarks. Regent Gilliam moved to the action items.

**Action Items**

**Approval of Committee Minutes of October 31, 2022 and November 17, 2022**

- Approval of the Minutes of February 6, 2023- Student Regent Adu-Boahene stated a brief update to the minutes. It was MOVED by Regent Hollis and SECONDED by Regent Ellis to approve the minutes (with correction) of February 6, 2023. The MOTION CARRIED.
- Approval of the Minutes of March 15, 2023- It was MOVED by Regent Hollis and SECONDED by Regent Sherman to approve the minutes of October 31, 2022. The MOTION CARRIED.

### **Performance Accountability Report (PAR)**

Regent Gilliam indicated that the University always has a Performance Accountability Report (PAR) presented to the Board in August. Regent Gilliam indicated in a previous meeting that the PAR was not in alignment with the University's strategic plan. The PAR was updated to align with the six strategic goals. President Wilson indicated that Dr. Solomon Alao will present to the Board regarding the PAR framework. President Wilson indicated that the University is concerned with the PAR metrics and its alignment with our strategic goals. President Wilson stated that he charged Dr. Solomon Alao and Dr. Cheryl Rollins with presenting the framework and the University will utilize the PAR metrics with the Board approved strategic plan to the ASA Committee and the Board of Regents. Regent Gilliam asked if the PAR was established to create consistency with the other University System of Maryland institutions; however, it did not fit the needs of Morgan State University. President Wilson stated that the PAR report metrics established for the other State of Maryland institutions were more applicable to the other institutions; and Morgan State University would try to fit within the parameters of the PAR. However, Morgan State University is not a University System of Maryland institution and our governing Board can approve the strategic plan for the University. General Counsel Julie Goodwin indicated that the PAR was originally created as a part of the 1988 Reorganization of Higher Education in the State of Maryland. The PAR was not originally designed to be consistent with strategic plans. Ms. Goodwin indicated that over the years the report expanded to include Federal Acts that required reports. Ms. Goodwin indicated that herself and Mr. Thomas Faulk (Office of General Counsel) have provided the statutory requirements and history reference that are still in place for all public higher education institutions in the State of Maryland. The statutory requirements are still in place and the PAR report must satisfy the requirements; also, any changes to its structure can challenge us with compliance with the 1988 Reorganization of Higher Education Act. Regent Sherman asked Ms. Goodwin if the Office of General Counsel will review the document for form and legal sufficiency. Ms. Goodwin stated that historically the report has not been submitted to the Office of General Counsel for form and legal sufficiency. Ms. Goodwin stated that the Office of General Counsel would be open to reviewing the report.

Regent Gilliam stated to President Wilson that this item may be for Information purposes and can be voted on at a later date. Regent Gilliam asked if President Wilson received the discussion with the Secretary of Education in writing regarding the PAR. Regent Gilliam opened the floor to Dr. Alao to present regarding the PAR; however, indicated that it was not ready for full Board approval. Dr. Alao presented the New Framework of the Performance Accountability Report. Dr. Alao indicated that the PAR is aligned nationally with the United States Department of Education, the Middle States Commission on Higher Education and a balanced scorecard. Dr. Alao also indicated that the PAR is aligned with the State of Maryland with the Higher Education

Reorganization Act of 1988 and MHEC guidelines and requirements. The PAR is aligned with the institution's mission and vision and the current Strategic Plan: Transformation Morgan 2021-2030. Dr. Alao presented the structure of the PAR framework aligned with the Universities six Strategic Goals. Dr. Alao presented the guidelines for implementation: which includes approval from the Board of Regents, MHEC and the Division of Budget and Management. Regent Gilliam asked Dr. Alao to present the MSU PAR metric. Regent Gilliam requested guidance from the Office of General Counsel on how we best move forward with the PAR because it will not be presented for approval during this meeting. Dr. Alao asked for Board approval to move forward with approving the framework to support the PAR. Dr. Rollins commented that the PAR report is due in September; which is why it is presented to the Board in August. Dr. Rollins indicated that they are requesting the approval to move forward with the framework of the PAR; prior to the August meeting when the data must be submitted. Dr. Rollins indicated that the data must be submitted to MHEC in September. President Wilson stated that the Higher Education Reorganization Act of 1988 indicated that each public institution in the State of Maryland must have a PAR; and the Institution must meet a predetermined set of goals. Regent Gilliam indicated that the PAR is great for the University. Regent Gilliam asked President Wilson will the PAR be in compliance with the State of Maryland and the University should still utilize the PAR document for solely the University. Regent Gilliam asked President Wilson if the PAR requires Board approval before it is approved by the State of Maryland. Dr. Alao indicated that the framework is still in alignment but this is a new format. Regent Sherman asked if the State of Maryland approved the new format. President Wilson responded that he will share the new framework with the new Secretary of Education for approval by MHEC before proceeding. Ms. Goodwin indicated that the Office of General Counsel does not have to approve the form; however the Board must approve the full report. Ms. Goodwin indicated that MHEC will compile a summary of the PAR forms from all the Institutions and Morgan State University's form is different, it may cause some major challenges at MHEC. Ms. Goodwin indicated that the practical goal identified by President Wilson is accurate; however the implications of the goal may suffer. Ms. Goodwin stated that several Federal laws and the Higher Education Reorganization Act of 1988 has guidelines that must be followed.

Regent Gilliam asked if the Institution can approve both of the formats, one format for the University and the original MHEC PAR format. Regent Ellis agreed with Regent Gilliam and stated that we must go back and ensure we are in alignment from the outside agencies. Regent Sherman and Regent Hunter agreed with Regent Gilliam regarding approving both formats. Regent Hollis indicated, based on Dr. Alao 's presentation, he was inclined to believe that the PAR was in alignment with the State and Federal guidelines. Regent Gilliam agreed; however the format is different. Regent Sherman provided the language which stated the Board approved the form submitted by Dr. Alao to satisfy the PAR; and authorize the submission to MHEC. Regent Ellis asked Regent Gilliam if this was the process the University previously followed with submitting the PAR. Dr. Rollins responded that it also must be submitted to the Office of Budget and Management. Ms. Goodwin stated that in the year 2000 General Assembly Session the Budget Committee adopted narratives that asked the Maryland Higher Education Commission to create a single document that incorporated the elements of its Performance Accountability Report and Managing for Results Program of the Department of Budget and Management. Ms. Goodwin indicated that the narrative has updated multiple times over the years, to include supporting the guidelines. Regent Sherman asked if there is a form that satisfies the requirements of the multiple organizations; and indicated that we should collect the information using the MSU format, and

input the information in the State of Maryland PAR format. Regent Gilliam indicated that the State of Maryland PAR did not fit the MSU strategic plan; which is why we are presenting the New Performance Accountability Report for the University.

It was MOVED by Regent Sherman and SECONDED by Regent Hollis to approve the PAR framework submitted by Dr. Alao and the committee which is consistent with the Morgan State University strategic plan. The MOTION CARRIED.

**Proposed New Academic Program, Doctor of Philosophy (Ph.D.) in Education with a pass-through (en passant) Master of Science (M.S.) in Education**

Regent Gilliam opened the floor to Provost Yu. Provost Yu introduced Dr. Phyllis Keys as the new Associate Vice President for Academic Affairs. Provost Yu opened the floor to Dr. Glenda Prime and Dr. Frimpomaa Ampaw. Dr. Prime commented and asked Dr. Ampaw to discuss the proposal. Dr. Ampaw presented on the Department of Advanced Studies, Leadership and Policy. Dr. Ampaw indicated that the program currently graduates over 30% of the Doctoral degree recipients at the University. The Department of Advanced Studies, Leadership and Policy currently has five doctoral programs: one Ph.D. in Higher Education and four Ed.D's which include: Urban Education, Science Education, Math Education, and Community College Leadership. Dr. Ampaw indicated that the proposal of the Ph.D. in Education with an en passant MS in Education goal is to create a truly interdisciplinary Ph.D. program and introduce two new concentration options: assessment, evaluation and research and international education. The program will be structured as a 54 credit program which includes 27 core and research credits and 27 concentration credits. The program will have a high residency and low residency options.

The program will offer the Ph.D. for students interested in careers in research and policy which focuses on understanding the problem of inequity across all the educational sectors. The program will offer the Ed.D. for experienced educators looking to move into leadership with educational institutions that focuses on understanding problems within organizations.

Regent Ellis asked if the program was progressive in terms of more online courses rather than traditional courses. Dr. Ampaw responded that the low residency program will support students who have responsibilities outside of the classroom. Regent Hollis indicated that based on Dr. Ampaw's presentation we will have one Ph.D. program and five Ed.D. programs. Dr. Ampaw indicated four Ed.D programs. Regent Hollis asked about the remaining Ed.D. program in Higher Education Administration. Dr. Ampaw responded that it has become one of the concentrations in the new Ph.D. program. Regent Hollis indicated that he noticed the existing Ed.D. programs require 63 credits and the new program will only require 54 credits. Regent Hollis asked the logic behind the reduced credit requirements. Dr. Ampaw stated that the Doctoral programs once reviewed will require 54 credits. Regent Gilliam asked if the reduction of credit hours will require Board approval (similar to the undergraduate programs) . Dr. Phyllis Keys responded that if hours are being reduced without replacement do not require Board approval if it is less than 33% of the total hours of the program. Regent Hollis asked if the total credit hour reduction will make the University more competitive with other institutions. Dr. Keys responded yes. Regent Hollis asked if it will impact the quality of our program. Dr. Ampaw indicated that they took a benchmark of other institutions, to address the necessary requirements in the field. Dr. Ampaw indicated that the Ed.D. program update includes the elimination of unnecessary elective courses. Dr. Ampaw

indicated that the benchmark reviewed Johns Hopkins University and the University of Maryland College Park because they are the only two institutions in the State of Maryland that offer similar programs. Dr. Prime indicated that they were careful that competencies and structure was supported with the updates. Regent Gilliam asked if we will face challenges from other Universities due to the reduction of credits. Dr. Ampaw indicated that other institutions outside of Maryland are in alignment with the proposal regarding credit hours. Regent Hollis asked if the reduction in credits will require MHEC approval. Dr. Keys indicated that it requires MHEC approval as a non substantial modification. Ms Goodwin stated that the 33% figure is for MHEC approval; however it requires Board of Regent approval before forwarding to MHEC regarding the reduction of credit hours. President Wilson agreed with Ms. Goodwin. President Wilson asked if the Doctoral students in this program can take independent study. Dr. Ampaw responded yes and indicated that it is counted as a course and receives credit. Regent Gilliam asked the Office of General Counsel how best to approve the approval. Regent Giliam asked if this is the only program requiring 54 credits at the University. Provost Yu indicated that the credit ranges vary from 48 to approximately 70. The discussion concluded.

It was MOVED by Regent Hollis and SECONDED by Regent Sherman. The MOTION CARRIED.

### **Proposed Substantial Modification to the Existing Bachelor of Science (BS) in Medical Laboratory Science**

Regent Gilliam opened the floor to Provost Yu. Provost Yu introduced Dr. Paul Tchounwou (Dean of the School of Computer, Mathematical, and Natural Sciences), Dr. William Anong (Director of the Medical Laboratory Science Program) and Dr. Cleo Hughes-Darden (Chairperson). Dr. Tchounwou introduced Dr. Cleo Hughes-Darden. Dr. Hughes Darden introduced Dr. Anong. Dr. Anong presented the Proposed Substantial Modification to the Bachelor of Science in Medical Laboratory Science (MLS). The proposal indicated the addition of a new online track to the existing Bachelor of Science in MLS; which is specific to certified Medical Laboratory Technicians (MLTs). Dr. Anong presented regarding the Job Demand For Laboratory Professionals which include hundreds of unfilled positions in Maryland. Dr. Anong presented on the need to provide an opportunity for MLTs to become MLS. Dr. Anong concluded the presentation.

Regent Gilliam asked if anyone had any questions. Regent Hollis commented on the language in the proposal. Regent Hollis clarified that a track within a major approved does not require approval from MHEC; if it were a concentration, it would require approval from MHEC. Dr. Keys responded that the proposal is for a substantial modification to an existing program. Dr. Keys indicated that MHEC approval is not required. Dr. Anong commented regarding the difference regarding the courses offered in a track in Medical Laboratory Science. Regent Gilliam asked if the difference is that all courses are offered online. Dr. Anong responded yes. Regent Ellis asked if the program would assist students attempting to enter medical school. Dr. Anong responded yes; particularly in pathology medicine. The discussion concluded.

It was MOVED by Regent Hollis and SECONDED by Regent Hunter. The MOTION CARRIED.

### **Brief Updates**

#### **Proposed Amendments to Policy of the Award of Honorary Degrees**

Regent Gilliam opened the floor to the Policy update to the Award of Honorary Degrees. President Wilson presented the updated policy. The updated policy indicated, the President shall endeavor to submit recommendations for award of honorary degree(s) to the Academic and Student Affairs committee of the Board of Regents for review no later than the February committee meeting for Spring Commencement and no later than the November committee meeting for the Fall Commencement. Regent Gilliam commented on the challenge the University has finding Commencement speakers aligned with Honorary degrees; and ensuring the candidates are available to attend, which has resulted in scheduling Special Board meetings. Regent Gilliam indicated that the update was presented to mitigate the risk of scheduling a special Board meeting. Ms. Goodwin indicated that the Office of General Counsel can not give advice in this public forum. Mr. Faulk commented that this conversation is a section of a larger conversation to review the option to review the terms for scheduling a special meeting. Regent Gilliam asked if this item should be presented at tomorrow's full Board of Regents meeting. Mr. Faulk responded that it should be raised with Chairman Mfume tomorrow; and move the item to closed session as an information item. The discussion concluded.

#### **Athletics**

Regent Gilliam opened the floor to Ms. Dena Freeman-Patton. Ms. Freeman-Patton commented on presenting a refresher of Academic Progress Rate (APR) for Athletics. Additionally, Ms. Freeman-Patton indicated the official APR scores will be released on May 2, 2023. Ms. Freeman-Patton introduced Mr. Eric Brey (Associate Director of Academic & Membership Affairs at the NCAA). Ms. Freeman-Patton commented that Mr. Brey visited the University to conduct a training with the Athletics and Enrollment Management and Student Success staff; to include a training on May 2, 2023. Mr. Brey presented the NCAA Division I Academic Performance Program for Morgan State University. The NCAA Academic Priority focuses on three pillars: academics, fairness, and well-being. The Academic Progress Report is a part of the Division I Academic Performance Program (APP). The APP serves as an academic point of access to postseason competition. Mr. Brey commented that the APP has two components: Graduation Success Rate and Academic Progress Rate. Mr. Brey presented the data for the NCAA Division I 2021-2022 Academic Progress Rate Institutional Report, which will be released on May 2, 2023. Mr. Brey commented on the APP Penalty Structure, which is a two level structure for improvement. Mr. Brey concluded the presentation and asked if there were any questions. Regent Sherman asked a question regarding the suspension of the penalty phase for the past two years, and if it was not suspended, would the Basketball team be at a level one penalty. Mr. Brey indicated that Regent Sherman is correct; the men's basketball team would have lost access to the postseason for 2023-2024. Regent Sherman asked if the penalties are retroactive because they have been reinstated. Mr. Brey responded no. Ms. Freeman Patton asked Mr. Brey if there was a pattern in the limited resource institutions during the pandemic and after the pandemic. Mr. Brey indicated that he did not have the data supporting this question; however the data indicated that most institutions had

academic challenges. However, the data was accurate due to the academic flexibility of the Institutions during the pandemic.

Ms. Freeman-Patton presented the Athletics Achievements. Ms. Freeman-Patton presented that the Women's Basketball Team competed in the Women's NIT postseason tournament. Additionally, senior guard Isaiah Burke was invited to the HBCU All-Star game at the Final Four and Tia Jackson was named Outstanding Field Athlete at MEAC Indoor Championships after winning the high jump and long jump events. Freshman bowler, Johnna Hill named MEAC Rookie of the Year (First Time in MSU History). Junior Softball pitcher Anaya Hunte threw second career perfect game against Coppin State University. Magic Johnson visited the Men's and Women's Basketball programs. Ms. Freeman-Patton concluded the presentation. No questions or comments.

### **Academic Affairs**

Provost Yu presented Academic Affairs updates. Provost Yu introduced the new Associate Vice President for Academic Affairs, Dr. Phyllis Keys. Dr. Keys primary responsibilities include academic programs, course scheduling, faculty workload, curriculum matters, Canvas oversight, Summer/Winter programs oversight, student academic appeals, and many other duties. Provost Yu presented the Faculty Achieving New Highs regarding External Grants and Research Expenditures. Academic Affairs has submitted three hundred grant proposals requesting two-hundred thirty million dollars the year. The new grant funding commitments equaling 132 grants totaling eighty million dollars. Provost Yu presented faculty members who submitted the most proposals for FY 2023 from July 1, 2022 - April 28, 2023. Provost Yu introduced Dr. Patricia Williams-Dockery (Associate Vice President for Academic Affairs). Dr. Williams-Dockery presented the Septima play which was created to celebrate the life of civil rights activist Septima Poinsette Clark. Regent Gilliam asked if the play would be presented at Morgan State University. Dr. Williams-Dockery responded it is possible, the students have asked to have the play on campus. Provost Yu concluded the presentation.

### **Enrollment Management**

Dr. Ernest Brevard presented the Enrollment Management updates on behalf of Dr. Kara Turner. The total undergraduate enrollment applications as of last week were 21,421 applications (freshman and transfer students), which is a 29% increase this time last year. The total undergraduates admitted totaled 17,821, which is a 27% increase this time last year. The total new enrolled undergraduates for the Fall 2023 is 2,673 students (projecting 2,200 are new freshman and 473 are transfer). The submitted graduate applicants as of April 25, 2023 totaled 1,885, which is a 38% increase for this time last year. The total admitted Graduate students as of April 25, 2023 for the Fall 2023 semester totaled 515 admitted graduate students, which is a 109% increase. The College of Interdisciplinary and Continuing Studies for FY23 enrolled a total of 103 undergraduate students totaling 2243 credit hours. Additionally, seven graduate students have enrolled totaling 135 credit hours. The Spring 2023 Commencement will include 3 undergraduate and 2 master's students in the College of Interdisciplinary and Continuing Studies. Regent Gilliam commented on the tremendous increase of undergraduate students from 2012 to 2023. Regent Gilliam asked President Wilson how the University is going to provide students housing. President Wilson commented on stabilizing the Freshman class at around twenty-two hundred students to

include the housing deep dive scheduled a few months prior. Provost Yu commented on his concerns in the increase in students and working with the Academic Affairs team to ensure courses are available for students. Regent Sherman asked if we had a policy or goals in terms of the number of out of state students or first-time students admitted, to include the academic range of the student. Dr. Brevard yielded the response to Dr. Turner for the full Board meeting tomorrow. Regent Hollis congratulated the President and University on the enrollment figures. Regent Hollis asked how the increase in students has affected the need for additional courses and faculty. President Wilson stated that we are increasing faculty based on the increased enrollment which is supported by increased revenue. Regent Hollis asked if there was any concern with a shortage of classroom space. President Wilson stated that it has not been presented to him in that manner. Provost Yu commented that he supports the needs of adjuncts and faculty. Regent Gillam requested the committee have a Deep Dive meeting to discuss the changes regarding enrollment and academic support. President Wilson agreed and indicated we are in a period in which the University is growing and we are planning to introduce new buildings. Provost Yu commented on the improvement of the School of Graduate studies admissions system, which is positively impacting Fall 2023 enrollment.

## **Student Affairs**

Dr. Kevin Banks presented the Student Affairs updates. The Fall 2023 housing application update indicated a total of 1758 returning student applications and 853 new student applications, totaling 2611 applications. Dr. Banks indicated that the Fall 2023 housing waitlist will only accommodate 100 students. Dr. Banks commented that the future goal is to house the majority of freshman and sophomore students in on-campus housing. Regent Gilliam asked how the sophomores are handling moving off campus. Dr. Banks stated that we have been clear in our communication with students indicating that we can not guarantee freshman and sophomore housing on-campus. Dr. Banks indicated that we have received complaints from students and parents; however we have worked to locate quality housing. President Wilson commented that we are experiencing the interest of private developers with housing that would be close proximity to campus. Dr. Banks presented the Wellness updates. The State of Wellbeing Report at Morgan Administrative Retreat prioritized a comprehensive review of alcohol and drug policy with a focus on marijuana and opioids, the continued expansion of physical and mental health literacy, enhanced focus on crisis preparedness and response, the development of a communication plan and strategy, and support University Counseling Center recommendations to hire substance abuse counselor. The University Counseling Center student utilization has increased. Regent Gilliam commented on hiring increased staff to support students. Dr. Banks commented on the newest staff hired in the University Counseling Center. Dr. Banks commented on the new satellite counseling center office located in Thurgood Marshall Residence Hall.

Dr. Banks presented the Mental Health hospitalizations over the past four academic years. In 2022-2023, 13 clients of the University Counseling Center were transported to the hospital. Additionally, 48 students not affiliated with the University Counseling Center were transported to the hospital. The UWill application has been used by our students for expanded mental health services. Dr. Banks presented the events which supported the 2023 “I Love Morgan Week” facilitated by the Office of Student Life and Development and the Office of Residence Life and Housing. Dr. Banks commented on the Student Organization Stars Awards and the 2023 SGA and Royal Court



Inauguration. Dr. Banks presented a special thanks to the outgoing SGA President Ms. Jaden Dawson and SGA Vice President Sydney Beatty. The incoming SGA President-elect is Ms. Brooke Foyles and the incoming SGA Vice President-elect is Ms. Kayla Clarke. No questions or comments.

## **Information Items**

### **Update on Academic and Student Facilities**

Ms. Kim McCalla presented the Academic and Student updates. Ms. McCalla presented the total funds received for the FY 2024 Legislature budget totaling \$89,171,000. The University's MBE/WBE goal is 30%; however the MBE average is 33.94% and the large project goal is generally 40%. Ms. McCalla indicated that the Division is currently looking to increase staffing and appropriately replace staff, to include active training. Ms. McCalla presented the Active Projects for Capital/Capital Deferred Maintenance and the Active Energy Sustainability Projects. The Health and Human Services building is scheduled to open in 2024. The building will include the School of Community Health and Policy, School of Social Work, Medical Science, the University Counseling Center and Family and Consumer Science. Ms. McCalla presented the phases for Thurgood Marshall Residence Hall, to include phase one opened in Fall 2022, phase two opened mid 2023 and phase three is expected to open Fall 2024. Ms. McCalla indicated that the Student Center garage repairs are expected to be completed late Summer 2023, early Fall 2023. Ms. McCalla commented on the Academic Quad Steam Replacement. The University Memorial Chapel restoration is currently ahead of schedule and the Chapel will have three active projects. Ms. McCalla commented on the upcoming Baldwin and Cummings Residence Halls restoration project scheduled once students move out in a few weeks. Ms. McCalla commented on the renovation of Hurt Gymnasium and energy improvements on campus. President Wilson commented that he requested Ms. McCalla attend the Academic and Student Affairs Committee meeting to provide information regarding facilities.

### **New Business**

No New Business

### **Meeting Adjourned**

It was MOVED and SECONDED to close the Academic and Student Affairs Committee meeting. The meeting adjourned at 4:31 p.m.

Respectfully submitted,

Wayne Hill  
Recorder

**New Student Regent Recommendation – FY 2024 (Closed Session)**

Chairwoman Gilliam opened the floor for a motion to approve the New Student Regent Recommendation. It was MOVED by Regent Hollis and SECONDED by Regent Ellis. The MOTION CARRIED unanimously.

**Honorary Degree Candidate Recommendations (Closed Session)**

Chairwoman Gilliam opened the floor for a motion to approve honorary degree candidate one. It was MOVED by Regent Hollis and SECONDED by Regent Sherman. The MOTION CARRIED unanimously.

Chairwoman Gilliam opened the floor for a motion to approve honorary degree candidate two. It was MOVED by Regent Ellis and SECONDED by Regent Hollis. The MOTION CARRIED unanimously.

**MORGAN STATE UNIVERSITY  
CITATION OF AUTHORITY FOR CLOSING A MEETING  
UNDER THE OPEN MEETINGS ACT  
BOARD OF REGENTS ACADEMIC & STUDENT AFFAIRS COMMITTEE MEETING**

Date: Monday, May 1, 2023

Time: 1:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Hollis

Seconded by: Regent Sherman

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Hunter

**THE STATUTORY AUTHORITY TO CLOSE THIS MEETING CAN BE FOUND AT (check all that apply):**

**General Provisions Article, § 3-305 (b)(1)(2):**

(1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

(2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

(3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

(4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

(5) To consider the investment of public funds;

- \_\_\_ (6) To consider the marketing of public securities;
- \_\_\_ (7) To consult with counsel to obtain legal advice on a legal matter;
- \_\_\_ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- \_\_\_ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- \_\_\_ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- \_\_\_ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- \_\_\_ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- \_\_\_ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- \_\_\_ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

**General Provisions Article, § 3-103 (a):**

- \_\_\_ (1) To carry out an administrative function;
- \_\_\_ (2) To carry out a judicial function;
- \_\_\_ (3) To carry out a quasi-judicial function.

**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To consider Honorary Degree Candidate Recommendations.
2. To consider the new Student Regent recommendation (FY 2024).

**THE BOARD MAY RECONVENE IN PUBLIC SESSION AT THE CONCLUSION OF THE CLOSED SESSION IF NECESSARY TO TAKE ANY FINAL AND BINDING ACTION.**

This statement is made by Linda J. Gilliam  
Chair of the Academic and Student Affairs Committee

**SIGNATURE:**



\*\*\*\*\* FOR USE IN MINUTES OF NEXT REGULAR MEETING: \*\*\*\*\*

**TOPICS DISCUSSED AND ACTION(S) TAKEN (IF ANY):**

# Performance Accountability Report (PAR)

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

**TOPIC: Board Approval of the Performance Accountability Report**

**COMMITTEE: Academic and Student Affairs**

**DATE OF MEETING: July 31, 2023**

**BRIEF EXPLANATION:** The Maryland Higher Education Commission (MHEC) requires that the Performance Accountability Report (PAR) be officially approved by the Board. In accordance with MHEC requirements, the PAR for 2023 consists of the following: (1) the narrative aligned with our strategic plan and goals of Transformation Morgan (2030); and (2) actual and estimated data for the objectives. In addition, we included summary pages to illustrate the one-year change in data (2022 and 2023) and some baseline data for Transformation Morgan 2030.

**FISCAL IMPACT: None**

**PRESIDENT’S RECOMMENDATION:** The President recommends approval.

**COMMITTEE’S ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## Performance Accountability Report

August 2023

### 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 six goals of the University's ten-year strategic plan entitled, *Transformation Morgan: Leading the Future: Strategic Goals 2021– 2030*. Our strategic plan was approved by our Board of Regents in November of 2021. Our strategic goals include the following:

1. Enhance Student Success and Well-Being.
2. Implement Faculty Ascendancy and Staff Development Initiatives.
3. Elevate Morgan's Status to R1 Very High Doctoral Research University.
4. Expand and Improve Campus-Wide Infrastructure to Support Operational Excellence.
5. Serve as the Premier Anchor Institution for Baltimore City and Beyond; and
6. Accelerate Global Education Initiatives and Expand the University's International Footprint.

#### Institutional Assessment Results

##### Goal 1: Enhancing Student Success and Well-Being

*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.*

For the fall 2016 cohort, the most recent year that MHEC has data, 47% of those students graduated from Morgan State University or other institutions in Maryland within six years. For African American freshmen, the six-year graduation rate is 45%. The graduation rate of the university is higher than would be predicted based on national data (i.e., UCLA Higher Education Research Institute); however, the university's goal is to increase graduation rate to 50% by 2025.



Second-year retention rates have been above 70% for the past ten years, increasing from 68% for the 2009 cohort. Second year retention rates have averaged around 74% for all students. Second-year retention rates for African American students have averaged around 75%.

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) 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; and a mandatory four day summer freshman orientation experience (Access Orientation).

The Enrollment Management and Student Success division has continued with a 4th year of EAB Metrics Mapping. EAB Metrics Mapping utilizes the Advanced Search Filter, Saved Searches, Watch Lists, and Messaging in EAB Navigate to identify, contact, and monitor students in specific subgroups. EAB Metrics Mapping reports and nudges are now a standard component of the Morgan workflow every semester. EAB Advanced Filter saved searches and draft email communications have been created for students with low first semester GPAs, low cumulative GPAs, Pell-eligible students, students who earn fewer than 15 credits per semester, students who have not enrolled for the upcoming term, and students who are eligible for specific scholarship opportunities. Dozens of EAB campaigns are sent to students to encourage them to register for the upcoming semester, especially to students who had stopped-out for one or more semesters. 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. These initiatives are aligned with the State higher education goals of ensuring equitable access and promoting student success.

Another best practice is that all first-year freshman students at Morgan are advised by professional staff from the Center for Academic Success and Achievement (CASA) and the Office of Student Success and Retention (OSSR). Holds are placed on every first-year student's account preventing them from making changes to their course schedule without consulting with an academic advisor first. Once first-year students have earned at least 24 credits with a 2.0 minimum cumulative GPA and a declared major, they are reassigned to their departmental/faculty advisor for the balance of their matriculation. All the notes from the first year advising meetings are saved in Starfish for faculty advisors to refer to in subsequent advising meetings. Every student has an online advising folder through Starfish.

Morgan State University continues to provide higher education access to a segment of the population which faces financial constraints and challenges which impact our retention and graduation rates. Fifty-six percent of our undergraduates are Pell recipients. However, Pell grants only cover about a third of the cost of attendance for an in-state student. The six-year graduation rate for Pell recipients has increased from 36% in 2019 to 38% in 2023. The University has begun new initiatives to increase the success of our Pell recipients. Special campaigns are 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 continue to have a positive effect on Pell recipients' success.

Beginning in 2020, out of concern for the unknown consequences of the COVID-19 pandemic on enrollment, several rounds of emails to students were added to the withdrawal process for students who request to withdraw from their classes. Morgan was able to help a good number of students to stay enrolled because of the changes to the withdrawal process; the new process will continue indefinitely.

A new objective under our updated strategic plan is to increase enrollment to 10,000 by fall 2030. To help achieve this objective, the University established a College of Interdisciplinary and Continuing Studies which houses 18 programs from the bachelor's degree through the doctoral degree that are geared towards adult learners with some college credits who need pathways to earn their degrees. We expect these programs to contribute to our enrollment growth.

Another new objective is to increase the number of undergraduates in research. The Association of American Colleges and Universities counts undergraduate research experience as a high impact practice that leads to increased student engagement, retention, and success. An Office of Undergraduate Research has been established to lead this effort. As the University continues to recover from the COVID 19 pandemic, we expect that the number of undergraduates participating in research will reach and surpass the pre-pandemic numbers.

Another component of our goal of Student Success is to add to the racial and ethnic diversity of the student body. Currently, 6.5% of our student body are members of other racial/ethnic groups.

Morgan State University continues to expand its cooperative agreements with Maryland community colleges and other educational organizations. The number of Maryland community college transfer students enrolling at Morgan has increased from 142 in 2019 to 168 in 2023. Transfer Student Programming (TSP) at Morgan assists transfer students with orientation, transition, and onboarding once they have been evaluated by Transfer Evaluation and Articulation (TEA) in the Registrar's Office. TSP continues to build transfer student pipeline programs such as the CONNECT program. TSP has completed revamped transfer student orientation with a new more detailed orientation experience known as *Bear Notes*. TSP also has been working with the transfer coordinators in each college/school at Morgan to make sure that all transfer students receive early and accurate advisement and access to registration through the technology tools Degree Works and Schedule Planner. TSP partners with the Registrar's Office and TEA to provide the best possible experience for new transfer students. Additionally, the University is working with the Thurgood Marshall Fund and McKinsey and Company to develop initiatives to increase our percentage of transfer students.

The Office of Undergraduate Admission and Recruitment (OUAR) has expanded its recruitment efforts in out-of-state territories and modified its in-state recruitment philosophy to position the University to continue its enrollment growth. The percentage of applicants from Maryland urban districts out of all Maryland applicants has averaged 72% for the past five years.

Morgan State University continues to generate strategies to increase student enrollment and retention in the STEM fields. For the academic year 2022-2023, 247 bachelor's degrees were

awarded in the STEM fields. Two initiatives with Google and Intel provide our STEM students with opportunities to work with these leading innovators in technology.

For the past, several years, Morgan State University has continued to rate well in relation to its outcome quality indicators. Data from the Maryland Longitudinal Data System (MLDS) indicates that on average 45% of our bachelor's degree recipients after one year of graduation are included in the state workforce data available through MLDS. Morgan State University's undergraduate alumni continue to express their satisfaction with the way in which the University has prepared them for careers with 72% rating job preparation as good or excellent. Additionally, 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 with 81% of those attending graduate school rating preparation for advanced study as good or excellent. Undergraduate students at Morgan State University have continued their studies in graduate school or first professional degree programs. Based on survey results, graduate or professional school going rate has averaged 35% for the 2019-2023 period.

To support our student athletes, we have included a new objective to maintain a culture of academic achievement in athletics with at least 60% of student athletes earning a Grade Point Average of 3.0 or higher. Our current percentage of athletes at 3.0 or higher is 57%. In addition to academic support services available to all students, the Athletic Department also provides Study Halls for student athletes and the P.A.W.S. (Providing Athletes with Success Strategies) Program. P.A.W.S. is a "Life Skills" program designed to provide an optimum experience for every Morgan State student-athlete. P.A.W.S. focuses on the "total development" of the student athlete including academic, personal, career, service, and athletic development.

## **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. These initiatives will facilitate the ascendancy of faculty to higher ranks and provide staff with progressive opportunities for professional development and merit-based promotions.*

Many of the objectives in Goal 2 are new and as such historic data is not available for some objectives. Internally, we have assigned "ownership" of the objectives to relevant offices and staff members who will be responsible for reporting on our progress.

MSU faculty members have been remarkably successful in publishing the results of their research. Stanford University listed 6 of MSU's faculty members among the top 2% researchers in the world. Several faculty members have over 5,000 citations to their research, and one has even over 20,000 citations. We hope that funds allocated to create endowed professorships will bring more such faculty members to Morgan, elevating the research status of the university. Currently, the University has one endowed professor. The average number of Scholarly Publications for the past four years is 221. The average number of faculty and staff engaged in professional publications and creative activities for the past four years is 457.

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

*Over the next ten years, Morgan will emerge as an R1 doctoral research university fully engaged in basic and applied research and creative interdisciplinary inquiries undergirded and sustained through increased research grants and contracts.*

In Fiscal Year 2023 (FY2023), MSU’s research enterprise was authorized to spend \$38.2 million in grants, cooperative agreements, and contracts. In FY2023, MSU had several major grants funded by the National Institutes of Health (NIH), National Aeronautics and Space Administration (NASA), Department of Defense (DoD), the National Science Foundation (NSF), and the Institute for Education Sciences (IES). In addition, the University is partnering with the University of Maryland College Park and the University of Maryland Baltimore County on a \$3 million grant from The Andrew W. Mellon Foundation, Breaking the M.O.L.D., which stands for Mellon/Maryland Opportunities for Leadership Development. The purpose of the grant is to address a lack of diverse leadership in higher education—including underrepresentation of women and Black, Hispanic, and American Indian/Alaskan Native arts and humanities faculty in leadership.

The University has increased its full-time Post-Doctoral Research staff from 52 in FY2019 to 111 in FY2023. The University awarded 58 research and scholarship doctorates. Over the next few years, the University expects to hire 100 or more new tenure-track faculty.

### **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. The University will also implement an information technology plan to accommodate and optimize operational excellence in all aspects of its service delivery.*

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 30,000 plus alumni and friends who make gifts in the range of \$1-9,999; a planned giving portfolio of 5,644 mature alumni; and a young alumni portfolio of 6,000 recent graduates. At this writing, we are still finalizing fundraising results and going through the FY’23 audit process but, estimate that the annual private and philanthropic support during FY’23 was \$23M.

The campus has made progress in reducing energy consumption. The average decrease in electrical usage for the past five years is 3%. The average gas usage in 2023 declined by 5% from 2022 and is the first decline in five years. This decline is mainly due to the ongoing implementation of an Energy Performance Contract which includes key natural gas usage reduction initiatives such as improved infrastructure. A plan was developed in fall 2021 to curtail gas usage and to continue to reduce the use of electricity campus wide.

The Division of Information Technology (DIT) has been working diligently to strengthen the university's cybersecurity posture and regulatory compliance by deploying the following solutions: enhanced endpoint protection, PII safeguarding, and multi-factor authentication (MFA). Proactive penetration test simulations have also been conducted as part of the university's cybersecurity activities. In spring 2023, two major initiatives began to upgrade and improve the enterprise firewall/intrusion prevention system (IPS) and the security information and event management (SIEM) tool for more responsive & scaled agile threat management. The university's first ever Technology Refresh initiative started in mid-2022 where obsolescent desktop office computers will be upgraded in summer 2023. The purpose of the initiative is to help ensure computers that are connected to the university's network comply with the state IT security requirements and continue to receive critical software updates.

### **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. The University will engage community residents and officials in the application of knowledge and policy analyses derived from faculty and student research, an appropriate sharing of mutually beneficial resources and the deployment and utilization of university experts and professionals to address local and regional concerns in the areas of public education, housing, safety, employment, and neighborhood revitalization. In this way, Morgan State University will serve as a dynamic epicenter dedicated to the generation, integration, and dissemination of new knowledge as a driving force to effect policy and catalyze meaningful social change.*

Morgan State University has a strong commitment to serve the residents of Baltimore City, Maryland, and the nation as evidenced by its numerous partnerships with local schools, government agencies, businesses and industries, and community organizations. Over the course of the next ten years, Morgan expects to expand its partnerships with a focus on providing internships for Morgan's undergraduate and graduate students. Overall, Morgan executed 35 new partnerships in 2023 with other government agencies, businesses, industries, non-profit, and community organizations. Morgan's signature community service program is the Morgan Community Mile which serves neighborhoods in Northeast Baltimore that are within a 1-mile radius of the campus. This area includes nine communities encompassing 56 community associations.

Morgan State University's students also play an active role in the local area. This past academic year approximately 1,064 students participated in university sponsored internship and field experience classes. A recent economic impact study found that Morgan students provide over 20,000 hours of community service annually.

The University, with the help of state support, has established seven cross-school research centers that address research and manufacturing challenges through an interdisciplinary lens. These centers provide focal points for the development and transfer of new knowledge, technologies, processes, and equipment in a cooperative environment with academic, industrial, government, non-profit, and community organizations. Output from these centers will allow Morgan to serve as a dynamic epicenter dedicated to the generation, integration, and dissemination of new knowledge as a driving force to affect policy and catalyze meaningful social and technological change.

## **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. The University will also increase international student enrollment and leverage its ongoing presence in West Africa to develop effective and replicable models of excellence in international development and responsive, market-based educational service delivery in Latin America and the Caribbean nations.*

The University continues to build back its enrollment of international students that was impacted by the COVID 19 pandemic and changes to federal international student policy. In 2023 the University hosted 360 international students. The University is also in the process of establishing additional partnerships with universities in Africa. Additionally, the University continues to build back its study abroad program which was impacted by COVID 19. In 2023, 83 Morgan students participated in Study Abroad programs, while 2011 participated in the Virtual Exchange-COIL Study Abroad Program. The University expects to increase the number of faculty and staff engaged in both face-to-face Study Abroad programs as well as the Virtual Exchange-COIL Study Abroad Program.

### **Institutional Response**

This year, Commissioners who serve on the Commission’s Diversity, Equity, and Inclusion Committee prepared prompts for the Performance Accountability Report Guidelines. The Commissioners require that your institutional submission include responses to BOTH of the following two prompts (please ensure answers are provided to all questions (The responses along with the institution's report submissions, will be shared with the Commissioners who serve on this committee)).

- Identifying Long-term Equity Gaps:
  - a. What are the largest long-term equity gaps that exist in student access, success, and innovation in your institution? Please note the long-term equity gaps refer to the inequities that existed long before the COVID-19 pandemic and persisted over the years.
  - b. How are these equity gaps uncovered/discovered/identified at your institution and how are they shared with your community?
  - c. What interventions have been implemented to eliminate these gaps?

- Measuring Equity Gaps:

- a. How has your institution used disaggregated data to identify equity gaps in students' educational opportunities and outcomes?
- b. What stakeholder engagement (students, faculty, staff, etc.) is used to collect and review this data?
- c. Does your institution set goals/benchmarks in regard to the elimination of equity gaps? If so, what steps does your institution take to ensure accountability in meeting the established goals/benchmarks of equity?

### **Identifying Long-term Equity Gaps:**

Morgan's largest long-term equity gap is related to Pell status. Closing the achievement gap between Pell and non-Pell recipients has been a major focus as the University has continued to hone its student success efforts. In spring 2016 the University launched its 50 by 25 Campaign, a university-wide initiative to increase the six-year graduation rate to 50% by 2025. As part of the campaign launch, the University engaged in an all-day deep dive into our student success data and developed plans to increase our retention and graduation rates. Every semester since then, there is a check-in meeting led by the Vice President for Enrollment Management and Student Success and the Associate Vice President for Student Success and Retention, and attended by academic and administrative leaders (including the President, Provost, vice presidents, deans, department chairs, and directors of student services areas) to review our data, report out on the numerous student success efforts taking place across the university, and discuss new strategies to be implemented.

At the time of our first 50 by 25 meeting in spring 2016, the average gap in the first to second year retention rate of Pell and non-Pell recipients was five percentage points (2011-2016 cohorts). As a result of highly intentional efforts such as those noted below, our average first to second year retention rate gap for Pell recipients has decreased from five to three percentage points for the 2017 to 2020 cohorts. The six-year graduation rate of Pell students has risen significantly over the past few years. For the 2009 cohort, for instance, the six-year graduation rate of Pell recipients was 26% compared to 36% for non-Pell recipients. For the 2015 cohort, the six-year graduation rate for Pell students was 40% and 49% for non-Pell recipients. Even though there is still a significant gap (9 percentage point difference for the 2015 cohort vs. 10 percentage points for the 2009 cohort), it is important to note that the Pell graduation rate is 14 percentage points higher for the 2015 cohort than it was for the 2009 cohort.

Interventions that have been implemented to eliminate the Pell achievement gap have included participation in a Lumina Foundation HBCU Student Success Grant (2017-2020), in which we emphasized closing the Pell achievement gap through implementing EAB's predictive analytic tool, Navigate. We use Navigate to identify, monitor, contact and support students in specific subgroups, such as Pell-eligible students. We also utilized Lumina Foundation's Beyond

Financial Aid toolkit, which assists institutions in providing students of limited financial means with information and resources that they may find useful in providing supplemental financial and social support. The University developed a campaign logo and slogan, a print brochure for campus-wide dissemination, and a comprehensive BFA website: <https://www.morgan.edu/bfa>. Additionally, the University started a student emergency fund in 2020, the Growing the Future Fund, to support students who may experience emergency housing, food, transportation, technology, or other needs. We also operate a Food Resource Center. Additionally, the University prioritizes Pell students in the awarding of institutional grants. Currently, the University is working with the National Institute for Student Success (NISS) at Georgia State to decrease the achievement gap between our Pell and non-Pell students through a multi-pronged approach including tracking early warning signs of students facing financial risk and providing proactive assistance to those students, and addressing academic progression challenges, such as improving DFW rates in critical required courses. Another current initiative that should continue to help increase overall student success rates and close the Pell/non-Pell gap is our work with the Association for Undergraduate Education at Research Universities (UERU) Curricular Analytics Project (CAP). CAP will assist academic departments in reviewing the impact of curricular complexity on student success, with a focus on examining whether there are inequities that are perpetuated through curricular structure that can be eliminated without reducing curricular quality. We also do extensive work in-house and with vendor partners ReUp and Inside Track to support stopped out students, many of whom are Pell-eligible, in returning to complete their degrees.

- **Measuring Equity Gaps:**

The Office of Institutional Research, the Office of the Provost and Senior Vice President for Academic Affairs, the Office of the Vice President for Enrollment Management and Student Success and the Office of Student Success and Retention work collaboratively to use disaggregated data to identify equity gaps in students' educational opportunities and outcomes. This data is distributed via numerous means, including dashboards on the Office of Institutional Research's web page: <https://www.morgan.edu/office-of-institutional-research/interactive-dashboards>, presentations at our university-wide 50 by 25 check-in meetings referenced previously, at Cabinet meetings, and at Board of Regents meetings. The University sets goals to eliminate the equity gap between Pell and non-Pell students, and tracks progress in meeting these goals in the Performance Accountability Report.





**Morgan State University  
Performance Accountability Report**

**GOAL 1: ENHANCE STUDENT SUCCESS AND WELL-BEING**  
*Morgan will create an educational environment that enhances student success and Well-Being*  
**LEADERSHIP: VP, Kara Turner & VP, Kevin Banks**

**OBJECTIVE 1.1: Increase the graduation rate of Morgan undergraduates to 50% by 2027 and 60% or higher by 2030 .**  
 Rollins (MHEC Data) -----K. Turner (Estimates)

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Six-year graduation rate <sup>1</sup>	42%	46%	48%	47%	47%	47%	48%
Six-year graduation rate of African-Americans	42%	46%	48%	47%	45%	47%	48%

*"<sup>1</sup>Actual graduation rates are based on the fall 2013, 2014, 2015, and 2016 freshman cohorts from MHEC, respectively. Rates also include students beginning at Morgan but graduating from other institutions."*

**OBJECTIVE 1.2: Increase the graduation rate of Pell recipients to 45% by 2027**

**OBJECTIVE 1.2: Increase the graduation rate of Pell recipients to 45% by 2027  
Rollins (IR-Data) -----K. Turner (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Six-year graduation rate of Pell recipients	36%	38%	42%	40%	38%	43%	44%

**OBJECTIVE 1.3: Increase the second year retention rate of Morgan undergraduates to 70% or higher by 2027 Data/IR/MHEC data-----Rollins/Hicks/K. Turner (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
FTE student-authorized faculty ratio	18.1:1	17.9:1	18.8:1	22.5:1	24.9:1	24.0:1	23.0:1
Average class size of first year course offering	25	26	28	31	30	30	30
Percent of authorized faculty in first year of study	30%	34%	31%	39%	32%	32%	33%
Second-year retention rate <sup>2</sup>	72%	75%	77%	73%	71%	73%	75%
Second-year retention rate of African-Americans	72%	76%	78%	74%	74%	74%	76%

*<sup>2</sup>Actual second-year retention rates are based on the fall 2018, 2019, 2020 and 2021 entering freshman cohorts from MHEC, respectively.*

**OBJECTIVE 1.4: Increase enrollment to 9,500 by Fall 2027 and 10,000 by Fall 2030  
Rollins (MHEC Data) -----K. Turner, Garrison, Westrick, Astatke (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Total Enrollment	7712	7763	7634	8469	9101	9609	10,000
Number of MCY Enrollment	N/A	N/A	N/A	N/A	62	155	490
<b>OBJECTIVE 1.5: Increase the number of undergraduates in research by 5% a year by 2027</b> Rollins (MHEC Data) ----- L. Brown/Rollins (Estimates)							
<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Number of undergraduate students participating in research classes, campus research symposiums, working as campus research assistants	230	153	117	93	144	150	160
<b>OBJECTIVE 1.6: Increase the diversity of undergraduate students to 10% by 2027.</b> Rollins (MHEC Data) -----Granville/K. Turner (Estimates)							
<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Total Percent of Diverse Students	6.1%	6.6%	6.9%	5.7%	6.50%	6.4%	7.40%
Percent of Asian or Native Hawaiian students	0.7%	0.9%	0.7%	0.3%	0.30%	0.3%	0.30%
Percent of Native American students enrolled	0.2%	0.1%	0.2%	0.1%	0.10%	0.1%	0.10%
Percent of Caucasian students enrolled	1.8%	1.7%	1.6%	1.0%	0.90%	1.0%	1.00%
Percent of Hispanic students enrolled	3.4%	3.9%	4.4%	4.3%	5.20%	5.0%	6.00%

**OBJECTIVE 1.7: Increase the number of new transfer students from Maryland community colleges to 212 by 2027.  
Rollins (MHEC Data) -----Granville/K. Turner (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Number of Maryland community college transfer students	142	161	116	73	168	170	187

**OBJECTIVE 1.8: Maintain or increase the pool of college applicants to Morgan from urban school districts in Maryland at 60% of all Maryland applicants by 2027. Rollins (MHEC Data ----- Granville/K. Turner (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
% of freshman applicants from urban districts	76.10%	74.10%	75.40%	68.30%	65.80%	68.0%	68.0%
% of students accepted from urban districts	67.90%	68.00%	71.20%	86.80%	82.90%	83.0%	83.0%
% of students enrolled from urban districts	36.50%	34.60%	25.30%	25.80%	25.00%	27.0%	27.0%

*Urban school districts are those school districts that are members of the Council of Urban Boards of Education and include Baltimore City, Baltimore County, Howard County, Montgomery County, and Prince George's County*

**OBJECTIVE 1.9: Increase the number of bachelor degree recipients in the STEM fields to 270 by 2027.  
Rollins (MHEC Data)-----Tchounwou, Barton and Bapna (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
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Total number of STEM bachelor recipients5

ENGR	190	223	169	139	103	170	175
SCMNS	95	106	118	92	115	140	150
SBM	42	32	32	34	29	31	34
TOTAL	327	361	319	265	247	341	359

**[Number of underrepresented minority STEM] Bachelor's recipients<sup>6</sup>**

ENGR	78	84	101	91	84	111	116
SCMNS	79	85	102	86	97	95	100
SBM	34	26	28	30	28	30	32
TOTAL	191	195	231	207	209	236	248

**Number of women STEM bachelor's recipients**

ENGR	27	37	28	33	27	50	55
SCMNS	52	67	68	54	68	74	79
SBM	9	8	10	15	9	10	11
TOTAL	88	112	106	102	104	134	145

*5 STEM fields include the following programs: Actuarial Science, Biology, Chemistry, Computer Science, Information Systems, Civil Engineering, Electrical Engineering, Industrial Engineering, Mechatronics Engineering, Mathematics, Physics, Engineering Physics, Cloud Computing, Cybersecurity Intelligence Management, Transportation Systems Engineering, Interdisciplinary Technology Services, Interdisciplinary Engineering, Information Systems, and Computer Science, Interdisciplinary Sciences, and Transportation Systems. 6 Underrepresented minorities include Hispanics, Native Americans, Native Hawaiians/Pacific Islanders, and African Americans.*

**OBJECTIVE 1.10: Increase the number of degrees awarded in teacher education to 50 by 2027.  
Rollins (MHEC Data) -----Bridges/Prime (Estimates)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Number of baccalaureates awarded in teacher education	75	51	71	50	27	45	50
Number of baccalaureates awarded in teacher education (elementary education and physical education)	46	51	72	39	27	45	50
Number of new hires teaching in Maryland schools	23	15	22	35	22	40	45
<b>OBJECTIVE 1.11: Increase the percentage of bachelor's recipients satisfied with education received in preparation for graduate/professional study to 85% by 2027. Rollins/Alao (data)</b>							
<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Percent of students who attend graduate/professional Schools	44%	45%	25%	31%	20%	33%	35%
<b>Percent of students rating preparation for grad. /prof. school as excellent or good</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Excellent	36%	42%	33%	40%	36%	45%	45%
Good	43%	42%	33%	40%	45%	45%	45%
Fair	21%	11%	26%	17%	18%	10%	10%
Poor	0%	5%	8%	2%	0%	0%	0%
Total Excellent-Good	79%	84%	66%	80%	81%	90%	90%

**OBJECTIVE 1.12: Increase the percentage of bachelor's recipients satisfied with education received in preparation for the workforce to 85% by 2027. Rollins/Alao (data)**

<b>Performance Measure or (KPI):</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
Percent of bachelor's recipients employed year after graduation	69%	74%	84%	90%	90%	95%	95%
<b>Percent of students rating preparation for jobs (excellent, good or fair)</b>	<b>2019 Act</b>	<b>2020 Act.</b>	<b>2021 Act.</b>	<b>2022 Act.</b>	<b>2023 Act.</b>	<b>2024 Est.</b>	<b>2025 Est.</b>
	N = 34	N = 22	N = 31	N = 125	N=51	N=60	N=75
Excellent	36%	29%	20%	30%	29%	35%	50%
Good	41%	39%	49%	46%	43%	50%	50%
Fair	13%	16%	22%	14%	16%	15%	0%
Poor	5%	0%	7%	2%	8%	0%	0%
Uncertain	5%	16%	2%	9%	4%	0%	0%
<b>Total Excellent-Good</b>	<b>77%</b>	<b>68%</b>	<b>69%</b>	<b>76%</b>	<b>72%</b>	<b>85%</b>	<b>100%</b>
Percent of bachelor's recipients employed one year after graduation in Maryland (MLDS data)	67%	44%	19%	39%	43%	45%	45%

**OBJECTIVE 1.13: Increase the percentage of employers satisfied with employees who are Morgan bachelor's recipients to 90% by 2027. Rollins/Alao (data)**

Percent of employers satisfied with employees who are organ bachelor's recipients	2019 Act	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
	N = 60	N = 76	N = 40	N = 76	N=53	N = 85	N=100
Very Satisfied	42%	38%	43%	46%	45%	50%	50%
Satisfied	53%	62%	55%	46%	45%	50%	50%
Unsatisfied	4%	0%	2%	5%	8%	0%	0%
Very Unsatisfied	1%	0%	0%	3%	2%	0%	0%
Total Very Satisfied - Satisfied	95%	100%	98%	92%	90%	100%	100%

**OBJECTIVE 1.14: Maintain a culture of academic achievement in athletics with at least 60% of student athletes with a 3.0 Grade Point Averages or above. K. Turner/Freeman-Patton (Data & Estimates)**

Performance Measure or (KPI):	2019 Act	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Est.	2025 Est.
Percentage of Student Athletes with a 3.0 GPA or above	53%	62% (P/F)	80% (P/F)	62%	57%	57%	60%

*Note: P/F = Pass or Fail*



**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 1: ENHANCE STUDENT SUCCESS &amp; WELL-BEING</b>		<b>TARGETS BY 2027</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
OBJECTIVE 1.1	Increase the graduation rate of undergraduates	50%	47%	47%	[-/+]	<i>No Chg.</i>
OBJECTIVE 1.2	Increase the graduation rate of Pell recipients	45%	40%	38%	[-2%]	<i>Neg. Chg.</i>
OBJECTIVE 1.3	Increase the second year retention rate of undergraduates	70%	73%	71%	[-2%]	<i>Neg. Chg.</i>
OBJECTIVE 1.4	Increase overall enrollment	9,500	8469	9101	[+632]	<i>Pos. Chg.</i>
OBJECTIVE 1.5	Increase the number of undergraduates in research	5% per YR.	93	155	[64%]	<i>Pos. Chg.</i>
OBJECTIVE 1.6	Increase the diversity of undergraduate students	10%	6%	7%	[+1%]	<i>Pos. Chg.</i>
OBJECTIVE 1.7	Increase the # of new transfers from Md community colleges	212	73	168	[+95]	<i>Pos. Chg.</i>
OBJECTIVE 1.8	Maintain the pool of applicants from MD urban school districts	40%	68%	66%	[-2%]	<i>Neg. Chg.</i>
OBJECTIVE 1.9	Increase the # of B.S. degree recipients in the STEM fields	270	265	247	[-18]	<i>Neg. Chg.</i>
OBJECTIVE 1.10	Increase the number of degrees awarded in teacher education	50	50	27	[-23]	<i>Neg. Chg.</i>
OBJECTIVE 1.11	Increase the % of students satisfied with their prep. for grad/prof. study	85%	80%	81%	[+1%]	<i>Pos. Chg.</i>
OBJECTIVE 1.12	Increase the % of students satisfied with their prep. for the workforce	85%	76%	72%	[-4%]	<i>Neg. Chg.</i>
OBJECTIVE 1.13	Increase the % of employers satisfied with MSU degree recipients	90%	92%	90%	[-2%]	<i>Neg. Chg.</i>
OBJECTIVE 1.14	Maintain a culture of excellence in athletics (students with a 3.0 GPA)	60%	62%	57%	[-5%]	<i>Neg. Chg.</i>
<i>5 of 14 Pos. Chg. [36%]; 8 of 14 Neg. Chg [57%]; 1 of 14 No Chg. [7%]</i>						

**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 2: IMPLEMENT FACULTY ASCENDENCY &amp; STAFF DEVELOPMENT INITIATIVES</b>		<b>TARGETS BY 2027</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
OBJECTIVE 2.1	Establish and Retain Endowed Professorships	10	N/A	1	[+1]	[+ Baseline Data]
OBJECTIVE 2.2	Increase Scholarly Publications & Activities by Full-Time T/TT Faculty	260	240	IP	N/A	IP
OBJECTIVE 2.3	Support & Convert Associate Professors to Full Professors	15-20	N/A	9	[+9]	[+ Baseline Data]
OBJECTIVE 2.4	Increase the % of Faculty and Staff Engaged in Prof-Dev. with Emergent Technologies	70%	N/A	63%	[+63%]	[+ Baseline Data]
OBJECTIVE 2.5	Conduct Prof-Dev. OPP to support the Health & Wellness Need of employees	2	N/A	41	[+41]	[+ Baseline Data]
<i>Note: IP = In-Process</i>		<i>Baseline Data for 3/4 Objectives is Positive</i>				

**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 3: ELEVATE TO R1 VERY HIGH DOCTORAL RESEARCH UNIVERSITY</b>		<b>TARGETS BY 2030</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
<b>OBJECTIVE 3.1</b>	Achieve total annual S&E R&D and Non-S&E R&D Expenditures	\$40M	\$25.2M	\$32.1M	[+6.9M]	<i>Pos. Chg.</i>
<b>OBJECTIVE 3.2</b>	Achieve total annual doctoral conferrals per year	110	70	58	[-12]	<i>Neg. Chg.</i>
<b>OBJECTIVE 3.3</b>	Achieve total annual full-time post-doctoral research staff	140	102	111	[+9]	<i>Pos. Chg.</i>
<b>OBJECTIVE 3.4</b>	Increase the number of tenure track faculty by 2030	388	288	296	[+8]	<i>Pos. Chg.</i>
		<i>Up on 3/4 Objectives [75%]</i>				

**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 4: IMPROVE CAMPUS-WIDE INFRASTRUCTURE</b>		<b>TARGETS BY 2027</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
OBJECTIVE 4.1	Increase private and philanthropic donations	\$50M	\$25M	\$17.4M	[-7.6M]	<i>Neg. Chg.</i>
OBJECTIVE 4.2	Increase the alumni giving rate	16%	14%	10.50%	[-3.5%]	<i>Neg. Chg.</i>
OBJECTIVE 4.3	Reduce campus electricity usage	7%	1%	-5%	[-4%]	<i>Pos. Chg</i>
OBJECTIVE 4.4	Reduce campus natural gas usage	5%	28%	-5%	[-23%]	<i>Pos. Chg</i>
<i>Note: (-) sign in Energy Savings is positive</i>		<i>Up on 2 objectives &amp; Down on 2 objectives [50%]</i>				

**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 5: SERVE AS PREMIER ANCHOR INSTITUTION FOR BALTIMORE CITY &amp; BEYOND</b>		<b>TARGETS BY 2027</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
OBJECTIVE 5.1	Increase the number of undergraduate and graduate students engaged in University sponsored Field-work and internships	1200	1031	1064	[+33]	<i>Pos. Chg.</i>
		<i>Up on Objective 5.1 [100%]</i>				

**PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023**

<b>GOAL 6: ACTIVE GLOBAL EDUCATIONAL INITIATIVES &amp; EXPAND INTERNATIONAL FOOTPRINT</b>		<b>TARGETS BY 2030</b>	<b>2022</b>	<b>2023</b>	<b>1-YR SUMM/CHANGE</b>	
<b>OBJECTIVE 6.1</b>	Enroll International Students	800	310	360	[+50]	<i>Pos. Chg.</i>
<b>OBJECTIVE 6.2</b>	Increase student participation in study abroad & global learning initiatives	7%	N/A	23%	[+23]	<i>Pos. Chg.</i>
		<i>Up on 2 of 2 Objectives [100%]</i>				

# **PERFORMANCE ACCOUNTABILITY REPORT (PAR) & BASELINE DATA FOR TRANSFORMATION MORGAN 2030**



**BOARD OF REGENTS MEETING AUG 1, 2023**

**Dr. Solomon Alao, Office of Assessment at Morgan State University**

# ACKNOWLEDGEMENTS

## TEAMWORK

We begin by thanking all the Academic and non-academic divisions for improving the quality of the Performance Accountability Report with their reports, insights and feedbacks. We also like to thank the following stakeholders for their support and commitment to excellence:

- Board of Regents
- Office of the President
- Division of Academic and Student Affairs;
- Division of Finance & Management
- Division of Enrollment Management & Student Success
- Division of Institutional Advancement
- Division of Research & Economic Development
- Faculty, Staff, and Students
- Maryland Higher Education Commission (MHEC)



# **SPECIAL THANKS**

**DR. CHERYL ROLLINS  
DIRECTOR, INSTITUTIONAL RESEARCH**

**MRS. KASSANDRA C. GROGAN  
EXECUTIVE ADMINISTRATOR FOR THE BOARD OF REGENTS**

## **COMMITMENT TO EXCELLENCE AND LEADERSHIP:**

- PERFORMANCE ACCOUNTABILITY REPORT (PAR)**
- MANAGING FOR RESULTS (MFR) REPORT**



# ALIGNMENT WITH PERFORMANCE ACCOUNTABILITY STANDARDS, GUIDELINES, & REQUIREMENTS

## INSTITUTIONAL

- Mission & Vision
- Current Strategic Plan: Transformation Morgan 2021-2030
- Designation as the Preeminent Public Urban Research University

## STATE OF MD

- The Higher Education Reorganization Act of 1988
- Post-Secondary Education Plan
- MHEC Guidelines & Requirements

## NATIONAL

- U.S. Department of Education
- Middle States Commission on Higher Education
- Balanced Score Card

# STRUCTURE OF PAR REPORT FRAMEWORK APPROVED BY THE BOR, DBM, & MHEC



**[6-GOALS; 30-OBJECTIVES; 86-PEERFORMANCE MEASURES; & 25-TARGETS]** 60

# PERFORMANCE ACCOUNTABILITY REPORT (PAR)

- The Performance Accountability Report (PAR) is an annual report submitted to the Maryland Higher Education Commission (MHEC). The report is aligned to: (1) our Strategic Goals; (2) the State's Post-Secondary Education Plan; & (3) our Management for Results (MFR) Initiatives for the DBM.
- In accordance with MHEC guidelines the PAR for 2022 is divided into 3 major parts:
  - (1) Narrative (sharing and telling our own story)
  - (2) Data and estimates (performance & progress on key indicators/benchmarks)
  - (3) Response to MHEC Questions

## PERFORMANCE ACCOUNTABILITY REPORT DATA FOR 2023

GOAL 1: ENHANCE STUDENT SUCCESS & WELL-BEING		TARGETS BY 2027	2022	2023	1-YR SUMM/CHANGE
OBJECTIVE 1.1	Increase the graduation rate of undergraduates	50%	47%	47%	From 42% in 2019 - 47% in 2023
OBJECTIVE 1.3	Increase the second year retention rate of undergraduates	70%	73%	71%	Above 70% for the Past 10 Years
OBJECTIVE 1.4	Increase overall enrollment	9,500	8469	9101	Significant 1 Year Chg. [+632]
OBJECTIVE 1.7	Increase the # of new transfers from Md community colleges	212	73	168	Significant 1 Year Chg. [+95]
OBJECTIVE 2.5	Professional Development of Faculty & Staff on Health & Wellness	2	N/A	41	Significant # of Initiatives [+41]
OBJECTIVE 3.1	Increase Research & Contract Awards	\$40M (2030)	\$25.2M	\$32.1M	Significant 1 Year Chg. [+6.9M]
OBJECTIVE 6.1	Enroll International Students	800 (2030)	310	360	Significant 1 Year Chg. [+50}

**!!!!THANK YOU!!!!**

**WE ARE SEEKING BOARD APPROVAL OF THE 2023  
PERFORMANCE ACCOUNTABILITY REPORT**

Proposed New Academic  
Program: PhD in Advanced  
Computing

**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Proposed New Academic Program, Doctor of Philosophy (Ph.D.) in Advanced Computing

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:**

The Department of Computer Science is proposing a Ph.D. degree in Advanced Computing aimed at preparing individuals for careers in academia, research, and industry. The program focuses on emerging areas in computing including Artificial Intelligence/Machine Learning (AI/ML), Cybersecurity, Cloud Computing, Quantum Computing, and Data Sciences.

The proposed new program consists of 18 credits of core courses, 18 credits of elective courses, and 24 credits of dissertation research/defense (60 credits in total) beyond the Bachelor's degree. For students with a master's degree, they will complete 12 credits of core and elective courses and 24 credits of dissertation research/defense (36 credits in total).

The proposed doctoral program is a natural extension of the already established Master of Science (MS) in Advanced Computing program at Morgan, which enrolled 39 students in spring 2023 and currently has 135 students on record (continuing students and new applicants). Not only will the program be attractive to prospective applicants outside of Morgan, but, equally important, it will offer graduates from our MS in Advanced Computing program a cohesive continuation of their graduate education and prepare them to assume roles as university faculty members, senior researchers, and senior-level professionals in the computing field. Research has shown that it will be a unique program in Maryland and the only Advanced Computing doctoral program in the nation.

The computer science department intends to offer the Ph.D. program via two delivery formats: a residency option with in-person learning and an online option with synchronous and asynchronous coursework. The program aims to attract working professionals and full-time students from Maryland, across the country, and internationally. The degree will be offered on both a full-time and part-time basis. Given our current demand and the inquiries we often receive we are conservatively estimating a new cohort of 10-15 students annually within two years. We anticipate that half of our students will choose the full-time and the other half will choose the part-time option.

The Department of Computer Science at Morgan State University has adequate resources to begin the Ph.D. program in Fall 2024. Currently, the department has labs in AI/ML, data analytics, virtuality and augmented reality, and a cutting-edge quantum cryptography lab for quantum computing and security study. The department has 14 tenured/tenure track faculty members with experience in advanced computing who have been teaching and advising students in our master's program and many of them have experiences in advising doctoral students.

**FISCAL IMPACT:** The potential profit will be between \$43,675 (Year 1) to \$495,175 (Year 5) based on enrollment projection.

	Year 1	Year 2	Year 3	Year 4	Year 5
Total Resources (T1)	220,475	375,950	531,425	681,900	792,375
Total Expenses (T2)	105,000	105,000	175,400	180,512	5,000
<b>Net (T1 - T2)</b>	<b>115,475</b>	<b>270,950</b>	<b>356,025</b>	<b>501,388</b>	<b>787,375</b>

**PRESIDENT'S RECOMMENDATION:** The President recommends approval.

**COMMITTEE ACTION:**

**DATE:**

\_\_\_\_\_

\_\_\_\_\_

**BOARD ACTION:**

**DATE:**

\_\_\_\_\_

\_\_\_\_\_





## Cover Sheet for In-State Institutions New Program or Substantial Modification to Existing Program

Institution Submitting Proposal	
---------------------------------	--

*Each action below requires a separate proposal and cover sheet.*

- |                             |   |
|-----------------------------|---|
| New Academic Program        | Substantial Change to a Degree Program            |
| New Area of Concentration   | Substantial Change to an Area of Concentration    |
| New Degree Level Approval   | Substantial Change to a Certificate Program       |
| New Stand-Alone Certificate | Cooperative Degree Program                        |
| Off Campus Program          | Offer Program at Regional Higher Education Center |

Payment Submitted:	Yes	Payment Type:	R*STARS # Check #	Payment Amount:	Date Submitted:
Department Proposing Program					
Degree Level and Degree Type					
Title of Proposed Program					
Total Number of Credits					
Suggested Codes			HEGIS:	CIP:	
Program Modality			On-campus	Distance Education (fully online)	Both
Program Resources			Using Existing Resources	Requiring New Resources	
Projected Implementation Date <small>(must be 60 days from proposal submission as per COMAR 13B.02.03.03)</small>			Fall	Spring	Summer Year:
Provide Link to Most Recent Academic Catalog			URL:		
Preferred Contact for this Proposal			Name:		
			Title:		
			Phone:		
			Email:		
President/Chief Executive			Type Name:		
			Signature:		Date:
			Date of Approval/Endorsement by Governing Board:		

Revised 1/2021

# Student Affairs



# MORGAN STATE UNIVERSITY

BOARD OF REGENTS

ACADEMIC AND STUDENT AFFAIRS

COMMITTEE REPORT

***Dr. Kevin Banks, Vice President for Student Affairs***

***Dr. Letitia Williams, Associate Vice President &  
Dean for Students***

JULY 31, 2023



# AGENDA

## *Student Affairs: A Year in Review*

- Residence Life & Housing Update
- Counseling Center Appointments
- Bear Team Case Referrals
- Student Health Center
- Food Resource Center Utilization
- Student Rights and Responsibilities Conduct Cases
- Center for Career Development Utilization
- OSLD Student Engagement Data
- Fall Strategies: "Know Better Do Better"



# OFFICE OF RESIDENCE LIFE & HOUSING



## Housing Numbers Fall 2023

New Student Applications - 2109

Returning Student Applications - 2235

TOTAL - 4675



- 440 AEP Tutoring Appointments
- Over 900 events facilitated

# UNIVERSITY COUNSELING CENTER

- 2451 Counseling Hours for 723 Clients on campus
- 1895 Appointments\*
- 165 Hours of Group Counseling
- 75 Mental Health Hospitalizations
- 58 Faculty & Staff Completed MHFA Training
- No Waiting list!!

\* Does not include UWill Teletherapy Appts



Students ?

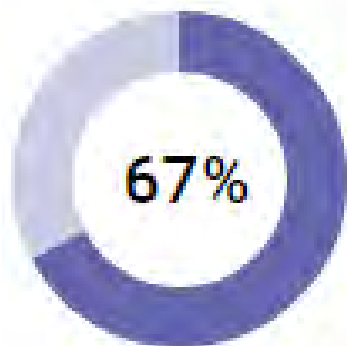
146

Number only based on all time

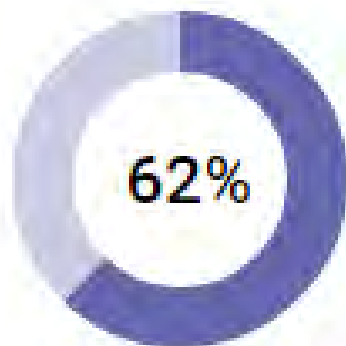


Total Sessions ?

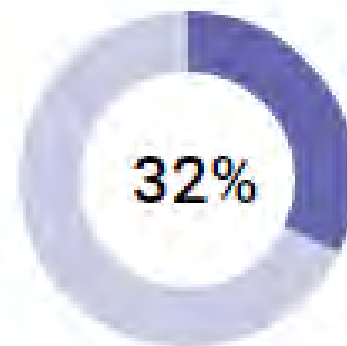
241



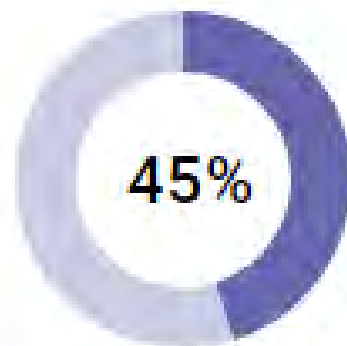
Anxiety



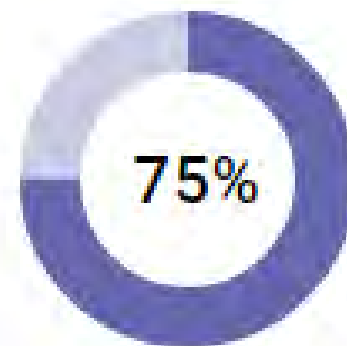
Depression



Family Concerns



Relationship Problems



Stress



# BEAR TEAM

## TYPES OF CASES

102 Referrals

Academic Challenges (Advising,  
Virtual Learning Request)

Food Insecurity

Financial Aid Support  
(After Schedule Was  
Dropped)

Hospitalization Support After  
Discharge/ Re-entry to MSU

Housing Insecurity

Mental Health Support

Support (while quarantined  
with COVID-19)

SDSS referrals for  
Accommodations support

Student Employment Inquiries

# HARRIET A. WOOLFORD UNIVERSITY HEALTH CENTER

- Administered 2141 Covid test to Students & Staff
- 1515 Primary care/ Nursing visit appointments
- 59 Primary care/ Nursing Telemedicine
- Health Insurance Plan
- 1217 Enrolled in Fall 2022 Health Insurance Plan
- 1716 Enrolled in Spring 2023 Health Insurance Plan



## Health Center Programmatic Highlights

- Administered 160 HIV/STI tests during Freshman Week
- Annual Sponsor for AIDs Lock-in (450 students attended)
- HBCU Sexual Health Summit Collaboration



# HIGHLIGHTS

- Shop Days (Distribution Days)- Six days
- \$117,000 in Donations
- Wellness in Action Day- 375 Attendees
- Hosted the 1st Northeast Region Maryland Food Bank Community Partners Conference
- Diva Life Hub Launch
  - Five Diva Life Education Events
    - 241 Students
    - 105 Staff

## COMMUNITY PARTNERS

- First Fruits Farms
- MSU Alumni Chapters
- BeMore Community Food
- Project Success
- No More Secrets

# FOOD RESOURCE CENTER



# STUDENT RIGHTS AND RESPONSIBILITIES

Total student contacts: 457

Suspensions: 7

Expulsions: 3

## CHARGES/VIOLATIONS

Alcohol/Drug Violation – 47%

Disruptive, Disorderly or Reckless Conduct – 27%

Fire Safety Violations – 12 %

## STRATEGIES FOR FALL

- Active, accountability-based sanctions
- Targeted educational outreach and training
- Implementation of Student Conduct Management Software



**Mission**  
To promote U.S. innovation and industrial competitiveness through measurement science, standards, and technology in order to ensure economic security and improve our quality of life.

**Vision**  
NIST will be the world's leader in creating critical measurement solutions and promoting equitable standards.

**Core Competencies**

- Measurement science
- Development and use of standards
- Rigorous

## HIGH IMPACTS FOR THE YEAR

- Fall Career Fair - 123 Employers/ 353 Attendees
- Spring Career Fair 127/538 Attendees
- JC Penny Suit up Events in Oct. & March- 133 students
- Virtual Employer Hosted Events 328 for 855 Attendees

# 2000 Events

167 Student Organizations  
3966 Community Service Hours

- 26 social transition events
- 17 Mental Health Events
- 18 Leadership Development Events
- 5 Professional Development
- 9 Voter engagement events (Voter Engaged Campus)
- 10 Travel events
- 60 Social Action participation events
- 176 student Organization advisors
- 78 Certified Student Leaders through the MOLD Program
- 237 members of Fraternity and sorority Life



# STRATEGIES FOR THE FALL

## FALL STRATEGIES:

- "Know Better, Do Better" Campaign
- Finalize Comprehensive Review of University Alcohol & Drug Policy
- Continue Mental Health First Aid Training
  - MSUPD
  - Residential Life Staff
- Continue Wellness in Action Days
- Community Conversations with special Cohorts
- Collaborations with SGA
- Collaborations with Academic Affairs to include Mental Health Resource Information and Disability Support Service info in Syllabi of Faculty



# STUDENT AFFAIRS PUBLICATIONS

STUDENT GUIDE TO POLICIES AND RESOURCES ON DRUGS AND ALCOHOL

DIVISION OF STUDENT AFFAIRS 2022-2023 IMPACT REPORT



**MORGAN STATE UNIVERSITY**  
DIVISION OF STUDENT AFFAIRS



**DRUG & ALCOHOL INFORMATION**  
**THE DRUG AND ALCOHOL ABUSE POLICY APPLIES TO ALL STUDENTS AND STUDENT GROUPS AND PROHIBITS:**

- The abuse of alcohol or drugs
- Committing a controlled dangerous substance offense
- Committing an alcohol driving offense
- Working, attending class or participating in a University activity while under the influence of a controlled dangerous substance
- Working, attending class or participating in a University activity while under the influence of alcohol
- Working, attending class or participating in a University activity while under the influence of prescription drugs or over-the-counter drugs, if such use impairs the participant's ability to participate safely in the class or activity and/or the use is contrary to the prescribed or instructed dosage of the drug;

**CAMPUS RESOURCES**

- [The Counseling Center](#)
- [The University Health Center](#)
- [BEAR Team Case Manager](#)
- [The Health Center- Overdose Response & Prevention](#)
- [MSU Police Department](#)
- [Student Rights & Responsibilities](#)


**CONTACT**  
The Division of Student Affairs  
(443) 885-3527  
[Studentaffairs@morgan.edu](mailto:Studentaffairs@morgan.edu)

## CAN I USE MARIJUANA/CANNABIS ON CAMPUS SINCE THE MARYLAND LAW HAS CHANGED?

**NO**

Notwithstanding any recent changes to the State of Maryland's cannabis related laws, these policies remain in effect at the University, apply to all students and continue to prohibit possession and use of cannabis on campus. Federal law classifies cannabis/marijuana as a Schedule 1 drug. As such, possession, use, and distribution of cannabis remains prohibited on all University Premises and at all University functions and activities under the Drug-Free Schools and Communities Act. This prohibition includes University facilities and places of residence (both on and off campus).

[CLICK HERE TO REVIEW THE FULL STUDENT GUIDE TO POLICIES & RESOURCES ON DRUG & ALCOHOL](#)



**MORGAN STATE UNIVERSITY**  
DIVISION OF STUDENT AFFAIRS

**STUDENT GUIDE TO POLICIES AND RESOURCES ON DRUGS AND ALCOHOL**

Morgan State University (the "University") is committed to maintaining the health and safety of our community. In keeping with this commitment, it is the policy of the University that the illegal and/or abusive use of drugs or alcohol is prohibited on University premises or as part of University activities. The use of illegal drugs and the abuse of alcohol jeopardizes the health and safety of the individual and the campus community, and is contrary to the academic learning process.

In accordance with the [Drug Free Schools and Communities Act Amendments of 1989](#), Morgan State University has adopted policies and programs to prevent the unlawful possession, use, distribution, manufacture or dispensing of illicit and/or illegal drugs. The possession or consumption of alcohol is also prohibited on University premises except where expressly permitted, in writing, by the President. Violations of the Drug and Alcohol Abuse Policy may result in University disciplinary action, as provided in the Code of Student Conduct.



**Goal #1: Enhancing Student Success and Well-Being**



**CENTER FOR CAREER DEVELOPMENT - OCCUPATIONAL WELLNESS**  
The Center for Career Development hosted 62 career-related events serving over 3352 students (1.56% increase from previous year). The top three services requested by students were Career Closet (212) Resume and/or Cover Letter Review (209), and Job Search Assistance (35). Career Specialists worked individually with students on their internship search, reviewed resumes, cover letters & LinkedIn profiles, created elevator pitches, conducted mock interviews, and developed networking strategies. Students appointment modalities continued to be offered to students/alumni (in-person, video, or phone)

**OFFICE OF STUDENT LIFE & DEVELOPMENT- SOCIAL WELLNESS & PHYSICAL**  
The Office of Student Life & Development held a number of events and initiatives that impacted the wellbeing of students across campus. The different impacts were leadership development, mental health and social engagement. During the Fall of FY22, the Office of Student Life & Development held a total of 200 events with collaborations with student organizations, Student Government Association, Campus Activities Board and University departments. Of the 200 events, the goal has always been to have the highest level of impact through social engagement, mental wellness and development.

**COUNSELING CENTER - EMOTIONAL WELLNESS**  
During FY22, the Counseling Center contracted with Uwill a supplemental virtual student mental health and wellness platform. There were 144 students that utilize this platform. Utilizing this platform minimizes or voids having a waitlist at the Counseling Center. There were also two new hires since August 2022. These positions included a Staff Psychologist, and Licensed Clinical Social Worker. Procedures have been put into place if a Morgan State University student is hospitalized they will contact the Director. In addition, the Provost, Dr. Yu agreed to have a mental health statement on the standard syllabi of the University. The Counseling Center offered hybrid services (virtual and in person). The number of students that utilized the counseling center increased.

**OFFICE OF STUDENT LIFE & DEVELOPMENT**  
The Office of Student Life & Development held a number of events and initiatives that impacted the wellbeing of students across campus. The different impacts were leadership development, mental health and social engagement. During the Fall of FY22, the Office of Student Life & Development held a total of 200 events with collaborations with student organizations, Student Government Association, Campus Activities Board and University departments. Of the 200 events, the goal has always been to have the highest level of impact through social engagement, mental wellness and development.



# Student Government Association





# STUDENT GOVERNMENT ASSOCIATION

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## THE C.A.R.E ADMINISTRATION

Board of Regents | July 2023





# C.A.R.E PLATFORM

**Conversation**-We plan on holding monthly town hall meetings to hear the concerns of the student body at large, have honest conversations/communication to take place, to ultimately avoid the spread of disinformation and misinformation.

**Application**-The CARE administration believes that witnessing/showing the work being done is extremely important. We plan continuing the incredible wellness days for the student body at large, as well as revamping the Pad initiative, and all around keeping the promises we made during campaign season.

**Rejuvenation**- Partnering with ORLH in mandating RAs to put on mental health awareness events, at least once a month. One significant project we want to work towards is a free spa day for all students, faculty and staff.

**Education**- We plan on implementing Websis Walk-throughs, and explaining each and every tab within the websis. We plan on hosting a variety of different career development events to discuss the importance of preparing for post-graduation, while in school.

# POLICIES



- **Student Fee Allocation-** Analyzing the allocation of student fees and determining how they can be equitably dispersed amongst student organizations.
- **HBCU SGA Coalition-** An innovative project to bring HBCU SGA's together, and improve the all around experience of HBCU students country-wide.
- **Extending Dining Hall hours-** Aiming to decrease student hunger campus wide. For students that solely rely on the dining hall for sustenance.
- **Dining Dollar Roll-over-** Intended to cut significant costs for students in one academic school year.
- **Campus Beautification Project-** Intended to show the beauty of Morgan State University's campus, while promoting Morgan State University's incredible ecological footprint, and the importance of greenery on campus.
- **Promote Campus Wide Text Alerts-** Emphasizing the importance of on & off campus safety, to Morgan State University, through SGA
- **Student Diversity Council-** Maintaining one of the incredibly important core values of Morgan State University, diversity. A diversity student council would aid in improving the student body experience.



Any Questions?

# Athletics



# MORGAN STATE UNIVERSITY

**DEPARTMENT OF ATHLETICS**

***Board of Regents - Committee Report***

***July 31, 2023***



Growing The Future • Leading The World

# 2022-2023 Annual Report

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## The Hire of a New Athletics Director



Our first year together is complete! I am honored to be the first female athletics director in Morgan State University's history. It has truly been both a pleasure to fill this position knowing the great responsibility it holds. I hope that this year will encourage other women and aspiring athletics directors to dream big and accomplish their hearts desires. What we have done thus far is only a moment in the history we'll create together.

WHAT A YEAR?! Over this past year I've had several opportunities to be both a student and a teacher. I've loved watching our student-athletes compete athletically and academically. I've gotten the chance to create so many meaningful connections and memories in such a short amount of time. The students, alumni, faculty, and staff here at Morgan have welcomed me with open arms and loving affection. I am truly at home here.

The coaches and staff who came before me have led a legacy of champions. They have set a standard for excellence. As we continue our journey together, we will move with the strength of our predecessors. My goal is to challenge our student-athletes, coaches, and staff to be Champions in all that they do. My goal is for us to grow well past this 2022-2023 season into our next.



## The Hire of a New Athletics Director

Our theme this year is **BEAR RESPECT**. It is not only about representing yourself, the university and your family and community and living out the values of Morgan State University. It's about making others "Bear Respect" at your greatness.

Our coaches, staff, grad assistants, and interns have all dedicated countless hours this year specifically to create a better department. This is just the beginning of our journey together but I can assure that it will only get better.

Thank you to all of our donors and alumni who have contributed greatly to the success of our champions. We have raised \$670,000 this year to support our student-athletes future successes.

Let's Go Bears!

Dena Freeman-Patton  
VP/Director of Athletics







# MORGAN ATHLETICS

## ACADEMIC SCORECARD: 2022-23

### DEPARTMENT GPA

**2.94**

**70**

STUDENT-ATHLETES

**4.0** GPA

**9** PROGRAMS w/  
TEAM GPA  
ABOVE **3.0**

**57%**

STUDENT-ATHLETES  
OVER **3.0**

HIGHEST TEAM GPA



WOMEN'S  
SOFTBALL

**3.46**



#THE MORGAN WAY

# Bears in the Community

Softball Visits Magnolia Middle School



Volleyball x Meals-on-Wheels



# Bears in the Community

Football X BeTheMatch



Football reads to elementary students



# Student-Athlete Fall Teams Success

## FOOTBALL



Head Football Coach

Damon Wilson

- **The Hire of a new Head Football Coach, Damon Wilson.**
- Alfonzo Graham signs a deal with the Pittsburgh Steelers.
- 4 Bears named to the 2023 NFF Hampshire Honors Society.
- Keith Jenkins Jr. earns 3 All-American Honors as a Freshman.
- 10 Bears selected to the 2022 Phil Steele FCS All-MEAC League Teams.
- Elijah Williams named to the HERO Sports 2022 FCS All-American Team.
- 9 Bears selected to All-MEAC Teams.
- Alfonzo Graham accepted HBCU Legacy Bowl Invite.
- Former Offensive Lineman, Joshua Miles, signs to the Atlanta Falcons.
- Assistant Head Coach, Antone' Sewell is selected for the Bill Walsh
- Diversity Coaching Fellowship Program with the Baltimore Ravens.



# Student-Athlete Fall Teams Success

# CROSS COUNTRY



Head XC Coach  
**Neville Hodge**

- Men's Cross Country finished 5th overall.
- Rachel Fields earns All-MEAC honors
- Davian Gray earns All-MEAC honors



# Student-Athlete Fall Teams Success

## VOLLEYBALL



Head Volleyball Coach  
**Xiomara Ortiz**

- The Hire of a new Head Volleyball Coach, Xiomara Ortiz.
- Ramona Riley-Bozier inducted into the MEAC Hall of Fame.
- Mackenzie Jefferson had earned over 1000 Career Sets.
- Alyssa Sampson earned 305 career digs during the season and 29 aces.
- Makilla Billingsley leading point scorer for kills (219).
- Alyssa Sampson earned 305 career digs during the season and 29 aces.
- Four Bears named to the 2023 NFF Hampshire Honors Society.
- Trinity earned a personal record of 324 career assists.



# Student-Athlete Winter Teams Success

## WOMEN'S BASKETBALL



Head WBB Coach  
**ED Davis**

- 2nd overall in regular season MEAC standings.
- Invited to WNIT postseason play; first since 2011.
- Lady Bears end regular season play at 17-0 overall and 10-4 in MEAC play.
- 4 Bears named to All-MEAC teams.
- Charlene Shepherd & JaNiah Henson named to Boxtorow All-American teams.
- Charlene Shepherd earns over 1,000 career points.
- Danielle Durjan, assistant WBB coach, selected for the 2023 NCAA Basketball Coaches Academy.
- Charlene Shepherd invited to play in HBCU All-star Dream Classic.
- Taylor Addison selected for Thurgood Marshall Hennessy Fellows Program.
- Coach ED Davis named Morgan Athletics' Coach of the Year.



# Student-Athlete Winter Teams Success

## MEN'S BASKETBALL



Head MBB Coach  
Kevin Broadus

- Morgan State Athletics accept Invesco QQQ Legacy Classic invite.
- Bears secure a victory over Delaware State in the Invesco QQQ Legacy Classic.
- Rob Lawson & Isaiah Burke named to All-MEAC teams.
- Will Thomas recognized as Top Sixth Man in MEAC.
- Isaiah Burke accepts HBCU All-Star game invite.
- Isaiah Burke named to 2022-2023 NABC Division I All-District team.
- Isaiah Burke named to Boxtorow All-American team.
- Isaiah Burke named Morgan State Athletics' Male Athlete of the Year.
- Former Forward, Troy Baxter Jr., continues pro career with the Canterbury-Rams in New Zealand.
- Chretien Lukusa, Associate Head MBB Coach, selected to participate in NCAA Basketball Coaches Academy.





# Student-Athlete Winter Teams Success

## WOMEN'S BOWLING



Head W Bowling Coach

Thomas Falbo

- Johanna Hill earns Morgan State Athletics' Female Athlete of the Year.
- Johanna Hill is Top Qualifier at USBC National Championships.
- Johanna Hill earns Northeast Region First Team.
- Johanna Hill earns MEAC Rookie of the Year
- 4 Bears place in the top 30's at ISC Sectionals.



# Student-Athlete Winter Teams Success

## INDOOR TRACK & FIELD



Head T&F Coach  
**Neville Hodge**

- Women place 3rd overall in MEAC Championships.
- Tia Jackson earns “MEAC Outstanding Field Athlete of the Meet.”
- Tia Jackson, Terrine Lambert, and John Purvis earn 1st team All-MEAC.
- Ishana Asinor, Malik Brown, and Inara Shell earn 2nd team All-MEAC.
- Makenzie Harris and Johnelle Johnson earn 3rd team All-MEAC.



# Student-Athlete Spring Teams Success

## SOFTBALL



Head Softball Coach  
Lawrence Hinline

- Regular season MEAC **Champions**.
- Anaya Hunte named 2x “Pitcher of the Year.” (MEAC).
- Victoria Fletcher earns best ERA in 2023 MEAC season.
- Victoria Fletcher named “Player of the Year.” (MEAC).
- Won MEAC North Division 3 consecutive years.
- Anaya hunte (pitcher) and Melissa Paz (utility) earns All-MEAC 1st team.
- Victoria Fletcher (3rd base) earns 2nd team All-MEAC honors.
- Nia Lewis (outfielder) and Victoria Fletcher (pitcher) earns 3rd team All-MEAC honors.



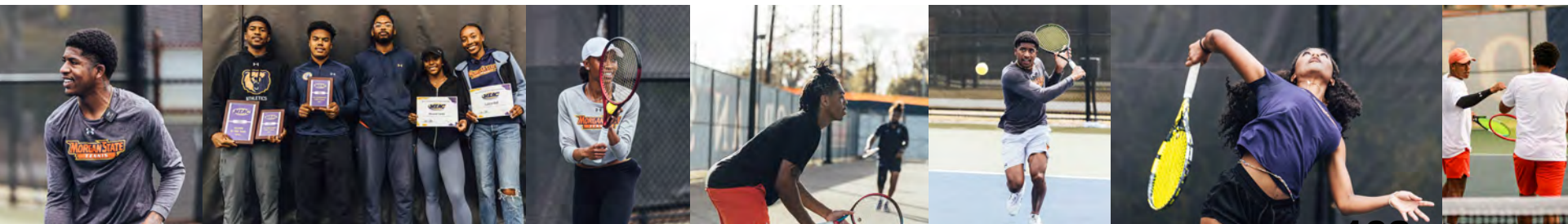
# Student-Athlete Spring Teams Success

## TENNIS



Head Tennis Coach  
**Matthew Townes**

- Men's Tennis earn 2nd in regular season MEAC standings.
- Mikeal Carpenter & Niles Rachal earn First Team All-MEAC Singles.
- **2023 MEAC Men's Player of the Year (Carpenter, 1st in Morgan State Athletics' history).**
- Lauryn Hall & Hannah Smith earn Second Team All-MEAC Singles.



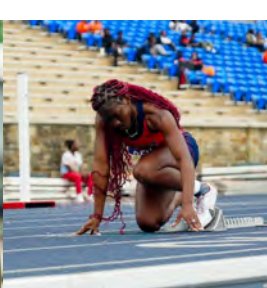
# Student-Athlete Spring Teams Success

## OUTDOOR TRACK & FIELD



Head T&F Coach  
**Neville Hodge**

- Women's Track & Field earn 2nd overall in MEAC Championships.
- Tia Jackson is a NCAA Preliminary qualifier - Long Jump.
- Tia Jackson (long jump), Terine Lambert (shot put), Johnell Johnson (discus), and John Purvis (shot put) earn All-MEAC 1st team honors.
- 8 Bears named to All-MEAC 2nd team honors.
- Makenzie Harris earns All-MEAC 3rd team honor.
- Tia Jackson (long jump) and Inara Shell (triple jump) are Penn Relay champions.



# 2022 - 2023 GRADUATES

■ = Graduate Students

## Fall commencement

### Cross Country/ Track & Field

Aylexus Leshay

### Football

Devon Mondy

Kalen Jennings

Malcolm Robinson

Jerimiah Bryant

Alfonzo Graham

Jayden Wooden

Ahmeen Reese

### Bowling

Natalia Miranda

Ahanti Fernandes

### Softball

Melissa Paz

Katarina Delph

Aliya Ewell

## Spring commencement

### Football

Cameron Brown (Graduate School)

Dexter Carr

Shimando Dendoe

Alfonzo Graham

Bruce Mattox

Jae'Veyon Morton

Ahmeen Reese

Lawrence Rochardson

Kobe Tuitele

### Track & Field/Cross

### Country

Rachel Fields

Johnelle Johnson

Destiny Ward

Justin Alston

Ali Bowers

Duane Kizer

### Volleyball

Melanie Battle

### Women's Basketball

Janiah Henson

Isioma Oduah

Khaliah Hines

### Men's Basketball

Ty Horer

Isaiah Burke

Collin Nnamene

Daiquean Copeland

David McCullough

### Bowling

Aliya Adams

LaMonique Berrios

### Tennis

Ana Isabell Aran Torrente

Ana-Lei Kalawe-Edwards

Sebastian Lopez

### Softball

Victoria Fletcher

Deborah Hamilton

Danielle Jason

Madison Nunez

Tayven Rousseau

### Cheer

Takara Bennett

Yasmeen Giggetts

Jadyn Giles

Tajiah Mott

Alana Lassiter



# ALL-AMERICAN



**Keith Jenkins Jr.**

Hero Sports 2022 FCS  
All-American

Boxtorow Football  
All-American

2022 Stats FCS Perform FCS  
Freshman



**Elijah Williams**

Hero Sports 2022 FCS  
All-American



**Ja’Niah Henson**

2nd team Boxtorow  
All-American



**Charlene Shepherd**

1st team Boxtorow  
All-American



**Isaiah Burke**

1st team Boxtorow  
All-American

# PROBEARS



**Alfonzo Graham**

**FOOTBALL**

'23 Graduate

**Pittsburgh Steelers**



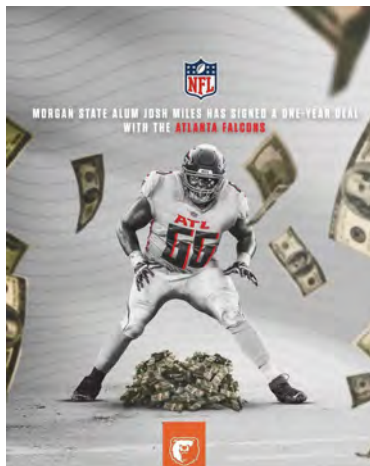
**Troy Baxter Jr.**

**Men's Basketball**

'20 Graduate

**New Zealand**

**Canterbury-Rams**



**Josh Miles**

**FOOTBALL**

'18 Graduate

**Atlanta Falcons**



**Dewayne Jackson**

**Men's Basketball**

'12 Graduate

**Al-Muharraq Sports Club**



# THE EXPANSION OF THE CAVE

Morgan State Athletics has added 2 sports that will begin Fall '23 & Spring '24.



Head Wrestling Coach  
**Kenny Monday**



Head Acrobatics & Tumbling Coach  
**Regina Smith**

## Wrestling

- The hire of a new head wrestling coach.
- Kenny Monday is the 1st ever Black American to win Olympic Gold.
- Wrestling program makes its return after a 50 year hiatus.
- Morgan State Athletics' Wrestling program will be the only DI HBCU wrestling team.

## Acrobatics & Tumbling

- The hire of a new head acrobatics & tumbling coach.
- Morgan State Athletics' Acrobatics & Tumbling program is the 1st DI HBCU A/T program.
- 1st all minority team and coaching staff in NCTA.
- 1st A/T program to have a roster of 30 in its inaugural year.

# SEASON TICKET SALES



**Football and Basketball were the highest attended games of the 2023 fiscal year.**

**4 men and women's basketball games reached maximum student capacity.**

**Football revenue increased by 33% when compared to the 2022 fiscal year.**

**Basketball revenue increased by 97% when compared to the 2022 fiscal year.**

- Morgan State University Athletics Department **prioritized** virtual publications this athletic year. Those of which are the most essential to carrying the overall brand.
- The external team is broken down into 4 vital groups: Marketing & Fan Engagement, Sports information & Communication, Multimedia & Production, and Social Media.
- External produced events like Morgan Madness, over 300 social media posts, and over 500 in-house publications.

# Brand & Reach



@MSUBEARSFB



@MSUBEARSWBB



@MSUBEARSMBB



@MSUBEARSTFXC



@MSUBEARSWRESTLE



@MSUBEARSSB



@MORGANSTTENNIS



@MSUBEARSVB



@MORGANSTBOWL



@MORGANSTATEACRO

10

Types of publications/media forms used to spread brand awareness

500

In-house team stories published via [morganstatebears.com](http://morganstatebears.com)

25

In-house staff/coaches stories via [morganstatebears.com](http://morganstatebears.com)

25+

Featured stories via Baltimore Sun, PressBox, MEAC, ETC.

109



THANK YOU!

## **Finance & Facilities**



**BOARD OF REGENTS**  
**Finance and Facilities Committee Meeting**  
**Monday, July 31, 2022 (Virtual)**  
**9 A.M. – 12 P.M.**

- |                             |                       |
|-----------------------------|-----------------------|
| A. Remarks by the Chair     | Dr. Shirley M. Malcom |
| B. Remarks by the President | Dr. David K. Wilson   |

**ITEMS FOR INFORMATION**

- |   |   |
|---|---|
| • Division of Facilities, Design and Construction Management Update | Ms. Kim McCalla, <i>Vice President<br/>Facilities, Design &amp; Construction Mgmt.</i>        |
| • Division of Research and Economic Development Update              | Dr. Farin Kamangar, <i>Assistant VP<br/>Research</i>  |
| • Division of Institutional Advancement Update                      | Ms. Endia DeCordova, <i>Vice President<br/>Institutional Advancement</i>                      |
| • Division of Enrollment Management and Student Success Update      | Dr. Kara Turner, <i>Senior Vice President<br/>Enrollment Management &amp; Student Success</i> |

**ITEMS FOR ACTION**

- |  |  |
|--|--|
| • Approval of Committee Minutes of May 1, 2023   | Chairwoman Malcom  |
| • Approval of Off-Campus Housing Lease Agreements/Amendment (Towson Town Place, HH Midtown and Lord Baltimore Hotel) | Mr. David LaChina, <i>Interim EVP<br/>Finance and Administration</i> |
| • Approval of Hoen Lease (Office Space for Research Centers)   | Mr. David LaChina  |
| • Approval of Verizon Cell Tower Lease Agreement   | Mr. David LaChina  |
| • Approval of FY 2025 Tuition, Housing and Board Rate Adjustments  | Mr. David LaChina  |

**ITEMS FOR INFORMATION**

- |  |  |
|--|--|
| • Division of Finance and Administration Update <ul style="list-style-type: none"> <li>○ Student Housing Plan/Update</li> <li>○ Future Policy on Body Cameras</li> <li>○ FY 2023 Closing Summary</li> <li>○ FY 2024 Operating Budget</li> <li>○ FY 2025 Capital Budget Request Update</li> </ul> | Mr. David LaChina  |
|  | Ms. McCalla/Mrs. Cynthia Wilder,<br><i>University Facilities Planner</i> |

- College of Osteopathic Medicine (Closed Session)

Dr. David Wilson

# **ITEMS FOR INFORMATION**





# CAPITAL PROJECTS UPDATE

April - June 2023

Division of Facilities, Design and Construction Management (DCM)

## A. EXECUTIVE SUMMARY

The majority of the time spent by Planning and Design and Construction Management was developing the FY 2025 – FY 2029 Capital Budget. The details are included below in Section B.

**Planning for the Future:** With the aid of a new campus master plan, the University will set the plan for its continued and future development through its capital planning and deferred maintenance process for the next 10 years. The master planning process is estimated to begin in late 2023/early 2024 and will involve representatives from the University (faculty, staff, and students) and the community. The study will include (1) building development, reuses, occupancy, and order; (2) athletics master plan; (3) parking study; (4) utilities study; (5) a preliminary plan for Lake Clifton to identify the programs to be considered (including the surrounding areas); (6) connecting the campuses, and (7) a comprehensive sustainability study.

**Staffing:** The Physical Plant Department (PPD) has been concentrating on obtaining trade-experienced supervisors and managers. In addition, training programs through the Association of Physical Plant Administrators (APPA) and HR have been occurring throughout the year. Staffing continues to make progress. Several key positions were filled, though other positions remain necessary to continue to advance the department. Planning and DCM are working to replace/expand staff; however, projects and budgeting have taken priority.

**MBE Goals for Major Capital Projects:** We continually monitor the contractors' MBE payments. Many projects exceed the University's MBE goal of 30%, with some smaller specialty contracts under the goal. This quarter's average consists of 31.36%. Out of \$165,342,093 paid out in contracts, payments to date to MBEs equates to \$51,845,518.

*Note: These MBE calculations do not include the MBE calculations for Deferred Maintenance, Public Safety Building nor the Thurgood Marshall (TM) Housing project. Those numbers are tracked separately since deferred maintenance represents multiple smaller projects; and Public Safety and TM Housing are managed by private entities each striving for 30% MBE goals.*

## B. PLANNING

### CAPITAL BUDGET REQUEST

Much time and effort were spent on the preparation of the FY 2025-2029 Capital Budget Request, which was submitted on July 1. Our five-year request totaled \$631,747,000 with \$144,567,000 requested for FY 2025. A separate special request to fund the demolition, design and construction of the new School of Osteopathic Medicine was also submitted. The special request for the Osteopathic Medical School is \$3,519,000 for FY 2025 and \$138,295,000 for five years.

At the last Board meeting, the preliminary capital budget (FY 2025, \$111,564,000 and \$620,143,900 for the five years) was approved, subject to modifications that would complete the process. Since receiving the Department of Budget and Management's (DBM) instructions and re-evaluating the projects for FY 25 and the five years, the cost for FY 25 increased by \$32 million. In addition, the Osteopathic Medical School was added as a separate special request for \$3.5 million in FY 25. Much of the increase is attributable to the new science project. The full five-year request may be found at the end of the report.

Our initial budget meeting with the DBM was July 28 with a site visit to follow later.

## **PROGRAMMING**

The State of Maryland requires the submission of a program for every capital project that requests capital funding. Two components typically make up the programs: Part I is the justification of the project and Part II includes the special requirements for the building programs and spaces. Programming continues for several projects.

**Dixon Renovation and Expansion (Physics):** The Part I Program has been resubmitted to DBM for review. The building is being renovated for Physics; office and research spaces are also included to help meet the anticipated deficiencies.

**PEARL Lab Expansion:** Comments and reduced funding were received regarding the program for expansion of the PEARL Lab. Since the funding is significantly less than the estimate, the program is being re-evaluated to reduce the scope to meet the appropriated amount.

**School of Engineering/Computer Science:** Discussions continue with the Provost and Deans (School of Engineering and the School of Computer, Mathematical and Natural Sciences) regarding potential sites, new buildings, and existing building programs.

### **Programs Awaiting Approval from DBM:**

- Electrical Upgrade Expansion
- Lake Clifton Demolition

## **SPACE INVENTORY GUIDELINES and APPLICATION PROGRAM (SGAP) PROJECT/REPORT**

- The review and analysis of the existing space guidelines continues with representatives from the University System of Maryland, community colleges, DBM and MHEC. The guidelines dictate the amount of space an institution is eligible for in various space categories (i.e., classroom, class-lab, research lab, office, etc.). Except for research space, the guidelines have not been updated since 1999.
- Planning is participating in MHEC's organized workgroups regarding state funds being applied for non-credit course spaces. This will have implications given Morgan's new College of Interdisciplinary and Continuing Studies.
- Internal Audit has provided guidance on the use of stipends. Planning continues to work with the Provost to develop guidelines and processes to ensure the University is properly issuing stipends.
- The 2022 -2032 SGAP Report was submitted as required.
- The SGAP/HR workgroup regularly meets and is focused on improving the integrity of HR data to meet SGAP and other state and federal reporting requirements. HR has developed a preliminary coding matrix based on the faculty handbook. Requirements and ambiguities continue to be identified and resolved. (A sample of the coding differences: lecturer and instructor or researchers and post-docs, etc.) Information Technology is establishing programming rules to ensure accurate information, which is necessary to justify our projects in comparison to MHEC's projections.
- Office space assignment guidelines are being developed in conjunction with Academic Affairs.

## **C. PHYSICAL PLANT**

### **UNION (AFSCME)**

Discussions continue with AFSCME towards a new agreement.

### **GENERAL**

PPD continues to provide day-to-day maintenance and upkeep of the campus grounds and facilities. In addition,

PPD is providing facility updates and upgrades to improve safety procedures, building systems, and the aesthetics of our campus.

PPD has added several key management team members: a high voltage electrician, master plumber and a shop/supplies manager. Key open positions and increased staffing remain to be filled to meet the increased demands of the University. PPD management continues to reevaluate their staffing plan to best serve the University. Managers and supervisors have participated in several APPA supplemental training sessions. PPD works closely with Human Resources regarding personnel matters.

The integration of the new work order system (AssetWorks) went live in late June, with the initial training completed. The tagging of PPD equipment for the preventative maintenance program is in process.

**Other Activities in Process:**

- Refurbishment of the lower-level classrooms in Carnegie Hall and the chemistry labs on the second level of Spencer Hall are in process. In addition, thermostats are being replaced in Spencer to provide more efficient HVAC conditions.
- A classroom readiness initiative to identify immediate and planned upgrades to classrooms and labs throughout campus is in development.
- The refurbishment of the cooling towers (3) in the Commons Garage was completed. The replacement of air handling unit air filters throughout campus continues.
- Water fountain upgrades continue. Replacing the air conditioning units in the Stadium and upgrading/repairing HVAC systems and emergency generators throughout remain in process.

## **D. DESIGN AND CONSTRUCTION MANAGEMENT**

### **HEALTH AND HUMAN SERVICES (HHS) PART II - NEW BUILDING**

HHS is the new home for: School of Community Health and Policy, School of Social Work, Medical Science, Counseling Center, Family and Consumer Science. Specialty spaces include virtual reality lab/simulation lab, a social work clinic for community outreach, simulation spaces and textile labs. Departments will be vacating Portage Avenue, Jenkins Hall, and Hurt Gymnasium. The project remains on schedule and budget, opening fall 2024.

Construction is 50% complete, with the focus to make the building weather tight (completing the installation of the exterior precast panels (walls), curtain walls (windows) and roofs). Inside the building, mechanical and electrical equipment, wall studs, metal stairs, elevators and terrazzo flooring are all in progress.

- Precast Panel Installation: 90% Complete
- Curtain Wall: 40% Complete
- Roofing: 50% Complete

Morgan students engaged in the project: two alumni and one student intern.

A mockup of the new nursing simulation lab (equipment and software) is being set up in Jenkins (Academic Quad) to train the faculty in advance to allow for curriculum creation. PPD and IT staff continue to evaluate and provide feedback on systems being installed. The computers and furniture are being finalized.

<b>Health and Human Services (HHS Phase II)</b>			
	<b>Appropriation</b>	<b>Obligations</b>	<b>Balance</b>
<b>Design</b>	13,857,000	13,036,253	820,747
<b>Construction</b>	138,048,000	92,081,030	45,966,970
<b>Capital Equipment</b>	12,800,000	6,000,000	6,800,000
<b>Reverted Funds</b>			0
<b>Total</b>	<b>\$164,705,000</b>	<b>\$111,117,283</b>	<b>\$53,587,717</b>

Design: HOK/KDA MBE Goal: 30%  
 CM: Barton Malow/JLN MBE Goal: 39% Tracking 41%  
 Commissioning Agent: Setty & Assoc. International MBE Goal: 5%  
 LEED Anticipated: Silver with the possibility of Gold

**SCIENCE PHASE I and PHASE II**

The project has two phases: Phase I demolition and relocation of utilities and Phase II the new building. Both phases are being designed and constructed by the same design and construction management teams due to the necessary continuity between the phases.

**SCIENCE PHASE I (DEMOLITION OF THE WASHINGTON SERVICE CENTER (WSC))**

Work includes but is not limited to demolishing the Washington Service Center, the relocation of certain utilities, fuel oil to the heating plant, etc. The CM is analyzing the bids, with the anticipation of Board of Public Works (BPW) approval mid-August.

**SCIENCE PHASE II (NEW BUILDING)**

The design continues. We are requesting an increase to the project budget, with increased costs of materials and labor that were not previously anticipated and that it was underestimated from the beginning. The increase of funding was submitted as a part of FY 2025 capital budget.

<b>SCIENCE PHASE I (Demo Washington Service Center)</b>			
	<b>Appropriation</b>	<b>Obligations</b>	<b>Balance</b>
<b>Design / CM Pre</b>	991,000	1,509,220	-518,220
<b>Construction</b>	9,362,000	117,425	9,244,575
<b>Reverted Funds</b>			0
<b>Capital Equipment</b>			0
<b>Total</b>	<b>\$10,353,000</b>	<b>\$1,626,645</b>	<b>\$8,726,355</b>

<b>SCIENCE PHASE II (New Building)</b>			
	<b>Appropriation</b>	<b>Obligations</b>	<b>Balance</b>
<b>Design / CM Pre</b>	17,924,000	16,947,203	976,797
<b>Construction</b>			0
<b>Reverted Funds</b>			0
<b>Capital Equipment</b>			0
<b>Total</b>	<b>\$17,924,000</b>	<b>\$16,947,203</b>	<b>\$976,797</b>

Design Phase I: Moody Nolan MBE Goal: 63.74%  
 CM, Phase I: Barton Malow Builders MBE Goal: 45.00%  
 Design Phase II: Moody Nolan MBE Goal: 47.75%  
 CM, Phase II: Barton Malow Builders MBE Goal: 45.00%

**STUDENT HOUSING (THURGOOD MARSHALL REPLACEMENT)**

**Phase I (670 New Beds) and Phase II (Dining Hall):** The installation of the green roof continues. The contractor has been working on work that was not completed; installation of exterior fiberglass reinforced plastic (FRG) panels, site work and correcting work as necessary.

The javelin, discus, hammer, and green field installation was delayed due to the prolonged cool weather. The field should be available in August.

MBE: 38%

**Phase III (604 New Beds):** Phase III adds approximately 604 beds adjacent to the Phase I tower. It is connected to the Phase I dining hall via its own lobby and the green roof from the 2<sup>nd</sup> level. The residential area will have similar features as Phase I with the addition of a gaming room, classrooms/business incubator space and lounge space.

The last floor was placed by the end of June 2023. Interior framing for walls and rooms is in process, plumbing, electrical systems are being installed. The FRACO scaffolding system is being installed to allow for the exterior brick installation.

MEDCO: Project Oversight/Financing

Project Budget, Phases I & II: \$96,500,000  
Phase III: \$89,100,000

Design: HCM / Moody Nolan MBE Goal: 33.25%  
CM: Gilbane Building Company MBE Goal: 30%

**DEFERRED MAINTENANCE FY 2020/2021/2022/23: FUNDING \$62,000,000**

Deferred Maintenance funding is typically for projects where the maintenance has been deferred and is for projects where the asset is past its useful life. It involves various types of projects across campus.

**STEAM TRAP / MANHOLE / ACADEMIC STEAM REPLACEMENT**

Three projects are included: the steam trap and manhole replacements were performed under one contract with a separate contract for the Academic Quad Steam Line. The manholes and the traps are complete and will no longer be reported.

The Phase I steam line replacement throughout the Academic Quad continues. Phase II of the work replaces the balance of the steam lines in the Academic Quad, this is currently being funded with HBCU funds and is waiting for the piping to arrive.

Steam Line Replacement

Engineer: RMF Engineering MBE: 0%  
Contractor: Pipe Way MBE: 15% (for both phases)

**WEST CAMPUS PARKING/ROAD/FENCING**

The scope of work includes rebuilding the structural wall and expanding the parking along the north end of the BSSC lot and reconfiguring the parking lot. A new road will be added on the west side of the site from Argonne Drive (in front of the Public Safety Building), demolishing and rebuilding Lot Qn, as well as general additions of new security wall/fencing/cameras/blue lights, etc. along the perimeter of the property; stormwater management systems, landscaping, and sidewalks along Argonne and Hillen will be redone.

The "Spite Wall" (red brick perimeter) has been completely removed. The north (BSSC) parking lot has been expanded. Work is concentrating on rebuilding the south lot (Qn). We have pushed the parking lot construction up to try to have it useable (not complete) in late August in lieu of late October to minimize the off-line parking.

Engineer: Whitley Baily Cox Magnani (WBCM) MBE: 30%  
Contractor: Urban. Zink Contractor, Inc. \$5,590,600 MBE: 15%

**MEMORIAL CHAPEL**

There are three deferred maintenance projects associated with the Chapel, of which two include partial funding from the federal Department of the Interior's National Park Service (NPS) HBCU grant totaling \$500,000 each for the window restoration/preservation and roof replacement/repairs. As planned, both projects will exceed the grant funding; the balance is made up of deferred maintenance funds. The third project, Water Infiltration around Truth Hall and the Chapel, does not have federal grant funding.

**WINDOW PRESERVATION**

All windows were removed and sent to be stripped, repainted and reinstalled. Storm windows are also being provided to protect the windows and to improve the energy efficiency of the windows since the originals are single pane. The doors, and exterior were all repainted. The color was returned to the original color. Work is ahead of schedule and is to be completed in early August in lieu of September 2023. This will be the last report for this project.

Design: Gant Brunnett Associates MBE: 4.80%  
Contractor: Northpoint Builders MBE: 8.73%

**ROOF REPLACEMENT/REPAIR**

Work includes replacing the Chapel's roofs and repairing stone walls. The work is following the requirements of NPS. The design is underway, and we have approached 80% completion of the construction documents. Comments from NPS and the Maryland Historic Trust must be received prior to completing the design.

Design: Gant Brunnett Associates MBE: 24.74%

**WATER INFILTRATION (TRUTH HALL/CHAPEL)**

The project is to stop the water infiltration to the lower levels of both Truth Hall and Chapel. The infiltration construction must be coordinated and scheduled around the Academic Quad steam work and the Chapel Window project. With the window work expected to end early, the infiltration project is to go out to bid late summer 2023. Project is waiting for Procurement to advertise the project.

Design: Murphy Dittenhafer Architects MBE Design: 58.98%  
Contractor: TBD MBE Construction: TBD

**CAMPUS-WIDE SECURITY**

**Security Cameras/Infrastructure**

Work includes the infrastructure, replacement, and the upgrade of approximately 550 camera locations. The project has four phases. The goal is to be completed by Homecoming 2023. Work is in close coordination with Public Safety and Information Technology.

- Phase I, Academic Quad: Camera installation is complete, punch list in process.
- Phase II, North Campus: Camera installation is to be completed by the end of July.
- Phase III, Morgan Commons: Cabling is being installed with camera installation in August.
- Phase IV, South and West Campus: Work is scheduled for September.

Construction: Securitas Electronic Security, Inc.

MBE: 10%

### **CENTRAL HEATING (BOILER) PLANT**

This project is being managed by Siemens. The new aerator is being installed and connected. The systems are being tested out.

Construction: Siemens

### **STADIUM WAY SLOPE STABILIZATION**

Morgan continues to prepare the project for bidding, with an anticipated completion late 2024. Work includes taking measures to stabilize the slope with structural means (including changing the incline of portions of the slope). We continue to work through all the interagency permits to bid the work. Comments/approvals are slow in coming.

### **CAMPUS-WIDE ELECTRICAL UPGRADES**

Campus-wide upgrades will be in two phases: the first phase is planned to be as a part of deferred maintenance and the second phase will be a part of the Capital program.

The capital phase will expand the power to the campus, bringing in two - four 34kV feeders dedicated to campus from two different locations, including Clifton Park. These feeders will be distributed to both the Cold Spring and Montebello substations. Funding is being requested through the state capital budget process, in addition to BGE funding. Part I program has been completed with the Part II program commencing in the fall of 2022. BGE has started its design.

### **SUBMETERING (ALSO SEE INFORMATION ENERGY AND SUSTAINABILITY)**

This work added approximately 190 submeters to the various utilities in each building; to allow for monitoring and tracking of utility consumption. This tracking can lead to the identification of problems, which may result in savings on the University's utility bills. Siemens is working through the punch list items and to resolve open issues. This project is being funded by deferred maintenance. This will be the last report for this project.

Design / Construction : MCEC/Siemens

MBE : 34.5%

<b>Deferred Maintenance Capital FY 2020 - FY 2023</b>			
	<b>Appropriations</b>	<b>Obligations</b>	<b>Balance</b>
	\$ 62,000,000		\$ 62,000,000
<b>Steam Trap (Completed)</b>		\$ 1,434,443	\$ (1,434,443)
<b>West Campus Design</b>		\$ 546,746	\$ (546,746)
<b>Fire Alarm</b>		\$ 2,571,051	\$ (2,571,051)
<b>AHU 14 (Completed)</b>		\$ 851,787	\$ (851,787)
<b>Chapel Window Grant Design</b>		\$ 3,595	\$ (3,595)
<b>Truth/Chapel Water Infiltration Design</b>		\$ 278,965	\$ (278,965)
<b>Schaefer Auditorium Renov (Completed)</b>		\$ 593,396	\$ (593,396)
<b>Central Heating Plant Renov</b>		\$ 2,497,395	\$ (2,497,395)
<b>Submeters</b>		\$ 2,931,875	\$ (2,931,875)
<b>Steam Manholes (Completed)</b>		\$ 675,512	\$ (675,512)
<b>Steam Replace Academic Quad</b>		\$ 7,844,751	\$ (7,844,751)
<b>Chapel Roof Design</b>		\$ 69,728	\$ (69,728)
<b>University Changes</b>		\$ 253,467	\$ (253,467)
<b>West Campus Infrastructure</b>		\$ 5,590,600	\$ (5,590,600)
<b>Chapel Window Construction</b>		\$ 1,260,254	\$ (1,260,254)
<b>University Changes (Various Projects)</b>		\$ 114,728	\$ (114,728)
<b>Campus Wide Security (Cameras)</b>		\$ 4,373,624	\$ (4,373,624)
<b>Steam Replace Academic Quad, Phase II*</b>		Fund Source Changed	
<b>Stadium Way Slope Stablization (Construct)</b>			
			\$ -
<b>Total</b>	<b>\$62,000,000</b>	<b>\$31,891,917</b>	<b>\$30,108,083</b>
<b>* Steam Replace Academic Quad, Phase II</b>		\$ 5,388,374	
(Different Funding Source)			

## NON-STATE CAPITAL PROJECTS

**Hurt Gymnasium:** The improvements to Hurt Gymnasium are in accordance with the Master Services agreement entered into with MCEC and Morgan State University. MCEC has contracted Siemens on behalf of MSU to complete interior improvements to the building's mechanical, electrical, plumbing, fire protection, and life safety systems. Mahogany (an MBE firm) is Siemens general contractor for the finishes work, which is being funded through HBCU loan fund.

Most of the mechanical equipment and systems are installed, finishing trades (painting, wall, ceilings, etc.) are in process in the offices and classrooms. Civil work is about to start correcting water infiltration to the lower entrance. The locker rooms, fitness center, gym and dance studio are making some progress.

Construction: Mahogany \$12,924,563 HBCU Funds MBE: 37.6%

**Student Center Garage:** Work is to repair/supplement the foundations of the southeast stair tower. Work is nearing completion. This will be the last report for this project.

Contractor: Eastern Highway Specialists (EHS) \$3,400,350



**FIRE ALARM UPGRADE:** The design contract was awarded to EBL engineering to provide a current system analysis and design an up to code fire system for the entire campus. The design is being completed in three phases commencing with the highest risk buildings.

EBL Engineering, LLC    Contract Amt    \$1,954,119    MBE 21.30%

**RESIDENTIAL**

**Renovations:** The University’s strategic housing plan is to renovate all our existing housing stock (except for O’Connell Hall, which will be replaced) over the next 7 - 10 years. The plan is to take one to two buildings offline per year or two (averaging 200 beds) at a time while bringing new beds on-line to offset the temporary reductions. The goal is to completely renovate each building to align all housing facilities with a modern housing experience and to improve the buildings systems and infrastructure.

Current Schedule		Beds		Revised Count
Thurgood Marshall I	Opened 2022	670	New Beds	No Change
TM Apts. Demolished	Closed 2022	284	Lost of Beds	No Change
TM III	Opens 2024	604	New Beds	No Change
Baldwin / Cummings	Closes 2023    Opens 2024	84/104 Respectively		72 /111*

*\*Anticipated loss of a few beds due to the addition of residential director apartments and changing three rooms to singles. A total of 11 beds were lost between Baldwin and Cummings.*

**Baldwin/Cummings:** The design is nearing completion, demolition in progress and the Board of Public Works has approved construction packages with a third scheduled for approval August 2<sup>nd</sup>. Furniture selection is complete; both the Physical Plant and Information Technology remain involved in construction activities. Morgan students continue to be involved with the project. The buildings are scheduled to be opened for the fall semester of 2024.

Design/Build:    HCM2 and Whiting Turner  
 Project Costs:    \$30 Million (not including furniture) HBCU Loan  
 MBE Goal:        40%

**E. MISCELLANEOUS PROJECTS**

**UPCOMING PROJECTS**

**Carter-Grant-Wilson:** The complete renovation of Carter-Grant-Wilson for use by Graduate Studies and International Affairs is planned. Work will provide for a renovated building, including new interior walls, infrastructure, landscaping, updated to meet current codes, MEP/HVAC systems, elevators, restrooms, and windows, etc. The goal is to open up the interior of the building, so it is more inviting. DBM’s approval of the program was recently received. The solicitation for design services is awaiting publication by Procurement.

**Montebello:** Request for funds as a part of the FY 25 Capital Budget Request was made to demolish Montebello. The building is at a point where significant funds will be required to keep it basically operational. Alternate locations are being sought for the various remaining departments. Currently, Montebello is to make way for the Osteopathic Medical School.

**REAL ESTATE**

**Space:** Several community-based programs such as the Center for Urban Health Equity; the Center for Violence and Crime Reduction; the National Center for the Elimination of Education Disparities; the Institute for Urban

Research; and the Center for Equitable AI and Machine Learning Systems are being considered for relocation to the Hoen Building. Space availability remains at a premium due to departments expanding. All options are being considered.

**Osteopathic Medicine:** Classes are planned to start in late July 2024 with a new building opening in 2027. Project planning, the opening time frame of a new building are being reevaluated. On-campus locations (Jenkins Hall) are anticipated for Osteopath classes and offices. These spaces are required for accreditation and until the building opens. No recent updates have been provided regarding the demolition/design/construction process.

**Lake Clifton High School:** We are negotiating a temporary lease with the farm and are waiting for the temporary security measures (lighting, barriers, etc.) to arrive.

**Workforce & Technology Center:** Morgan will be leasing space starting in 2023 for 10 years with two five-year options. The space is approximately 18,500 gross square feet on the first floor of a building that is adjacent to the Montebello Building. Morgan will be responsible for utility and cleaning costs of the leased space. Renovations include power, painting, LED lights, floors, and ceilings as necessary, security, power, and technology. The anticipated project cost is approximately \$3 million. Space is anticipated to be utilized by DCM; Planning; the Office of Safety, Health, and Environment; Energy Management and Sustainability; Grounds and Property Control. With the funding source identified the project is being sent to Procurement for advertisement.

## **NORTHWOOD SHOPPING CENTER**

**Barnes and Noble (B&N):** B&N is fitting out the space. The anticipated opening is November 2023. This will be the last report for this project.

**Space Under Barnes and Noble:** Discussions continue regarding its pending occupancy.

## **F. ENERGY SUSTAINABILITY**

Morgan's partnership with MCEC and Siemens is to advance the University's energy and sustainability program. Components of the partnership include an energy performance contract (EPC) and several Indoor Air Quality (IAQ) contracts that also improve energy efficiency. Coordination of these projects with major capital projects to avoid conflicts or duplication of work is ongoing. An overview of some of these projects and their progress status is provided below. These projects are managed through the Office of Energy Management and Sustainability.

**Energy Performance Contract:** An EPC is designed and constructed with the main purpose to produce recognizable and guaranteed cost savings for the University to offset the capital cost of the investment.

There are 13 energy conservation measures (ECMs) with an estimated savings guarantee of \$4 million. This work includes lighting, water conservation, building envelope, demand flow, control upgrades, duct cleaning and sealing, steam trap replacement, pipe insulation, boiler plant upgrades and a back-flow preventer replacement. The ECMs are executed as separate small projects listed below. This is the last report for projects/systems that are being commissioned.

- Exterior and Sports Lighting: stadium lights and north campus exterior lights have been replaced with energy efficient LED fixtures; work is progressing to south campus. This ECM will result in reduced utilities bills and improved lighting for the campus through a uniform light level method. The annual guaranteed savings of this ECM is **\$38,535**.
- Steam Traps (Interior) & Steam and Condensate Piping Insulation: 307 interior steam traps and 1,294 feet of interior steam and condensate piping has been insulated. The combined annual guaranteed savings of these ECMs is **\$42,445**.
- Banneker Hall: The interior lighting, VAV (variable air valves) controls, water conservation fixtures

(aerators on faucets), building envelope, and duct cleaning & sealing ECMs are all complete. The combined annual guaranteed savings of these ECMs is **\$13,124**.

- **Boiler Water Softener Upgrade:** The aged and inefficient water softeners and brine tanks of the steam plant have been replaced with a new efficient boiler feed water system with blow-down control. The annual guaranteed savings of this ECM is **\$21,823**.
- **Condenser Water Filter Upgrades:** A hybrid partial softening, blow-down recovery, and side stream filtration condenser water treatment system is being installed with about 95% of the work completed. This system will reduce scale-forming and a significant portion of the waste-stream return to the condensate loop, thus conserving water. The annual guaranteed savings of this ECM is **\$13,087**.
- **Demand Flow:** The cooling water system of Morgan Commons Chilled Water Plant that serves the Student Center, Richardson Library, and Hurt Building is being mechanically modified to optimize its operation. This ECM is approximately 90% complete and is presently providing chilled water for cooling. The annual guaranteed savings is **\$47,930**.
- **Backflow Preventer:** A leaky Backflow (water) Preventer has been replaced in the Central Heating Plant to reduce its overall water consumption. The annual guaranteed savings of this ECM is **\$29,507**.

In order to further enhance energy conservation at Morgan, another energy project (EPC 2) is being considered for imminent implementation. Price negotiations are currently in progress. The estimated cost is \$35M covering improvements in following five buildings:

- Schaefer Engineering
- Communication Center
- Student Center
- Earl S. Richardson Library
- Hill Field House

**Indoor Air Quality:** Indoor pollution sources that release gases or particles into the air are the primary cause of indoor air quality problems. Inadequate ventilation can increase indoor pollutant levels by not bringing in enough outdoor air to dilute emissions from indoor sources and by not carrying indoor air pollutants out of the area. High temperature and humidity levels can also increase concentrations of some pollutants.

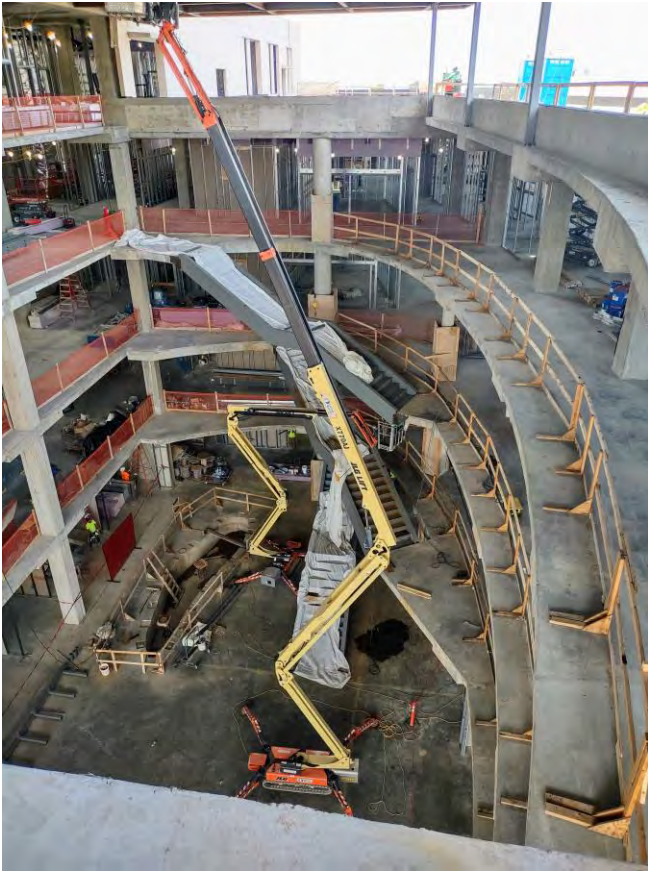
Many of the various projects in Murphy, residential buildings, the Science Complex, Central Heating Plant, and other small projects have the physical work complete. Work on the controls and commissioning is taking place. Work included replacing various types of controls, repairs to air handling units, replacement of different mechanical systems, piping insulation and fan coil units in residential buildings and Hurt Gymnasium.

## **G. ATTACHMENTS**

1. Project Photos

## HEALTH AND HUMAN SERVICES





## NEW STUDENT HOUSING (THURGOOD MARSHALL HALL)

### Phase II



### Phase III



**STUDENT CENTER GARAGE REPAIRS**



**STEAM PIPE REPLACE – ACADEMIC QUAD**







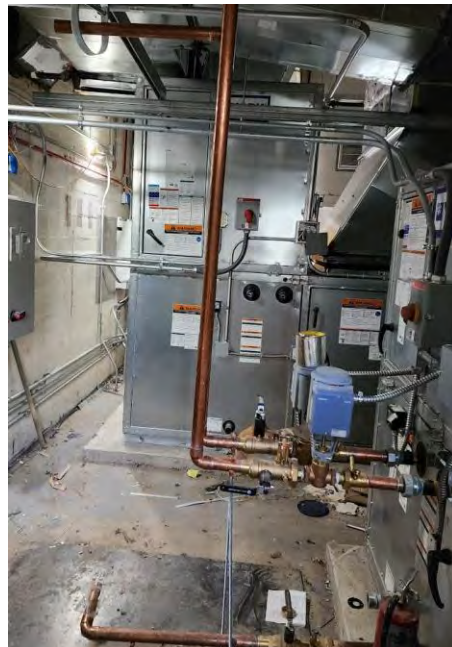
## CHAPEL WINDOWS



WEST CAMPUS



# HURT GYMNASIUM

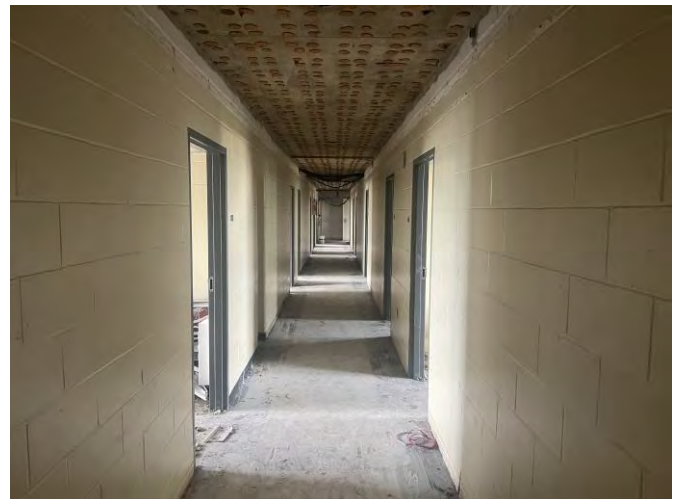


## BALDWIN AND CUMMINGS RESIDENTIAL RENOVATIONS

### BALDWIN



### CUMMINGS



Capital Project Request FY25-FY29-revised  
 ATTACHMENT A  
 7/17/2023

Project	Prior Authorization	2024 FY2025	2025 FY 2026	2026 FY 2027	2027 FY 2028	2028 FY 2029	Total 5-Year Request	Total Project Cost To Date	Total Project Cost	
001	Deferred Maintenance & Site Improvements	\$62,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C \$5,000,000	\$25,000,000	\$87,000,000	\$0	
002	New Science									
002a	New Science Center Phase I	\$11,686,000	P,C \$7,615,000	C			\$7,615,000	\$19,301,000	\$19,301,000	
002b	New Science Center Phase II	\$17,924,000	P \$102,692,000	P,C \$110,692,000	C \$95,692,000	C,E \$15,018,000	\$324,094,000	\$342,018,000	\$342,018,000	
003	Lake Clifton									
003a	Campus Expansion - Multipurpose Convocation and Teaching Complex (Part 1) - Demolition / Valve House Preservation	\$6,060,000	P,C \$9,425,000	P,C \$1,961,000	C		\$11,386,000	\$17,446,000	\$17,446,000	
003b	Campus Expansion - Multipurpose Convocation and Teaching Complex (Part 2)					\$13,948,000	\$13,948,000	\$13,948,000	\$260,945,000	
004	Carter Grant Wilson Renovation	\$2,410,000	P \$9,873,000	P,C \$20,764,000	C,E \$4,112,000	C,E	\$34,749,000	\$37,159,000	\$37,159,000	
005	Jenkins Demolition Phase I Design/Build	\$1,037,000	P \$762,000	P	\$8,045,000	C \$6,993,000	\$15,800,000	\$16,837,000	\$16,837,000	
006	Campus Wide Electric Upgrades Phase I		\$2,200,000	P \$25,700,000	P,C \$40,700,000	C \$15,066,000	\$83,666,000	\$83,666,000	\$83,666,000	
007	Campus Renovation Projects									
007a	Campus Renovations - Legacy Buildings (Truth)		\$950,000	P \$17,500,000	P,C \$18,279,000	C \$1,200,000	\$37,929,000	\$37,929,000	\$37,929,000	
007b	Campus Renovations - Legacy Building (Holmes)		\$950,000	P \$4,250,000	P,c \$5,500,000	C \$798,000	\$11,498,000	\$11,498,000	\$11,498,000	
008	Campus Infrastructure Upgrade Projects Misc						\$0	\$0	\$0	
008a	Campus Infrastructure Upgrade Projects - Fiber		\$3,000,000	P \$13,000,000	P,C \$16,000,000	C \$8,506,000	\$40,506,000	\$40,506,000	\$40,506,000	
009	Climate Act/Sustainability Projects						\$0	\$0	\$0	
009a	Climate Act/Sustainability - Spencer Hall		\$2,100,000	P,C \$839,000	C		\$2,939,000	\$2,939,000	\$2,939,000	
009b	Climate Act/Sustainability - North Chiller Plant			\$1,630,000	P,C \$752,000	C	\$2,382,000	\$2,382,000	\$2,382,000	
010	Dixon Research Center Renovations/Expansion					\$8,490,000	\$8,490,000	\$8,490,000	\$135,754,000	
011	McKeldin Demo/Welcome Bridge					\$1,725,000	\$1,725,000	\$1,725,000	\$20,025,000	
012	Engineering Electrical/Cyber					\$10,000,000	\$10,000,000	\$10,000,000	\$177,137,000	
		\$101,117,000	\$144,567,000	\$201,336,000	\$194,080,000	\$52,581,000	\$39,163,000	\$631,727,000	\$732,844,000	\$1,205,542,000

Special Request(s)

Project	Prior Authorization	2024 FY2025	2025 FY 2026	2026 FY 2027	2027 FY 2028	2028 FY 2029	Total 5-Year Request	Total Project Cost To Date	Total Project Cost	
001	Osteopathic Medical Building									
001a	Osteopathic Medical Building, Phase I - Montebello Demo		\$3,519,000	P \$12,141,000	C		\$15,660,000	\$15,660,000	\$15,660,000	
001b	Osteopathic Medical Building, Phase II - New			\$10,000,000	P \$42,319,000	P,C \$65,786,000	\$122,635,000	\$122,635,000	\$122,635,000	
							\$0	\$0	\$0	
							\$0	\$0	\$0	
							\$0	\$0	\$0	
		\$371,715,000	\$3,519,000	\$22,141,000	\$42,319,000	\$65,786,000	\$4,530,000	\$138,295,000	\$138,295,000	\$138,295,000
Key=P-Planning, C-Construction, E-Equipment	\$472,832,000	\$148,086,000	\$223,477,000	\$236,399,000	\$118,367,000	\$43,693,000	\$770,022,000	\$871,139,000	\$1,343,837,000	



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**Report to the Morgan State University Board of Regents – August 1, 2023**  
**Reporting Period: July 1, 2022 – June 30, 2023**

**Dr. Willie E. May**  
**Vice President for Research & Economic Development**

## I. INTRODUCTION & COMMENTS FROM THE VICE PRESIDENT FOR RESEARCH AND ECONOMIC DEVELOPMENT

The Division of Research and Economic Development (D-RED) supports the Morgan State University research enterprise by:

- Enhancing technical capacity and providing the infrastructural support to increase external funding from public and private sponsors;
- Ensuring compliance with all applicable laws and regulations related to the responsible conduct of research; and
- Facilitating the commercialization of faculty and student generated Intellectual Property.

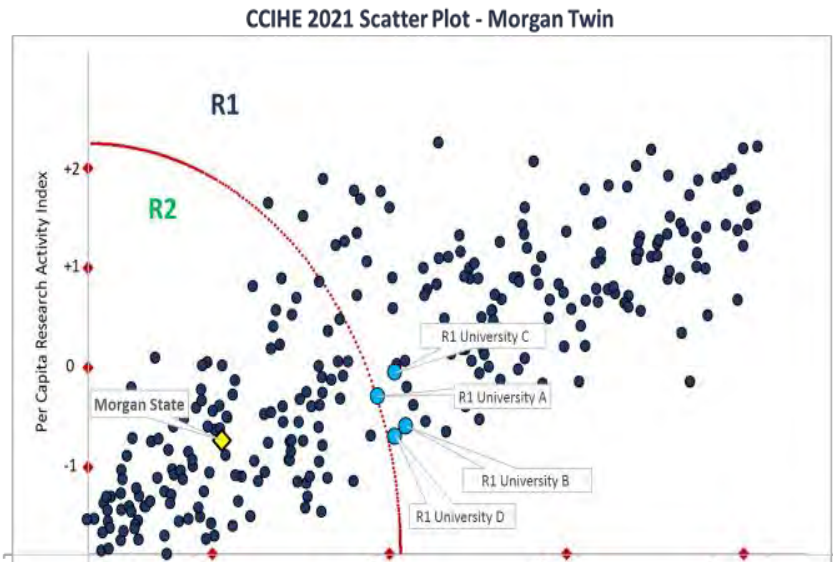
D-RED serves as a key point of contact for companies, federal, and state agencies, and others interested in connecting to or exploring collaborations with the Morgan State University (MSU) research enterprise. Our immediate goal was a sustainable \$50 million in sponsored research income, with at least \$40M in research expenditures. **For FY23, Morgan received more than \$100M in Grants, Contracts and Gifts plus a \$27M IDIQ** (to assist NIST in carrying out research critical to U.S. competitiveness and economic well-being). When the final accounting is FY23 is completed, Morgan will approach \$40M in research expenditures. Further details are provided in the Office of Research Administration Section that follows later in this report.

Three years ago, we developed and began using a model/tool that provided a Roadmap for our “Road to R1 by 2030” effort. For the coming year, we will continue to benchmark other R1 Universities that have Research Expenditures within our reach as we become poised for possible ascension to R1 status by the 2027 Assessment. Beginning in 2024, we are targeting achieving at least \$45M in Research Expenditures and maintaining at least that amount going forward. We will:

- Work with the Provost and Deans to stand-up a Blue-Ribbon Panel on Social Science and Humanities Research Expansion. The expansion of research and doctoral conferrals in these areas is critical to our ascendancy to R1 status.
- Strengthen the Administrative Infrastructure that supports Research at Morgan so that as we ascend, we are universally recognized as a well-rounded, well-recognized, and well-respected research university.

Four Carnegie R-1 Universities with the Lowest R&D Expenditures - within Morgan's Reach

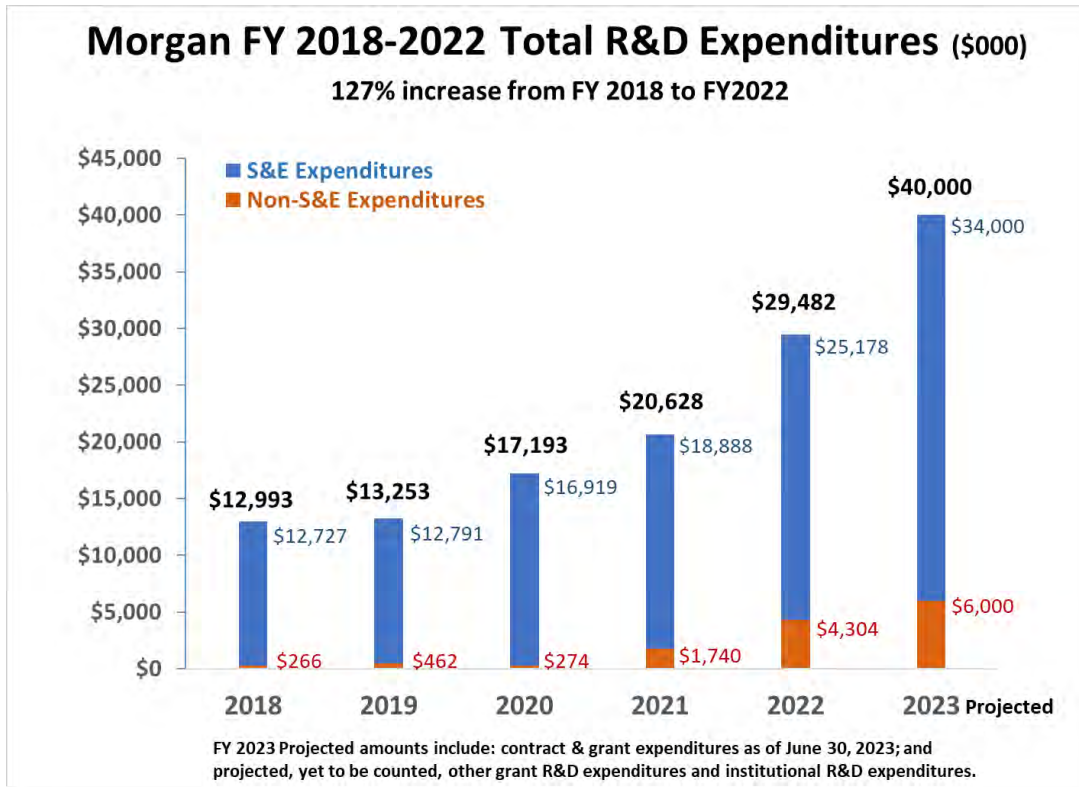
Note: CCIHE 2021 used FY 2019-2020 Numbers



Carnegie 2021 Data (Ranked by Total R&D Expenditures)									
R1 INSTITUTION	Total R&D Exp.	FACNUM	S&ER&D (000)	NONS&ER&D (000)	PDNFRSTAFF	SOCSC-RSD	HUM-RSD	STEM-RSD	OTHER-RSD
R1 University A	\$51,914	686	\$42,369	\$9,545	63	6	21	57	44
R1 University B	\$50,307	793	\$33,929	\$16,378	20	24	19	49	73
R1 University C	\$41,349	600	\$22,612	\$18,737	71	13	22	34	64
R1 University D	\$39,765	838	\$31,313	\$8,452	56	17	23	46	72
Average	\$45,834	729	\$32,556	\$13,278	53	15	21	47	63
Morgan State University (R2)	\$17,193	323	\$16,919	\$274	49	0	4	17	57

Mr. Wayne Swann, Director of the D-RED Office of Technology Transfer continues to serve as Morgan's Chief R-1 Strategist. Since 2020, and parallel with Morgan's significant increases in its Carnegie metric numbers, the Mr. Swann and his team have made improvements in capturing and properly classifying) Morgan's metric outputs and outcomes - consistent with Carnegie guidelines.





**II. The Office of Research Administration (ORA)**, led by Dr. Farin Kamangar, oversees and assists with many aspects of the life-cycle of grants and contracts, from proposal submission to grant close-out. The primary mission of this Office is to provide the following core services:

- Review, process, and submit proposals to sponsors;
- Receive and review awards;
- Provide grant-management training for principal investigators and supporting staff;
- Oversee research compliance and regulatory matters, including the protection of human subjects, research integrity, and export control;
- Assist with preparing, issuing, and monitoring subaward agreements;
- Serve as a liaison with sponsors for non-fiscal award management matters;
- Prepare data related to proposal submissions, grant and contract funding, and research output;
- Assist with programmatic close-out of the awards.

### Major Activities

This report summarizes activities of Fiscal Year 2023 (from July 1, 2022 to June 30, 2023). During this period, the ORA continued its regular activities, including the following:

- **Reviewing and submitting grant and contract proposals:** In FY2023, we submitted 321 new grants and contract proposals. Please see further details on the next page.
- **Receiving awards and conducting post-award briefings:** In FY2023, we received 165 new awards. Please see further details on the next page. The ORA organized post-award briefings with the principal investigators after the receipt of each award, during which the terms and conditions of new awards were discussed, in order for the principal investigators to be good stewards of the funds.

- **Reviewing subawards and contracts from other institutions to MSU and from MSU to other institutions:** In FY2023, there were 72 subawards given to MSU.
- **Providing fiscal oversight:** In FY2023, the ORA reviewed and approved thousands of grant-sponsored transactions for compliance with sponsor, state, and university rules.
- **Providing oversight of protection of human subjects:** Activities included, but were not limited to, Institutional Review Board (IRB) processes, best practices for conducting research involving human participants, and guidance for conducting research given current COVID-19 restrictions. In FY2023, the IRB reviewed 120 protocols.
- **Providing grant-seeking and grant management training:** In FY2023, we organized monthly grant-training seminars for the entire campus, weekly seminars for new faculty members, and grant management seminars for ORA staff members. We also prepared a comprehensive grant-management curriculum, several manuals, and several videos.

## Initiatives

Over the past two years, the ORA has embarked on several initiatives to improve the management and reporting of grants and contracts. Some examples include:

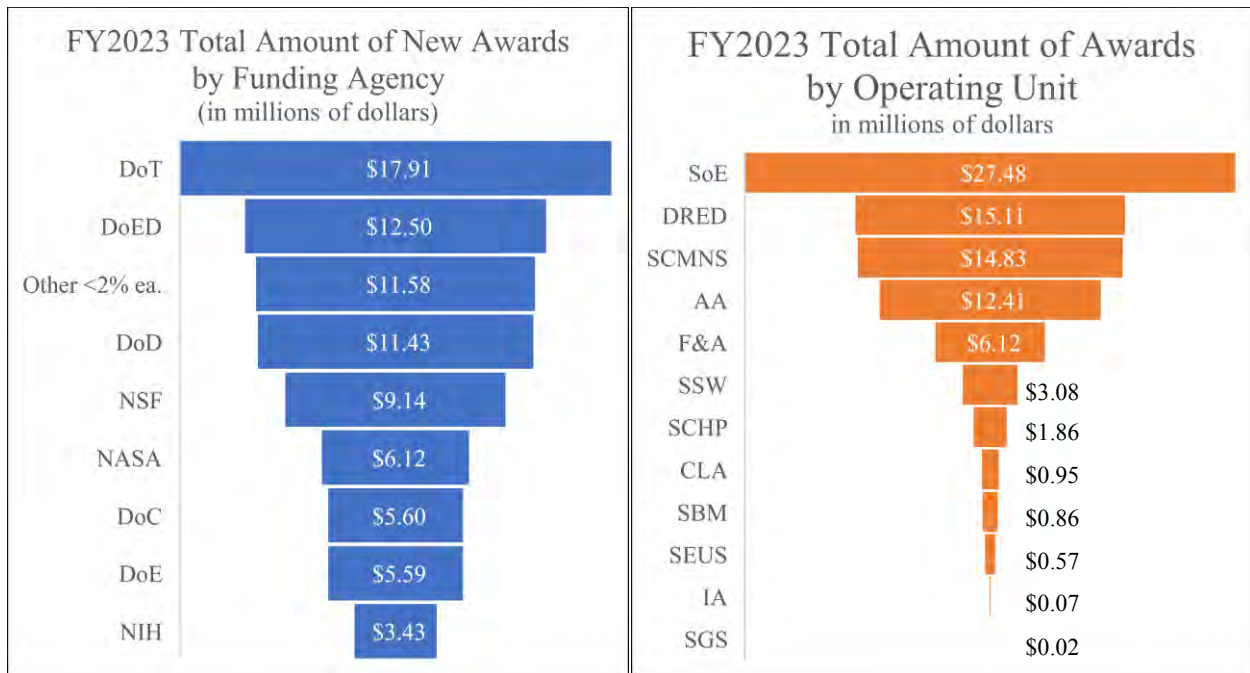
- **Developing a Strategic Plan Document for the ORA:** Vision and Mission, major goals, specific objectives, and metrics of success have been determined. The vision is to “provide research oversight and superb service to MSU researchers and their partners, one that propels MSU to the R1 space.” Assessments are conducted twice a year.
- **Organizing monthly training seminars:** ORA has organized 32 monthly seminars. These seminars have been met with substantial enthusiasm. We have approximately 70 participants for each seminar.
- **Organizing weekly new faculty seminars:** To enhance the capacity of our faculty members to receive grants, the ORA has scheduled weekly seminars (20 seminars) for all new tenure-track MSU faculty members.
- **Writing new principal investigator handbooks:** A revised PI Handbook, including five volumes, has been prepared and posted to our website ([www.morgan.edu/ora](http://www.morgan.edu/ora)). These include Volume 1 (General Principles), Volume 2 (Budget Preparation), Volume 3 (Grant-Related Processes), Volume 4 (Research Facilities and Resources), and Volume 5 (Research Policies and Guidelines). These handbooks are up-to-date, very accessible, and provide details of grant management to the PIs and their staff.
- **Substantially enhancing the ORA website:** The website is now highly informative and includes material for all monthly seminars, weekly seminars, PI Handbooks, and much more.
- **Generating databases for university grant and contract submissions, new commitments, grants and publications, and citations:** These databases are regularly updated by the ORA staff.
- **Initiating activities to establish an electronic grant-management system:** The ORA has had meetings with representatives from various vendors and has chosen electronic grant-management systems for its Institutional Review Board (IRB) and effort reporting activities. However, procurement has not happened yet.
- **Establishing an “ask.ora” email:** ORA will respond to all questions about grant management using this email very quickly.

## Proposal Submissions & New Funding Commitments

In FY 2023, the ORA reviewed and submitted **321 proposals** with a total requested amount of **\$385.20 million**, of which 80 were submitted in Q4, totaling \$108.18 million. This dollar amount is **a record high** for MSU.

In FY2023, MSU received **165 new funding commitments** worth **\$83.30 million**, of which 45 were received in Q4, totaling \$31.14 million. This is also **a record high** for MSU. In addition, MSU received an IDIQ for \$27.0 million from the National Institute of Standards and Technology (NIST). The figures below show new funding commitments by funding agency and by operating unit.

The largest new awards during Q4 of FY2023 were “Sustainable Mobility & Accessibility Regional Transportation Equity Research (SMARTER) Center” (\$15.00 million over 5 years; Department of Transportation, PI: Dr. Mansoureh Jeihani, School of Engineering); “CREST Phase I Center for Advanced Magnets and Semiconductors” (\$5.00 million over 5 years; National Science Foundation (NSF), PI: Dr. Abdellah Lisfi, School of Computer, Mathematical, and Natural Sciences); and “Development and Implementation of HBCU Based Railroad Engineering Program for Underrepresented Communities” (\$2.36 million over 4 years; Department of Transportation, PI: Dr. Anthony Saka, School of Engineering).



DoT: Department of Transportation; DoED: Department of Education; DoD: Department of Defense; NSF: National Science Foundation; NASA: National Aeronautics and Space Administration; DoC: Department of Commerce; DoE: Department of Energy; NIH: National Institutes of Health (DoED funds include Title III).

SoE: School of Engineering; DRED: Division of Research and Economic Development; SCMNS: School of Computer, Mathematical & Natural Sciences; AA: Academic Affairs; F&A: Finance & Administration; SSW: School of Social Work; SCHP: School of Community Health and Policy; CLA: College of Liberal Arts; SBM: School of Business and Management; SEUS: School of Education and Urban Studies; IA: International Affairs; SGS: School of Graduate Studies

## D-RED Seminars in Q4: April 1, 2023 – June 30, 2023)

Date	Topic	Presenter
Apr 2023	Export Controls Overview & Conflicts of Interest: Recognition and Management	Edet Isuk, PhD
May 2023	NSF Grant Opportunities for STEM Research and STEM Education Research	Claudia Rankins, PhD
June 2023	Grant-Funded Property Standards & The Basics of Intellectual Property	Farin Kamangar, MD, PhD

### *“Export Controls Overview & Conflicts of Interest: Recognition and Management”:*

This seminar focused on two very important regulatory topics: export controls and conflict of interest. Export controls are federal laws that govern transfer of information and technology to other countries. Because of the recent cases of unauthorized technology transfer to China and other countries that compete with the USA, as well as some high-profile cases in the recent years, all faculty members should be acutely aware of export control laws.

### *“NSF Grant Opportunities for STEM Research and STEM Education Research”:*

NSF has major opportunities for HBCUs in STEM Research and STEM Research Training. While MSU faculty members have been very successful with obtaining NSF funding (77 over three years), there is much more than we can receive from the NSF. Dr. Claudia Rankins is one of the foremost experts in this field and presented to our faculty members.

### *“Grant-Funded Property Standards & The Basics of Intellectual Property”:*

Grant funds may provide for real property (land or structures that are immovable, inherently or by law) or personal property (supplies, equipment, and intangible property). Faculty and staff must be familiar with federal and state rules for procuring, maintaining, and disposing of grant-funded property. Faculty must also be familiar with the basics of intellectual property, including patents, copyrights, trademarks, and trade secrets, as well as salient relevant US laws, such as the Bayh-Dole Act.

**III. The Office of Research Compliance (ORC)**, led by Dr. Edet Isuk, provides oversight and serves as a resource for policy development, regulatory analysis and interpretation, training and education, to ensure compliance with federal research regulations, as well as increase awareness about procedures and guidelines designed to support the responsible and ethical conduct of research at the University. The unit provides support to the Office of Research Administration (ORA) and its mission. As such, ORC’s role includes reviewing and participating in the implementation of emerging regulatory requirements, and proactively monitoring regulatory compliance, as well as responding to concerns about research ethics brought to the attention of the ORC consistent with MSU’s Research Misconduct policy.

### **Accomplishments**

- Coordinated all IRB functions including monthly convened meetings and processed 200 total initial and amended human subjects research protocols for IRB review in FY 2023.
- Required Collaborative Institutional Training Initiative (CITI) Program in pertinent areas of research compliance for all researchers who receive external grants and contracts. Offered a total

of 10 training sessions (virtual or in-person) to faculty, staff and students. Topics covered in the sessions during the year included: Financial Conflict of Interest (FCOI) in Sponsored Research; Export Controls; Human Subjects Protection in Research; Animal Subjects Research; and Responsible Conduct of Research (RCR). Additionally, a presentation on Export Controls was given at the 2023 National Sponsored Programs Administrators (NSPAA) HBCU conference.

- The University's Animal Assurance Number was reactivated following a successful comprehensive inspection and evaluation of the new Animal Research Facility (ARF) by officials from the Federal Office of Laboratory Animal Welfare (OLAW) in January 2023. Since reactivation, initial animal protocols have been approved by the IACUC and 8 (eight) faculty members are using the ARF to conduct animal research. Also significant, the MSU ARF was selected to oversee the animal research portion of the biotechnology company, Scaled Microbiomics, NIH-funded project titled *An Immunotherapeutic IgY Formulation Against Norovirus Diarrhea*.
- Provided individualized faculty training as needed on using the PIVOT-RP electronic platform to facilitate proactive identification of research funding opportunities, as well as potential research collaborators within Morgan State and outside the University. A total of 2,899 unique searches were executed by faculty in the Pivot-RP system in FY 2023.
- Participated in monthly meetings with the HBCU state liaison to explore contracting opportunities for MSU researchers in order to increase Morgan's participation in the Interagency Agreements (IAA) program. In addition, ORC coordinated special-focus meetings between the contracts management and procurement officials of the Maryland Department of Health, and MSU researchers in the School of Social Work to discuss possible solutions to the difficulties arising from late receipt of fully executed sub award agreements. These meetings resulted in the approval of the continuation BHIPP award by the State review panel.
  - The renewal award was \$364,645 for one year to support the placement of Master's Level Social Work interns in physicians' offices to provide complementary services to help address health disparities for Minority populations in Maryland.
  - Two additional IAA awards were also received by faculty in the School of Social Work, one for \$333,565 and the other for \$32,998.
- ORC participated in ongoing discussions with representatives from the State, UMB (prime contractor) and MSU to explore the possibility of restructuring the Inter Agency Agreement (IAA) program so that Morgan can serve as a Prime Contractor in future years in order to mitigate the recurring administrative difficulties that result from late issuance of sub-award agreements from UMB, the prime contractor on IAA contracts.

#### **IV. TECHNOLOGY TRANSFER & ECONOMIC DEVELOPMENT**

##### **Overview**

The Office of Technology Transfer (OTT) assists faculty, staff, administrators, and students with innovations and intellectual property matters; supports economic development through institutional research, technology transfer and new business development; and supports University strategic initiatives - including Morgan's strategic goal of reaching a Carnegie R1 Classification.

## FY 2023 Accomplishments

### Five 2023 Highlights: Operations, In-Reach Programs and R&D Funding Facilitation

Below is a bulleted summary of highlights from FY 2023.

- Website additions: Executive Summaries of Morgan Innovations, Issued U.S. Patents, Published U.S. Patent Applications, *Innovations* Newsletter and 5-Year Impact Report
- Provided 18 Innovation Development I-GAP seed grants to faculty in FY 2023.
- Provided support & facilitated six external grants to faculty: TEDCO MII; MIPS; State MEI; SBIR/STTR Company Sub-awards. See running totals chart.
- Innovation Corps (I-Corps): Program is managed by OTT under a 5-year sub-award grant from UMCP. OTT conducted two I-Corps entrepreneurial cohort team training sessions to facilitate the transformation of invention to impact... to economic development.
- The Office of Technology Transfer hosted the 5th Annual Innovation of the Year Awards on November 9, 2022, in the University Student Center, handing out awards to 17 faculty members, staff and students in 11 categories. This year's celebration commemorated five years since the office's inception and recognized innovators who have made substantial impact in their respective fields since OTT was established. Dr. Kofi Nyarko, Dr. Viji Sittler and Dr. Seong Lee were awarded the Innovation Leader Awards, having set a higher standard among their colleagues and taking innovation and experiential learning opportunities for their students to new heights.

OTT Facilitated R&D Funding: FY 2018-2023		
Innovation & Technology Development Awards		
Funding Description	Amount	Average/Year
External Funding Awarded to Morgan	\$12,110,908	\$2,018,485
External Funding Awarded to Morgan Start-ups	\$300,000	\$50,000
I-Works Faculty/Department Awards	\$1,809,641	\$301,607
Total	\$14,220,549	\$2,370,092

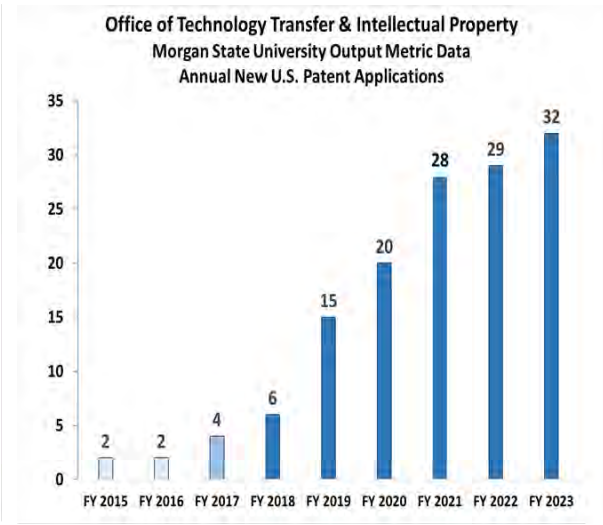
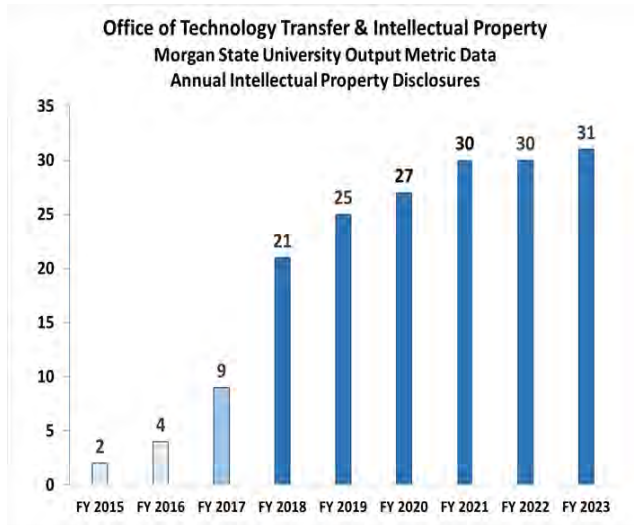
- Includes FY 23 5-year \$9 million Navy/DoD award to CEAMLS (Equitable AI/ML R2-R1)
- External Funding Sources: TEDCO MII; MIPS; NSF/SBIR (Sub-awards); Institutes; Industry; Private Foundations; State of Maryland and DoD.

### Innovation, Intellectual Property and Technology Transfer Performance Metrics:

OTT currently manages an IP portfolio of over 190 innovations. OTT continued to receive new Intellectual Property Disclosures (IPD), file new U.S. Patent Applications, receive Issued U.S. Patents, secure Tech Transfer Agreements, and facilitate new start-ups at all-time highs.

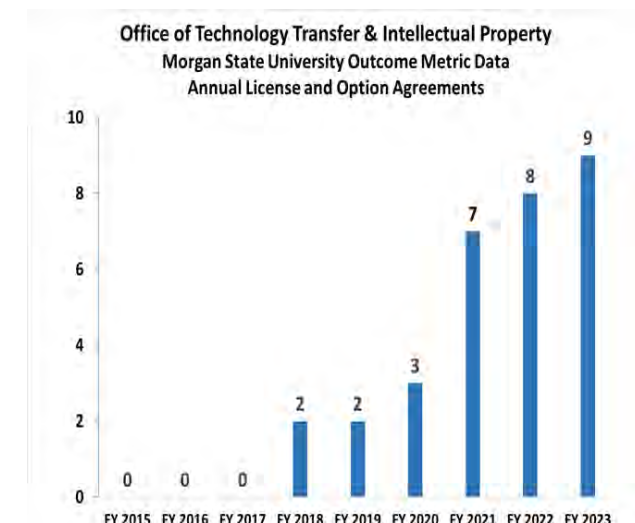
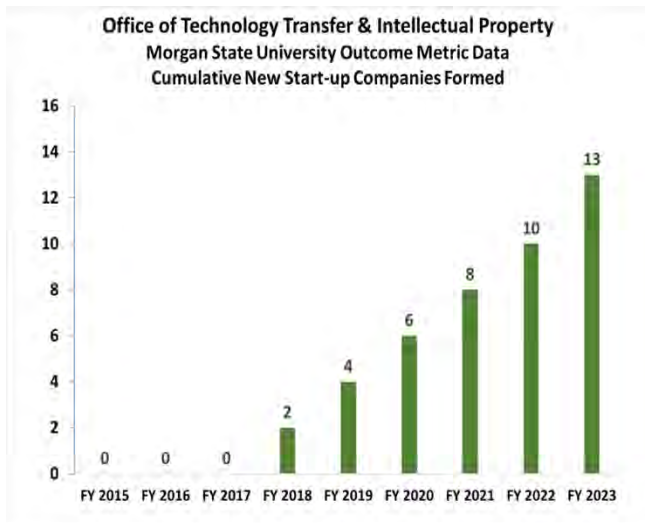
- Identified and documented 31 new Morgan innovations (one per every 12 days)
- Prepared and filed 32 new U.S. Provisional Patent Applications in the USPTO
- 13 U.S. Utility Patent Applications were filed; 7 U.S. Patents were issued/awarded
- There were nine Option and License Agreements to existing & new businesses
- Assisted & facilitate three new start-up companies
- Managed nine approved Conflict of Interest Exemptions for faculty and staff through the Conflict of Interest in R&D Committee

- Facilitated a FY 2023 Navy/DoD 5-year \$9 million Equitable AI/ML: Cybersecurity grant to CEAMLS (R2 to R1 Focus)



Morgan IP Portfolio: ~190 innovations; averaging a new innovation every 12 days; 34% of innovations have at least one student inventor; >90% minorities; ~25% outside of Engineering/Science Schools; and spanning 30 departments/units.

As our IP Portfolio grows, the number of technology transfer agreements is increasing each year and is starting to mature.



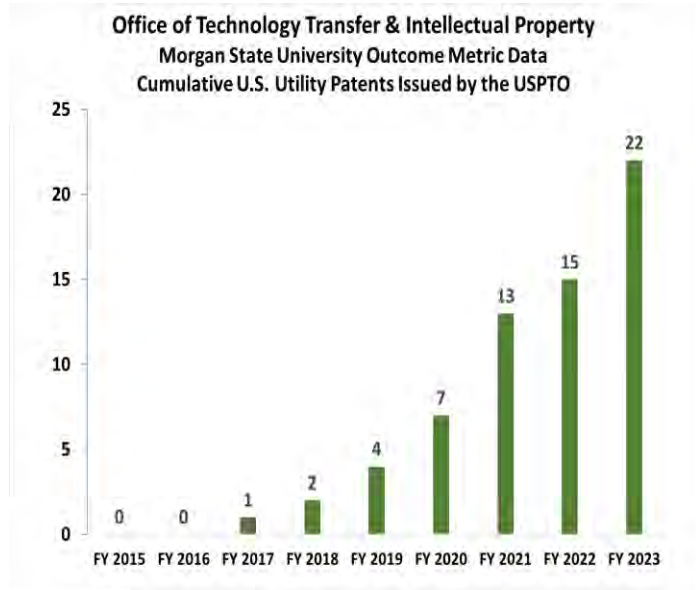
The number of new start-up companies is growing at a steady rate per year, adding to our cumulative portfolio.

OTT tracks our performance metrics on a FY basis. However, for comparisons, the number of issued U.S. Patents per year is calculated per calendar year (CY).

Morgan is slated to receive 13-14 issued U.S. Utility Patents by the end of CY 2023 (>1/month rate).

Context: Since 2017, the total annual average number of U.S. Utility Patents issued to all HBCUs was <40. A search of the USPTO database shows that only in 2019 did any single HBCU receive as many as 10 issued U.S. Utility Patents. On three occasions did an HBCU receive 9 U.S. Utility Patents. On all four occasions the HBCU was Morehouse

School of Medicine or Howard University. OTT’s goal, for Morgan to become the #1 HBCU in issued patents per year, may be close at hand in CY 2023.



For FY 2024, 10 License and Option Agreements are projected and 3 new Start-up Companies are in process. There are 34 U.S. Utility Patents Pending and U.S. Patents are now issuing monthly to Morgan, with 14 projected to be issued in FY 2024.

Morgan continues to outperform in our Innovation and Tech Transfer Performance Metrics as indexed to R&D Expenditures. The Table below is updated for FY 2023, as compared to the most recent annual data from the Association of University Technology Managers (AUTM).

<b>Morgan FY 2023 Metric Projections &amp; U.S. University Rank per \$10 Million R&amp;D Expenditures</b>					
<b>Output &amp; Outcome Performance Metrics</b>	<b>Morgan Metric Numbers</b>	<b>Morgan Metric per \$10 million</b>	<b>Average U.S. University Metric per \$10 million</b>	<b>Morgan Factor Compared to U.S. Average</b>	<b>Morgan Placement (Rank)</b>
Intellectual Property Disclosures	31	15	3.3	5 X	7 <sup>th</sup>
New U.S. Patent Applications	32	16	2.0	8 X	3 <sup>rd</sup>
Issued U.S. Patents	7	3.4	1.1	3 X	9 <sup>th</sup>
License & Option Agreements	9	4.4	1.2	4 X	10 <sup>th</sup>
Start-up Companies Formed	3	1.5	0.14	11 X	5 <sup>th</sup>

Morgan Performance Data of most recent annual data: Association of University Technology Transfer Mangers (AUTM). To be updated in late 2023.



Office of Technology Transfer  
Innovation Outputs and Outcome Comparisons

<b>Morgan Innovation and Technology Transfer</b>		
Metric	Recorded Through FY 2010	FY 2011-2023
Intellectual Property Disclosures	1	199
New U.S. Patent Applications Filed <sup>1</sup>	0	138
U.S. Utility Patents Issued <sup>2</sup>	0	22
License Agreements & Options	0	31
New Start-up Companies	0	13

<sup>1</sup> New U.S. Provisional Patent Applications and New First Filings of U.S. Utility Patent Applications

<sup>2</sup> End of FY 2023: 38 U.S. Utility Patent Applications were pending including 4 allowed and 3 allowable

Office of Technology Transfer  
Morgan Innovation and Maryland Start up Companies Formed

<b>Maryland Start-up Companies Formed - Morgan Innovations</b>		
Through FY 2023 - All Since FY 2018		
Company	Morgan Innovation Description	Morgan Innovator(s)
TSP Solutions, LLC	Safety Applications of Work Zones	Mansoureh Jelhani, N. Khadem, M. Kabir
Star Leadership Institute, LLC <sup>2</sup>	Diaspora Global Assessments	Uttam Gaulee
JL Proprietorship/Music Co <sup>2</sup>	Orchestral Recordings	James Lee
AnalysisTech, LLC <sup>3</sup>	Work Zone Safety	Mansoureh Jelhani
AI Wilson, LLC <sup>1</sup>	Golf Training Equipment and System	Cassandra Dickerson, et al.
Empowered Wellness, LLC <sup>2</sup>	Patient-Mental Health Provider Communication Platform	Dawn Thurman & Rhonda Wells-Wilbon
Oyster Master, LLC <sup>1</sup>	Hybrid Mobile Shellfish Cooling System	Seong Lee, et al.
STEAM Abroad, Inc. <sup>2</sup>	Global Competency Study Abroad Platform	Kimberly Warren
The Literacy Rescue, LLC <sup>2</sup>	Adaptive Intelligence to Improve Literacy	Kimberly Reaves, et al.
HaloCyTech, LLC <sup>2</sup>	Cyanobacteria BioProducts	Viji Sitther, Behnam Tabatabai, et al.
SVE Technologies, LLC <sup>1</sup>	Toroidal Combustion Chamber	Arthur Willoughby
CykloBurn Technologies, LLC	Ultra-Clean Biomass Combustor	Seong Lee, et al.
iCrystal, LLC <sup>3</sup>	Microwave-Accelerated Crystallization	Kadir Aslan

<sup>1</sup> Joint innovation working with local business

<sup>2</sup> Faculty or Student Start-up

<sup>3</sup> Inactive as of 6/30/2023

V.



**The mission of the Patuxent Environmental and Aquatic Research Laboratory (PEARL) is to provide society with the knowledge to solve its environmental challenges through research, education, and economic development.**

### **PEARL Vision**

An environmental research laboratory that:

- generates scientific knowledge through innovative, interdisciplinary environmental research;
- embraces a public university’s role in translating this knowledge to stakeholders for the benefit of the public; and
- inspires the next generation of scientists, policymakers and environmentally-aware citizens through coastal field experiences, mentored research opportunities, and environmental education

## **FY 2023 Research Accomplishments**

**In FY 2023, PEARL staff were awarded 12 Grants & Contracts totaling \$642,000**

### **New Projects include:**

- Fisheries Impacts of Offshore Wind: \$100k (State of MD)
- Black Bear Management: \$136k (State of MD)
- Oyster Monitoring: \$77k (State of MD)
- Living Shorelines & Coastal Resilience \$50k (DHS)
- Perception of trash in Anacostia River \$50k (MWCOG)



# State Funds Allocated for Oyster Hatchery

HB 1228 establishes various programs & goals related to oysters in Maryland

## Total to Morgan PEARL

**\$3 million** to be used for infrastructure upgrades to support increased oyster production & research.

### Funds will be used for:

- Expansion of Oyster Hatchery
- Upgraded Seawater System
- Equipment and Research Instruments



7/21/23 →

VP Willie May, PEARL Researcher Ming Liu, and SCMNS Dean Paul Tchounwou in PEARL Hatchery



Congressional Earmark  
Awarded!



**Morgan's**  
**"Semester by the Bay"**

*The objective of this threeyear initiative is to:*

- Provide Morgan students with transformational learning experiences at the PEARL*
- To inspire & prepare students to become leaders in Coastal Science & Policy.*

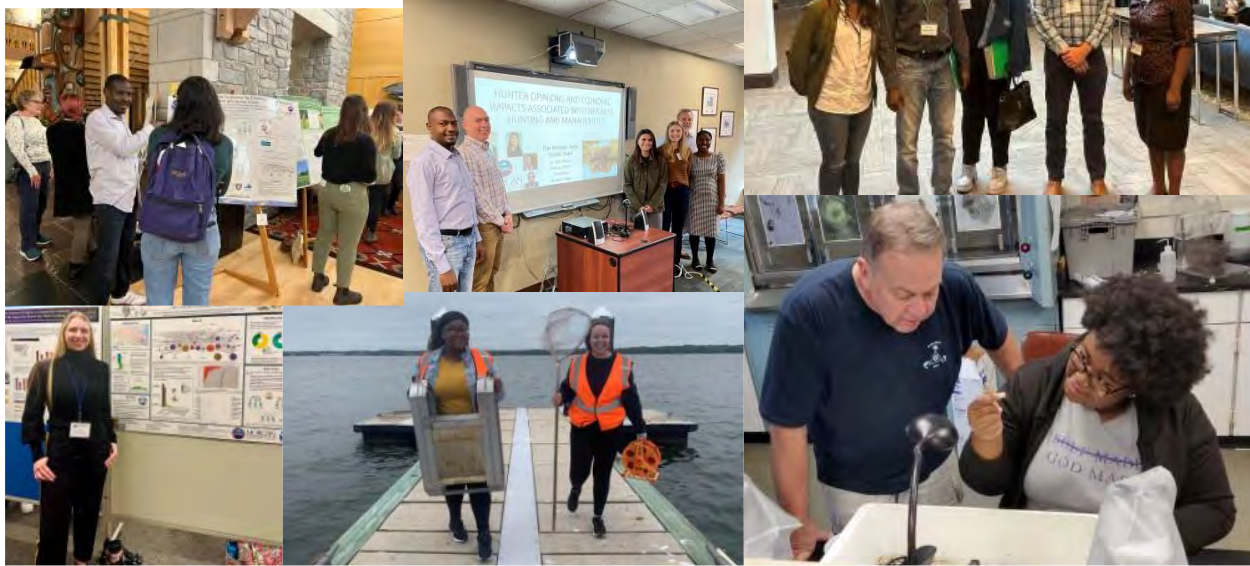
**Funds will support:**

- Student Tuition, Stipends, & Scholarships***
- Four Core, StudentCentric Research Projects***
- Summer at the Bay Sessions for Baltimore Inner City Students***
- Hiring a full-time Field Programs Manager to support student projects***

**\$1,000,000!**

*This effort would leverage & support Morgan's new B.S. in Coastal Scienc& Policy!*

## PEARL Students in action



## VI. GESTAR

### GESTAR II

Goddard Earth Science Technology and Research (GESTAR) II cooperative agreement is a follow-on to the original GESTAR and has a period of performance of three years and a value of \$72M. UMBC is the prime on the cooperative agreement with NASA. Morgan is the major partner. More than 98% of GESTAR II's 150 researchers are employed by UMBC and Morgan. Morgan's share of the funding will be \$28M over three years.

We are currently applying for an augmentation to extend GESTAR II to a five-year period of performance and \$46M value.

*Arizona, Colorado and Penn State Universities, Southeastern University Research Association, and ERT Inc are also members of the GESTAR II consortium.*

## GESTAR II Vision



GESTAR II's vision is to build and maintain a cohort of world class research scientists to advance NASA's Earth Science mission while enhancing and extending Morgan State University's prestige and research capacity to support the University's growth to become a Carnegie R1 designated institution of higher education with the highest levels of research activity. GESTAR II seeks to increase the University's ability to support large research projects and to increase opportunities for Morgan's faculty and students to participate in and benefit from world-class scientific research.

Partnership in the first GESTAR cooperative agreement helped Morgan achieve its current R2, "high research activity" status.

## GESTAR II FY23 Achievements



### **Grew from 40 to 47 researchers**

15 First Author and 77 Co-Author journal publications

21 proposals awarded (44 proposals submitted)

131 professional presentation

8 NASA Awards

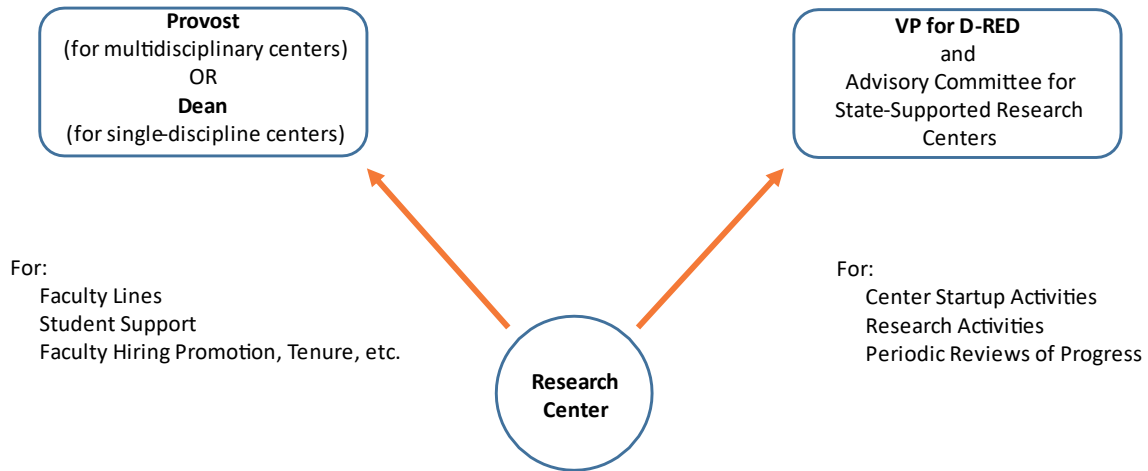
**3 undergrads worked with GESTAR II researchers at Goddard**

**In addition to 54 GESTAR II tasks, GESTAR II researchers currently hold 25 grants from NASA, NSF and DOE.**

Morgan has GESTAR II scientists doing research in mesoscales atmospheric process, climate and radiation, atmospheric chemistry, ocean ecology, hydrological sciences, biospheric science and geophysics.

VII. Morgan Research Centers:

## Dual Reporting Structure for New Morgan Research Centers



## State-Supported Research Centers Program + \$18.3M over past 5 -years

Center	Director	Established	State Funding/Yr.(M)
Institute for Urban Research	Prof R. Winbush	1978	~\$1.0
Patuxent Environmental & Aquatic Research Laboratory (PEARL)	Dr. S. Knoche	2004	\$0.75+
Cybersecurity Assurance & Policy (CAP) Center	Prof K. Kornegay	2018	<b>\$2.0</b> & 8 Faculty Lines
Center for Urban Health Equity	Dean K. Sydnor*	2021	<b>\$3.0</b> & 7 Faculty Lines & 2 Postdocs
Center for Data Analytics & Sports Gaming Research	Assoc. Dean A. Emdad*	2022	<b>\$1.5</b> & 5 Faculty Lines
Center for Equitable AI & Machine Learning Systems (CEAMLS)	Prof K. Nyarko	2022	<b>\$3.1</b> & 14 Faculty Lines
Center for Urban Violence and Crime Reduction	Dean A. McPhatter*	2022	<b>\$2.0</b> & 10 Faculty Lines

## New Centers Approved for Start-Up on July 1, 2023

Center	Director	Established	State Funding/Yr. (M)
National Center for the Elimination of Educational Disparities	Dean G. Prime*	2024	\$3.6 & 14 Faculty Lines
Center for Education and Research in Microelectronics	Prof. M. Spencer	2024	\$3.1 & 11 Faculty Lines

## Strategic Use of Congressional Earmarks

On Friday, December 23rd, 2022, President Biden signed the Fiscal Year 2023 Omnibus Appropriations Bill into law. The legislation includes:

- \$1,000,000 in Earmark Funding for Morgan State University's PEARL Semester by the Bay
- \$2,000,000 in Earmark Funding for Morgan's Center for Equitable Artificial Intelligence & Machine Learning
- \$1,995,000 in Earmark funding for Morgan State University's Master of Science in Biomedical Sciences

Senators Cardin and Van Hollen, and Representative Ruppertsberger released their FY 24 Congressionally directed funding requests in March 2023. Between them, the requests are:

- Equipment for the Center for Education and Research in Microelectronics: \$3,310,000
- Returning Citizens Inspired to Develop Entrepreneurial Ventures \$1,500,000
- BEAR Time – Tutoring for Reading and Math: \$1,547,000

# Federally Supported Research Centers

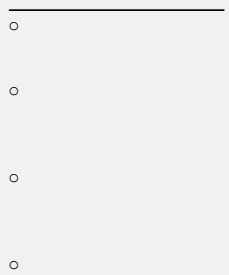


## Research -Related Accomplishments: (July 1, 2022 - June 30, 2023)

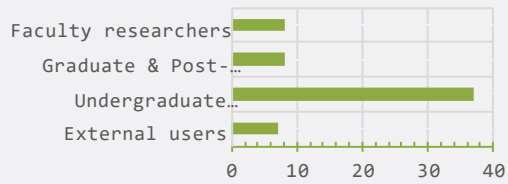
- 23 grant submissions
- 19 publications
- 10 grants awarded (including 3 supplements to the RCMI):
  - Tom, Ihde, "Oyster Monitoring- Calvert Cliffs Nuclear Power Plant," MDNR, \$77,124.
  - Mingchao Cai, "Mathematical modeling and mechanical quantification of ventilation in healthy and diseased lungs", DoD, Subaward, \$75,000.
  - Chunlei Fan, "Living Shorelines and Coastal Resilience: Education and Research Opportunities for the Bioenvironmental Science PhD Program at Morgan State University," DHS, \$50,000.
  - Christine Hohman, "A StudentCentered Entrepreneurship Development Program (ASCEND) at Morgan State University: Johnson & Johnson Scholars," Johnson & Johnson, \$347,130.
  - Christine Hohman, "African Ancestry Neuroscience Research Initiative (AANRI)," The Lieber, \$280,000.
  - Jangnan Peng, "Hemp Potency Testing, Training, and Technical Assistance" MMCC, \$30,000
  - Ingrid Tulloch, VictoriaOgbimi-Aiyemomj "2022-23 Mamie Phipps Clark Diversity Research Grant," Psi Chi, \$2,500.



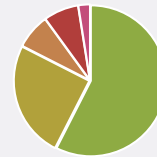




ARF users in 2023



<b>Core Facility Total Bookings</b>	<b>317</b>
Unique Users	40
University Departments Represented	5
Conference Presentations (reported)	7



- Biology
- Chemistry
- Physics
- Psychology
- Nutritional Sciences



# Division of Institutional Advancement Update

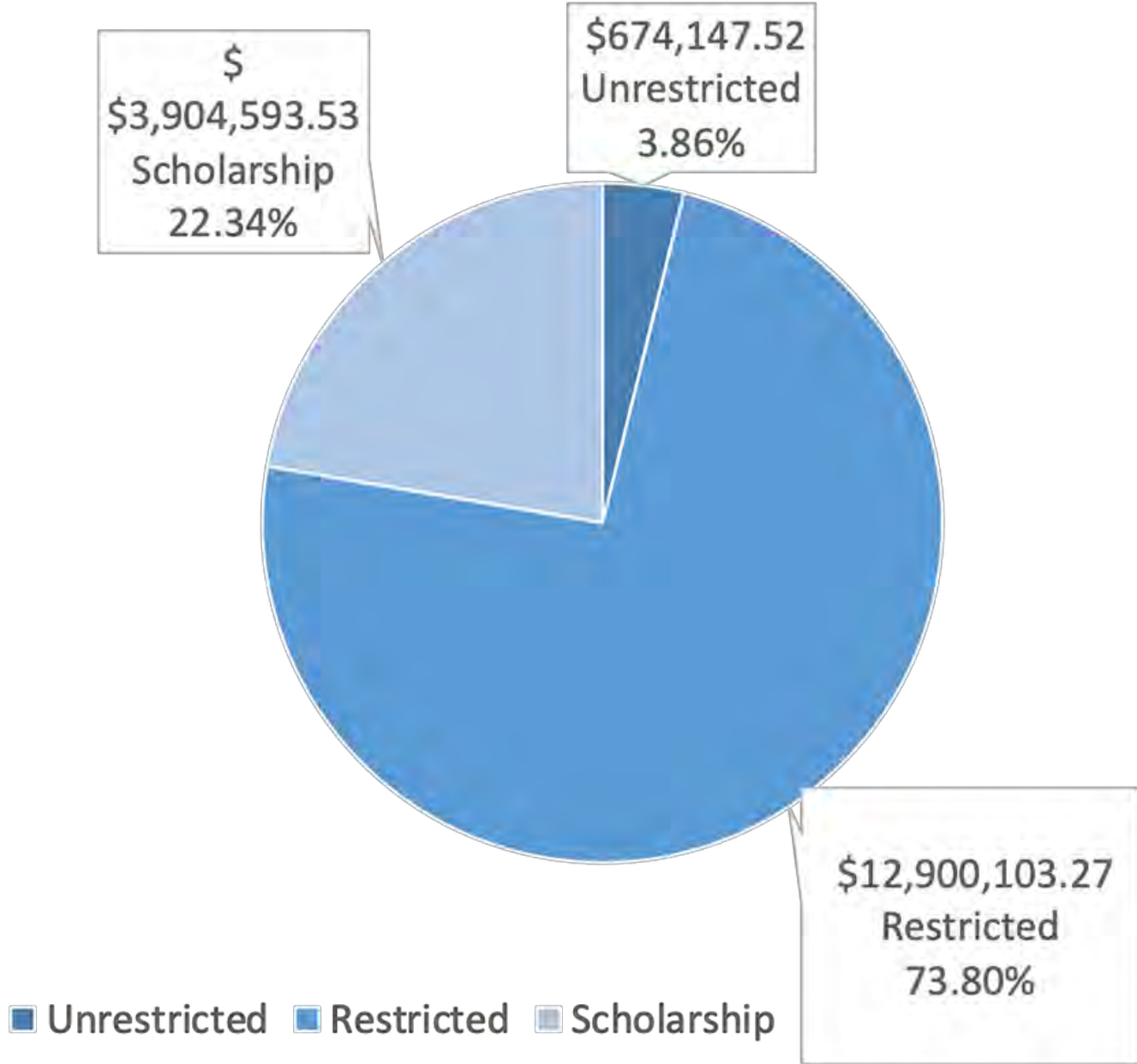
MORGAN STATE UNIVERSITY  
BOARD OF REGENTS  
FACILITIES AND FINANCE  
COMMITTEE



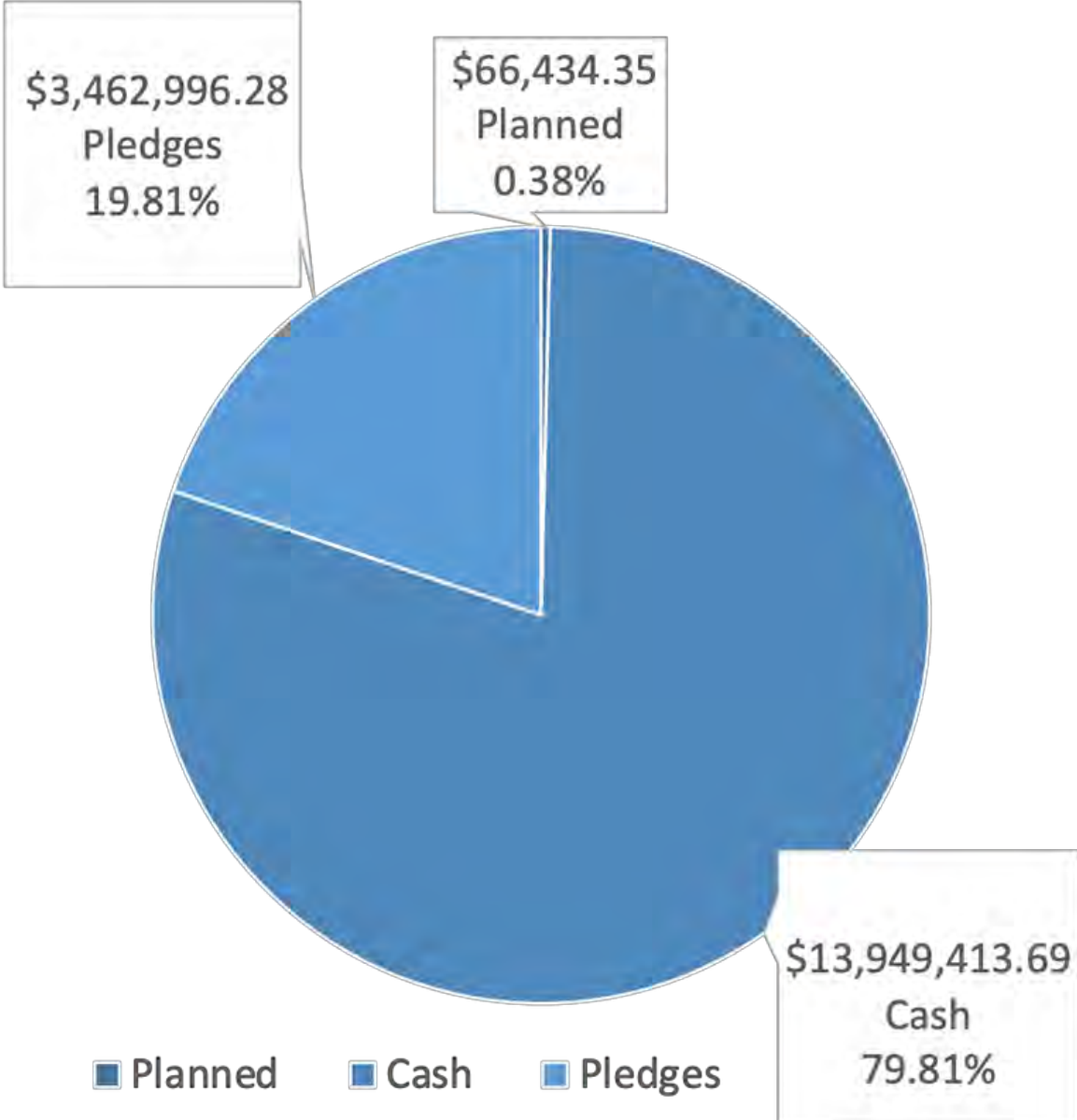
# FY23 Fundraising Total

## \$17,478,844

Breakdown of Designations



Cash vs. Pledges



79% of the revenue received was from corporations and foundations.

Our top donor was Kirkland & Ellis with a gift of \$3M.

# Year-over-Year Fundraising Totals



# Proposals Submitted FY 2023



**\$10,064,042**



**8,315,359**

**82% of the proposals submitted were awarded.**



## Alumni Giving

**FY2023: 11.01%**

**FY2022: 14.05%**

**FY2021: 14.10%**

**FY2019: 14.64%**

Alumni Participation Rates (APR) are calculated using the number of graduates on record divided by the number of those graduates who gave during the most recent fiscal year.

# Alumni Day

Classes ending in #3 and #8 Raised



**1.9 million**

(spanning a 5-year period)

## Top 5 Fundraising Classes

- Class of 1968: \$778,119
- Class of 1973: \$309,185
- Class of 1958: \$271,303
- Class of 1978: \$149,301
- Class of 1983: \$118,378





# "Leading the World" Summer Webinar Series

Topical subjects led by alumni, faculty and staff.

- July 12 – "What's Next"? Sustainable Innovation for High Achievers in Business
- August 9 – "Creating Your Spotlight"
- August 23 – "Estate Planning: Why and How to Plan Ahead Now"

## MSU Office of Alumni Relations presents a SUMMER WEBINAR SERIES 1 — "... Leading the World"



Dr. Renee Carr, '91  
Political & Corporate Advisor  
"The Problem Solver"

**WEDNESDAY, JULY 12—"What's Next?"**  
Sustainable Innovation for High Achievers in  
Business  
7:00 PM–8:00 PM ET



Dr. Geneva J. Williams, '70  
Founder & CEO  
Dr. Geneva Speaks, LLC

*Use the link below to register!*

## MSU Office of Alumni Relations presents a SUMMER WEBINAR SERIES 2 — "... Leading the World"



Devin Ricks, '13  
Film Director and Entrepreneur

**WEDNESDAY, August 9—"Creating Your  
Spotlight"**  
Entrepreneurship  
7:00 PM–8:00 PM ET



Doreen Spicer-Dannelly, '93  
Executive Producer/CEO  
Spicerack Productions, Inc.

*Use the link below to register!*



# Publications Refresh

Revamped its two signature publications, Morgan Magazine and Alumni News (four issues produced, two of each) to reflect a more modern aesthetic. The new-look publications have a fresher appearance and are reflective of the changing times and coincide with Morgan's continued growth.

# Morgan's Magnificent Marching Machine



## Exposure

Secured a series of local, regional, and national media opportunities.




## National Exposure

Multiple stories airing on NPR and one major piece that ran on ABC's Good Morning America program. Highlighting Honda Battle of the Bands, competition, Monterey Jazz Festival and the invitation to the **80th Anniversary Commemoration of D-Day in Normandy, France**



# Morgan Completes You

- Engaged in a comprehensive marketing push that included print advertising, traditional radio spots, social media advertising, strategic sponsorships, interior bus signage, email marketing, and online/digital advertisements.
- The effort resulted in enhanced exposure for the program and enrollment increases.




**Ready to finish your degree?**


**Complete The Journey**

You can always start again. It's never too late to make good on a promise. Morgan Completes You is your affordable, flexible path to finishing your undergraduate or advanced degree.

**18 Bachelor's and Graduate Degree Programs**

- Affordable Tuition
- Online Classes
- Flexible Course Schedules
- Personal Academic Support
- Scholarships Available
- Transfer Credits Accepted

 **MORGAN STATE UNIVERSITY.**  
COLLEGE OF INTERDISCIPLINARY AND CONTINUING STUDIES

**APPLY TODAY!** 

**MORGAN.EDU/MCY**



**18 Bachelor's and Graduate Degree Programs**

**Learn More, Apply Today!**

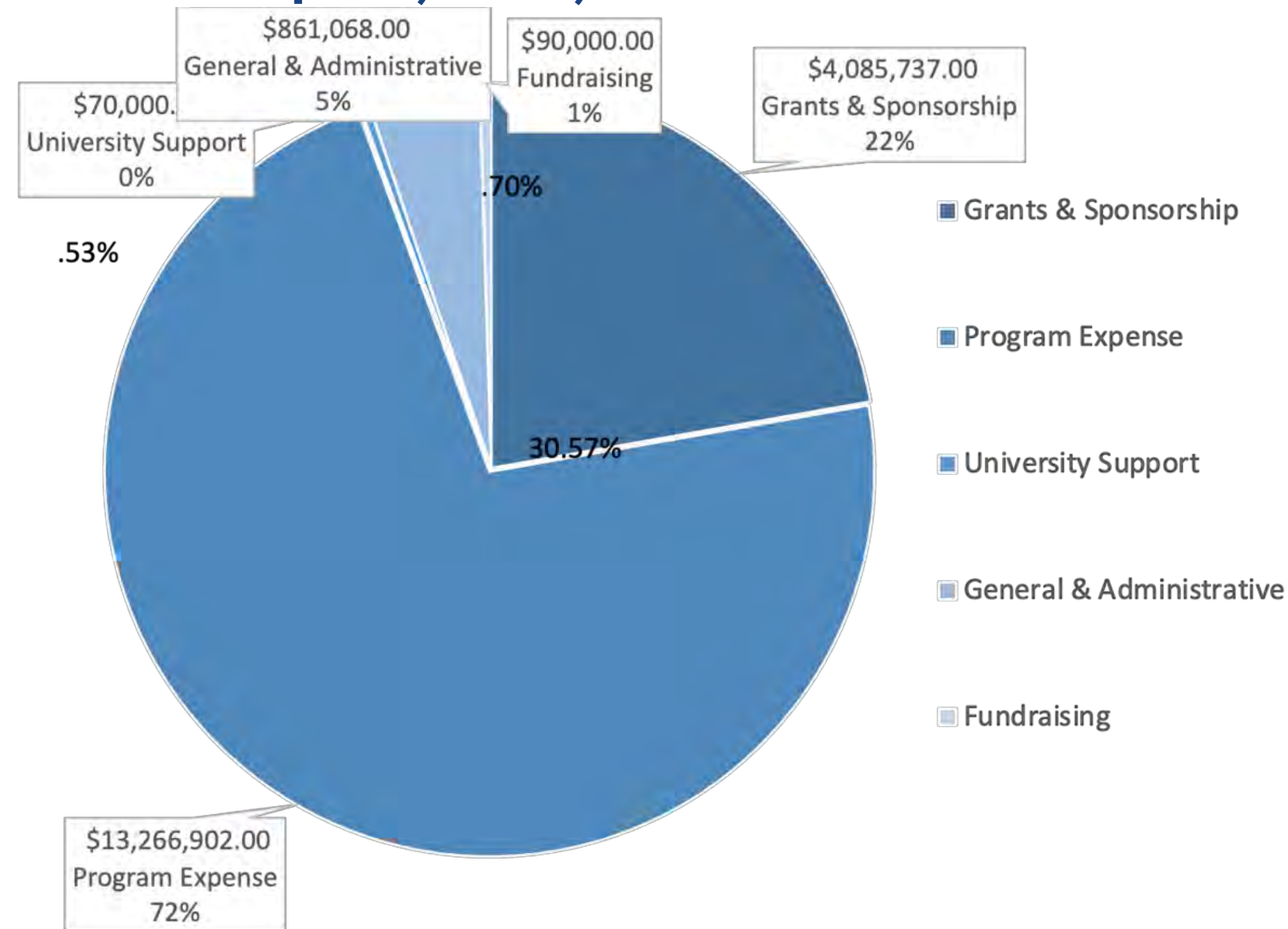
- Affordable Tuition
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 **MORGAN STATE UNIVERSITY.**  
COLLEGE OF INTERDISCIPLINARY AND CONTINUING STUDIES

**Ready to finish your degree?** **Complete The Journey** **MORGAN.EDU/MCY**

# The MSU Foundation Total Expenditures

## \$18,373,707



# The Impact

Student Support for the 2022-2023 Academic Year

**\$4M**

Awarded

**2,000**

Student  
Recipients



# Upcoming Events

Morgan on the Vineyard

August 8 – 13

Board of Regents Public Meeting

August 1

HBCU Night with the Orioles

September 28

Homecoming Gala

October 6

Homecoming Game vs. Stony Brook University

October 7



# Enrollment Update

Board of Regents Meeting  
July 31-August 1, 2023



# RECORD FRESHMAN ENROLLMENT TREND CONTINUES



# SGS Fall Admissions Outlook

Currently, 767 new admits have confirmed, and **293** have enrolled. Fall 22, **367** new admits enrolled.

Comparative Graduate Admissions Trends as of July 18, 2023	
Submitted Applications	
Fall 2020	910
Fall 2021	1,116
Fall 2022	1,560
Fall 2023	2,375
Admits	
Fall 2020	676
Fall 2021	860
Fall 2022	725
Fall 2023	915

Graduate Enrollment does not stabilize until the start of the term. We anticipate meeting or exceeding our projections. New student enrollment does suggest growth, with almost **200** more students admitted.



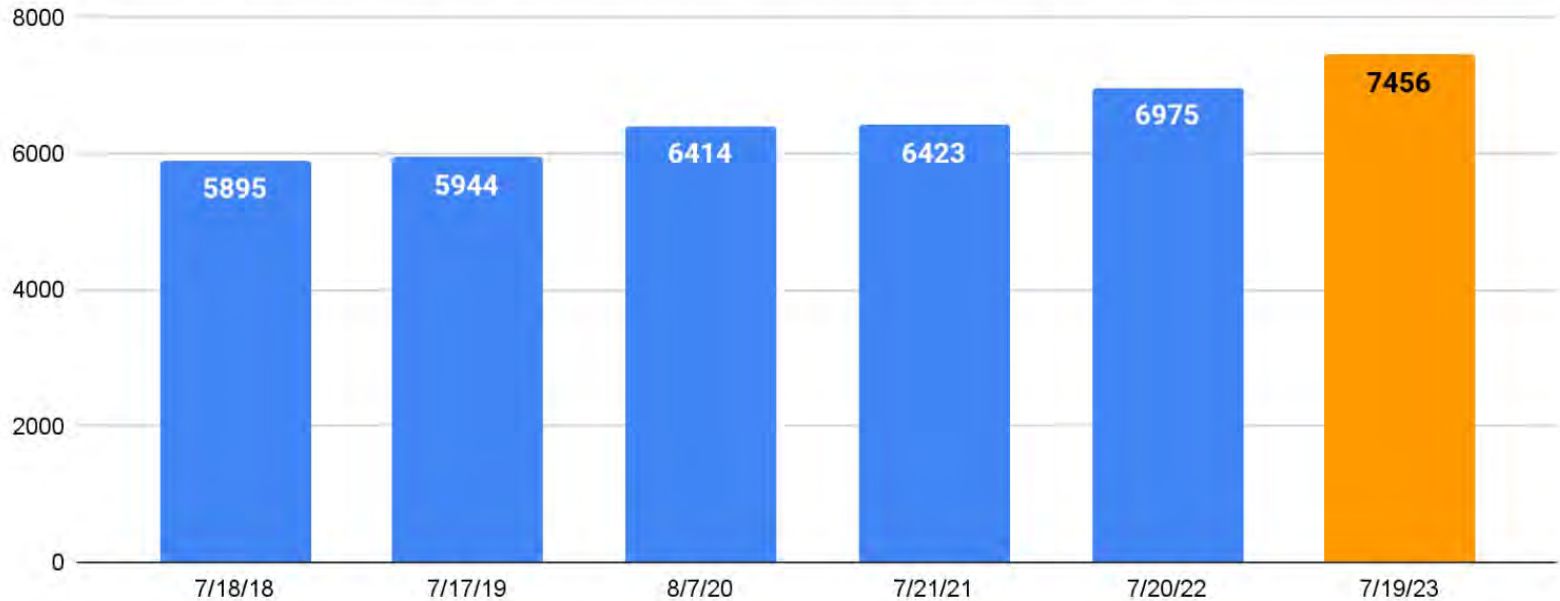
# CICS Fall 2023 Enrollment

<b>As of July 18</b>	<b>Admitted Total</b>	<b>Headcount Continuing Enrolled</b>	<b>Headcount Enrolled Total</b>	<b>Projected Final Headcount Enrolled</b>
Fall 2023 - UG	51	58	82	100
Fall 2023 - GR	24	4	11	15

*Adult students tend to defer registration until immediately prior to the start of the semester. CICS is working to shift student practices to reward early registration.*

# RECORD ENROLLMENT PROJECTED

Comparative headcount enrollment 33 days before start of classes



# RECORD ENROLLMENT PROJECTED

- ▷ Conservative-9200 (last fall 9101)
- ▷ Likely-9500
- ▷ Possible-9600+

# May 2023 GRADUATION RATES

6-year graduation rate 41%  
(2017 cohort)

- ▶ 5 straight years above 40%





# 2023 Inaugural CICS Graduates

3 Undergraduates (1 enrolled in MSU graduate program in Fall 23)  
2 Master's students

# #MORGANMOMENTUM



4 of the 8 Pennington Scholars (Yale) selected MORGAN!

The Pennington will award selected New Haven city students with \$20,000 per year at six schools - Hampton University, Howard University, Morehouse College, Morgan State University, North Carolina A&T State University and Spelman College.



Partner College	# of Awardees
College of Saint Mary (Women's College)	6
Colorado State University - Pueblo	3
Morgan State University	22
North Central College	9
Northern Illinois University	27
Portland State University	22
University of Colorado Denver	20
University of St. Francis	3

77 Applicants; 22 awarded; 13 accepted offer (\$8,000/year)

**177**



# **ITEMS FOR ACTION**

**MINUTES OF  
MAY 1, 2023**



**Committee Meeting Minutes**

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, May 1, 2023 via Zoom. Chairwoman Shirley Malcom called the meeting to order at 9:01 a.m.

**BOARD MEMBERS**

Present: Chairwoman Shirley Malcom, Regent Harold Carter, Jr., Regent Wayne Resnick, Regent Shelonda Stokes, Regent Carl Turnipseed, Regent Winston Wilkinson

**STAFF MEMBERS**

Present: Dr. David Wilson, Dr. Solomon Alao, Dr. Kevin Banks, Dr. Ernest Brevard, Mr. James Curbeam, Mr. Sidney Evans, Mr. Thomas Faulk, Mrs. Deborah Flavin, Mrs. Kassandra Grogan, Ms. Sherita Harrison, Mr. David LaChina, Dr. Willie May, Ms. Kim McCalla, Dr. Adebisi Oladipupo, Ms. Tara Turner, Dr. Don-Terry Veal, Mrs. Cynthia Wilder, Dr. Hongtao Yu

**Remarks by the Chairwoman**

Chairwoman Malcom opened the meeting by welcoming the Regents, university administration, and members of the public in attendance. The Chairwoman announced that this would be Mr. Evans’ last Committee meeting and thanked him for leaving the University in good standings and for the excellent work he has done and will continue to do.

**Remarks by the President**

President Wilson joined Chairwoman Malcom in thanking Mr. Evans for his years of leadership here at Morgan and wished him continued success as he moves on to the National Urban League. President Wilson officially welcomed Mr. David LaChina, Deputy CFO who will be taking over as the interim Executive Vice President for Finance and Administration, and Mr. James Curbeam who is our new Director of Enterprise Risk Management (ERM).

President Wilson commented about the updates from every corner of the institution and the progress that we are making with our construction projects. He noted that the S&P report has been completed and they have affirmed our A+ rating which has been consistent over the years. Dr. Wilson also discussed the national news regarding the history and the demolition of the “spite wall” along Hillen Road at the Northwood Shopping Center and thanked our colleagues in facilities and finance for orchestrating it.

Chairwoman Malcom joined in welcoming Mr. LaChina and Mr. Curbeam. She stated that it is an important role having someone in a position to assess where we are at all times and is excited that we are taking risk management seriously. President Wilson added that based on our research, Morgan is the only HBCU in the country to have formally installed an ERM Program with a dedicated office and individual.

## **ITEMS FOR INFORMATION**

### **Facilities, Design and Construction Management (DCM) Update**

Ms. McCalla began with a summary of funds received from the Legislature for fiscal year 2024 totaling \$89,171,000 and a breakdown of the active projects that will be moving forward. She went on to discuss current MBE averages, staff hiring updates, deferred maintenance operations, and energy sustainability projects funded with federal and HEERF funds.

Ms. McCalla provided updates on the new Health and Human Services Building, Science Complex, Thurgood Marshall (Phases I, II & III), repairs to the Student Center Garage, renovation progress to existing buildings, West Campus infrastructure, housing design for Baldwin and Cummings Halls, and the demolition plans for Lake Clifton with the salvaging of its artwork.

Regent Stokes congratulated the team and asked about the reprioritization plan on what they were not able to do and its impact. Ms. McCalla replied that the focus in the future is to move construction forward by buying long lead time items and selecting contractors earlier to help design projects, which will cut down on change orders and will keep projects on schedule.

Regent Turnipseed inquired about the Osteopathic Medicine Building anticipated to open in July 2024 and the updated report of the building being reevaluated. Ms. McCalla stated that she has not seen much movement on the funding, design and construction side from the team but they will be starting soon. It will take three years to aggressively design and build a building. In the meantime, a temporary space will be provided on campus so classes can start on time. President Wilson added that the College has not yet been approved for candidacy status. They have gone through the appropriate processes within the State of Maryland, and it now has to go through accreditation with the Board of Osteopathic Medicine.

### **Division of Research and Economic Development (D-RED) Update**

Dr. May opened by summarizing the first three quarters, which includes 241 new proposal submissions totaling just short of \$210 million and new funding commitments (120) totaling \$53.5 million with a high probability of funding coming in over the coming quarter of \$50 million by the end of the fiscal year. We are expected to receive \$19 million over the course of five years from the Department of Transportation, \$14 million over the course of five years from the National Institutes of Health, \$18 million over the course of five years from the National Institute for Standards and Technology, and \$3 million over the course of three years from the National Science Foundation, which would put us over \$100 million for the year.

Dr. May went over some of the 10 criteria needed to reach R1 status, the growth of our research expenditures in the last five years, income and expenditures, housing for our newly funded research centers, and plotting Morgan's progress to R1. He stressed that the focus needs to be on more effective administrative infrastructure across the board.

Regent Stokes asked whether it is a money challenge or do we need more people. Dr. Wilson stated that he does not think we have a major issue with regard to salary competitiveness.

Regent Turnipseed asked if the University created a financial infrastructure model that would take us out to the next 10 years and if it is being tracked. Dr. Wilson stated that we have a facility plan that will stretch over the next five years, the financial side has yet to go through the entire Strategic Plan and the operational side is going to need another \$140 million in our budget.

Chairwoman Malcom stated it is time to rethink how we think about our research work, and the way we manage a portfolio where part of it is in one unit and the rest is someplace else. Dr. Yu commented that we need to make sure we give our researchers a proper package to hold them because people will try to come and snatch them up. Dr. May stated that going forward we also need to have a grant accountant to work with the researcher to manage each grant.

### **Institutional Advancement Update**

Ms. Turner started with an overview of activities underway within the Division of Institutional Advancement. As of March 31st, a total of \$16 million in outright and deferred income has been raised for the fiscal year with some of the largest gifts of \$275,000 from the Goldseker Foundation, \$100,000 from the estate of Alvin Douglas and a \$50,000 endowment. Of the \$8.4 million in proposals submitted, \$6.5 million has been awarded and \$1.1 million is pending.

She highlighted fundraising activities such as a phone-a-thon, an estate planning workshop, Golf Tournament, Alumni Day, the Legacy Luncheon to be held on campus, and Morgan on the Vineyard (August 6<sup>th</sup> thru August 12<sup>th</sup>).

The Office of Alumni Affairs in conjunction with the Development Office partnered with Publishing Concepts Inc. (PCI) on an oral history project and reached out to more than 30,600 alumni. The information received will be both digitized and transformed to a nice coffee table book for purchase. Morgan has shown up in earned and paid media and has had some marketing and branding efforts such as appearing on buses and transit vehicles in the city.

Regent Turnipseed mentioned that Dr. Wilson spoke at Abyssinian Baptist Church and how well Morgan performed in the HBCU Legacy Classic in Newark, New Jersey. He asked when the foundation would produce its annual report. Ms. Turner replied that the annual report was finalized in March, and she will share the information.

Chairwoman Malcom thanked Ms. Turner for her leadership and announced that this will be her last Committee meeting. Ms. Turner held the position on an interim basis and at the next meeting they will be hearing from Endia DeCordova, incoming Vice President for Institutional Advancement.

### **Enrollment Management and Student Success**

Dr. Brevard started with a fall enrollment update of 21,421 applications for both transfer and freshman which is a 29% increase from last fall, and 17,821 total admits which is a 27% increase from last fall. We are projecting a total of 2,675 new incoming students with 2,200 being new freshmen and 475 new transfers. We currently have 1,885 applications for the Graduate School with 515 adults being admitted to the University at the master's and doctoral levels. The College of Interdisciplinary and Continuing Studies overall headcount for Spring 2023 was 82 undergraduates and seven graduate students. We are projecting 100 undergraduates and five graduates for the Fall 2023 semester. Currently, there are 202 applications. Our team works with those students doing outreach to determine the causes for them to apply late to the term. We encourage them to apply and make sure they have everything they need to get through the application process so that a decision can be rendered.

Regent Stokes inquired about the increase in enrollment. Dr. Brevard stated that they attribute the record enrollment and application numbers to being a high visibility of HBCUs, being test optional, investments in recruitment and from the University in our financial aid package. President Wilson added that we are doing a great job introducing new academic degree programs that he thinks employers are looking for in college graduates.

Regent Turnipseed asked if it is too early for a breakdown of in-state and out-of-state student enrollment. Dr. Brevard indicated that the information was not available but would share the request with Dr. Turner to provide at a later date.

Regent Wilkinson asked for clarification with regard to test optional and whether it is going to impact Morgan in the long run. Dr. Brevard explained that we are not requiring students when they apply to have taken the SAT or ACT. Prospective students let us know if they plan to do so, and we have a set of criteria for those who want to be reviewed from a test optional stand point. Morgan has been test-optional since 2020. Dr. Wilson stated that 80% of schools are now test-optional.

Chairwoman Malcom expressed pleasure with the increase in graduate numbers because that is a place where we had started to see a decline.

## **ITEMS FOR ACTION**

### **Approval of Committee Minutes of February 6, 2023**

Chairwoman Malcom called for a motion to approve the minutes from February 6, 2023. It was moved by Regent Resnick and seconded by Regent Stokes. The motion carried. The vote was unanimous.

### **Approval of Off-Campus Housing Lease Amendment**

Mr. Evans started with a presentation of the off-campus lease amendment for the Altus Apartments. We have 152 beds and need 216 more. The 152 beds are at an annual cost of \$1.9 million. The 216 beds needed will be at an annual cost of \$2.9 million. Parking has been obtained at the cost of \$180,000 for our students.

Chairwoman Malcom commented that the Board previously approved this lease; however, we added more rooms and emphasized that we are charging the students what we are charged.

Chairwoman Malcom called for a motion to approve the Altus Lease Amendment. It was moved by Regent Stokes and seconded by Regent Turnipseed. The motion carried. The vote was unanimous.

### **Approval of the FY 2025 Capital Budget Request**

Ms. McCalla stated that we come to the board annually around this time to present what we are requesting from the state for the next five years. The University will submit its FY25 five-year capital budget request to the Department of Budget and Management on July 1, 2023. The five-year request totals \$577.3 million of which \$112.5 million is for FY25. The President shall be authorized to make adjustments as future events dictate. Such provisions if any shall be presented to the board at its next scheduled meeting for action.

Chairwoman Malcom asked for a motion to approve the FY 2025 Capital Budget Request. It was moved by Regent Turnipseed and seconded by Regent Stokes. The motion carried. The vote was unanimous.

### **Item for Information**

Mr. Evans started off by thanking Chairwoman Malcom, members of the Finance and Facilities Committee, President Wilson and the entire finance team for their support during his time at Morgan State University. He continued with a detailed update on student housing (emphasizing that the last three off campus leases would be important in order to meet the goal of our locked capacity of 4,700 beds), the federal stimulus initiative including a plan for the remaining \$13 million in funds, and an FY23 financial status review. He discussed the A+ credit rating from S&P, the capital debt structure, and summarized our financial position for the future (noting that our expenses are currently growing faster than revenue and changes need to be made). We are negotiating the Hoen lease to locate four research centers with hopes of having them ready to present by the June retreat or the August meeting. Mr. Evans also discussed the procurement for unarmed security guard services noting that the project has been advertised, an RFP has been developed, and we are

close to selecting a vendor. He concluded by providing a brief summary on the second Energy Performance Contract (EPC) to include various deferred maintenance projects as well as how our partnership with Siemens and the Maryland Clean Energy Center was created and why it is needed. Once ready, it is hoped that the EPC Project will be reviewed and approved by the Committee.

President Wilson thanked Mr. Evans again for his leadership and for being a great financial steward for the University. He noted that we have not had a situation where our budget was not balanced during his presidency.

**Adjournment**

Chairwoman Malcom called for a motion to adjourn the meeting. It was moved by Regent Wilkinson and seconded by Regent Turnipseed. The motion was carried unanimously. The public session adjourned at 11:50 a.m.

Submitted by,  
Danielle Baze, Recorder

**TOWSON TOWN PLACE  
OFF-CAMPUS  
ADDITIONAL HOUSING  
LEASE**



**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Towson Town Place Apartments Off-Campus Additional Housing Lease

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** Following Board of Regents approval in May 2022, and BPW approval in June 2022, the University previously entered into a lease with Towson Town Place Apartments for 67 apartment units consisting of 201 beds in 2br and 3br configurations with a 3-year fixed term from 8/1/22 to 7/1/25 with 2 one-year extension options to accommodate the increased enrollment. In response to continued enrollment growth projections and demand for housing to support new and returning students, additional off-campus leases are needed. In addition, MSU will be initiating renovations of historic Baldwin and Cummings on-campus housing facilities consisting of 84 and 104 beds, respectively, for a total of 188 beds that will be off-line for the 12 months starting in May 2023. The University requests to enter into an additional lease with Towson Town Place Apartments, with the same terms and conditions as those previously approved, to add 51 apartment units consisting of 153 beds, with a lease term from 8/1/23 to 7/31/26 with 2 one-year extension options. This additional lease will continue to enable the Office of Residence Life and Housing to work collaboratively with the Lessor to cluster assign our students and provide supervision and programs in support of the developmental needs of our students.

The new apartment units lease is attached and summarized in the table below:

<b>Facility</b>	<b>Apartment units / Beds</b>	<b>Term</b>	<b>Annual Cost</b>
Towson Town Place Apartments (new beds)	51 / 153	3yrs (Aug 23 to July 26) with two 1-yr renewals	\$1,918,497

**The University makes a request for the approval of the new lease.**

**FISCAL IMPACT:**

Fiscal impact of lease arrangements with Towson Town Place is summarized in the table below:

<b>Facility</b>	<b>Apartment Units / Beds</b>	<b>Term</b>	<b>Annual Cost</b>	<b>Monthly Cost</b>
Towson Town Place Apartments (original beds)	67 / 201	3yrs (Aug 22 to July 25) with two 1-yr renewals	\$2,361,534	\$196,794
Towson Town Place Apartments (new beds)	51 / 153	3yrs (Aug 23 to July 26) with two 1-yr renewals	\$1,918,497	\$159,875
Total			\$4,280,031	\$356,669

**PRESIDENT'S**

**RECOMMENDATION:** The President recommends approval.

**COMMITTEE**

**ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD**

**ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**HH MIDTOWN  
OFF-CAMPUS HOUSING  
LEASE AMENDMENT**

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** HH Midtown Apartments Off-Campus Housing Lease Amendment

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** Following Board of Regents approval in May 2022, and BPW approval in June 2022, the University previously entered into a lease with HH Midtown for 37 apartments of various floor plans consisting of 252 beds with a 3-year fixed term from 8/1/22 to 7/31/25 with two 1-year options, for a total of 5 years, to accommodate the increased enrollment.

In response to continued enrollment growth projections and demand for housing to support new and returning students, additional off-campus leases are needed. In addition, MSU will be initiating renovations of historic Baldwin and Cummings on-campus housing facilities consisting of 84 and 104 beds, respectively, for a total of 188 beds that will be off-line for the 12 months starting in May 2023.

This lease amendment will add an additional 29 apartments consisting of 95 beds for fall 2023 with an option for an additional 33 apartments consisting of 87 beds for fall 2024 for a total of 434 beds at this facility for students while enabling the Office of Residence Life and Housing to work collaboratively with the Lessor to cluster assign our students; and to provide supervision and programs in support of the developmental needs of our students.

The amendment modifies the fixed term expiration in the original lease for 252 beds from July 31, 2025 to July 31, 2029, with four 1-yr renewals for a total of 11 years.

The original lease and the amendment is attached and summarized in the table below:

<b>Facility</b>	<b>beds</b>	<b>Annual Cost</b>	<b>Monthly</b>
HH Midtown Apartments (original beds)	252	\$2.4 million	\$200k
HH Midtown Apartments (95 new beds available 8/1/23)	95	\$1.1 million	\$92k

Total		\$3.5 million	\$292k
HH Midtown Apartments (87 new beds available 8/1/24)	87	\$1.0 million	\$83k
Total		\$4.5 million	\$375k

**The University makes a request for the approval of the lease amendment.**

**FISCAL IMPACT:** Fiscal impact is summarized in the table above.

**PRESIDENT'S RECOMMENDATION:** The President recommends approval.

**COMMITTEE ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LORD BALTIMORE HOTEL  
OFF-CAMPUS HOUSING  
GROUP ROOM AGREEMENT**

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Lord Baltimore Hotel Off-Campus Housing Group Room Agreement

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** The University previously entered into a Services Agreement with the Lord Baltimore Hotel for 275 hotel rooms under an emergency procurement for fall 2022, and extended that agreement to spring 2023, to accommodate increased enrollment.

In response to continued enrollment growth projections and demand for housing to support new and returning students, additional off-campus leases are needed. In addition, MSU will be initiating renovations of historic Baldwin and Cummings on-campus housing facilities consisting of 84 and 104 beds, respectively, for a total of 188 beds that will be off-line for the 12 months starting in May 2023.

The Lord Baltimore Hotel was the only responsive respondent of 7 prospective hotels in the Baltimore area invited to participate in the Invitation for Bid for a Real Property Lease for Additional Student Housing. This additional housing agreement will continue to enable the Office of Residence Life and Housing to work collaboratively with the hotel to cluster assign our students; and provide supervision and programs in support of the developmental needs of our students.

The Group Room Agreement is attached and summarized in the table below:

<b>Facility</b>	<b>Hotel rooms / Beds</b>	<b>Term</b>	<b>Annual Cost</b>
Lord Baltimore Hotel	180 / 348	8/12/23 to 5/19/24	\$4,331,880

**The University makes a request for the approval of the new lease.**

**FISCAL IMPACT:** Fiscal impact of lease arrangements with the Lord Baltimore Hotel is summarized in the table above.

**PRESIDENT'S RECOMMENDATION:** The President recommends approval.

**COMMITTEE ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



# HOEN LEASE

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Hoen Lithograph Building Lease for Morgan Community-Based Research Centers

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** The University is expanding its community-based research programs and has identified the historic Hoen Lithograph Building as a suitable facility with its central location and community-based tenants. The Hoen community will provide enhanced collaboration on community-based research initiatives.

The Hoen Building highlights the Center for Neighborhood Innovation (CNI) as a collaborative workspace for mission-driven organizations. The facilities include private offices, traditional coworking, and a suite of state-of-the-art classroom + training spaces that offer a uniquely-tailored environment where innovators can collaborate with one another and community stakeholders. Strategic partnerships, interdisciplinary conversations, and in-house university networks broaden their reach and impact.

The Office of Research and Development and the Provost’s Office have jointly recommended that the University obtain additional adequate space and facilities for four of Morgan’s research centers to operate. The Hoen Lithograph Building has been identified as a location adequate for the centers and conducive to its community-based research.

Approval was obtained in April 2020 for a prior lease with the Hoen Lithograph Building that currently houses the MSU Office of Procurement and the Morgan Cares project. This item would be an additional new lease.

**The University makes a request for the approval of the new lease.**

**FISCAL IMPACT:** Base rent is \$565,000 per year, with a 3% annual escalator, plus Common Area Maintenance (CAM) and shared facilities, for 34,721 square feet over a term of 84 months (7 years) with one five-year option to extend with 18-months’ notice.

**PRESIDENT'S  
RECOMMENDATION:**      The President recommends approval.

**COMMITTEE  
ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD  
ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

# **VERIZON CELL TOWER LEASE AGREEMENT**

**BOARD OF REGENTS**  
**MORGAN STATE UNIVERSITY**  
**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Approval of Verizon Cell Tower Lease Agreement

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** The cell tower lease from Verizon will enable Verizon to upgrade / locate communication equipment on the tower to improve coverage and safety as well as support several University activities. Both the Department of Information Technology (DIT) and the Design & Construction Management team have recommended the Verizon communication equipment be upgraded. This equipment upgrade will improve cellular coverage across the campus and to outdoor locations. Currently, the university rents equipment each year to support major events on campus such as homecoming and graduation to enhance the relatively poor coverage with the current tower equipment. A new Distributed Antenna System (DAS) will help improve coverage inside structures, especially newly constructed building that have poor internal coverage.

The initial term of the lease is for 10 years with an auto renewal of 10 years unless notice is provided by either party at least 12 months before the expiration of the initial term.

**The University makes a request for the approval of the new lease.**

**FISCAL IMPACT:** \$24,000 per year rental paid by Verizon to the University.

**PRESIDENT'S RECOMMENDATION:** The President recommends approval.

**COMMITTEE ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**FY 2025 TUITION, HOUSING  
AND BOARD RATE  
ADJUSTMENTS**

**BOARD OF REGENTS**

**MORGAN STATE UNIVERSITY**

**SUMMARY OF ITEM FOR ACTION**

**TOPIC:** Approval of FY 2025 Tuition, Housing, and Board Rate Adjustments

**COMMITTEE:** Finance and Facilities

**DATE OF MEETING:** July 31, 2023

**BRIEF EXPLANATION:** The University makes a request for approval of rate adjustments for FY25 (fall 2024 / spring 2025). Tuition rates are proposed to increase at 2%, housing rates proposed to increase at 4%, and board rates are proposed increase at 5%. Details of the proposed increases are provided in the attached summary. The increase in rates is needed to offset increased operating costs and the effects of inflation (see financial status update for further details).

**FISCAL IMPACT:** The fiscal impact to revenue of a proposed 2% increase in tuition rates is estimated at \$1.5M. The fiscal impact to revenue of a proposed 4% increase in housing rates is estimated at \$1.6M. The fiscal impact to revenue of a proposed 5% increase in board rates is estimated at \$600k. The combined fiscal impact to revenue of the proposed adjustments is estimated at \$3.7M.

**PRESIDENT'S RECOMMENDATION:** The President recommends approval.

**COMMITTEE ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**BOARD ACTION:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**MORGAN STATE UNIVERSITY**  
Proposed Impact of Tuition, & Room and Board Rate Increases  
**Fiscal Year 2025**

Tuition	Rate increase:				Revenue Impact			
	FY 2023	FY 2024	FY 2025	Difference	FY 2023	FY 2024	FY 2025	Difference
<b>FT-Undergraduate (annual)</b>								
In-State	\$5,477	\$5,587	\$5,698	\$112	\$17,651,276	\$18,004,301	\$18,364,387	\$360,086
Out of State	\$15,949	\$16,268	\$16,593	\$325	\$40,925,134	\$41,743,637	\$42,578,509	\$834,873
<b>By Credit Hour</b>								
PT- Undergraduate- Resident	\$250	\$255	\$260	\$5	\$2,599,500	\$2,651,490	\$2,704,520	\$53,030
PT- Undergraduate- Non-Resident	\$629	\$642	\$654	\$13	\$2,975,170	\$3,034,673	\$3,095,367	\$60,693
Graduate- Resident	\$455	\$464	\$473	\$9	\$4,698,785	\$4,792,761	\$4,888,616	\$95,855
Graduate- Non-Resident	\$894	\$912	\$930	\$18	\$5,164,776	\$5,268,071	\$5,373,432	\$105,361
<b>CICS (by Credit Hour)</b>								
Undergraduate	\$250	\$255	\$260	\$5	\$494,500	\$504,390	\$514,478	\$10,088
Graduate	\$455	\$464	\$473	\$9	\$57,330	\$58,477	\$59,646	\$1,170
<b>Tuition Revenue</b>					<b>\$74,566,470</b>	<b>\$76,057,800</b>	<b>\$77,578,955</b>	<b>\$1,521,156</b>
<b>Room Rates (annual)</b>								
	FY23 Rate	FY24 Rate	FY25 Rate	Difference	FY23 Revenue	FY24 Revenue	FY25 Revenue	Difference
On-Campus Double (Legacy Bldgs)	\$6,964	\$7,245	\$7,535	\$291				
On-Campus Single (Legacy Bldgs)	\$8,362	\$8,700	\$9,050	\$350				
Off-Campus Double (MHG)	\$8,790	\$9,145	\$9,510	\$366				
Off-Campus Single (MHG)	\$9,447	\$9,825	\$10,220	\$395				
Baldwin-Cummings - Single	n/a	n/a	TBD					
Baldwin-Cummings - Double	n/a	n/a	TBD					
Towson Town 2BR/2BA Double	\$12,850	\$13,365	\$13,900	\$535				
Towson Town 2BR/2BA Single	\$13,250	\$13,780	\$14,330	\$550				
Towson Town 2BR/2BA Double	\$12,850	\$13,365	\$13,900	\$535				
Towson Town 2BR/2BA Single	\$13,250	\$13,780	\$14,330	\$550				
Altus/York-Double	\$11,400	\$11,860	\$12,335	\$475				
Altus/York-Single	\$12,850	\$13,365	\$13,900	\$535				
LBH-Double	\$11,300	\$11,755	\$12,225	\$470				
LBH-Single	\$12,600	\$13,105	\$13,630	\$525				
TM Hall Single 4BR/1BA Suite (MEDCO)	\$12,096	\$12,580	\$13,083	\$503				
TM Hall Double 2BR/1BA Suite (MEDCO)	\$10,014	\$10,415	\$10,831	\$417				
TM Hall Double 1BR/1BA Suite (MEDCO)	\$11,014	\$11,455	\$11,913	\$458				
HH Miidtown 4BR/2BA Single			\$11,750					
HH Miidtown 4BR/4BA Single			\$12,950					
HH Miidtown 2BR/2BA Single			\$14,460					
HH Miidtown Studio 1BR/1BA Double			\$9,510					
HH Miidtown 4BR/2BA Double			\$9,510					
HH Miidtown 4BR/4BA Double			\$9,510					
<b>Housing Revenue</b>					<b>\$38,850,205</b>	<b>\$40,404,213</b>	<b>\$42,020,382</b>	<b>\$1,616,169</b>
<b>Board Rates (annual)</b>								
	FY23 Rate	FY24 Rate	FY25 Rate	Difference	FY23 Revenue	FY24 Revenue	FY25 Revenue	Difference
Platinum Plan	\$5,198	\$5,510	\$5,785	\$275				
Gold Plan	\$4,598	\$4,875	\$5,120	\$245				
Silver Plan	\$4,298	\$4,560	\$4,790	\$230				
1000 Dining Dollar Plan	\$900	\$950	\$950	\$0				
750 Dining Dollar Plan	\$700	\$715	\$715	\$0				
500 Dining Dollar Plan	\$470	\$475	\$475	\$0				
250 Dining Dollar Plan	\$250	\$250	\$250	\$0				
Commuter Block 100			\$900					
Commuter Block 75			\$700					
Commuter Block 50			\$470					
Commuter Block 25			\$250					
<b>Board Revenue</b>					<b>\$11,536,998</b>	<b>\$12,229,218</b>	<b>\$12,840,679</b>	<b>\$611,461</b>
<b>Total proposal fiscal impact (to revenue)</b>								<b>\$3,748,785</b>



# ITEMS FOR INFORMATION

**MORGAN STATE UNIVERSITY**  
**BOARD OF REGENTS**  
**Finance and Facilities Committee**  
**July 31, 2023**

**FY 2023 FINANCIAL STATUS UPDATE**  
Fourth quarter ending June 30, 2023

**OVERVIEW**

Morgan State University continues to operate in a volatile and uncertain economic environment. From the pandemic to inflation to recession and ongoing supply chain concerns, there is continued pressure on the University's budget and its ability to operate within existing resources, and on the day-to-day University operations. The current economic challenges, high interest rate environment, uncertainty of the U.S. economy, and the ongoing war in Ukraine could critically impact the University's financial position now and into the future. Further, the State of Maryland is now referencing potential budgetary concerns going forward. While the future may still hold considerable challenges, FY 2023 started off well with the University's final fall enrollment headcount reaching 9,101, an increase of 632 students or 7.5% as compared to FY 2022, and once again resulting in the largest enrollment in the University's history. This increase in enrollment translates to an increased net tuition revenue.

Continued strong enrollment of freshman and increased out-of-state mix has created record demand for campus sponsored housing. **While increased revenue is a welcome event, the increased demand continues to stress the University infrastructures – teaching, housing and administrative – resulting in an increased need for additional faculty, new leased housing requirements to meet student demand, additional student services, staffing needs and other additional administrative costs.** This enrollment and housing demand trend is continuing into FY24 forcing the need for additional housing to meet expected demand and amendments to existing off-campus leases to meet expected demand. The additional off-campus housing arrangements create an increase for associated operating expenses, such as security, transportation, and residential staff.

As shown in Attachment I, the University realized \$394.7 million in operating revenues as of June 30, 2023. This represents 103.0 percent of the total university operating budget, which includes state support and self-supporting programs, including Restricted Funds and Auxiliary Enterprises, and is generally consistent with the prior year's percent utilization considering the increase in operating activity. Operating expenses for the same period were \$384.4 million, representing 100.3 percent of the total university operating budget. While the University's cost containment program, implemented during the pandemic, is less restrictive, the University continues to be focused on controlling costs. The increase in enrollment has increased the University's need for additional infrastructure which is partially offsetting the increase in net tuition revenue. Special attention to the effects of inflation, supply chain backlog and other economic pressures have proven beneficial to the university and will remain in place for next fiscal year.

In addition to the University’s operating related activities, various Federal stimulus funding has been made available to the University to mitigate the effects of the COVID pandemic. The tables below show the available funding by program and utilization by fiscal year.

Covid Funding Provided by Act	Students	Institution	HBCU	Total
Cares Act	4,631,796	4,631,796	19,040,779	28,304,371
HEERF II	4,631,796	9,646,333	21,078,415	35,356,544
HEERF III	<u>12,518,310</u>	<u>12,479,794</u>	<u>36,891,244</u>	<u>61,889,348</u>
TOTAL	<u>21,781,902</u>	<u>26,757,923</u>	<u>77,010,438</u>	<u>125,550,263</u>

Covid Funding Recognized / Utilized	Students	Institution	HBCU	Total
FY20	4,200,918	556,554	7,945,351	12,702,823
FY21	4,700,267	12,966,813	39,832,525	57,499,604
FY22	12,327,217	4,415,404	10,780,371	27,522,992
FY23 (proforma)	<u>553,501</u>	<u>8,819,152</u>	<u>18,452,191</u>	<u>27,824,844</u>
	<u>21,781,902</u>	<u>26,757,923</u>	<u>77,010,438</u>	<u>125,550,263</u>

For FY23, the remaining balance of \$27.8 million in HEERF funding has been fully utilized by June 30, 2023. Much of the FY23 HEERF spending was for various critical safety and wellness infrastructure capital projects as well as continued technology needs. The Hurt and Murphy Fine Arts facilities received HEERF funding to support these projects.

Funds from these federal stimulus programs (HEERF I, II and III) are used in accordance with federal guidelines. Spending priorities for these funds included Student Stimulus, Lost revenue, Safety and Wellness Infrastructure (HVAC, Water, Housing), Financial Aid for students, Technology Upgrades for Hybrid Learning and Teleworking, and PPE and sanitation/disinfection costs and capital infrastructure projects. **It should be noted that, through the last several Federal annual Single Audits, there have been no findings related to the use of these funds.**

**STATE SUPPORT**

Per Attachment I, the University realized \$259.5 million of revenues or 101.5 percent of the budget while the University expended \$242.1 million or 94.7 percent of the adjusted base operating budget. While this level of revenue and expense utilization is consistent with the prior year, the underutilization of expenses is somewhat tied a number of vacancies at the university arising from proposed staffing of funded research centers and other open funded positions. While ongoing cost containment initiatives continue to slow the overall rate of spending, there are increased operating costs associated with higher enrollment and increased University activities.

**SELF-SUPPORTED PROGRAMS**

Per Attachment I, self-supported revenues were \$135.1 million of revenues or 106.1 percent of the budget resulting from increased housing and board activity and is consistent with the prior year. As outlined per Attachment I, the program expended \$142.2 million or 111.6 percent

of the adjusted base operating budget. The over utilization of expenditures to budget reflects increased utilization in staff costs, food and other contractual services, and off campus rentals.

**FY2023 OPERATING RESULTS**

FY23 increased enrollment, state appropriation (including C41 funding) and grant activity have all had a positive impact to revenue for the year. With the current presentation of expenditures, the results reflect a \$10.3 million net surplus.

<b>Pre-Close (7/24) Actuals</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Net</b>
STATE - SUPPORTED PROGRAMS:	259,546,178	242,132,365	17,413,813
SELF - SUPPORTED PROGRAMS:			
Auxiliary	59,755,909	66,827,991	(7,072,083)
Research	75,391,838	75,391,838	-
<b>TOTAL UNIVERSITY OPERATING</b>	<b>394,693,925</b>	<b>384,352,195</b>	<b>10,341,730</b>

As relates to the actual results for FY2023, it is important to note that the amounts presented in this document and the table above are preliminary considering the University is still in the midst of closing out all fiscal activity through June 30, 2023. While we remain cautious and vigilant from a budget perspective given the pressures on the faculty, students and facilities infrastructures, we mostly attribute the surplus to vacancies from funded staff positions for the fiscal period. Still, the potential for unidentified or hidden costs may still occur.

**SUMMARY**

Given the post-COVID-19 environment, the University is experiencing improved higher education results. However, the continued uncertainty of the economy adds pressure on the University’s ability to operate within existing resources and to invest for the future. While the increase in enrollment has resulted in welcome additional resources, the university has also incurred additional costs resulting from the increased demand and challenges for instruction and student and facilities infrastructures. Considerable financial uncertainty remains, both in the form of unexpected costs and potential future pressure on revenue. Inflation continues to be a major concern which only adds pressure on the University’s cost base. While, the Federal Reserve has increased interest rates in an effort to tame inflation, the volatility in the financial markets, coupled with inflation will impact future expenses for the University. Additionally, the continuing supply chain bottlenecks are having a direct impact on our operating expenses and our capital projects in terms of higher cost for the goods and services we pay for as well as their timely availability. These external factors put additional pressure on the University’s deferred maintenance projects. Labor shortages and inflationary factors are also putting pressure on the University’s salary structure as the cost to hire new employees increases, resulting in salary compression for existing employees with on-going salary administration initiatives to address salary compression.

Ongoing efficient expenditure planning as well as new creative revenue models need to be the constant focus of the University with the uncertainty of the pandemic’s long-term effects and the time it may take to return to a stable, predictable environment and economy. It is anticipated that

future revenue growth could be realized from the Morgan Completes You (MCY) initiative, which kicked-off in pilot form for spring 2022 with 11 students enrolled, 62 in fall 2022 and is expecting to enroll 140 students in fall 2023. The COVID related funding has ended and was fully utilized. More attention must be given to increasing net tuition revenue from the traditional enrollment base, MCY and the new revenue driven by the HBCU fund 41 settlement. All of these efforts will assist the University in maintaining a strong financial position into the future. **Nonetheless, the need for more consistent and diverse revenue streams is paramount.** The new HBCU fund 41 budget is expected to aid the University is identifying new revenue streams through an expansion of new academic programs and support for existing academic programs while also supporting the hiring of new tenure and tenure track faculty and providing the funding for support resources for the future.

Overall, the University's financial outlook remains bright, if we continue to manage costs, generate new revenue streams and price our educational services at a fair and competitive way.

### **HBCU FINANCING**

During the May 2022 Board meetings, the University obtained approval to submit a new application to the HBCU Capital Financing Program to borrow up to \$65.0 million. This is in addition to the earlier 2020 HBCU financing for the Public Safety Building (\$16.5M) and the Thurgood Marshall Dining project (\$32M). The 2020 financing closed in December 2022 with proceeds from this new financing allocated between student housing renovations and other critical deferred maintenance projects at the University as previously reported. Funds have already started to be utilized for renovation in Murphy Fine Arts (est. \$4M) and the renovation of legacy housing facilities (Baldwin and Cummings - est. \$30M). Each one of these capital projects is underway and moving well. The University's overall capital program is funded from the State of Maryland, the MCEC/Siemens partnership and the borrowed funds from the HBCU Capital Financing Program. A strong capital budget coupled with strong operating performance will continue to support the University's strong credit rating.

### **FY 2025 PRELIMINARY OPERATING BUDGET**

The FY 2025 budget target has not yet been provided. We anticipate the base allocation will include expected COLA and increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis.

### **TUITION AND FEES – FY25 Approval Request**

Tuition and mandatory fees had been unchanged since fall 2019 even though the cost of education since 2019 has continued to rise. Normal 2% to 3% annual tuition increases for the fall 2020, fall 2021 and fall 2022, essentially three years of rate increases, were foregone in light of the financial hardships endured by students and their families as a result of the COVID pandemic and have helped to support the enrollment increase during the same period.

While being sensitive to the rising of cost of education, and the general financial challenges of the community we serve, an increase in tuition of 2% effective for the fall 2023 semester (FY24) was approved at the February 2023 Board of Regents meeting. In an effort to streamline recruiting and billing processes and be clear and transparent about the cost of education, approval is sought for the proposal for FY25 (fall 2024) tuition and fees that was presented for discussion in May 2023. Based on level enrollment, the fiscal impact of a 2% increase is expected to result in an additional \$1.5 million in tuition revenue for FY25. Approval for this increase is requested given additional investments needed in both the academic and student support infrastructures. Further, this increase is consistent with our peer institutions and the other public institutions' actions on increased tuition. As reported previously, based on conversations with our DBM analyst, we understand that other state universities are increasing tuition by 2%. It should be noted that annual inflation is averaging over 7%. The rapid inflation is directly affecting this decision for many universities. While access and affordability are hallmarks for Morgan, tuition increases have a direct impact on the University's ability to deliver high quality educational services as enrollment and student services needs continue to grow. Increases in net tuition will directly support efforts to reinforce faculty and student support infrastructures to ensure the best level of service possible.

Mandatory fees have foregone traditional annual rate increases since fall 2019; with no increase in fees being proposed as the university prepares to establish a working group to evaluate and review the fee existing structure. Overall, the University's mandatory fee structure requires a revision and a potential increase with consideration given to adding a technology fee in light of increased technology needs and support, particularly with respect to pandemic period upgrades to AV technology in classrooms across campus. The goal will be to align the mandatory fees with the student services supported by the fees.

Housing had similarly foregone traditional rate increases in an effort to ease the financial burden on students and their families. However, FY22 and FY23 saw an increase in housing rates of 4% as well as additional rates proposed for specific off campus leases required to supplement the demand for housing. These increases are necessary to keep pace with the rising cost of market-based housing, inflation, and off-campus lease agreements which require annual increases. As such, we are requesting approval for housing rates to be increased for fall 2024 (FY25) by 4%. Based on level activity, the fiscal impact of a 4% increase is expected to result in an additional \$1.6 million in housing revenue required to keep pace with costs of off-campus lease premises. Note that these increases do not support additional costs incurred for security and shuttle services for off-campus housing which have continued to rise.

Sodexo Magic, our food services vendor, has noted staffing and inflation pressures and the rising cost of food service will require pricing adjustment going forward. A 6% cost increase board rates was approved in February across all standard board plans for FY24. Approval for an additional 5% is requested for board rates for FY25 to keep pace with inflation along with an expansion of food service plan offerings to include commuter board plans. Based on level activity, the fiscal impact of a 5% increase in board rates is expected to result in an additional \$600k in board revenue required to offset the rising cost of food service to the University.

Rate increases are necessary to support the rising cost to deliver a high-quality educational system. As stated previously, every aspect of the University's operations is experiencing inflationary pressures, along with the increased enrollment infrastructure demands. The list below is a snapshot of the increased operating's expenses for this year and will mostly likely continue

into the next fiscal year. Even with tight expense management in place, most of these rising costs cannot be avoided.

**OPERATING EXPENSES IMPACT FOR FY 2024**

University infrastructure requirements:

- Faculty hiring to support enrollment growth - \$ 1.0 M
- Staff - 1.0 M
- IT related - 1.0 M
- Security - 1.0 M
- Facilities (Academic & Research infrastructure costs) - 3.0 M

Housing Related:

- Facilities - 2.0 M
- Security - 1.0 M
- Transportation - 1.0 M

Food services - 1.0 M

Institutional Aid - 2.0 M

Total \$ 14.0 M

While this projected total increase in operating expenses exceeds the projected increase in proposed revenue, there are measures in place to ensure these increased costs can be met. The Finance and Administration team along with other key University team members will be working together to achieve the strategic goals as outlined in Transformation Morgan 2030.

**MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. REVENUE REALIZED  
FISCAL YEAR 2023**

Actual for the Period Ending June 30, 2023

	<b>FUNDING SOURCE</b>	<b>ADJUSTED BASE OPERATING BUDGET</b>	<b>REVENUES</b>	<b>(undr)/over</b>	<b>PERCENT REALIZED</b>
<b>STATE - SUPPORTED PROGRAMS:</b>					
Tuition and Fees	State	89,500,000	88,657,152	(842,848)	99.1%
State Appropriations	State	155,483,107	155,483,107	-	100.0%
Grants and Contracts	State	5,725,200	7,628,140	1,902,940	133.2%
Other Sources	State	4,950,000	7,777,779	2,827,779	157.1%
<b>TOTAL STATE - SUPPORTED PROGRAMS</b>		<b>255,658,307</b>	<b>259,546,178</b>	<b>3,887,871</b>	<b>101.5%</b>
<b>SELF - SUPPORTED PROGRAMS:</b>					
Sales and Services - Auxiliary Enterprises	Auxiliary	61,775,000	59,755,909	(2,019,091)	96.7%
Federal Grants and Contracts	Restricted Funds	62,425,700	68,965,610	6,539,910	110.5%
State Grants and Contracts	Restricted Funds	1,200,000	3,419,607	2,219,607	285.0%
Private Grants and Contracts	Restricted Funds	2,000,000	3,006,621	1,006,621	150.3%
<b>TOTAL SELF - SUPPORTED PROGRAM</b>		<b>127,400,700</b>	<b>135,147,747</b>	<b>7,747,047</b>	<b>106.1%</b>
<b>TOTAL UNIVERSITY OPERATING</b>		<b>383,059,007</b>	<b>394,693,925</b>	<b>11,634,918</b>	<b>103.0%</b>
CARES III Funding (ARP)	Stimulus	27,824,850	27,824,850	-	100.0%
<b>TOTAL STIMULUS FUNDING</b>		<b>27,824,850</b>	<b>27,824,850</b>	<b>-</b>	<b>100.0%</b>
<b>TOTAL UNIVERSITY + STIMULUS</b>		<b>410,883,857</b>	<b>422,518,775</b>	<b>11,634,918</b>	<b>102.8%</b>

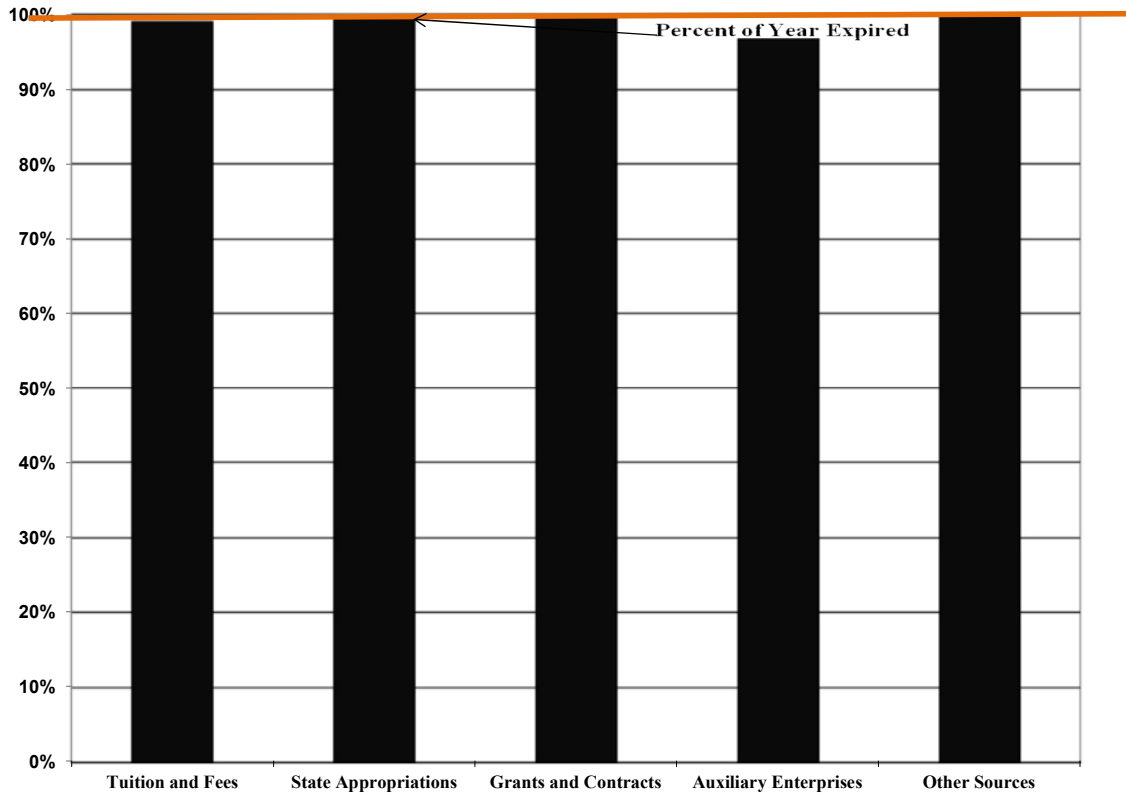
**MORGAN STATE UNIVERSITY  
WORKING BUDGET VS. EXPENDITURE  
FISCAL YEAR 2023**

Actual for the Period Ending June 30, 2023

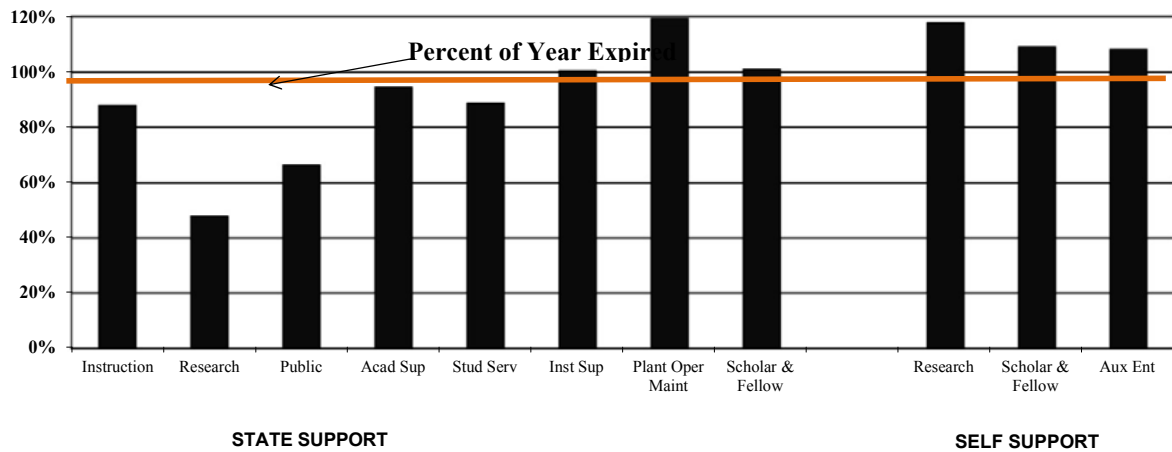
	<b>FUNDING SOURCE</b>	<b>ADJUSTED BASE OPERATING BUDGET</b>	<b>EXPENDITURES</b>	<b>BALANCE</b>	<b>PERCENT EXPENDED</b>
<b>STATE - SUPPORTED PROGRAMS:</b>					
Instruction	State	78,171,634	68,705,958	9,465,676	87.9%
Research	State	13,621,442	6,518,716	7,102,726	47.9%
Public Service	State	254,019	168,471	85,548	66.3%
Academic Support	State	34,792,445	32,900,411	1,892,034	94.6%
Student Services	State	11,018,671	9,774,316	1,244,355	88.7%
Institutional Support	State	58,855,115	59,163,800	(308,685)	100.5%
Plant Operations and Maintenance	State	29,310,281	34,963,683	(5,653,402)	119.3%
Scholarships and Fellowships	State	29,634,700	29,937,010	(302,310)	101.0%
<b>TOTAL STATE - SUPPORTED PROGRAM</b>		<b>255,658,307</b>	<b>242,132,365</b>	<b>13,525,942</b>	<b>94.7%</b>
<b>SELF-SUPPORTED PROGRAMS:</b>					
Auxiliary Enterprises	Auxiliary	61,775,000	66,827,991	(5,052,991)	108.2%
Research	Restricted Funds	43,200,000	50,918,843	(7,718,843)	117.9%
Restricted Scholarships and Fellowships	Restricted Funds	22,425,700	24,472,995	(2,047,295)	109.1%
<b>TOTAL SELF-SUPPORTED PROGRAM</b>		<b>127,400,700</b>	<b>142,219,829</b>	<b>(14,819,129)</b>	<b>111.6%</b>
<b>TOTAL UNIVERSITY OPERATING</b>		<b>383,059,007</b>	<b>384,352,195</b>	<b>(1,293,188)</b>	<b>100.3%</b>
CARES III Funding (ARP)	Stimulus	27,824,850	27,824,850	-	100.0%
<b>TOTAL STIMULUS FUNDING</b>		<b>27,824,850</b>	<b>27,824,850</b>	<b>-</b>	<b>100.0%</b>
<b>TOTAL UNIVERSITY</b>		<b>410,883,857</b>	<b>412,177,045</b>	<b>(1,293,188)</b>	<b>100.3%</b>



**WORKING BUDGET VS. REVENUE REALIZED**  
**FISCAL YEAR 2023**  
 Actual for the Period Ending June 30, 2023



**PERCENT OF BUDGET EXPENDED BY PROGRAM**  
**FISCAL YEAR 2023**  
 Actual for the Period June 30, 2023



**Morgan State University**  
**FY2023 Projected Operating Budget**  
 Combined State + Auxiliary

	FY23 Base Alloc (Revised 10/22)	FY23 Pre-Close (7/23) Actuals	
Revenue Categories	State+AUX Total	State+AUX Total	Comments
Tuition Regular Semester	\$ 83,030,000	\$ 80,827,690	Enrollment driven
On-Line	1,100,000	1,920,036	Enrollment driven
Summer School	3,900,000	3,012,350	Enrollment driven
Winter MiniMester	550,000	533,953	Enrollment driven
Other Fees	870,000	865,735	Enrollment driven
Indirect Cost Recoveries	5,375,000	7,188,005	Dependent on grant activity
Morgan View	-	-	Lease revenue deferred
Sales and Services	1,500,000	880,721	Enrollment and activity driven
Investment Income	600,000	5,875,376	Market related
Facilities Fees	1,100,000	1,119,514	Enrollment driven
Health Center Fees	260,000	291,482	Enrollment driven
MFAC Fund	-	271,377	Event dependent
WEAA	400,000	393,919	
Access Orientation	900,000	882,939	Dependent on CASA enrollment
Aux Facility Fee	3,600,000	3,907,004	Enrollment driven
Morgan View Ground Lease	-	-	Lease income deferred
Parking Operation	975,000	1,093,842	Shuttle services allocation
Aux Parking Garage	115,000	140	Events and activity driven
Aux Administration	250,000	138,180	Events and activity driven
Dining Service	12,680,000	14,004,529	Increased Food Service Operations with incr enrollment
B&N Bookstore	735,000	354,879	Enrollment and activity driven
Athletics	10,770,000	10,663,583	Enrollment and activity driven
Residence Life	26,440,000	25,089,422	Increased Housing Operations with incr enrollment
Student Center	3,750,000	4,502,646	Enrollment and activity driven
Student Center Ticketmaster	35,000	1,685	Events and activity driven
State Appropriations	136,527,000	140,369,790	DBM Budget Approp, COLA funding adjustment
C41 - HBCU Settlement	15,113,000	15,113,291	
	<b>\$ 310,575,000</b>	<b>\$ 319,302,088</b>	
Salaries and Wages	\$ 168,560,000	\$ 159,596,861	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives
Contractual Salaries	17,950,000	15,517,305	converstions, sticter use of PT only
Communications	1,225,000	902,945	
Travel	3,200,000	4,251,968	
Utilities	9,675,000	9,610,743	
Vehicles	650,000	513,535	
Contractual Services	39,200,000	42,628,585	
Supplies and Materials	4,100,000	5,187,382	
Equipment	2,250,000	1,065,220	
Financial Aid	34,000,000	34,488,042	EAB Financial Aid Optimization
Fixed Charges	6,800,000	9,137,218	
Off Campus Rental	15,600,000	16,305,770	
Land and Structures	9,340,000	9,754,784	
Bad Debt	1,000,000	-	
Other	-	-	
C41 - HBCU Settlement	-	-	
	<b>\$ 313,550,000</b>	<b>\$ 308,960,358</b>	
<b>Net</b>	<b>\$ (2,975,000)</b>	<b>\$ 10,341,730</b>	

Note that actual amounts are pre-close as of 7/23/23

**MORGAN STATE UNIVERSITY**  
**Projected Additional Tuition and Fee Revenue Increases**  
**Fiscal Year 2025**

<u>Description of Revenue</u>	<u>FY24 (expected)</u>	<u>Increase by: 2%</u>	<u>Increase by: 3%</u>	<u>Increase by: 4%</u>
<b><u>Tuition</u></b>				
FT- Undergraduate- Resident	\$18,004,301	\$18,364,387	\$18,544,430	\$18,724,473
FT- Undergraduate- Non-Resident	\$41,743,637	\$42,578,509	\$42,995,946	\$43,413,382
<b>By Credit Hour/Program</b>				
PT- Undergraduate- Resident	\$2,651,490	\$2,704,520	\$2,731,035	\$2,757,550
PT- Undergraduate- Non-Resident	\$3,034,673	\$3,095,367	\$3,125,714	\$3,156,060
Graduate- Resident	\$4,792,761	\$4,888,616	\$4,936,544	\$4,984,471
Graduate- Non-Resident	\$5,268,071	\$5,373,432	\$5,426,113	\$5,478,794
Online - MBA	\$199,059	\$203,040	\$205,031	\$207,021
Online - MSW	\$1,104,872	\$1,126,970	\$1,138,018	\$1,149,067
Morgan Completes You	\$515,411	\$525,719	\$536,234	\$546,958
Summer and Winter Program Fees	\$3,162,000	\$3,225,240	\$3,256,860	\$3,288,480
<b>Total Tuition</b>	<b><u>\$80,476,275</u></b>	<b><u>\$82,085,801</u></b>	<b><u>\$82,895,924</u></b>	<b><u>\$83,706,257</u></b>
<b>Total Tuition Difference</b>		<b>\$1,609,526</b>	<b>\$2,419,649</b>	<b>\$3,229,982</b>
<b><u>Room and Board</u></b>				
Room	\$40,404,213	\$41,212,297	\$41,616,339	\$42,020,382
Board	\$12,229,218	\$12,473,802	\$12,596,095	\$12,718,387
<b>Total Room &amp; Board</b>	<b><u>\$52,633,431</u></b>	<b><u>\$53,686,100</u></b>	<b><u>\$54,212,434</u></b>	<b><u>\$54,738,768</u></b>
<b>Total R&amp;B Difference</b>		<b>\$1,052,669</b>	<b>\$1,579,003</b>	<b>\$2,105,337</b>
<b>Grand Total</b>	<b><u>\$133,109,706</u></b>	<b><u>\$135,771,900</u></b>	<b><u>\$137,108,358</u></b>	<b><u>\$138,445,025</u></b>
<b>Total T&amp;F and R&amp;B Difference</b>		<b>\$2,662,194</b>	<b>\$3,998,651</b>	<b>\$5,335,319</b>

**MORGAN STATE UNIVERSITY**  
Proposed Impact of Tuition, Mandatory Fees, & Room and Board Increases  
**Fiscal Year 2025**

**FULL-TIME (Per Annum)**

<i>Tuition (FT-Undergraduate)</i>	Current Rate	Proposed Increase amount by %					
		2%		3%		4%	
	FY 2024	Rate	Difference	Rate	Difference	Rate	Difference
In-State	\$5,587	\$5,698	\$112	\$5,754	\$168	\$5,810	\$223
Out of State	\$16,268	\$16,593	\$325	\$16,756	\$488	\$16,919	\$651

<i>By Credit Hour</i>	Current Rate	Proposed Increase amount by %					
		2%		3%		4%	
	FY 2024	Rate	Difference	Rate	Difference	Rate	Difference
PT- Undergraduate- Resident	\$255	\$260	\$5	\$263	\$8	\$265	\$10
PT- Undergraduate- Non-Resident	\$642	\$654	\$13	\$661	\$19	\$667	\$26
Graduate- Resident	\$464	\$473	\$9	\$478	\$14	\$483	\$19
Graduate- Non-Resident	\$912	\$930	\$18	\$939	\$27	\$948	\$36

Mandatory Fees (Full Time, per yr)	Current Rate	Proposed Increase amount by %					
	FY 2024	0%		3%		6%	
		Rate	Difference	Rate	Difference	Rate	Difference
Student Activity*	\$88	\$88	\$0	\$91	\$3	\$93	\$5
Athletic	\$1,177	\$1,177	\$0	\$1,212	\$35	\$1,248	\$71
Student Union Operating	\$478	\$478	\$0	\$492	\$14	\$507	\$29
Auxiliary Facilities	\$518	\$518	\$0	\$534	\$16	\$549	\$31
Health Center	\$44	\$44	\$0	\$45	\$1	\$47	\$3
Academic Facilities	\$132	\$132	\$0	\$136	\$4	\$140	\$8
Transportation	\$94	\$94	\$0	\$97	\$3	\$100	\$6
<b>TOTAL</b>	<b>\$2,531</b>	<b>\$2,531</b>	<b>\$0</b>	<b>\$2,607</b>	<b>\$76</b>	<b>\$2,683</b>	<b>\$152</b>

Mandatory Fees (Part Time-per credit)	Current Rate	Proposed Increase amount by %					
	FY 2024	0%		3%		6%	
		Rate	Difference	Rate	Difference	Rate	Difference
Student Activity	\$1.00	\$1.00	\$0.00	\$1.03	\$0.03	\$ 1.06	\$ 0.06
Athletic	\$36.50	\$36.50	\$0.00	\$37.60	\$1.10	\$ 38.69	\$ 2.19
Student Union Operating	\$17.00	\$17.00	\$0.00	\$17.51	\$0.51	\$ 18.02	\$ 1.02
Auxiliary Facilities	\$15.00	\$15.00	\$0.00	\$15.45	\$0.45	\$ 15.90	\$ 0.90
Academic Facilities	\$8.00	\$8.00	\$0.00	\$8.24	\$0.24	\$ 8.48	\$ 0.48
Transportation	\$4.00	\$4.00	\$0.00	\$4.12	\$0.12	\$ 4.24	\$ 0.24
<b>Total:</b>	<b>\$81.50</b>	<b>\$81.50</b>	<b>\$0.00</b>	<b>\$83.95</b>	<b>\$2.45</b>	<b>\$86.39</b>	<b>\$4.89</b>

<i>*Student Activity Breakdown</i>	FY 2024	Proposed Increase amount by %					
		0%		3%		6%	
		Rate	Difference	Rate	Difference	Rate	Difference
Band	\$3.50	\$3.50	\$0.00	\$3.61	\$0.11	\$3.71	\$0.21
Choir	\$3.50	\$3.50	\$0.00	\$3.61	\$0.11	\$3.71	\$0.21
Intramurals	\$20.00	\$20.00	\$0.00	\$20.60	\$0.60	\$21.20	\$1.20
Yearbook	\$15.32	\$15.32	\$0.00	\$15.78	\$0.46	\$16.24	\$0.92
SGA	\$45.68	\$45.68	\$0.00	\$47.05	\$1.37	\$48.42	\$2.74
<b>Total:</b>	<b>\$88.00</b>	<b>\$88.00</b>	<b>\$0.00</b>	<b>\$90.64</b>	<b>\$2.64</b>	<b>\$93.28</b>	<b>\$5.28</b>

Room	FY 2024	Proposed Increase amount by %					
		2%		4%		6%	
		Rate	Difference	Rate	Difference	Rate	Difference
On-Campus Double	\$7,245	\$7,389	\$145	\$7,534	\$290	\$7,534	\$290
On-Campus Single	\$8,700	\$8,874	\$1,630	\$9,048	\$348	\$9,048	\$348
Off-Campus Double	\$9,145	\$9,327	\$2,083	\$9,510	\$366	\$9,510	\$366
Off-Campus Single	\$9,825	\$10,021	\$2,777	\$10,218	\$393	\$10,218	\$393
Towson Town 2BR/2BA Double	\$13,365	\$13,632	\$6,388	\$13,900	\$535	\$13,900	\$535
Towson Town 2BR/2BA Single	\$13,780	\$14,056	\$6,811	\$14,331	\$551	\$14,331	\$551
Towson Town 2BR/2BA Double	\$13,365	\$13,632	\$6,388	\$13,900	\$535	\$13,900	\$535
Towson Town 2BR/2BA Single	\$13,780	\$14,056	\$6,811	\$14,331	\$551	\$14,331	\$551
Altus/York-Double	\$11,860	\$12,097	\$4,853	\$12,334	\$474	\$12,334	\$474
Altus/York-Single	\$13,365	\$13,632	\$6,388	\$13,900	\$535	\$13,900	\$535
LBH-Double	\$11,755	\$11,990	\$4,746	\$12,225	\$470	\$12,225	\$470
LBH-Single	\$13,105	\$13,367	\$6,123	\$13,629	\$524	\$13,629	\$524
TM Hall Single 4BR/1BA Suite	\$12,580	\$12,831	\$5,587	\$13,083	\$503	\$13,083	\$503
TM Hall Double 2BR/1BA Suite	\$10,415	\$10,623	\$3,378	\$10,831	\$417	\$10,831	\$417
TM Hall Double 1BR/1BA Suite	\$11,455	\$11,684	\$4,439	\$11,913	\$458	\$11,913	\$458

Board	FY 2024	Proposed Increase amount by %					
		3%		5%		7%	
		Rate	Difference	Rate	Difference	Rate	Difference
Platinum Plan	\$5,510	\$5,620	\$110	\$5,730	\$220	\$5,730	\$220
Gold Plan	\$4,875	\$4,973	\$98	\$5,070	\$195	\$5,070	\$195
Silver Plan	\$4,560	\$4,651	\$91	\$4,742	\$182	\$4,742	\$182
1000 Dining Dollar Plan	\$950	\$969	\$19	\$988	\$38	\$988	\$38
750 Dining Dollar Plan	\$715	\$729	\$14	\$743	\$29	\$743	\$29
500 Dining Dollar Plan	\$475	\$485	\$10	\$494	\$19	\$494	\$19
250 Dining Dollar Plan	\$250	\$255	\$5	\$260	\$10	\$260	\$10

**Morgan State University**  
**Comparison of Tuition and Fees**  
**Fiscal Year 2024**

Description	UMCP	BOWIE	TOWSON	UMES	FROST	COPPIN	U OF B	SALIS	UMBC	MORGAN	ST. MARY
<b>FT Undergraduate</b>											
Tuition-In State	\$11,505	\$5,993	\$7,382	\$5,637	\$7,110	\$4,933	\$7,442	\$7,706	\$9,238	\$5,587	\$12,116
<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>4</b>	<b>6</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>2</b>	<b>11</b>
Tuition-Out of State	\$40,306	\$16,833	\$24,402	\$16,467	\$22,292	\$11,721	\$21,160	\$18,400	\$26,594	\$16,269	\$28,192
<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>10</b>
<hr/>											
<b>Total Mandatory Fees</b>	\$1,616	\$3,006	\$3,924	\$3,261	\$2,888	\$2,068	\$2,330	\$2,932	\$3,714	\$2,531	\$3,064
<b>Ranking (lowest to highest)</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>8</b>
<hr/>											
<b>Total Tuition &amp; Mand. Fees</b>											
In State	\$13,121	\$8,999	\$11,306	\$8,898	\$9,998	\$7,001	\$9,772	\$10,638	\$12,952	\$8,118	\$15,180
<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>11</b>
Out of State	\$41,922	\$19,839	\$28,326	\$19,728	\$25,180	\$13,789	\$23,490	\$21,332	\$30,308	\$18,800	\$31,256
<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>2</b>	<b>10</b>
<hr/>											
<b>Room and Board</b>											
Double Room Charge	\$9,229	\$6,414	\$8,214	\$5,928	\$5,600	\$6,598		\$7,630	\$8,514	\$7,245	\$8,168
Board Meal Plan	\$6,356	\$5,387	\$5,800	\$4,471	\$5,136	\$5,277		\$5,786	\$5,690	\$4,875	\$6,090
<b>Total Room and Board</b>	<b>\$15,585</b>	<b>\$11,801</b>	<b>\$14,014</b>	<b>\$10,399</b>	<b>\$10,736</b>	<b>\$11,875</b>	<b>N/A</b>	<b>\$13,416</b>	<b>\$14,204</b>	<b>\$12,120</b>	<b>\$14,258</b>
<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>4</b>		<b>6</b>	<b>8</b>	<b>5</b>	<b>9</b>
<hr/>											
<b>Total Tuition, Fees, Room &amp; Board</b>											
In State	\$28,706	\$20,800	\$25,320	\$19,297	\$20,734	\$18,876	\$9,772	\$24,054	\$27,156	\$20,238	\$29,438
<b>Ranking (lowest to highest)</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>4</b>	<b>11</b>
Out of State	\$57,507	\$31,640	\$42,340	\$30,127	\$35,916	\$25,664	\$23,490	\$34,748	\$44,512	\$30,920	\$45,514
<b>Ranking (lowest to highest)</b>	<b>11</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>6</b>	<b>9</b>	<b>4</b>	<b>10</b>



**MORGAN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance and Facilities Committee  
July 31, 2023**

**LEGISLATIVE DECISION – FY 2024 OPERATING BUDGET**

The University’s base general fund operating budget is projected to increase to \$188.5M in FY 2024 from \$155.5M in FY 2023 or by 21% to fund the following initiatives:

**Non-discretionary (ie. specific use) allocations:**

<b>Center for Educational Disparities</b>	<b>\$3.7M</b>
<b>Center for Education &amp; Research in Microelectronics</b>	<b>3.1</b>
<b>New HHS Building Operating Funds</b>	<b>5.8</b>
<b>Annualization of FY23 COLA</b>	<b>7.4</b>
<b>HBCU Funding- Chapter 41</b>	<b>8.9</b>
<b>HBCU Funding- Calculation Adjustment</b>	<b>2.3</b>
<b>Statewide Sub-Object. Adjustments</b>	<b>0.3</b>
<b>Statewide Health Insurance Adjustments</b>	<b>1.8</b>
<b>Retirement Reinvestment Reduction</b>	<b>(0.4)</b>
<b>FY23 COLA Adjustment (Nov.)</b>	<b>(3.8)</b>
<b>FY24 COLA (July 1 2023)</b>	<b><u>4.0</u></b>
<b>Total non-discretionary allocations</b>	<b><u>\$33.1M*</u></b>

**Discretionary allocations:**

None	<b><u>\$0.0M</u></b>
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<b>Total allocations for FY24</b>	<b><u><u>\$33.1M*</u></u></b>
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Funding for FY24 COLA (2%) and increment (2.5%) is currently in DBM’s budget and is scheduled to be appropriated to the University on July 1, 2023.

Please note that the Governor’s proposed allowance does not include any non-discretionary funding. All proposed funding is mandated and restricted to the categories noted and designated above.

The University will combine any discretionary funding with possible increases in tuition revenues and make it available to the campus community via the Budget Advisory Committee for funding prioritization and recommendation to the President for subsequent approval.

*\*This increase includes a statewide adjustment of health insurance and a decrease in retirement benefits. As such, this funding is not accessible to the University. Additionally, the HBCU funding is from the HBCU settlement beginning in FY23.*

**Morgan State University**  
**FY2024 Projected Operating Budget**  
 Combined State + Auxiliary

	<b>FY23 Base Alloc (Revised 10/22)</b>	<b>FY24 Budget Adjustments</b>	<b>FY24 GF Adj</b>	<b>FY24 Base Budget Allocation</b>	
<b>Revenue Categories</b>	<b>State+AUX Total</b>	<b>State+AUX Total</b>		<b>State+AUX Total</b>	<b>Comments</b>
Tuition Regular Semester	\$ 83,030,000	\$ 3,330,000	\$ -	\$ 86,360,000	Enrollment driven
On-Line	1,100,000	1,400,000	-	2,500,000	Enrollment driven
Summer School	3,900,000	100,000	-	4,000,000	Enrollment driven
Winter MiniMester	550,000	50,000	-	600,000	Enrollment driven
Other Fees	870,000	130,000	-	1,000,000	Enrollment driven
Indirect Cost Recoveries	5,375,000	2,625,000	-	8,000,000	Dependent on grant activity
Sales and Services	1,500,000	(500,000)	-	1,000,000	Enrollment and activity driven
Investment Income	600,000	3,000,000	-	3,600,000	Market related
Facilities Fees	1,100,000	400,000	-	1,500,000	Enrollment driven
Health Center Fees	260,000	40,000	-	300,000	Enrollment driven
MFAC Fund	-	300,000	-	300,000	Event dependent
WEAA	400,000	50,000	-	450,000	
Access Orientation	900,000	100,000	-	1,000,000	Dependent on CASA enrollment
Aux Facility Fee	3,600,000	900,000	-	4,500,000	Enrollment driven
Morgan View Ground Lease	-	-	-	-	Lease income deferred
Parking Operation	975,000	1,025,000	-	2,000,000	Shuttle services allocation
Aux Parking Garage	115,000	(65,000)	-	50,000	Events and activity driven
Aux Administration	250,000	(70,000)	-	180,000	Events and activity driven
Dining Service	12,680,000	2,820,000	-	15,500,000	Increased Food Service Operations with incr enrollment
B&N Bookstore	735,000	765,000	-	1,500,000	Enrollment and activity driven
Athletics	10,770,000	1,730,000	-	12,500,000	Enrollment and activity driven
Residence Life	26,440,000	760,000	-	27,200,000	Increased Housing Operations with incr enrollment
Student Center	3,750,000	1,750,000	-	5,500,000	Enrollment and activity driven
Student Center Ticketmaster	35,000	(26,500)	-	8,500	Events and activity driven
State Appropriations	136,527,000	3,860,000	21,750,000	162,137,000	DBM Budget Approp, COLA funding adjustment
C41 - HBCU Settlement	15,113,000	-	11,250,000	26,363,000	
	<b>\$ 310,575,000</b>			<b>\$ 368,048,500</b>	
Salaries and Wages	\$ 168,560,000	\$ 6,300,000	\$ 9,950,000	\$ 184,810,000	Contractuals Conversions, DBM COLA funding adjustment, faculty incentives
Contractual Salaries	17,950,000	3,975,000	-	21,925,000	
Communications	1,225,000	(5,000)	-	1,220,000	
Travel	3,200,000	1,150,000	-	4,350,000	
Utilities	9,675,000	355,000	-	10,030,000	
Vehicles	650,000	(225,000)	-	425,000	
Contractual Services	39,200,000	3,550,000	3,000,000	45,750,000	
Supplies and Materials	4,100,000	1,450,000	-	5,550,000	
Equipment	2,250,000	1,500,000	-	3,750,000	
Financial Aid	34,000,000	788,500	-	34,788,500	EAB Financial Aid Optimization
Fixed Charges	6,800,000	3,300,000	-	10,100,000	
Off Campus Rental	15,600,000	900,000	-	16,500,000	
Land and Structures	9,340,000	(5,540,000)	2,000,000	5,800,000	
Bad Debt	1,000,000	(1,000,000)	-	-	
Other	-	5,000,000	-	5,000,000	
New Centers	-	-	6,800,000	6,800,000	
C41 - HBCU Settlement	-	-	11,250,000	11,250,000	
	<b>\$ 313,550,000</b>			<b>\$ 368,048,500</b>	
<b>Net</b>	<b>\$ (2,975,000)</b>			<b>\$ -</b>	

**MORGAN STATE UNIVERSITY  
BOARD OF REGENTS  
Finance and Facilities Committee  
July 31, 2023**

**FY 2025 CAPITAL BUDGET REQUEST UPDATE**

At the last meeting of the Board of Regents held May 2, 2023, the proposed FY 2025-2029 Capital Budget Request was presented for approval. The numbers were preliminary as detailed instructions regarding the development of cost estimates had not yet been received from the Department of Budget & Management nor had detailed schedules been developed. Accordingly, the President was approved to make adjustments to the budget as future events dictate and to present those adjustments to the Board at its next scheduled meeting. The University has updated the schedule and cost for all projects and the five-year request increased from \$577.3 million to \$770.0 million and the FY 2025 request increased from \$112.5 million to \$148.1 million (see Attachment).

**FY 2025 Request  
(\$ in millions)**

<b>Project</b>	<b>Initial Approval</b>	<b>Current Request</b>	<b>Difference</b>	<b>Reason for Change</b>
Deferred Maintenance	\$ 5.0	\$ 5.0	\$ 0.0	No change
New Science Center, Phase I	\$ 6.5	\$ 7.6	\$ 1.1	More refined cost estimate and discussions during A/E selection process relative to disposal of fuel
New Science, Phase II	\$70.4	\$102.7	\$ 32.3	Increased cost estimate based on what's being seen at similar science facilities in the State and across the nation
Campus Expansion: Lake Clifton (Demolition & Valve House Stabilization)	\$ 9.3	\$9.4	\$ 0.1	The construction schedule was changed (shortened) from Sept. 24 to April 24 reducing the project's costs.
Carter-Grant-Wilson Renovation	\$10.9	\$9.9	\$ -1.0	Cost reduced to match the cash flow
Jenkins Demolition	\$ 1.2	\$ .8	\$ -0.4	More refined cost estimate and schedule
Campus-wide Electric Upgrades	\$ 2.2	\$2.2	\$ 0.0	No change
Campus Renovations	\$ 0.9	\$1.9	\$ 1.0	Increased scope to include Truth along with Holmes because of rapidly deteriorating conditions in Truth
Campus Infrastructure Upgrades	\$ 3.1	\$ 3.0	\$- 0.1	Fire alarm system upgrades were deleted from the project so the scope only includes the fiber upgrade
Climate Act/Sustainability	\$ 3.0	\$2.1	\$-0.9	More refined cost estimate

Additionally, the University made a separate special request for State funding to support the new School of Osteopathic Medicine. The FY 2025 request is for design funds for the demolition of Montebello.

Project	Initial Approval	Current Request	Difference	Reason for Change
Osteopathic Medical School, Phase I, Montebello Demolition	\$ -0-	\$ 3.5	\$3.5	It will be more cost-effective for the students/community we are trying to serve if this project is developed with public funding

After adjustments were made, the finalized submission for FY 2025 is provided below:

**FY 2025 Request  
(\$ in millions)**

<b>Ongoing/Funded</b>	<b>Phase</b>	<b>Request</b>	<b>to Date</b>	<b>Total Cost</b>
Deferred Maintenance	P	\$ 5.0	\$ 62.0	\$ 87.0*
New Science, Phase I	P, C	\$ 7.6	\$ 11.7	\$ 19.3
New Science Center, Phase II	P, C	\$102.7	\$ 17.9	\$342.0
Lake Clifton Demo	P, C	\$ 9.4	\$ 6.1	\$ 17.4
Carter-Grant-Wilson Renovation	P, C	\$ 9.9	\$ 2.4	\$ 37.2
Jenkins Demolition	P, C	\$ .8	\$ 1.0	\$ 16.8
Sub-Total		\$135.4	\$101.1	\$519.7
<b>New</b>				
Campus-wide Electric Upgrades	P	\$ 2.2		\$ 83.6
Campus Renovations	P	\$ 1.9		\$ 49.4
Campus Infrastructure	P	\$ 3.0		\$ 40.5
Climate Act/Sustainability	P, C	\$ 2.1		\$ 2.9
Subtotal		\$ 9.2		\$176.4
<b>Total</b>		<b>\$144.6</b>		<b>\$606.1</b>

\*Deferred maintenance is an ongoing list of projects such that the total represents prior authorizations and the 5-year planned amount.

**Special Request**

Osteopathic Medical School, Phase I	P,C	<u>\$3.5</u>	<u>\$15.7</u>
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Key: C – Construction, E – Equipment, P – Planning

**Deferred Maintenance**

This request would provide funds to continue the renovation, repair and upgrading of building systems and infrastructure to address the significant deferred maintenance backlog. The backlog is estimated at between \$150 million and \$200 million. To date approximately \$24 million has been committed with the balance of the \$62 million to be committed in the coming months. Deferred Maintenance projects will continue to address the University's aging infrastructure and building systems. The University is augmenting the State's investment in its campus facilities through the operating budget, federal HBCU Capital Financing Program loan funding, Energy Performance Contracts (EPC), and two grants from the National Park Service for repairs to the University

Memorial Chapel. The FY 2025 request is for security upgrades and replacement of the roof on Murphy.

**New Science Center, Phase I (Washington Service Center Demolition)**

This request is for additional construction funding for the demolition of the Washington Service Center (WSC) to make way for the new Science Center. This project also includes the relocation of the power plant fuel, the gas station and several fuel tanks that are located on the site and to provide for an Annex for the Grounds department to house the exterior equipment for grounds maintenance/repair, landscaping, and snow removal. This Annex will also provide space to perform minor repairs and recycling functions. The WSC was constructed in 1980 as a warehouse and until recently provided administrative office space for the Police Department, Physical Plant, and Procurement and Property Control. Its companion building, the Washington Service Center Annex was built in 1952 and renovated in 1980 during the construction of the Service Center. The Annex building provides a shop, vehicle, and equipment repair spaces. Also, two (2) portable buildings were added in 1999 to support the Physical Plant functions with shop supervisory office space. The Service Center was constructed 40 years ago and never renovated. The Annex was built 68 years ago when the University was much smaller physically and functionally. Consequently, the facilities are in poor condition and there is insufficient space to accommodate the needs of these departments adequately; therefore, functions are fragmented across campus. Procurement is currently in surge space. Police & Public Safety were recently relocated to a new facility on the West Campus. The demolition, relocation and associated work will be bid in 2023. The WSC site will be used to house the proposed new Science Building.

**New Science Center, Phase II**

This request provides additional design and construction funding for the new Science Building to house the biology and chemistry departments and the Dean's Office on the site of the existing Washington Service Center. The existing Science Complex is comprised of four buildings: Carnegie, Calloway, Spencer, and Key Halls. The oldest of these buildings (Carnegie Hall) was constructed in 1919 and the newest (Key Hall) in 1964. Spencer Hall was renovated in 1989 and the three other buildings were last renovated in 1992. The renovations were poorly done and created substandard spaces that do not meet modern-day building codes. The mechanical, electrical, and plumbing systems in the buildings are obsolete and need to be replaced. Additionally, there is insufficient space in the Science Complex to appropriately serve the sciences because of growth in the science disciplines, and the configuration of the building does not lend itself to the type of instructional and research spaces required to support the sciences. Costs are anticipated to be much higher than previously anticipated.

**Campus Expansion, Multipurpose Convocation and Teaching Complex, Phase I (Demolition of Lake Clifton/Valve House Stabilization)**

This request provides additional design and construction funds for the demolition of Lake Clifton High School and the stabilization of the historic Valve House. Constructed in 1971, the school is now closed and was declared surplus at the end of December 2019. The Valve House was constructed in 1887 and is on the National Register. Landlocked with limited opportunities for expansion, the acquisition of this property provides a unique and rare development opportunity for the University. The University intends to demolish the facility and redevelop the site to meet University needs including the construction of a Multipurpose Convocation and Teaching Complex. The property is located less than two miles from the campus; the site is approximately 59 acres. The acquisition process was recently completed in March 2023. We will start the master plan development process in 2024.

### **Carter-Grant-Wilson (CGW) Renovation**

This request provides additional design and the first phase of construction funding for the comprehensive renovation of CGW, including replacing all mechanical, electrical, heating, air-conditioning systems with energy efficient systems, replacing the finishes, landscaping and hardscaping, reconfiguring walls as necessary and making repairs to the exterior skin of the building. CGW is being renovated to provide space for the Graduate School and International Affairs, both of which were located in facilities that are to be demolished and are now in surge space. Located at the intersection of Cold Spring Lane and Hillen Road, CGW is currently closed for health and safety reasons. Until recently, the building housed Human Resources, the Counseling Center, Internal Audit and the Division of Information Technology. Human Resources and Information Technology are now located in the Tyler Hall. Both the Counseling Center and Internal Audit are in temporary space. The Counseling Center will be located in the New Health and Human Services Building, and Internal Audit will remain in temporary space until a permanent location is created. The Graduate School was located in McKeldin, but is currently in surge space due to environmental concerns.

### **Jenkins Demolition**

This funding provides additional design funding for the demolition of the old Jenkins Behavioral and Social Sciences building. Jenkins was constructed in 1974, is 89,400 GSF, and has not had any significant renovations since its original construction. The interior and exterior of the building are deteriorated and building systems are unreliable resulting in frequent system failures and service disruptions. The building's instructional spaces are insufficient and functionally inadequate. In fall 2017, a new replacement facility to house the behavioral and social sciences programs was constructed on the West Campus, and many of the functions that were formerly housed in Jenkins were relocated to the new facility. The project includes the demolition of the old Jenkins building, removal of debris, and site work to create a secured open green space serving as a visual entryway to the Academic Quad. We may need to increase the costs for the "green space" design. The new Health and Human Services Building (being constructed on the site of the former Turner's Armory) will relocate the remaining occupants of the old Jenkins building. Construction has been delayed to accommodate for the decommissioning of the building, short-term functions, and as temporary space for the Osteopathic Medicine functions until their building opens in 2028.

### **Campus-Wide Electric Upgrades**

In light of the new construction on campus and expansion of the building area/demand, the campus will soon exceed the power available from BGE. Additionally, new Climate Action Legislation requires campuses to rely more on electric power in order to achieve de-carbonization goals. In order to meet the increased demand for electric power, the campus-wide electric upgrades project will construct a new central electric substation that will be fed with two new dedicated 34kv feeders from BGE. The central substation will then feed the existing substations to meet projected power needs and to support opportunities for distributed energy and other sustainable projects. This project requires buried conduit from the Clifton Park Substation to campus, two new 34kV feeders, a new substation and enclosure, and repairs/upgrades/replacement to both campus substations (previously included in Deferred Maintenance).

### **Campus Renovations – Legacy Buildings**

Previously under deferred maintenance, the exterior Legacy Building repairs were moved to renovations. This request would provide exterior renovations to Holmes and Truth Halls and interior renovations to Truth Hall.

**Campus Infrastructure Upgrade Project**

This request is for replacement of existing fiber system 2010 and the creation of a redundant campus fiber system. The fiber systems are used for the transmission of data necessary for communication, instruction, building controls, financial transactions, life safety systems and elevators, etc. In 2013, the FCC 19-72 passed legislation advising that copper will no longer be supported as a method of communication and that all communication systems must be converted to fiber. With copper lines no longer being supported and being phased out by the telephone companies, fiber becomes more critical. This project has several components: replacement of all copper with fiber, replacement of all existing fiber, creation of a redundant fiber system with new pathways (Ring Typology), clean out/repair old and existing pathways for secondary use and provide all equipment necessary to operate the fiber (servers, ups, etc.).

**Climate Act/Sustainability Projects**

This project will provide cooling tower improvements and optimization. Morgan is currently partnering with MCEC (Maryland Clean Energy Center) to develop EPCs for the campus. Already approximately \$10 million in projects have been performed across campus as a part of EPC 1, with EPC 2 expected to be awarded by the end of 2023 with an expected value of between \$30 - \$40 million. The FY 2025 request is for design and construction of improvements to the chiller at Spencer Hall.

**Osteopathic Medical School, Phase I**

This project will provide design funds for the demolition of the Montebello Complex (181,936 GSF) located at 2201 Argonne Drive on the South Campus. Constructed in 1957 and transferred to the University in 1995 after being vacated by the University of Maryland Medical System, the building is severely deteriorated, it has never been renovated and all of the systems are original and beyond their life expectancy. There have been numerous service disruptions due to power outages and the water from the faucet is often brown. Upon demolition, the Montebello site will be used for development to meet other university needs including possibly the new Osteopathic Medical School. The FY 2025 request is for design.

**Out-year Projects**

In the out-years we are requesting funds for the initiation of the following new projects:  
Multipurpose Convocation and Teaching

Complex at Lake Clifton	2029	\$260,945,000
Dixon Renovation & Expansion (Physics)	2029	\$135,754,000
Engineering	2029	<u>\$177,137,000</u>
<b>Total</b>		<b>\$573,836,000</b>



Capital Project Request FY25-FY29-revised  
 ATTACHMENT A  
 7/17/2023

Project	Prior Authorization		2024 FY2025	2025 FY 2026	2026 FY 2027	2027 FY 2028	2028 FY 2029		Total 5-Year Request	Total Project Cost To Date	Total Project Cost
001	Deferred Maintenance & Site Improvements	\$62,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C \$5,000,000	P,C	\$25,000,000	\$87,000,000	\$0
002	New Science										
002a	New Science Center Phase I	\$11,686,000	P,C \$7,615,000	C					\$7,615,000	\$19,301,000	\$19,301,000
002b	New Science Center Phase II	\$17,924,000	P \$102,692,000	P,C \$110,692,000	C \$95,692,000	C,E \$15,018,000	C,E	C, E	\$324,094,000	\$342,018,000	\$342,018,000
003	Lake Clifton										
003a	Campus Expansion - Multipurpose Convocation and Teaching Complex (Part 1) - Demolition / Valve House Preservation	\$6,060,000	P,C \$9,425,000	P,C \$1,961,000	C				\$11,386,000	\$17,446,000	\$17,446,000
003b	Campus Expansion - Multipurpose Convocation and Teaching Complex (Part 2)						\$13,948,000	P	\$13,948,000	\$13,948,000	\$260,945,000
004	Carter Grant Wilson Renovation	\$2,410,000	P \$9,873,000	P,C \$20,764,000	C,E \$4,112,000	C,E			\$34,749,000	\$37,159,000	\$37,159,000
005	Jenkins Demolition Phase I Design/Build	\$1,037,000	P \$762,000	P	\$8,045,000	C \$6,993,000	C		\$15,800,000	\$16,837,000	\$16,837,000
006	Campus Wide Electric Upgrades Phase I		\$2,200,000	P \$25,700,000	P,C \$40,700,000	C \$15,066,000	C		\$83,666,000	\$83,666,000	\$83,666,000
007	Campus Renovation Projects										
007a	Campus Renovations - Legacy Buildings (Truth)		\$950,000	P \$17,500,000	P,C \$18,279,000	C \$1,200,000	C		\$37,929,000	\$37,929,000	\$37,929,000
007b	Campus Renovations - Legacy Building (Holmes)		\$950,000	P \$4,250,000	P,c \$5,500,000	C \$798,000	C		\$11,498,000	\$11,498,000	\$11,498,000
008	Campus Infrastructure Upgrade Projects Misc								\$0	\$0	\$0
008a	Campus Infrastructure Upgrade Projects - Fiber		\$3,000,000	P \$13,000,000	P,C \$16,000,000	C \$8,506,000	C		\$40,506,000	\$40,506,000	\$40,506,000
009	Climate Act/Sustainability Projects								\$0	\$0	\$0
009a	Climate Act/Sustainability - Spencer Hall		\$2,100,000	P,C \$839,000	C				\$2,939,000	\$2,939,000	\$2,939,000
009b	Climate Act/Sustainability - North Chiller Plant			\$1,630,000	P,C \$752,000	C			\$2,382,000	\$2,382,000	\$2,382,000
010	Dixon Research Center Renovations/Expansion						\$8,490,000	P	\$8,490,000	\$8,490,000	\$135,754,000
011	McKeldin Demo/Welcome Bridge						\$1,725,000	p	\$1,725,000	\$1,725,000	\$20,025,000
012	Engineering Electrical/Cyber						\$10,000,000	P	\$10,000,000	\$10,000,000	\$177,137,000
		\$101,117,000	\$144,567,000	\$201,336,000	\$194,080,000	\$52,581,000	\$39,163,000		\$631,727,000	\$732,844,000	\$1,205,542,000

Special Request(s)

Project	Prior Authorization		2024 FY2025	2025 FY 2026	2026 FY 2027	2027 FY 2028	2028 FY 2029		Total 5-Year Request	Total Project Cost To Date	Total Project Cost
001	Osteopathic Medical Building										
001a	Osteopathic Medical Building, Phase I - Montebello Demo		\$3,519,000	P \$12,141,000	C				\$15,660,000	\$15,660,000	\$15,660,000
001b	Osteopathic Medical Building, Phase II - New			\$10,000,000	P \$42,319,000	P,C \$65,786,000	C,E \$4,530,000	E	\$122,635,000	\$122,635,000	\$122,635,000
								C, E	\$0	\$0	\$0
								P	\$0	\$0	
								P	\$0	\$0	
		\$371,715,000	\$3,519,000	\$22,141,000	\$42,319,000	\$65,786,000	\$4,530,000		\$138,295,000	\$138,295,000	\$138,295,000
Key=P-Planning, C-Construction, E-Equipment	\$472,832,000	\$148,086,000	\$223,477,000	\$236,399,000	\$118,367,000	\$43,693,000			\$770,022,000	\$871,139,000	\$1,343,837,000

**Audit & Institutional  
Assessment**



**Board of Regents**  
**Audit and Institutional Assessment Committee Meeting**  
**Richardson Library Boardroom**  
**Tuesday, August 1, 2023**  
**8:30 a.m.**

**Agenda**

OPEN SESSION

- Chairman's Opening Remarks Regent Larry Ellis
- President's Remarks Dr. David Wilson
- Approval of Committee Minutes of April 27, 2023 Regent Larry Ellis
- Vote to go into Closed Session Regent Larry Ellis

CLOSED SESSION

- Office of Enterprise Risk Management's Assessment and Update Mr. James Curbeam, *Director Enterprise Risk Management*
- Update on Resolving OLA Report Findings Dr. Wilson/Mr. Abraham Mauer, *Director, Internal Audit & Management*
- Office of Internal Audit's Update Mr. Abraham Mauer
- Closing Remarks Regent Larry Ellis

## Public Session Minutes

### BOARD MEMBERS

Present: Regent Larry Ellis, Committee Chair; Regent Tracey Parker-Warren, Vice Chair; Regent Wayne Resnick; Regent Carl Turnipseed

Absent: Regent Shirley Malcom

### STAFF MEMBERS

Present: Dr. David Wilson, Dr. Kevin Banks, Mr. James Curbeam, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Ms. Armada Grant, Mrs. Cassandra Grogan, Ms. Sherita Harrison, Mr. David LaChina, Mr. Abraham Mauer, Mr. Terry Maighnath, Dr. Adebisi Oladipupo, Mr. Alan Small, Dr. Kara Turner, Dr. Don-Terry Veal

Committee Chair Ellis called the meeting to order at 7:08 p.m. He welcomed all in attendance and offered an overview of the agenda. He thanked Ms. Grogan for her tenacity and efforts in working to reschedule this meeting as there were challenges with availability and other changes. He thanked Committee members for being flexible with their schedules. He then yielded the floor to the President for brief remarks.

Dr. Wilson stated that he is pleased that we have reached the point of standing up an Enterprise Risk Management (ERM) Program. He thanked Armada Grant, Special Assistant to the President, for leading us in this charge (researching numerous models in higher education) with input from the Audit Committee and the legal team along the way. We conducted a national search that led us to James Curbeam, who is the inaugural Director of the Enterprise Risk Management Program. He introduced Mr. Curbeam and yielded the floor to him for brief remarks.

Mr. Curbeam thanked Dr. Wilson for the warm welcome and kind words. He commented that he is very excited to be part of the Morgan family and highlighted his background/passion. He noted that he has reviewed the Board approved policy on enterprise risk management, which encompasses the critical things needed to get an ERM Program off the ground. Mr. Curbeam concluded that he looks forward to working with everyone to enable the University to achieve its strategic goals.

On behalf of the Audit Committee, Chairman Ellis welcomed Mr. Curbeam to Morgan State University. He looks forward to his introduction to the full Board on Tuesday. The Chairman added that the Committee also looks forward to working with him in the future.

### **Enterprise Risk Management Update**

Mr. Curbeam stated that his first 90 days will be spent immersing himself in university culture. He plans to interview all senior executive team members as well as managers to obtain their perspective on risk. These one-on-one discussions will be confidential.

### **Cyber Security Governance Committee Update**

Mr. Curbeam stated that cybersecurity is crucial and can be crippling. It is important that everyone is on top of this matter and that it is treated as the number one risk that it is. Cyber is always evolving. When establishing a Cybersecurity Committee, it is important that you look forward and not behind because if you are looking behind you will never be caught up. He noted that he definitely sees the value of the committee and understands the work at hand. Dr. Wilson commented that he will work with Mr. Curbeam to populate the Cybersecurity Committee.

**Minutes**

Chairman Ellis opened the floor for a motion to adopt the minutes from the February 7, 2023 Audit Committee meeting. It was **MOVED** by Regent Turnipseed and **SECONDED** by Regent Parker-Warren. The **MOTION CARRIED** unanimously.

Chairman Ellis stated that the Audit Committee would convene in Closed Session to receive an update from the Office of Internal Audit, which is specifically exempted from public consideration under § 3-305(b)(7)(12) of the Open Meetings Act. The Chairman stated that the Committee may reconvene in Public Session at the conclusion of the Closed Session, if necessary. After reading the closed session citation into the record, it was **MOVED** by Regent Parker-Warren and **SECONDED** by Regent Turnipseed to enter into **CLOSED SESSION**.

The Committee moved into Closed Session at 7:25 p.m.

**MORGAN STATE UNIVERSITY  
CITATION OF AUTHORITY FOR CLOSING A MEETING  
UNDER THE OPEN MEETINGS ACT  
BOARD OF REGENTS AUDIT AND INSTITUTIONAL ASSESSMENT COMMITTEE**

Date: Thursday, April 27, 2023

Time: 7:00 p.m.

Location: Richardson Library  
Boardroom

Motion to close meeting made by: Regent Parker-Warren

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Malcom

**THE STATUTORY AUTHORITY TO CLOSE THIS MEETING CAN BE FOUND AT (check all that apply):**

**General Provisions Article, § 3-305 (b)(7)(12):**

\_\_\_\_ (1) (i) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or (ii) any other personnel matter that affects one or more specific individuals;

\_\_\_\_ (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;

\_\_\_\_ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;

\_\_\_\_ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;

\_\_\_\_ (5) To consider the investment of public funds;

\_\_\_ (6) To consider the marketing of public securities;

(7) To consult with counsel to obtain legal advice on a legal matter;

\_\_\_ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;

\_\_\_ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;

\_\_\_ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;

\_\_\_ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;

(12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;

\_\_\_ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;

\_\_\_ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

**General Provisions Article, § 3-103 (a):**

\_\_\_ (1) To carry out an administrative function;

\_\_\_ (2) To carry out a judicial function;

\_\_\_ (3) To carry out a quasi-judicial function.

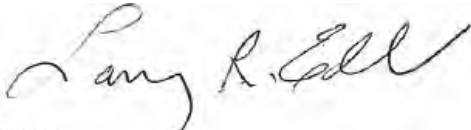
**FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:**

1. To receive an update from the Office of Internal Audit.

**THE BOARD MAY RECONVENE IN PUBLIC SESSION AT THE CONCLUSION OF THE CLOSED SESSION IF NECESSARY TO TAKE ANY FINAL AND BINDING ACTION.**

This statement is made by Larry R. Ellis  
Chair of the Audit and Institutional Assessment Committee

**SIGNATURE:**



\*\*\*\*\* FOR USE IN MINUTES OF NEXT REGULAR MEETING: \*\*\*\*\*

**TOPICS DISCUSSED AND ACTION(S) TAKEN (IF ANY):**



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