

**Morgan State
University
Maryland's
Public Urban
University**

Legislative Testimony

Presented to
**Senate Subcommittee on Capital Budget
and
House Appropriations Subcommittee on
Capital Budget**

March 2011

Dr. David Wilson
President





MORGAN STATE UNIVERSITY

GROWING THE FUTURE • LEADING THE WORLD™





TESTIMONY

Morgan State University

FY 2012 Capital Budget

Dr. David Wilson, President



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President

I am pleased to appear before the committee to ask for your support of the capital budget recommended by the Governor, and to respond to any questions you may have.

Morgan State University is very appreciative of the improvements to its facilities in recent years. You may be assured that the University is effectively leveraging the State's investment to respond to the educational needs of Maryland citizens.

Morgan is the perennial leader in Maryland in the number of baccalaureates awarded to African Americans, despite its relatively modest size. It leads the State in the number of African American graduates in the sciences, engineering, and mathematics. Nationally, Morgan ranks 15th among all campuses in baccalaureates awarded to blacks. It ranks 3rd in architecture and engineering, 9th in the biological sciences, 13th in education, 15th in computer and information sciences, 19th in English, and 20th in business. Nationally, Morgan ranks 4th in architecture and 5th in engineering in master's degrees awarded to blacks. Morgan ranks 12th among all traditional campuses nationally in doctorates awarded to blacks. It ranks 2nd in engineering, 9th in business and 15th in the health professions.

Currently, Maryland is 30% African American, the fourth highest among all states. Our public school enrollment is 38% African American. African Americans make up 35% of public high school graduates statewide. Hispanics make up 10% of public school enrollments and are

growing dramatically. These rapidly changing demographics will require higher education to take a different approach to educating the State's young population if we are to meet the Governor's goal of 55 percent of the State's population achieving a college degree by 2025. Morgan State University, by virtue of its success in graduating students who make up the emerging majority of young people in the State, is in a good position to contribute significantly to the State's educational goals overall as well as in critical fields such as the sciences. If the State is going to be able to meet the goals it has set for itself, Morgan needs to at least double its degree productivity, at all degree levels.

Morgan currently attracts many students who have exceptional academic credentials and who could attend the most highly selective universities in this nation. Consistent with its mission, it also gives a large number of students, many of whom are the first in their families to attend college, a chance to realize the American dream. An important goal of Morgan is to have a significant impact on closing the large and growing educational gap between the minority and majority population.

The University plans to increase its enrollment from 7,900 students to approximately 12,000 students over the next decade. As a doctoral research institution of modest size, this growth will not only provide for the pressing

needs of the State, but will enable the University to achieve economies of scale enjoyed by other institutions as well. However, such growth cannot occur without an acceleration of capital improvements at the University.

Below is a summary of the Governor's capital budget recommendation for FY 2012.

Governor's Capital Budget Recommendation

Project	Phase	Recommendation
New CBEIS	Equipment	\$4,000,000
New School of Business and Management	Planning	\$ 921,000
Lillie Carroll Jackson Museum	Equipment	\$ 50,000
TOTAL		\$ 4,971,000

New Center for the Built Environment & Infrastructure Studies

Construction of the Center for the Built Environment and Infrastructure Studies (CBEIS) facility began in April 2010. This project will accommodate three complementary disciplines (Architecture, Transportation, and Civil Engineering). The architecture program was approved by the State over 30 years ago and has been very successful. This will be the first time it will have a dedicated and adequate facility. Bringing these disciplines together under one roof provides an efficient solution to their space needs and encourages collaboration among these related disciplines. Unique to the fa-

cility will be the seismic simulator building, which will allow researchers to simulate earthquake conditions in an effort to construct buildings that can withstand the impact of manmade and natural disasters. Construction is scheduled to be completed in time for the opening of the Fall 2012 semester. This request would provide the balance of the capital equipment funding required for this project.





New School of Business

The recommended funding would provide the balance of the design funds for the new School of Business and Management Complex. The new facility will be constructed on the Northwood site and provide modern instructional environments for the School of Business and Management, including Hospitality Management, which has never had discipline-specific facilities. Design began in November 2010.

Lillie Carroll Jackson Museum

This project involves the renovation of the Lillie Carroll Jackson Museum located in the Bolton Hill area of Baltimore City to serve as a Civil Rights Museum. The project includes renovation of the interior of the building — which was constructed in 1890 and is in poor condition — with installation of new mechanical, electrical and plumbing systems and other improvements to comply with current ADA and life safety issues. The museum will house drawings, paintings, letters, photographs and historic documents related to the Civil Rights Movement and will serve as an extension of our Museum Program. Construction is currently underway and should be completed by June 2012.

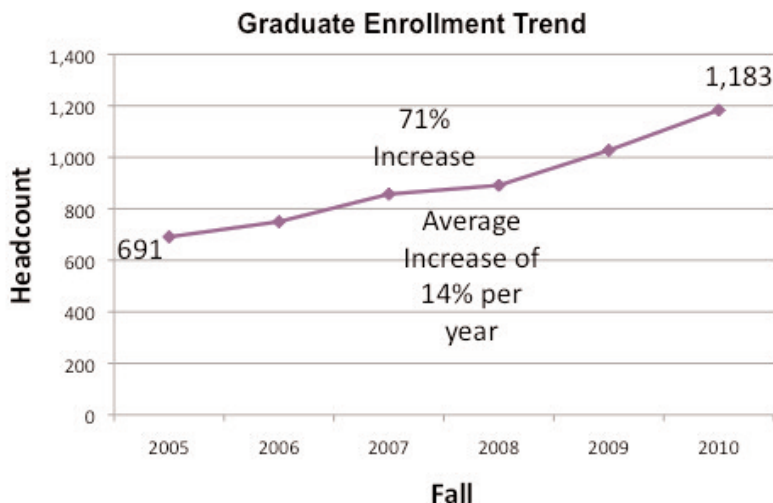
Support of these projects as well as subsequent support to address a backlog of additional capital needs totaling approximately \$500 million will be required to enable the University to achieve its plans for the upcoming decade as summarized below.

Plans for the Coming Decade

Growing Enrollment

Morgan has set the goal of growing its enrollment by 50% over the next 10 years which would represent an increase from our current level of about 8,000 students to 12,000. We got off to a good start this past fall by adding nearly 455 students for a 6% increase over the previous year, thus leading

all public four-year campuses in the State in enrollment growth. Significant growth is being realized in our graduate programs. Growing to the 12,000 level will enable the campus to realize economies of scale that are not now possible as a smaller institution. An important part of our strategy for growing enrollments is to increase the number of partnerships with community colleges. Over the past decade, these campuses have been the choice of increasing numbers of moderate- and low-income students who desire a four-year degree. Minority students have a below-average rate of transfer to four-year campuses from these institutions, and the goal of our efforts is to raise this significantly. Another part of our strategy is to increase the number of courses and programs that we offer online. Many of our current students, who typically take an above-average amount of time to complete their degrees, will benefit from the additional flexibility that online education provides them. There also is a large new market for our programs that we potentially hope to serve through online education.



loveIncrease Graduation Rates

We are aiming to increase our graduation rate to a level that is higher than would be projected based on the socioeconomic characteristics of the students we enroll. Currently, our graduation rate is about average for a public urban university. We want to raise it to well above this level.

Diversify Student Body

We are also aiming to diversify the racial and ethnic composition of our student body. We want to ensure that our students are exposed to an experience that mirrors what they will find in the workforce. Our faculty already is considerably more diverse than the typical campus, an advantage for us in recruiting a more diverse student body. Recently, Morgan was named by *Hispanic Network* magazine as one of the top campuses in the nation for Hispanics and by *Professional Woman's* magazine as one of the top campuses for women.



Suman Khatiwada

Physics, 2008

Hometown: Biratnagar, Nepal

After graduation – with good recommendations from his professors – Suman was accepted into Ph.D. programs at four major institutions, including Rice University, where he is doing research in nanotechnology and earned a 3.89 grade point average in his first year.

Enhance Students' Educational Experience

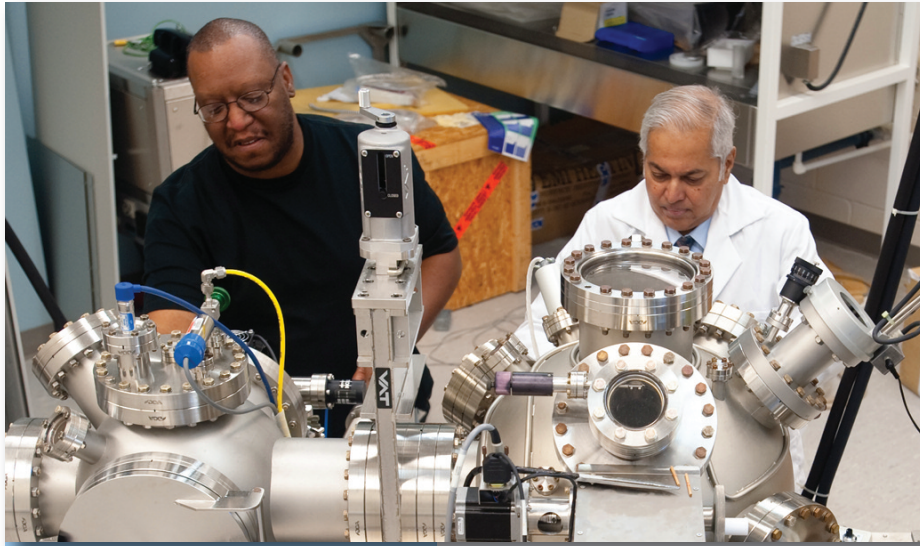
We also are planning to diversify the educational experiences available to our student body. Internships are highly prized by our students, and we

plan to continue to increase the number available to them. We currently are able to offer only limited numbers of opportunities for study abroad due to the financial circumstances of our students. We are looking for means by which we can help our students finance such experiences. We will be increasing the number of exchange programs we have with other campuses for both faculty and students. Our efforts are focusing on Ivy League institutions and other major research universities. In addition, we currently have in place a number of highly successful programs for facilitating the movement of our graduates into doctoral programs at major national universities. These have been critical in increasing the size of the national pool of minority doctoral recipients, particularly in critical fields such as engineering and the sciences. We will continue to expand these partnerships.

Reduce Dependence on Contractual Faculty

One dimension of the composition of our faculty, however, is a significant impediment to our growth, our ability to be attractive to a more diverse group of students, and to our efforts to increase graduation rates. We rely to a much higher extent on contractual faculty than the typical research university. Our student body, comprised of a large concentration of at-risk students, is adversely affected by this arrangement because of its need for a significant amount of personal attention, particularly in the freshman year. Successful academic performance during the critical first year in college is the best indicator of whether our students will persist in college. Beyond academic performance, additional permanent faculty are needed as we continue to grow to be attractive to higher achieving students at both the undergraduate and graduate levels. The student market is becoming increasingly competitive, and our position is less than optimal when a high percentage of the faculty is transient.





Double Sponsored Research

The University has been successful enough in increasing its supported research activity to meet the criteria for being classified as a doctoral research university. Morgan intends to double the amount of research funding it receives over the next decade to about \$50M. This is highly dependent on having additional permanent faculty in the appropriate fields, however. Achievement of this goal is not only a means by which the campus can diversify its resource base and achieve more visibility, but it also provides the State with a net influx of dollars from the federal government and the business community.

Increase Private Giving

Private giving has increased significantly at the University. Morgan has concluded a \$25 million campaign by exceeding that goal well before the campaign ended. That was one of the largest fundraising efforts by any public HBCU in the nation. But we cannot rest on our laurels. We are planning another, larger campaign in the coming years. Most of our private fundraising provides much needed financial aid for students, an area in which we continue to have significant unmet need. That will continue to be the focus of our future efforts to raise private funds.

Extend Services into the Community

One of the essential elements of the mission of an urban university is to use its resources to improve the quality of life in the community. We do this through both our faculty research and our public outreach programs. Our faculty, like those elsewhere, engage in research that advances knowledge in their respective fields. But, unlike most other campuses, our faculty research also is directed toward solving the problems faced by urban communities. Our programs of service to our community also build upon the expertise of our faculty. As our graduate mission has grown, so has the amount of faculty research and expertise that can be applied to serving the needs of Baltimore. We intend to continue to expand and develop the array of partnerships by which we do this.

Advance Community Revitalization & Economic Development

Through the continued development of all facets of the campus, we intend to increase our importance to the stabilization and growth of northeast corridor of Baltimore. We are presently a major employer in the area and are responsible for millions of dollars in local expenditures by the campus, our students, employees, and visitors. With each building that is constructed or renovated, the appearance of the community has been improved. Our new School of Business and Management, to be located on a portion of a faltering shopping center, will renew interest from the private sector to invest in business ventures in close proximity to this development. Similarly, the community is very excited about the potential of future revitalization opportunities within that immediate area and beyond. Certainly as the University grows, its impact on economic and community development will accelerate as well.

Your full support of the Governor's FY 2012 capital budget recommendation would be very much appreciated to assist the University in "growing the future, leading the world."





**Response to Issues and Recommendations Identified
in the
Department of Legislative Services' Analysis**

NEW SCHOOL OF BUSINESS COMPLEX

Recommendation: Approve \$921,000 to provide funds to design a new School of Business Complex.

Response: The University will appreciate the committee's support of the funding needed to complete the design for this project.

NEW CENTER FOR THE BUILT ENVIRONMENT AND INFRASTRUCTURE STUDIES

Recommendation: The Department of Legislative Services (DLS) recommends approval of \$4.0 million in general obligation (GO) bonds to complete equipping the facility.

Response: Your support of this recommendation will be appreciated.

LILLIE CARROLL JACKSON MUSEUM RENOVATION

Recommendation: DLS recommends approval of \$50,000 in GO bonds to complete equipping the facility.

Response: Your support of this recommendation will be appreciated.

APPROVAL OF DE-AUTHORIZATIONS

Recommendation:

Project	Initially Authorized	To be De-Authorized
Montebello E-Wing/Old Power Plant/ Morgue/Northwood Shopping Center Demolition	\$920,000	\$400,000
Banneker Hall	\$1,068,000	\$457,000
Demolition Projects	\$2,185,000	\$100,000
TOTAL	<u>\$4,173,000</u>	<u>\$957,000</u>

Response: The University agrees.

Note: To the extent bids exceed the remaining funds for the demolition projects, we hope that the Committee will be supportive of future supplemental appropriation(s) required to complete all planned work.

NORTHWOOD LEAGUE BASEBALL FIELD

Recommendation: The University should provide the budget committees with an estimated design and construction schedule including estimated commencement dates and cost estimates.

Response: The University will provide the requested information on or before March 23, 2011.

Based upon the current budget language, Morgan may not be able to proceed with design or construction of the softball field; since there is reference to a joint project with the Northwood Baseball League. It is now clear that the joint project cannot occur due to the City's inability to obligate use of the land, since it might potentially be required to meet future federal water quality regulations. Since that decision was made, Morgan has located a parcel of property, adjacent to the University, to construct its softball field. However, the budget language may have to be adjusted to reflect this change before the University can proceed. In order to permit the construction of Softball Facilities at the Murray School, the University is proposing that the language of MCCBL 2006 and 2007 be amended as follows:

MCCBL 2006	Provide funds to design the landscape of the Hillen Road/Perring Parkway edge, to construct landscape improvements to the Academic Quad, AND TO DESIGN AND CONSTRUCT SOFTBALL FACILITIES AT THE MURRAY SCHOOL FOR up- grade of the athletic fields jointly used by the Northwood Baseball League and THE USE OF Morgan State University.
MCCBL 2007	Provide funds to construct the landscaping of Hillen Road/Perring Parkway edge, the Academic Quad, The upgrade of the athletic fields jointly used by the Northwood Baseball League AND TO DESIGN AND CONSTRUCT SOFTBALL FACILITIES AT THE MURRAY SCHOOL FOR Morgan State University, and to design improvement to the exterior campus signage.

SUPPLEMENTAL PHASE II DE-AUTHORIZATION

Recommendation: Since most of the expenditures were made in 2008 and are not eligible for reimbursement, DLS recommends the de-authorization of the remaining \$1.3 million of the fiscal 2010 appropriation.

Response: The University agrees. However, we would also appreciate your consideration of re-appropriating \$371,000 of this funding for design of the demolition of the Soper Library. Currently, the State's CIP includes design funding for renovation in FY 2013 to provide adequate space for student support services. The University believes that demolition and new construction is a better alternative than renovation based on the results of a recently completed Building Condition Survey. Completed by EMG Engineering, the survey raised serious issues relative to the building systems and concluded that renovation is not the most feasible approach to accommodating the required services at this location. The report stated that given the condition of the building, the most cost-effective solution would be to demolish it and construct a new facility at this location. Re-appropriating this funding for demolition would permit the University to keep close to the same schedule. Given the current condition of the facility occupied by our student support services, it is imperative that they be relocated to an appropriate facility as soon as possible.



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