

Morgan State University

Maryland's Preeminent Public  
Urban Research University

# Legislative Testimony

FY 2019 Capital Budget

Presented to:

Senate Subcommittee  
on Capital Budget

and

House Subcommittee  
on Capital Budget

March 2018

Dr. David Wilson, President



**MORGAN STATE UNIVERSITY**

**BOARD OF REGENTS**

**The Honorable Kweisi Mfume, Chairman**  
**The Rev. Dr. Frances Murphy Draper, Vice Chair**  
**The Honorable Tracey L. Parker-Warren, Secretary**  
**The Rev. Dr. Harold Carter Jr.**  
**The Honorable Elijah E. Cummings**  
**Gen. Larry R. Ellis, U.S. Army (*Ret.*)**  
**Ms. Hamidah O. Famuditimi, Student Regent**  
**Dr. Linda J. Gilliam**  
**Dr. Shirley M. Malcom**  
**Mr. Martin Resnick**  
**Ms. Shelonda D. Stokes**  
**Mr. Tyrone Taborn**  
**Mrs. Penelope Taylor**  
**Dr. Marquis T. Walker**  
**Mr. Winston A. Wilkinson**

---

**SENIOR ADMINISTRATORS**

**Dr. David Wilson, President**  
**Dr. Gloria J. Gibson, Provost & Senior Vice President for Academic Affairs**  
**Dr. Maurice C. Taylor, Vice President for Academic Outreach and Engagement**  
**Dr. Kara M. Turner, Vice President for Enrollment Management and Student Success**  
**Mr. Sidney H. Evans Jr., Vice President for Finance and Management**  
**Ms. Cheryl Y. Hitchcock, Vice President for Institutional Advancement**  
**Dr. Yacob Astatke, Assistant Vice President for International Affairs**  
**Dr. Victor R. McCrary, Vice President for Research and Economic Development**  
**Dr. Kevin Banks, Vice President for Student Affairs**  
**Dr. Adebisi Oladipupo, Chief Information Officer, Planning and Information Technology**  
**Dr. Don-Terry Veal, Chief of Staff**  
**Ms. Julie Goodwin, General Counsel**



# Testimony

## Fiscal Year 2019 Capital Budget Morgan State University

David Wilson, President  
March 2018

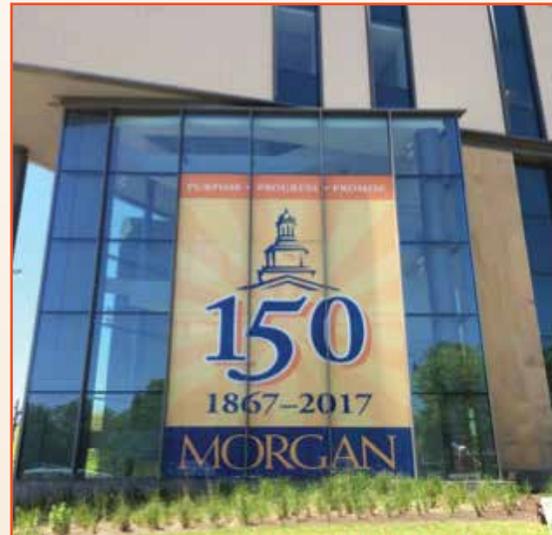


*Chair and members of the Committee, I thank you for the opportunity to testify on the Governor's Fiscal Year 2019 capital budget allowance for Morgan State University.*

First, I thank Governor Hogan for his support of higher education. I also thank the members of this Committee for your strong and continued support of Morgan State University. Our analyst, Ms. Sierra Boney, has done an excellent job of analyzing our budget, and I will respond to her recommendations as a part of my testimony.

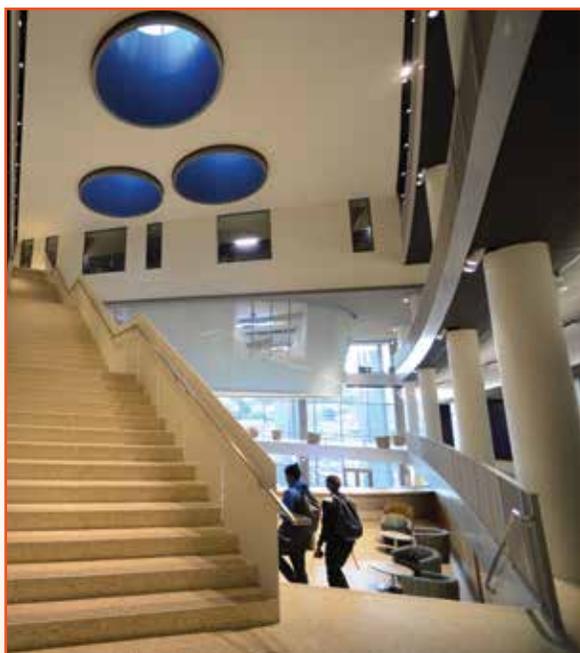
## **MORGAN'S SESQUICENTENNIAL: A CELEBRATION OF 150 YEARS OF PURPOSE, PROGRESS AND PROMISE**

Morgan just concluded a yearlong celebration of our sesquicentennial, marking 150 years of PURPOSE, PROGRESS and PROMISE. We kicked off our celebration by returning to the place of our founding, Sharp Street United Methodist Church (UMC) for worship. At our establishment in 1867, Morgan was named Centenary Biblical Institute (CBI), a name that recognized the 100th anniversary of the Methodist Church. The first classes were held in the lecture hall of Sharp Street UMC. Five years later, CBI acquired a building on Saratoga Street and by 1879 had grown enough to construct its own building on a lot located at Edmondson Ave. and Fulton Ave., donated by the Rev. John Goucher, who later served as the institution's board chair for 26 years. In 1889, CBI amended its charter and expanded its curriculum to transform itself from a theological institute to more of a normal school. In 1890, the name of the Institute was changed to Morgan College, in honor of a longtime board member, the Rev. Dr. Lyttleton F. Morgan, who had given a large endowment to the institution. Between 1867 and 1890, CBI/Morgan College awarded 79 diplomas. In 1902, John O. Spencer,



for whom our Spencer Hall is named, became president of the college. Realizing that a new site and a major influx of money would be necessary

for the school to survive and grow, Morgan purchased and renovated the Ivy Mills property at our current location in 1917. In 1919, Carnegie Hall was completed with stones quarried by African-American quarrymen. Named after industrialist and philanthropist Andrew Carnegie, who had provided a substantial endowment to the institution, the building still stands today as the primary home of our Math Department.



From a lecture hall at Sharp Street United Methodist Church to our current location, which began with a single building housing classrooms and a library, we have evolved into a campus of more than 170 acres and 40 buildings. Our campus was recently named a National Treasure by the National Trust for Historic Preservation. What began as an institution focused on training men for the ministry has grown into a Carnegie-classified doctoral research institution training a diverse population of students from Maryland and around the world with more than 100 academic programs and degree offerings from the baccalaureate to the doctorate. It is fitting that in our sesquicentennial year, 2017, Morgan was designated as the **State's Preeminent Public Urban Research University**. To date, we have awarded diplomas to more than 50,000 graduates. We have a world-class faculty of more than 600 who publish in top journals, engage in innovative instructional methods and focus much of their research on the

pressing problems of urban America. Several faculty members have received patents, or are in the queue to receive them, for their cutting-edge research. Morgan has truly demonstrated purpose, progress and promise.

#### VISION STATEMENT

Morgan State University is the Preeminent Public Urban Research University in Maryland, known for its excellence in teaching, intensive research, effective public service and community engagement. Morgan produces diverse and competitive graduates for success in a global, interdependent society.

#### STRATEGIC PRIORITIES

The University continues to be guided by the goals articulated in its Strategic Plan, which include a continued emphasis on enhancing student success, heightening our status as a doctoral research institution, improving our infrastructure and operational processes, growing our resources and engaging the community. The University's strategic goals are consistent with the state's goals for higher education.

Consistent with the state's goal of increasing the percentage of the college-age population earning a college degree, we continue to strive to make college accessible and affordable. Our undergraduate tuition remains the second-lowest in the state. We have sustained continued enrollment growth at the University, and our number of first-time/full-time students increased 6% over 2016. Our first- to second-year retention rate has consistently been above 70% since 2010. Likewise, our persistence rates are also increasing, and our graduate degree production is continuing to rise.

Faculty are actively engaged in research activities and collaborations resulting in increased exposure and opportunities for our students and the State of Maryland.

Just last month, Morgan executed its first-ever technology licensing contract, for the "Method and Design of the Ultra-Clean Mobile Combustor for Waste Biomass and Poultry Litter Disposal," commonly referred to as CycloBurn. The technology, which was developed at Morgan, is being commercialized by a new Maryland company, Cycloburn Technologies, LLC. The technology addresses two significant societal needs: managing environmentally damaging pollution from excess



*Seong Lee, Ph.D. (right) and Xuejun Qian (left) presenting CycloBurn technology at the TEDCO Entrepreneur Expo, with Baltimore Mayor Catherine Pugh*

poultry farm litter and generating energy – both electricity and heat – from renewable resources.

Last summer, Morgan signed an agreement with the Maryland Department of Natural Resources to assist ongoing restoration activities in Baltimore City, Maryland and throughout the Chesapeake Bay watershed. The two entities will work together on research projects and economic development programs, from Chesapeake Bay restoration innovation to shellfish aquaculture. Morgan students will be provided apprenticeship, fellowship or internship programs focused on the fields of construction, engineering, green infrastructure, information technology and science.



Also last summer, as part of a new collaboration with the National Security Agency, three Morgan State University faculty members, five doctoral students and one undergraduate from the School of Engineering's Center for Reverse Engineering and Assured Microelectronics (CREAM) participated in a

unique research program aimed at studying today's challenges to IoT (Internet of Things) security and RF communications. The Morgan team was tasked with creating prototype solutions that improve the effectiveness, efficiency and usability of current systems and practices in these areas. CREAM was established to produce skilled cybersecurity engineers who aid the electronics industry and intelligence community in preventing penetration and manipulation of the nation's electronic infrastructure.

As a result of partnerships formed with Silicon Valley firms, an engineer-in-residence (EIR) from Google taught classes in our School of Computer, Mathematical and Natural Sciences during the fall 2016 and 2017 semesters. Google will send an EIR again for the fall 2018 semester. To date, Google has accepted 10 students from Morgan for 2018 summer internships. Other Morgan interns in Silicon Valley include six at Facebook, two at Intel and one at Apple. Morgan is also a part of a pilot program involving eight HBCUs (Howard, Morgan, North Carolina A&T, Morehouse, Spelman, Prairie View, Dillard and Hampton) wherein students will study and work at Google for an entire year, starting this fall. The students will be rising juniors majoring in electrical engineering or computer science and will take 15 credit hours per semester. These courses will be taught by Google employees as well as professors from the eight institutions. The expectation is that more than 100 students from these eight HBCUs will study at Google this year. Stanford has also offered an opportunity for these students to take courses on their campus.

Morgan is also one of six HBCUs included in the \$4.5-million Intel HBCU grant program. The grant program, a component of the company's Diversity in Technology initiative, is a proactive effort to reduce the underrepresentation of African-American students in STEM programs in college while helping increase diversity in the technology industry by expanding the recruiting pipeline.

### CONTINUING STATUS AS A STATE AND NATIONAL LEADER

Morgan continues to be a leader in the production of academic degree recipients from minority groups in the State of Maryland and throughout the nation. For instance, we rank second in the state in the number of engineering doctoral degrees awarded to African Americans. We are among the top five institutions in the nation in awarding baccalaureate degrees to African Americans in architecture and engineering. We are among the top 15 institutions in the nation awarding baccalaureate degrees to African Americans in the fields of hospitality administration/management; communication, journalism and related programs; family and consumer sciences; education; philosophy and religious studies. We rank first in Maryland in the number of bachelor's degrees awarded to African Americans in accounting; architecture; business, management and marketing; civil engineering; electrical engineering and industrial engineering, just to name a few. We rank first in Maryland in the number of English/literature master's degrees awarded to African Americans. Finally, we rank first in Maryland in the number of social work doctoral degrees awarded to African Americans. It should



also be noted that Morgan has awarded more Fulbright scholarships than any other HBCU in the country.

With continued investment, the University will continue to make lasting contributions to the production of minority degree holders in key areas of study.

### IMPACT OF RECENT INVESTMENTS – COMPLETED AND ONGOING PROJECTS

We are extremely grateful for the support of this Committee. The State's ongoing investments are essential to enhancing the competency and competitiveness of our students. Equipped with state-of-the-art learning environments that simulate real-life work environments, our students are receiving instruction that makes them more marketable and better prepared for further study in advanced degree programs. The facilities are attracting students such that enrollments are growing in the programs they house. In addition, the facilities are attracting great faculty and encouraging partnerships with corporations and other institutions.



### Center for the Built Environment and Infrastructure Studies (CBEIS)

The U.S. Department of Transportation awarded a \$1.4-million grant to a three-university consortium led by Morgan State University to establish a second University Transportation Center at Morgan. Housed in CBEIS, which opened in 2012, the newly formed Urban Mobility and Equity Center will focus on research to improve the mobility of people and goods in an environmentally sustainable and equitable manner. In addition to Morgan, the consortium includes the University of Maryland, College Park, and Virginia Polytechnic Institute and State University.

### Morgan Business Center

Morgan's newly constructed Business Center, which opened in 2015, home of the Earl G. Graves School of Business and Management, has partnered with



*Jenkins Hall*



Northrop Grumman Corporation and Digit All City to deliver cybersecurity training to Morgan students and prepare them for security certification that will make them highly sought after by private and public sector employers. Every semester, 25 students receive scholarships to participate in the training for network and security certification. After they receive certification, Northrop Grumman offers the students full-time jobs. Last August, the School of Business and Management also received funding as one of the three universities to participate in and manage the Goldman Sachs 10,000 Small Business Initiative in Baltimore. The initiative's management team is housed in the School of Business and Management.

#### **Jenkins Hall**

The new Martin D. Jenkins Hall, Behavioral and Social Sciences opened in September 2017. The facility includes learning environments essential to

providing our students with the skills to compete and excel in the workforce. The facility has several laboratories, including a Forensic Anthropology lab, a Human Factors Research lab, a Neuropsychology lab and a Vivarium.

#### **Calvin and Tina Tyler Hall (The Future Student Support Services Building)**

We are excited about the second phase of construction for the new Student Support Services building, Tyler Hall, which commenced in February. This facility will provide replacement space primarily for the University's student service functions, now housed in the aging Montebello Complex, and will enable Morgan to continue to provide exceptional service, which is essential to the recruitment and retention of students. Its location, at the corner of E.



*Tyler Hall*

Cold Spring Lane and Hillen Road, and its amenities will do much to attract prospective students and improve student support services.

### REQUEST FOR CONTINUED SUPPORT

Facilities have played and will continue to play a critical role in the advancement of Morgan. Continued investment in the University's facilities will position Morgan to further enhance the quality of the education we offer while also enabling our institution to compete for grants and contracts. The state's investment is the cornerstone of Morgan's mission, which encourages research valuable to the city of Baltimore that will ultimately spur economic and community development within the region.

Morgan's location in an urban community, coupled with its outstanding programs, uniquely position us to serve as a valuable resource in the city of Baltimore. However, our location also impedes our development potential, as we are landlocked, with limited expansion sites within our campus boundaries. This has created an added challenge in our ability to respond to overwhelming facility needs: it is virtually impossible to construct new facilities without demolishing existing ones.

Such is the case with our next major project. The University is proposing the construction of a new **Health and Human Services (HHS) building**, to be located at the intersection of Hillen Road and Argonne Drive on the site of Turner Armory. The proposed facility will provide space for the School of Community Health and Policy and the School of Social Work, and will house the following disciplines: Nursing, Nutrition, Public Health, Family and Consumer Sciences and Medical Technology as well



*Current location of Morgan's School of Community Health and Policy: a former recording studio*

as the University's health and counseling centers. These academic programs are now located in the old Jenkins building, which is to be demolished, and in a former recording studio off-campus. The health-related administrative service programs are housed in inadequate space that is to be repurposed. The collocation of these programs in the new HHS building will promote collaboration and efficiency among these disciplines through informal interchange and the sharing of resources and will provide our students with opportunities for experiential learning.

In addition, many of the programs to be housed in this facility are engaged in extensive research and outreach programs to the community. Thus, the facility will include clinical space and meeting rooms that will serve the academic programs and the surrounding community.



*Morgan's Science Complex – Spencer Hall: the building has outdated laboratories, and office space is used to store equipment and experimental materials.*

**GOVERNOR’S CAPITAL BUDGET RECOMMENDATION**

The Governor’s recommended capital budget allowance for Morgan totals \$46,521,000 in GO Bonds for two projects listed below.

This funding will provide for the continued design and construction of the new Student Support Services building. The recommended funding for

Phase I of the new HHS building will provide for the design of the demolition of Turner Armory and the renovation design of portions of the Portage Avenue property for the Motor Pool to be relocated to this area.

Project	Phase	Amount
New Student Support Services Building	P, C	\$46,060,000
New Health & Human Services – Phase I (Demolition of Turner Armory)	P	\$ 461,000

*Key: C – Construction, P – Planning*

**CRITICAL ADDITIONAL NEED**

Although there has been considerable investment over the past several years to further advance the University, we are still plagued with a number of aging facilities that will require significant capital investment to keep them operational. Based on our most recent estimate, we have a backlog of deferred maintenance projects exceeding \$100 million, and our operating budget is incommensurate with the growing needs. Included in our FY 2019 Capital Budget Request was \$10 million in deferred maintenance funding to begin to address this backlog. We also requested design funds for site improvements on the West Campus, which housed severely deteriorated facilities that had to be demolished when the site was acquired. Over time, the condition of the site has steadily declined and, with the damage caused by recent construction, is in desperate need of repair. In addition, the proposed redevelopment of Northwood Shopping Center by a private developer will eliminate vehicle access to these new facilities. Consequently, the request also included funds for the installation of a new roadway to provide safe access to the West Campus.

**CLOSING**

I again express my appreciation for your ongoing support of our capital improvement program. Much progress has been made over the last several years, but much more remains to be done if we are to achieve our goal of providing up-to-date, beneficial learning environments for our students in every area of study. I, therefore, request your support of the Governor’s recommendations for FY 2019 and for the additional priority projects outlined above.

I will address the recommendations identified by the analyst and will be happy to respond to any additional questions you may have.

### Response to Recommendations in the Department of Legislative Services' Analysis

**1. Approve funding to support design of the New Health and Human Services Building.**

**Response:** The University agrees with the recommendation.

**2. Approve funding to continue construction of the New Student Services Support Building.**

**Response:** The University agrees with the recommendation.

**3. Approve pre-authorization of \$20.4 million to continue construction.**

**Response:** The University agrees with the recommendation.







*Office of the President*

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