



Legislative Testimony

FY 2024 Capital Budget

Senate Budget and Taxation Committee

Senator Guy Guzzone, *Chair*

Capital Budget Subcommittee

Senator Craig J. Zucker, *Chair*

March 14, 2023

House Appropriations Committee

Delegate Benjamin S. Barnes, *Chair*

Capital Budget Subcommittee

Delegate Mark S. Chang, *Chair*

March 15, 2023

Dr. David K. Wilson, *President*

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TESTIMONY

Fiscal Year 2024 Capital Budget Morgan State University

David K. Wilson, President
March 2023

Chairmen and members of the subcommittee, thank you for the opportunity to testify on the Governor's fiscal year 2024 capital budget allowance for Morgan State University (MSU).

First, I thank both Governor Moore and former Governor Hogan for their support of higher education and, specifically, their support for Morgan. I also thank the members of this Committee for your strong and continued support of Morgan State University. Our analyst, Ms. Kelly Norton, has done an outstanding job of analyzing our budget, and I will respond to her comments and recommendations as a part of my testimony.

VISION STATEMENT

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

MISSION STATEMENT

Morgan State University serves the community, region, state, nation, and the 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.

STRATEGIC PRIORITIES

As articulated in our vision and mission, we are committed to providing innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population. The continued fulfillment of our vision and mission is being realized through our Strategic Plan, *Transformation Morgan 2030: Leading the Future*. The Plan details the University's approach to continued growth and advancement for "Maryland's Preeminent Public Urban Research University." The plan's long-term strategies position the University to attract and produce world-class competitive leaders in every field of study, expand its footprint internationally, and achieve its goal of ascending to Carnegie R1, 'Very High Research' university classification. The Plan is guided by six strategic pillars:

1. Enhance Student Success and Wellbeing;
2. Implement Faculty Ascendancy and Staff Development Initiatives;
3. Elevate Morgan's Status to R1 Very High Doctoral Research University;
4. Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity;
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.



Laser-focused on our goals, the University is experiencing success as evidenced by unprecedented enrollment growth; higher retention and graduation rates; new and enhanced academic programs; increased grant and research funding; and strategic partnerships. For the second consecutive year, the University had record-breaking enrollments, enrolling 9,101 students in Fall 2022, a 7.5% growth from the 2021 enrollment of 8,469, which was our highest enrollment at the time. The University enrollment has increased more than 22% since 2020. Morgan has maintained a retention rate above 70% for 12 consecutive years. We have introduced more than 30 new academic programs since 2020, nine of which were introduced during the last year, including, among others: a Bachelor of Science in Coastal Science and Policy, a Bachelor of Science in Sustainable Urban Environmental Engineering, a Bachelor of Fine Arts in Musical Theatre, a Master of Science in Neuroscience, and a Doctor of Social Work. The new College of interdisciplinary and Continuing Studies (CICS), aimed at providing a pathway to degree attainment for nontraditional

students who have previously earned college credits but stopped short of receiving their degree, has added 18 interdisciplinary degree programs, through our “Morgan Completes You” program. Strategic partnerships with public and private institutions such as Purdue, Yale, Dartmouth, Harvard, Johns Hopkins, Bank of America, Apple, Ripple, and Google provide our students and faculty with unparalleled learning and research opportunities.

Through the support of our State and federal partners, we are moving closer to our goal of achieving R1 research status, while also maintaining our commitment to educate traditionally underrepresented populations. With the anticipated funding of two new research centers, the National Center for the Elimination of Educational Disparities at \$3.7 million and the Center for Research and Education in Microelectronics at \$3.1 million, we will have a total of nine State-supported research centers. At the federal level, the HBCU Rise Act, part of the fiscal year 2023 National Defense Authorization Act, includes a provision to help HBCUs reach high research activity and earmarks a commitment to Morgan of \$5 million.

IMPACT OF CAPITAL INVESTMENTS

Our recently completed facilities are equipped with state-of-the-art learning environments that simulate real-life work environments, affording our students opportunities to receive hands-on instruction to make them more competitive, more marketable, and better prepared for further study in advanced degree programs, to meet the requirements of the 21st century workforce. In addition, the investment in these facilities is attracting increased research opportunities and the best and brightest faculty, and is encouraging partnerships with corporations and other institutions, as highlighted below. Students and faculty alike are genuinely excited and motivated by the new facilities.



- **Center for the Built Environment and Infrastructure Studies (CBEIS)**, constructed in 2012, is home to the School of Architecture and Planning; Civil Engineering; Transportation Planning; and the National Transportation Center, including the Urban Mobility and Equity Center (UMEC). UMEC is one of 35 research centers funded by the U.S. Department of Transportation and one of two Tier-1 centers at HBCUs nationwide. The Center provides driving simulators and a bicycle simulator for studying driver and cyclist behavior and is the only state-of-the-art driving simulation laboratory in Maryland

for high-level driver behavioral research. The facility also houses Morgan's new Rocketry Program, funded through a \$1.6-million grant from Base 11. Other building features include a Seismic Simulator, a strong wall and floor to test compressive strengths, a Materials and Structures Lab, a Fluids Lab, and a Wind Tunnel. These facilities provide opportunities for experiential learning, research, and innovation. Recent inventions include the *Integrated Automated Wheelchair and Adapted Automated Vehicle System*. This invention integrates two modes of travel with Automated Vehicle (AV) technology. An Automated Wheelchair (AW) enables people with various types of disabilities to make short-distance trips independently.



- Earl G. Graves School of Business and Management (GSBM)** opened in 2015 and is among the 5% of schools worldwide accredited by the Association to Advance Collegiate Schools of Business International (AACSB). We also have the distinction of being the first HBCU to receive the endorsement of the Institute of Management Accountants, one of the largest and most respected associations focused exclusively on advancing the management accounting profession. With such features as a Capital Markets Lab and the Business Incubator for entrepreneurship training, and with outstanding faculty, the GSBM is attracting private and public investment such that its impact is felt both inside and outside Morgan. Through participation in the Goldman Sachs 10,000 Small Businesses Program, 460 entrepreneurs have graduated. Last February, Goldman Sachs, in cooperation with the Department of Commerce, launched a new export training program. The program is designed to give resources to small businesses to assist them in selling their products and services in international markets and is an offshoot of Goldman Sachs' national 10,000 Small Businesses training program. The school established its FinTech Center through a multimillion-dollar grant from Ripple, a Silicon Valley-based technology company. The FinTech Center has trained faculty from approximately 30 HBCUs to incorporate fintech technology into their curricula. The Interdisciplinary Center for the Study of Blockchain and Financial Technology provides funding to faculty and graduate students to explore ways blockchain and fintech technologies can be leveraged to address the financial, social, and economic issues transforming our world. The Center funds research in a wide variety of disciplines such as law, policy, sociology, accounting, computer science, economics, environment, engineering, health, entrepreneurship, finance, marketing, and supply chain. It is home to the Innovation and Entrepreneurship Center, whose mission is to address disparities in business ownership rates and entrepreneurial success among people of color, through research, expanded awareness, and access to entrepreneurship education, experiences, and opportunities. In October 2022, the Blackstone Charitable Foundation committed \$2 million to expand access to its student venture and entrepreneurial skill-building program, named Blackstone LaunchPad, to students at Morgan State University and three other Historically Black Colleges and Universities (HBCUs).



- **Martin D. Jenkins Behavioral and Social Sciences Building (BSSC)** opened in 2017 and features state-of-the-art facilities, including a Forensic Anthropology lab, psychology labs, a Vivarium, and observation rooms to support Morgan State University scholars conducting groundbreaking research. Equipped and staffed according to the American Association for Accreditation of Laboratory Animal Care (AAALAC) standards, the Vivarium enables researchers to utilize laboratory animals in an innovative, ethical, and humane manner to advance scientific knowledge. Last year, one of our undergraduate students won the Social and Behavioral Science Senior Research Award at the 2022 Annual Biomedical Research Conference for Minority Students in Anaheim, California, for her research investigating the effects of saffron in a mouse model of depression. The Vivarium was accredited by the National Institutes of Health Office of Laboratory Animal Welfare (OLAW) in January of this year.



- Our newest facility, **Calvin and Tina Tyler Hall**, opened in Fall 2021 — housing departments such as Admissions, Records and Registration, Financial Aid, Bursar, Human Resources, and Information Technology. Tyler Hall is the front door of the campus, welcoming students, parents, and prospective employees to our university. It features a three-story atrium off the lobby, dramatic interior and exterior angles, a contemporary

recruitment room, an accessible Green Roof with multiple gathering “pods,” and numerous department suites with diverse office concepts and modern technology throughout, with mounted display walls and videoconferencing capabilities. The new facility is more student-friendly, with new programming that significantly reduces or eliminates wait times.

UNIVERSITY INVESTMENTS

Morgan continues to be grateful for the funding and support provided by the State and also recognizes our responsibility to invest in Morgan’s campus infrastructure.

Utilizing a variety of creative funding strategies, including the HBCU Cap Fin loan program, federal resources (HEERF and COVID), and partnerships with Maryland Economic Development Corporation (MEDCO), Morgan has invested approximately \$261 million in successfully constructing Thurgood Marshall Residential Hall and Dining complex. In addition, in an effort to lower the University’s carbon footprint, Morgan pursued energy-efficient systems and sustainability programs for its recently developed facilities, through partnerships with Maryland Clean Energy Center (MCEC) and Siemens. These projects include, among others: duct cleaning, energy-efficient lighting enhancements, roof replacements, MEP/HVAC repairs, air quality improvements and upgrades in various buildings, and the restoration of Gilliam Hall and the Recital Hall at Murphy Fine Arts Center.

In addition, Morgan developed a strategic housing plan, including renovations and replacements, in which the first two buildings to be renovated will be Baldwin and Cummings Halls. Hurt Gymnasium is in the process of a major renovation. Also, a new Police and Public Safety facility was constructed and was opened in 2022.

NEED FOR CONTINUED INVESTMENT

Record-breaking enrollments, growing grants and contracts, and increased collaborations indicate the need for continued investment. Facilities have and will continue to play a critical role in the rate of advancement at the University. Continued investment in the University’s facilities will further enhance the quality of education, enabling Morgan to attract and retain new students and compete for federal, state, and private grants and contracts.

GOVERNOR’S CAPITAL BUDGET RECOMMENDATION

The Governor’s capital budget allowance for Morgan is \$84,874,000 in GO Bonds and \$4,297,000 in non-budgeted funds for the projects listed below. The non-budgeted amount is for PEARL. The Governor’s total Allowance for PEARL is \$6,797,000, of which \$2.5 million would be funded through GO bonds.

Project	Phase	Amount
New Health & Human Services, Phase II	C, E	\$60,604,000
New Science Center, Phase I	C	\$ 7,575,000
New Science Center, Phase II	P	\$10,884,000
Patuxent Environmental & Aquatic Research Lab	P, C, E	\$ 6,797,000
Lake Clifton Demolition	C	\$ 1,060,000
Jenkins Demolition	P	\$ 1,037,000
Carter-Grant-Wilson Renovation	P	\$1,214,000
Total		\$89,171,000

Key: C – Construction, E – Equipment, P – Planning



New Health & Human Services, Phase II

This provides the final phase of construction and equipment funding for the new Health and Human Services (HHS) Building, which will house the School of Community Health and Policy, including Public Health, Nutrition Sciences, Nursing, Pre-Professional Physical Therapy, and Health Education; the School of Social Work; the Department of Family and Consumer Sciences; and Medical Technology. The University Counseling Center will also be housed in this facility. The academic programs to be located in the new HHS are now located in Jenkins, which is to be demolished; in the off-campus in the Portage Avenue Facility, which is inadequate and unsafe; and in the Science Complex. These locations offer limited or substandard teaching, research, and clinical space for the preparation of our students. The Counseling Center until recently was located in Carter-Grant-Wilson, an outdated building that lacks sufficient and appropriate space to service our students properly, and is now surged in Holmes Hall. The co-location of these related academic and health service programs will promote collaboration, optimize space by providing shared resources, and enhance students' learning experience. The New Health and Human Services Building will be located at the corner of Argonne Drive and Hillen Road, at the former site of the Turner's Armory and Motor Pool building, which was demolished.

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

This provides what should be the last phase of construction funding for the demolition of the Washington Service Center (WSC) to make way for the new Science Center Complex. However, an additional \$4,319,000 is required to complete this project, including an Annex for the Grounds Department to house all of the exterior equipment for maintenance, landscaping, and snow removal. This facility would also provide space to perform minor repairs and recycling functions. We intend to bid this work in spring/summer 2023. The WSC was constructed in 1980 as a warehouse and until recently provided administrative office space for the Police Department, Physical Plant, and Procurement & 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 carpenter shop and vehicle and equipment repair spaces. Also, two portable buildings were added in 1999 to support the Physical Plant functions with shop supervisory office space. The Service Center was constructed 42 years ago and never renovated. The Annex was built 70 years ago, when the University was much smaller physically and functionally. Consequently, the facilities are in poor condition. In addition, more space is needed to accommodate the needs of these departments adequately; at present, functions are fragmented across campus. Procurement, and portions of Police and Public Safety, are now in surge space. With the exception of Police and Public Safety, long-term plans are to consolidate these fragmented functions in a proposed new facility on the South Campus. Police and Public

Safety was relocated to a new facility constructed on the West Campus. This project also includes the relocation of fuel tanks that service MSU and State of Maryland vehicles and supply alternate fuel sources for the heating plant. The WSC site will be used to house the proposed new Science Center Complex. The location of this building along Cold Spring Lane across from the Dixon Science Research Center, at the campus' front door from the east, makes this an ideal location for constructing a new Science Center Complex.

New Science Center, Phase II

This funding provides for the second phase of design for the new Sciences Building, which will house the Biology and Chemistry Departments and the Dean's Office and will be located on the existing Washington Service Center site. The existing Science Complex comprises 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. In addition, 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.

As the design progresses, preliminary estimates prove that inflation and the availability of products are a larger concern than previously anticipated. Morgan's estimated project cost is \$10,310,000, which is more than the amount in the State CIP, and an additional \$22,180,000 above the Governor's Allowance is required for FY2024. The additional funds for FY24 are to allow for the project to start the early onboarding of critical contractors to assist through the design and to commence the purchase of long-lead items in calendar 2024. These adjustments will allow for the facility to open in 2027. However, redesign and value engineering will still be required to maintain the current project at \$249,726,000.

Campus Expansion, Multipurpose Complex at Lake Clifton, Phase I

(Demolition of Lake Clifton/Valve House Stabilization)

This provides additional construction funds for the demolition of Lake Clifton High School and stabilizing the historic Valve House. Constructed in 1971, the school is closed and was declared surplus at the end of December 2019. As Morgan is landlocked, with limited opportunities for expansion, the acquisition of this property provides a unique and rare development opportunity. The University intends to demolish the facility and redevelop the site to meet University needs, including constructing a Multipurpose Complex. The property is located approximately 1.5 miles from the campus site and is approximately 59 acres.



With the project transfer occurring on March 10, 2023, Morgan can now move forward with the project. (The acquisition has been long anticipated.) Because of continued inflation, we anticipate the project's total cost will be \$18,483,000. Morgan requested \$9,275,000 for FY24; the Governor's Allowance is \$1,060,000, but \$5,000,000 is needed. Thus, we are requesting that an additional \$3,040,000 be added to the Governor's Allowance for FY 2024 and the remaining \$4,275,000 be added to FY25.

Carter-Grant-Wilson Renovation

This provides the second phase of design funding for the renovation of Carter-Grant-Wilson (CGW) for the Graduate School and International Affairs, both of which are 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 now 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 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 Hall but is now in surge space because of environmental concerns.



Morgan requested \$2,020,000 for FY24 and continues to believe that this amount will be needed. Thus, we are requesting that \$806,000 be added to the Governor's Allowance. The total project is anticipated to cost \$38,321,000.

Patuxent Environmental and Aquatic Research Laboratory (PEARL)

This provides funds to design, construct, and equip infrastructure improvements to the PEARL oyster laboratory. Planned improvements include expansion of the Oyster Hatchery, upgrades to the seawater system, and purchase of a vessel. The \$2.5 million was mandated in HB 1228 by the 2022 General Assembly.

Jenkins Demolition

This funding provides design funding for the demolition of the old Jenkins Behavioral and Social Sciences building. Jenkins was constructed in 1974, is 89,400 gross square feet, and has not had any significant renewal since its original construction. The facility's condition — both the interior and exterior of the building — is less than favorable due to the incidence of service disruptions and the recurring investment required to keep the building operational. This antiquated state of the building makes it prime for sunseting. 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 an open green space serving

as a visual entryway to the Academic Quad. The new Health and Human Services Building (to be constructed on the former site of Turner's Armory) will relocate the remaining occupants of the old Jenkins building.



Deferred Maintenance *(Not included in the Governor's Allowance for FY 2024 funding)*

Morgan has made significant progress in its deferred maintenance projects since the last session. The University has addressed more than \$100 million in deferred maintenance projects in the last two years. Over the next few months, additional projects will be out to bid. Subsequent to last year's session, additional staff has been hired to expand capacity, with more planned to maintain proper project management. The emergent needs continue to outpace the repairs and replacements. Morgan thought it would need a year to catch up with spending; however, additional funding is needed for FY24 for additional projects to be started sooner that will straddle more than one fiscal year. Most of the projects are already approved, and the building conditions are continuing to worsen. The funds are necessary to move the projects forward; \$10,000,000 is being requested for FY24.

NEED FOR ADDITIONAL RESOURCES (SUMMARY)

Project	Added Funds Needed for FY 2024		Additional Funds Needed for the Entire Project
Science Phase I	FY 24	\$ 4,319,000	
Science Phase II	FY 24	\$22,180,000	\$10,310,000
Lake Clifton Phase I	FY 24	\$ 5,000,000	\$ 3,000,000
Carter-Grant-Wilson	FY 24	\$ 806,000	\$ 3,680,000
Deferred Maintenance	FY 24	\$10,000,000	

CLOSING

In closing, I once again express my deep appreciation for your ongoing support of Morgan's Capital Improvement Program. Facilities make the initial impression on prospective students, faculty, and staff. Your investment is transforming the campus, helping to produce competitive, capable students and attracting investments from the public and private sectors. We look forward to your continued support as we strive to provide state-of-the-art, meaningful learning environments for our students in every area of study and to continue to advance our research and outreach missions. I, therefore, request your support of the Governor's recommendation for our FY 2024 capital budget allowance and the additional funding we have requested.



RESPONSE TO KEY OBSERVATION

Page 2: Morgan State University (MSU) is receiving the highest amount of State capital funding of any of the public four-year institutions. In the Capital Improvement Program (CIP), the university is anticipated to receive \$84.9 million in fiscal 2024 and \$473.3 million from fiscal 2024 through 2028, which is more than half the total amount received by all University System of Maryland institutions combined.

Response:

The University is appreciative of the State's investment in Morgan. That investment is needed to address longstanding deficiencies. It has been well-documented that very little capital investment was made at Morgan for many years. In the case of the new Sciences Building, an up-to-date, discipline-specific space will be provided for Biology and Chemistry. Our current Science Complex comprises buildings constructed between 1919 and 1964. Renovations occurred between 1989 and 1992 but were poorly done, so the facilities do not even meet high school standards. Given the buildings' configuration, renovation to meet the needs of the sciences is not possible. The proposed funding for the new Health and Human Services Building, if authorized, is the final phase of funding and provides space for functions housed in the old Jenkins Building and in Portage. Jenkins was constructed in 1974, has never been renovated and is only partially occupied because of unreliable HVAC and other systems. Based on an independent building condition survey, renovation would not be cost-effective. Portage is a former sound studio located in a secluded location off-campus that was purchased by the University to address severe space shortages. It was never intended to serve as a permanent home for the functions it houses and does so now only out of necessity. It is inadequate to provide for the needs of the health sciences. Lake Clifton delivers a rare opportunity to meet growing campus needs. The University is landlocked; there are limited opportunities for expansion. The electrical infrastructure was added to the State CIP because without it, we will not be able to continue/upgrade nor add additional facilities on campus. Morgan has been designated as the State's preeminent public urban research institution. We achieved this status because of our commitment to providing our students with the best educational experience and our dedication to research that will uplift our communities. Our Capital Plan reflects what is needed to provide our students with optimal learning environments to prepare them for their work as the future leaders they are becoming.

With the continued rise in enrollment and critical infrastructure failure, Morgan must continue repairing, replacing, and improving the campus infrastructure at an accelerated rate to prevent **catastrophic failures**. Along with the State, Morgan will continue to invest in enhancing the campus, providing relevant programs, and working to serve the students, faculty, and staff; the community; and the State.



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We Produce Leaders.



Growing the Future, Leading the World is more than our motto. It is our mission. Explore your future at Morgan—Maryland's Preeminent Public Urban Research University. Create your own unique path toward obtaining a college degree and develop lifelong professional skills, all within an academic community that celebrates student success.



140+

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#1

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R2

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School of Community Health and Policy

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