



BOARD OF REGENTS

Tuesday, August 19, 2025
12 noon

Earl S. Richardson Library Conference Room

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Agenda



**Board of Regents Meeting
Richardson Library Conference Room
Tuesday, August 19, 2025
12 Noon**

Agenda

Public Session

- | | | |
|------|--|-----------------------|
| I. | Meeting Called to Order | Chair Kweisi Mfume |
| II. | Approval of Minutes of June 21, 2025 | Chair Mfume |
| III. | Opening Remarks | Chair Mfume |
| IV. | Board Appointments for the 2025-2026 Academic Year | Chair Mfume |
| V. | Report from the University President | Dr. David Wilson |
| 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. Research and Economic Development | |
| | 3. Enrollment Management | |
| | 4. Student Affairs | |
| | 5. Athletics | |
| | Items for Action | |
| | 1. Performance Accountability Report (PAR) | |
| | 2. Hazing Policy | |
| 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
4. Division of Enrollment Management and Student Success Update
5. Division of Finance and Administration Update

Items for Action

1. Third Amendment to MEDCO Ground Lease
2. FY 2027 Tuition, Housing and Board Rate Adjustments

C. Audit and Institutional Assessment Committee Regent Larry Ellis

VII. New Business

VIII. Adjournment of Public Session Chair Mfume

IX. Closed Session

A. Hazing Policy	Dr. Letitia Williams
B. House vs. NCAA Settlement Update	Ms. Dena Freeman-Patton
C. Campus Safety Update	Chief Lance Hatcher
D. Medical School Update	Dr. David Wilson
E. EEO Report	Ms. Reagan Coss
F. Litigation Update	Mr. Faulk/Ms. Goodwin
G. Honorary Degree Candidate Recommendation	Dr. David Wilson
H. Naming Update	Dr. David Wilson

Public Session

Public Session Minutes

The special meeting of the Morgan State University Board of Regents was called to order by Chair Kweisi Mfume at 9:02 a.m.

Present: Hon. Kweisi Mfume, Chair, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Mr. Carl Turnipseed, Secretary, Regent; Ms. Swati Agrawal, Regent; Rev. Dr. Harold Carter, Regent; Dr. Linda Gilliam, Regent; Dr. Shirley Malcom, Regent; Hon. Tracey Parker-Warren, Regent (9:58a); Mr. Jared Patterson, Student Regent; Mr. Brian Pieninck, Regent; Mr. William Sherman, Regent; Ms. Shelonda Stokes, Regent; Mr. Winston Wilkinson, Regent

Staff: Dr. David Wilson, President; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General; Mrs. Cassandra Grogan, Executive Administrator to the Board of Regents

Remarks by the Chair

Chair Mfume opened the meeting by welcoming Regents, President Wilson, alumni, members of the public and working press in attendance. He also offered an overview of the agenda and stated that following the Public Session, the Board would convene in Closed Session to address matters identified as such on the agenda.

Chair Mfume recognized Regents Patterson, Wilkinson and Parker-Warren (joined during the closed portion), adding that this is their last official Board meeting. He yielded the floor to them for brief remarks and opened the floor to members of the Board for comments and observations.

Regent Patterson thanked the Board for their support over the last year. He stated that it has been a transformative **experience, and he has learned a lot. He apologized to the Board for his actions during last month's** undergraduate commencement ceremony. After taking time to reflect on things and speaking with Dr. Wilson, he realized that he did not set the standard for fellow students who will follow behind him. He added that this year has been awesome, and he is truly appreciative and grateful for the opportunity.

On behalf of the Board, Chair Mfume accepted **Regent Patterson's** heartfelt apology. President Wilson and Board members (Regents Malcom, Turnipseed, Gilliam, Agrawal, Wilkinson and Pieninck) extended personal words of encouragement and wished him well in his future endeavors. Chair Mfume suggested that Regent Patterson consider **attending next year's commencement ceremony to address the graduating class and/or offer words of advice to various** student-led organizations, noting that it would bring value that other Board members may not be able to offer to that gathering.

Chair Mfume recognized Regent Wilkinson for his outstanding service to the Board over the past 10 years and presented him with an award on behalf of the Board of Regents. He then opened the floor to members of the Board for comments and observations.

Regent Wilkinson extended thanks to everyone present. He stated that it has been a pleasure to serve on the MSU Board of Regents and to witness the tremendous growth of the institution over the years under the leadership of Dr. Wilson as we move forward and remain focused on reaching R-1 status despite the current turmoil around the world and in higher education. It has been a pleasure getting to know each Regent and to establish friendships. He is thankful and blessed to have been able to share many great moments with everyone.

President Wilson thanked Regent Wilkinson for his unselfish service to his alma mater, Morgan State University, for the greater part of a decade. He noted that his appointment to the Board, in large part, enabled us to establish a strong relationship with former Governor Hogan and Lieutenant Governor Rutherford, which led us to put together the final touches for the redevelopment of the Northwood Shopping Center. He extended best wishes to him, his wife (Gloria) and family.

Regent Malcom thanked Regent Wilkinson for all he did in support of the Board and the Finance and Facilities Committee in particular. She noted that he will be missed and extended best wishes to him and his wife.

Regent Agrawal commented that she will miss the warmth that Regent Wilkinson brought to the Board, which is always needed on governing boards. She added that he served as a role model for her.

Regent Gilliam stated that it was a pleasure getting to know Regent Wilkinson. She enjoyed his sense of humor. She added that he was a quiet storm. He did not have much to say but when he said something, it meant something.

Regent Turnipseed echoed all that was said. He thanked Regent Wilkinson for all that he has done – seen and unseen – to move the institution forward. It was always a welcoming moment whenever he saw Regent Wilkinson at a Morgan event (whether formal or informal). He added that Regent Wilkinson welcomed him when he joined the Board, and he enjoyed reminiscing about their days as Morgan students to include basketball.

Regent Ellis commended Regent Wilkinson for his service to the Board. He stated that we could always count on him (along with Gloria) to represent the Board at various functions be it near or far.

Minutes

Chair Mfume opened the floor for a motion to adopt the minutes of May 6, 2025. It was MOVED by Regent Turnipseed and SECONDED by Regent Pieninck. The MOTION CARRIED unanimously.

Adjournment of the Public Session

Chair Mfume announced that the Board of Regents would convene in Closed Session to consider items specifically exempted from public consideration under General Provisions Article § 3-305(b)(1) of the Open Meetings Act. In Closed Session, the Board will receive the Evaluation Committee Report. The Board may reconvene in Public Session at the conclusion of the Closed Session, if necessary.

After reading the citation into the record, Chair Mfume opened the floor for a motion to adjourn the Public Session to move into Closed Session. It was MOVED by Regent Malcom and SECONDED by Regent Turnipseed to adjourn the Public Session. The MOTION CARRIED unanimously.

The Public Session adjourned at 9:36 a.m.

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

Date: Saturday, June 21, 2025

Time: 9:00 a.m.

Location: Virtual

Motion to close meeting made by: Regent Malcom

Seconded by: Regent Turnipseed

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.
- ____ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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 the Evaluation Committee Report.

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, August 4, 2025 (Virtual)
1:00 - 4:00 P.M.

AGENDA

- | | |
|-------------------------|------------------------------------|
| I. Remarks by the Chair | Regent Linda J. Gilliam |
| II. General Remarks | Dr. David Wilson, <i>President</i> |

Action Items

- | | |
|---|---|
| III. Approval of Committee Minutes of May 5, 2025 | Regent Linda J. Gilliam |
| IV. Performance Accountability Report (PAR) | Dr. Solomon Alao, <i>Assistant VP
Assessment and Operations</i> |
| V. Hazing Policy | Dr. Letitia Williams, <i>Interim VP
Student Affairs</i> |

Brief Updates

- | | |
|--|---|
| VI. Academic Affairs | Dr. Hongtao Yu, <i>Provost & SVP
Academic Affairs</i> |
| 1. Fall 2025 Faculty Institute | |
| 2. Degrees Conferred for 2024-2025 | Dr. Myrtle Dorsey, <i>Director
Community College Leadership Program</i> |
| 3. Promotions and Tenures for 2024-2025 | |
| 4. Notable Student and Faculty Accomplishments | Dr. Ryan Maltese, <i>Associate VP
Student Success and Retention</i> |
| 5. Curricula Alignment (Preparing Marketable Graduates) | |
| VII. Research and Economic Development (see Finance Section) | Dr. Willie May, <i>Vice President
Research & Economic Development</i> |
| VIII. Enrollment Management (see Finance Section) | Dr. Kara Turner, <i>Senior VP
Enrollment Management & Student Success</i> |
| IX. Student Affairs | Dr. Letitia Williams |
| 1. Student Affairs Impact Report | |
| 2. Housing Fall 2025 | |
| 3. The BearPrint: Student Affairs Co-Curricular Learning Framework | |
| 4. SGA Update | |

- | | | |
|------|--|--|
| X. | Athletics | Ms. Dena Freeman-Patton, <i>VP and
Director of Athletics</i> |
| | 1. Academic Success Highlights | |
| | 2. Competitive Success Highlights | |
| | 3. Upcoming Events | |
| XI. | New Business | |
| XII. | Public Meeting Adjourned | Regent Linda J. Gilliam |
| | <u>Closed Session</u> | |
| | House vs. NCAA Settlement Update | Ms. Dena Freeman-Patton |
| | Honorary Degree Candidate Recommendation | Dr. David Wilson |

**COMMITTEE MINUTES
OF MAY 5, 2025**



**Board of Regents
Academic and Student Affairs Committee Meeting (Virtual)
Monday, May 5, 2025**

Committee Meeting Minutes

The meeting of the Board of Regents Academic and Student Affairs Committee was held on Monday, May 5, 2025. Committee Chair Linda Gilliam opened the meeting at 1:01 p.m.

Board Members

Present: Regent Linda Gilliam (Committee Chair), Regent William Sherman, Regent Swati Agrawal, Student Regent Jared Patterson, Regent Emily Hunter, Regent Larry Ellis

Staff Present: Dr. Wilson, Dr. Alao, Dean Asojo, Dr. Astatke, Dr. Banks, Dean Barton, Ms. Berrien, Mr. Bougere, Dean Burnett, Dr. Dockery, Mr. Faulk, Ms. Freeman-Patton, Dean Garrison, Ms. Goodwin, Ms. Grace, Mrs. Grogan, Dean Jones, Dr. Keys, Mr. LaChina, Mr. Luckett, Dean McPhatter, Dean Sydnor, Dean Tchounwou, Ms. Trimuel, Dr. Turner, Dr. Veal, Dean Westrick, Dr. Williams, Dr. Yu

General Remarks by President Wilson

Chair Gilliam opened the Academic and Student Affairs Committee meeting. President Wilson commented on finals week and the anticipated Spring 2025 Commencement on May 17, 2025, featuring speaker Tashunda Brown Duckett, President and CEO of TIAA. President Wilson thanked Dr. Kevin Banks for his 14 years of service as the Vice President for Student Affairs, and this was the last committee meeting he would attend. Chair Gilliam commented positively on Dr. Banks' experience as the Vice President for Student Affairs and wished him well on his retirement.

Action Items

Approval of Committee Minutes of February 3, 2025

- Approval of the Minutes of February 3, 2025- It was MOVED by Regent Agrawal and SECONDED by Regent Sherman to approve the minutes. The MOTION CARRIED.

New Program: Master of Science in Community Health Nutrition

Provost Hongtao Yu introduced Dr. Phyllis Keys, Associate Vice President of Academic Affairs. Dr. Keys introduced Dr. Kim Sydnor, Dean of the School of Community Health and Policy, to

present the new proposed program. Dean Sydnor states the mission and central features of the Master of Science in Community Health Nutrition. The program includes two tracks: Dietetic Internship and Community Health, structured as a 30-hour master's degree with an online modality. Dean Sydnor presented the justification for the new program and addressed program duplication. Dean Sydnor presented statistics that support the career and enrollment outlook for the program.

Additionally, Dean Sydnor commented that for the next five years, the Baltimore Institute for Culinary Arts will provide scholarship funding up to \$15,000 per student for Morgan graduates only. Regent Sherman asked about the distinguishing aspect of the course offering the concentration in public health. Dean Sydnor responded with the distinguishing aspects in comparison to other programs. Regent Agrawal asked about the additional criteria for the scholarship. Dean Sydnor responded that students must apply and currently do not have additional criteria; however, students accepted to the master's program will qualify for the scholarship. Chair Gilliam clarified that the program will be in-person and virtual. Dean Sydnor agreed.

It was MOVED by Regent Agrawal and SECONDED by Regent Sherman to approve the Master of Science in Community Health Nutrition. The MOTION CARRIED.

Proposed One-Year Extension of Cultural Diversity Plan

Ms. Tara Berrien, Assistant Vice President, Fair Practices Officer and Title IX Coordinator, presented the proposed one-year extension of the Cultural Diversity Plan. Ms. Berrien commented that in 2022, the Board of Regents approved the three-year Cultural Diversity Plan, which ends in 2025. Due to the national landscape, uncertainty in DEI, and limited guidance from the Maryland Higher Education Commission (MHEC), Ms. Berrien requested a one-year extension. Regent Sherman asked if the plan was required by the federal or state government. Ms. Berrien responded that it was required by the State of Maryland, where the plan and report are submitted to MHEC. Regent Agrawal asked if there was a concern that the continuation of the diversity plan would impact on the federal funding received for research. Ms. Berrien responded that she currently does not see an impact on funding because it is a State of Maryland requirement. Mr. Thoman Faulk, Principal Counsel, Office of Attorney General, stated that we cannot answer the question currently because federal funding is currently uncertain. Regent Agrawal asked if other institutions have complied with State law that is contrary to or conflicts with federal mandates, and whether they risk losing their federal funding regarding DEI. Mr. Faulk responded that this topic can be discussed in closed session. President Wilson commented that Morgan State University is following State law.

It was MOVED by Regent Sherman and SECONDED by Regent Hunter to approve the proposed One-Year Extension of Cultural Diversity Plan. The MOTION CARRIED.

Brief Updates

Academic Affairs

Distance Education Students and Online Classes

Provost Yu presented on behalf of the Division of Academic Affairs. Provost Yu commented on the fall 2024 enrollment for the online degree programs. Currently, the University has 142 bachelor's-degree seeking students enrolled, 139 master's-degree seeking students enrolled, and 138 doctoral students enrolled in online degree programs. Provost Yu presented the historical data of distance education student enrollment since fall 2013. Provost Yu presented comparative national distance education data. Regent Sherman asked if there is an optimal goal/percentage of students taking online courses. Provost Yu responded that we have the College of Interdisciplinary and Continuing Studies (CICS), which is an online program, and we anticipate a consistent increase in enrollment.

Additionally, with the increase in approved online programs, especially for graduate level students, the percentage of students enrolled in online programs will continue to increase. Lastly, with the increase in bachelor's degree programs offering both in-person and online modalities, we anticipate an increase as we continue to offer more courses. Provost Yu anticipated a 10-20% increase in the next 5-10 years. President Wilson asked Provost Yu to research how well the traditional student population performs academically in these courses. Regent Gilliam commented that she appreciates the data and receiving the follow-up information regarding student academic performance. Provost Yu agreed. Chair Gilliam requested a survey to gauge students' opinions about the current online courses and solicit their feedback.

R-1 Progress and Doctoral Enrollment/Degrees

Provost Yu presented the status of MSU R-1. Provost Yu commented on the total research and development expenditures since 2023 and the total research doctoral degree conferrals since the 2017 academic year. Provost Yu indicated that we would need 65 doctoral students to be conferred for the fall 2025-spring 2026 academic year to meet the 70% average since fall 2023-spring 2024. Provost Yu presented the enrollment data since 2013. Provost Yu projects more than 90 doctoral degrees to be conferred in 2026 and beyond. Chair Gilliam commented on the number of projected students, citing a previous meeting. President Wilson responded regarding the projection of 90 students. Dr. Mark Garrison, Dean of the Graduate School, commented that 93 represents the number of surveys completed, while the self-reporting total was 99. However, self-reporting is more than the final total; we are confident in a total of 93 students. Regent Agrawal inquired about the exceptionally high degree of success in terms of degrees conferred compared to doctoral program enrollment. Provost Yu responded that some students had accumulated credits; they should have graduated two years prior, and that the pandemic had delayed their initial engagement. President Wilson commented on the rise of doctoral program enrollment. Regent Ellis asked if we have an enrollment goal for each department for doctoral students, given the aggregate enrollment in 2020 compared to the degrees conferred. Provost Yu responded that doctoral programs typically take 4-7 years to complete, which is why the aggregate of data is displayed. Regent Ellis inquired about a more predictable outcome for doctoral students in programs compared to the degrees conferred. Provost Yu responded that students are facing challenges that hinder their progress, including a study to determine the factors that hinder graduation. Provost Yu commented that nationally, the 10-year graduation rate is 57%. The top issue is the advisor-student partnership, second is financial and personal challenges, and last is program issues.

International Student Enrollment

Provost Yu presented the international student enrollment trend from the 2020-2021 academic year. Provost Yu introduced Dr. Yacob Astatke, Assistant Vice President of International Affairs. Dr. Astatke commented that over 50% of international students are in doctoral programs, which correlates with the growth of students. Additionally, we've increased diversity in the international student population to approximately 50% and look forward to having students from 60 countries by 2030. Regent Agrawal inquired about the current number of international student applications for fall 2025. Dr. Astatke and Dean Garrison responded regarding the acceptance of graduate and international students. President Wilson commented on having Dr. May and VP DeCordova present in the future at the Board meeting regarding international students and research grant funding. Regent Sherman inquired about the research grant funding cuts, which serve as a data point for R-1 status, and the strategy to sustain research grants. President Wilson commented that as of April 30th, we've received \$100 million in research grants. However, in FY25, we've received 21 notifications that several federal agencies are terminating grants.

Enrollment Management and Student Success

Dr. Kara Turner, Executive Vice President for Enrollment Management and Student Success, presented on behalf of the Division of Enrollment Management and Student Success. Dr. Turner provided updates on the total number of completed undergraduate applications from 2015 to 2025. As of fall 2025, we received 24,975 undergraduate applications. Dr. Turner presented the total admitted undergraduate students as of fall 2025, which totaled 20,390. Dr. Turner presented on the total number of new enrolled undergrads since 2015, and it is projected to be 2,768 for the fall 2025 semester. Dr. Turner presented the fall 2025 applications, which includes a 1% increase in new freshman students, 3% increase in new transfer students, and a 116% increase in Morgan Completes You students. Dr. Turner presented the increase in enrollment of military-affiliated students. Morgan State University received the 2025 U.S. Veterans Magazine Veteran Friendly School award and the 2025 U.S. Veterans Magazine's Yellow Ribbon-Friendly Schools award. Additionally, Morgan State University received the 2025-2026 Gold Military Friendly School designation and the 2025-2026 Gold Military Friendly #1 Spouse School award. Regent Ellis continued to encourage the recruitment of military students.

Student Affairs

Fall 2025 Housing Update

Dr. Kevin Banks, Vice President for Student Affairs, presented the fall 2025 housing updates. As of April 21st, the Office of Residence Life and Housing had a total of 3,820 housing applications. Dr. Banks commented that they are focusing on filling the freshman spaces in the residence halls. Additionally, the Harper-Tubman renovation has begun and is anticipated to be completed next year. Dr. Banks presented the current trends in housing. New student applications increased by 60% compared to this time last year, and transfer student applications increased by 73% compared to this time last year. The number of returning student applications increased by 25% compared to this time last year. Overall housing applications increased by 34%. The housing waitlist was opened and currently receives 734 waitlist applications. Dr. Banks indicated that once we meet the August 1st deadline, we will initiate the waitlist process.

Mental Health and Wellbeing Updates

Dr. Banks presented on Mental Health First Aid Maryland. Mental Health First Aid Maryland is a public education national certification course designed to teach individuals, professionals, businesses, and community members the skills necessary to respond with care and genuine support to an individual experiencing a mental health or substance crisis. To date, Morgan State University has trained approximately 400 faculty, staff, and students. Dr. Banks commented on the upcoming training dates for the Spring/Summer 2025 semester. Dr. Banks presented health and wellness updates. Dr. Banks presented the top five needs and concerns for students: emergency support (homelessness, food insecurity, and financial challenges), academic support (midterms, SDSS accommodations, academic challenges), medical excused absences (post hospitalization, recent death in family), student conduct sanctions (housing sanctions, holds, fines, and suspension), mental and behavioral health. Student Regent Patterson asked about an annual year-to-year comparison. Dr. Banks responded that they can provide the comparison. Chair Gilliam requested that the data be prepared for tomorrow's full Board meeting. Dr. Banks agreed.

Dr. Banks presented the accomplishments of Morgan students and transitioned the presentation to SGA leadership.

SGA Update

Student Government Association President Tamera Trimuel and Student Government Association Vice President MarKayla Wilson presented the Student Government Association as The Renaissance Administration. SGA VP Trimuel presented the No Label and Morgan Memorial initiative. SGA VP Trimuel introduced the 2025-2026 SGA President-elect Tamani Grace and 2025-2026 SGA Vice President-elect Shaylen Bougere. Chair Gilliam welcomed the incoming SGA President and Vice President. SGA VP Trimuel presented on the TRA x EDAC Pitch Program.

Enrollment Management (CICS)

Chair Gilliam asked about the total number of applications received by the College of Interdisciplinary and Continuing Studies. Dean Westrick responded with the figures and projections of applications received. Chair Gilliam asked the top reason applications are rejected. Dean Westrick presented the data on applications; however, the major reason students may be rejected is that they did not have 60 transfer credits. Additionally, the second reason is that the student has a previous balance at the institution, which prevents them from returning.

Athletics

Introduction of Head Women's Basketball Coach

Ms. Dena Freeman-Patton, Vice President for Athletics and Director, presented updates for the Athletics Department. Ms. Freeman-Patton presented the hiring of the new women's basketball head coach, Nadine Domond.

Student-Athlete LIIDERship Academy

Ms. Freeman-Patton presented on the Student-Athlete LIIDERship Academy. The Student-Athlete LIIDERship Academy is a two-day intensive networking program that provides leaders from each of Morgan State's 16 teams an opportunity to meet and hear from some of the top leaders in the

Morgan community. The program focuses on leadership within the context of Morgan's core values.

New Business

Changing Higher Education Landscape

President Wilson commented on the changing landscape of higher education.

AGB National Conference on Trusteeship

President Wilson commented on the AGB National Conference on Trusteeship.

Meeting Adjourned

It was MOVED by Regent Ellis and SECONDED by Regent Sherman to close the Academic and Student Affairs Committee meeting. The meeting adjourned at 3:02 p.m.

Respectfully submitted,

Wayne Hill

Special Assistant to the Vice President for Student Affairs

Recorder

New Student Regent Recommendation (Closed Session)

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

Honorary Degree Candidate Recommendation (Closed Session)

Chair Gilliam opened the floor for a motion to approve the Honorary Degree Candidate Recommendation. It was MOVED by Regent Sherman and SECONDED by Regent Ellis. 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**

Date: Monday, May 5, 2025

Time: 1:00 p.m.

Location: Virtual

Motion to close meeting made by: Regent Ellis

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)(5):

☒ (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.
- ____ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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 on FY 2026 Academic and Student Affairs Budget Alignment.
2. To consider the New Student Regent Recommendation.
3. To consider a Honorary Degree Candidate Recommendation.

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

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Board Approval of the Performance Accountability Report

COMMITTEE: Academic and Student Affairs

DATE OF MEETING: August 4, 2025

BRIEF EXPLANATION: The Maryland Higher Education Commission (MHEC) requires that the Performance Accountability Report (PAR) be formally approved by the Board. In compliance with MHEC guidelines, the 2025 PAR includes: (1) a narrative aligned with the goals and objectives of Transformation Morgan 2030, and (2) actual and projected data for each performance objective. Additionally, the report features a three-year rolling average PowerPoint presentation summarizing key trends and offering select national and state-level comparisons.

FISCAL IMPACT: None

PRESIDENT'S RECOMMENDATION: The President recommends approval.

COMMITTEE ACTION: MSU BOR ASA Committee **DATE:** August 4, 2025

BOARD ACTION: _____ **DATE:** _____

Morgan State University

August 2025

Performance Accountability Narrative

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, the six goals of the University's Board of Regents approved ten-year strategic plan entitled, *Transformation Morgan: Leading the Future: Strategic Goals 2021–2030*, as well as how our strategic goals and objectives align with the 2022 State Plan for Higher Education

Institutional Assessment

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 2018 cohort, the most recent year that MHEC has data, 42% of those students graduated from Morgan State University or other four-year institutions in Maryland within six years. For African American freshmen, the six-year graduation rate is 42%. The graduation rate of the university is higher than the 28% six-year rate predicted based on national data (i.e., UCLA Higher Education Research Institute); however, the university's goal is to increase the six-year graduation rate to 60% by 2030.

For the fall 2023 cohort, the most recent year that MHEC has data, MHEC has reported our first to second year retention rate as 67% overall and 67% for African American students. The University would like to point out that the MHEC rates are based on students' Social Security Numbers, which do not take into account students who did not provide their Social Security number because they do not use federal financial aid, students who do not have a Social Security number, or students whose Social Security numbers may have changed from the past year due to data entry errors. Using campus student identification numbers, the retention rate for the fall 2023 cohort was 73% and was 74% for African American students.

Morgan State University has a well-established approach to enhancing student success which directly supports the Maryland state-wide goals of increasing student access and success. Initiatives include: a six-week summer bridge program for students with demonstrated potential but whose SAT scores and/or high school 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 (EAB Navigate); Degree Works, the University's degree auditing system; and a Tutoring Center that offers one-on-one in-person and virtual peer tutoring. Understanding, however, the need for continuous improvement, especially in addressing the needs of the post-pandemic generation, the University continues to enhance its student success efforts.

The Enrollment Management and Student Success division has continued with a 6th 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 such as students with low GPAs or students who are eligible for specific scholarships. 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.

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 of the notes from first-year advising meetings are saved in EAB Navigate for faculty advisors to refer back to in subsequent advising meetings. Every student has an online advising folder through EAB Navigate.

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. Sixty-two 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 was 37% in 2025. We continue to work on enhancing our wraparound services to increase the success rates of our Pell students, and indeed of all our students. Such services implemented in recent years include implementing EAB Navigate, the student success management system; utilizing Lumina Foundation's Beyond Financial Aid toolkit to provide students with information about resources that they may find useful in providing supplemental financial and social support; establishing the Growing the Future student emergency fund in 2020; and organizing a Food Resource Center to provide free, nutritious food to students. 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.

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.

While our updated strategic plan is to increase enrollment to 10,000 by fall 2030, we achieved this milestone in fall 2024 with a record enrollment of 10,739. Additional enrollment growth beyond the strategic plan objective is expected via the new 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. The mission of this new college ties directly to Priority 6, identifying and supporting near completer students, of the Maryland 2022 State Plan for Higher Education.

Our objective to increase the number of undergraduates in research aligns with the State Plan goal of supporting innovative methods to support student access and success. 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, 7.0% of our student body are members of other racial/ethnic groups.

Morgan State University continues to expand services for transfer students. The newly restructured Office of Transfer Initiatives (OTI) has launched a process that allows students/advisors transparency in tracking the status of their transfer credit evaluation and has reduced the turnaround in transcript evaluation from 20+ business days to 5 business days. OTI has also hired an in-house advisor to support transfer students in addition to their School Transfer Coordinator; redesigned the online orientation and onboarding module for new transfer students and sponsored in-person New Transfer Student Welcome Days; and sponsored Welcome activities and engagements throughout the semester, including the celebration of National Transfer Student Week. The University also signed the Degrees to Succeed partnership with the Community College of Baltimore County, a dual admission program providing a streamlined admission and evaluation process. Additionally, we've implemented a transfer student portal that allows prospective students wishing to transfer to Morgan to review coursework that has already been articulated to see its applicability and submit new courses for review before applying to MSU. These initiatives are aligned to Priority 6, address challenges faced by transfer students, of the 2022 State Plan for Higher Education.

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 80% for the past six years.

Morgan State University continues to generate strategies to increase student enrollment and retention in the STEM fields. For the academic year 2024-2025, 287 bachelor's degrees were

awarded in the STEM fields, including our first bachelor's degrees awarded in Mechatronics Engineering (n=3). 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. Recent data from the Maryland Longitudinal Data System (MLDS) indicates that on average 48% 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 64% 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 73% 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 and National Student Clearinghouse results, graduate or professional school going rate has averaged 25% for the 2020-2025 period. Additionally, on average for the 2020-2025 period, 95% of employers expressed satisfaction with Morgan hires.

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 62%. 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.

An engaged and highly qualified faculty and staff are essential to the accomplishment of our strategic goals and is aligned with Priority 5 of the State Plan to maintain a commitment to high quality postsecondary education in Maryland. Currently, the University has three endowed professors. To support faculty ascendancy, 11 Associate Professors were promoted to Professor during the academic year 2024-2025. The average number of Scholarly Publications for the past six years is 705. The average number of faculty and staff engaged in professional publications and creative activities for the past six years is 481.

Morgan State University's strategic plan delineates the University's objective to increase its online presence to better serve both traditional and non-traditional students. This objective ties directly to the Maryland 2022 State Plan for Higher Education goal of expanding access to quality higher education in the state. The percentage of faculty and staff at Morgan engaged in training to teach

online has increased from 14% to 29% during the 2020-2025 period. Additionally, the number of faculty and staff with online courses has increased from 69 to 161 during the same period.

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 2025 (FY2025), MSU's research enterprise received \$104.4 million in new grants, cooperative agreements, and contracts. A portion of these awards are for research and development (R&D). While the FY2025 expenditures have not yet been finalized, we estimate that the R&D expenditures will be approximately \$68 million. The current Carnegie requirement for R-1 (a doctoral university with Very High Research Activity) is at least \$50M in research expenditures and 70 PhDs conferred. Both new awards and expenditures show remarkable increases over the corresponding numbers in FY2021 and years prior to that. The University awarded 93 research and scholarship doctorates in academic year 2024-2025. We are well on track to meet the Carnegie requirement of an average of 70 research doctorate degrees over the FY24, FY25, and FY26 period.

Additionally, to ensure that our research is impactful for Baltimore City, Maryland, and the nation, we have created several new research centers such as the Center for Equitable Artificial Intelligence and Machine Learning Systems, the Center for Urban Health Equity, the Center for Urban Violence and Crime Reduction, and the Center on Urban and Coastal Climate Science Research. The research conducted by these centers will enhance equity, reduce disparities, and save lives. The work of these research centers also supports Priority 8 of the Maryland State Plan for Higher Education which promotes the identification of innovative and emerging fields of study.

The University has increased its full-time Post-Doctoral Research staff from 49 in FY2020 to 101 in FY2025. Over the next few years, the University expects to hire 100 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 exists to advance the vision, mission and core values of Morgan State University. It also aims to foster a culture of philanthropy through strategic fundraising, communications and alumni engagement. Annual private and philanthropic fundraising results for fiscal year 2025 are estimated at \$18.1M, and the alumni participation rate was 11%. Results of our fund-raising efforts help support institutional financial aid for students. In FY2025, \$5.6 million in scholarships was awarded to 2, 600 students. This aid reduces out of pocket costs for students and helps keep the University as one of the most affordable four-year public institutions in Maryland.

The campus has made progress in reducing energy consumption. The average decrease of electrical usage for the past six years is 6%. The gas usage declined 14% in fiscal year 2025. 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.

Morgan State University advanced its infrastructure modernization efforts to support academic continuity, operational resilience, and improved user experience. The Division of Information Technology (DIT) expanded the cloud storage capacity to improve data accessibility, support academic research, and enhance disaster recovery capabilities. To further strengthen system reliability, 15 Uninterruptible Power Supply (UPS) units were replaced, with an additional 15 units scheduled for installation during summer 2025. These upgrades help safeguard critical systems during electrical power disruptions. Planning is also underway to upgrade the wireless network with next-generation Wi-Fi technology in the CBEIS building targeted for implementation by fall 2025.

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 school, 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 46 new partnerships in 2025 with other government agencies, businesses, industries, non-profit, and community organizations.

Morgan State University's students also play an active role in the local area. This past academic year approximately 1,515 students participated in university sponsored internship and field experience classes.

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 has demonstrated sustained growth in international student enrollment over the past five years, marked by a 55% increase during that period. In Fall 2024, the University enrolled 454 international students, a figure that rose to 528 by Spring 2025. This upward trend reflects the institution's continued commitment to global engagement and international recruitment. In support of this commitment, Morgan is actively pursuing strategic recruitment and partnerships with institutions across Africa, Asia, and other regions of the world. In 2025, 150 Morgan students participated in Study Abroad programs, while 550 participated in the Virtual Exchange-COIL Collaborative Online International Learning (COIL) Program.

Institutional Response

Responses to the prompts below follow.

Question 1: Given the complex needs of today's students, what innovative supports (academic, financial, mental health, basic needs) has your college found most effective in boosting student success? How might these be expanded or reimaged to support long-term degree completion goals?

Given the evolving and multifaceted needs of today's students, Morgan State University has adopted an integrated student support model, drawing on cross-campus collaboration and data-informed practices.

Academic Supports:

We have significantly expanded our use of EAB Navigate360. Students have access to the Navigate360 app, which they can use to schedule appointments with their academic advisor, get notifications and nudges about important deadlines and events, identify study partners, and more. We added additional full-time academic advisors and have developed a comprehensive advisor training series to support faculty and professional advisors in maximizing usage of the system's robust support tools.

Additionally, to better support the needs of the post-pandemic generation, in summer 2024 we reimaged our new student summer orientation program and for summer 2025 we have enhanced our summer bridge alternative admissions program, CASA. A faculty-led learning community has spent the 2024-2025 academic year assessing and redesigning our first-semester orientation course to better align with evolving learner needs.

This academic year, we also piloted expanding professional advising beyond the first year, with promising results. Through our \$1.5 million grant with the National Institute for Student Success at Georgia State University, we developed a peer mentor program to support first-year students, which we are seeking additional funding to expand.

Mental Health and Well-being:

During the pandemic, the University launched a comprehensive campaign to destigmatize mental health support on the campus. Wellness Days built into the academic calendar encourage rest and reflection. Additional investments have been made to support the counseling center staffing and offer embedded counselors in our residential facilities and athletics department.

All new and renovated residence halls have been equipped with wellness spaces to support student well-being. In addition, telehealth therapy is available to support students 24 hours a day, on weekends and during university breaks. There has also been a concentrated effort to expand Mental Health First Aid Training to all faculty, staff and students to familiarize our community with the signs and triggers of how, and when to support/refer someone who may be struggling with mental health issues.

Financial and Basic Needs:

Over the past year, we added a second Scholarship Coordinator to help our students identify and apply for external funding opportunities. We also just implemented Scholarship Universe, a scholarship management program through which students can apply for a variety of institutional scholarships through one application. Scholarship Universe also matches students with external scholarships that they can apply for.

The University's Care team has also relaunched its efforts to become more accessible to faculty, staff, and students to assist with "wayfinding" and provide referral resources to support our students. The Food Resource Center (FRC) has also played a significant role in addressing the food insecurity and nutrition development of some of our students who reside off campus in neighboring apartments. This fall the FRC will launch a Swipe Out Hunger campaign with students to donate meal swipes to those students who may be struggling to secure adequate meals on the campus during peak periods when students are trying to finalize their food and housing budgets for the academic year.

The University also has a student emergency fund, where students can apply for up to \$500 per semester to assist with emergency needs. Additionally, the University is participating in the Student Financial Wellness Pilot Project established by House Bill 811 in 2024.

Together, these integrated supports form a scalable, student-centered ecosystem that positions Morgan to meet students where they are and to guide them toward long-term academic and personal success.

Some ways in which we plan to expand and/or reimagine these initiatives include:

- Hiring data analysts to assist in providing actionable data that we can use to more quickly identify at-risk students earlier and offer personalized interventions.
- Continue to expand the peer mentoring program.

- Expand professional advising and further develop completion coaching models tailored to students approaching degree thresholds.
- Expand the work of the Financial Well-Being Pilot Program

Question 2: In what ways has your institution changed (e.g., structures, policies, practices, or culture) as a result of pursuing the 55% completion goal? What lessons have you learned about sustaining institutional change over time?

In response to the state’s 55% completion goal--and our institutional goal of achieving a 50% six-year graduation rate-- Morgan has implemented a series of comprehensive, structural changes that continue to shape our campus culture.

In spring 2013, the University President charged a task force with identifying barriers to timely degree completion that were within our control. The task force identified 13 obstacles and proposed targeted recommendations. These obstacles were then systematically addressed through policy revisions, process reengineering and cross-campus collaboration.

To further galvanize the campus community, in 2016, the President launched a university-wide campaign centered on increasing the graduation rate to 50% by 2025. The campaign was anchored by three pillars: enhancing advising and degree planning; supporting faculty development and course redesign for high DFW courses; and applying Lumina Foundation’s Beyond Financial Aid framework to address financial stressors that affect persistence.

Through intentional leadership, strategic implementation of technologies and initiatives, data transparency and persistent focus, Morgan saw its graduation rate increase from 29% in 2009 to consistently in the 40% range for the past seven years.

Post-pandemic, Morgan has adapted its support structures to meet the evolving needs of today’s students, who face amplified socio-emotional, mental health, academic and financial challenges. We redesigned our new student orientation program to foster a strong sense of belonging and to help students connect with their purpose--their “why.” The orientation model now emphasizes peer-to-peer engagement, which has proven more resonant with our incoming students. Simultaneously, we are reimagining key academic support initiatives, including our summer bridge program, to further increase academic preparedness and success.

The Division of Student Affairs launched a co-curricular approach to student engagement and learning that occurs outside the classroom. The learning outcomes are designed to facilitate a learning experience that focuses on the Morgan legacy and imbuing Core Values of the institution. It enables students to understand their self-awareness and understanding of their relationships within the Morgan community and beyond, and their social responsibility and respect for diversity, and career preparation for life after Morgan.

We’ve learned numerous lessons in the past 15 years that we have been engaged in trying to increase completion, including:

- **Presidential leadership is essential.** Setting student success as the university's top priority--and communicating that priority consistently--has been critical to achieving broad-based engagement. All units, from academic departments to administrative services, are aware that they must play a role in advancing degree completion goals.
- **Distributed commitment needs centralized coordination.** While student success must involve every corner of the institution, establishing a designated unit and senior leader accountable for tracking outcomes, generating enthusiasm, coordinating efforts, and scaling innovations was vital.
- **Strategic use of technology enhances outcomes.** Thoughtful implementation of platforms like EAB Navigate360 and Degree Works has allowed for more personalized, data-informed advising and improved the efficiency of degree planning. These tools have become integral to our degree completion strategy.
- **Sustained change requires adaptability.** Continuous improvement and responsiveness to student needs--particularly in a rapidly evolving post-pandemic context--are critical to lasting success.



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)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Six-year graduation rate ¹	46%	48%	47%	47%	42%	42%	42%	42%
Six-year graduation rate of African-Americans	46%	48%	47%	45%	42%	42%	42%	43%

¹ Actual graduation rates are based on the fall 2013, 2014, 2015, 2016, 2017 and 2018 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
Rollins (IR-Data) -----K. Turner (Estimates)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Six-year graduation rate of Pell recipients	38%	42%	40%	38%	38%	37%	39%	40%

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)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
FTE student-authorized faculty (tenured/tenure track) ratio	17.9:1	18.8:1	22.5:1	24.7:1	24.9:1	25.7:1	23.0:1	23.0:1
Average class size of first year course offering	26	28	31	30	30	30	30	30
Percent of first-year courses taught by tenured/tenure track faculty	24%	42%	32%	25%	21%	20%	33%	33%
Second-year retention rate ²	75%	77%	73%	71%	68%*	67%*	73%	73%
Second-year retention rate of African-Americans	76%	78%	74%	74%	69%*	67%*	74%	74%
² Actual second-year retention rates are based on the fall 2018, 2019, 2020, 2021, 2022 and 2023 entering freshman cohorts from MHEC, respectively. *Note: The retention rates are based on MHEC's use of Social Security Numbers to track students from year to year. As not all students provide Social Security Numbers or there are instances where Social Security Numbers change between years, retention rates based on Social Security Numbers can be lower than retention rates based on the less variable campus student identification numbers. Using campus student identification numbers, Morgan's second-year retention rates for 2024 and 2025 are 71% and 73% respectively. We urge MHEC to use the campus student identification numbers.								
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)								
Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Total Enrollment	7763	7634	8469	9101	9808	10,739	11,200	11,500
Number of Morgan Completes You (MCY) Enrollment	NA	NA	NA	62	125	163	225	500
OBJECTIVE 1.5: Increase the number of undergraduates in research by 5% a year by 2027 Rollins (MHEC Data) ----- L. Brown/Rollins (Estimates)								
Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Number of undergraduate students participating in research classes, campus research symposiums, working as campus research assistants	153	117	93	144	204	289	300	310

OBJECTIVE 1.6: Increase the diversity of undergraduate students to 10% by 2027.

Rollins (MHEC Data) -----K. Turner (Estimates)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Total Percent of Diverse Students	6.6%	6.9%	5.7%	6.5%	6.4%	7.0%	8.3%	8.3%
Percent of Asian or Native Hawaiian students	0.9%	0.7%	0.3%	0.3%	0.4%	0.3%	0.6%	0.6%
Percent of Native American students enrolled	0.1%	0.2%	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%
Percent of Caucasian students enrolled	1.7%	1.6%	1.0%	0.9%	0.7%	0.7%	1.0%	1.0%
Percent of Hispanic students enrolled	3.9%	4.4%	4.3%	5.2%	5.1%	5.8%	6.5%	6.5%

OBJECTIVE 1.7: Increase the number of new transfer students from Maryland community colleges to 212 by 2027.

Rollins (MHEC Data) -----K. Turner (Estimates)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Maryland community college transfer students	161	116	73	168	103	109	115	130

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) ----- K. Turner (Estimates)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
% of freshman applicants from urban districts	85.0%	84.0%	74.0%	80.0%	80.0%	82.0%	82.0%	82.0%
% of students accepted from urban districts	70.0%	72.0%	73.0%	83.0%	83.0%	83.0%	83.0%	83.0%
% of students enrolled from urban districts	33.0%	23.0%	24.0%	24.0%	23.0%	25.0%	25.0%	25.0%

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)

Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
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Total number of STEM bachelor recipients ⁵								
ENGR	223	169	139	103	79	90	100	100
SCMNS	106	118	92	115	112	151	155	155
SBM	32	32	34	29	33	33	41	62
CICS					4	13	15	15
TOTAL	361	319	265	247	228	287	311	332
[Number of underrepresented minority STEM] Bachelor's recipients ⁶								
ENGR	84	101	91	84	58	69	91	91
SCMNS	85	102	86	97	91	108	110	110
SBM	26	28	30	28	31	25	34	55
CICS					4	13	6	6
TOTAL	195	231	207	209	184	215	241	262
Number of women STEM bachelor's recipients								
ENGR	37	28	33	27	17	14	25	25
SCMNS	67	68	54	68	68	98	98	99
SBM	8	10	15	9	13	16	20	33
CICS					2	4	5	6
TOTAL	112	106	102	104	100	132	148	163
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)								
Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of baccalaureates awarded in teacher education	51	71	50	27	44	31	40	40

Number of baccalaureates awarded in teacher education (elementary education and physical education)	51	72	39	27	44	31	40	40
Number of new hires teaching in Maryland schools	15	22	35	22	36	25*	32	32
*Estimated number								
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)								
Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percent of students who attend graduate/professional Schools	45%	25%	31%	20%	15%	16%	20%	20%
Percent of students rating preparation for grad. /prof. school as excellent or good	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Excellent	42%	33%	40%	36%	33%	24%	35%	35%
Good	42%	33%	40%	45%	33%	49%	45%	45%
Fair	11%	26%	17%	18%	31%	24%	20%	20%
Poor	5%	8%	2%	0%	3%	3%	0%	0%
Total Excellent-Good	84%	66%	80%	81%	66%	73%	80%	80%
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)								
Performance Measure or (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percent of bachelor's recipients employed one year after graduation	74%	84%	90%	90%	73%	73%	73%	75%
Percent of bachelor's recipients employed one year after graduation in Maryland (MLDS data)	44%	19%	39%	43%	48%	50%*	50%	51%
*Estimated number								36

Percent of students rating preparation for jobs (excellent, good or fair)	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
	N = 22	N = 31	N = 125	N=51	N=137	N=130	N=160	N=160
Excellent	29%	20%	30%	29%	28%	23%	24%	26%
Good	39%	49%	46%	43%	43%	41%	45%	46%
Fair	16%	22%	14%	16%	22%	30%	31%	28%
Poor	0%	7%	2%	8%	7%	6%	0%	0%
Uncertain	16%	2%	9%	4%	0%	0%	0%	0%
Total Excellent-Good	68%	69%	76%	72%	71%	64%	69%	72%
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 Morgan bachelor's recipients	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
	N = 76	N = 40	N = 76	N=53	N=67	N=65	N=100	N=100
Very Satisfied	38%	43%	46%	45%	39%	40%	41%	41%
Satisfied	62%	55%	46%	45%	61%	52%	52%	52%
Unsatisfied	0%	2%	5%	8%	0%	5%	7%	7%
Very Unsatisfied	0%	0%	3%	2%	0%	3%	0%	0%
Total Very Satisfied - Satisfied	100%	98%	92%	90%	100%	92%	93%	93%
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):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percentage of Student Athletes with a 3.0 GPA or above	62% (P/F)	80% (P/F)	62%	57%	60%	62%	60%	60%

Note: P/F = Pass or Fail								



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GOAL 2: IMPLEMENT FACULTY ASCENDENCY AND STAFF DEVELOPMENT INITIATIVES
Faculty & Staff will Engage in Professional Development Initiatives to Enhance their Professional Competence & Personal Well-Being.
LEADERSHIP: AVP, Solomon Alao & AVP, Chevonie Oyegoke

OBJECTIVE 2.1: Establish 10 Endowed Professorships to Recruit, Attract and Retain Leading Scholars
World-Wide by 2030 (Hongtao Yu/Data and Estimates)□

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Endowed Professors	NA	NA	NA	1	2	3	6	6
Number of faculty who are fellows in their respective National Societies□	NA	NA	NA	7	11	14	14	14

OBJECTIVE 2.2: Increase Scholarly Publications and Activities by Full-Time Tenured/Tenure Track
Faculty to 260 by 2027 (Solomon Alao, Farin Kamangar/Data and Estimate)

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Scholarly Publications (Books & Refereed Publications) by Full-Time Tenure/Tenure Track Faculty	219	226	240	746	1145	1655	1670	1670
Number of Faculty and Staff Engaged in Professional Publications and Creative Activities	452	464	470	490	500	510	515	520
Number of Faculty & Staff Engaged as Principal Investigators in Funded Research or Contracts	67	71	78	94	172	175	170	170

Note IP = In-Process

OBJECTIVE 2.3: Support & Convert 15-20 of the Associate Professors to Full Professors by 2027
(Hongtao Yu/Data and Estimates)

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Number of Associate Professors Promoted to Full-Professors□	NA	NA	NA	9	9	11	11	11
OBJECTIVE 2.4: Increase the percentage of Faculty and Staff Engaged in Professional Development with Emergent Technologies on the Science of Teaching and Learning, Research, & Grant Writing to 70% by 2027 (Hongtao Yu, Patricia Dockery, Laura Dorsey-Elson, Cynthia Brown-Lavieest, Farin Kamangar, Nicole Westrick, Angela Harris (Data/Estimates)								
PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percentage of Faculty & Staff Engaged in Quality Matters Training	14%	17%	18%	19%	26%	29%	30%	33%
Number of the Faculty & Staff with Online Courses that Meet Quality Matters Standards	69	71	115	146	137	161	170	180
Percentage of the Faculty & Staff Using Open Education Resources	NA	NA	NA	5%	27%	29%	29%	30%
Percentage of New Faculty & Staff Engaged in Professional Development on the Science of Teaching & Learning	NA	NA	NA	63%	55%	58%	70%	70%
Number of Faculty & Staff Engaged in the Training Workshops on Research and the Scholarship of Grant Writing	NA	NA	NA	70	90	100	110	110
OBJECTIVE 2.5: By 2027, Conduct Two (2) Professional Development Opportunities per Year that Support the Health and Wellness Need of all Employees (Dr. Dockery & Dr. Banks Data/Estimates)								
PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Professional Development Opportunities on Safety, Health, and Wellness	NA	NA	NA	41	44	58	58	58
Percentage of Faculty & Staff Engaged in Professional Development On Safety, Health and Wellness□	NA	NA	NA	90%	95%	95%	95%	96%



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GOAL 3: ELEVATE TO R1 VERY HIGH DOCTORAL RESEARCH UNIVERSITY
Morgan will Enhance its Status to Carnegie R1 a Very High Doctoral Research University.
LEADERSHIP: VP, Willie May; SVP, Hongtao Yu; Director, Wayne Swann.
Projected Estimates are Based on Targets Generated from Morgan's Current R1 Carnegie Model

OBJECTIVE 3.1: Achieve total annual science and engineering research and development expenditures of \$40 Million by 2030.
 Carnegie Metrics: Total Research and Development Expenditures are used as a Carnegie performance metric.

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
S&E R&D Expenditures	\$16.9	\$18.9	\$25.2	\$32.1	\$49.9	\$61	\$70	\$74
Non-S&E R&D Expenditures	\$0.27	\$1.7	\$4.3	\$6.1	\$5.6	\$7	\$8	\$9
Total R&D Expenditures	\$17.2	\$20.6	\$29.5	\$38.2	\$55.5	\$68	\$78	\$83

OBJECTIVE 3.2: Achieve total annual doctoral conferrals per year of >110 by 2030
 Carnegie Metrics: The total number of Research and Scholarship Doctorates awarded are used as a Carnegie performance metric.

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
STEM Research and Scholarship Doctoral Degrees Conferred	18	20	20	14	18	27	33	33
Humanities Research and Scholarship Doctoral Degrees Conferred	4	5	5	2	5	7	6	7
Social Science Research and Scholarship Doctoral Degrees Conferred	0	0	0	0	0	0	2	2
Other Research and Scholarship Doctoral Degrees Conferred	56	46	45	42	39	59	46	52

Total Research and Scholarship Doctoral Degrees Conferred	78	71	70	58	62	93	87	94
OBJECTIVE 3.3: Achieve total annual full-time post-doctoral research staff to 140 by 2030. Does not include full-time instructional faculty (3.4). □ □								
PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Full-time Post-Doctoral and Research Staff	49	65	102	111	92	101	130	130
OBJECTIVE 3.4 Increase the number of tenure track faculty to 300 by 2027 and 388 by 2030 (Hongtao Yu, Cheryl Rollins Data and Estimates)								
PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Full-Time Instructional Tenure Track Faculty	341	331	299	298	330	352	370	375



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GOAL 4: IMPROVE CAMPUS-WIDE INFRASTRUCTURE

Morgan will enhance its infrastructure and processes

LEADERSHIP: VP, Kim McCalla, EVP, David LaChina, VP Endia DeCordova, Dir. Premdat Kokilerpersaud

OBJECTIVE 4.1: Increase private and philanthropic donations to \$50 million by 2027. Endia DeCordova (Actual and Estimates)

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Annual Private and Philanthropic Donations	\$7.1M	\$67.9M	\$27.6M	\$17.4M	\$15.3M	\$18.1	\$18M	\$19

OBJECTIVE 4.2: Increase the alumni giving rate to 16% by 2027. Endia DeCordova (Actual and Estimates)

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Calendar Year Alumni Giving Rate	14%	14%	14%	11%	12%	11%	12%	13%

OBJECTIVE 4.3: Reduce campus electricity usage by 7% by 2027 through effective conservation measures, persistent curtailment, and enhanced efficiency services. Kokilerpersaud (Actual and Estimates)

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Reduced Electricity Usage	-3.8%	-21.6%	-0.4%	-9.10%	-1.4%	-1.4%	-1.5%	-1.5%

**OBJECTIVE 4.4: Reduce campus natural gas usage by 5% by 2027.
Kokilepersaud (Actual and Estimates)**

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Est.	2026 Est.	2027 Est.
Reduced Natural Gas Usage	12.7%	-6.5%	-15.6%	-28.5%	-14.2%	-14.2%	-15.2%	-15.2%



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GOAL 5: SERVE AS THE PREMIER ANCHOR INSTITUTION FOR BALTIMORE CITY & BEYOND
Morgan will engage with community residents and officials in the use of knowledge derived from faculty & student research
LEADERSHIP: AVP, Kim McCalla, & EVP, David LaChina

**OBJECTIVE 5.1: Increase the number of undergraduate and graduate students engaged in University sponsored
Field-work and internships to 1200 by 2027.**

Dr. Brenda James, Dean McPhatter, Dr. Woodroffe, Ms. Yolanda Seabrooks, and Mr. Nicholas Kovach (actual and/or estimates).

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of New Partnerships with Agencies & Organizations	12	8	39	35	33	46	38	40
Number of Students who Participated in University sponsored internship and field experience courses	546	900	1,031	1064	900	1515	1100	1200



**MORGAN STATE UNIVERSITY
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GOAL 6: ACTIVATE GLOBAL EDUCATIONAL INITIATIVES & EXPAND INTERNATIONAL FOOTPRINT
Morgan will Activate its Global Educational Initiatives and Expand its International Footprint
LEADERSHIP: Yacob Astatke

OBJECTIVE 6.1: Enroll 500 international students by 2027 and 800 by 2030 (Yacob Astatke/Data and Estimates) □

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of international Students (F1-Visa) Enrolled	512	349	327	319	336	454	520	550
Add 3 New International Partnerships by 2027	1	0	0	0	0	1	1	1

**Objective 6.2: Increase and sustain annual student participation in study abroad and experiential global learning activities
from 2% to 7% of total enrollment by 2030. (Yacob Astatke/Data and Estimates) □**

PERFORMANCE MEASURE OR (KPI):	2020 Act.	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
# of students in the face-to-face Study Abroad program	0	0	34	83	140	150	175	200
# of students in the Virtual Exchange-COIL Study Abroad program	46	180	284	211	500	550	600	650
# of faculty engaged in the face-to-face Study Abroad program	0	0	7	12	13	15	18	21
# of faculty engaged in the Virtual Exchange-COIL Study Abroad program	1	8	4	14	10	12	15	15
# of staff engaged in the face-to-face Study Abroad program	0	0	2	2	4	5	6	7
# of staff engaged in the Virtual Exchange-COIL Study Abroad program	2	4	3	3	3	4	5	5

PERFORMANCE ACCOUNTABILITY REPORT 2025



Monday, August 4, 2025

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, BOARD OF REGENTS



Commitment to Excellence and Leadership

Performance Accountability Report (PAR)

Managing for Results (MFR) Report

PERFORMANCE ACCOUNTABILITY REPORT (PAR)

✓ **As required by Maryland law and MHEC, the 2025 PAR has three main parts:**

- ◆ **1. Narrative: Sharing and telling our own story**
- ◆ **2. Data and Estimates: Progress on key indicators and benchmarks**
- **3. Response to MHEC Questions: Direct answers to MHEC's accountability queries**

📖 **Legal and Regulatory Foundation**

- Required by Maryland Education Article (§11-304 to §11-308): Governs public higher education accountability reporting in the State of Maryland
- Implemented under COMAR Title 13B: Authorizes MHEC to oversee and enforce reporting requirements for public institutions

FOCUS OF PRESENTATION



3-Year Rolling Average Dashboard

Visualization of performance by strategic goals (increasing, stable, opportunity for growth)



Impact at National & State Levels

Evaluation of performance metrics against state and national averages



Strategic PAR-Related Questions

Key and strategic inquiries by members of the Board of Regents.

3-YEAR AVERAGE OF THE PAR METRICS 2023-2025

TOTAL METRICS: 61

Goal 1: Student Success and Well-Being		
Total Metrics	% Increasing or Stable	% Opportunity for Growth
24	71%	29%

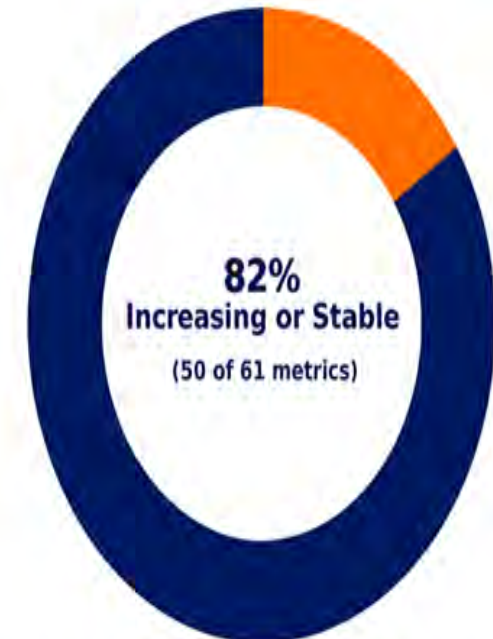
Goal 2: Faculty Ascendency and Staff Development		
Total Metrics	% Increasing or Stable	% Opportunity for Growth
13	92%	8%

Goal 3: Doctoral Research University		
Total Metrics	% Increasing or Stable	% Opportunity for Growth
10	90%	10%

Goal 4: Improve Campus-wide Infrastructure		
Total Metrics	% Increasing or Stable	% Opportunity for Growth
4	75%	25%

Goal 5: Community Engagement		
Total Metrics	% Increasing or Stable	
2	100%	

Goal 6: Global Education and Initiatives		
Total Metrics	% Increasing or Stable	% Opportunity for Growth
8	88%	12%



Summary: The chart shows the overall three-year average percentage of PAR metrics that has been increasing or stable over the period from 2023 to 2025

PERFORMANCE SUMMARY BY STRATEGIC GOALS

Scope	Total Metrics	Increasing / Stable	Potential for Growth	% Increasing / Stable
Goal 1	24	17	7	71%
Goal 2	13	12	1	92%
Goal 3	10	9	1	90%
Goal 4	4	3	1	75%
Goal 5	2	2	0	100%
Goal 6	8	7	1	88%
All Goals 1-6	61	50	11	82%



3 AREAS OF IMPACT AT THE NATIONAL AND STATE LEVELS



Retention of African-American Students

Improving persistence and graduation outcomes among African-American learners.



STEM Diversity and Workforce Impact

Increasing representation and participation in STEM fields nationally and locally.



Alumni Giving Rate

Enhancing alumni engagement through philanthropy and institutional support.

RETENTION OF AFRICAN-AMERICAN STUDENTS

Institution	Second-Year Retention Rate
Morgan State (2023–2025)	72%
National Average (IPEDS)	70%

Morgan State University’s retention rate surpasses the national average by **2** percentage points, reflecting the institution’s strong commitment to fostering student persistence and success.

STEM DIVERSITY AND WORKFORCE IMPACT

Metric	Morgan vs. Maryland	Morgan vs. Nation
URM Contribution	79% vs. 37%	79% vs. 26%
Women in STEM	44% vs. 32%	44% vs. 35%

Note: URM stands for Underrepresented Minority

Morgan State University plays a transformative role in diversifying the STEM workforce at both state and national levels.

ALUMNI GIVING RATE

Institution Type	Alumni Giving Rate
Morgan State University	11%
National Average	7.6%
HBCU Average	10–11%
Maryland Public Institutions (Est.)	3–9%

The Alumni Giving Rate (AGR) at Morgan State University is above the national average and aligns with or exceeds most HBCUs and Maryland Public institutions

Strategic PAR-Related Questions

Key and strategic inquiries by members of the Board of Regents.



GOAL 1: STUDENT SUCCESS AND WELL-BEING

Area 1: Graduation & Retention

Metric	3-Year Avg	Trend	Description (2023–2025)
Six-Year Graduation Rate	44%	Potential	2023: 47%, 2024: 42%, 2025: 42%. Grad rates consistently above 40%.
Six-Year Grad Rate (African-American)	43%	Potential	Same as overall: 45%, 42%, 42%.
Six-Year Grad Rate (Pell Recipients)	38%	Potential	2023: 38%, 2024: 37%, 2025: 37%.
Second-Year Retention Rate	69%	Potential	2023: 71%, 2024: 68%, 2025: 67%. Estimated 2026 return to 70%+.
Second-Year Retention (African-American)	70%	Potential	2023: 74%, 2024: 69%, 2025: 67%. Above national average.

Note: Potential stands for Potential for Growth

GOAL 1: STUDENT SUCCESS AND WELL-BEING

Area 2: Enrollment, Research & Transfers

Metric	3-Year Avg	Trend	Description (2023–2025)
Total Enrollment	9,883	Increasing	2023: 9,101 → 2024: 9,808 → 2025: 10,739. Surpassed 10K milestone.
MCY Enrollment	117	Increasing	2023: 62 → 2024: 125 → 2025: 163. Strong upward momentum.
% of Diverse Students	6.6%	Increasing	2023: 6.5% → 2024: 6.4% → 2025: 7.0%. Steady growth in diversity.
Undergraduates in Research	212	Increasing	2023: 144 → 2024: 204 → 2025: 289. Post-2023 surge.
MD Community College Transfers	127	Stable	2023: 168 → 2024: 103 → 2025: 109.

GOAL 1: STUDENT SUCCESS AND WELL-BEING

Area 3: Urban District Representation

Metric	3-Year Avg	Trend	Description (2023–2025)
% Freshmen applicants from Urban Districts	81%	Stable	2023: 80% → 2024: 80% → 2025: 82%. Consistent and strong pipeline.
% Accepted from Urban Districts	83%	Increasing	2023–2025: Steady at 83%. High acceptance rates.
% Enrolled from Urban Districts	24%	Stable	2023: 24% → 2024: 23% → 2025: 25%. Stable

GOAL 1: STUDENT SUCCESS AND WELL-BEING

Area 4: STEM & Teacher Education

Metric	3-Year Avg	Trend	Description (2023–2025)
STEM Bachelor’s Recipients	254	Increasing	2023: 247 → 2024: 228 → 2025: 287. Recovery from 2024 dip.
URM STEM Bachelor’s Recipients	203	Increasing	2023: 209 → 2024: 184 → 2025: 215. URM = 79% of STEM grads.
Women STEM Bachelor’s Recipients	112	Increasing	2023: 104 → 2024: 100 → 2025: 132. Surpassing state & national averages.
Teacher Education Degrees	34	Increasing	2023: 27 → 2024: 44 → 2025: 31. Improvement after dip.
New MD School Hires	28	Increasing	2023: 22 → 2024: 36 → 2025: 25. Growing contribution to state workforce.

GOAL 1: STUDENT SUCCESS AND WELL-BEING

Area 5: Career Readiness, Employer Satisfaction & Student Achievement

Metric	3-Year Avg.	Trend	Description (2023–2025)
% Attending Grad/Prof Schools	17%	Potential	2023: 20% → 2024: 15% → 2025: 16%. Potential for Growth
Prep for Grad School (Excellent-Good)	73%	Stable	2023: 81% → 2024: 66% → 2025: 73%. Goal is 85% by 2027.
Employed 1 Year After Graduation	79%	Potential	2023: 90% → 2024: 73% → 2025: 73%. Room for improvement.
Employed in MD (MLDS)	47%	Increasing	2023: 43% → 2024: 48% → 2025: 50%. Growing in-state retention.
Job Prep Rating (Excellent-Good)	69%	Potential	2023: 72% → 2024: 71% → 2025: 64%. National avg: 58–60%.
Employer Satisfaction (Very + Satisfied)	97%	Stable	2023: 90% → 2024: 100% → 2025: 92%. Well above national avg (55–62%).
Student Athletes w/ 3.0+ GPA	60%	Stable	2023: 57% → 2024: 60% → 2025: 62%. Steady academic achievement.

GOAL 2: FACULTY ASCENDENCY AND STAFF DEVELOPMENT

Area 1: Faculty Excellence & Recognition

Metric	3-Year Avg.	Trend	Description (2023–2025)
Number of Endowed Professors	2	Increasing	2023: 1 → 2024: 2 → 2025: 3. Progressing toward goal of 10 by 2030.
Faculty Fellows in National Societies	11	Increasing	2023: 7 → 2024: 11 → 2025: 14. Steady year-over-year gains.
Associate Professors Promoted to Full Professors	9.7	Stable	2023: 9 → 2024: 9 → 2025: 11. Consistent advancement trend.

GOAL 2: FACULTY ASCENDENCY AND STAFF DEVELOPMENT

Area 2: Research Productivity & External Funding

Metric	3-Year Avg	Trend	Description (2023–2025)
Scholarly Publications by FT TT Faculty	1,182	Increasing	2023: 746 → 2024: 1,145 → 2025: 1,655. Target of 260 by 2027 already exceeded.
Faculty & Staff in Publications & Creative Activities	500	Increasing	2023: 490 → 2024: 500 → 2025: 510. Modest upward trend.
Faculty & Staff as Principal Investigators	147	Increasing	2023: 94 → 2024: 172 → 2025: 175. Strong increase in research leadership roles.
Faculty in Grant Writing Workshops	87	Increasing	2023: 70 → 2024: 90 → 2025: 100. Consistent professional development.

GOAL 2: FACULTY ASCENDENCY AND STAFF DEVELOPMENT

Area 3: Teaching Innovation & Instructional Excellence

Metric	3-Year Avg	Trend	Description (2023–2025)
% Engaged in Quality Matters Training	25%	Increasing	2023: 19% → 2024: 26% → 2025: 29%. Yearly upward movement.
Faculty & Staff w/ QM Certified Online Courses	148	Increasing	2023: 146 → 2024: 137 → 2025: 161. Sustained high participation.
% Using Open Education Resources	20%	Increasing	2023: 5% → 2024: 27% → 2025: 29%. Sharp increase in adoption.
% of New Faculty in Teaching & Learning PD	59%	Potential	2023: 63% → 2024: 55% → 2025: 58%. Room for improvement.

GOAL 2: FACULTY ASCENDENCY AND STAFF DEVELOPMENT

Area 4: Health & Wellness Engagement

Metric	3-Year Avg	Trend	Description (2023–2025)
# PD Opportunities: Health & Wellness	48	Increasing	2023: 41 → 2024: 44 → 2025: 58. Exceeding 2 events/year benchmark.
% in PD on Health & Wellness	93%	Increasing	2023: 90% → 2024: 95% → 2025: 95%. Near-universal faculty engagement.

GOAL 3: RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Area 1: Research & Development (R&D) Expenditures

Metric	3-Year Avg	Trend	Description (2023–2025)
S&E R&D Expenditures (\$M)	\$47.7M	Increasing	2023: \$32.1M → 2024: \$49.9M → 2025: \$61.0M. Growing toward \$66M goal by 2027.
Non-S&E R&D Expenditures (\$M)	\$6,2M	Increasing	2023: \$6.1M → 2024: \$5.6M → 2025: \$7.0M. Significant post-2023 growth.
Total R&D Expenditures (\$M)	\$53.9M	Increasing	2023: \$38.2M → 2024: \$55.5M → 2025: \$68.0M. Surpasses \$50M Carnegie threshold.

GOAL 3: RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Area 2: Doctoral Degree Productivity

Metric	3-Year Avg	Trend	Description (2023–2025)
STEM Doctoral Degrees Conferred	20	Increasing	2023: 14 → 2024: 18 → 2025: 27. Rebounding from 2023 dip.
Humanities Doctoral Degrees Conferred	5	Stable	2023: 2 → 2024: 5 → 2025: 7. Stable and reliable output.
Social Science Doctoral Degrees	0	Potential	2023: 0 → 2024: 0 → 2025: 0. Expect first degrees in 2026.
Other Doctoral Degrees Conferred	47	Stable	2023: 42 → 2024: 39 → 2025: 59. Fluctuations but generally strong.
Total Doctoral Degrees Conferred	71	Increasing	2023: 58 → 2024: 62 → 2025: 93. Surpassing 2022 peak levels.

GOAL 3: RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

Area 3: Research Capacity & Talent

Metric	3-Year Avg	Trend	Description (2023–2025)
# of Post-Doctoral & Research Staff	101	Increasing	2023: 111 → 2024: 92 → 2025: 101. Strong recovery after 2024.
# of Full-Time TT Instructional Faculty	327	Stable	2023: 298 → 2024: 330 → 2025: 352. Steady growth

GOAL 4: CAMPUS-WIDE INFRASTRUCTURE AND RESOURCES

Area 1: Philanthropic Support & Alumni Engagement

Metric	3-Year Avg	Trend	Description (2023–2025)
Annual Private and Philanthropic Donations (\$M)	\$16.9M	Stable	2023: \$17.4M → 2024: \$15.3M → 2025: \$18.1M. Stable effort toward \$50M by 2027.
Alumni Giving Rate (%)	11%	Potential	2023: 11% → 2024: 12% → 2025: 11%. Outperforming state and national averages.

GOAL 4: CAMPUS-WIDE INFRASTRUCTURE AND RESOURCES

Area 2: Energy Efficiency & Sustainability

Metric	3-Year Avg	Trend	Description (2023–2025)
Reduced Electricity Usage (% Reduction)	–4.0%	Stable	2023: –9.1% → 2024: –1.4% → 2025: –1.4%. Result of conservation initiatives.
Reduced Natural Gas Usage (% Reduction)	–19.0%	Increasing	2023: –28.5% → 2024: –14.2% → 2025: –14.2%. Consistent decline supports 5% reduction goal.

GOAL 5: COMMUNITY ENGAGEMENT AND URBAN RENEWAL

Area 1: Partnerships & Student Engagement

Metric	3-Year Avg	Trend	Description (2023–2025)
Number of New Partnerships with Agencies & Organizations	38	Increasing	2023: 35 → 2024: 33 → 2025: 46. Sharp rise in 2025 boosted overall growth.
Number of Students in University-Sponsored Internships & Field Experiences	1,160	Increasing	2023: 1,064 → 2024: 900 → 2025: 1,515. Recovered from dip to surpass 1,200 target.

GOAL 6: GLOBAL EDUCATION AND INTERNATIONALIZATION

Area 1: International Student Enrollment & Global Partnerships

Metric	3-Year Avg	Trend	Description (2023–2025)
# of International Students (F1-Visa)	370	Increasing	2023: 319 → 2024: 336 → 2025: 454. Upward momentum toward 2027 goal of 500.
# of New International Partnerships	0	Potential	One new partnership in 2025. Focus on sustainable, high-quality engagements.

GOAL 6: GLOBAL EDUCATION AND INTERNATIONALIZATION

Area 2: Student Participation in Global Programs

Metric	3-Year Avg	Trend	Description (2023–2025)
# of Students in Face-to-Face Study Abroad	124	Increasing	2023: 83 → 2024: 140 → 2025: 150. Consistent growth since launch.
# of Students in Virtual Exchange – COIL	420	Increasing	2023: 211 → 2024: 500 → 2025: 550. Strong rise and engagement.

GOAL 6: GLOBAL EDUCATION AND INTERNATIONALIZATION

Area 3: Faculty and Staff Global Involvement

Metric	3-Year Avg	Trend	Description (2023–2025)
# of Faculty in Face-to-Face Study Abroad	13	Increasing	2023: 12 → 2024: 13 → 2025: 15. Steady participation growth.
# of Faculty in Virtual Exchange – COIL Abroad	12	Increasing	2023: 14 → 2024: 10 → 2025: 12. Consistent and positive engagement.
# of Staff in Face-to-Face Study Abroad	4	Increasing	2023: 2 → 2024: 4 → 2025: 5. Gradual growth in support roles.
# of Staff in Virtual Exchange – COIL Abroad	3	Stable	42023–2025: 3, 3, 4. Maintains a strong baseline of support.

!!!!Thank you!!!!



HAZING POLICY

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Hazing Policy

COMMITTEE: Academic and Student Affairs

DATE OF MEETING: August 4, 2025

BRIEF EXPLANATION: The Hazing Policy is new and was created to ensure the University's compliance with the federal Stop Campus Hazing Act. The Code of Student Conduct was updated to include the definition of hazing that is used in the policy.

FISCAL IMPACT: Estimate is approximately \$20,000 for training.

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

**COMMITTEE
ACTION:** _____ **DATE:** _____

**BOARD
ACTION:** _____ **DATE:** _____

Morgan State University Hazing Policy

I. Purpose and Scope

Morgan State University (the “University”) prohibits Hazing in all forms and is committed to fostering a safe, respectful, and inclusive campus environment. This Morgan State University Hazing Policy (the “Policy”) is established in accordance with all applicable laws and University policies. The Policy applies to University Students, Student Groups, and Student Organizations whether formally recognized or not.

II. Definition of Hazing

A. “Hazing” means any intentional, knowing, or reckless act committed by a person (whether individually or in concert with other persons) against another person or persons regardless of the willingness of such other person or persons to participate, that:

1. is committed in the course of an initiation into, an affiliation with, or the maintenance of membership in, a Student Group or Student Organization; and

2. causes or creates a risk, above the reasonable risk encountered in the course of participation in the University or Student Group or Student Organization (such as the physical preparation necessary for participation in an athletic team), of:

- a. physical or psychological injury including:
 - i. whipping, beating, striking, electronic shocking, placing of a harmful substance on someone’s body, or similar activity;
 - ii. causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or other similar activity;
 - iii. causing, coercing, or otherwise inducing another person to consume food, liquid, alcohol, drugs, or other substances;
 - iv. causing, coercing, or otherwise inducing another person to perform sexual acts;
 - v. any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct;
 - vi. any activity against another person that includes a criminal violation of local, State, Tribal, or Federal law; and
 - vii. any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, Tribal, or Federal law;
- b. other emotional distress, humiliation, or degradation;
- c. harm from unreasonable requirements which interfere with a Student’s ability to function as a Student, including financial requirements outside of membership dues;

- d. diminished physical or mental capacity, meaning reduced ability to perform mental or physical tasks due to drugs, alcohol, or physical or mental trauma; or
- e. any activity that induces, causes, or requires another person to violate any University policy and/or procedure.

B. “Student”, “Student Group”, and “Student Organization” shall have the meanings defined in the University’s Code of Student Conduct (the “Code”).

III. University Procedures

Hazing may result in disciplinary action by the University. Individuals involved in Hazing activities are personally responsible under this Policy and the Code, independently of any disciplinary measures imposed on Student Groups or Student Organizations. Severe violations may lead to disciplinary actions such as, but not limited to, suspension or expulsion from the University, revocation of registration or recognition for Student Groups or Student Organizations, regardless of whether it is a first offense.

The University takes Hazing seriously. If you or someone you know has experienced Hazing, we encourage you to report it. The University will assist any individual who wishes to report Hazing to the police, and all good-faith reports are protected from retaliation.

A. Reporting Hazing

The health, safety, and well-being of all individuals within the campus community constitute the University's highest priority. It is the responsibility of all Morgan State University Students, faculty, staff, and community members to report Hazing incidents. If you suspect that Hazing has occurred or is currently happening, you are strongly advised to contact one or more of the designated support resources. Furthermore, pursuant to the Jeanne Clery Campus Safety Act, as amended, Campus Security Authorities are required to report incidents of Hazing to the Morgan State University Police and Public Safety Department (“MSUPD”), in accordance with reporting protocols.

1. Hazing Reporting Procedures

Reports resulting in formal notice to the University may be made with the MSUPD or the Office of Student Rights and Responsibilities (“OSRR”).

Reports may be made through any of the following:

Police

- MSUPD/Campus Police: 443-885-3100
- MSUPD/Campus Police online reporting form: [Campus Police Reporting Form](https://www.morgan.edu/police-and-public-safety/feedback-and-reporting/silent-witness-form) (<https://www.morgan.edu/police-and-public-safety/feedback-and-reporting/silent-witness-form>)
- Local Law Enforcement: Call 911 in emergency situations

Office of Student Rights and Responsibilities

- Online Reporting Form: Incident Reporting Form (<https://www.morgan.edu/student-rights-and-responsibilities/report-an-incident>)
- Email: studentrights@morgan.edu
- Phone: 443-885-4710

Hazing is a violation of this Policy, the University's Code, and applicable State and Federal laws, which may include without limitation MD Code, Criminal Law, § 3-607, as amended. Retaliation for reporting Hazing in good faith is prohibited and may result in disciplinary action. Retaliation includes, but is not limited to, direct or indirect intimidation, threats, and/or harassment involving any party in the investigation. Students, Student Groups, and Student Organizations found responsible for retaliation will be subject to disciplinary action under the University's Code. Retaliatory conduct may also constitute a criminal offense.

The criminal process and the University disciplinary process are separate and independent. Reporting to law enforcement does not preclude a person from reporting to the OSRR. The University is not required to wait for the conclusion of a criminal investigation or proceeding to conduct its own disciplinary investigation and may take additional measures to protect individuals and the University community. Conduct may violate this Policy even if law enforcement agencies or local prosecutors decline to prosecute.

B. Investigation Process

The OSRR is responsible for adjudicating alleged violations of this Policy by Students, Student Groups, or Student Organizations. Reports of Hazing will be promptly reviewed by the OSRR in accordance with the University's Code. Once an investigation is initiated, the resolution timeframe may vary depending on the complexity of the investigation and severity and extent of the alleged misconduct.

C. Interim Measures

Support will be provided to the reporting individual and others who may be impacted, as appropriate. This support may include interim measures put in place during the investigation or before the disciplinary process is complete.

Examples of interim measures include a directive prohibiting contact between involved Students, Student Groups, Student Organizations, or other individuals—whether through direct, written, electronic, or third-party communication. Additional actions may include adjustments to Students' course schedules, housing assignments, or campus employment, as well as an order to cease and desist any or all activities of a Student Group or Organization, while the investigation is ongoing. Failure to comply with interim directives may lead to further disciplinary consequences for the Student, Student Group, or Student Organization.

D. Disciplinary Sanctions

A Student, Student Group, or Student Organization that is determined to have violated the University's Hazing Policy is subject to sanctions outlined in the University's Code, which may include, but are not limited to:

- For individual Students: suspension or expulsion
- For organizations or groups: Loss of recognition or suspension of privileges

IV. Confidential Support Resources

Students may use any of the confidential resources listed below to access assistance.

The following University offices will keep information about alleged Hazing as private and confidential as allowed by applicable law. Accordingly, reporting to the below campus entities does not constitute a report to the University and no additional action will be taken for reports made to the below offices unless there is an imminent threat to health or safety or other basis for disclosure as required by law.

- A. University Counseling Center (Health & Human Services Center) / Telephone: (443)-885-3130 / <https://www.morgan.edu/counselingcenter>

The University Counseling Center is staffed by trained counselors who can provide confidential support and assistance to current Students. There is no cost for counseling services. Reporting to this entity does not constitute a formal report to the University and no additional action will be taken unless there is an imminent threat to health or safety or other basis for disclosure as required by law.

- B. University Health Center (UHC)/ Telephone: (443)-885-3236 / <https://www.morgan.edu/healthcenter>

Staffed by licensed health care providers. Reporting to this entity does not constitute a formal report to the University, and no additional action will be taken unless there is an imminent threat to health or safety or other basis for disclosure as required by law.

- C. University Memorial Chapel/ Telephone: (443)-885-5105 / <https://www.morgan.edu/universitychapel>

Clergy of various faiths are available for Students, faculty, and staff to discuss religious, spiritual, and personal issues. Reporting to this entity does not constitute a formal report to the University, and no additional action will be taken unless there is an imminent threat to health or safety or other basis for disclosure as required by law.

V. Prevention and Education

Morgan State University provides research-based resources to inform our campus community about Hazing. This encompasses communications to the campus community regarding

prevention, the adverse effects of Hazing, details concerning this Policy, and procedures for reporting suspected incidents.

Morgan State University mandates annual Hazing prevention training for all Students involved in registered Student Organizations, athletic teams, and fraternities and sororities. This comprehensive, training provides education to Students regarding the definition of Hazing, University policies, reporting procedures, bystander intervention, and safe, inclusive alternatives to traditional initiation practices. Participation in this training is required as a condition of organizational registration, team participation, and membership eligibility.

VI. Campus Hazing Transparency Report

The University's findings involving Hazing will be published in its Annual Security Report ("ASR") in accordance with the Jeanne Clery Campus Safety Act.

In addition, the University will also publish a Campus Hazing Transparency Report twice a year as required by Federal law. As required by the Stop Campus Hazing Act, as amended, the University will publish in a prominent location online a "Campus Hazing Transparency Report" (the "Report") that is updated at least twice a year (if indicated) and summarizes findings concerning any Student Organization found responsible for a Hazing violation under this Policy. This Report shall include: the name of the Student Organization; a description of the Policy violation including whether the violation involved the abuse or illegal use of alcohol or drugs; the University's findings; any sanctions imposed on the Student Organization; the date of the alleged incident; the date the investigation was initiated; the date the investigation ended with a finding of a Policy violation; and the date the University provided notice to the Student Organization that the incident resulted in a Policy violation.

MORGAN STATE UNIVERSITY
CODE OF STUDENT CONDUCT

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DRAFT

CODE OF STUDENT CONDUCT
(Approved by the Board of Regents August __, 2025, Effective on August __, 2025)

This Code of Student Conduct ("Code") does not govern misconduct involving academic dishonesty. Please refer to the Policy on Academic Dishonesty in the University Catalog.

TENETS OF STUDENT CONDUCT PROGRAM

To regard each student as an individual, deserving individual attention, consideration, and respect.

To consider the facts fully and carefully before resolving any case.

To speak candidly and honestly to each student.

To hold each student to a high standard of behavior, both to protect the campus community, and to promote student moral development.

To contribute to the educational mission of the University by designing policies, conducting programs, and offering instruction that contribute to the intellectual and moral development of the entire student body.

I. RATIONALE

A. The primary purpose of the imposition of discipline in the University setting is to protect the campus community. Consistent with that purpose, reasonable efforts will also be made to foster the personal and social development of those students who are held accountable for violations of University regulations.¹

II. DEFINITIONS

A. When used in this Code:

1. "Aggravated violation" means a violation that resulted in or it was foreseeable that it could have resulted in significant damage to persons or property or which otherwise posed a substantial threat to the stability and continuance of normal University or University-sponsored activities.
2. "Appellate Board" means any person or persons authorized by the Vice President for Student Affairs or designee to consider an appeal from a judicial body's determination that a student has violated the Code.
3. "Charged Party" means a student or student organization charged with violating the Code.

¹ The University is not designed or equipped to rehabilitate or incapacitate persons who pose a substantial threat to themselves or to others. It may be necessary, therefore, to remove those individuals from the campus and to sever the University's relationship with them, as provided in this Code and by other University regulations. Any punishment imposed in accordance with the Code may have the value of discouraging the offender and others from engaging in future misbehavior. In cases of minor disciplinary violations, the particular form of punishment may also be designed to draw upon the educational resources of the University in order to bring about a lasting and reasoned change in behavior. The underlying rationale for punishment need not rest on deterrence or "reform" alone, however.

4. "Complainant" means an individual who experienced the reported Prohibited Conduct, regardless of whether that individual made the report, participated in the University's investigation, or filed a formal complaint alleging violations of this Code. If an individual who experienced Prohibited Conduct chooses not to file a formal complaint, the University may at its discretion initiate an investigation and serve as the Complainant in any proceeding under this Code.
5. "Conduct Board" means any person(s) authorized by the Vice President for Student Affairs or designee to determine whether a student has violated the Code.
6. "Conduct Officer" means "Chief Judicial Officer" or "Assistant Chief Judicial Officer".
7. "Distribution" means sale and/or exchange.
8. "May" is used in the discretionary sense.
9. "Notice of Violations of Code of Student Conduct" means that students or student organizations alleged to have violated the Code shall be provided with a Notice of Violation of the Code of Student Conduct ("Notice") and shall be required to report to the Office of Student Rights and Responsibilities (hereinafter referred to as "Office") within five (5) business days of receipt of the Notice.
10. "Not responsible" means found not to have violated the Code.
11. "Possession" means the exercise of actual or constructive dominion over a thing by one or more persons.
12. A "Preponderance of evidence" means more likely than not.
13. "Presiding Officer" means a conduct board member with voting authority who coordinates the orderly administration of a hearing, including, but not limited to, insuring that the hearing is conducted in accordance with the Code, making rulings on objections in consultation with other board members, sequestering witnesses, and administering an oath.
14. "Reckless conduct" means action which a reasonable person should know creates a clear risk of harm to persons or property, or would disrupt the lawful activities of others, including studying, teaching, research and university administration.
15. "Registered Campus Organization" means a recognized group of persons who have complied with University requirements for registration.
16. "Remand" means to send a case back to the original hearing body for additional proceedings.
17. "Responsible" means found to have violated the Code.
18. "Shall" is used in the mandatory sense.
19. "Sanction" means a penalty for a violation of the Code.

20. "Student"² means all persons who are admitted, taking or scheduled to take courses at the University, both full-time and part-time, pursuing undergraduate, graduate, post graduate, or professional studies. Persons who are not enrolled at the University for a particular term but have a "continuing relationship"³ with the University are considered students.
21. "Student Group" means a group of persons who are associated with each other but who do not have status as an officially recognized Student Organization, in which two or more of the members are students.
22. "Student Organization" means a group of persons who are associated with each other and who have complied with University requirements for Student Organization registration or are established by the University (such as athletic teams and the marching band), in which two or more of the members are students.
23. "Trier of Fact" can be: (1) the Vice President for Student Affairs, or his/her designee; (2) the Conduct Board; or (3) Ad Hoc Boards
24. "University" means Morgan State University.
25. "University Premises" means buildings or grounds owned, leased, operated controlled or supervised by the University.
26. "University-Sponsored Activity" means any activity on or off campus that is initiated, aided, authorized or supervised by the University.
27. "Weapon" means any object, substance or chemical used to inflict a wound, cause injury, or incapacitate.
28. "Will" is used in the mandatory sense.

III. INTERPRETATION OF REGULATIONS

Disciplinary regulations at the University are set forth in writing in order to give students general notice of Prohibited Conduct. The regulations should be read broadly and are not designed to define every instance of misconduct.

IV. APPLICABILITY OF THE CODE

This Code shall apply to conduct that occurs:

- i.) on University premises;
 - ii.) at sponsored or sanctioned activities on or off campus; and
 - iii.) off-campus non-University sponsored activities or events,
- that adversely affect the University Community and/or the pursuit of its objectives. Specifically, this Code shall apply and each student and student organization shall be responsible for their conduct that occurs as set forth immediately above in (i), (ii) or (iii) from the time of a student's application for admission through the actual awarding of a

² Former students may be charged for violations that allegedly occurred during their enrollment at the University.

³ A continuing relationship may include but not be limited to a student who is on winter or summer break.

degree, even though conduct may occur before classes begin or after classes end, as well as during the academic year and during periods between terms of actual enrollment (and even if their conduct is not discovered until after a degree is awarded). The Code shall apply to a student's conduct even if the student withdraws from school while a disciplinary matter is pending.

For conduct that occurs off-campus at non-University sponsored activities or events, the Chief Judicial Officer shall decide whether the Code shall be applied to such conduct on a case by case basis, in their sole discretion. The University will take disciplinary action against a student or student organization for such an off-campus offense when a student or student organization violates city, state, or federal law, or University policy when the nature of the offense is such that in the judgement of the Chief Judicial Officer:

- i.) the continued presence of the student or student organization on campus is likely to interfere with the educational affairs process or the orderly operation of the University;
- ii.) the continued presence of the student or student organization on campus is likely to endanger the health, safety or welfare of the University community or is intimidating or threatening to another individual within the University community; and/or
- iii.) the offense committed by the student or student organization is of such a serious nature as to adversely affect the student's or student organization's suitability as a member of the University community.

V. STUDENT PARTICIPATION

Students are asked to assume positions of responsibility in the University student conduct system in order that they might contribute their skill and insights to the resolution of disciplinary cases. Final authority in disciplinary matters, however, is vested in the University administration.

VI. VIOLATIONS AND DISCIPLINARY REGULATIONS

Students and student organizations may be accountable to both civil authorities and to the University for acts that constitute violations of federal, state, or local laws. Disciplinary action at the University will normally proceed even if criminal proceedings are pending. The outcome of a disciplinary action will not be subject to challenge on the ground that criminal charges involving the same incident have been dismissed or reduced.

VII. PROHIBITED CONDUCT

All misconduct, including, but not limited to, the Prohibited Conduct listed hereafter, is subject to disciplinary action, unless such misconduct is governed by the Sexual Harassment and Prohibited Conduct Policy, where in those instances, the misconduct shall be governed by the terms of that policy. Attempts to commit acts prohibited by this Code shall be punished to the same extent as completed violations.

A. ALCOHOL AND/OR DRUG VIOLATION:

1. Consumption or possession of alcohol on University premises.
2. Unauthorized distribution or possession for purposes of distribution of any

controlled dangerous substance or illegal drug.⁴

3. Use or possession of any controlled dangerous substance or illegal drug.
4. Any other violation of the Morgan State University Alcohol and Drug Policy.

B. CONSPIRACY

A combination by two or more persons to plan, attempt and/or execute a violation of the Code or some act which is not a violation of the code, in itself, but becomes a violation of the Code when done by the concerted acts of the conspirators.

C. DISRUPTIVE, DISORDERLY OR RECKLESS CONDUCT

1. Intentionally or recklessly causing physical harm or intentionally or recklessly causing reasonable apprehension of such harm, including conduct that endangers the health, safety and wellbeing of others.
2. Intentionally and substantially interfering with the freedom of expression of others.
3. Intentionally or recklessly destroying or damaging the property of others and/or the University.
4. Trespass or unauthorized entry to any University premises, facility, property or at a University-sponsored event or activity.
5. Engaging in disorderly or disruptive conduct, which interferes with the activities of others.
6. Classroom Disruption - The primary responsibility for managing the teaching and learning environment rests with the instructor, which includes faculty, teaching assistants, laboratory assistants, librarians or any other person acting in a supervisory capacity over the instructional forum. Students who engage in unlawful or prohibited conduct in those forums which includes any behavior prohibited by the instructor (including but not limited to use of cellular phones, bringing unregistered persons to class, smoking, persistently speaking without being called upon, refusing to be seated, disrupting the class by leaving and entering without authorization, etc.), may be directed by the instructor to leave the class for the remainder of the class period. Depending on the severity and frequency of the conduct, the University may impose any other sanction available to it at law, or under section 8 of this Code.
7. Stalking - means engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for his or her safety or the safety of others, or suffer substantial emotional distress.
8. Abuse of any person; this includes verbal, written, electronic, or telephone abuse.
9. Harassment of any person which is defined as unwelcome conduct (including but not limited to, written or electronic communication) directed at a specific person(s), which is so severe, pervasive or persistent that it interferes with or limits a person's ability to participate in, or benefit from the services, activities, or opportunities offered by the University. In no

⁴ The "controlled dangerous substances" or "illegal drugs" prohibited in this section are set forth in Schedules I through V in Criminal Law Article, § 5-401 et. seq. of the Annotated Code of Maryland

event shall this provision be used to discipline a student for speech protected by the First Amendment of the United States.

D. FAILURE TO COMPLY

1. Failure to comply with the directives of University officials, administrators, or judicial board(s), including campus police officers, acting in performance of their duties.
2. Failure to comply with any official University protocols and/or procedures implemented to ensure the health, safety and well-being of the campus community, including but not limited to statements by any faculty, staff or members of the campus community intended to ensure compliance with such protocols and/or procedures.
3. Knowingly violating the terms of any disciplinary sanction imposed in accordance with this Code.

E. FALSE INFORMATION

1. Intentionally furnishing or causing false information or a false report to be furnished to the University.
2. Making, possessing, or using any forged, altered, or falsified instrument of identification.
3. Making, possessing, or using any forged, altered, or falsified University document, on or off-campus.

F. FIRE EQUIPMENT/ARSON/WEAPONS/SAFETY

1. Setting fires, intentionally or recklessly misusing or damaging fire safety equipment, including, but not limited to, alarms, heat sensors, smoke detectors, hoses, fire extinguishers, and emergency telephones.
2. Failure to exit any building when a fire alarm has sounded or a building is evacuated.
3. Unauthorized use, possession or storage of any weapon.
4. Unauthorized use or possession of fireworks on University premises.
5. Trespass or unauthorized entry to any University premises or at a University-sponsored event or activity.

G. GAMBLING

Participation in illegal games of chance or raffles for which there are not appropriate permits.

H. HAZING

“Hazing” means any intentional, knowing, or reckless act committed by a person (whether individually or in concert with other persons) against another person or persons regardless of the willingness of such other person or persons to participate, that:

1. is committed in the course of an initiation into, an affiliation with, or the maintenance of membership in, a Student Group or Student Organization; and

2. causes or creates a risk, above the reasonable risk encountered in the course of participation in the University or Student Group or Student Organization (such as the physical preparation necessary for participation in an athletic team), of:

- a. physical or psychological injury including:
 - i. whipping, beating, striking, electronic shocking, placing of a harmful substance on someone's body, or similar activity;
 - ii. causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or other similar activity;
 - iii. causing, coercing, or otherwise inducing another person to consume food, liquid, alcohol, drugs, or other substances;
 - iv. causing, coercing, or otherwise inducing another person to perform sexual acts;
 - v. any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct;
 - vi. any activity against another person that includes a criminal violation of local, State, Tribal, or Federal law; and
 - vii. any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, Tribal, or Federal law;
- b. other emotional distress, humiliation, or degradation;
- c. harm from unreasonable requirements which interfere with a Student's ability to function as a Student, including financial requirements outside of membership dues; Prohibited Behaviors;
- d. diminished physical or mental capacity, meaning reduced ability to perform mental or physical tasks due to drugs, alcohol, or physical or mental trauma; or
- e. any activity that induces, causes, or requires another person to violate any University policy and/or procedure.

I. POLICY/REGULATION VIOLATION

Violation of published University regulations, procedures, and policies. Such regulations or policies may include but are not limited to the residence hall contract, as well as those regulations relating to entry and use of University facilities, sale, possession, or consumption of alcoholic beverages, use of vehicles⁵ and amplifying equipment, campus demonstrations, misuse of identification cards, hazing or gambling.

J. MISUSE OF MATERIALS OR PROPERTY

- 1. Embezzling University funds; unauthorized reading, duplicated, removing, photographing, forging, counterfeiting, altering, or misuse of any document permit or record.
- 2. Misuse of materials, including but not limited to, student identification cards,

⁵ Parking and traffic violations may be processed in accordance with procedures established by the Vice President for Finance and Management.

- keys, computers or computer-related items, laboratory equipment, athletic equipment, or other materials issued by the University.
3. Destruction, damage, misuse, defacing or littering of any University building, property, or private property on the campus or at University sponsored events.

K. THEFT

1. The unauthorized taking, misappropriation, or possession of a property owned or maintained by the University or owned by any person on campus or attending a University sponsored event.
2. Possessing, retaining, and/or disposing of any stolen property, knowing or having reason to know that the property is stolen.

L. RETALIATION

Acts or words against an individual because of the person's participation in a complaint, investigation, and/or resolution of an allegation of Prohibited Conduct.

VIII. SANCTIONS

Sanctions for violations of disciplinary regulations consists of:

1. **DISCIPLINARY REPRIMAND** - The student is warned in writing that further misconduct may result in more severe disciplinary action.
2. **RESTITUTION** - The student is required to make payment to the University or to other persons, groups, organizations for damages incurred as a result of a violation of this Code. Restitution may not be in excess of the damage or loss incurred.
3. **DISCIPLINARY PROBATION** - A specified period of time during which the student must demonstrate the ability to comply with University rules, regulations and other conditions of the probation, and any other imposed sanctions. During the probationary period, the student shall not represent the University in any extracurricular activity, run for, or hold office in any student group or organization. Additional restrictions or conditions may also be imposed. Notification will be sent to appropriate University offices, including the Office of Student Activities. Failure to comply with the conditions of probation shall result in the imposition of the original sanction. Additional findings of responsibility for violating the Code shall result in disciplinary sanctions.
4. **SUSPENSION** –
 - a. Separation of the student from the University for a specified period. A notation will appear on the student's transcript. A suspended student will be withdrawn from all divisions of the University for at least the remainder of the semester/session in progress. A student who is suspended from the University is not eligible for the return of tuition, room or board fees, or other fees paid or owed to the University. The student shall not participate in any University- sponsored

activity and will be barred from University premises. Suspension requires administrative review and approval by the Vice President for Student Affairs or designee.

b. Suspension of a Student Organization: Please refer to Section IX – STUDENT GROUPS AND STUDENT ORGANIZATIONS.

5. **INTERIM SUSPENSION** - The Vice President for Student Affairs or a designee may suspend a student for an interim period pending disciplinary proceedings or medical evaluation. Such interim suspension is immediately effective without prior notice whenever there is evidence that the continued presence of the student on the university campus poses a substantial threat to themselves, to others, or to the stability and continuance of normal University functions. Students on interim suspension are barred from University Premises and University-Sponsored Activities. Students suspended on any interim basis shall be given an opportunity to appear personally before the Vice President for Student Affairs or a designee within five (5) business days from the effective date of the interim suspension in order to discuss the following issues only:
 - a. The reliability of the information concerning the student's conduct.
 - b. Whether the conduct and surrounding circumstances reasonably indicate that the continued presence of the student on the University campus poses a substantial threat to themselves, to others, or to the stability and continuance of normal University functions.
6. **EXPULSION** - Permanent separation of the student from the University. A notation will appear on the student's transcript. The student will also be barred from the University premises. A student who is expelled from the University is not eligible for the return of tuition, room or board fees, or other fees paid or owed to the University. Expulsion requires administrative review and approval by the Vice President for Student Affairs or designee.
7. **OTHER SANCTIONS** - Other sanctions may be imposed, including but not limited to: paying fines, participating in workshops, or performing community service. For example, a student may be subject to dismissal from University housing for disciplinary violations that occur in the residence halls, denial of or restrictions on driving privileges for disciplinary violations involving the use or registration of motor vehicles. Other types of sanctions may include work on research projects.
8. **REPEAT OR AGGRAVATED VIOLATIONS** - Increased penalties may result from repeated or aggravated violations of any section of this Code.

IX. STUDENT GROUPS AND STUDENT ORGANIZATIONS

1. Student Groups and Student Organizations may be charged with violations of the Code to the same extent as students.
2. Student Groups and Student Organizations, as well as their members and other students, may also be held collectively and/or individually responsible for violations including but not limited to misconduct that occurs: (a) on University property; (b) on premises used or controlled by the group or organization; (c) at University-sponsored activities; or (d) in violation of University hazing policies or any other applicable policies.
3. The officers or leaders of a Student Group or Student Organization may be held collectively and/or individually responsible when such violations are committed by persons associated with the Student Group or Student Organization who have received consent or encouragement from the Student Group's or Student Organization's officers or leaders, or if those officers or leaders knew or should have known that such violations were being or would be committed.
4. The officers or leaders of a Student Group or Student Organization may be directed to take action designed to prevent or end such violations by the Student Group or Student Organization or by any persons associated with the student organization or student group. Failure to comply with a directive may be considered a violation of the Code, both by the officers or leaders of the Student Group or Student Organization and by the student organization or student group.
5. Sanctions or suspension for student organization's or student group's misconduct may include revocation or denial of recognition or registration by the University for a stated period of time, when the Student Group or Student Organization is found to have violated the Code. Any suspension shall result in complete suspension of activities of the Student Group or Student Organization during the stated period of time and may include conditions of removal of suspension. Suspension of a Student Group or Student Organization requires administrative review and approval by the Conduct Officer.

X. THE OFFICE OF STUDENT RIGHTS AND RESPONSIBILITIES

The Office of Rights and Responsibilities directs the efforts of students and staff members in matters involving student discipline. The responsibilities of the Office include:

- A. Determination of the disciplinary charges to be filed pursuant to this Code.
- B. Interviewing and advising parties involved in disciplinary proceedings.
- C. Recruiting, selecting, training, supervising, and advising all conduct boards.
- D. Reviewing the decisions of all conduct boards.
- E. Maintenance of all student disciplinary records.
- F. Resolution of cases of student and student organizations misconduct, as specified in this Code.
- G. Collection and dissemination of research and analysis concerning student conduct.
- H. Submission of a statistical report each semester to the campus community, reporting the number of cases referred to the Office, the number of cases

resulting in disciplinary action, and the range of sanctions imposed.

XI. HEARINGS

STANDARDS OF DUE PROCESS - A student or student organization who is alleged to have engaged in conduct in violation of the Code shall be provided with notice of the alleged allegations and an opportunity to be heard. Disciplinary proceedings shall determine whether a Charged Party is responsible or not responsible for violating the Code or other University regulations. The Office of Student Rights and Responsibilities will determine the method of adjudication. Formal rules of evidence shall not be applicable, nor shall deviations from prescribed procedures necessarily invalidate a decision or proceeding, unless significant prejudice to a student Charged Party or the University may result. Hearings or other proceedings as provided in the Code may be held before the following triers of fact, who are responsible for hearing evidence presented during a hearing and, based on that evidence, determining whether the Charged Party has committed the alleged violation of the Code:

1. VICE PRESIDENT FOR STUDENT AFFAIRS OR DESIGNEE (trier of fact)
2. CONDUCT BOARD hears cases involving disciplinary violations of the Code. The Conduct Board is composed of three to five (3-5) students. The Chief Judicial Officer shall designate a presiding officer.
3. AD HOC BOARDS may be appointed by the Vice President for Student Affairs or a designee when a Conduct Board is unable to obtain a quorum or is otherwise unable to hear a case. Each Ad Hoc Board shall be composed of three members, including at least one student. The Chief Judicial Officer shall designate a presiding officer.

XII. SELECTION AND REMOVAL OF CONDUCT BOARD MEMBERS

A. Members of the conduct boards are selected in accordance with procedures developed by the Chief Judicial Officer and approved by the Vice President for Student Affairs. Prior to serving on boards, student members shall successfully complete training provided by the Office of Student Rights and Responsibilities.

B. The Vice President for Student Affairs or designee may suspend conduct board members who are charged with any violation of this Code or with a criminal offense from their board positions during the pendency of the charges against them. Board members found responsible for a Code violation or guilty of a criminal offense may be disqualified from any further participation in the University's student conduct system by the Vice President for Student Affairs or designee.

XIII. CASE REFERRALS

A. Any person may refer a student or a student group or organization suspected of violating this Code to the Office of Student Rights and Responsibilities. Persons making such referrals are expected to cooperate fully with the Office of Student Rights and Responsibilities. It is very important that persons making such referrals provide detailed and complete information pertinent to the referred matter. In addition, persons making such referrals may be needed to appear in a hearing.

- B. If the Office of Student Rights and Responsibilities preliminarily determines that the allegation has merit and the alleged conduct is a violation of the Code, specific charges shall be drafted and referred for a hearing or conduct conference.

XIV. HEARING REFERRALS

Notice of Violations of Code of Student Conduct – Students and student organizations alleged to have violated the Code shall be provided with a notice of Violations of Code of Student Conduct ("Notice") and are required to report to the Office of Student Rights & Responsibilities within five (5) business days of delivery of the Notice for a Conduct Conference. Any of the following methods may be used to provide a student with notice:

1. Hand-delivered and the deliverer will execute an Affidavit which verifies the delivery to the student or to the student organization representative.
2. Sent to student's or the student organization representative's official University E-mail address
3. Delivered by certified, return receipt requested first class mail and return receipt, signed by the student or the student organization representative, is returned to the sender and placed in the student's or the student organization's file.

If methods 1-3 do not successfully result in documentation or receipt by the student organization representative, then the University shall mail on the same date an identical notice to the student organization representative's local-to-campus address by first class mail and correspondence will be deemed delivered and received by the student organization five (5) working days after mailed.

Note: A student is required to maintain their University/local and permanent mailing addresses with the Office of Records and Registration and check their University E-mail account for news and information. Failure to do so may result in the student not receiving routine, critical or urgent correspondences and to be held responsible for the content of certain notices.

XIII. CONDUCT CONFERENCE - In this conference, the student and student organization has the following options:

- A. Student and Student Organization Waiver Of Hearing When Student or Student Organization Does Not Dispute The Charges - When the Charged Party does not dispute the facts upon which the charge(s) are based, pleads "responsible" to the alleged code violations and executes a written waiver of the hearing procedures, the Conduct Officer shall assess a sanction that is appropriate to the charge(s). The student or student organization may present any mitigating evidence at this time. The student or student organization shall be informed in writing of the action taken. Where the sanction of suspension (greater than one year) or expulsion may be imposed, then this option is not available. Where the sanction of suspension of one year or less may be imposed, a student or student organization may waive a hearing.
- B. Hearing - The following procedural guidelines shall be applicable in disciplinary hearings:

1. A Charged Party shall be given notice of the hearing date and the specific charges against them at least five (5) business days in advance.
2. The Chief Judicial Officer shall issue notices requesting the appearance (Notice to Appear) of witnesses at the hearing. Notices to Appear are issued upon the request of either party (Charged Party or the University) or a board member. All lists of witnesses for hearings must be submitted to the Chief Judicial Officer at least five (5) business days in advance of the hearing. Witness testimony is important to the effective administration of a hearing. Witnesses are expected to appear.
3. The Vice President for Student Affairs, or designated Conduct Officers are Prohibited from serving as witnesses during a hearing due to their responsibilities for managing the adjudication process.
4. Charged Party who fails to appear after proper notice shall be deemed to have failed to comply with directives of University officials, which may result in further disciplinary action pending against him/her. Disciplinary Hearings may be held in the absence of a properly notified Charged Party.
5. Hearings will be closed to the public, except for the Charged Party's advisor or the alleged victim in the particular case. Upon approval and within the sole discretion of the presiding officer, other persons may be permitted to attend. An open hearing may be held, at the discretion of the presiding officer, if requested by the Charged Party.
6. The presiding officer of each board shall exercise control over the proceedings to avoid needless consumption of time and to achieve the orderly completion of the hearing. Except as provided in this Code, any person, including the Charged Party, who disrupts a hearing, may be excluded by the presiding officer.
7. A hearing may be tape recorded or transcribed. If a recording or transcription is not made, the decision must include a summary of the testimony and shall be sufficiently detailed to permit review by appellate bodies and by staff members in the Office of Student Rights and Responsibilities.
8. Any party may challenge a board member on the grounds of personal bias. Board members may be disqualified upon majority vote of the remaining members of the board, conducted by secret ballot, or by the Chief Judicial Officer.
9. Witnesses shall be asked to affirm that their testimony is truthful and may be subject to charges of providing false information to the University.
10. Prospective witnesses, other than the Charged Party, shall be excluded from the hearing during the testimony of other witnesses. All parties, witnesses, and the public shall be excluded during board deliberations
The burden of proof shall be upon the University, which must establish the responsibility of the Charged Party by a preponderance of the evidence.
11. The presiding officer of each board shall give effect to the rules of confidentiality and privileges, but shall otherwise admit all matters into evidence that reasonable persons would accept as having probative value in the conduct of their affairs. Unduly repetitious or irrelevant evidence may be excluded.
12. A Charged Party shall be accorded an opportunity to question those witnesses who testify for the University at the hearing.
13. An affidavit may be admitted into evidence unless unsigned or if other circumstances suggest that, it is unreliable.
14. Board members may take judicial notice of matters that are within the general experience of University students.
15. Board advisors may be designated by the Chief Judicial Officer. Board advisors may comment on questions of procedure and admissibility of evidence and will otherwise assist in the conduct of the hearing. Board advisors will be accorded all the privileges of board members, and the

additional responsibilities set forth in this Code, but shall not vote. Board advisors are responsible to the Chief Judicial Officer and shall not be excluded from hearings or board deliberations by any board or by the presiding officer of any board.

16. The Chief Judicial Officer may appoint a "special presiding officer" to any board in complex cases or in any case, in which an attorney advises the respondent. Special presiding officers may participate in board deliberations but shall not vote.
 17. A determination of responsibility shall be followed by a supplemental proceeding in which either party and the board advisor may submit evidence or make statements concerning the appropriate sanction to be imposed.
 18. Final decisions of all judicial boards shall be by majority vote of the members present and voting. A tie vote will result in a recommendation of non-responsibility in an original proceeding. A tie vote in an appellate proceeding will result in an affirmation of the original decision.
 19. Final decisions of all disciplinary hearings shall be accompanied by brief written findings of fact.
- XV. ADVISORS - A charged student, student group, or student organization may have present at a hearing an advisor who will not serve as a witness. The advisor may not speak or present the student's case, but may provide the student with advice during the course of the proceeding. Official notices will be sent to a Charged Party, not their advisor. Students or student organizations that are charged with Code violations are responsible for maintaining direct communication with the University and the Office of Student Rights and Responsibilities. Any request, or questions pertaining to the Code are to be made directly by the charged student or student organization representative. The University will respond to the charged student or charged student organization during the adjudication process.
- A. All advisors who attend a disciplinary hearing shall not:
1. Engage in conduct to disrupt a hearing;
 2. Attempt to improperly influence an officer of the Office of Student Rights & Responsibilities, a board advisor or member of a judicial board;
 3. Fail to obey a reasonably definite and specific order by a presiding officer;
 4. Knowingly advise a student or student organization representative to make a false statement of material fact, law or representation of the Code to other participants in a hearing;
 5. Knowingly advise a student or student organization representative to fail to disclose a material fact in a hearing when disclosure is necessary to avoid assisting a future criminal or fraudulent act;
 6. Knowingly advise a student or student organization representative to offer false evidence, falsify evidence, counsel or induce witnesses to testify falsely, or offer improper inducements to testify; or
 7. Recklessly and unlawfully obstruct another party's access to evidence, or alter, destroy or conceal material not protected by privilege having potential evidentiary value.
- B. If the presiding officer finds an advisor responsible for violation(s) of the provision(s) of this sub-section of the Code, the presiding officer may suspend an advisor from the privilege of advising. A suspended representative may appeal the suspension to the

Vice President for Student Affairs, or designee, within ten (10) business days of receipt of the letter notifying the representative of the appealed decision. Decisions of the Vice President shall be final. When the appealed decision is made by the Vice President for Student Affairs, an appeal of that decision shall instead be made to the Chief of Staff to the President, or designee, within ten (10) business days of receipt of the letter notifying the party of the Vice President's decision, in such cases the decision of the Chief of Staff, or designee shall be final.

XVI. APPEALS PROCEDURE

- A. Any determination made pursuant to this Code resulting in expulsion or suspension of a student or dissolution or suspension of an organization may be appealed by the Charged Party or a student found responsible to the Vice President for Student Affairs. The Vice President for Student Affairs or designee shall also hear appeals from denials of petitions to void disciplinary records, pursuant to this Code. In instances where the Vice President for Student Affairs has served as the trier of fact/hearing officer, the Charged Party may appeal to the President's Chief of Staff or designee.
- B. In instances where the Vice President for Student Affairs has served as the trier of fact/hearing officer, the party may appeal to the President's Chief of Staff or designee.
- C. Requests for appeals, including the grounds on which the appeal is based, must be submitted in writing to the Vice President for Student Affairs or designee within ten (10) business days from the date of the letter notifying the Charged Party of the original decision. Failure to appeal within the allotted time will render the original decision final and conclusive.
 - 1. If the appellant wishes to submit for an appeal, a written brief in support of the appeal must be submitted to the Vice President for Student Affairs or designee with the written request for an appeal. An appeal which is not submitted in a timely manner or which does not set forth grounds for asking for such appeal shall result in a finding that the original decision is final and conclusive.
- D. An appeal shall be decided upon the record of the original proceeding and upon written briefs submitted by the parties. A new hearing with additional evidence shall not be conducted.
- E. Appellate bodies may:
 - 1. Affirm the finding and the sanction imposed by the original board.
 - 2. Affirm the finding and reduce, but not eliminate, the sanction.
 - 3. Dismiss the case.
- F. Deference shall be given to the determinations of the original hearing body.
 - 1. Sanctions may only be reduced if found to be grossly disproportionate to the offense.
 - 2. A case may be remanded to the original hearing body if specified procedural errors or errors in interpretation of University regulations were so substantial as to effectively deny the Charged Party a fair hearing, or if new and significant evidence becomes available which could not have been discovered by a properly diligent Charged Party before or during the original hearing. On remand, no reference of record of the previous judicial hearing will be introduced or provided to member(s) of the judicial hearing body, except to impeach contradictory testimony at the discretion of the presiding officer.

3. A case may be dismissed only if the finding is held to be arbitrary and capricious.
4. A decision of the Conduct Board shall be a recommendation to the Chief Judicial Officer. A decision altering the determinations of the Conduct Board shall be accompanied by a brief written opinion.
5. The imposition of sanctions will normally be deferred during the pendency of appellate proceedings, at the discretion of the Chief Judicial Officer.

XVII. DISCIPLINARY FILES AND RECORDS - Case referrals and findings of responsibility shall result in the development of a disciplinary file in the name of the Charged Party, which shall be voided⁵ if the Charged Party is found not responsible for the charges. Disciplinary records may be reported to third parties, in accordance with University regulations and applicable state and federal law. The files of Charged Parties found responsible of any of the charges against them will be retained as a disciplinary record for a minimum of three years from the date of the letter providing notice of final disciplinary action. Disciplinary records may be voided by the Chief Judicial Officer for good cause, and only upon written petition of the Charged Party. Factors to be considered in review of such petitions shall include:

- A. The present demeanor of the Charged Party.
- B. The nature of the violation and the severity of any damage, injury, or harm resulting from it.
- C. Denials of petitions to void disciplinary records shall be appealed to the Vice President for Student Affairs or designee, who will apply the standard of review specified in this Code.
- D. The requirements for appeals as set forth in this Code shall be applicable.

XVIII. PARENTAL NOTIFICATION

The Family Educational Rights and Privacy Act (FERPA), permits colleges and universities to inform the parent or guardian of a student under 21 years of age when their student has been found in violation of University alcohol or drug rules and/or in the case of a health or safety emergency.

The Office of Student Rights and Responsibilities may notify the parent or guardian of a student under 21 years of age:

1. By a phone call, if that student is transported to an emergency medical treatment center for drug use or intoxication or if the student's health and safety is at risk, staff will contact the parent or guardian and/or person the student listed as an emergency contact in official University records at the time the student is transported to the emergency medical treatment center.
2. In writing to the parent and/or legal guardian's permanent address on file at the University, if the University determines (after adjudication) that the student has committed a violation of the alcohol or drug policies.

XIX. ACCESS FOR PERSONS WITH DISABILITIES

The University will provide reasonable accommodations to students with disabilities upon request, to enable them to participate fully in the process, programs, and services offered by the Office of Student Rights and Responsibilities. Accommodations are determined on an individual

basis by the University's Office of Student Disability Support Services. Any student with a disability requiring an accommodation should notify the Chief Judicial Officer at least seven (7) business days prior to the Conduct Conference or Conduct Hearing.

**This policy approved by the Board of Regents on August __, 2025 and effective on August __, 2025 amends and supersedes all prior Board of Regents approved versions of this policy.

DRAFT

ACADEMIC AFFAIRS



Academic Affairs Update Academic & Student Affairs Committee Board of Regents

Hongtao Yu

Provost and Senior Vice President for Academic Affairs

August 4, 2025

2025 Faculty Institute

Save the Date

**Fall 2025
Faculty Institute**

*And Still We Climb:
Navigating the Now, Together*

August 13 - 14, 2025

Dietary and
Accessibility Needs



Questions for
Leadership

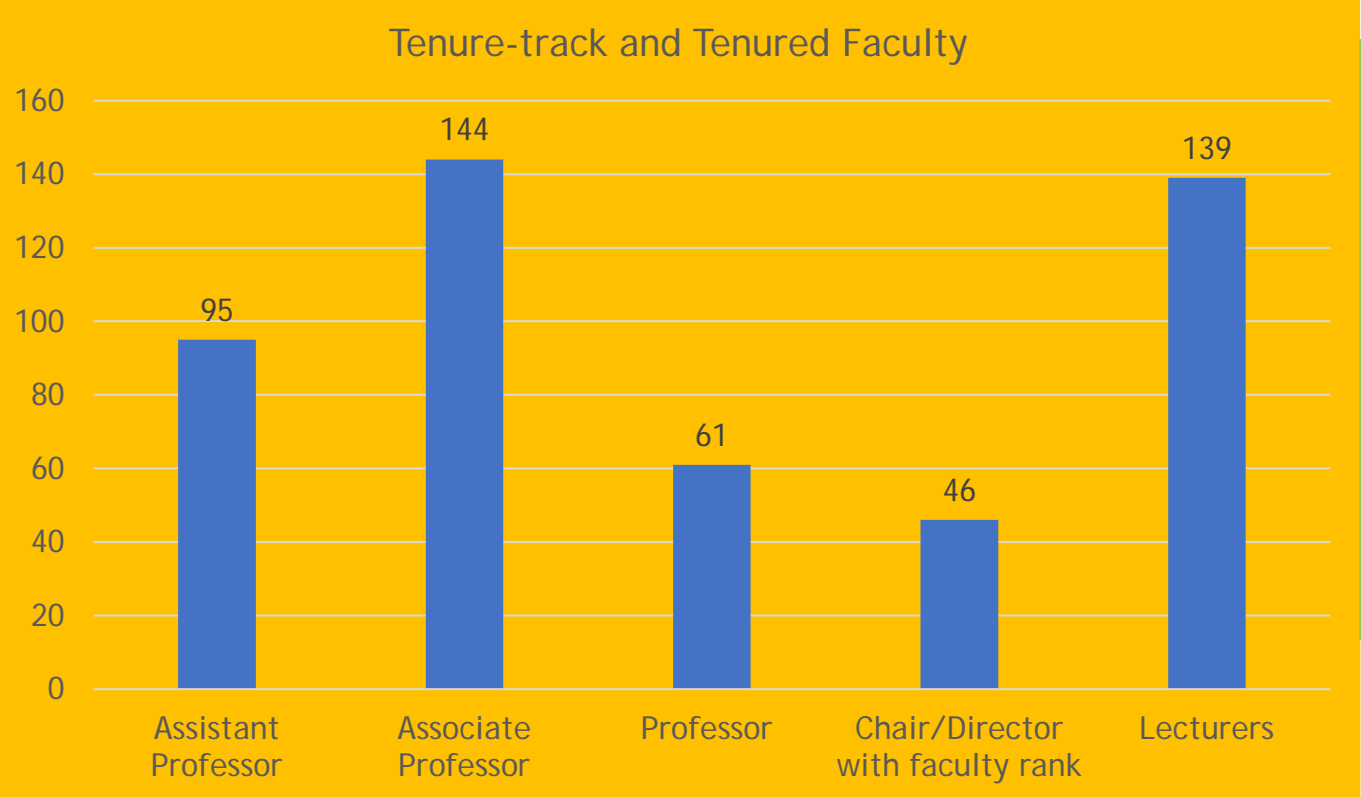



MORGAN
STATE UNIVERSITY

Degrees Conferred for 2024-2025

School/College	Bachelor	Master	Doctor
Architecture & Planning	54	33	0
Business & Management	229	61	8
Community Health & Policy	65	17	10
Computer, Math. & Natural Sciences	152	21	12
Education and Urban Studies	37	16	36
Engineering	89	20	14
Global Journalism & Communications	57	7	0
Interdisciplinary & Continuing Studies	53	8	1
Liberal Arts	315	22	7
Social Work	50	82	5
Total	1101	287	93*

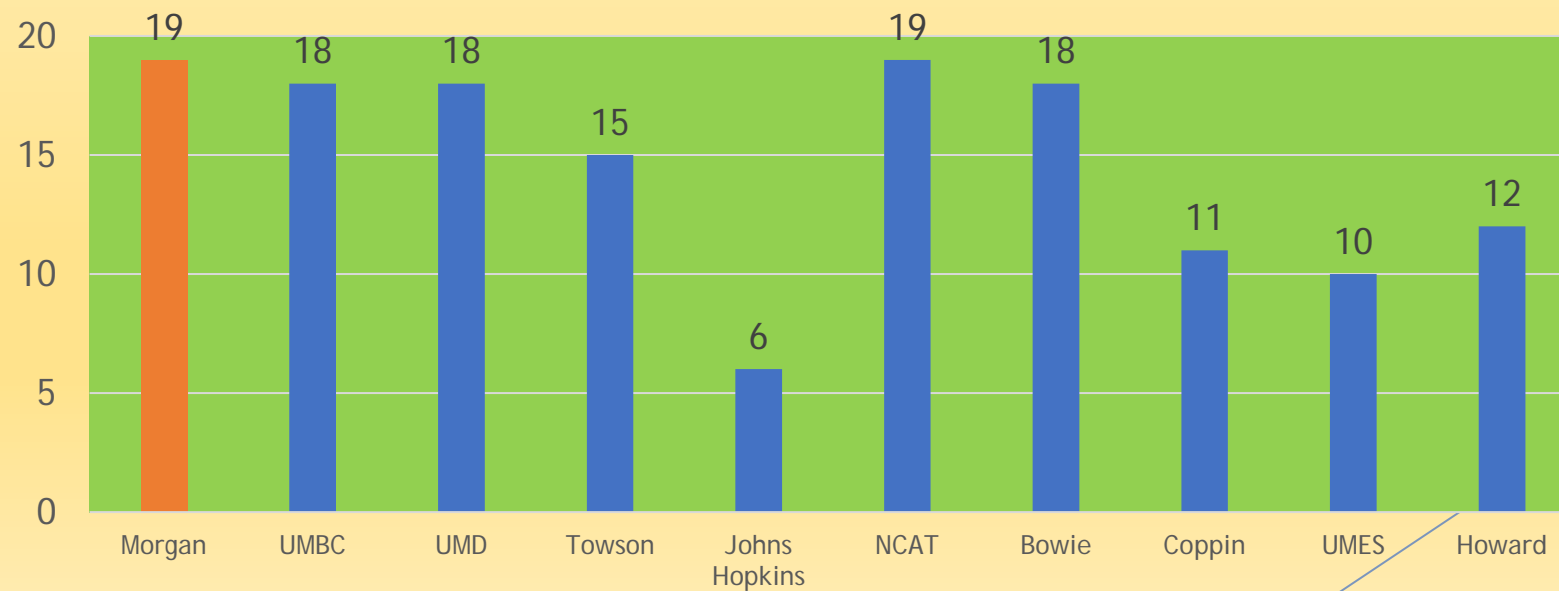
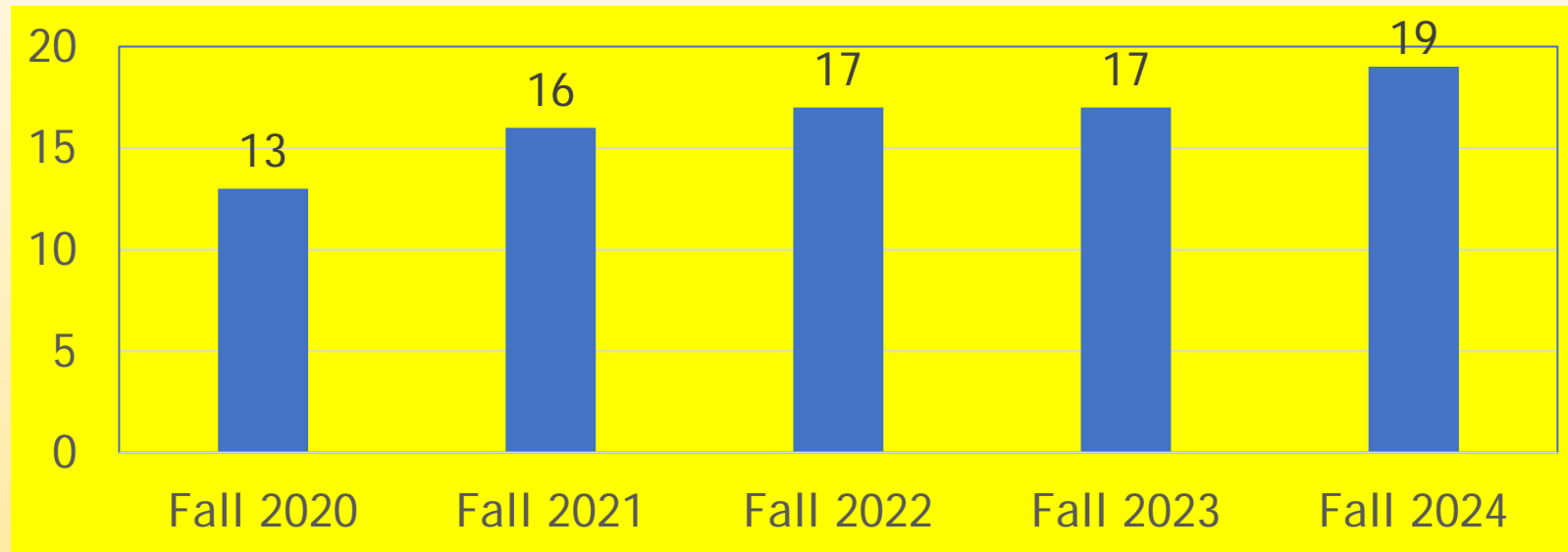
Faculty Profile 2024-2025



- Full-time faculty: 485
 - Tenured & Tenure-Track: 346
 - Non-Tenure Track: 139
- Part-time Faculty: 355
- Total Head Count: 840

Promotion to Associate Professor with Tenure	8
Tenure Only	2
Promotion to Professor	10

Student to Faculty Ratio (FTE/FTE)



Student Highlights for 2024-2025

School/College	Achievement Highlights
Architecture & Planning	Disney Imagineer Competition: First Place
Business & Management	<u>First Place Awards:</u> Goldman Sachs Market Madness; AltFinance Case Competition; Penn State University Smeal Undergraduate Sustainability Case Competition; Black Venture Capital Consortium Case Competition; 2025 HBCU AI Trading Challenge.
Community Health & Policy	92.6% NCLEX Pass rate (Top 5 in the State for FY24)
Computer, Math. & Natural Sciences	2025 Katherine S. McCarter Graduate Student Policy Award: Ecological Society of America: Chichedo Duru
Education and Urban Studies	5 full scholarships from external agencies awarded to students in FACS
Engineering	Hackathon at MIT Award: ThermaWise (SOE & SAP)
Interdisciplinary & Continuing Studies	51 students graduated this year
Liberal Arts	Music Theatre: AIDA; Theatre Arts: Williams & Walker performance;

Faculty Highlights for 2024-2025

School/College	Achievement Highlights
Architecture & Planning	Prof. Coleman Jordan: Morgan State Leads Historic Pavilion at 2025 Venice Architecture Biennale
Business & Management	Dr. Omar Khan: Sandye McIntyre International Award
Community Health & Policy	Dr. Yvonne Bronner: Hildrus A. Poindexter Award by the Black Caucus of Health Workers
Computer, Math. & Natural Sciences	Dr. Richard Damoah: Develop first satellite for space exploration in Ghana
Education and Urban Studies	Record Number of Doctoral Graduates
Engineering	
Global Journalism & Communications	Emmy Award for short film: History of the National Treasure (Dean Emeritus Dwayne Wickham)
Interdisciplinary & Continuing Studies	Launched New Environmental Health Specialist Apprenticeship Program
Liberal Arts	Dr. James Lee: Danish premiere of orchestral work in Copenhagen, Denmark
Social Work	

The Fulbright Program

Fostering mutual understanding between nations, advancing knowledge across communities, and improving lives around the world.

MSU Awards July 1, 2024- June 30, 2025

- Two **Fulbright Scholar International Education Administrator Awards**: Dr. Thurman Bridges (SEUS) and Dean Oscar Barton (SOE) are two of a select group of the inaugural cohort of the France-Senegal HBCU award in this group seminar-style program focused on international higher-education collaboration.
- Two **Fulbright Scholar Research Awards**: Dr. Valerie Odero-Marah (SCMNS) will spend one semester in Kenya to conduct prostate and breast cancer research. Prof. Betty Torrell (SA+P) will spend one semester in Latvia to conduct research on a pioneering Latvian-born architect.
- **Fulbright Specialist Award**: Dr. Krishna Bista (SEUS) will spend two weeks at the University of Patras, Greece, collaborating on research on generative AI tools in higher education.
- **2024 Fulbright HBCU Institutional Leader**: Awarded for the fifth consecutive year since this designation was established.
- *Fulbright U.S. Student Program Semi-Finalist: One of our six student applicants (CLA) reached this phase of the application process.

Certificate Committee Report

BOR Academic and Student Affairs Committee

August 2025



Presented on behalf of Committee by
Co-Chairs ...



Myrtle E.B. Dorsey
Director and Professor of
Practice, Advanced
Studies, Leadership and
Policy

Ryan Maltese
Associate Vice President,
Student Success and
Retention



Committee Charge



Objectives and Responsibilities



Explore Certificate Program Feasibility

Assess the value and demand for a structured certificate program at Morgan State University.



Identify Certificate Offerings

Determine a set of certificates beneficial to students and align them with academic programs.



Integration into Curriculum

Develop a strategy for embedding certificates within existing degree programs.



Implementation Planning

Recommend the timeline and process for launching the certificate program.

Certificate Trends

How might Morgan State enhance its current certificate offerings?

Morgan's Certificate Legacy

Morgan State has been awarding certifications and certificates for years across multiple subject areas, enhancing student employability.

National Credentialing Trends

Lumina Foundation cited 42 states have seen growth in credential attainment, averaging an increase of 63.94% on the high end and 47.38% on the low end. Maryland has an opportunity because it falls in the middle.

Sample Offerings

Institutions like Cornell offer 315+ online certificates; major companies (Google, Amazon, Microsoft) provide direct-to-consumer credentialing.



Findings from Research



Market Trends and University Comparisons



Credentialing in Higher Education

Universities like Cornell and companies like Google offer rapid, job-focused certifications.



Morgan's Partnership with Coursera

Launched in 2022, it offers Morgan stakeholders and community job-ready certifications and career support services.



Industry-Recognized Credentials

Tech companies like Amazon, Microsoft and Google issue certifications that bypass traditional degrees in two-year and four-year institutions

Morgan's Existing Certificate Programs



Graduate and Professional Offerings at Morgan



Graduate-Level Certificates

Programs in Construction Management, Landscape Design, Interior Design, Student Affairs, and Accounting for non-majors..



Accelerated Degree Programs

B.S./M.S. and Ph.D./M.B.A. pathways incorporating certifications like Advanced Computing and Cloud Computing.



External Training Partnerships

Ed2Go, Coursera, Territorium, Campus Labs and Pearson's Credly platform offer hundreds of skill-based certifications and badging options.



Morgan's Proposed Certificate Programs



New Certificates Across Schools



AI & Data Analytics

AI Certification, Tableau, and Microsoft Excel (MO200, MO201)
from the School of Business



STEM & Applied Sciences

Certificates in Analytical Chemistry,
High-Performance Liquid Chromatography, and
LC-MS Analysis.



Social Work & Career Development

Crisis Intervention, Trauma-Informed Social Work,
and Mental Health First Aid certifications. **117**



Benefits of a Certificate Program

Pursuing one or more certificates alongside a degree can:

Create Opportunities for Specialized Knowledge

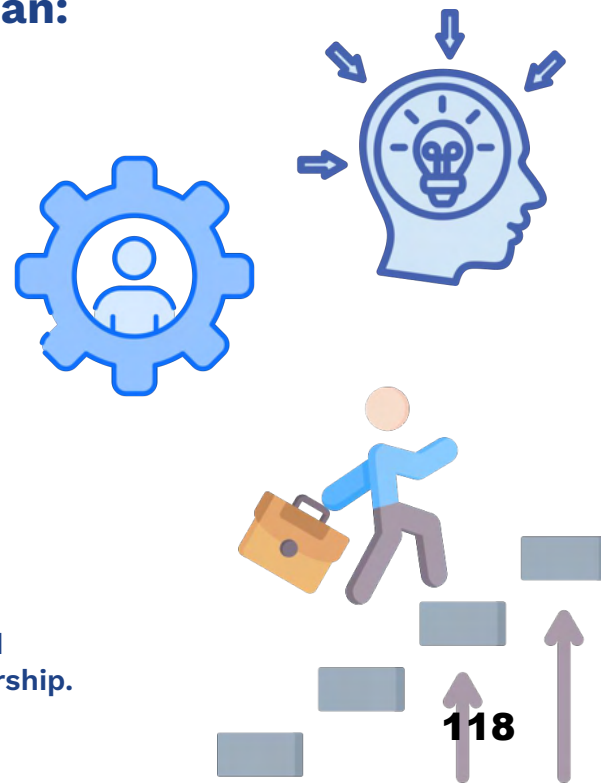
Certificates can allow students to focus on a specific area of interest, enhancing knowledge and gain connection across multiple fields.

Increase Skill Sets

Certificates can provide students with valuable industry-specific skills that can make them more competitive and future flexible in today's job market.

Accelerate Career Advancement

Some certificates may position new graduates for accelerated career paths, opening doors to higher-level positions of leadership.



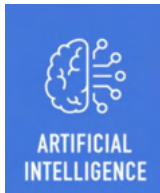
Recommendations & Conclusion



**Leading the
World**

AI Certification for All Academic Pathways

Every student provided Capstone or Internship opportunity to gain certification in leveraging AI for their career pathway.



Degree Completion/AI Certification

Students can begin their careers with advanced competency in AI technology as it directly relates to their field of study.



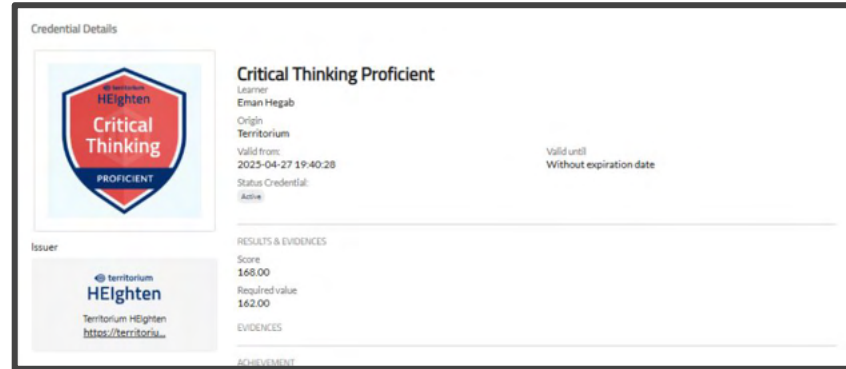
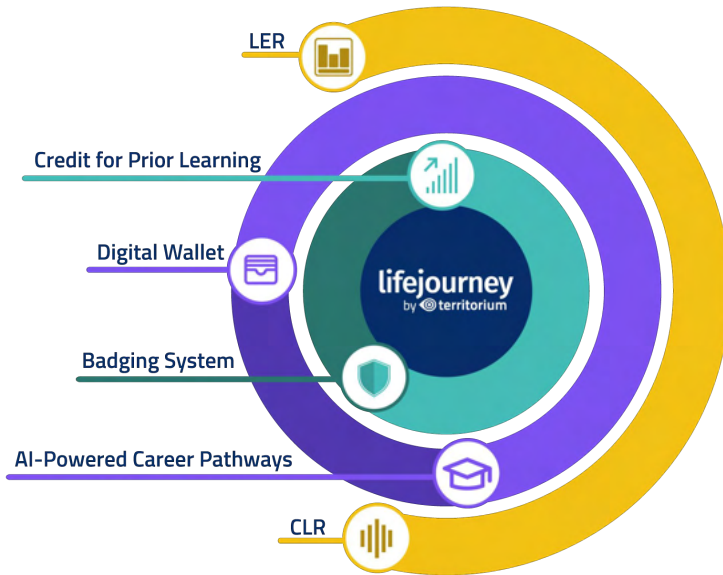
Partnership with CEAMLS

Establish a cooperative partnership with the National Center for Equitable Artificial Intelligence and Machine Learning Systems to projects and programs that support student expertise in leveraging AI in their career pathways.



Documenting the Program

Leveraging Current University Platform to Create Records of Achievement



Comprehensive Learner Record (CLR)

Evidence-based record verified by faculty, staff, and industry standards, designed to provide a comprehensive view of a student's knowledge, competencies, and skills.

Funding and Payment Options



Financial Support for Certification Programs

Grant & Private Funding

Explore external funding sources to support student participation.



Employer-Sponsored Certificates

Encourage companies to invest in employee certifications through partnerships



Flexible Payments & No-Cost Plans

Students should have opportunities to pursue certificates and professional development at NO ADDITIONAL COST to current tuition and fees structure, if possible.



121





THANK YOU



STUDENT AFFAIRS



MORGAN STATE UNIVERSITY

BOARD OF REGENTS

ACADEMIC AND STUDENT AFFAIRS

COMMITTEE REPORT

Dr. Letitia Williams, Interim Vice President for Student Affairs

AUGUST 4, 2025



AGENDA

2024-2025 YEAR IN REVIEW

- ADVANCING THE HOUSING MASTER PLAN
- PROMOTING MENTAL HEALTH AND WELLBEING
- STUDENT ENGAGEMENT FOR HOLISTIC DEVELOPMENT
- PREPARING STUDENTS FOR THE PROFESSIONAL WORLD
- FALL 2025 HOUSING UPDATE
- THE BEARPRINT LEARNING FRAMEWORK
- UPCOMING EVENTS



ADVANCING THE HOUSING MASTER PLAN

Modernization and expansion of residential facilities

- Baldwin Hall
- Cummings House
- Legacy Hall
- Harper Tubman and O'Connell halls offline for renovation/rebuilding



PROMOTING MENTAL HEALTH AND WELLBEING

COUNSELING CENTER

465



UWILL INTERACTIONS

1,887



COUNSELING SESSIONS

125



OUTREACH INITIATIVES

Learning through Engagement



591

Students registered with the Counseling Center



92%

Surveys reflect that 92% of counseling clients found their services effective

CASE MANAGER/CARE TEAM

C.A.R.E. TEAM
STUDENT CASES

557

2024-2025

TOTAL NUMBER OF MENTAL FIRST AIDERS
CAMPUS-WIDE

303

2024-2025

STUDENT ENGAGEMENT FOR HOLISTIC DEVELOPMENT

Student leaders in
student
organizations

3,995

Students who
attended Anti-
Hazing Training

1,010

Civic
Engagement
Initiatives student
participation

948

Volunteers for the
Pack Shack
Community Service

500



Average student
attendance at
Sunday Worship
Service

250

Students in
leadership
development
programs

854

Registered
student
organizations

167

Certified Student
Leaders from the
M.O.L.D. Program

175



CENTER FOR CAREER DEVELOPMENT

PREPARING STUDENTS FOR THE PROFESSIONAL WORLD

\$300,000 Strada Grant to Champion First-Generation Student Success:

- The funding will enable the Center to scale innovative career guidance, expand employer partnerships, and enhance mentorship and leadership programming.
- Morgan is one of only eight institutions nationwide awarded this prestigious Strada grant through the Innovation in Career Services program



1,961

Students who attended the Career Fairs



57,101

Job Applications submitted through the Handshake platform



857

Students participated in the Part-Time & On-Campus Job Fair with **25 Employers**



305

Attendees at the JCPenny Suit-Up event for a professional shopping experience



82

Career Development Workshops conducted campus-wide



2,768

Number of students who attended CCD workshops

FALL 2025 HOUSING UPDATE

New Students Assigned

- 1,921 students assigned

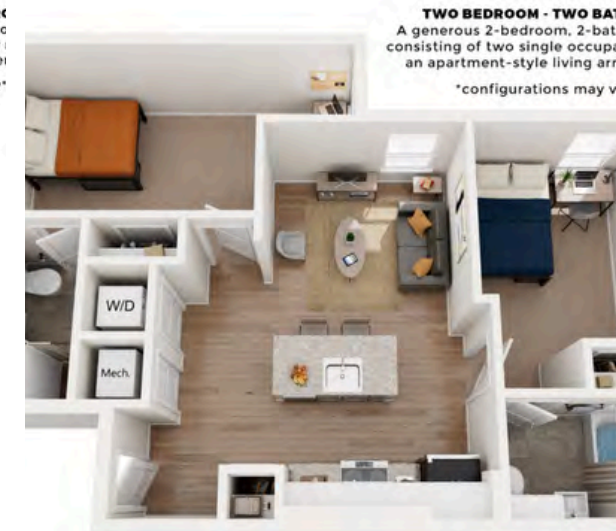
Returning/Transfer Student Assigned

- 2,158 students assigned

New Off-Campus Residential Facility

- *The Enolia Apartments*
 - 473 Students assigned (Full capacity)
 - Ribbon cutting ceremony - July 24, 2025

Move-In begins August 16th



THE BEARprint CO-CURRICULAR LEARNING FRAMEWORK

What is the Bearprint?

- A dynamic learning framework built around five core pillars that guide students through their time at Morgan State University and prepare them for success beyond graduation.

Goals

- Improve student success and wellbeing by building essential, human and workplace skills.
- Equip students for successful careers, meaningful lives and active participation in their communities



THE BEAR print: Learning Domains



1. **The Morgan Legacy:** Empowering individuals to shape equitable communities through education, mentorship, and social justice advocacy.
2. **Self-Awareness:** Developing personal identity and emotional intelligence for growth and resilience.
3. **Relationship & Community:** Building meaningful connections and collaborative skills.
4. **Career Success:** Preparing for professional excellence, leadership, and adaptability in an ever-evolving world.
5. **Inclusion & Social Responsibility:** Inspiring students to foster equity and civic engagement, making a positive impact on society.

EVERY BEAR LEAVES A MARK

UPCOMING EVENTS

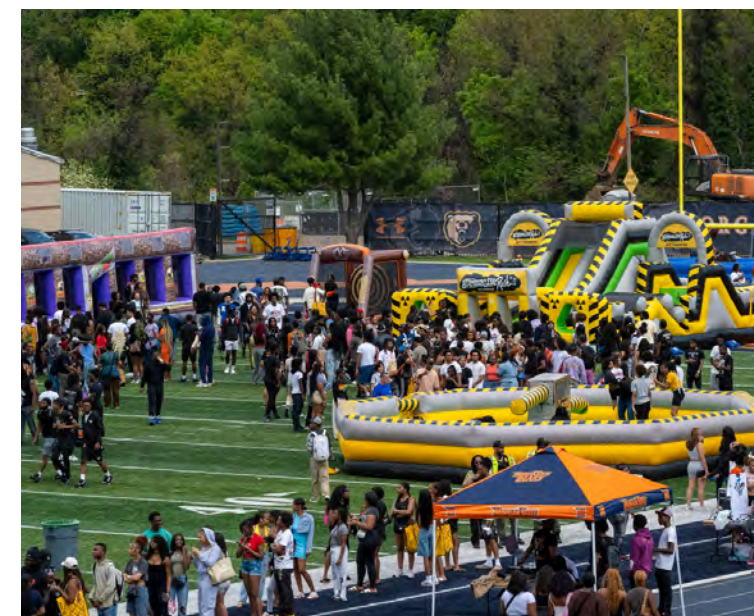
- Move-In- August 16th- August 24th
- Welcome Week- August 24th- September 7th
- Freshmen Induction Ceremony- August 28th
- September 5th-7th- Bear Family Weekend





MORGAN STATE UNIVERSITY™

DIVISION OF STUDENT AFFAIRS



STUDENT GOVERNMENT ASSOCIATION



STUDENT GOVERNMENT ASSOCIATION

THE OTR ADMINISTRATION

OPPORTUNITIES FOR TRIUMPH AND REDEMPTION

**Tamani Grace
SGA President**

**Shaylen Bougere
SGA Vice President**



The Bear Bridge Initiative

Purpose: *To ensure Morgan students have clear, consistent, and accessible pathways to career readiness and postgraduation success by creating intentional networking, mentorship, and internship pipelines with alumni and professionals.*

"Bear Bridge Talks"– *Virtual or in-person panels with alumni to speak on transitioning from Morgan to the professional world.*

Alumni Directory: *Create a opt-in directory for alumni willing to serve as mentors, guest speakers and provide internship opportunities.*

Elevating Student Leadership & Organization Support

Purpose : To create a campus culture where all student organizations are heard, respected, and supported with the resources they need to thrive from leadership development to safe and accessible practice spaces.

Action Steps

- Conduct bi-monthly leadership meetings with the Presidents and Vice Presidents of all recognized student organizations to foster collaboration and open communication.
- Implement an SGA Organization Liaison Program in which designated liaisons conduct monthly check-ins with assigned student organizations to build stronger individual relationships and offer support.
- Advocate for dedicated rehearsal spaces, including:
 - The Dance Studio in Hurt Gymnasium
 - Multipurpose rooms within the University Student Center
 - Designated outdoor spaces available through advance scheduling
- Propose the creation of a centralized Bear Performance Space Calendar, developed in partnership with Campus Life and Facilities, to provide transparent, streamlined scheduling of rehearsal spaces for student organizations.
- Collaborate with university administration to draft a Student Organization Practice Policy that ensures:
 - Student groups are not displaced from practice spaces without just cause
 - Academic buildings are not default practice locations due to inadequate space
 - Room assignments are made with consideration to group size, purpose, and safety



Community Connection Initiative

Purpose: To create a lasting impact in the Baltimore community by encouraging Morgan State University student organizations to participate in consistent, meaningful service, specifically focused on improving reading and math proficiency among K-12 students.

Partnering groups:

- SGA Community Service Chair
- Student Life & Development
- Baltimore City/County Schools

Bears & Books / Bears & Numbers Initiative:

- Partnership with local Baltimore elementary and middle schools to provide the following services:
 - Tutor students in reading and math.
 - Host "Reading Circles" or "Math Game Days" at schools or on Morgan's campus.
 - Help with homework clubs, after-school programs, or Saturday enrichment.

Bear Impact Week:

- Student organizations will serve on a reflective panel to share their impact with the Morgan Community and how it improves reading and math proficiency within the partnering schools.
- Community partner Acknowledgement
- A "Bears Who Serve" award will be provided to the student organization who is able to share how their participation has impacted the mission of the school partners.

Assessment:

- Student organizations will submit community service hours in the Bears Den.
- The SGA Community Service Chair will track the submitted hours to evaluate who is participating.
- The schools will complete a survey to express how the program contributed to student success of their classes.

A photograph of a modern, multi-story building with a light-colored facade and large glass windows. The building is situated behind a green lawn with curved concrete paths. A large, white, rounded rectangular box is superimposed over the center of the image, containing the text 'THANK YOU' in bold, black, sans-serif capital letters. The sky is a clear, deep blue.

THANK YOU

ATHLETICS



MORGAN STATE UNIVERSITY

DEPARTMENT OF ATHLETICS

Board of Regents Report

AUGUST 2025

Growing The Future • Leading The World

SPRING 2025 ATHLETICS ACADEMIC REPORT

3.09

DEPARTMENT GPA

3.77

HIGHEST TEAM GPA | BOWLING

9

PROGRAMS WITH A 3.0

45

ATHLETES WITH A 4.0

67%

ATHLETES WITH A 3.0



THE NATIONAL TREASURE

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

2024 - 2025 ATHLETICS ACADEMIC REPORT

→ **3.03**

DEPARTMENT GPA

3.73

HIGHEST TEAM GPA | BOWLING

11

PROGRAMS WITH A 3.0

91

ATHLETES WITH A 4.0

62%

ATHLETES WITH A 3.0

58

OF GRADUATES



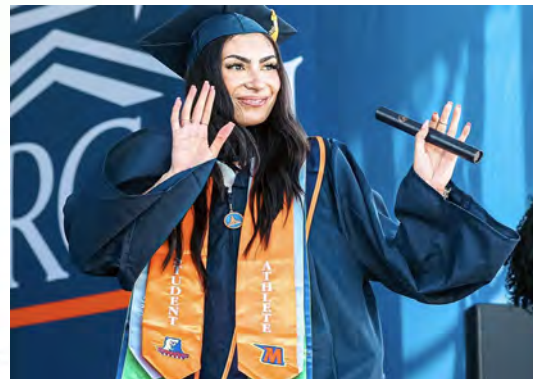
THE NATIONAL TREASURE

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



- For the first time in school history, Morgan State Athletics was honored with the MEAC Top Academic Progress Rate (APR) Award. For its efforts, the Bears' athletic department received a check for \$10,000.

58 Graduates: Class of 2024–2025



Competitive Success

Volleyball



Mikaela Esparza to Represent Morgan and Lady Bears at International HBCU Volleyball Invitational in Botswana



- **Mikaela Esparza represented the Morgan State Bears in the International HBCU Volleyball Invitational in Botswana. Her team secured Gold.**

Competitive Success

Football



- 3 student-athletes invited to the HBCU Legacy Bowl (*Nana Asante, Elijah Williams, and Carl Decius*).
- Elijah Williams signed to the Minnesota Vikings.

MEAC Football Media Day



Competitive Success

Pre-Season Football



- Pre-Season Player of the Year, Jason Collins Jr.
- Pre-Season Defensive of the Year, Erick Hunter

Competitive Success

Pre-Season Football All-MEAC



Competitive Success

Men's Basketball



- Kameron Hobbs invited to participate in the HBCU All-star Game.

Competitive Success

Track & Field



- *Dante Jackson*, NCAA East Preliminary Qualifier in 400m dash.
- *Tia Jackson*, NCAA East Preliminary Qualifier in Long Jump.

Competitive Success

Wrestling



- Xavier Doolin placed 4th in the the EIWA Conference and received a bid to the NCAA wrestling tournament as an alternate.

Competitive Success

Men's Tennis



- Mikeal Carpenter, secures his second MEAC Player of the Year award.
- Morgan State Men's Tennis secure an invite to the UTR Sports NIT Championship.

Upcoming Events



- LIIDERship Academy: August 22 - August 24
- Morgan vs Towson (Bear Family Day): September 6
- Circle City Classic: September 27
- Homecoming: October 11



Finance & Facilities



BOARD OF REGENTS
Finance and Facilities Committee Meeting
Monday, August 4, 2025 (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
Facilities, Design and Construction Mgmt.</i> |
| • Division of Research and Economic Development Update | Dr. Willie May, <i>Vice President
Research and Economic Development</i> |
| • Division of Institutional Advancement Update | Ms. Endia DeCordova, <i>Vice President
Institutional Advancement</i> |
| • Division of Enrollment Management and Student Success Update | Dr. Kara Turner, <i>Senior VP
Enrollment Management & Student Success</i> |

ITEMS FOR ACTION

- | | |
|---|---|
| • Approval of Committee Minutes of May 5, 2025 | Chair Shirley Malcom |
| • Third Amendment to MEDCO Ground Lease | Mr. David LaChina, <i>Executive VP
Finance & Administration</i> |
| • FY 2027 Tuition, Housing and Board Rate Adjustments | Mr. David LaChina |

ITEMS FOR INFORMATION

- | | |
|---|--|
| • Student Housing Update | Mr. David LaChina |
| • Division of Finance and Administration Update <ul style="list-style-type: none">○ FY 2025 Closing Summary○ FY 2026 Operating Budget○ FY 2027 Capital Budget Request Update (Closed Session) | Mr. David LaChina |
| | Ms. McCalla/Mrs. Cynthia Wilder,
<i>Executive Director, Facility Planning</i> |

CLOSED SESSION

- Campus Safety Update
- Personnel Matter

Mr. Lance Hatcher, *Chief*
Police and Public Safety

Dr. Wilson/Mr. LaChina

ITEMS FOR INFORMATION



CAPITAL PROJECTS UPDATE

May – July 2025

Planning, Facilities Management and Design & Construction Management

GENERAL

Capital Budget: The proposed FY 2027 Capital Budget Request presented to the Board in May was adjusted in accordance with guidelines from the Department of Budget and Management (DBM) and submitted to the State on June 30, 2025. Modifications consisted of cost adjustments defined by DBM. The details will be discussed in closed session.

Master Planning: Meetings with staff have continued through the summer. Academic and student discussions will restart in the fall. The information gathered to date is being collated and assessed. Building and equipment assessments, including ADA access and routes, are also in progress.

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 or very specialized contracts and deferred maintenance projects under the 30% goal. The average MBE percentage on active projects through June 30, 2025 is 38.36%. Out of \$291,176,486 paid out in contracts, MBE payments equate to \$111,682,208.

Note: The above MBE calculations do not include the MBE calculations for the Maryland Economic Development Corporation (MEDCO) housing projects. Those numbers are tracked separately.

PLANNING

CAPITAL BUDGET

Much time and energy were spent preparing the five-year (2027-2031) Capital Budget Request, including meetings with occupants and those responsible for maintaining (Facilities Management), servicing (Division of Information Technology (DIT)), and ensuring our facilities are in fire and safety compliance to better understand the implications for the operating budget. The request was submitted on June 30th. The five-year request totals \$586,418,000, of which \$166,474,000 was requested for FY 2027. The annual capital budget meeting with the State was held on July 30, 2025.

PROGRAMMING

PEARL Lab Expansion: The PEARL was unsuccessful in securing the grant to support the cost of this proposed project. Consequently, the proposed project was scaled back in hopes that it can be completed within the available \$3 million. Comments were provided on the revised scope of work. We will work with the PEARL to finalize their proposal.

Computing Science and Engineering Building: Programming is on hold as we await feedback from the School of Engineering.

Clearinghouse Review: Clearinghouse approval was received for the demolition of O’Connell Hall and the previously housed President’s residence. The review process included but was not limited to the following state agencies: the Maryland Historical Trust (MHT), Maryland Department of the Environment (MDE), and State elected officials representing this district. In addition, we await approval for the demolition of Lake Clifton High School.

SPACE GUIDELINES APPLICATION PROGRAM (SGAP) REPORT

The 2024-2034 report is in process. The working group continues to meet to improve the integrity of the human resources data codes to meet SGAP and other state and federal reporting requirements.

We worked with the Provost, Graduate School, Enrollment Management, and the College of Continuing and Interdisciplinary Studies (CICS) to develop the University’s 2034 enrollment projections. We received the projections for 2034 from the Maryland Higher Education Commission (MHEC) – a total enrollment of 11,142 versus the University’s projection of 15,566 including CICS, which accounts for 3,150 of the University’s projected enrollment (12,416 without CICS).

CAMPUS MASTER PLAN

The initial discovery phase of the Facilities Master Plan is underway and is anticipated to conclude in September. In this phase, one-on-one interviews were conducted with most of the University’s deans, and targeted meetings were held with various staff on re-visioning the Student Center, Library, and Rawlings Dining Hall. The initial Part I Program meeting for the network upgrades initiative was conducted, followed up with continued information exchange between DIT and the consulting team. Community workshops were hosted in July for the main campus and Lake Clifton sites. These workshops provided valuable input from community members, who reflected on local challenges and aspirations shaping university-community relationships. Emerging themes from these engagements include safety, traffic, infrastructure, adaptive reuse of vacant properties, support for local business and economic development, youth development, educational access, environmental stewardship, mobility and transportation, health equity, cultural preservation, workforce development, and a vision-aligned, mission-driven approach to campus planning with City and regional coordination.

The comprehensive data request is approximately 90% complete. The data exchange includes physical conditions, previous studies, program documentation, space usage, and transportation data. The ongoing dining study is currently 80% complete.

Site walks with the Physical Plant and the engineering teams have been conducted to assess the condition of existing equipment and infrastructure. Additionally, a building conditions assessment remains ongoing, with the consulting team evaluating critical factors such as energy consumption, mechanical/electrical/plumbing systems, building envelope conditions, accessibility, functional adaptability, architectural significance, and each facility’s social and symbolic role on campus. These assessments will be used to create building scorecards that will allow the design team to evaluate and prioritize strategies for project implementation during the follow-on Master Plan phases.

Master Plan Team: Perkins and Will MBE: 30.03%

FACILITIES MANAGEMENT (FORMERLY PHYSICAL PLANT)

Over the past year (two including the procurement process), Facilities Management (FM) has transitioned from the legacy Accruent computerized maintenance management platform to AssetWorks. Since its

implementation (2024), AssetWorks has enhanced our ability to create, track, and manage work orders and track recurring maintenance issues and inefficiencies of asset performance. We have imported our facility assets into the system and are now working towards establishing a preventive maintenance program. In addition, FM is launching the virtual facility platform, which will create real-time alerts and work orders in AssetWorks for critical system malfunctions such as chillers, air handler units, and other major mechanical components. Integrating these systems will help improve response times, mitigate downtime, and improve our accountability and overall operational efficiency.

The capital planning and asset renewal forecasting software (Brightly) is being developed using the previous facility condition assessment performed in 2021. It will assess facility conditions and forecast long-term capital investment needs. It allows us to prioritize projects based on data-driven lifecycle modeling and deferred maintenance analytics. Together, these platforms support a more proactive, predictive maintenance strategy, aligning with MSU's sustainability, efficiency, and cost-effective facilities management goals.

Ongoing training and system refinement continue to optimize usage, and we are beginning to integrate all platforms more fully into strategic planning processes across the division.

DESIGN AND CONSTRUCTION MANAGEMENT

2025 appears to be just as busy as 2024. In addition to capital and deferred maintenance projects, we are working to respond to program requests for additional space (e.g., the size of the band has doubled). Similarly, other programs continue to expand, and useable space remains challenging. We are trying to be creative in providing the needed space. As with repurposing buildings, we also repurpose furniture to other parts of campus.

CAPITAL PROJECTS

SCIENCE PHASE II (NEW BUILDING)

The project is to provide new classroom, research and office space for the Biology and Chemistry departments and the Dean's Office of the School of Computer, Mathematical and Natural Sciences. The work to relocate the city's storm culvert across Stadium Way is complete. The team completed the design development phase on schedule, and the architect-engineer (AE) and construction manager (CM) are both conducting their estimating and value engineering services. Approvals for the MDE and developer agreement are on track and being coordinated with bidding, procurement, and material ordering lead times, ensuring approval by the time field crews mobilize.

The early site utility package (GMP-B) was submitted to the Board of Public Works (BPW) for the August meeting. The CM is gathering bids for the deep foundation (GMP-C), which will be presented to the BPW in September, and the bids for the building structure (GMP-D) are to be submitted to the BPW in October or November. This will lock in about 20% of the construction costs.

- GMP-A: Relocation of Water Culvert – 50% complete
- GMP-B (Site Utilities): August BPW Approval
- GMP-C (Deep Foundations): September BPW Approval
- GMP-D (Concrete Structure): October/November BPW Approval

The CM and design-assist partners are actively engaged, providing feedback to the design team for improved documentation and advising on material availability and procurement to ensure the project delivers optimal value.

The FY26 budget fully funded the project at \$337 million through FY29. However, the team is concerned and exploring options due to uncertainty in the federal government, as tariffs and a reduced labor force could impact the project. Morgan's FYs 2027-2031 Capital Improvement Plan Request has increased the project to \$365M based on these concerns.

SCIENCE PHASE II (New Building)			
	Appropriation	Obligations	Balance
Design / CM Pre	27,302,000	21,643,057	5,658,943
Construction	83,196,000	5,276,575	77,919,425
Reverted Funds			0
Capital Equipment			0
Total	\$110,498,000	\$26,919,632	\$83,578,368

			Daniel
Design, Phase I:	Moody Nolan	MBE Goal:	63.74%
CM, Phase I:	Barton Malow/Warren Brothers	MBE Goal:	45.00%
Design, Phase II:	Moody Nolan	MBE Goal:	47.75%
CM, Phase II:	Barton Malow/Warren Brothers	MBE Goal:	45.00%

CARTER-GRANT-WILSON (CGW)

The design for Carter-Grant-Wilson commenced in June with program verification and conceptual design discussions. The building will be completely renovated and updated to meet current building and ADA codes. A challenge is bringing natural light into the interior spaces, while accommodating the space requirements. The renovation of CGW will provide new spaces for Graduate Studies and International Affairs. The anticipated opening of the building is in the spring of 2030.

LAKE CLIFTON HIGH SCHOOL

Demolition design efforts at the former Lake Clifton High School remain ongoing. An early bid package was issued in July and includes the demolition and removal of select building portions to facilitate the extraction of the historic artwork, the removal and salvage of designated building materials, test pits for assessment of subsurface conditions to inform backfill design, protection of existing structural elements slated to remain, and refined hazardous material scope assessment. In preparation for building demolition, coordination with Baltimore Gas and Electric (BGE) continues regarding removing gas meters and cutting and capping exterior gas valves. Utility markings are ongoing by Miss Utility in preparation for the installation of site fencing and pending earthworks.

Demolition design schematic design documents were submitted in June, and a preliminary cost estimate was received in July. The art documentation report was completed in May. Additionally, 3D scans of the artwork were completed. Updated quotes to remove the artwork were received and are now broken down by individual pieces. The MHT report was submitted in May. We await their approval.

Coordination is also underway with the Rocket Program team. We are working closely with Engineering to evaluate the site for a series of experiments intended to occur in winter 2025 through spring 2026.

Design/Build Contractor
Barton Malow / JLN / KDA:

MBE: 40.10%

ELECTRIC UPGRADE

Morgan is working with BGE to supply new electrical power to the campus. The project will include a new central substation, a new Cold Spring Lane substation, and an upgrade to the Montebello substation. It will also consider fuel cell technology to help reduce our electric consumption from the BGE grid. This upgrade will allow the campus to continue to grow, provide a path towards energy efficiency, and reduce our carbon footprint.

- The campus-wide electrical upgrade project commenced with the hiring of RMF Engineering team. They performed a feasibility study and are in early design to produce bridging documents for a design/build RFP. BGE has confirmed that the campus currently does not have adequate capacity in the area to support the new Science Center electrical loads, nor any additional loads for energy or other projects. The AE and Morgan teams are working closely with BGE to determine the schedule and confirm the substation location for the origin of the feeders. The installation will require close coordination with Baltimore City.
- The upgrades include the construction of a new 34kV central substation behind the Student Center Parking Garage, replacement/upgrade of the Cold Spring substation, upgrade of the Montebello substation, 34kV feeders and duct banks from BGE Highlandtown or the Clifton substation to the central substation, replacement and repairs of existing infrastructure from substations to building panels and alternate sources for power. The 34kV central substation will be interconnected to the Cold Spring and Montebello substations, allowing the campus to shift power internally depending on the demand.
- The schedule for the project is as follows:
 - Feasibility study completed
 - Bridging documents are to be completed by July 30, 2025
 - Design/Build RFP to be issued in August through Omnia Partners
 - Construction contract issued by the end of 2025
 - Procurement of a capital operator will occur under the design/build procurement
- The estimated completion is December 2029.
- We have contracted with MEDCO to assist with the duct bank design and construction.
- The additional electric power will allow the campus to pursue electrification projects in accordance with the Climate Act.
- This project will also investigate alternate fuel sources, allowing Morgan to create “green” energy on campus.

DEFERRED MAINTENANCE: FY 2020-2023/2025/2026 - FUNDING: \$71,900,000

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

UNIVERSITY MEMORIAL CHAPEL

There are three deferred maintenance projects associated with the Chapel: window restoration (completed), water infiltration (substantially complete), and roof replacement/stonework (waiting to bid). The window restoration and the roof/stone project include partial funding from the Federal Department of the Interior's National Parks Service (NPS) HBCU grant (\$500,000 each).

Roof Replacement/Repair: The work includes replacing the Chapel’s roofs and repairing stone walls. It will follow the requirements of NPS. Procurement is preparing the bid documents for the construction. Construction is anticipated to start late in 2025.

Design: Gant Brunnett Associates MBE: 24.74%

Water Infiltration: The water infiltration work continues due to a shift in the areaway wall. The structural design for the wall stabilization has been completed. Construction is expected to start in August.

Design: Murphy & Dittenhafer MBE: 24.74%
Construction: Pipeway MBE: 30.00%

STADIUM WAY SLOPE STABILIZATION

The project is correcting the failing slope along Stadium Way and the Herring Run. The work includes rebuilding Stadium Way and its sidewalks. To stabilize the slope, it is being terraced with soil nails 30 – 35 feet long driven into the slope at a downward angle (across Stadium Way). They are approximately five feet apart. The “nails” are then encapsulated with concrete, stabilizing the slope with shotcrete. The bottom half has been regraded to ease the slope, the riprap was upsized to better stabilize the slope from the bench down to the water’s edge, as the lower portion became unstable during this work. Fence piers are being constructed. Once that work is complete, guard rails, fencing, landscaping, and road reconstruction will be replaced. We are working to open the road for the fall semester. Landscaping, fencing and sidewalk work will occur during the fall.

Construction: P. Flanigan MBE: 21.01%

FIRE ALARM UPGRADES

The State Fire Marshal directed the University to upgrade the campus-wide fire alarm systems to meet current life safety and building code requirements. The project will be completed in three phases, starting with the highest-risk buildings. EBL Engineers, LLC is the fire protection engineer. Construction funding for the first phase was requested as part of the deferred maintenance projects and was approved by DBM. The plan is to have the documents ready to bid by mid-2025. Construction is anticipated to take place in several phases over 36 months. The RFP for construction is slated to go to Procurement by the fall of 2025.

Engineering: EBL Engineering, LLC \$1,954,119 (Phase I) MBE: 21.30%

CENTRAL HEATING (BOILER) PLANT UPGRADES

The request for proposals is currently being written to renovate (rebuild) three of the remaining boilers and associated components. This will ensure stable heating systems for the coming years and give us time to rethink and plan for a more energy-efficient system, as a new system will affect all buildings connected to the current Plant. This has been delayed but will be picked up after the Board meeting.

MURPHY FINE ARTS

Roof Replacement: Bid documents are being prepared.

Exterior Doors and Electronic Locks: The work includes replacing the roof and exterior doors and adding a security locking system. Bid documents are being paired.

Stair Replacement: The stairs (Y) are along Cold Spring Lane and lead up to Baldwin Hall. They are deteriorated and unusable; the project will rebuild them. Writing the scope of work for the bid documents will commence at the end of this year.

Deferred Maintenance Capital FY 2020 - FY 2023, 2025, 2026				\$ 71,900,000
	Appropriations	Obligations	Balance	
	\$ 85,300,000		\$ 85,300,000	
Steam Trap (Completed)		\$ 1,406,398	\$ (1,406,398)	
West Campus Design (Substantial Design)		\$ 569,309	\$ (569,309)	
Fire Alarm - Siemens		\$ 1,589,889	\$ (1,589,889)	
AHU 14 (Completed)		\$ 851,787	\$ (851,787)	
Chapel Window Grant Design (Completed)		\$ 3,595	\$ (3,595)	Balance in Grant
Schaefer Auditorium Renov (Completed)		\$ 593,396	\$ (593,396)	
Central Heating Plant Renov - Siemens		\$ 2,407,395	\$ (2,407,395)	
Submeters - Siemens		\$ 2,931,875	\$ (2,931,875)	
Steam Manholes (Completed)		\$ 675,512	\$ (675,512)	
Steam Replace Academic Quad (Substantial Complete)		\$ 8,051,673	\$ (8,051,673)	
Chapel Roof Design		\$ 69,728	\$ (69,728)	Balance in Grant
West Campus Infrastructure (Substantial Complete)		\$ 5,766,603	\$ (5,766,603)	
Chapel Window Construction (Completed)		\$ 1,260,254	\$ (1,260,254)	
Campus Wide Security (Cameras - Substantialy Complete)		\$ 4,373,624	\$ (4,373,624)	
Steam Replace Academic Quad, Phase II*		\$ -	\$ -	Operating Funds
Water Infiltration Truth / Chapel - Design		\$ 276,965	\$ (276,965)	
Water Infiltration Truth / Chapel - Construction		\$ 2,041,352	\$ (2,041,352)	
BGE Pole Replacement West Campus		\$ 11,761	\$ (11,761)	
Stadium Way Slope Stabilization (Construction)		\$ 15,150,381	\$ (15,150,381)	
			\$ -	
Total	\$85,300,000	\$48,031,497	\$ 37,268,503	
(Operating Funding Source) - Anticipate DBM Approval to remibuse with Deferred Main. Dollars				
Boiler Plant Repairs		\$ 5,000,000	\$ (5,000,000)	Writing RFP
Fire Alarm Construction, Phase II		\$ 8,200,000	\$ (8,200,000)	
Murphy Fine Arts Roof, Exterior Doors,Elect Locks		\$ 5,000,000		Writing RFP
Y Stairs - Replacement		\$ 850,000		Writing RFP
Anticipated Expenditure Balance			\$ 24,068,503	
*Paid for By HBCU Funds				
Steam Replace Academic Quad, Phase II + Chilled Water		\$ 5,880,014		

Deferred Maintenance MBE: 14.91%

SECURITY PROJECTS

Standards: Created standards for the Electronic Physical Security Systems. These standards will be provided to design teams to ensure proper integration with the campus systems. In the future, we will be working to create other written campus standards and guidelines.

Surveillance Cameras: Security camera upgrades began in 2022. Work included adding cameras, replacing old, and analog cameras, and adding new cameras. This work has been completed.

Security Grant Projects: The MHEC Grant included adding surveillance cameras, license plate readers, and emergency phones along Argonne Drive and Stadium Way, as well as new ZeroEyes (gun detection) on cameras and panic buttons campus-wide. The work is complete. This will be the last report for this project. Other systems are being evaluated due to their impact to the buildings.

Security Wall: The project is finally back out to bid, with the potential of being awarded late fall (primarily due to the BPW schedule).

RESIDENTIAL PROJECTS

RESIDENTIAL / STUDENT HOUSING

Strategic Housing Plan: Renovations/Replacement: The University's strategic housing plan is to replace/renovate all of our existing housing stock over the next 10+ years.

Planned Schedule	Off Line	On Line	Current Beds	Revised Beds
O'Connell (in progress)	2025	2028	205	600+ approx.
Harper-Tubman (in progress)	2025	2026	222	222 approx.

Future: The schedule for Rawlings and Blount is yet to be determined.

O'Connell/Harper-Tubman: MEDCO is managing Harper-Tubman and O'Connell Hall. Both are P3 projects. The replacement of O'Connell is to yield approximately 600+ beds, and the bed count for the renovation of Harper-Tubman is roughly the same at 222, plus two beds in the Resident Director's apartment. MEDCO is working to achieve a total of 30% MBE participation for both projects.

Harper-Tubman: The building will undergo a full renovation, leaving only the exterior walls and floor slabs. Plano-Coudon is bidding out Harper-Tubman.

Demolition started the first week of June. All windows have been removed, and interior walls have been completely demolished. Demolition of the entry connection between the buildings is complete, new walls are being laid out, and underground utilities are being installed.

AE: Design Collective	MBE: 19.71%
GC: Plano Coudon (MBE partner is Mahogany Inc.)	MBE: 30%

O'Connell Hall: The building will be demolished and rebuilt with over 600 beds, a small dining hall, and a pedestrian bridge to the Academic Quad. The design will take advantage of the serene area along the Herring Run and the woods. Internal meeting/educational spaces, fitness, and other amenities are

included. Construction of the bridge will be challenging as all work must remain outside the stream bed proper. A parking structure is being studied/considered for its location adjacent to the building. Meetings/open communication with the Morgan Park community are taking place since they may be directly impacted by this work.

The design development drawings have been submitted for estimating. The CM is to start mobilizing in September.

AE: HCM
CM: Gilbane

MBE: 26%
MBE:

MISCELLANEOUS PROJECTS

HOLMES HALL EXTERIOR RENOVATION

The scope of work is being developed for Holmes Hall's exterior renovation, which may be done in phases. Work includes renovating the cupola, replacing the slate roof, replacing/refurbishing windows and doors, repairing the stone walls, repointing the building, and correcting the ADA ramp and stairs. State funds have been requested.

ENGINEERING CLEAN ROOM

Dr. Michael Spencer, Electrical Engineering Chair, was awarded a Congressional Up Grant to create a new clean room in Mitchell Engineering. The clean room will have the tools and equipment to assist with research initiatives that focus on designing, manufacturing, packing, and testing semiconductors.

The schematic design package/estimate has been completed, and the project is currently \$2 million over the initial design budget established at the project's start. The team is working diligently to bring the project back within budget so they can proceed to the design development and construction documents phases.

Design: HCM
Construction: TBD

SIGNAGE – GRAVES SCHOOL OF BUSINESS & MANAGEMENT AND PUBLIC SAFETY

The award recommendation is to be sent to Procurement. The signage will reflect the official name of the school: The Earl G. Graves School of Business and Management. Signage for the exterior entrance to the Public Safety Building is also included. We are waiting for the contractor's estimate.

ATHLETICS

Hughes Stadium Team Room: A new concept layout has been developed for the football team. A conceptual estimate has been received for the design and construction. A funding source has yet to be identified. This will be the last report for this project until funds are identified.

Football Meeting Space: A layout has been developed to accommodate several types of meeting spaces for the football team. This space is to be temporarily located in the McKeldin ballroom. Bidding documents are being prepared.

ALUMNI HOUSE

DCM worked closely with Institutional Advancement on a phased redesign of the interior spaces to accommodate additional staffing. Phase I converted several spaces on the first and second floors for offices and added cubicle space to a large conference room area. Phase I adjustments are completed. This will be the last report for this project.

ENERGY/SUSTAINABILITY

LEED BUILDINGS

Gold: Center for the Built Environment and Infrastructure Studies (2016), Graves School of Business (2016), Tyler Hall (2021), and Thurgood Marshall and Legacy Complex (Phase III) including the Dining Hall (2023, 2025). Health and Human Services Center anticipated.

Silver: Martin D. Jenkins Building (2018) and Public Safety Building (2023).

ENERGY INITIATIVES

- DCM and FM members met with Towson mid-July to understand their decarbonization plan. It was an informative visit. We are in the early stages. The creation of Morgan's decarbonization plan is included in the Campus Master Plan.
- FM is currently testing electric automated lawn mowers to assist the current staff.

PROJECT PHOTOS

PHASE II NEW BUILDING



Gateway Entry from Cold Spring @ Stadium Way



Campus Entry, 3rd Level



Overall Site



Finished Buried Heating Fuel Tank



Trench for Culvert



Removing Rock

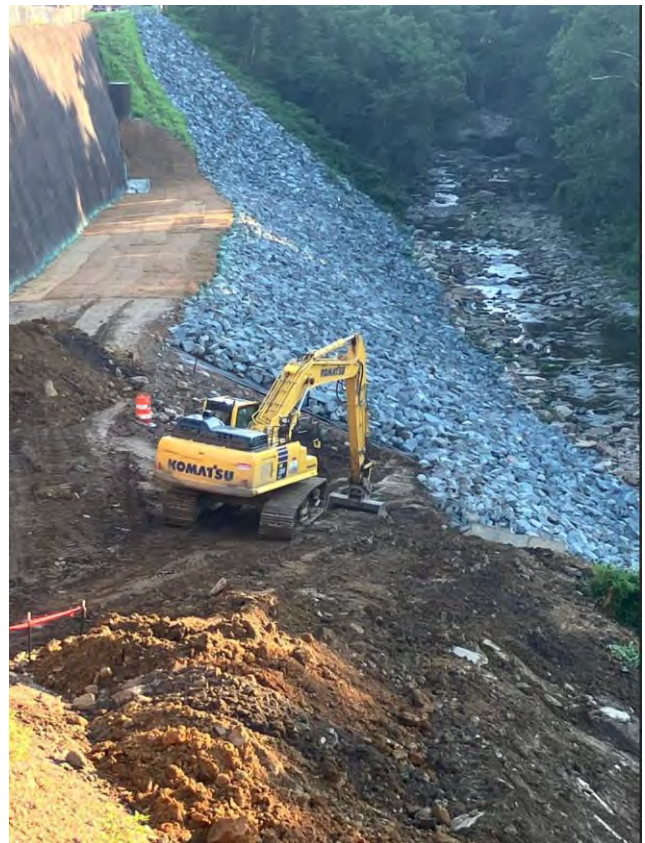


Restoring Lower Stadium Way



Restored Hill to the Herring Run, After Culvert was Relocated

STADIUM WAY SLOPE STABILIZATION



Partially Completed Restoration of Herring Run



Figure 6. Overall view of Opening No. 1 following limited removal of brick cladding.

HARPER-TUBMAN / O'CONNELL

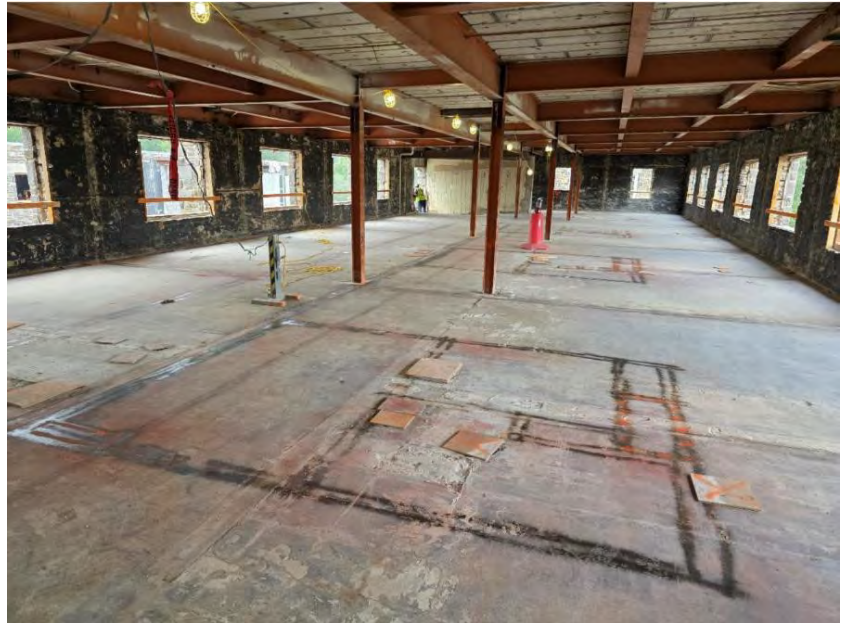
HARPER-TUBMAN:



Demolition of Connector



Interior Walls Removed and
New Walls Being Laid Out



Waterproofing Below Grade Walls



O'CONNELL (Future):



MASTER PLAN

Meeting with the Morgan and Lake Clifton Communities





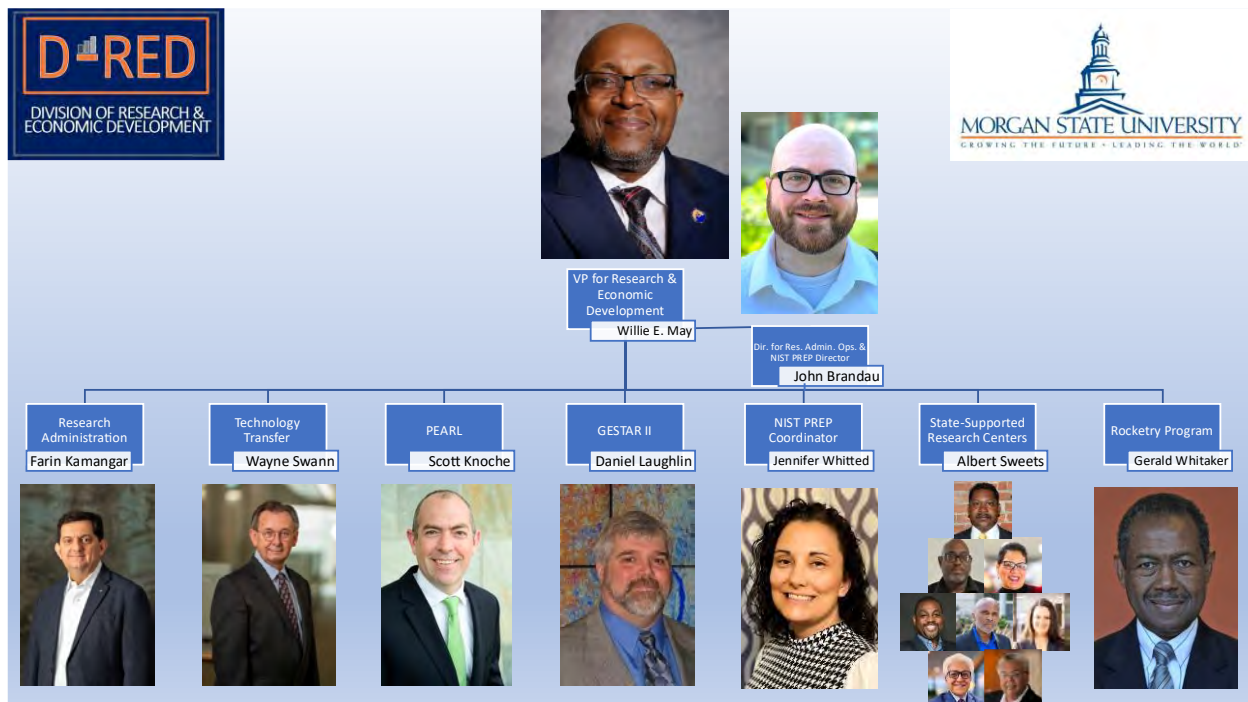
Report to the Morgan State University Board of Regents – August 19, 2025
Reporting Period: July 1, 2024 – June 30, 2025

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

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

What D-RED Does:

- ◆ **Enhances Morgan's Research Capacity** and provides infrastructural support to increase external funding from public and private sponsors;
- ◆ **Ensures Compliance with all Applicable Laws and Regulations**, including those related to the Responsible Conduct of Research;
- ◆ **Assists in Coordinating Research in Program Areas that Span Multiple Schools**;
- ◆ **Facilitates the Commercialization of Faculty and Student-Generated Intellectual Property**; and
- ◆ **Spearheads Morgan's efforts in being seen as a Well-Recognized, Well-Respected, and Well-Rounded Research Institution while in pursuit of our R-1 Status.**

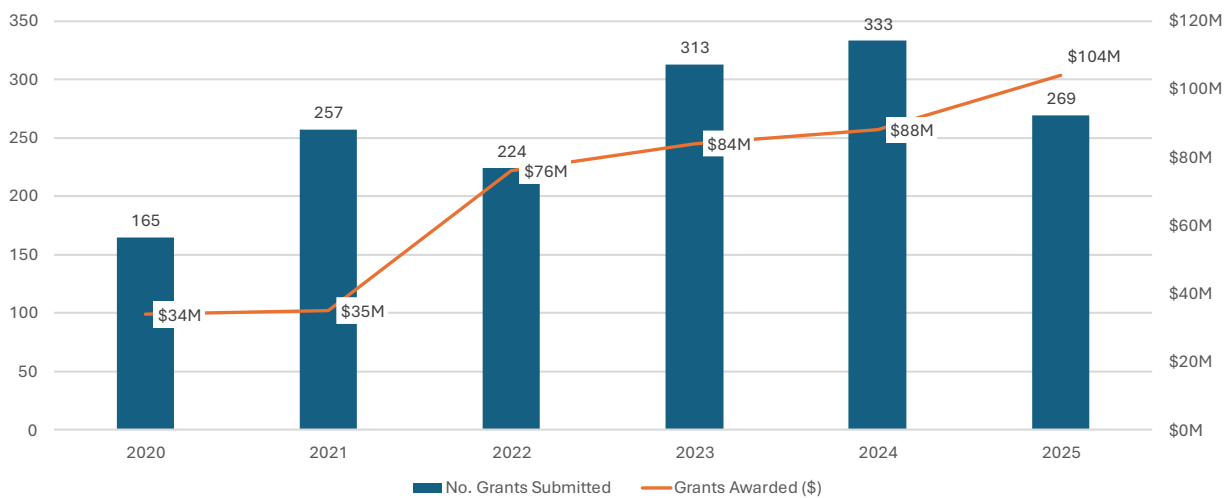


In FY 2018, Morgan set the goal of receiving a sustainable \$50 million in sponsored research income on an annual basis -- with at least \$40M in Research Expenditures.

- **For FY25 (July 1, 2024-June 30, 2025) Morgan received \$104.4M** in new research funding commitments
- **We are projecting our Research Expenditures to exceed \$65 million** – well above the R-1 threshold of \$50M.

Grant Applications Submitted and Awards (\$)*

(The Most Recent 6 Years)



The graph above reflects the dramatic increase that we have experienced in both Grant Submissions and Awards Received during the current decade.

Since January 2025, Morgan has had 23 grants rescinded because federal funding agencies have been required to make priority changes in order to be in compliance with executive orders. The original awarded amount for these 23 awards was \$13.5 million. However, less than \$3.7 million will be lost to Morgan because of previously approved expenditures.



Number of
Awards
Terminated

23

Total Value of
Awards
Terminated

\$13.5 M

Amount Already
Invoiced
Against

\$9.8 M

Maximum
Total Amount
Rescinded

\$3.7 M

Morgan's Pursuit of R-1 Status

In November of 2012, President Davis K. Wilson proclaimed that Morgan and a few other HBCUs should have the audacity to aspire to become Tier-1 research universities.

Morgan president: No Black institutions are among the top research universities; here's why that must change | COMMENTARY

By DAVID WILSON
FOR THE BALTIMORE SUN | NOV 05, 2020 AT 10:23 AM



<https://www.baltimoresun.com/opinion/op-ed/bs-ed-op-1108-wilsom-morgan-r1-research-20201105-bl2ue6fhf5dtxfs4qu4i23xsm-story.html>

- HBCUs have been crucial for providing marginalized communities with access to higher education.
- To address systemic barriers and elevate HBCUs to R1 status, serious federal investment is needed to support their research capabilities (focusing research especially on issues impacting minority communities).
- Morgan is charting the path to R1 status with research on health disparities, equitable AI, critical urban issues, and more.



This publicly launched our aspirations to reach R-1 status within the next decade. As shown below, we are on track to achieve that status a bit earlier.

2025 CARNEGIE RESEARCH DESIGNATIONS



Research 1: Very High Research Spending and Doctorate Production	Research 2: High Research Spending and Doctorate Production	Research Colleges and Universities
<ul style="list-style-type: none">• Spent at least \$50 million in total R&D in a year, as reported to the NSF HERD Survey <p>AND</p> <ul style="list-style-type: none">• Awarded at least 70 research/scholarship doctorates in a year, as reported to IPEDS	<ul style="list-style-type: none">• Spent at least \$5 million in total R&D in a year, as reported to the NSF HERD Survey <p>AND</p> <ul style="list-style-type: none">• Awarded at least 20 research/scholarship doctorates in a year, as reported to IPEDS	<ul style="list-style-type: none">• Spent at least \$2.5 million in total R&D in a year, as reported to the NSF HERD Survey• <i>Does not include institutions designated R1 or R2</i>

For the 2025 classifications, institutions will receive the higher of either:

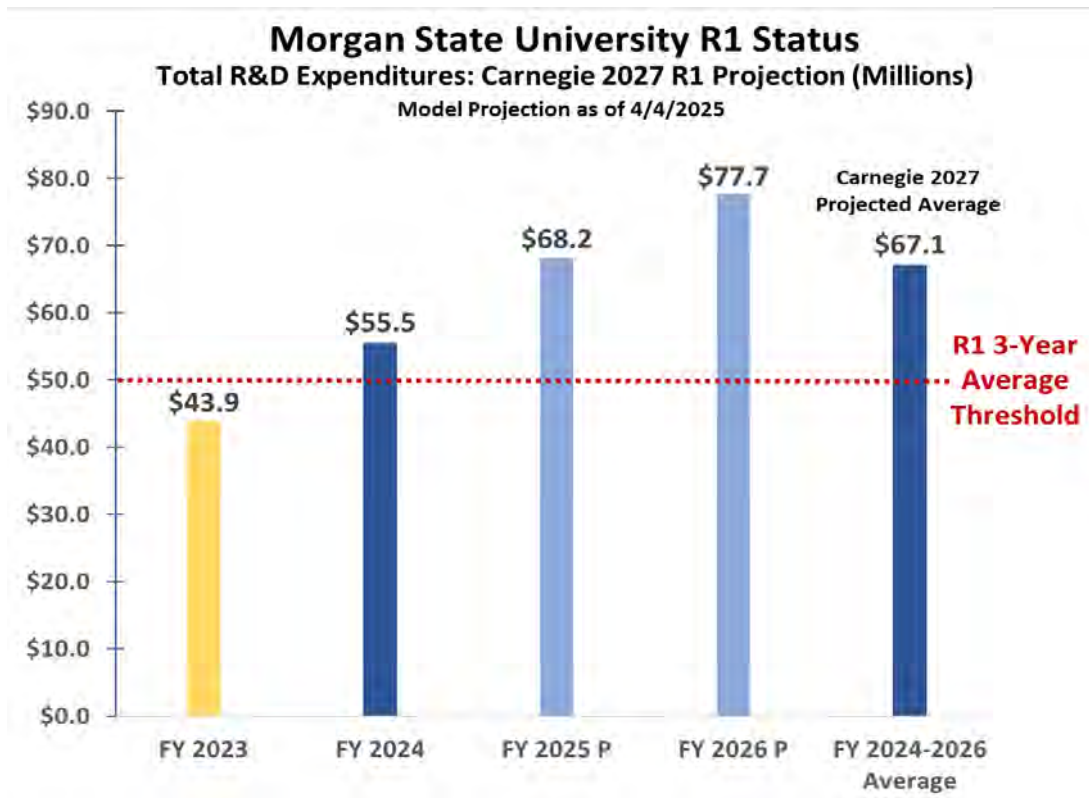
- Three-year average (2021, 2022, 2023)
- Most recent single year (2023)

Morgan State University | Division of Research & Economic Development | Office of Technology Transfer



Achieving R-1 status at the next assessment (2027) will require annual Research Expenditures exceeding \$50M and minimally awarding 70 new PhDs annually over the 2024-2026 academic

years. Even with the current roll back in federal spending, we feel that Morgan will meet these requirements with little to spare.



In addition to expenditures from federal and state research grants, Morgan has a significant amount of research expenditures from our State-Supported Research Centers.

Morgan State-Supported Research Centers

+\$21.3 M

Center	Director	Established	State Investment/Yr. (Million)
Cybersecurity Assurance & Policy Center	Prof K. Kornegay	2018	\$2.0 8 Faculty Lines
Center for Urban Health Equity	Dean K. Sydnor	2021	\$3.0 7 Faculty Lines plus 2 Post Docs
Center for Data Analytics & Sports Gaming Research	Prof A. Emdad	2022	\$1.5 5 Faculty Lines
Center for Equitable AI & Machine Learning Systems	Prof K. Nyarko	2022	\$3.1 14 Faculty Lines
Center on Urban Violence and Crime Reduction	Prof. V. Nebbitt	2022	\$2.0 10 Faculty Lines
National Center for the Elimination of Educational Disparities	Dr. M. Carstarphen	2023	\$3.6 14 Faculty Lines
Center for Research and Education in Microelectronics	Prof. M. Spencer	2023	\$3.1 7 Faculty Lines
Center for Urban and Coastal Climate Science Research	Search in Progress	2024	\$3.0 8 Faculty Lines

Mr. Albert Sweets, D-RED's State-Supported Research Centers Operations Coordinator, is working with the Center Directors to track both research milestones and expenditures to maximize and document our impact and return on the state's investments in Morgan in this area.

II. NEW BUSINESS DEVELOPMENT

The Office of Research Administration (ORA) oversees and assists with critical aspects of the life cycle of grants and contracts from proposal submission to grant close-out. This office provides the following core services:

- Review, process, and submission of proposals to sponsors;
- Receive and review new awards;
- Provide grant-management training for principal investigators and support staff;
- 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, awarded funding, and research outputs; and
- Aid with programmatic close-out of Sponsored Awards.

Major Activities

During FY 2025, the ORA continued its core activities, including:

- **Grant awards and contracts:** The ORA processed and administered Grant Awards and Contracts made to Morgan State University, including 30 New Funding Commitments for a total of \$4.76 M in Q-4 of FY 2025.

FY 2025 New Funding Commitments		
Quarter	Qty (#)	Amt (\$)
Q-1	43	\$ 51.7M
Q-2	34	\$ 33.8 M
Q-3	28	\$ 14.2M
Q-4	30	\$ 4.8 M
FY25 TL	135	\$ 104.5 M

- **Grant and contract submissions:** The ORA oversees the submission of externally funded financial awards and contracts. For Q-4 of Fiscal Year 2025, the ORA submitted 53 individual proposals for a requested total of \$12.99 M.

FY25 Grant and Contract Submissions		
Quarter	Qty (#)	Amt (\$)
Q-1	69	\$47.2 M
Q-2	86	\$49.7 M
Q-3	63	\$41.5 M
Q-4	53	\$13.0 M
FY25 Total	271	\$151.4 M

- **Fiscal approval:** The ORA reviews and approves every grant-sponsored fiscal transaction – hundreds per quarter – for compliance with sponsor, federal, state, and university regulations.
- **Oversight for regulatory compliance:** The Research Compliance Unit within the ORA serves as a resource for policy development, regulatory analysis and interpretation, and training and education for faculty and students to ensure compliance with federal, state, and university research regulations.
- **Faculty development and grant management training:** The ORA provides monthly, online, and ad hoc training services to individuals, groups, and the entire university community, using multiple avenues of communication, including the ask.ora@morgan.edu email, online e-training modules and videos, webinars, Zoom meetings, and in-person education.
- **Post-award briefings:** The ORA holds Post-Award Briefings with the Principal Investigator and their main administrative staff for each new award. During Post-Award

Briefings, the ORA delves into the unique terms and conditions of each award and teaches overall good grant stewardship.

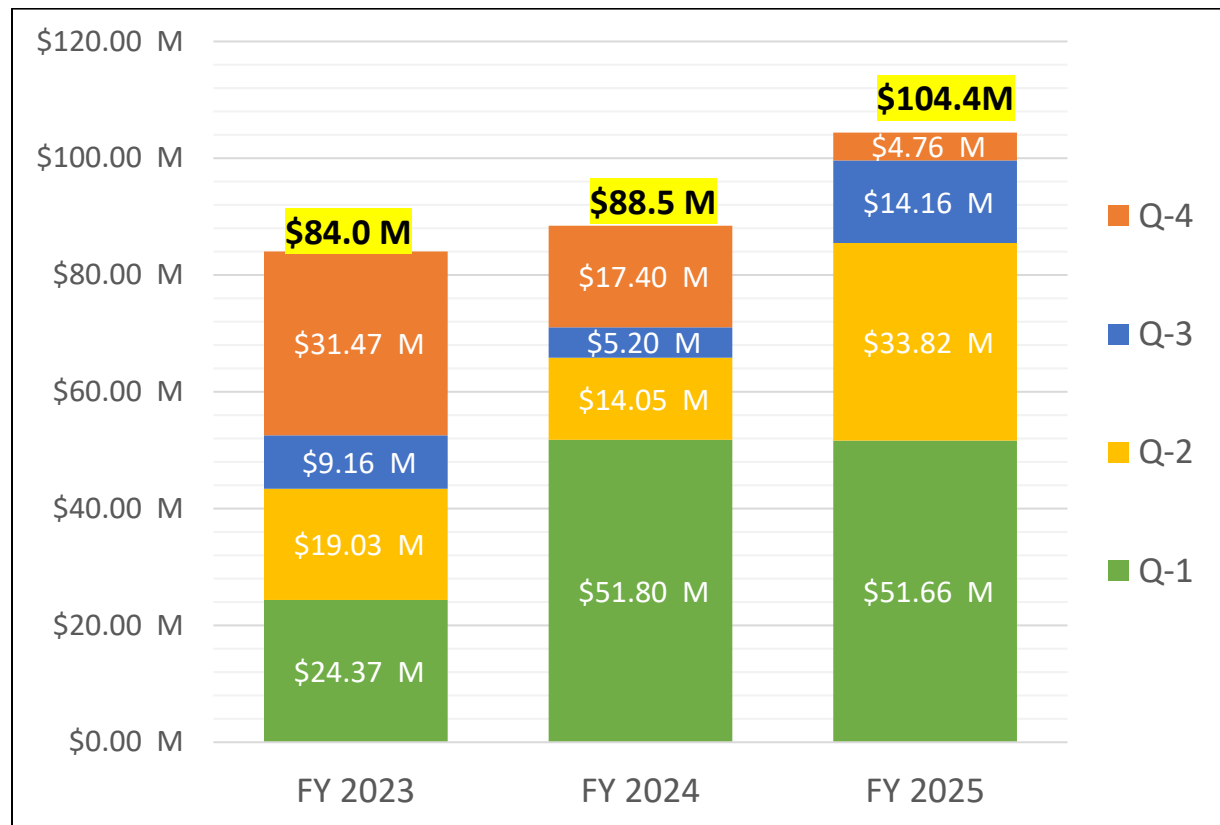
Initiatives

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

- **Implementing a client-focused ORA strategic plan:** Vision and mission, major goals, specific objectives, and metrics of success have been determined. The vision is to “achieve the highest standards of service and compliance in research administration.” The strategic plan is reviewed and updated twice a year.
- **Organizing monthly training seminars:** The ORA has organized over 40 monthly seminars that have been met with substantial enthusiasm. There are approximately 70 to 80 participants from across the spectrum of Morgan State University's faculty, administrative, and staff communities for each seminar.
- **Creating inclusive e-training modules:** To ensure transparency and accessibility in Morgan's processes, the ORA has developed e-training modules that offer clear instructions and guidance on various grant-related processes, including compensation, purchasing, financial transaction management, and more. Additional topics are regularly being identified for future modules. The e-trainings are made available on the ORA website and publicized widely.
- **Generating databases for university grant and contract submissions, new commitments, grants, and publications, and citations:** These databases are regularly updated by the ORA staff.
- **Elevating and advancing research administration:** The ORA is actively evolving as a highly credentialed office of world-class research administrators, leveraging its growing experience, expertise, and leadership to set new benchmarks for excellence in the field. The ORA staff hold the highest professional organizational certifications in the field of research administration, including CRA, CFRA, and CPRA (*see Table 5 below*). In addition, the ORA staff actively contribute to professional education and growth by leading workshops, seminars, discussions, and presentations at local, regional, national, and international events.

Proposal Submissions & New Funding Commitments

Table 1. Comparative Quarterly & Annual New Funding Commitments FY 2023 – FY 2025



Q-1 (July 1st – September 30th); Q-2 (October 1st – December 31st); Q-3 (January 1st – March 30th); Q-4 (April 1st – June 30th)

Table 2. Comparative Quarterly New Funding Commitments & Submissions for FY 2025

FY 2025 New Funding Commitments & Submissions				
Quarter	New Funding		Submissions	
	Qty (#)	Amt (\$)	Qty (#)	Amt (\$)
Q-1	43	\$51.7 M	69	\$47.2 M
Q-2	34	\$33.8 M	86	\$49.7 M
Q-3	28	\$14.2 M	63	\$41.5 M
Q-4	30	\$4.8 M	53	\$13.0M
FY25 Total	135	\$104.4 M	271	\$151.4 M

Table 3. Total Amount (\$) of Awards by Funding Agency Q-4 of FY 2025

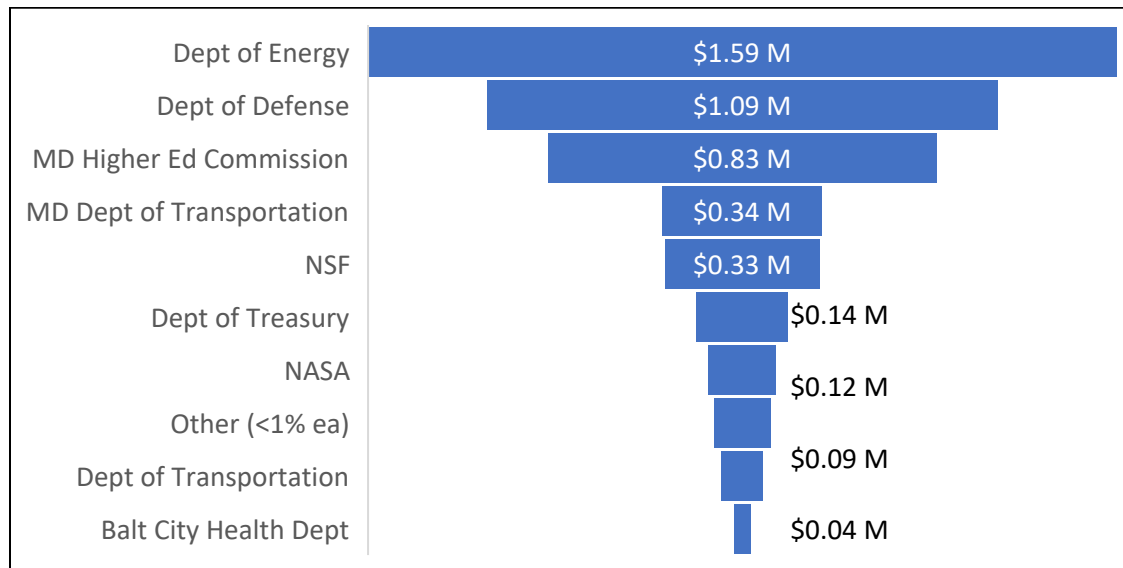


Table 4. Total Amount of Awards by Operating Unit Q-4 of FY 2025

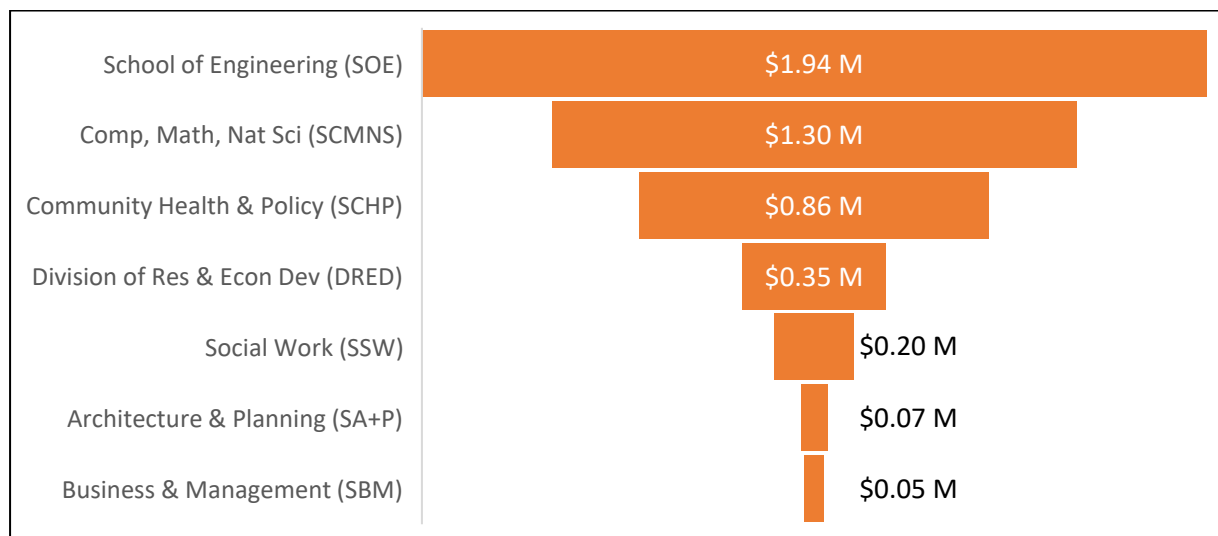


Table 5. Largest Awards for Q-4 of FY 2025

PI	Unit	Amount	Duration	Area	Agency
M. Spencer	DRED	\$ 1.42 M	1 year	Power Electronics Materials and Manufacturing	Dept of Energy through National Renewable Energy Lab
Y. Lan	SCMNS	\$ 1.00 M	4 years	Thermodynamics	Dept of Defense

Table 6. *ORA Staff Credentials*

Farin Kamangar, MD, PhD, MPH, MHS, CRA, CPRA, CFRA

Edet Isuk, PhD

Lucy Manyara, DBA, CRA, CFRA

Keyshawn Moncrieffe, PhD, MBA, CRA, CAPM, RAGC, REGC

Gillian Silver, MPH, CPH, CRA, CPRA, CFRA

Ryan Mobley, CRA, CFRA, CPRA

Becca Steiner, CRA, RAGC

Matthew Lee, PMP

Poline Mirithu, CSM

MD: Doctor of Medicine; PhD: Doctor of Philosophy; MPH: Master of Public Health; MHS: Master of Health Sciences; DBA: Doctor of Business Administration; MBA: Master of Business Administration; PMP: Project Management Professional; CAPM: Certified Associate of Project Management; CSM: Scrum Master Accredited Certification; CRA: Certification in Research Administration; CFRA: Certified Financial Research Administrator; CPRA: Certified Pre-Award Research Administrator; RAGC: Research Administration Graduate Certificate; REGC: Research Ethics Graduate Certificate

Regulatory Compliance & Monitoring

RESEARCH COMPLIANCE

Within the Office of Research Administration, **the Research Compliance Unit provides regulatory oversight and serves as a resource for compliance policy development, regulatory analysis and interpretation, and training and education** to ensure that Morgan State University is fully compliant with federal research regulations. The Research Compliance Unit also raises awareness regarding procedures and guidelines designed to support the responsible and ethical conduct of research at Morgan State University.

Accomplishments for FY 2025, Q-4

- **Coordinated Institutional Review Board (IRB) functions and process 79 (seventy-nine) human subjects research protocols** from faculty and students across the Morgan educational community. The Research Compliance Unit processed a total of 342 research protocols in FY 2025.
- **Provided 4 (four) training sessions for faculty and graduate students focusing on Research Security, Export Controls, Ethics in Human Subjects Research, Collaborative Institutional Training Initiative (CITI) Training Requirements, and Responsible Conduct of Research.**
- **Continued collaboration and consultative meetings with UMBC colleagues on the NSF-sponsored initiative titled: “Building Capacity to Manage RISC: Investing in Research Integrity, Security, and Compliance,”** funded with a sub-award of \$571,813 over five years.

Collaborators attended a one-day boot camp at UMBC on June 16, 2025, providing the cooperating institutions the opportunity to assess first-year accomplishments, discuss challenges and emerging opportunities, and map the activities for Year 2 of the project.

- **Delivered individualized training on utilizing the PIVOT-RP and SPIN electronic platforms to facilitate proactive identification of funding opportunities and potential collaborators.** During Quarter 4, faculty conducted 138 unique funding opportunity searches in PIVOT-RP, and 46 validated users registered on SPIN to conduct funding searches.
- **Worked on the Research Security Compliance Program Initiative**, which will allow Morgan State University to meet federal regulations from NSPM-33 and the CHIPS and Science Act. This is a phased initiative focusing on Research Security, Cybersecurity, Export Controls, and then, Foreign Travel. This reporting period, work was completed on Research Security, and Phase 2 work on Export Control was initiated. In particular, the following were accomplished:
 - **Research Security Program:**
 - Added CITI training modules on Research Security
 - Encouraged completion of the CITI training modules to new Principal Investigators during the ORA's post-award briefings
 - **Export Controls Program**
 - Completed a draft Technology Control Plan (TCP) template for use by researchers to comply with the security requirements of NIST SP- 800-171 and CHIPS & Science Act.
 - Enacted the requirement that researchers on federal-funded grants or contracts complete the CITI Training Program on Export Controls to maintain compliance with regulatory requirements

III. 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 Carnegie R-1 Classification.

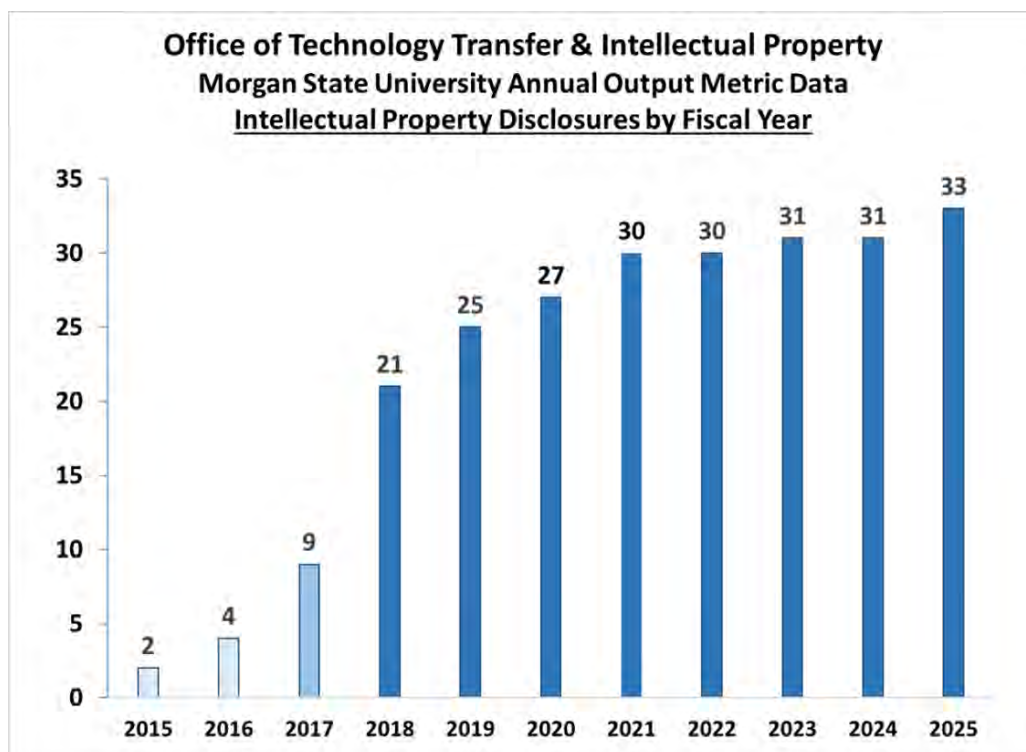
Technology Transfer Five Quarterly Highlights

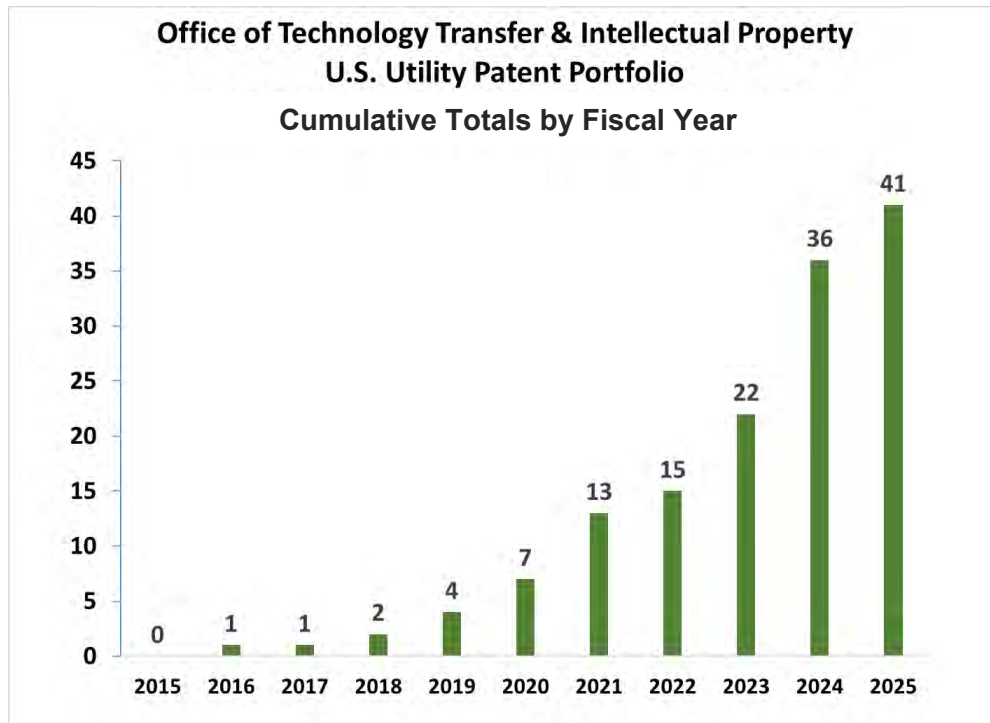
1. **Documented 12 Morgan innovations from faculty/staff. Morgan's FY 2025 average rate of innovation set a record: 1 innovation every 11 days – a 10% increase over our 5-year average.**
2. **Prepared and filed ten new U.S. Provisional Patent Applications; Filed three U.S. Utility Patent Applications and; was awarded two U.S. Patents by the U.S. Patent and Trademark Office (USPTO).**

3. **Awarded 4 Innovation Works I-GAP Seed Grants to Faculty** - positioning Morgan innovations for R&D commercialization grant funding, such as MII and MIPS proposals and grants.
4. **Initiated five new Tech Transfer Agreements.**
5. **Oversaw the formation of two new Start-up Companies** – JANEcj Corporation and Droserix, LLC.

Annual and Cumulative Metric Output and Outcome Performance Charts

Morgan has now recorded over 250 Intellectual Property Disclosures (Innovations).





There was a total of 48 U.S. Patent Applications filed in FY 2025 (approaching one per week) - including 13 U.S. Utility Applications and 35 new U.S. Patent Applications.

At the end of FY 2025, there were 41 Awarded U.S. Utility Patents in Morgan's portfolio. One will be awarded July 22nd and two more are allowed, awaiting issuance by the USPTO. Morgan's Current Patent Pipeline is now up to 49 U.S. Utility Patents Pending in the USPTO.

Annually, Morgan's OTT has facilitated 2-3 new Maryland Start-up companies since the office was established. The updated list is provided below.

Maryland Start-up Companies Formed - Morgan Innovations		
Through FY 2025 - All Since FY 2018		
Company	Morgan Innovation Description	Morgan Innovator(s)
Droserix, LLC ⁴	Nano-Scale Electrode	Birol Ozturk
JANECj, Corporation ^{2,4}	Journalism App for News and Education - Citizen Journalist	Benjamin Davis
Crichlow Engineering ^{2,4}	High-Efficiency Marine Propeller	Curtis Crichlow
Quantum Sensor Technologies, LLC ²	Functional Battery Operated Compact Quantum Sensor	Birol Ozturk
LogixEdu, LLC ²	Supply Chain Instructional Platforms	Ziping Wang
Inopergy, Inc ^{2,4}	Pulmonary Vest and Rapid PODS Health Screening Unit	Timothy Akers
TSP Solutions, LLC ³	Safety Applications of Work Zones	Mansoureh Jeihani, N. Khadem, M. Kabir
Star Leadership Institute, LLC ^{2,4}	Diaspora Global Assessments	Uttam Gaulee
JL Proprietorship/Music Co ²	Orchestral Recordings	James Lee
AnalysisTech, LLC ³	Work Zone Safety	Mansoureh Jeihani
AI Wilson, LLC ^{1,4}	Golf Training Equipment and System	Cassandra Dickerson, et al.
Empowered Wellness, LLC ²	Patient-Mental Health Provider Communication Platform	Dawn Thurman & Rhonda Wells-Wilbon
Oyster Master, LLC ^{1,4}	Hybrid Mobile Shellfish Cooling System	Seong Lee, et al.
STEAM Abroad, Inc. ²	Global Competency Study Abroad Platform	Kimberly Warren
The Literacy Rescue, LLC ²	Adaptive Intelligence to Improve Literacy	Kimberly Reaves, et al.
HaloCyTech, LLC ²	Cyanobacteria BioProducts	Viji Sitther, Behnam Tabatabai, et al.
SVE Technologies, LLC ^{1,4}	Toroidal Combustion Chamber	Arthur Willoughby
CykloBurn Technologies, LLC ³	Ultra-Clean Biomass Combustor	Seong Lee, et al.
iCrystal, LLC ³	Microwave-Accelerated Crystallization	Kadir Aslan

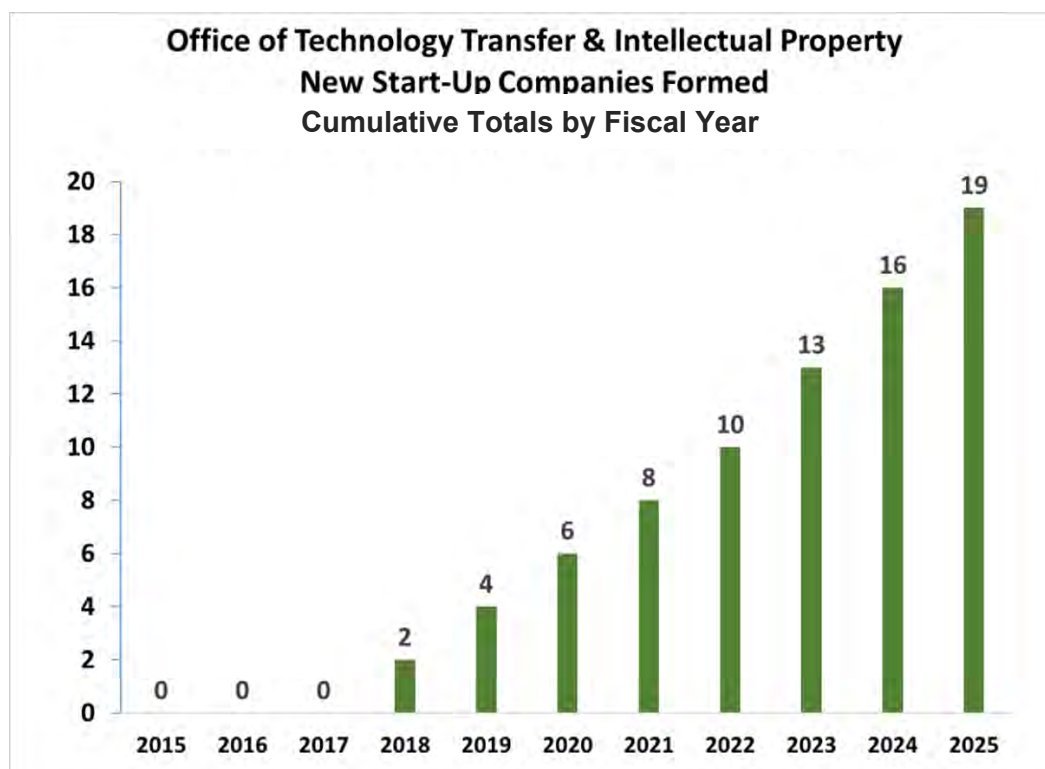
¹ Joint innovation working with local business

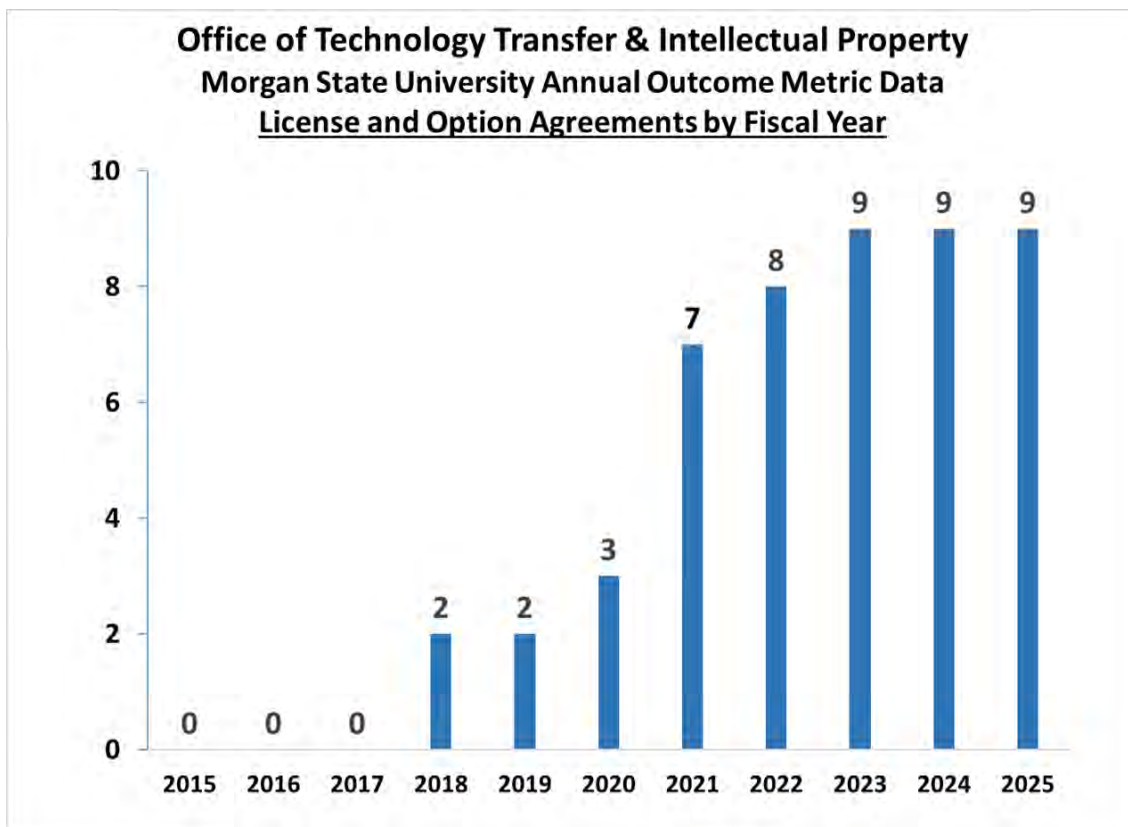
² Faculty, Staff or Student Start-up

³ Inactive as of 6/30/2025 - At the End of FY 2025, 15 start-up companies were active; 4 inactive. In accordance with AUTM Metric classifications

⁴ License agreement in-process/pending

Morgan's Innovation and Patent Portfolio is maturing. As such, OTT is setting an average annual target of one new Tech Transfer Agreement per month.





Each year it is important to remember where Morgan has come from in recent times. The following table is a Morgan historical comparison of innovation and tech transfer metrics. The timeline is pre and post the arrival and leadership of Dr. Wilson.

Morgan Innovation and Technology Transfer		
Metric ³	All-Time Recorded Through FY 2010	FY 2011-FY 2025
Intellectual Property Disclosures	1	263
New U.S. Patent Applications Filed ¹	0	205
U.S. Utility Patents Issued ²	0	41
License Agreements & Options	0	49
New Start-up Companies	0	19

¹ New U.S. Provisional Patent Applications and New First Filings of U.S. Utility Patent Applications

² At the end of FY 2025 Morgan also had 49 U.S. Utility Patents Pending

³ In accordance with the Association of University Technology Managers metric classifications

The Division of Research and Economic Development continues to make critical contributions to social and economic challenges to benefit Baltimore City, the region and State of Maryland.

Economic Development: Five Quarterly Highlights

1. **Facilitated two Economic Development MIPS Partnership Awards with faculty and staff totaling \$200,000** to move innovations along the commercialization pathway with Maryland businesses.
2. **Enabled a new \$150,000 MII investment award to a Morgan Start-up Company to commercialize our patented nanotechnology sensor.**
3. **Accomplished SATCAS profiles for SCMNS:** Inventions, Faculty and Staff Researchers, and Graduate Student Researchers.
4. **Completed Morgan's 2nd year with UMB's UMBILD NSF Grant project** - supporting biotech start-ups in Baltimore; the OTT continues its i-Corps program with UMCP for our entrepreneurs.
5. **Continued oversight of the Conflict of Interest Policy/COI Committee.** Morgan's 11th R&D exemption was approved for a new faculty-based start-up and reported to the State Ethics Commission.

Technology Development and Commercialization Awards

Partnership Awards: Summary Information



4th Quarter \$350,000 in Economic Development Partnership Awards

Maryland Industrial Partnerships (MIPS): Promotes development & commercialization of products and processes through industry/university research partnerships. OTT provides seed funds and support for MIPS proposals.

- \$100,000 MIPS Partnership with Oyster Heaven with PEARL, Tom Ihde, PI. Testing of Oyster Heaven reef product material as part of a larger shellfish testbed established through a 2025 OTT I-START supported.
- \$100,000 MIPS Partnership with Wooden Boat Restoration LLC with CAESECT, Dr. Seong Lee, PI. Support development of an electric-powered boat to leverage an MSU propeller design invention - I-GAP supported..

Maryland Innovation Initiative (MII): MII was created by the Maryland Legislature to foster the transition of promising technologies having significant commercial potential.

- \$150,000 Droserix LLC Phase 3 MII Award to Morgan Start-up company for Technology Commercialization of Nanoscale Electrode technology, inventors, Dr. Birol Ozturk, Alperen Guver, and Peker Milas; U.S. Patent 11,543,429. I-GAP supported.

IV. GESTAR

Goddard Earth Science Technology and Research (GESTAR) II is a cooperative agreement funded by NASA with a five-year period of performance and a total value of \$130M. UMBC is the prime on the cooperative agreement. Morgan is the major partner. More than 98% of GESTAR II's 150 researchers are employed by UMBC or Morgan. Morgan's portion of the funding is \$48M over the five years. Morgan currently employs 43 research scientists under the GESTAR program. GESTAR II is scheduled to end on November 30, 2026. The cooperative agreement may be extended for up to an additional five years beyond that date if it is deemed to be in the best interest of NASA.

Achievements

- GESTAR researchers published four first-author and seven co-author peer-reviewed articles and secured three new grants.
- The GESTAR program supported the work of two undergraduate students working from campus for ten hours a week with Goddard-based researchers in the Spring semester. One student is working full-time for the summer with two of our Goddard-based researchers.

Weathering Challenges

The current White House budget calls for cutting NASA Earth Science funding by 50% and reducing the civil servant workforce at Goddard Space Center by 55%. While the House and Senate have not yet passed an appropriations bill covering NASA funding, NASA is proceeding on the assumption that the White House budget will be implemented in FY26. Uncertainty about the future of NASA funding and looming reductions in the civil servant work at Goddard Space Center have presented challenges for planning and caused significant anxiety for our researchers.

One Morgan GESTAR Task was closed after 90-days' notice on June 15. The other Tasks also put on 90-days' notice to end in June and July have been extended to the end of September. Currently, four of our researchers are expected to be without funding and plan to separate from Morgan at that time. Funding beyond September is still uncertain for the majority of GESTAR researchers at both Morgan and UMBC. Most are actively seeking alternative funding or new positions outside of federally funded research or both.

The Future of GESTAR II

The Director of Goddard's Earth Science Division has given GESTAR II leadership assurances that Goddard Space Center will continue to fund GESTAR II through November 30, 2026 but to expect significant reductions in the levels of funding as the NASA Earth Science budget is reduced by 50%.

We are slated to hire one new researcher by the end of July and two more in early August. All three currently work on NASA projects at other Centers through different funding vehicles. We view this as an effort to consolidate funding and sponsorship on NASA's part.

V. PATUXENT ENVIRONMENTAL AND AQUATIC RESEARCH LABORATORY (PEARL)

The PEARL is located 80 miles south of the main campus on the shoreline of the Patuxent River—a major tributary of the Chesapeake Bay. PEARL research is designed to increase the understanding of coastal and environmental systems so that they can be properly managed and protected.

Coastal Science Policy


KICKED OFF
FALL 2024!!!!


PEARL developed this unique degree program to prepare students to

study, manage, and protect coastal resources

through transdisciplinary science and policy coursework

PEARL's Dr. Amanda Knobloch taught "CSTL 201: Experiential CSTL Learning" in Summer 2025





Blue Catfish Research at PEARL!

- Growing to over 100 pounds, the Blue Catfish is an invasive species in the Chesapeake Bay that is causing substantial environmental and economic harm
- Two new PEARL research efforts are exploring the environmental and economic impacts of Blue Catfish
 - **Project 1** – “Coproduct research to Control Invasive Blue Catfish in the Chesapeake Bay (NOAA; \$500k; 2 years; PI Dr. Tom Ihde)
 - **Project 2** – “Determine recreational angler spending related to the recreational harvest fishery for blue catfish



PEARL Recent Successful Dissertation Defenses!



Name: Abubakar Ringim

Title: Human Dimensions of Sika Deer Management



Name: Muhammad Sulyman

Title: Habitat Change & Ecosystem Impacts on Fisheries in the Ches. Bay



Name: Sara Rostampour

Title: Chemical Composition & Structure of Polyethylene Terephthalate under



Name: Shivish Bhandari

Title: Genetic Breeding To Improve Oyster Cultures For Low Salinity



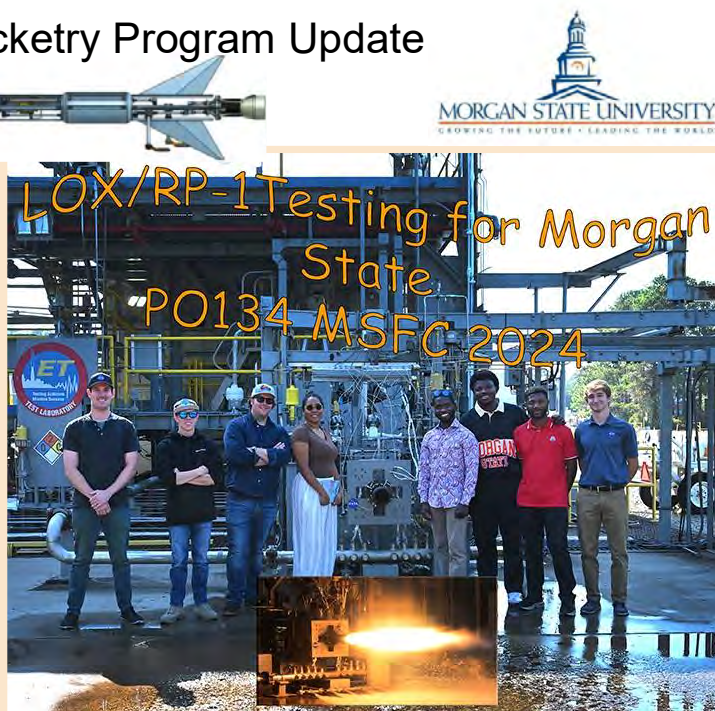
Morgan State University Rocketry Program Update

Morgan Sate University Rocketry Program Update

With \$1.6M in start-up funding from a private foundation, Morgan State is leading students through the process of designing and building a liquid-fueled rocket from scratch that will be launched to an altitude of 50,000 ft and safely recovered.

Under the guidance of Mr. Gerald Whitaker and Dr. Oluwatobi (Tobi) Busari, MSU students have successfully designed, assembled, and tested a new engine design at the NASA Marshall Space Flight Center (right).

They are currently in the process of developing an electronic avionics system for precise control of the liquid fuel injection system as the rocket ascends at speeds of up to ~1500 mph.



NIST PREP Program

The Professional Research Experience Program (PREP) with the National Institute of Standards and Technology (NIST) provides valuable laboratory experience and financial support to undergraduates, graduate students, postdocs, and faculty, with the opportunity for tuition and health insurance assistance for graduate students. In partnership with Johns Hopkins University, NIST PREP offers opportunities for Morganites to conduct research with top scientists in some of the world's most advanced research facilities at the NIST Gaithersburg campus. In an expanded partnership, Morgan leads a consortium of five additional HBCUs, making opportunities at NIST available to a broad range of researchers at Bowie State University, Coppin State University, North Carolina A&T University, Tuskegee University, and the University of Maryland Eastern Shore.

Since 2023, 30 Morgan researchers have participated in 57 NIST research project contracts, bringing more than \$3.8M in research funding to Morgan State University. At present, PREP employs 12 Morgan researchers in active research projects at NIST. Among them are one undergraduate, six graduate students, two postdocs, and three senior researchers. Their research covers a broad range of areas and applications, including cybersecurity workforce development, quantum computing and networking, community resilience, materials science, and artificial intelligence applications in firefighting and image and video analysis. Despite widespread research funding cuts at the federal level, NIST administrators have recognized the value of PREP and continue to work for its preservation. See below pictures and project descriptions of six Morgan student participants in the program.

NIST PREP PARTICIPANT HIGHLIGHTS



Bria Bennett

Pursuing PhD in Community College Leadership - Contributing to the NIST NICE Program efforts to develop and diversify the cybersecurity workforce.



Pranish Shrestha

Pursuing MS in Integrated Science - Contributing to Optical Quantum Network and Component Metrology project.



Daniel Stephens

Pursuing PhD in Electrical Engineering - Contributing as a front-end developer for The NIST Community Resilience Program; NIST PREP Participant since 2023.



Hermela Demissie

Pursuing BS in Information Science & Systems - Contributing to the Video and Photo Analysis using Specialized Software project.



Md Ismail Siddiqi Emon

Pursuing MS in Advanced Computing - Contributing to the Flashover Fire Fighting Technology project.



Bikesh Regmi

Pursuing MS in Advanced Computing - Contributing to the Generative AI Evaluation Infrastructure project.



Board of Regents Finance and Facilities Committee

Monday, August 4, 2025

Presented by:

Endia M. DeCordova, MBA

Vice President for Institutional Advancement

Executive Director, Morgan State University Foundation

Morgan State University Foundation, Inc.

Financials FY25

YTD Comparison - 06/30/2025 vs. 06/30/2024

	FY25	FY24
Contributions (cash/ not including pledges)	15,229,721	17,879,983
Gains/(Losses)	7,086,725	7,752,624
Total Revenue*	35,379,685	29,947,365



 **Total Investments:** **\$130,722,759**
(Includes CDs in Black Owned Banks)

 **Total Assets:** **\$172,707,582**

*Total Revenue reflects all sources of income received during the reporting period. This includes contributions to the Annual Fund, proceeds from events and sponsorships, philanthropic donations, the endowment administrative fee, dividend and interest income (including bond interest), gift annuity income, unrealized investment gains, and internal revenue transfers.

FY25 Fundraising Metrics

	FY25	FY24	YoY Change
Total Raised	\$18,191,782	\$15,313,871	\$2,877,911
# of Donors	5,499	5,266	233
Alumni Giving	11.8%	12%	(0.2%)
Major Gifts (\$25K+)	31	33	(2)
Major Gifts Total	\$2,903,310	\$2,066,871	\$836,439

Key Takeaways

- **Year-over-year fundraising increased** by nearly \$2.9 million, reflecting a 19% growth in total giving.
- **Increased Donor Engagement**
- **Major Gifts increased by over \$836K** in FY25, a 40% year-over-year growth





FY25 Fundraising Report



FY25 - Q4

Top Donors



Donor	Purpose	Gift Amount
Robert Wood Johnson Foundation	Health Related Programs	\$1,750,000
Ronald A. Willis`73 (Bequest)	Unrestricted	\$1,500,000
Bedford Falls Foundation	Nursing	\$1,000,000
TJX Companies, Inc./Trisch Smith`93	School of Architecture	\$250,000
Symetra Life Insurance Company	Actuarial Sciences	\$187,500
Daryl A. Graham `91	Unrestricted	\$100,000
Hannon Armstrong Foundation	Student Managed Investment Fund	\$100,000
National Association for Community College Entrepreneurship	Entrepreneurship	\$82,500



Morgan State University Foundation, Inc.

Scholarship Awarding

as of May 30, 2025

\$5.6 Million Awarded in Scholarships

2,600 Students Served



Alumni Giving

Year Over Year Comparison

	FY25	FY24	FY23
APR*	11.8%	12.01%	11.1%
Total # Alumni Donors	3901	3983	3668
Total Alumni Giving	\$3,4800,00	\$2,440,778	\$2,550,286

*Alumni Participation Rates (APR) are calculated using the number of alumni that donated divided by the total number of alumni multiplied by 100.

Year-over-Year APR Insights:

Despite a significant increase in dollars raised, APR slightly declined indicating strong support from major donors but a need to grow broad-based alumni participation.

FY26 Strategic Focus:

We’re prioritizing expanded outreach, and campaign-aligned messaging to boost participation, deepen alumni connection, and drive sustained philanthropic growth.



FY25 Q4 Events

Morgan State Alumni Day 2025

Alumni Day 2025 on May 16th, honoring graduates from the years ending in '00 and '05 and ***raising over \$1.86M.***

During the celebration, distinguished alumni were recognized for their achievements and contributions to both the community and Morgan State University.

Top Class Gifts:

#1 - Class of 1950 - \$591,109

#2 - Class of 1980 - \$250,460

#3 - Class of 1965 - \$233,302

#4 - Class of 1970 - \$225,820

#5 - *Class of 1975 - \$174,165*



FY25 Q4 Events

Science Center Groundbreaking

On May 14, Morgan State University celebrated the groundbreaking of its new \$337M, 246,000-sq-ft Science Center, a major milestone in its pursuit of R1 research status. Designed by Moody Nolan and led by alum Churchill Banks III, the state-of-the-art facility will house the School of Computer, Mathematical and Natural Sciences and advance Morgan's role in scientific innovation and discovery.



[Read Full Story](#)



FY25 Q4 Events

Morgan State, SEA Foundation Visit & MOU Signing



Morgan State University and the SEA Foundation, founded by soccer star Sheyi Emmanuel Adebayor, signed an MOU launching a global partnership focused on experiential learning, entrepreneurship, leadership development, and social impact. This collaboration will explore academic exchange and community engagement opportunities that connect students to global experiences.



35th Annual Morgan State Bears Golf Classic

- Raised \$55,635
- \$42,500 in Sponsorships
- 100 Golfers
- PepsiCo committed to be the 2026 Presenting Sponsor
- Returning to UM Golf Course

Office of Public Relations & Strategic Communications

News Content Production and Story Placement

Overall Volume and Growth

- Total Content Produced in Q4: **30 news releases and newsroom features**
- **58% Growth over Q3**
 - Q3 – 19 releases and features
 - Q4 – 30 releases and features

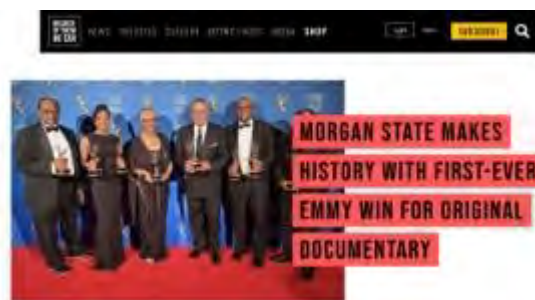
Articles | Online Features

- Total Articles in Q4: 19
- **111% Increase from Q3** (which had nine articles)

New Releases

- Total News Releases in Q4: 11
- **10% Increase from Q3** (which had 10 releases)

Top Media Stories



And the Emmy Goes to...

Coverage of Morgan's first-ever Emmy from the enlightening documentary produced by the Center for New Media and Strategic Initiatives garnered 7 original stories generating **more than 21.6 million media impressions**



MSU Pageant Queens

Feature showcasing current and recently graduated Morgan students, who are excelling in pageants for Miss Baltimore, Miss Black USA and Miss New Jersey, has amassed **more than 21.8 million impressions**



Black Male College Enrollment

More than 40 news reports covering Morgan's efforts to examine declining Black male college enrollment delivered digital, broadcast TV and radio, amounting to nearly **140 million media impressions** **207**

Upcoming Events

Morgan on the Vineyard

August 5-9, 2025



Morgan on the Vineyard has grown and developed a captive audience. To maximize participation of alumni and friends and offset costs we've incorporated:

- Sponsorships opportunities
- Nominal registration fee



Welcome Day Party



President's Reception



Inkwell Beach Party



Visit Morganonmv.com for more information.

Upcoming Events

HBCU & Divine Nine Night

Thursday, September 18 vs. NYY @ 7:15 p.m.



TICKETS

Circle City Classic

September 27, 2025

The Circle City Classic is one of the oldest HBCU games in the country. The 2025 matchup features Morgan State University Bears and Miles College Golden Bears.



MILES COLLEGE
GOLDEN BEARS



VS.



MORGAN STATE
UNIVERSITY BEARS



Upcoming Events

41st Annual Homecoming

Thursday, October 9th
Homecoming Kick-Off
Live Casino @ 6pm-10pm

Friday, October 10th
Homecoming Gala
Martin's West @ 8pm-12am

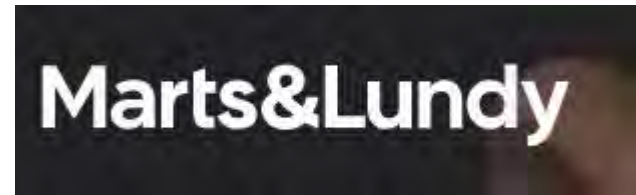
Saturday, October 11th
Homecoming Game
Hughes Stadium



Campaign Readiness

We are working with consultants at **Marts and Lundy** to analyze our data in order to determine a campaign goal. They will be looking at indicators such as:

- Giving history for the past decade
 - Segmentation by donor types (alumni, friends, organizations, etc.)
 - Segmentation by gift count
 - Segmentation by allocation (restricted, unrestricted, endowment, etc.)
- Evaluation of staff makeup
 - Count of fundraisers, support staff, administrative staff, etc.
 - Productivity review of fundraisers (count of managed prospects, solicitations/year, dollars raised/year, etc.)
- Full giving analysis of all major gift prospects in database
- High level analysis of alumni count, alumni participation rate, fundraising expenses, and endowment market value.
- Finalizing the Affiliate Foundation Policy & updated MOU (Summer/Fall 2025 Completion)



Stay Connected to Morgan

Social Media

Facebook: <https://www.facebook.com/morganstateu>

X (formerly Twitter): <https://twitter.com/morganstateu>

Instagram: <https://www.instagram.com/morganstateu>

YouTube: <https://www.youtube.com/morganstateu>

LinkedIn: <https://www.linkedin.com/school/morgan-state-university>

News & Events

Online Newsroom: <https://www.morgan.edu/news>

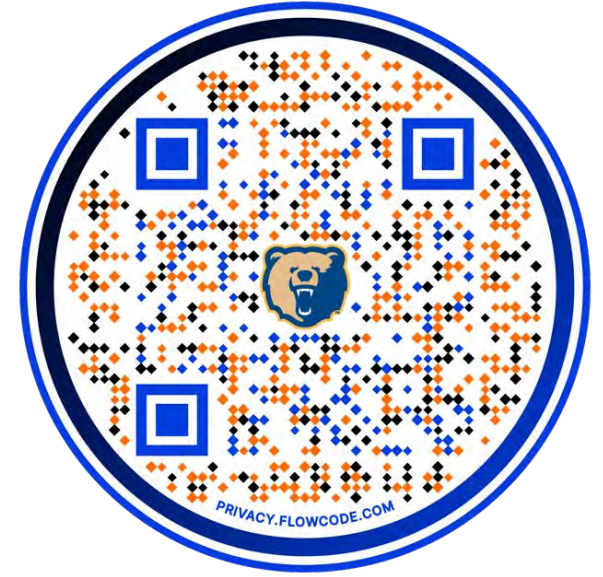
Alumni news coverage: <https://www.morgan.edu/news/category-alumni>

MSU Publications: <https://www.morgan.edu/news/publications>

Media Coverage of Morgan: <https://www.morgan.edu/news/morgan-in-the-news>

Morgan Events: <https://events.morgan.edu/>

MSU Mobile App: <https://www.morgan.edu/mobileapp>



Morgan State University Linktree

<https://linktr.ee/MorganStateU>



MORGAN STATE UNIVERSITY

**Thank
you.**



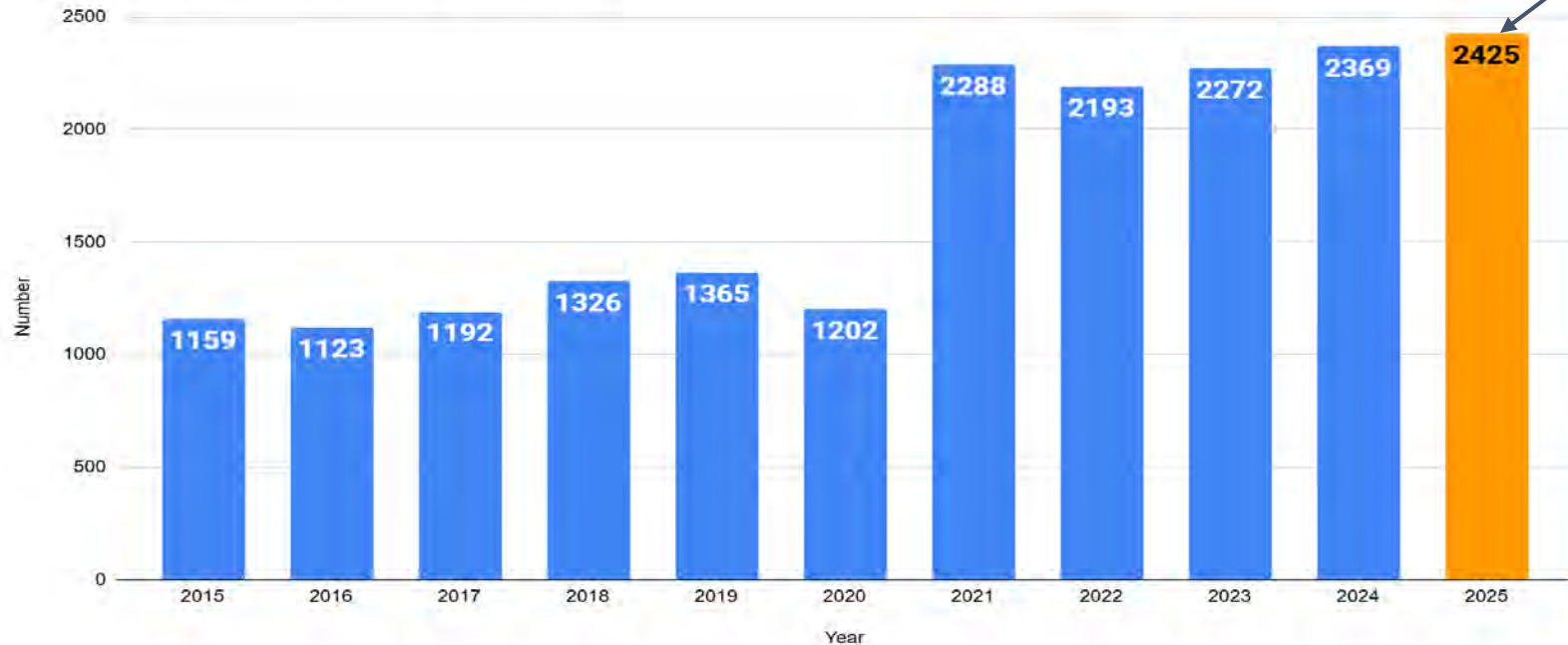
EMASS Update

Board of Regents
Meeting
August 2025

RECORD FRESHMAN ENROLLMENT TREND CONTINUES



First-time Full-time Freshman Enrollment



Projected

RECORD ENROLLMENT PROJECTED

Conservative-
11,000 (Last
fall 10,739)



Likely-11,200



Possible-
11,500+



MAY 2024 GRADUATION RATES

- 6-Year graduation rate 42%
(2019 cohort)
7 Straight years above 40%





56

Scholarships Needing Questions
Answered To Qualify
Partial Matches

74

Scholarships You Can Currently
Apply To
Matches

0

Scholarships With Applications In
Progress

Scholarship Opportunities

ScholarshipUniverse

797 Open & Future
Scholarships

Your Universe

Open & Future Matches
74 Scholarships

Applied
0 Scholarships

In Review
0 Scholarships

Awarded
0 Scholarships

Actions Required

All Types

No records available.

CONTINUALLY
ENHANCING STUDENT
SUCCESS: SCHOLARSHIP
UNIVERSE



Federal Aid Changes

“One Big Beautiful Bill Act”
Signed into law, July 4, 2025



CATEGORY	OLD	NEW	TIMEFRAME
Undergraduate Loans and Pell	Subsidized, Unsubsidized and Pell amounts remain	No change	
Parent Borrowers	No cap (can borrow up to total cost of attendance)	\$65,000 aggregate cap per child; \$20,000 max per year per child.	Effective July 1, 2026
Graduate Students	Graduate PLUS loan available up to total cost of attendance; Aggregate loan limit for direct unsubsidized loans including undergraduate degree: \$138.5K	Graduate PLUS loan eliminated. Institution of annual loan limit of \$20,500 and aggregate limit of \$100,000 for graduate students and \$200,000 aggregate for professional students (both exclude undergrad debt)	Graduate PLUS loan eliminated, effective July 1, 2026 with legacy provisions for current borrowers to complete their program of study.
Lifetime Borrower Cap	Limit of \$31,000 for dependent undergraduates; \$57,500 for independent; Could borrow up to the \$138,500 total including undergrad and grad, but no cap on Grad PLUS	\$257,500 max across all federal loans (excluding Parent PLUS)	Loan limits become effective on July 1, 2026, with a legacy provision included for current borrowers to borrow under current limits for the remainder of their expected tim credential.

CATEGORY	OLD	NEW	TIMEFRAME
Institutional Accountability	<p>2023 Financial Value Transparency and Gainful Employment Reporting requirements -focus was more on career-oriented programs. Only gainful employment programs would lose eligibility if requirements not met.</p>	<p>For undergraduate programs, the provision compares the median earnings of completers four years after program completion with the earnings of “working adults” with only a high school degree or GED who are not enrolled in higher education. For graduate programs, it compares the median earnings four years post-enrollment with the earnings of “working adults” with only a bachelor’s degree who are not enrolled in higher education.</p> <p>Programs failing to meet this earnings threshold in 2 of 3 years will lose eligibility to participate in the Direct Loan Program, with the option to reapply after 2 years. After one year of failure, institutions have to provide disclosures to students.</p>	<p>222 Effective July 1, 2026</p>

Thank You!

Contact Us: emass@morgan.edu



ITEMS FOR ACTION

MINUTES OF MAY 5, 2025



Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, May 5, 2025, via Zoom. Chair Shirley Malcom called the meeting to order at 9:00 a.m.

BOARD MEMBERS

Present: Chair Shirley Malcom, Regent Brian Pieninck, Regent Shelonda Stokes, Regent Carl Turnipseed, Regent Winston Wilkinson

STAFF MEMBERS

Present: Dr. David K. Wilson, Mr. James Curbeam, Ms. Endia DeCordova, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Cassandra Grogan, Mr. Vinnie John, Mr. David LaChina, Mr. Jonathan Luckett, Dr. Willie May, Ms. Kim McCalla, Dr. Timothy Summers, Dr. Kara Turner, Dr. Don-Terry Veal, Mrs. Cynthia Wilder, Dr. Hongtao Yu

Remarks by the Chair

Chair Malcom welcomed the Regents, committee members, university leadership, and members of the Morgan community. She noted the comprehensive agenda, highlighting that some items would require deliberate discussion due to recent federal developments impacting the university.

Remarks by the President

President Wilson provided a comprehensive update on the university's financial status and national engagement efforts, emphasizing:

- Successful implementation of a transparent and inclusive process to manage a \$12 million permanent reduction in state appropriations.
- Extensive consultation with the University Council and broader community, affirming broad support for the cost reduction strategy.
- Financial adjustments strategically designed to protect Morgan's institutional momentum and prioritize student impact.
- Continued national advocacy around federal research funding and student financial aid, with collaborative efforts alongside UNCF and the Thurgood Marshall College Fund.
- Commitment to navigating the evolving federal landscape while positioning Morgan for sustained growth.

Chair Malcom noted that further discussions would continue in future meetings.

ITEMS FOR INFORMATION

Division of Facilities, Design, and Construction Management

Ms. McCalla, VP for Facilities, Design and Construction Management, provided a comprehensive update on major capital projects, master planning efforts, housing renovations, and critical infrastructure upgrades currently underway at Morgan State University.

Ms. McCalla announced the upcoming groundbreaking ceremony for the new Science and Research Complex, scheduled for May 14th. The seven-story facility is in the bidding phase for key utility and long-lead items. Work is ongoing with faculty and staff on interior finishes, equipment lists, and furnishings. A major infrastructure challenge – relocating a large city water culvert running through the site – was addressed, with work nearing completion ahead

of the spring commencement. Stabilization work along Stadium Way continues, supported by the installation of deep soil nails. Road restoration, wall finishing, and fencing work are progressing, with the intention of reopening the road (at least temporarily) by the start of the fall semester.

Ms. McCalla reported substantial progress on the University's campus master plan. The planning process has included extensive consultation with advisory teams and focus groups covering academic vision, athletics, accessibility (ADA pathways), building assessments, dining services, sustainability, energy, campus fiber and utility networks, and student engagement. Meetings with deans and the Lake Clifton community have also taken place. More detailed findings are included in the written report.

The University is preparing to submit historic documentation to the Maryland Historical Trust as part of the compliance process preceding demolition. All 3D imaging and artwork removal activities have been completed. Metal artworks will be relocated to campus, while the city oversees the preservation of ceramics. The contractor is finalizing logistics and site planning.

The Carter-Grant-Wilson facility, slated to house Graduate Studies and International Affairs, is currently pending approval by the Board of Public Works. The University is eager to begin construction as soon as authorization is granted.

Ms. McCalla provided detailed updates on Morgan's housing overhaul:

- **Harper-Tubman:** Renovation bidding is in progress. Minor design changes on the first floor and basement will allow for an increase in bed capacity by relocating administrative offices.
- **O'Connell Hall:** Similarly, design changes are aimed at maximizing bed capacity while reducing building height from 10 stories to eight. The estimated capacity ranges from 336 to 386 beds. O'Connell will include more traditional shared housing configurations with retained room variety.
- Both buildings will be handed over to contractors between late May and early June. Residence Life operations are being relocated in preparation.

Ms. McCalla discussed the progress of additional infrastructure and deferred maintenance projects, such as:

- Practice track restoration has been completed with a new surface mirroring that of the stadium track.
- Structural analysis of the Chapel area way foundation is underway, with repair plans forthcoming.
- Water infiltration issues at Truth Hall and the Chapel have been addressed.
- Streamlining work in the academic quad is complete.
- Campus-wide electrical upgrades are being bid out for summer execution.
- Roof and door replacement projects (including Murphy Fine Arts) are being prepared for release.

Ms. McCalla proudly reported that Morgan continues to achieve approximately 40% MBE participation across major capital projects. Sustainability efforts remain central, with multiple projects achieving or pursuing LEED Gold or Silver certification. The campus master plan will inform a forthcoming decarbonization strategy aligned with statewide mandates, including investigation of alternative technologies such as electric fuel cells.

Chair Malcom commended Ms. McCalla's management of both large-scale capital projects and ongoing deferred maintenance, acknowledging the complexity of balancing competing priorities, particularly the dual pressures of student housing and dining capacity. Ms. McCalla confirmed that both a dining master plan and a parking assessment are underway, in coordination with the Maryland Economic Development Corporation (MEDCO) and embedded within the broader campus master plan process.

President Wilson briefly noted that parking has emerged as a critical issue due to the University's landlocked nature. Plans for future parking infrastructure development will be brought back to the Committee as concepts are formalized.

Regent Turnipseed inquired about the impact of tariffs on project supply chains and potential budgetary implications. Ms. McCalla confirmed growing concern among contractors about rising costs, labor shortages, and material delays. Long lead mechanical and electrical systems are particularly vulnerable, sometimes requiring a delivery time of two

years. The team is working proactively to place orders early and mitigate impact where possible. Chair Malcom emphasized that both price escalations and timeline shifts are to be expected on future projects.

Ms. McCalla explained that some projects have already been deferred to prioritize the Science and Research Complex. Deferred maintenance requests have also been trimmed. She stated that further deferral capacity is limited. Where feasible, substitutions may be explored to manage budget constraints. President Wilson added that the University worked closely with the Moore administration to prioritize the science project, deferring a limited number of other projects accordingly. Further delays are unlikely. He anticipates a meeting in the coming month with the Secretary of the Department of Budget and Management to discuss future capital needs and to address tariff-related inflation across statewide projects.

Regent Turnipseed asked for clarification on the naming of the Science and Research Complex, in light of its implications for Morgan's aspiration toward R1 status. President Wilson responded that the name is a placeholder. The facility will house undergraduate teaching labs, graduate research spaces, and academic offices. He emphasized the importance of modern research infrastructure in supporting the University's tripartite mission – teaching, research, and service – particularly as it seeks to enhance the undergraduate experience and expand its research profile.

Chair Malcom commended the clarity of the discussion and acknowledged the University's deliberate progress toward R1 status.

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

Dr. May, VP for Research and Economic Development, reported that during the quarter, Morgan State University received 96 new research awards, bringing the total research income for the fiscal year to \$99 million by the end of the quarter. As of the meeting date, that number had surpassed \$105 million – a historic high for the institution. He credited the faculty for their remarkable commitment and performance.

While celebrating the record research income, Dr. May also addressed growing national concerns. The University experienced 21 grant terminations totaling nearly \$14 million. Of that, approximately \$8.3 million had already been expended, leaving roughly \$5 million potentially subject to recoupment. Dr. May emphasized that while some cancellations would be contested directly, others were being referred to the Office of General Counsel for inclusion in a broader legal strategy led by the Attorney General.

For the quarter, the Department of Energy emerged as the largest grantor, contributing nearly \$6 million. Notably, the Division of Finance and Administration was the top internal recipient, primarily through awards managed by Kim McCalla and Chief Hatcher. This marked a shift from prior trends, where the Schools of Science and Engineering had typically led in award volume.

He continued with a R1 status progress report. For FY 2023, the University reported approximately \$44 million in R&D expenditures, falling short of the threshold. However, the current fiscal year already reflects \$55.5 million in expenditures. Forecasts for FY 2025 and FY 2026 are estimated at \$60-68 million and \$77.7 million, respectively, even after accounting for potential rescissions. Dr. May clarified, upon inquiry from Regent Pieninck, that R1 classification is based on a three-year average, offering some flexibility. Nevertheless, he emphasized the University's intent to meet the threshold each year.

Dr. May went on to discuss the national recognition and research reputation, stating that, to elevate Morgan's national profile, a strategic public relations campaign in *Science* magazine showcased the University's 10 major research centers. A recent perception survey revealed:

- A 33% increase in respondents familiar with Morgan
- A 50% increase in favorable impressions
- A 250% increase in those who identify Morgan as a high research institution

Morgan also leads all HBCUs in U.S. utility patents over the last two years, securing 23 patents, surpassing Florida A&M's 17, and ranking third among the 100 HBCUs – a dramatic rise from having none in 2015.

President Wilson and Committee members commended Dr. May and his team for their visionary leadership and tangible achievements. President Wilson provided context on the institutional evolution from a modest Office of Sponsored Programs to a robust Research Division with dedicated tech transfer staff. Board members emphasized the significance of this transformation, citing it as a model of focus-driven institutional change.

Dr. May announced that Morgan's participation in the GESTAR program, now valued at \$130 million (with nearly \$50 million allocated to Morgan), remains a significant initiative. However, Dr. May flagged looming challenges, including workload reductions for GESTAR scientists and anticipated summer funding cuts. Five scientists are expected to lose funding, which will affect approximately 11% of Morgan's program. Similar decreases are impacting peer institutions, including UMBC. Further discussion will take place in closed session.

Dr. May invited the Board to attend PEARL Day, scheduled for August 6, 2025. The event will be held at the PEARL facility, located approximately 90 minutes from campus. Activities include a lunch reception, formal program, breakout sessions for strategic discussion, and an optional boat tour of the surrounding area. The University will coordinate transportation and lodging accommodations to ensure ease of participation. Dr. May concluded by reaffirming the collective effort driving the University's research ascent.

Chair Malcom and other Regents expressed their appreciation and enthusiasm for the progress achieved. Matters requiring additional discussion were deferred to the closed session.

Division of Institutional Advancement Update

Ms. DeCordova, VP for Institutional Advancement, provided a comprehensive update on the University's fundraising, donor engagement, media strategy, and advancement events for the third quarter.

Ms. DeCordova began by affirming the continued strength and stability of Morgan's endowment, which remains over \$126 million, with total assets at \$167 million. She clarified that the figures reflected the close of the third quarter, just before recent stock market volatility, but emphasized that the University's investment portfolio has remained steady. A final year-end performance report will be presented at the summer meeting.

Regarding fundraising, the University has raised \$11.4 million year-to-date, with an additional \$5.3 million in the pipeline, positioning the institution on track to reach its \$15 million goal for the fiscal year. Ms. DeCordova noted that further campaign strategies and upcoming fundraising efforts would be shared in closed session.

Among the notable gifts received during the quarter were contributions from longstanding university supporters, including support for the HBCU Wrestling Initiative, which continues to expand Morgan's profile in athletics. Notably, she highlighted that despite national tensions surrounding Diversity, Equity, and Inclusion (DEI), Morgan has not experienced a decline in corporate or philanthropic engagement. Key partners remain committed, affirming Morgan's value as a leading institution worthy of investment.

Alumni engagement efforts have also shown measurable success. Ms. DeCordova reported a significant rise in the alum participation rate, now at 7.89%, primarily driven by Morgan's inaugural Day of Giving. This event successfully mobilized alums, friends, and corporate partners across the University. Nearly 872 donors participated – 500 of whom were first-time donors – raising close to \$300,000. She emphasized the cultural impact of student participation, with many contributing modest but meaningful gifts, helping to instill a culture of philanthropy from the moment students arrive on campus.

Looking ahead, Ms. DeCordova highlighted several upcoming engagement events:

- Alumni Day – May 16, 2025
- University Groundbreaking Ceremony – to include remarks from Governor Wes Moore, Chairman Kweisi Mfume, and President Wilson
- Athletics Golf Tournament – rescheduled to Father's Day weekend in June
- Morgan on the Vineyard – still being coordinated around conflicting dates
- New Homecoming Kickoff Reception – to be held at Live! Casino on the Thursday of Homecoming Week

In support of the University's strategic goals and growing research agenda, Ms. DeCordova also reported that the media relations team continues to elevate Morgan's national visibility. Recent high-profile media attention included features on:

- The Black Male Enrollment Initiative
- Campus Violence Symposium
- Morgan's new Acrobatics and Tumbling Program
- Developments related to the NIL/NCAA Settlement being led by Dena Freeman-Patton, Vice President and Director of Athletics

Ms. DeCordova highlighted a newly launched campaign, "Morgan Made Hidden Figures". The campaign honors exceptional alumni during Black History Month and Women's History Month, with plans to make it an ongoing initiative showcasing underrecognized alumni achievements. She also referenced recent legislative testimony and reminded board members that printed copies of the Bear Facts publication—featuring the University's Black Male Initiative on the cover—would be available at the following day's meeting for use as outreach tools.

Regent Stokes commended Ms. DeCordova's alignment of fundraising strategies with University assets and events, emphasizing the value of a cohesive, integrated advancement calendar. President Wilson reiterated the importance of corporate partnerships, especially in light of the federal Executive Order on HBCUs. He stressed that Morgan remains an attractive partner and that the University continues to welcome philanthropic engagement.

Chair Malcom emphasized that meaningful research advancement requires strong partnerships, not only with the private sector, but also with established research universities. She encouraged sustained collaboration to help Morgan leverage external research infrastructure and broaden its institutional impact. Dr. May responded affirmatively, highlighting existing partnerships with institutions such as UCLA and Caltech, and pledged to provide a detailed overview of those collaborations in his next board presentation.

Dr. May acknowledged a scheduling conflict between his planned "PEARL Day" event and the Morgan on the Vineyard gathering. He agreed to work with Ms. DeCordova to explore rescheduling options that accommodate Board participation.

Division of Enrollment Management and Student Success Update

Dr. Turner, SVP for Enrollment Management and Student Success, presented a detailed report on current enrollment trends, strategic enrollment planning, and progress in expanding military-affiliated and nontraditional student populations.

Dr. Turner opened her remarks by reaffirming her division's commitment to advancing Morgan's growth trajectory and supporting its financial health through sustained enrollment. She reported that undergraduate applications for Fall 2025 had surpassed 25,000, a record high. Of these, the University had admitted just over 20,000 students, including both freshman and transfer applicants.

Dr. Turner emphasized that the University's enrollment strategy remains intentionally conservative, with a modest, planned increase over last fall's new student numbers. This approach, she explained, is driven by current housing capacity constraints, which are actively being addressed but continue to guide admissions pacing. The University anticipates concluding the enrollment cycle slightly above last year's numbers, aiming for consistency with available residential and academic infrastructure.

In terms of expected breakdown:

- A 1% increase in new freshmen and a 3% increase in new transfer students is projected.
- Significant growth is expected in the "Morgan Completes You" (MCU) initiative – Morgan's degree completion program for adult learners – with enrollment projected to more than double year over year.
- Total undergraduate enrollment is projected to increase by 3%, fueled in part by improved retention rates from recent larger incoming classes.

- The University also projects an 8% increase in graduate enrollment, culminating in a 4% total enrollment increase across all populations. The projected total headcount for Fall 2025 is expected to exceed 11,000 students, pending the final confirmation of the enrollment freeze.

Dr. Turner further highlighted targeted efforts to grow Morgan’s military-affiliated student population, which includes veterans, active-duty military, dependents, and spouses. She shared that the University recently received multiple national recognitions:

- Veteran-Friendly School and Yellow Ribbon School honors from *U.S. Veterans Magazine*
- Gold Status Military Friendly School and Military Spouse School designations from *Military Friendly®

As a result of these efforts, Morgan has increased military-affiliated enrollment by nearly 100 students in the past year. Dr. Turner credited this success to intentional investment and the expansion of support services in this area.

Chair Malcom commended the enrollment team for their efforts, particularly with the military-affiliated student population. She noted the pride Morgan takes in its historical and ongoing relationship with the military and acknowledged the value of national recognition.

Regent Turnipseed praised the Morgan Completes You (MCY) Program, recalling its early development during his initial tenure on the Board. He applauded its significant progress and growing impact. Dr. Turner credited Dean Westrick and Provost Yu for their leadership in driving the success of the MCY Program. Chair Malcom reflected on the program’s origins, recalling a conversation with President Wilson on the need to serve the vast number of Americans with some college credits but no degree. President Wilson elaborated on the strategic importance of this nontraditional growth sector. He stated that nontraditional enrollment allows Morgan to grow without straining residential or campus facilities, as MCY students often require online instruction and do not rely on housing. He previewed a forthcoming update to the University’s Enrollment Management Plan, which will include a revised long-term enrollment goal, extending beyond the current 10,000-student benchmark, to reflect this evolving strategy.

Chair Malcom concluded by underscoring that even growth in online or adult education populations requires dedicated infrastructure. She stated that Morgan must plan proactively to support the unique needs of these students, including digital platforms, advising models, and wraparound services, distinct from but no less critical than traditional brick and mortar investments.

ITEMS FOR ACTION

Approval of Committee Minutes

Chair Malcom called for a motion to approve the minutes of February 3, 2025. It was moved by Regent Turnipseed and seconded by Regent Pieninck. The motion carried. The vote was unanimous.

MEDCO Ground Lease Amendment – Harper-Tubman Project

Mr. LaChina, EVP for Finance and Administration, introduced the revised ground lease with MEDCO for the redevelopment of the Harper-Tubman facility for approval. He prefaced his remarks by noting that the upcoming action items were closely interconnected, with the Harper-Tubman Project serving as the initial focus. He reminded the Committee that the Letter of Intent with MEDCO had referenced two distinct projects – Harper-Tubman and O’Connell Hall. These are separate initiatives, and Harper-Tubman is advancing first.

The Harper-Tubman redevelopment will be a complete MEDCO-led project, with current activities focused on bond placement discussions with investment banks. The project includes expanding the number of beds by converting administrative office space into residential units, which improves the project’s financial viability.

Mr. LaChina described the ground lease structure as a modification and extension of the existing lease:

- The new lease will cover a 40-year bond term with a five-year tail (previously 10 years), aligning with financing requirements while still giving confidence to bondholders.
- The ground lease provides MEDCO access to the site for complete redevelopment.

Mr. LaChina detailed the following economic provisions:

- **Utility Costs:** The University will subordinate utility payments, continuing to pay utilities upfront. As the buildings transition to separate metering, Morgan will have the option to recoup those costs from project cash flow, assuming financial performance meets required thresholds.
- **Security Costs:** Morgan will continue to absorb the cost of security for on-campus projects, including Harper-Tubman, consistent with past practice.
- **Ground Rent Deferment:** The current deferment of ground rent (established under the Thurgood Marshall ground lease) is set to expire on June 30, 2025. An estimated \$4 to \$6 million in accumulated rent may become payable to the University upon successful audit and confirmation of the financial reserve by MEDCO.

He also noted that the Harper-Tubman project is currently valued at approximately \$55 million in bond financing.

Chair Malcom emphasized that this item is not new to the Committee, but rather a necessary next step to allow the project to move forward. She reiterated that similar action items would be presented in the future for other MEDCO-led projects, such as O'Connell Hall. Mr. LaChina concurred, adding that an additional ground lease amendment for the O'Connell Hall project will likely come before the Committee in either fall or next spring.

Chair Malcom called for a motion to approve the MEDCO Ground Lease Amendment for Harper-Tubman. It was moved by Regent Turnipseed and seconded by Regent Wilkinson. The motion carried with one abstention by Regent Stokes.

HBCU Loan

Mr. LaChina provided a comprehensive update on the University's request to increase its application under the U.S. Department of Education's HBCU Capital Financing Program from \$25 million to \$35 million. The loan will fund critical elements supporting the O'Connell Hall redevelopment project, which remains in early stage.

Key elements include:

- **Demolition pre-funding:** \$1.5 million to be reimbursed by project bond funds;
- **Amenities:** 10,000 sq. ft. dining and retail facility: \$12.5 million, to be owned by the University and serve multiple residence halls;
- **Elevated pedestrian safety bridge:** ~\$6 million, connecting O'Connell to the main quad and avoiding street-level crossings;
- **Structured parking facility:** Sized to accommodate O'Connell and the adjacent science complex, which adds no new parking on its own.

Mr. LaChina stated that the proposed borrowing remains within the University's legislative debt cap of \$140 million. He noted that the loan operates on a reimbursement basis, with funds drawn only as costs are incurred, reducing upfront debt exposure. Housing rates for O'Connell are anticipated to align with existing MEDCO properties (e.g., Thurgood Marshall Hall) and will reflect in FY 2028 pricing. He confirmed ongoing engagement with Standard & Poor's, with an anticipated investment-grade rating for the project.

There was a brief discussion about external market dynamics, including the higher education sector credit rating downgrade by Moody's, fiscal pressures at the state level in Maryland, shrinking resources at the Department of Education, and the so-called "Enrollment Cliff" forecast for 2025. Despite these headwinds, the Committee and administration emphasized Morgan's strong fundamentals, such as consistent enrollment demand and planned capacity of 5,250 beds through 2028; high on-campus housing demand, including upperclassmen; flexible master lease structures with phase-out options; ongoing institutional and executive leadership stability; historical financial discipline; and proactive debt planning.

Regent Pieninck inquired about the University's ability to manage long-term debt service and cash flow pressures. Mr. LaChina responded with detailed coverage ratios and funding source explanations (auxiliary and academic fees).

Regent Turnipseed asked about credit rating implications. Mr. LaChina confirmed ongoing dialogue with rating agencies and expected investment-grade outcomes, pending final review.

President Wilson and Chair Malcom emphasized the importance of maintaining high standards of governance, financial management, and enrollment stability as essential pillars in creditworthiness assessments, potential future housing rate adjustments for the O'Connell Hall project to support economic viability.

Chair Malcom called for a motion to approve the HBCU Loan. It was moved by Regent Pieninck and seconded by Regent Turnipseed. The motion carried with one abstention by Regent Stokes.

O'Connell Hall Reimbursement Resolution

Mr. LaChina introduced a resolution to authorize reimbursement related to O'Connell Hall capital expenditures. He explained that the resolution is a necessary formality to ensure legal compliance with bond requirements and to protect the University's ability to be reimbursed for funds expended in advance of the bond issuance. Specifically, the resolution pertains to the planned reimbursement of up to \$1.5 million from the HBCU loan and any additional pre-bond issuance expenditures associated with the O'Connell Hall project. Mr. LaChina emphasized that this resolution enables the University to remain compliant with tax and bond regulations and ensures the appropriate legal mechanism is in place for future reimbursement once the financing is secured.

Chair Malcom called for a motion to approve the Reimbursement Resolution. It was moved by Regent Turnipseed moved and seconded by Regent Pieninck. The motion carried with one abstention by Regent Stokes.

ITEMS FOR INFORMATION

Division of Finance and Administration Update

Mr. LaChina provided a summary of the University's financial position as the fiscal year draws to a close. He indicated that while there was no substantive new information to report on housing or financial operations that had not already been addressed earlier in the meeting, the University continues to project a modest surplus for the fiscal year, consistent with prior reporting. To support this positive closeout, the administration has implemented modest constraints on procurement and operational spending during the final weeks of the year, ensuring continued financial discipline and stewardship.

Mr. LaChina then turned attention to the Fiscal Year 2025–2026 State Budget, characterizing the change in Morgan's budget as a "minor increase," primarily due to timing discrepancies in the recording of budget amendments. While the Legislature approved the Governor's recommendation, the apparent increase is mitigated by structural reductions embedded in the State's financial plan. Specifically:

- The University is awaiting a \$13 million amendment related to FY25 salary enhancements, which had not yet been received at the time of the meeting.
- From that \$13 million, \$12 million reflects reductions required under the State's broader budget tightening plan, reducing the effective gain.
- Additional one-time reductions amounting to approximately \$500,000 are also included.
- Positive adjustments to the budget include:
 - \$2 million in new funding for the Carter-Grant-Wilson initiative;
 - An increase in the Higher Education Partnership Summit allocation.

In net terms, these shifts result in an effective increase of \$3.3 million to Morgan's operating budget.

Mr. LaChina noted that while the University's FY25 general fund appropriation stands at \$194.2 million, the approved appropriation for FY26 is \$197.6 million. However, the 1.7% increase on paper is significantly tempered by the embedded \$12 million reduction, leaving the University without the anticipated year-over-year funding growth. He emphasized the importance of understanding the nuanced composition of the budget. At the same time, the topline figure suggests incremental growth, the real net impact on institutional operations is effectively flat or even constraining, requiring continued vigilance in financial planning.

Proposed FY 2027 Tuition, Fees, Housing and Board Rates

Mr. LaChina presented a preliminary proposal for FY27 rates:

- **Tuition:** A 2% increase is proposed.
- **Mandatory Fees:** No changes at this time. However, a working group will be formed over the summer to undertake a comprehensive review of the University's fee structure, with a focus on the absence of a dedicated technology fee.
- **Housing:** A 4% increase is recommended, with a possible upward revision in subsequent years to support the O'Connell and Harper-Tubman projects.
- **Board:** An 8% increase is anticipated, driven mainly by persistent food cost inflation.

Dr. Wilson emphasized that these proposals are the result of thorough internal discussion among campus leadership (including Dr. Turner, Mr. LaChina, Ms. McCalla, and Dr. Banks), all of whom considered the financial sensitivity of Morgan's student population, with roughly 90% receiving financial aid. Chair Malcom affirmed that tuition and fee recommendations are only brought forward after careful evaluation of need, justification, and alignment with inflationary pressures. She reiterated her opposition to increases for their own sake and stressed that any proposed adjustments must demonstrate institutional benefit and necessity.

Mr. LaChina clarified that increases in housing and board rates are driven mainly by third-party lease obligations and food service provider costs, respectively. He noted that tuition is the only central area under institutional control, and that reevaluating the University's fee structure (including consideration of a technology fee) is critical moving forward.

Staff Introduction

Mr. LaChina introduced Mr. Vinnie John, who recently joined the Division of Finance and Administration. Mr. John brings extensive experience as the former Vice Chancellor for Administration and Chief Business Officer at Embry-Riddle Aeronautical University and returns to Maryland to support family. His arrival comes at a pivotal time, as he has already begun supporting multiple financial initiatives, including bond deals and new loan structures.

President Wilson reminded the Committee that the University had previously indicated a search was underway for a Chief Operating Officer/Associate Vice President for Finance and Administration, and that Mr. John was hired following an extensive recruitment process.

Public Session Adjournment

Chair Malcom opened the floor for a motion to move into a closed session, which was moved by Regent Turnipseed and seconded by Regent Stokes. The motion carried unanimously. The public session adjourned at 11:09 a.m.

Respectfully submitted,

Danielle Baze

Executive Assistant to the EVP for Finance and Administration

Recorder

FY 2027 Capital Budget Request (Closed Session)

Chair Malcom opened the floor for a motion to approve the FY 2027 Capital Budget Request. It was MOVED by Regent Pieninck and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

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

Date: Monday, May 5, 2025

Time: 9:00 a.m.

Location: Virtual

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Stokes

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Carter

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

General Provisions Article, § 3-305 (b)(3)(5)(7)(10):

___(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;

X (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;

X (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;

____(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;

X (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.

__ (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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 on Preliminary Grants.
2. To consider the FY 2027 Capital Budget Request.
3. To receive an update on Off-Campus Property.
4. To receive an update on Campus Safety.

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 Shirley M. Malcom
Chair of the Finance and Facilities Committee

SIGNATURE:

A handwritten signature in black ink, appearing to read "S. Malcom", written in a cursive style.

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

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

THIRD AMENDMENT TO MEDCO GROUND LEASE

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Third Ground Lease Amendment with Maryland Economic Development Corporation (MEDCO) to Facilitate the Development of Harper-Tubman and O'Connell Student Housing Projects

COMMITTEE: Finance and Facilities

DATE OF MEETING: August 4, 2025

BRIEF EXPLANATION: The air rights and ground lease are part of a cross-collateralization structure with MEDCO and include all of the student housing projects executed in collaboration with MEDCO: the Morgan View Project (completed in 2002), the Thurgood Marshall Housing Facility (2022), Legacy Tower (2024), and the Harper-Tubman Housing Project (2026) (collectively, the "Projects"). The collective projects secure the existing Morgan View Bonds, the existing Thurgood Marshall Housing Bonds, the existing Legacy Tower Bonds, and the newly issued bonds for the new Harper-Tubman renovation. The current air rights and ground lease provide for a deferment of ground lease rent payments through FY25 (June 30, 2025), which would be payable to the University upon completion of the FY 2025 audit for the Projects. This deferment was granted to provide additional economic support for the Projects, providing prospective bond holders with additional confidence the projects would have sufficient liquidity to meet the Projects' obligations under the bond documents.

This amendment to the air rights and ground lease provides the University with the authority to additionally defer part or all of the ground lease payments due or coming due from time to time to the University as may be required to support the economics of the Projects.

The Board of Regents hereby approves the amendment and hereby delegates to the President the authority, with notification to the Executive Committee, to determine the period of the deferral and the amount of the deferral and specify the same from time to time in a written notice to MEDCO.

FISCAL IMPACT:

MEDCO will pay ground rent to the University in an amount equal to the annual surplus generated from operations after paying debt service and operating expenses, and funding reserves. MSU will have the option to defer all or a portion of the ground rent payments from all the Projects, for

a specified period, at which time any funds held and available under the indenture will be paid to MSU as surplus cash flow.

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

**COMMITTEE
ACTION:** MSU BOR F&F Committee **DATE:** August 4, 2025

**BOARD
ACTION:** _____ **DATE:** _____

THIRD AMENDMENT TO
AMENDED AND RESTATED
AIR RIGHTS AND GROUND LEASE AND AGREEMENT

by and among

STATE OF MARYLAND
for the use of
MORGAN STATE UNIVERSITY

and

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

Date as of ____ __, 2025

THIRD AMENDMENT TO
AMENDED AND RESTATED AIR RIGHTS AND GROUND LEASE AND AGREEMENT

This THIRD AMENDMENT TO AMENDED AND RESTATED AIR RIGHTS AND GROUND LEASE AND AGREEMENT (this “**Amendment**”) is made, as of __ __, 2025, by and among the STATE OF MARYLAND for the use of MORGAN STATE UNIVERSITY, an agency and instrumentality of the State of Maryland (“**Lessor**”), and the MARYLAND ECONOMIC DEVELOPMENT CORPORATION, a public instrumentality of the State of Maryland (“**MEDCO**” or the “**Lessee**”).

RECITALS

A. Morgan State University (the “**University**”) is an institution of higher education in the State of Maryland and an agency and instrumentality of the State.

B. The State, for the use of the University, owns certain property within and adjacent to the University’s campus in Baltimore City, Maryland.

C. The University, MEDCO and A&R/AP, LLC entered into that certain Ground Lease Agreement dated March 27, 2002, as amended by that First Amendment to Ground Lease dated May 21, 2002 (collectively, the “**Original Ground Lease**”), in connection with the development and construction of student housing facilities known as the Morgan View apartment project (the “**Morgan View Project**”). The Morgan View Project was developed as an off-campus apartment building containing 794 beds and associated parking constructed on a parcel of land described on EXHIBIT A to the Original Ground Lease (the “**Morgan View Land**”). The Morgan View Project was completed pursuant to the Original Ground Lease. A&R/AP, LLC’s obligations under the Original Ground Lease, as developer, were completed and it was released as a party to the Original Ground Lease pursuant to its terms. The Morgan View Project initially was financed by borrowing proceeds of the 2002 Bonds (defined below) issued by MEDCO, which have been most recently refunded by the Series 2022 Bonds (defined below). The Morgan View Project, as completed and situated on the Morgan View Land, is collectively with the Morgan View Land herein referred to as the “**Morgan View Property**”.

D. As of December 1, 2020, the Original Ground Lease was amended and restated pursuant to the Amended and Restated Air Rights and Ground Lease and Agreement by and between Lessor and Lessee (the “**2020 Ground Lease**”), to add the Thurgood Marshall Land (as defined therein) and the portion of the Thurgood Marshall Project comprising the design, construction, furnishing and equipping of a mixed-use building, a portion of which constitutes a student housing facility (the “**2020 Student Housing Facility**,” defined in the 2020 Ground Lease as the Student Housing Facility), as Additional Improvements pursuant to the Original Ground Lease. MEDCO financed the design, construction, furnishing and equipping of the 2020 Student Housing Facility with the proceeds of the 2020 Bonds (defined below).

E. On December 10, 2020, MEDCO issued and sold its Maryland Economic Development Corporation Senior Student Housing Revenue Bonds (Morgan State University Project), Series 2020, in the original aggregate principal amount of \$80,825,000 (the “**2020**

Bonds”), for the sole purpose of (i) paying the costs of constructing, furnishing and equipping of a 670-bed student housing facility (the “**Thurgood Marshall Project**”) on the Thurgood Marshall Land as described in the 2020 Ground Lease, (ii) paying the interest expected to accrue on the 2020 Bonds through construction and the initial operation of the Thurgood Marshall Project and certain other charges, (iii) making a deposit to the debt service reserve fund for the 2020 Bonds, and (iv) paying the costs of issuing the 2020 Bonds and other transaction-related costs.

F. On April 28, 2022, MEDCO issued and sold its Maryland Economic Development Corporation Senior Student Housing Refunding Revenue Bonds (Morgan State University Project), Series 2022, in the original aggregate principal amount of \$21,145,000 (the “**2022 Bonds**”), for the sole purpose of (a) refunding all of its outstanding Maryland Economic Development Corporation Senior Student Housing Refunding Revenue Bonds (Morgan State University Project), Series 2012 originally issued in the aggregate principal amount of \$32,145,000, (b) funding a deposit to the debt service reserve fund for the 2022 Bonds, and (c) paying the costs of issuing the 2022 Bonds and other transaction-related costs.

G. As of November 1, 2022, the 2020 Ground Lease was amended pursuant to that certain First Amendment to Amended and Restated Air Rights and Ground Lease and Agreement by and between Lessor and Lessee (the “**First Amendment**”), to add a parcel of land to the Thurgood Marshall Land and the TM3 Project (defined below) on the Thurgood Marshall Land as Additional Improvements pursuant to the Ground Lease. MEDCO financed the design, construction, furnishing and equipping of the TM3 Project with the proceeds of the 2022A Bonds (defined below).

H. On November 9, 2022, MEDCO issued and sold its Maryland Economic Development Corporation Senior Student Housing Revenue Bonds (Morgan State University Project), Series 2022A, in the original aggregate principal amount of \$113,520,000 (the “**2022A Bonds**”) and used the proceeds thereof to (i) pay the costs of constructing, furnishing and equipping of a 604-bed student housing facility (the “**TM3 Project**”) on the Thurgood Marshall Land as described in the First Amendment, (ii) pay the interest expected to accrue on the 2022A Bonds through construction and the initial operation of the TM3 Project and certain other charges, (iii) make a deposit to the debt service reserve fund for the 2022A Bonds, and (iv) pay the costs of issuing the 2022A Bonds and other transaction-related costs.

I. As of June 1, 2025, the 2020 Ground Lease and the First Amendment were amended pursuant to that certain Second Amendment to Amended and Restated Air Rights and Ground Lease and Agreement by and between Lessor and Lessee (the “**Second Amendment**,” collectively with the 2020 Ground Lease and the First Amendment, the “**Ground Lease**”) to add the Harper-Tubman Property to the Property and to set forth the rights and responsibilities related to the Harper-Tubman Project (defined below) as Additional Improvements pursuant to the Ground Lease.

J. On June 26, 2025, MEDCO issued and sold its Maryland Economic Development Corporation Senior Student Housing Revenue Bonds (Morgan State University Harper-Tubman Project), Series 2025A, in the original aggregate principal amount not to exceed \$60,000,000 (the

“2025A Bonds”) and will use the proceeds thereof to (i) pay the costs of renovating, furnishing and equipping of an existing approximately 226-bed student housing facility (the “**Harper-Tubman Project**”) on the Harper-Tubman Land as described in the Ground Lease, (ii) pay the interest expected to accrue on the 2025A Bonds through construction and the initial operation of the Harper-Tubman Project and certain other charges, and (iii) pay the costs of issuing the 2025A Bonds and other transaction-related costs. The Harper-Tubman Project, as the same will be completed and situated on the Harper-Tubman Land and within the Air Rights is referred to herein as the “**Harper-Tubman Property**”).

J. Pursuant to the Ground Lease, the Rent payable includes the Harper-Tubman Property, which Rent shall be paid to Lessor in accordance with Section 4.3 of the Ground Lease, in the amount of Net Available Cash for all of the Projects beginning for the Lease Year ending June 30, 2025. Lessor desires to have the option to defer all or a portion of the Rent for the purpose of supporting the development of the Harper-Tubman Project, as well as other housing and campus projects that the University expects to develop in coordination with MEDCO. Lessor and Lessee, therefore, have agreed to amend the Ground Lease to allow the University to defer the Rent payable for the Property in accordance with the terms and conditions set forth herein.

NOW THEREFORE, in consideration of the premises leased by Lessor to MEDCO, the rental to be paid hereunder, the mutual covenants and agreements herein set forth by each party to be kept and performed, and for other good and valuable consideration, the receipt, adequacy and sufficiency of which are hereby expressly acknowledged by each party hereto, Lessor and Lessee do hereby mutually covenant and agree as follows:

Section 1. General Definitions. All capitalized terms used but not defined in this Amendment shall have the meaning given them in the Ground Lease.

Section 2. Incorporation into this Amendment. The above stated Recitals are made part of this Amendment. Except as may be specifically provided, each Exhibit referenced in this Amendment and the matters set forth in those Exhibits, whether or not physically attached, are made part of this Amendment and the Ground Lease.

Section 3. Rent; Deferral and Payment. The Rent for the Property shall be paid to the Lessor in accordance with Section 4.3 of the Ground Lease. However, with respect to the Annual Rent payable for Lease Year ending June 30, 2025, and thereafter, at the option of the University, the University may elect, by written notice to the Lessee, to defer all or a portion of the Annual Rent due each Fiscal Year. Each year on or before October 1, MEDCO will provide to the University (i) the amount on deposit as of June 30 of the previous Lease Year and (ii) the amount currently on deposit in the Surplus Fund held under the Indenture. On or before October 14 of each year, the University may direct the payment on the Release Date of all or any of the Annual Rent then payable to (i) the University, (ii) any other account designated by the University which may be for a use specified by the University in its sole discretion, or (iii) any combination thereof, in which event the payment or deposit of such funds shall be deemed to have been Annual Rent paid to the University for such Lease Year. Any remaining Annual Rent not paid pursuant to the

foregoing shall remain on deposit in the Surplus Fund in accordance with the terms of the Indenture.

Section 4. Effectiveness. This Amendment shall not be in effect and shall be null and void unless and until it shall be approved by the BPW.

Section 5. Complete Understanding. The Ground Lease, as amended by this Amendment, represents the complete understanding between the Parties hereto as to the subject matter hereof and supersedes all prior negotiations, representations, guaranties, warranties, promises, statements or agreements, either written or oral, between the Parties hereto as to the same. No inducements, representations, understandings or agreements have been made or relied upon in the making of this Amendment, except those specifically set forth in this Amendment. No party hereto has any right to rely on any other prior or contemporaneous representation made by anyone concerning this Amendment which is not set forth herein.

Section 6. Counterparts. This Amendment may be executed simultaneously in two (2) or more counterparts, each of which shall be deemed an original and all of which, when taken together, shall constitute one and the same document. The signature of any party to any counterpart shall be deemed a signature to, and may be appended to any other counterpart.

Section 7. Successors and Assigns. This Amendment shall be binding upon and for the benefit of successors, assigns, the State, the University and MEDCO, respectively.

Section 8. Entire Agreement Contained Herein. The making, execution and delivery of this Amendment by Lessee has not been induced by any representations, statements, covenants or warranties by Lessor except for those contained in this Amendment. The Ground Lease as amended by this Amendment constitutes the full, complete and entire agreement between and among the parties hereto; no agent, employee, officer, representative or attorney of the parties hereto has authority to make, or has made, any statement, agreement, representation or contemporaneous agreement, oral or written, in connection herewith modifying, adding to or changing the provisions of the Ground Lease, except as set forth in this Amendment.

[PAGE LEFT INTENTIONALLY BLANK. SIGNATURE PAGES FOLLOW.]

IN WITNESS WHEREOF, Lessor and Lessee have caused this Third Amendment to Amended and Restated Air Rights and Ground Lease and Agreement to be duly executed in duplicate counterparts each of which shall be deemed to be an original, the day and year first above written.

WITNESS:

LESSEE:

MARYLAND ECONOMIC
DEVELOPMENT CORPORATION

By: _____
J. Thomas Sadowski, Jr.
Executive Director

STATE OF MARYLAND

CITY/COUNTY OF _____, TO WIT:

I HEREBY CERTIFY that on this _____ day of _____ 2025, before me, a Notary Public for the State aforesaid, personally appeared J. Thomas Sadowski, Jr., known to me or satisfactorily proven to me to be the person set forth herein, who acknowledged himself to be the Executive Director of the Maryland Economic Development Corporation, and that holding such capacity, being authorized to do so, executed the foregoing instrument for the purposes contained therein.

WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

[Signatures continue on following pages]

LESSOR:

WITNESS:

MORGAN STATE UNIVERSITY

By: _____

Dr. David Wilson, President

Date: _____

STATE OF MARYLAND

CITY/COUNTY OF _____, TO WIT:

I HEREBY CERTIFY that on this ____ day of _____, 2025, before me, a Notary Public for the State aforesaid, personally appeared Dr. David Wilson, known to me or satisfactorily proven to me to be the person set forth herein, who acknowledged himself to be the President of Morgan State University, and that holding such capacity, being authorized to do so, executed the foregoing instrument for the purposes contained therein.

WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

[Signature Page to Third Amendment to Amended and Restated Air Rights and Ground Lease and Agreement]

[Signatures Continue on Following Pages]

Approved for Form and Legal Sufficiency:

Thomas Faulk
Assistant Attorney General

Date: _____

[Signature Page to Third Amendment to Amended and Restated Air Rights and Ground Lease and Agreement]

[Signatures Continue on Following Pages]

Approved by the Board of Public Works of the State of Maryland at a meeting held on the ____ day of _____, 2025, as Item No. _____ (Agency).

STATE OF MARYLAND
BOARD OF PUBLIC WORKS

Wes Moore, Governor

John T. Gontrum, Executive Secretary

Dereck E. Davis, Treasurer

Brooke Lierman, Comptroller

STATE OF MARYLAND
CITY/COUNTY OF _____, TO WIT:

I HEREBY CERTIFY that on this ____ day of _____, 2025, before me, a Notary Public for the State aforesaid, personally appeared Wes Moore, known to me or satisfactorily proven to me to be the person set forth herein, who acknowledged himself to be the Governor of the State of Maryland and that holding such capacity, being authorized to do so, executed the foregoing instrument for the purposes contained therein.

WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

STATE OF MARYLAND

CITY/COUNTY OF _____, TO WIT:

I HEREBY CERTIFY that on this ____day of _____, 2025, before me, a Notary Public for the State aforesaid, personally appeared Dereck E. Davis, known to me or satisfactorily proven to me to be the person set forth herein, who acknowledged himself to be the Treasurer of the State of Maryland and that holding such capacity, being authorized to do so, executed the foregoing instrument for the purposes contained therein.

WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

STATE OF MARYLAND

CITY/COUNTY OF _____, TO WIT:

I HEREBY CERTIFY that on this ____day of _____, 2025, before me, a Notary Public for the State aforesaid, personally appeared Brooke Lierman, known to me or satisfactorily proven to me to be the person set forth herein, who acknowledged herself to be the Comptroller of the State of Maryland and that holding such capacity, being authorized to do so, executed the foregoing instrument for the purposes contained therein.

WITNESS my hand and Notarial Seal.

Notary Public

My Commission Expires: _____

Pursuant to Section 19.3 of the Ground Lease, the undersigned, as Permitted Leasehold Mortgagee, hereby consents to the Third Amendment to Amended and Restated Air Rights and Ground Lease and Agreement, dated as of ____ , 2025, by and between the State of Maryland for the use of Morgan State University, as lessor, and Maryland Economic Development Corporation, as lessee.

MANUFACTURERS AND TRADERS TRUST
COMPANY

By: _____
Cara Gregg
Assistant Vice President

This Third Amendment to Amended and Restated Air Rights and Ground Lease and Agreement was prepared by or under the supervision of an attorney licensed to practice law in the State of Maryland.

Kimberly J. Min, Esq.

FY 2027
TUITION, HOUSING & BOARD
RATE ADJUSTMENTS

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: FY 2027 Tuition, Housing and Board Rate Adjustments

COMMITTEE: Finance and Facilities

DATE OF MEETING: August 4, 2025

BRIEF EXPLANATION: The University makes a request for approval of rate adjustments for FY27 (fall 2026 / spring 2027). Tuition rates are proposed to increase at 2%, housing rates proposed to increase at 5%, and board rates are proposed increase at 8%. 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 \$2.1M. The fiscal impact to revenue of a proposed 5% increase in housing rates is estimated at \$2.6M. The fiscal impact to revenue of a proposed 8% increase in board rates is estimated at \$1.3M. The combined fiscal impact to revenue of the proposed adjustments is estimated at \$6.0M.

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

COMMITTEE

ACTION: MSU BOR F&F Committee **DATE:** August 4, 2025

BOARD

ACTION: _____ **DATE:** _____

MORGAN STATE UNIVERSITY
Proposed Impact of Tuition, & Room and Board Rate Increases
Fiscal Year 2027

		Rate increase:		2%					
Tuition					Revenue Impact				
FT-Undergraduate (annual)		FY 2025	FY 2026	FY 2027	Difference	FY 2025	FY 2026	FY 2027	Difference
In-State		\$5,698	\$5,815	\$5,935	\$120	\$24,569,388	\$25,060,776	\$25,561,991	\$501,216
Out of State		\$16,593	\$16,925	\$17,265	\$340	\$60,267,880	\$61,473,238	\$62,702,702	\$1,229,465
By Credit Hour									
PT- Undergraduate- Resident		\$260	\$265	\$270	\$5	\$2,262,650	\$2,307,903	\$2,354,061	\$46,158
PT- Undergraduate- Non-Resident		\$654	\$670	\$685	\$15	\$2,476,884	\$2,526,422	\$2,576,950	\$50,528
Graduate- Resident		\$473	\$485	\$495	\$10	\$6,973,127	\$7,112,590	\$7,254,841	\$142,252
Graduate- Non-Resident		\$930	\$950	\$970	\$20	\$6,587,363	\$6,719,110	\$6,853,492	\$134,382
CICS (by Credit Hour)									
		FY25 Rate	FY26 Rate	FY27 Rate	Difference				
Undergraduate		\$260	\$265	\$270	\$5	\$874,395	\$891,883	\$909,721	\$17,838
Graduate		\$473	\$485	\$495	\$10	\$107,682	\$109,836	\$112,032	\$2,197
Tuition Revenue						\$104,119,369	\$106,201,756	\$108,325,792	\$2,124,035
Mandatory Fees									
		FY25 Rate	FY26 Rate	FY27 Rate	Difference				
Full-time (annual)		\$2,531	\$2,531	\$2,531	\$0				
Part-Time (per Credit Hour)		\$81.50	\$81.50	\$81.50	\$0				
Room Rates (annual)		Rate increase:		5%					
		FY25 Rate	FY26 Rate	FY27 Rate	Difference	FY25 Revenue	FY26 Revenue	FY27 Revenue	Difference
On-Campus Single		\$12,840	\$13,355	\$14,025	\$670				
On-Campus Double		\$7,537	\$7,840	\$8,235	\$395				
On-Campus Triple		n/a	\$7,535	\$7,915	\$380				
Marble Hall Gardens 1BR/1BA Double		n/a	\$13,400	\$14,070	\$670				
Marble Hall Gardens 2BR/1BA Single		n/a	\$14,360	\$15,080	\$720				
TM Hall Single 4BR/1BA Suite (MEDCO)		\$12,840	\$13,355	\$14,025	\$670				
TM Hall Double 2BR/1BA Suite (MEDCO)		\$10,630	\$11,055	\$11,610	\$555				
TM Hall Double 1BR/1BA Suite (MEDCO)		\$11,690	\$12,160	\$12,770	\$610				
Towson Town 2BR/2BA Double		\$13,900	\$14,460	\$15,185	\$725				
Towson Town 2BR/2BA Single		\$14,330	\$14,905	\$15,650	\$745				
Legacy Hall Single 4BR/1BA Suite (MEDCO)		\$12,840	\$13,355	\$14,025	\$670				
Legacy Hall Double 2BR/1BA Suite (MEDCO)		\$10,630	\$11,055	\$11,610	\$555				
Legacy Hall Double 1BR/1BA Suite (MEDCO)		\$11,690	\$12,160	\$12,770	\$610				
Legacy Hall Double (4p Apt) (MEDCO)		n/a	\$11,500	\$12,075	\$575				
Legacy Hall Triple (MEDCO)		n/a	\$9,500	\$9,975	\$475				
Baldwin-Cummings - Single		\$12,840	\$13,355	\$14,025	\$670				
Baldwin-Cummings - Double		\$11,690	\$12,160	\$12,770	\$610				
HH Midtown Single (6p suite)		\$12,700	\$13,210	\$13,870	\$660				
HH Midtown Single (4-5p suite)		\$12,960	\$13,480	\$14,155	\$675				
HH Midtown Single (2-3p suite)		\$14,465	\$15,045	\$15,800	\$755				
HH Midtown Double (3p suite)		n/a	\$11,150	\$11,710	\$560				
HH Midtown Double (5p suite)		n/a	\$10,110	\$10,615	\$505				
HH Midtown Double (6p suite)		n/a	\$9,890	\$10,385	\$495				
Altus/York-Single		\$13,900	\$14,460	\$15,185	\$725				
Altus/York-Double		\$12,334	\$12,830	\$13,475	\$645				
Enolia (4p Apt.)		n/a	\$14,670	\$15,405	\$735				
Enolia (2p Apt.)		n/a	\$15,735	\$16,525	\$790				
Enolia (1p Apt.)		n/a	\$15,975	\$16,775	\$800				
Housing Revenue						\$51,031,200	\$53,072,448	\$55,726,070	\$2,653,622
Board Rates (annual)		Rate increase:		8%					
		FY25 Rate	FY26 Rate	FY27 Rate	Difference	FY25 Revenue	FY26 Revenue	FY27 Revenue	Difference
Platinum Plan		\$5,785	\$6,365	\$6,875	\$510				
Gold Plan		\$5,120	\$5,635	\$6,085	\$450				
Silver Plan		\$4,790	\$5,270	\$5,695	\$425				
1000 Dining Dollar Plan		\$950	\$950	\$950	\$0				
750 Dining Dollar Plan		\$715	\$715	\$715	\$0				
500 Dining Dollar Plan		\$475	\$475	\$475	\$0				
250 Dining Dollar Plan		\$250	\$250	\$250	\$0				
Commuter Block 100		\$900	\$900	\$900	\$0				
Commuter Block 75		\$700	\$700	\$700	\$0				
Commuter Block 50		\$470	\$470	\$470	\$0				
Commuter Block 25		\$250	\$250	\$250	\$0				
Board Revenue						\$14,887,537	\$16,376,291	\$17,686,394	\$1,310,103
Total proposal fiscal impact (to revenue)									\$6,087,761

ITEMS FOR INFORMATION

MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
August 4, 2025

FY 2025 FINANCIAL STATUS UPDATE

Fourth quarter ending June 30, 2025

OVERVIEW

The University continues to operate in a volatile and uncertain economic environment. With inflation and economic concerns continuing, there is ongoing 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, uncertainty of the US economy, and the international conflicts could critically impact the University's financial position now and into the future. Further, state budget concerns are now a reality. While the future may still hold considerable challenges, FY 2025 started off well with the University's final fall 2024 enrollment headcount reaching 10,739, an increase of 931 students or 9.5% as compared to FY 2024, fall 2023, and once again resulting in the largest enrollment in the University's history. In fact, prior to the drop, the University hosted in excess of 11,000 students on campus.

Continued strong enrollment of freshman and an increased out-of-state mix (approx. 45%) has created record demand for campus sponsored housing. While increased revenue is a welcome event, the increased demand continues to stress both the teaching and housing infrastructures resulting in an increased need for additional faculty and leased housing requirements to meet student demand, among other additional administrative costs. Budget reductions for the FY26 fiscal year will increase pressure on the university as enrollment growth continues, even if at a slower pace.

As shown in Attachment I, the University realized \$515.1 million in operating revenues as of June 30, 2025. This represents 106.6 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. Operating expenses for the same period were \$514.5 million, representing 109.4 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 tuition revenue. Special attention to the effects of inflation, supply chain backlog and other economic pressures will continue to remain in place during the fiscal year.

FY25 revised operating budget, resulting mostly from better-than-expected fall enrollment results and other activity and adjustments, is summarized below:

FY 2025 Budget - Final Rev	Revenues	Expenditures	Net
STATE - SUPPORTED PROGRAMS:	314,962,000	314,962,000	-
SELF - SUPPORTED PROGRAMS:			
Auxiliary	66,205,000	66,205,000	-
Research	89,000,000	89,000,000	-
TOTAL UNIVERSITY OPERATING	470,167,000	470,167,000	-

Note that additional adjustments totaling approximately \$11M were provided via budget amendments from the State relating to FY25 fiscal year salary adjustments and other matters resulting in a final adjusted state budget.

STATE SUPPORT

Per Attachment I, the University realized \$355.8 million of revenues or 106.6 percent of the budget while the University expended \$325.3 million or 103.3 percent of the adjusted base operating budget. This level of revenue and expense utilization is generally consistent with the prior year while reflecting the continued measured growth of the institution. Ongoing cost containment initiatives continue to slow the overall rate of spending, despite the increased operating costs associated with higher enrollment.

SELF-SUPPORTED PROGRAMS

Per Attachment I, self-supported revenues were \$179.3 million of revenues or 115.5 percent of the budget resulting from increased research, housing and board activity and are consistent with the prior year and expectations. As outlined per Attachment I, the programs expended \$189.3 million or 121.9 percent of the adjusted base operating budget.

SUMMARY

Economic uncertainty remains, resulting in on-going 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 welcomed additional resources, the University has also incurred additional costs resulting from the increased demand and challenges for instruction as well as student and facilities infrastructures. Considerable financial uncertainty continues, both in the form of unexpected costs and potential future pressure on revenue. Inflation continues to be of concern, which places additional pressure on the University's cost base. While the Federal Reserve continues its strategies to tame inflation, the volatility in the financial markets, coupled with inflation will impact future expenses for the University. Additionally, the ongoing supply chain bottlenecks continue to have a direct impact on our operating expenses in terms of higher costs for the goods and services we pay for as well as their timely availability. Labor shortages 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. FY26 budget reductions will add additional pressure to the University.

Expenditure planning as well as new creative revenue models need to be the constant focus of the University to maintain financial stability given the time it may take to return to a stable, predictable environment and economy. 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, 125 in fall 2023 and over 200 for fall 2024. **The need for more consistent and diverse revenue streams is paramount.** The HBCU Fund 41 budget is supporting various University initiatives including identifying new revenue streams through an expansion of new academic and online programs. This budget will also support the hiring of new tenure and tenure track faculty and scholarships along with providing funding to support resources for the future.

In spite of general uncertainties, the University's financial outlook should remain strong if we continue to manage costs, generate new revenue streams, and continue to price our educational services fairly and competitively.

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 (the 2022 HBCU loan). As previously reported, the 2022 HBCU loan closed in December 2022 with proceeds from this new financing allocated between student housing renovations and other critical deferred maintenance projects at the University. This is in addition to the earlier 2020 HBCU financing for the Public Safety Building (\$16.5M) and the Thurgood Marshall Dining project (\$32M). For historical reference, the 2020 HBCU loan also included \$21.3M to refinance existing Auxiliary Bonds which was subsequently satisfied/forgiven as part of a federal program during the COVID period. Disbursements for the 2020 HBCU loan totaled \$42.8 million for the remaining projects with \$41.5M outstanding at June 30, 2024. Funds from the 2022 HBCU loan were utilized for renovation in Murphy Fine Arts (est. \$4M), the renovation of legacy housing facilities (Baldwin and Cummings - est. \$30M), completing Hurt Building renovations (est. \$15M) and various deferred maintenance projects (est. \$11M). Each one of these capital projects is substantially complete if not fully complete. Approximately \$64.2M has been disbursed and is outstanding as of June 30, 2025 under the 2022 HBCU loan and is fully disbursed. Total HBCU loans outstanding as of June 30, 2025 is approximately \$104.6M. The University's overall capital program is funded by the State of Maryland, the MCEC/Siemens partnership, and the borrowed funds from the HBCU Capital Financing Program. A robust capital budget coupled with solid operating performance will continue to support the University's strong credit rating.

During the May 2025 Board meetings, the University obtained approval to borrow up to \$35.0 million with the HBCU Capital Financing Program (the 2025 HBCU loan). The 2025 HBCU loan is expected to fund projects associated with the planned O'Connell student housing project and include a safety bridge (\$6M), an approximate 10,000 sq. ft. dining hall (\$12.5M) and multi-level parking structure (\$13.8M). The loan was closed on July 9, 2025 and is available for disbursement to the University.

FY 2025 OPERATING BUDGET

The final FY 2025 budget reflects \$174.3 million for General Funds, \$4.6 million for HEIF and \$26.4 million for HBCU settlement funds, for a total of \$205.3 million as a result of recent amendments by the state to include FY25 salary adjustments (FY25 COLA and increment). The

FY25 base general fund allocation includes FY24 COLA and increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis.

FY 2026 OPERATING BUDGET

The FY 2026 budget target reflected \$177.4 million for general funds, \$4.6 million for HEIF and \$26.4 million for HBCU settlement funds, for a total of \$208.7 million. The base general fund allocation includes the FY25 COLA and increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis.

The Governor's recommendation, which has been approved by the Legislature, totals \$3.3 million on a net adjustments basis as detailed in the Legislative Decision summary report, resulting in \$164.7 million for general funds, \$5.3 million for HEIF and \$27.6 million for HBCU settlement funds, for a total of \$197.6 million.

Combining the general fund and HEIF balances for the FY26 target and the FY26 Legislative Decision reflects \$182M and \$170M, respectively. The difference from the FY26 target guidance to the FY26 Legislative Decision reflects a total **\$12M reduction** in state budget funding. This is expected to be a permanent reduction to the University's state support budget starting in FY26. HBCU Settlement funding is provided for by separate legislation.

TUITION AND FEES – FY27 (Fall 2026) Approval Request

While being sensitive to the rising of cost of education, and the general financial challenges of the community we serve, and in an effort to continue to streamline recruiting and billing processes and be clear and transparent about the cost of education, a proposal for FY27 tuition and fees was presented for discussion in May 2025 based on level enrollment, the fiscal impact of a 2% increase is expected to result in an additional \$2.1 million in gross tuition revenue for FY27. Approval for this increase is requested given ongoing additional investments needed in both the academic and student support infrastructures. Further, this increase is consistent with our peer intuitions and the other public institutions' actions on increased tuition. While access and affordability are hallmarks for Morgan, tuition increases have a direct impact on the University's ability to continue to deliver high quality educational services as enrollment and student services needs continue to grow.

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 existing fee 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 and new technologies coming online with the new buildings being constructed. 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 during and in the period following COVID. 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. For FY27, we are amending our previous proposal for housing rates to be increased for fall 2026 by 5% from 4%. This increase is proposed in direct

support of the student housing master plan and the development of both the Harper-Tubman and O'Connell student housing projects. Additional project revenues are needed to support the Harper-Tubman and O'Connell student housing projects with a general increase to housing proposed to maintain pricing continuity. Based on level activity, the fiscal impact of an additional 1% increase is expected to result in an \$500k over the previously proposed 4% increase of \$2.1 million in housing revenue for a total expected fiscal impact to housing revenue of \$2.6M with a 5% rate increase. In general, housing rate increases are required to keep pace with costs of off-campus leased premises and the inflationary impact on operating student housing facilities. 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 inflation pressures and the rising cost of food service will require pricing adjustments on a recurring basis going forward. FY26 rates reflected an increase of 10% to keep pace in inflation and wage related increases. The proposal for FY27, based on level activity, is an 8% increase in board rates which is expected to result in an additional \$1.3 million in board revenue required to offset the rising cost of food service to the university.

These 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.

**MORGAN STATE UNIVERSITY
WORKING BUDGET VS. REVENUE REALIZED
FISCAL YEAR 2025**

Actual for the Period Ending June 30, 2025

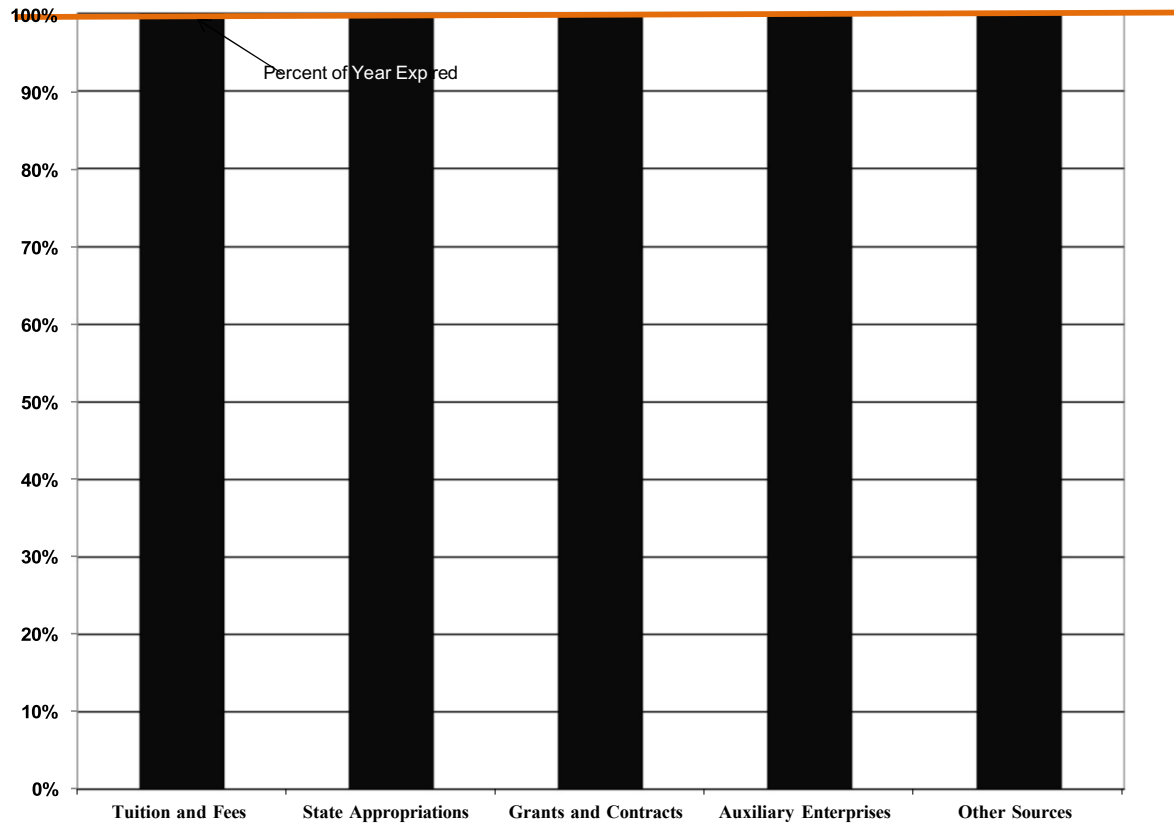
	<u>FUNDING SOURCE</u>	<u>WORKING BUDGET</u>	<u>REVENUES</u>	<u>BALANCE</u>	<u>PERCENT REALIZED</u>
STATE - SUPPORTED PROGRAMS:					
Tuition and Fees	State	97,490,000	109,723,677	(12,233,677)	112.5%
State Appropriations	State	205,282,000	205,281,664	336	100.0%
Grants and Contracts	State	8,850,000	10,900,184	(2,050,184)	123.2%
Other Sources	State	3,340,000	9,948,260	(6,608,260)	297.9%
TOTAL STATE - SUPPORTED PROGRAMS		<u>314,962,000</u>	<u>335,853,785</u>	<u>(20,891,785)</u>	<u>106.6%</u>
SELF - SUPPORTED PROGRAMS:					
Sales and Services - Auxiliary Enterprises	Auxiliary	66,205,000	67,129,644	(924,644)	101.4%
Federal Grants and Contracts	Restricted Funds	83,500,000	102,331,302	(18,831,302)	122.6%
State Grants and Contracts	Restricted Funds	1,500,000	5,142,400	(3,642,400)	342.8%
Private Grants and Contracts	Restricted Funds	4,000,000	4,682,829	(682,829)	117.1%
TOTAL SELF - SUPPORTED PROGRAM		<u>155,205,000</u>	<u>179,286,176</u>	<u>(24,081,176)</u>	<u>115.5%</u>
TOTAL UNIVERSITY		<u>470,167,000</u>	<u>515,139,961</u>	<u>(44,972,961)</u>	<u>109.6%</u>

**MORGAN STATE UNIVERSITY
WORKING BUDGET VS. EXPENDITURE
FISCAL YEAR 2025**

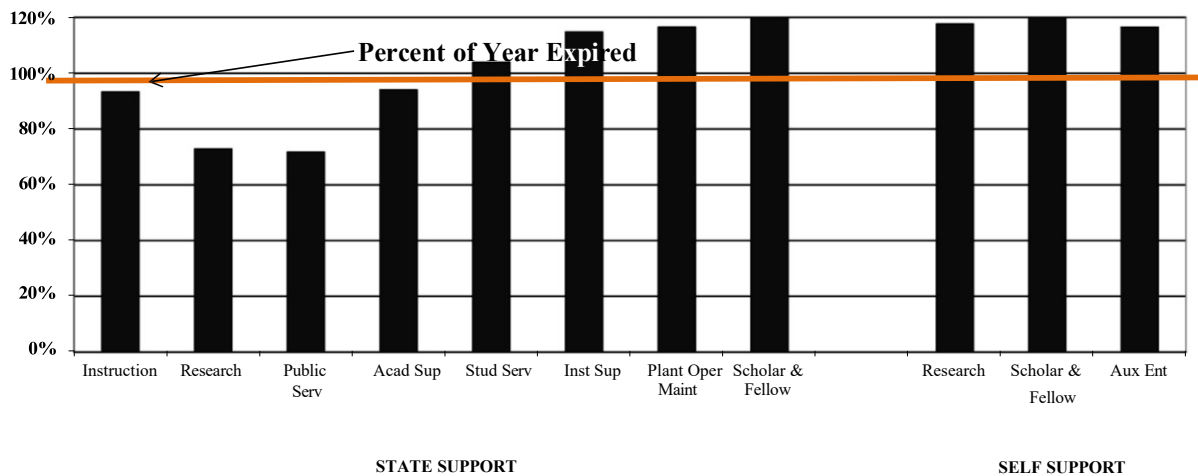
Actual for the Period Ending June 30, 2025

	<u>FUNDING SOURCE</u>	<u>WORKING BUDGET</u>	<u>EXPENDITURES</u>	<u>BALANCE</u>	<u>PERCENT EXPENDED</u>
STATE - SUPPORTED PROGRAMS:					
Instruction	State	91,223,000	85,099,253	6,123,747	93.3%
Research	State	22,990,000	16,755,980	6,234,020	72.9%
Public Service	State	377,000	270,900	106,100	71.9%
Academic Support	State	43,821,000	41,221,000	2,600,000	94.1%
Student Services	State	14,313,000	14,871,035	(558,035)	103.9%
Institutional Support	State	67,741,000	77,741,782	(10,000,782)	114.8%
Plant Operations and Maintenance	State	36,527,000	42,559,905	(6,032,905)	116.5%
Scholarships and Fellowships	State	37,970,000	46,731,374	(8,761,374)	123.1%
TOTAL STATE - SUPPORTED PROGRAM		<u>314,962,000</u>	<u>325,251,230</u>	<u>(10,289,230)</u>	<u>103.3%</u>
SELF-SUPPORTED PROGRAMS:					
Auxiliary Enterprises	Auxiliary	66,205,000	77,114,227	(10,909,227)	116.5%
Research	Restricted Funds	63,521,000	74,733,571	(11,212,571)	117.7%
Restricted Scholarships and Fellowships	Restricted Funds	25,479,000	37,422,960	(11,943,960)	146.9%
TOTAL SELF-SUPPORTED PROGRAM		<u>155,205,000</u>	<u>189,270,758</u>	<u>(34,065,758)</u>	<u>121.9%</u>
TOTAL UNIVERSITY		<u>470,167,000</u>	<u>514,521,988</u>	<u>(44,354,988)</u>	<u>109.4%</u>

WORKING BUDGET VS. REVENUE REALIZED
FISCAL YEAR 2025
 Actual for the Period Ending June 30, 2025



PERCENT OF BUDGET EXPENDED BY PROGRAM
FISCAL YEAR 2025
 Actual for the Period June 30, 2025



MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
August 4, 2025

LEGISLATIVE DECISION – FY 2026 OPERATING BUDGET

As per the Governor’s recommendation, the University’s base general fund operating budget is projected to decrease to \$197.6M in FY 2026 from \$205.3M in FY 2025 or by 3.8% net, to fund the following initiatives:

Annualization of FY25 COLA/Increment	13.0
Removing One Time Funding- AI Center	(0.5)
Removing One Time Funding- Coastal Climate Center	(0.08)
Operating Impact- CGW Renovation	2.0
HBCU Funding- Calculation Adjustment	0.8
Governors Reduction Adjustment	(10.2)
Statewide Sub-Object Adjustments	(1.7)
FY25 COLA/Increment Adjustment	<u>(11.0)</u>
Total	<u>(\$7.7)M*</u>

Please note that funding for FY26 salary enhancements is currently in DBM’s budget and is scheduled to be appropriated to the University later in the fiscal year.

The Governor’s proposed allowance does not include any discretionary funding. All proposed funding is mandated and restricted to the categories above.

The University will combine available 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 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
Proposed Impact of Tuition, Mandatory Fees, & Room and Board Increases
Fiscal Year 2027

FULL-TIME (Per Annum)

	Current Rate	Proposed Increase amount by %					
<i>Tuition (FT-Undergraduate)</i>		2%		3%		4%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
In-State	\$5,815	\$5,931	\$116	\$5,989	\$174	\$6,048	\$233
Out of State	\$16,925	\$17,264	\$339	\$17,433	\$508	\$17,602	\$677

	Current Rate	Proposed Increase amount by %					
<i>By Credit Hour</i>		2%		3%		4%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
PT- Undergraduate- Resident	\$260	\$265	\$5	\$268	\$8	\$270	\$10
PT- Undergraduate- Non-Resident	\$654	\$667	\$13	\$674	\$20	\$680	\$26
Graduate- Resident	\$473	\$482	\$9	\$487	\$14	\$492	\$19
Graduate- Non-Resident	\$930	\$949	\$19	\$958	\$28	\$967	\$37

	Current Rate	Proposed Increase amount by %					
Mandatory Fees (Full Time, per yr)		0%		3%		6%	
	FY 2026	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
TOTAL	\$2,531	\$2,531	\$0	\$2,607	\$76	\$2,683	\$152

	Current Rate	Proposed Increase amount by %					
Mandatory Fees (Part Time-per credit)		0%		3%		6%	
	FY 2026	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
Total:	\$81.50	\$81.50	\$0.00	\$83.95	\$2.45	\$86.39	\$4.89

		Proposed Increase amount by %					
<i>*Student Activity Breakdown</i>		0%		3%		6%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Band	\$6.00	\$6.00	\$0.00	\$6.18	\$0.18	\$6.36	\$0.36
Choir	\$6.00	\$6.00	\$0.00	\$6.18	\$0.18	\$6.36	\$0.36
Intramurals	\$20.00	\$20.00	\$0.00	\$20.60	\$0.60	\$21.20	\$1.20
Student Media	\$2.00	\$2.00	\$0.00	\$2.06	\$0.06	\$2.12	\$0.12
SGA	\$54.00	\$54.00	\$0.00	\$55.62	\$1.62	\$57.24	\$3.24
Total:	\$88.00	\$88.00	\$0.00	\$90.64	\$2.64	\$93.28	\$5.28

Room	FY 2026	Proposed Increase amount by %					
		2%		4%		5%	
		Rate	Difference	Rate	Difference	Rate	Difference
On-Campus Single	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
On-Campus Double	\$7,840	\$7,997	\$157	\$8,154	\$314	\$8,232	\$392
On-Campus Triple	\$7,535	\$7,686	\$151	\$7,836	\$301	\$7,912	\$377
Off-Campus Double	\$10,110	\$10,312	\$202	\$10,514	\$404	\$10,616	\$506
Off-Campus Single	\$14,360	\$14,647	\$287	\$14,934	\$574	\$15,078	\$718
Marble Hall Gardens 1BR/1BA Double	\$13,400	\$13,668	\$268	\$13,936	\$536	\$14,070	\$670
Marble Hall Gardens 2BR/1BA Single	\$14,360	\$14,647	\$287	\$14,934	\$574	\$15,078	\$718
TM Hall Single 4BR/1BA Suite (MEDCO)	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
TM Hall Double 2BR/1BA Suite (MEDCO)	\$11,055	\$11,276	\$221	\$11,497	\$442	\$11,608	\$553
TM Hall Double 1BR/1BA Suite (MEDCO)	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
Towson Town 2BR/2BA Double	\$14,460	\$14,749	\$289	\$15,038	\$578	\$15,183	\$723
Towson Town 2BR/2BA Single	\$14,905	\$15,203	\$298	\$15,501	\$596	\$15,650	\$745
Legacy Hall Single 4BR/1BA Suite (MEDCO)	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
Legacy Hall Double 2BR/1BA Suite (MEDCO)	\$11,055	\$11,276	\$221	\$11,497	\$442	\$11,608	\$553
Legacy Hall Double 1BR/1BA Suite (MEDCO)	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
Legacy Hall Double (MEDCO)	\$11,500	\$11,730	\$230	\$11,960	\$460	\$12,075	\$575
Legacy Hall Triple (MEDCO)	\$9,500	\$9,690	\$190	\$9,880	\$380	\$9,975	\$475
Baldwin-Cummings - Single	\$13,355	\$13,622	\$267	\$13,889	\$534	\$14,023	\$668
Baldwin-Cummings - Double	\$12,160	\$12,403	\$243	\$12,646	\$486	\$12,768	\$608
HH Midtown Single (6p suite)	\$13,210	\$13,474	\$264	\$13,738	\$528	\$13,871	\$661
HH Midtown Single (4-5p suite)	\$13,480	\$13,750	\$270	\$14,019	\$539	\$14,154	\$674
HH Midtown Single (2-3p suite)	\$15,045	\$15,346	\$301	\$15,647	\$602	\$15,797	\$752
HH Midtown Double (3p suite)	\$11,150	\$11,373	\$223	\$11,596	\$446	\$11,708	\$558
HH Midtown Double (5p suite)	\$10,110	\$10,312	\$202	\$10,514	\$404	\$10,616	\$506
HH Midtown Double (6p suite)	\$9,890	\$10,088	\$198	\$10,286	\$396	\$10,385	\$495
Altus/York-Single	\$14,460	\$14,749	\$289	\$15,038	\$578	\$15,183	\$723
Altus/York-Double	\$12,830	\$13,087	\$257	\$13,343	\$513	\$13,472	\$642
Enolia (4p Apt.)	\$14,670	\$14,963	\$293	\$15,257	\$587	\$15,404	\$734
Enolia (2p Apt.)	\$15,735	\$16,050	\$315	\$16,364	\$629	\$16,522	\$787
Enolia (1p Apt.)	\$15,975	\$16,295	\$320	\$16,614	\$639	\$16,774	\$799

		Proposed Increase amount by %					
Board		4%		6%		8%	
	FY 2026	Rate	Difference	Rate	Difference	Rate	Difference
Platinum Plan	\$6,365	\$6,620	\$255	\$6,747	\$382	\$6,874	\$509
Gold Plan	\$5,635	\$5,860	\$225	\$5,973	\$338	\$6,086	\$451
Silver Plan	\$5,270	\$5,481	\$211	\$5,586	\$316	\$5,692	\$422
1000 Dining Dollar Plan	\$950	\$950	\$0	\$950	\$0	\$950	\$0
750 Dining Dollar Plan	\$715	\$715	\$0	\$715	\$0	\$715	\$0
500 Dining Dollar Plan	\$475	\$475	\$0	\$475	\$0	\$475	\$0
250 Dining Dollar Plan	\$250	\$250	\$0	\$250	\$0	\$250	\$0
Commuter Block 100	\$900	\$900	\$0	\$900	\$0	\$900	\$0
Commuter Block 75	\$700	\$700	\$0	\$700	\$0	\$700	\$0
Commuter Block 50	\$470	\$470	\$0	\$470	\$0	\$470	\$0
Commuter Block 25	\$250	\$250	\$0	\$250	\$0	\$250	\$0

Morgan State University
Comparison of Tuition and Fees
Fiscal Year 2025

Description		UMCP	BOWIE	TOWSON	UMES	FROST	COPPIN	U OF B	SALIS	UMBC	MORGAN	ST. MARY
FT Undergraduate												
	Tuition-In State	\$10,086	\$6,113	\$7,350	\$5,750	\$7,254	\$5,032	\$7,740	\$7,860	\$9,423	\$5,698	\$12,116
	Ranking (lowest to highest)	10	4	6	3	5	1	7	8	9	2	11
	Tuition-Out of State	\$39,464	\$16,833	\$25,622	\$16,796	\$22,848	\$11,955	\$22,014	\$18,950	\$27,392	\$16,593	\$28,192
	Ranking (lowest to highest)	11	4	8	3	7	1	6	5	9	2	10
Total Mandatory Fees		\$1,722	\$3,094	\$4,198	\$3,326	\$2,966	\$2,068	\$2,460	\$3,224	\$3,833	\$2,531	\$3,182
	Ranking (lowest to highest)	1	6	11	9	5	2	3	8	10	4	7
Total Tuition & Mand. Fees												
	In State	\$11,808	\$9,207	\$11,548	\$9,076	\$10,220	\$7,100	\$10,200	\$11,084	\$13,256	\$8,229	\$15,298
	Ranking (lowest to highest)	9	4	8	3	6	1	5	7	10	2	11
	Out of State	\$41,186	\$19,927	\$29,820	\$20,122	\$25,814	\$14,023	\$24,474	\$22,174	\$31,225	\$19,124	\$31,374
	Ranking (lowest to highest)	11	3	8	4	7	1	6	5	9	2	10
Room and Board												
	Double Room Charge	\$9,562	\$6,799	\$8,672	\$6,047	\$5,768	\$6,598		\$7,976	\$8,514	\$7,535	\$8,523
	Board Meal Plan	\$6,396	\$5,656	\$6,290	\$4,802	\$5,546	\$5,408		\$6,214	\$5,690	\$5,120	\$4,451
Total Room and Board		\$15,958	\$12,455	\$14,962	\$10,849	\$11,314	\$12,006	N/A	\$14,190	\$14,204	\$12,655	\$12,974
	Ranking (lowest to highest)	10	4	9	1	2	3		7	8	5	6
Total Tuition, Fees, Room & Board												
	In State	\$27,766	\$21,662	\$26,510	\$19,925	\$21,534	\$19,106	\$10,200	\$25,274	\$27,460	\$20,884	\$28,272
	Ranking (lowest to highest)	10	6	8	3	5	2	1	7	9	4	11
	Out of State	\$57,144	\$32,382	\$44,782	\$30,971	\$37,128	\$26,029	\$24,474	\$36,364	\$45,429	\$31,779	\$44,348
	Ranking (lowest to highest)	11	5	9	3	7	2	1	6	10	4	8

Audit & Institutional Assessment



Board of Regents
Audit and Institutional Assessment Committee Meeting
Richardson Library – Blount Room 120C
Tuesday, August 19, 2025
9:00 - 11:00 a.m.

Agenda

OPEN SESSION

- **Chair's** Opening Remarks Regent Larry Ellis
- **President's** Remarks Dr. David Wilson
- Approval of Committee Minutes of May 6, 2025 Regent Larry Ellis
- Vote to go into Closed Session Regent Larry Ellis

CLOSED SESSION

- Continuity of Operations Plan (COOP) Update
Mr. Dwayne Jackson, *Director*
Office of Safety, Health & Environment
Mr. Marcos Collins, *Emergency Mgr.*
Police and Public Safety
- Office of Enterprise Risk Management Update
○ Progress on Completing SWOT Analyses
○ Progress on Completing Risk Assessment Templates
○ Project Management Committee Update
Mr. James Curbeam, *Director*
- Office of Internal Audit Update
○ Report on Audit of the Office of Legislative Audits
○ Progress on Internal Audits and Investigations
Mr. Abraham Mauer, *Director*
- Closing Remarks Regent Larry Ellis

Public Session Minutes

BOARD MEMBERS

Present: Regent Larry Ellis, Committee Chair; Regent Swati Agrawal; Regent Shirley Malcom; Regent Brian Pieninck; Regent Carl Turnipseed

Absent: Regent Tracey Parker-Warren, Vice Chair

STAFF MEMBERS

Present: Dr. David Wilson, Mr. James Curbeam, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Cassandra Grogan, Mr. Shinil Hong, Mr. Vinny John, Mr. Jonathan Lockett, Mr. Abraham Mauer, Dr. Cynthia Mendoza, Ms. Twilla Taylor, Dr. Timothy Summers, Dr. Don-Terry Veal

Committee Chair Ellis called the meeting to order at 9:02 a.m. He welcomed all in attendance. He noted the various upcoming events, including commencement exercises and the Board Retreat. He mentioned the recent AGB National Conference on Trusteeship that he and other Regents attended last month. It was valuable and well-organized with various forums led by subject matter experts on topics such as athletics and audits. He offered an overview of the agenda before yielding the floor to the President for brief remarks.

President Wilson introduced two new members of the leadership team – Dr. Timothy Summer, Vice President for Information Technology and Chief Information Officer, and Mr. Vinnie John, Associate Vice President and Chief Operating Officer. Dr. Summers comes to us from Arizona State University, where he served as executive director of Cloud and Advanced Network Engineering Services, with experience in developing innovative technology solutions. Mr. John has a diverse background in aviation, internet startups, and higher education. He then yielded the floor to them for brief remarks.

Dr. Summers shared a little about his background. He stated that he is really pleased to be here at Morgan State. It is wonderful to work hand in hand with the leadership team, President Wilson and the DIT team. He extended thanks for the warm welcome, adding that he looks forward to working with everyone. Mr. John summarized his background and stated that he is very excited and proud to be at Morgan, adding that he has been in the community for approximately 40 years and it is great to see how much the University has grown during this time.

Update on Status of OLA Audit Findings

Dr. Wilson reported that the joint chairs of the legislative budget committees were satisfied with the corrective action taken by the University in connection with the OLA audit findings and released the funding that was previously withheld. He stated that language was added by the Legislature during the recent legislative session that restricts funds until Morgan submits a report on the development plans of East North Avenue. We will engage the services of an external consultant to assist with developing a mini strategy for this effort, which will be wrapped into the overall long-term vision for the development starting at North Avenue all the way down to the traffic light past the engineering building (along Harford and Hillen Roads).

Regent Turnipseed (a former resident of this area) applauded the University for the development role it will have in this collaboration. Chair Ellis echoed those sentiments and asked if there was an opportunity to involve the academic side (e.g., architecture). Dr. Wilson responded affirmatively, adding that they will be involved as they are on all our projects.

Minutes

Chair Ellis opened the floor for a motion to adopt the minutes of February 4, 2025. It was MOVED by Regent Turnipseed and SECONDED by Regent Pieninck. The MOTION CARRIED unanimously.

Adjournment of the Public Session

Chair Ellis stated that the Audit Committee would convene in Closed Session to consider items specifically exempted from public consideration under General Provisions Article § 3-305(b)(7)(15) of the Open Meetings Act. In Closed Session, the Audit Committee will receive updates from Internal Audit and Enterprise Risk Management and consider the FY 2026 Audit Plan. He 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 Turnipseed and SECONDED by Regent Pieninck to enter into Closed Session.

The Committee moved into Closed Session at 9:25 a.m.

FY 2026 Audit Plan (Closed Session)

Chair Ellis opened the floor for a motion to approve the FY 2026 Audit Plan. It was MOVED by Regent Pieninck and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

**MORGAN STATE UNIVERSITY
CITATION OF AUTHORITY FOR CLOSING A MEETING
UNDER THE OPEN MEETINGS ACT
BOARD OF REGENTS AUDIT AND INSTITUTIONAL ASSESSMENT COMMITTEE**

Date: Tuesday, May 6, 2025

Time: 9:00 a.m.

Location: Richardson Library 119

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Pieninck

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Tracey Parker-Warren

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

General Provisions Article, § 3-305 (b)(7)(15):

____ (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;
- ____ (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.
- X** (15) To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information, including information that is: 1. Related to passwords, personal identification numbers, access codes, encryption, or other components of the security system of a governmental entity; 2. Collected, assembled, or maintained by or for a governmental entity to prevent, detect, or investigate criminal activity; or 3. Related to an assessment, made by or for a governmental entity or maintained by a governmental entity, of the vulnerability of a network to criminal activity; or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices.

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.

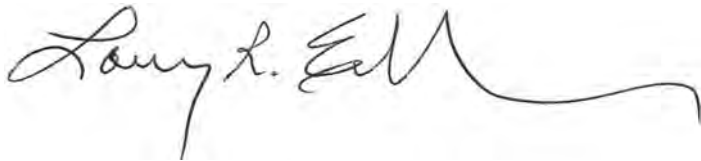
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive an update from the Office of Internal Audit.
2. To receive an update from the Office of Enterprise Risk Management.

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:

A handwritten signature in black ink, appearing to read "Larry R. Ellis", with a long horizontal flourish extending to the right.

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

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

MORGAN STATE UNIVERSITY

Maryland's Preeminent Public Urban Research University



Leadership | Innovation | Integrity | Diversity | Excellence | Respect

EXPERIENCE MORGAN

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