



BOARD OF REGENTS

Monday, November 10, 2025
12 noon

Earl S. Richardson Library Conference Room

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Agenda



**Board of Regents Meeting
Richardson Library Conference Room
Monday, November 10, 2025
12 Noon**

Agenda

Public Session

- | | | |
|------|--|-----------------------|
| I. | Meeting Called to Order | Chair Kweisi Mfume |
| II. | Approval of Minutes of September 13, 2025 | Chair Mfume |
| III. | Opening Remarks | Chair Mfume |
| IV. | Report from the University President | Dr. David Wilson |
| V. | Report of the Executive Committee | Chair Mfume |
| VI. | Reports of Standing Committees | |
| A. | Academic and Student Affairs Committee | Regent Linda Gilliam |
| | Items for Information (see Board book for details) | |
| | 1. Athletics | |
| | 2. Academic Affairs | |
| | 3. Enrollment Management | |
| | 4. Student Affairs | |
| | Item for Action | |
| | 1. Honorary Degree Candidate Recommendations (Closed Session) | |
| B. | Finance and Facilities Committee | Regent Shirley Malcom |
| | Items for Information (see Board book for details) | |
| | 1. Division of Enrollment Management and Student Success Update | |
| | 2. Institutional Aid Allocation Report | |
| | 3. Division of Facilities, Design and Construction Management Update | |
| | 4. Division of Research and Economic Development Update | |

5. Division of Institutional Advancement Update
6. Division of Finance and Administration Update

Items for Action

1. MEDCO Second Supplemental LOI for Student Housing Development
2. Amendments to Hoen Leases
3. Washington Avenue Lease
4. AT&T Cell Tower Lease Agreement
5. Revised Policy on Granting Limited Benefits to Contractual Employees

C. Audit and Institutional Assessment Committee Regent Larry Ellis

VII. New Business

VIII. Adjournment of Public Session Chair Mfume

IX. Closed Session

A. Personnel Matters	Dr. David Wilson et al.
B. Campus Safety Update	Chief Lance Hatcher
C. Medical School Update	Dr. David Wilson et al.
D. Growth Acquisition Opportunities	Dr. David Wilson et al.
E. EEO Report	Ms. Reagan Coss
F. Litigation Update	Mr. Faulk/Ms. Goodwin
G. Honorary Degree Candidate Recommendations	Regent Gilliam/Dr. Wilson

Public Session

Public Session Minutes

The meeting of the Morgan State University Board of Regents was called to order by Chair Kweisi Mfume at 12:05 p.m.

Present: Hon. Kweisi Mfume, Chair, Regent; General (Ret.) Larry Ellis, Vice Chair, Regent; Mr. Carl Turnipseed, Secretary, Regent; Rev. Dr. Harold Carter, Regent; Mrs. Julissa Ferreras-Copeland, Regent; Dr. Linda Gilliam, Regent; Mr. John Henry, Regent; Mr. Benjamin Klubes, Regent; Dr. Shirley Malcom, Regent; Mr. Champion Ojo, Student Regent; Mr. Brian Pieninck, Regent; Mr. William Sherman, Regent; Ms. Shelonda Stokes, Regent; Dr. David Wilson, University President; Mr. Thomas Faulk, Principal Counsel for Morgan State University, Office of the Attorney General

Absent: Ms. Swati Agrawal, Regent

Remarks by the Chair

Chair Mfume opened the meeting by welcoming the Regents, university administration, and members of the public in attendance. He formally introduced and seated four new Regents – Mr. Champion Ojo, Mrs. Julissa Ferreras-Copeland, Mr. John Henry, and Mr. Benjamin Klubes. He read their bios and welcomed them on behalf of the entire Board. He then yielded the floor to each Regent for brief remarks.

Regent Ojo stated that he is a rising senior majoring in economics and has been involved in the University community as an SGA Senator and Comptroller. He is excited to share details about the Summer Institute for Emerging Managers and Leaders (SIEML) Program, where they were able to earn full-ride tuition for the MBA Program for the next seven years. He is eager to go through the program in the next three years and is happy to answer any questions.

Regent Ferreras-Copeland stated that it is really an honor to join this very illustrious Board. She is looking forward to learning, to sharing, and to really setting forth a better life for these wonderful students here at this wonderful institution.

Regent Henry stated that this is a dream come true, growing up here in Baltimore (originally from New York) and to come back and see how wonderful Morgan has grown. He is looking forward to building relationships with many individuals around the room. He added that he travels back and forth to make sure that he continues to build relationships and will use his expertise in any way that he can to help the University.

Regent Klubes thanked the Chair and Board members for the warm welcome. He commented that this is an important time in his life to be a lawyer, given what is going on in the world. He hopes to make a small contribution, both here at Morgan and more broadly as a lawyer, during these turbulent times.

Chair Mfume appointed Regents Ferreras-Copeland and Ojo to the Academic and Student Affairs Committee, chaired by Regent Gilliam. Regent Henry was appointed to the Finance and Facilities Committee, chaired by Regent Malcom. Regent Klubes was appointed to the Audit and Institutional Assessment Committee, chaired by Regent Ellis. Regent Turnipseed was appointed Vice Chair of the Audit and Institutional Assessment Committee. Regents Gilliam and Ojo were appointed to the Nominating Committee, chaired by Regent Carter. Regent Sherman was reappointed to the Morgan State University Foundation as the Board representative.

The Chair shared that Regent Pieninck will be stepping down as President and CEO of CareFirst in September, where he has led the company with great distinction for the last 10 years bringing operational clarity, strategic foresight, and a sense of achievement. Many were saddened upon hearing that he would no longer be at the helm. He is leaving CareFirst to become the CEO of GuideWell, which is mutual holding corporation and a mission-driven nonprofit health solutions company and a parent company of Florida **Blue and Triple S Management and Puerto Rico's Blue Cross Blue Shield** program. The Chair noted that Regent Pieninck will not be leaving us and will continue to serve on the MSU Board of Regents where he provides wise counsel and collegueship. Board members along with Dr. Wilson applauded the good news.

The Chair thanked Board members for taking part in several recent events since the last Board meeting in May to include: Science Complex Groundbreaking, Spring Commencement, Alumni Day, and the Enolia Ribbon-Cutting. He reminded everyone about several upcoming events to include: New Student Induction Ceremony; Bear Family Day; New Regents' **Orientation**; Annual Board Retreat; Matriculation Convocation; Homecoming Gala and Football Game; Founders Day Convocation; Quarterly Board Meeting (November 10th); Annual Choir **Holiday Concert and Regents' Reception**; and Fall Commencement.

Chair Mfume offered an overview of the agenda and stated that following the Public Session, the Board would convene in Closed Session to address the matters identified as such on the agenda.

Minutes

Chair Mfume opened the floor for a motion to adopt the minutes of June 21, 2025. It was MOVED by Regent Turnipseed and SECONDED by Regent Malcom. The MOTION CARRIED unanimously.

Report of the President

Dr. Wilson provided a report to the Board covering some major developments that occurred at the University since the last meeting in May 2025. Those highlights include: (a) Spring Commencement; (b) **Choir's tour to Southeast Asia**; (c) Marching **Band's trip** to Italy; (d) world stage recognitions – first Emmy Award, UNCF/HBCU Futurist Award, APA Fellow, 2025 Venice Architecture Biennial Exhibition, Autonomous Wheelchair Technology Showcase, and HBCU Leadership Award; (e) positioning Morgan to lead in AI; (f) finances and infrastructure investments; (g) facilities update; (h) TOGO Delegation visit; (i) legislative priorities; (j) Morgan on the Vineyard; (k), faculty and staff institutes; (l) move-in week; (m) enrollment update; (n) research grants/awards and patents; (o) Carnegie research designations; and (p) upcoming events – Breakfast on the Commons, New Student Induction Ceremony, and Retirement Celebration for Dr. Kevin Banks.

Regent Pieninck inquired about the process/procedure to consummate R1 designation. Dr. Wilson responded that it is simple. The American Council on Education and the Carnegie Classification of Institutions of Higher Education make two announcements – (1) a soft announcement in December 2027 where institutions are provided an opportunity to correct any data and (2) the official classification is announced in February 2028. With that in mind, we must pay attention to research grants awarded over the next three to four years to ensure they do not decrease precipitously as expenditures will consequently follow. He emphasized that we do not want to achieve R1 status for a minute but remain an R1 institution for a lifetime.

Regent Stokes commended Dr. Wilson for his bold vision, his commitment to ensuring that Morgan does not lose its soul in the quest to achieve R1 status, and the collective hard work of his administrative team.

Regent Carter asked whether the \$84M appropriation included in the capital budget for electrical upgrades anticipates the perceived drainage for AI. Ms. Kim McCalla, VP for Facilities, Design and Construction Management, stated that the funding for campus expansion includes other technologies that will help supersede the power that we are getting. However, her team will double check regarding AI development.

Report of the Standing Committees

Academic and Student Affairs Committee

Regent Gilliam welcomed the four new Board members, adding that she looks forward to working with those appointed to this Committee. She congratulated Regent Pieninck on his new appointment, and noted that she, too, is pleased that he will remain a member of this Board. She stated that the Committee has two items for action.

- **Performance Accountability Report (PAR)** – Regent Gilliam stated that the PAR was presented by Dr. Solomon Alao, AVP for Assessment and Operations, who highlighted three key areas where Morgan exceeds the national average: (1) retention of African American students; (2) STEM diversity and workforce contributions; and (3) alumni giving rate comparable to other HBCUs. The report consists of 61 metrics of which 82% are increasing or stable. There was a discussion on how the key performance indicators (KPIs) are measured with the understanding that the goals are revisited annually to ensure realistic targets. The Committee also received an update on global studies. It was noted that despite international tensions, the University will activate educational initiatives in Africa and maintain focus on sustainable global partnerships. Morgan anticipates a 5% increase in international students this fall. Regent Gilliam reported that approximately 150 students participated in studies abroad with about 10 students studying abroad for a full semester. Funding, however, remains a significant challenge for semester-long study abroad opportunities.

Chair Mfume opened the floor for a motion to approve the Performance Accountability Report. It was MOVED by Regent Gilliam and SECONDED by Regent Sherman. The MOTION CARRIED unanimously.

- **Hazing Policy** – Regent Gilliam stated that Dr. Letitia Williams, interim VP for Student Affairs, presented the comprehensive new policy required by the Stop Campus Hazing Act. The policy includes definitions, reporting requirements, prevention training, and confidential support resources. The **Committee discussed the policy's** details, including the expanded definition of hazing and the requirement for annual prevention training for students and staff. The policy only applies to student hazing and does not cover faculty or staff interactions. Regent Gilliam noted that the Committee lost a quorum and was unable to take any action.

Chair Mfume asked for additional information pertaining to the expanded definition of hazing. Dr. Williams stated that the federal government passed a Stop Campus Hazing Act, which requires all universities and colleges to have a new hazing policy. She emphasized that Morgan had a definition of hazing in its Code of Student Conduct, which was a violation of the code. The Hazing Act expanded the definition by the federal government, which includes two major changes – (1) recognizes student organizations and groups of students and (2) consent is not an excuse (e.g., intentional acts related to being included in an organization). She noted that hazing must now be reported in our annual security report in accordance with the Clery Act. In addition, if there are any incidents of hazing, institutions are required to have published a Campus Hazing Transparency Report biannually.

Chair Mfume was advised by the legal team of an additional amendment made to the policy and, therefore, further discussion on this matter was deferred to the closed session. There were no objections.

Regent Gilliam highlighted the information items to include: (i) Academic Affairs – existing and proposed certificate programs; (ii) Research – increased grant submissions and awards with a record \$104M awarded this current year; (iii) Enrollment Management – new scholarship matching portal (Scholarship Universe); (iv) Student Affairs – housing modernization, mental health services, and career development efforts; (v) SGA – mentorship program and community service initiatives; and (vi) Athletics – spring 2025 academic report, competitive successes (volleyball, football, basketball, track and field, and wrestling), and upcoming events (LIIDERSHIP Academy, first home football game, Circle City Classic in Indianapolis, and Homecoming).

Finance and Facilities Committee

Regent Malcom stated that the Committee received updates from (i) Facilities, Design and Construction Management – strategic plan for housing (target of 5,200 beds through a combination of building, renovation, leasing and P3 relationships), capital budget (Science Complex and energy upgrade), and deferred maintenance; (ii) Research and Economic Development – Carnegie designation and patents (Morgan in top 100); (iii) Institutional Advancement – stewarding resources from alumni and investors; (iv) and Enrollment Management – as highlighted previously in the **President's Report**; and (v) Finance and Administration – strong balance sheet.

She stated that the Committee has two action items.

- **Third Amendment to Maryland Economic Development Corporation (MEDCO) Ground Lease** – Regent Malcom stated that the 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 support the economics of the projects. In addition, the Board delegates authority to the President, with notification to the Executive Committee, to determine the period and amount of the deferral with written notice to MEDCO. The Finance and Facilities Committee recommends approval.

Chair Mfume opened the floor for a motion to approve the Third Amendment to MEDCO Ground Lease. It was MOVED by Regent Malcom and SECONDED by Regent Pieninck. Regent Stokes ABSTAINED. The MOTION CARRIED.

- **FY 2027 Tuition, Housing and Board Rate Adjustments** – Regent Malcom stated that the administration is seeking approval of rates adjustments for FY 2027. She emphasized that there were no increases during the pandemic (all rates remained leveled). Proposed increases are 2% for tuition, 5% for housing, and 8% for board. The adjustments are needed to offset increased operating costs and the effects of inflation. The Finance and Facilities Committee recommends approval.

Regent Sherman asked when the rate adjustments will become effective. Regent Malcom stated that the rate adjustments, if approved, will go into effect for the fall 2026 and spring 2027 semesters.

Chair Mfume asked whether students were involved in the discussions/explanations regarding the proposed increases. Regent Malcom commented that there is no student representative on the Finance and Facilities Committee. She added that the administration provides ample time for review and input by the Committee, presenting proposed increases for information first before seeking approval at a subsequent meeting. Dr. Wilson stated that the student voice is indeed part of the process at the administrative level. The administration confers with the SGA, meeting with the group two to three times each semester, and fee proposals are discussed.

Chair Mfume opened the floor for a motion to approve the FY 2027 Tuition, Housing and Board Rate Adjustments. It was MOVED by Regent Malcom and SECONDED by Regent Pieninck. The MOTION CARRIED unanimously.

Audit and Institutional Assessment Committee

Regent Ellis stated that the Committee had no items for action and received updates on the Continuity of Operations Plan (COOP), Enterprise Risk Management (progress on risk assessment templates and project management committee) and Internal Audit (current OLA audit, internal audits, and investigations) in Closed Session.

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)(2)(7)(8)(10) of the Open Meetings Act. In Closed Session, the Board will receive an update on the House vs. NCAA Settlement; receive an update on Campus Safety; consider the Hazing Policy and Amendments to Code of Student Conduct; receive an update on the Medical School; receive an EEO Report; receive an update on Litigation; consider an Honorary Degree Candidate Recommendation; and receive an update on Naming. 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 Turnipseed and SECONDED by Regent Malcom to adjourn the Public Session. The MOTION CARRIED unanimously.

The Public Session adjourned at 1:55 p.m.

Hazing Policy and Amendments to Code of Student Conduct (Closed Session)

Chair Mfume opened the floor for a motion to approve the Hazing Policy. It was MOVED by Regent Sherman and SECONDED by Regent Gilliam. The MOTION CARRIED unanimously.

Chair Mfume opened the floor for a motion to approve Amendments to the Code of Student Conduct. It was MOVED by Regent Sherman and SECONDED by Regent Turnipseed. The MOTION CARRIED unanimously.

Honorary Degree Candidate Recommendation (Closed Session)

Chair Mfume opened the floor for a motion to approve the Honorary Degree Candidate Recommendation. It was MOVED by Regent Turnipseed 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**

Date: Tuesday, August 19, 2025

Time: 12:00 p.m.

Location: Richardson Library
Conference Room

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Malcom

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Agrawal

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

General Provisions Article, § 3-305 (b)(2)(7)(8)(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;

X (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.

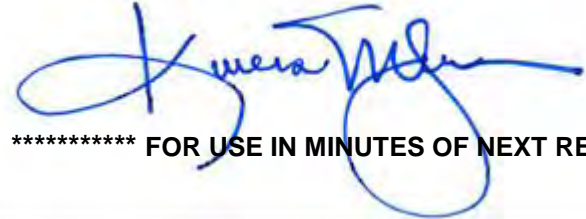
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive an update on the House vs. NCAA Settlement.
2. To receive an update on Campus Safety.
3. To consider the Hazing Policy and Amendments to Code of Student Conduct.
4. To receive an update on the Medical School.
5. To receive an EEO Report.
6. To receive an update on Litigation.
7. To consider an Honorary Degree Candidate Recommendation.
8. To receive an update on Naming.

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):

Public Session Minutes

The Morgan State University Board of Regents Retreat was called to order by Chair Kweisi Mfume at 8:50 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 (1:50p); Mrs. Julissa Ferreras-Copeland, Regent; Dr. Linda Gilliam, Regent; Mr. John Henry, Regent; Mr. Benjamin Klubes, Regent; Dr. Shirley Malcom, Regent; Mr. Champion Ojo, Student Regent; Mr. William Sherman, Regent; Ms. Shelonda Stokes, Regent

Absent: Mr. Brian Pieninck, Regent

Staff: Dr. David Wilson, University 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; Mr. Jonathan Luckett, Assistant General Counsel; Dr. Don-Terry Veal, VP for State/Federal Relations and Chief of Staff

Minutes

Chair Mfume opened the floor for a motion to adopt the minutes of August 19, 2025. It was **MOVED** by Regent Stokes and **SECONDED** by Regent Turnipseed. The **MOTION CARRIED** unanimously.

Remarks by the Chair

Chair Mfume opened the meeting by welcoming Board members, Dr. Wilson, and Dr. Veal. He thanked new Regents **for attending yesterday's Orientation hosted by Dr. Wilson. It was an opportunity for them to learn** about Morgan and hear firsthand from the President and members of his Senior Cabinet team. He reminded everyone about a few upcoming events including the Matriculation Convocation, Homecoming Gala, and Homecoming Football Game.

Adjournment of the Public Session

Chair Mfume announced that the Board of Regents would convene in Closed Session to discuss Board Governance and the Changing Higher Education Landscape, which are specifically exempted from public consideration under General Provisions Article § 3-103(a)(1)(i) of the Open Meetings Act. 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 Stokes and **SECONDED** by Regent Ellis to adjourn the Public Session. The **MOTION CARRIED** unanimously.

The Public Session adjourned at 9:00 a.m.

The Board of Regents reconvened for Public Session II at 1:30 p.m.

Add'l Staff: Mr. James Curbeam, Director of Enterprise Risk Management; Ms. Kim McCalla, VP for Facilities, Design and Construction Management

Progress on the Six Goals in the Strategic Plan

Dr. Wilson provided an update on the Strategic Plan. The report highlighted achievements/progress under each goal to include: (1) Enhance Student Success and Well-Being – increase enrollment to 10,000 by 2030 (met), maintain 70% or higher first-to-second year retention rate (met), reach 50% or higher six-year graduation rate by 2025 (not met), launch Morgan Completes You and grow enrollment to 3,000 by 2030 (on target), and promote academic excellence among student-athletes (met and continuing); (2) Implement Faculty Ascendancy and Staff Development Initiatives – establish 10 endowed professorships (on target), have three to five faculty holding membership in national

societies/academies (met), extend position as Fulbright leader (continuing), implement recommendations from Blue Ribbon Panel on Research Centers (completed), and implement annual performance reviews and create staff ascendency program (in progress); (3) **Elevate Morgan's Status to R1 Very High Doctoral Research University** – achieve \$50M in research expenditure and award an average of 70 doctorates (met for two straight years and on track for year three); (4) Expand and Improve a Campus-Wide Infrastructure to Support Operational Excellence and Increase Overall Institutional Capacity – renovate/construct facilities and infrastructure (met and ongoing), develop Master Plan for Lake Clifton (underway), invest in security strategies to promote campus safety (ongoing), develop IT plan to support **Morgan's ascendency** (in progress), and increase alumni participation rate to 20% by 2030 (on track); (5) Serve as the Premier Anchor Institution for Baltimore City and Beyond – spur economic development (**Morgan's annual economic** impact in Maryland is \$1.5 Billion) and create various research centers (Center for Urban Health Equity successfully met objectives in its three-year history); and (6) Accelerate Global Education Initiatives and Expand International Footprint – increase international student enrollment (met), increase/sustain annual student participation in study abroad activities (met and continuing), and develop new international partnerships with a focus on Africa (SEA Foundation leadership visited Morgan in June 2025).

President Wilson addressed questions, comments, and observations from Regents regarding (i) Carnegie research designations, (ii) study abroad student experience, (iii) revisiting enrollment goal for 2030 since we achieved 10,000 students ahead of schedule, (iv) shifts in priority items, and (v) understanding challenges and identifying measures/strategies to increase graduation rates.

Chair Mfume thanked Dr. Wilson for providing a very comprehensive and informative update to the Board.

Adjournment of Public Session II

The Chairman announced that the Board of Regents would convene in Closed Session to receive a presentation on Institutional Risk Management and to discuss Board Affairs, which are specifically exempted from public consideration under General Provisions Article § 3-305(b)(7)(15) and § 3-103(a)(1)(i) of the Open Meetings Act.

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

Public Session II adjourned at 2:30 p.m.

Resolution Honoring Dr. Earl S. Richardson (Closed Session)

Chair Mfume opened the floor for a motion to approve the Resolution Honoring Dr. Richardson. It was MOVED by Regent Gilliam and SECONDED by Regent Sherman. The MOTION CARRIED unanimously.

CLOSED SESSION I

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

Date: Saturday, September 13, 2025

Time: 8:30 a.m.

Location: Richardson Library
Conference Room

Motion to close meeting made by: Regent Stokes

Seconded by: Regent Ellis

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regents Carter and Pieninck

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

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

____ (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):

- X (i) To carry out an administrative function;
- ____ (ii) To carry out a judicial function;
- ____ (iii) To carry out a quasi-judicial function.

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

1. To discuss Board Governance.
2. To discuss Higher Education Landscape/Trends.

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

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

SIGNATURE:



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

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

CLOSED SESSION II

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

Date: Saturday, September 13, 2025

Time: 2:30 p.m.

Location: Richardson Library
Conference Room

Motion to close meeting made by: Regent Ellis

Seconded by: Regent Turnipseed

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Pieninck

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;
- ☒ (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):

- ☒ (i) To carry out an administrative function;
- ☐ (ii) To carry out a judicial function;
- ☐ (iii) To carry out a quasi-judicial function.

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

1. To discuss Institutional Risk Assessment.
2. To discuss Board Affairs.

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, November 3, 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 August 4, 2025 | Regent Linda J. Gilliam |
| IV. | Policy on Faculty Reduced Teaching Load | Dr. Hongtao Yu, <i>Provost & SVP Academic Affairs</i> |

Brief Updates

- | | | |
|-------|---|---|
| V. | Athletics | Ms. Dena Freeman-Patton, <i>VP and Director of Athletics</i> |
| | 1. 2024-25 APR Report | |
| | 2. LIIDERShip Academy | |
| | 3. Announcement of New Coaches | |
| VI. | Academic Affairs | Dr. Hongtao Yu |
| | 1. Fall Program Enrollment | |
| | 2. School of Business Bloomberg Ranking No. 54 | |
| | 3. Faculty and Student Outstanding Achievements | |
| | 4. Accreditations | |
| VII. | Enrollment Management (see Finance Section) | Dr. Kara Turner, <i>Senior VP Enrollment Management & Student Success</i> |
| VIII. | Student Affairs | Dr. Letitia Williams, <i>Interim VP Student Affairs</i> |
| | 1. Strategic Housing Plans | |
| | 2. Health and Well-being | |
| | 3. Career Development | |
| | 4. Homecoming | |
| | 5. SGA | |

IX. New Business

X. Public Meeting Adjourned

Regent Linda J. Gilliam

Closed Session

Honorary Degree Candidate Recommendations

Dr. David Wilson

**COMMITTEE MINUTES
OF AUGUST 4, 2025**



**Board of Regents
Academic and Student Affairs Committee Meeting (Virtual)
Monday, August 4, 2025**

Committee Meeting Minutes

The meeting of the Board of Regents Academic and Student Affairs Committee was held virtually on Monday, August 4, 2025. Committee Chairwoman Linda Gilliam opened the meeting at 1:01 p.m.

Board Members

Present: Regent Linda Gilliam (Committee Chairwoman), Regent William Sherman, Regent Larry Ellis

Staff Present: Dr. Wilson, Dean Adegbola, Dr. Alao, Dean Asojo, Dr. Astatke, Dean Barton, Mr. Bougere, Dean Burnett, Dr. Dockery, Mr. Faulk, Ms. Freeman-Patton, Dean Garrison, Ms. Goodwin, Ms. Grace, Mrs. Grogan, Dean Jones, Dr. Keys, Mr. Luckett, Dr. Maltese, Dr. May, Dean McPhatter, Dean N’gom, Dean Sydnor, Dr. Summers, 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 the (1) Spring 2026 reaccreditation site visit by the Middle States Commission on Higher Education, in accordance with a standardized; (2) Morgan winning its first Emmy award for the documentary “*The Making of a National Treasure*,” extending congratulations and credit to Dean Emeritus Wickham, Dean Jacqueline Jones and the faculty/staff of the School of Global Journalism and Communication; (3) Fall Move- In Day on August 15, 2025 in preparation for a historic student enrollment, extending an invitation to the Committee to participate; and (4) Fall Faculty/Staff Institute, highlighting sessions focused on artificial intelligence (AI) and the University’s leadership in AI, to include a joint morning session with the State of the University address, followed by afternoon staff sessions. President Wilson commented that the reaccreditation process is progressing well and that proposed dates were received for the Chair of the Committee’s campus visit with a separate visit by the full reaccreditation team visit in April 2026. President Wilson further commented that the engagement of the Board of Regents will be clarified with Middle States and Mrs. Grogan. President Wilson added that the standard expectation is for the reaccreditation team to arrive on a Sunday, with an official dinner involving approximately 70-75 representatives (Board, administration, deans, faculty senate and the representatives of the Student Government Association).

Division of Information Technology

President Wilson introduced Dr. Timothy Summers, Vice President of Information and Technology and Chief Information Officer, who shared remarks on Morgan’s progress on AI strategy, commenting that (1) the theme “*Smarter, Not Harder*,” will not replace jobs but eliminate inefficiencies, allowing staff to focus on higher-value work, and (2) quoting NVIDIA’s President and CEO, Jensen Huang, “*AI is not going to take your job; It’s going to be somebody who knows how to use AI.*” Dr. Summers presented key initiatives to include the introduction of Obsidian, Morgan’s internal secure sovereign AI platform, currently under development, designed to streamline HR queries, student services and other operational processes. Dr. Summers reported that collaborative testing is underway with the Office of Human Resources and the College of Interdisciplinary

and Continuing Studies (CICS). Dr. Summers commented that Morgan is positioned at the front of AI adoption, framing itself as a leader in equitable and ethical AI and that the partnership with the Center for Equitable Artificial Intelligence and Machine Learning Systems (CEAMLS) and the rest of the University will support ongoing integration. Dr. Summers concluded his remarks emphasizing Morgan's proactive stance: *"We're not behind. We're at the front."*

Action Items

➤ Approval of Committee Minutes of May 5, 2025

- Approval of the Minutes of May 5, 2025 – It was MOVED by Regent Sherman and SECONDED by Regent Ellis to approve the minutes. The MOTION CARRIED.

➤ Performance Accountability Report (PAR)

Dr. Solomon Alao, Assistant Vice President of Assessment and Operations in the Division of Academic Affairs and Chair of the Middle States Commission on Higher Education (MSCHE) Self-Study Steering Committee, presented an update of the Performance Accountability Report (PAR). The PAR, an annual submission to the Maryland Higher Education Commission (MHEC), requires Board approval and is mandated by Maryland state law, to include data, benchmarks, and responses to MHEC inquiries. Dr. Alao commented on key metrics to include a dashboard that visualizes progress and identifies growth areas, along with areas of impact.

Clarification Request (Goals 1 and 5)/Response. Regent Sherman asked for clarification on Goal 1 (Student Success and Well-Being). Dr. Alao explained the metrics and highlighted recent upward trends. Chair Gilliam asked for clarification on Goal 5 (Community Engagement and Urban Renewal). Dr. Alao explained that Goal 5 focuses on selected indicators to make the report manageable and what those data trends represent.

Clarification Request (Goal 5)/Response. Chair Gilliam asked if reaching 100% of Goal 5 meant the goal was finished. President Wilson explained that targets are reassessed annually by Cabinet review. The goal sets realistic yet challenging benchmarks to encourage progress without over-promising. Dr. Alao emphasized that these benchmarks are collaboratively developed with campus participation and align with the strategic plan. President Wilson stressed the importance of aligning Strategic Plan objectives (set for 2030) with the PAR. Goal 5 incorporates metrics like the University's Second-Year Experience, which are integrated into the President's annual evaluation. Dr. Alao noted that targets are informed by past performance, redesigned with campus feedback, and coordinated with Dr. Veal to ensure consistency with the strategic plan.

Clarification Request (Goal 6)/Response. Regent Sherman asked about new partnerships and global political conditions impacting Morgan's collaborations. Dr. Yacob Astatke, Assistant Vice President for International Affairs, at Dr. Alao's request, responded. Dr. Astatke's unit secured non-binding MOUs with the Office of General Counsel (OGC), leading to three to four approvals last year. Currently, there are no binding MOUs. President Wilson acknowledged the challenging global climate and emphasized Morgan's priority for sustainable partnerships. He commented an initial plan for separate partnerships with Africa and China, but due to current political constraints with U.S.-China relations, an Africa plan will remain in place, focusing on two to three partnerships.

Query on Study Abroad Programs. Chair Gilliam inquired about the impact of the current global political climate on study abroad opportunities for Morgan students. Dr. Astatke responded that the study abroad programs have not been impacted and offered a detailed explanation. President Wilson concurred. Dr. Astatke further commented that Morgan maintains a dual model of study abroad, *i.e.*, faculty-led short-term programs and third-party provider programs. The majority of students participate in short-term programs due to cost and accessibility, with strong faculty involvement. President Wilson concluded that national disparities in African American student participation underscore the value of Morgan's approach in expanding access and exposure, and that short-term models are effective entry points that may encourage students to consider longer-term study abroad later.

It was MOVED by Regent Sherman and SECONDED by Regent Ellis to approve the Performance Accountability Report. The MOTION CARRIED.

➤ **Hazing Policy**

President Wilson introduced Dr. Letitia Williams, Interim Vice President for Student Affairs, who presented on behalf of the Division of Student Affairs. Dr. Williams commented that a final draft of a new updated hazing policy, was submitted for approval by the Committee to recommend to the full Board for review and approval. Regent Sherman requested clarification as to what version of the hazing policy was being submitted for approval. Mr. Thomas Faulk, Principal Counsel for Morgan State University - Office of the Attorney General, responded that the OGC and the Office of the Attorney General (OAG) reviewed, affirming Dr. Williams' comments. Dr. Williams noted that hazing is prohibited under the revised University Code of Student Conduct, in alignment with the Stop Campus Hazing Act. Chair Gilliam requested a brief hazing definition summary, and Dr. Williams provided it. President Wilson asked if graduate advisors for D9 organizations will be trained, noting risks for complicity and liability. Dr. Williams confirmed this and said training will be reinforced at the annual Club and Organization Summit. Regent Sherman asked if a student could be disciplined for failing to report hazing, drawing a parallel to "bystander law." Regent Sherman motioned to approve the hazing policy for the full Board, but Chair Gilliam paused and asked if the Board would receive the hazing report before publishing. Dr. Williams affirmed that the report would be posted after an investigation with findings of policy violations. Chair Gilliam announced the motion and asked if anyone would second it, but no one responded. Ms. Julie Goodwin, General Counsel, noted that the OGC does not track reviews mandated by entities like the union and the University Council. President Wilson clarified that shared governance is not for approval but for advice and consultation. Chair Gilliam asked if these reviews were part of shared governance, and President Wilson replied he wasn't aware but suggested Dr. Banks, retired Vice President of Student Affairs, might be. President Wilson then asked Dr. Williams if she was aware, and she responded, "No". Chair Gilliam paused the discussion to ask Mr. Faulk for legal advice. Mr. Faulk advised holding a closed session. Chair Gilliam accepted. With a motion to approve the policy remaining, Chair Gilliam continued the meeting to the next item.

The matter was deferred to closed session for further discussion and consideration.

Brief Updates

➤ **Academic Affairs**

Fall 2025 Faculty and Staff Institute. Provost Yu presented on behalf of the Division of Academic Affairs and Office of the Provost. Provost Yu reported that the Fall 2025 Faculty and Staff Institute is scheduled for two days in mid-August and that its focus will be on community, resilience, and navigating current challenges. Day 1 will convene all faculty and staff for the President's State of the University address and shared sessions. Day 2 will feature breakout sessions tailored to faculty development. The theme this year is "*And Still We Climb: Navigating the Now, Together.*"

Degrees Conferred for AY2024-2025. Provost Yu reported significant milestones in the conferral of 2024-2025 doctoral degrees and faculty promotions, which are crucial for supporting Morgan's research profile. Provost Yu commented that ninety-three (93) doctoral degrees conferred set a record and contributed to Morgan's elevation to R1 research status. Provost Yu further commented that the total number of bachelor's degrees conferred was 1,101 and master's degrees was 287. CLA, SBM and SCMNS lead the way with the highest number of bachelor's degree recipients, followed by SSW, SBM and SAP with master's degrees, and SEUS, SOE and SCMNS with doctoral degrees.

Faculty Profile AY2024-2025. Provost Yu reported that the full-time faculty comprises 485 members, 346 who are tenure and tenure-track members, and 139 non-tenure-track. Provost Yu further reported that there are 355 part-time faculty with a total faculty headcount of 840. Eight faculty members were promoted to associate professor with tenure, two with tenure only, and ten were promoted to full professor. They are among 95 assistant professors, 144 associate professors, 61 full professors, and 46 chair/directors with faculty rank and 139 lecturers. Provost Yu commented that this report reflects an increase in the number of faculty from the prior academic year.

Student-to-Faculty Ratio (FTE/FTE). The student-to-faculty ratio increased from 13:1 to 19:1 (Fall 2020 to Fall

2024), citing national averages. Regent Sherman asked about the optimal ratio; Provost Yu acknowledged there is no universally accepted one. National HBCUs maintain a 14:1 ratio, while state universities have a 17:1 ratio. Higher ratios mean more pressure on faculty. Provost Yu suggested comparing ratios to benchmarks to determine if the optimal ratio was reached; However, the concept is debated. President Wilson emphasized course enrollment caps and effective workload management. Six state-funded research centers added faculty with reduced teaching loads to balance research productivity and teaching. Despite challenges, deans and chairs managed historic enrollment growth with minimal complaints about course access, while faculty productivity in research increased sharply. Provost Yu concluded that the sharp rise in the student-to-faculty ratio raises concerns about faculty workload. Provost Yu highlighted several notable student achievements and faculty achievements, including the historic interactive pavilion in Venice, Italy, the development of the first satellite for space exploration in, a record number of doctoral graduates, the first Emmy award for a short film (SGJC), the launch of the new Environmental Health Specialist Apprentice program (CICS), and the premiere of orchestral work performed by a symphony orchestra in Copenhagen, Denmark, composed by CLA faculty. Provost Yu also highlighted faculty members of the Fulbright program including awards as 2024 Fulbright HBCU Institutional Leader and Fulbright U.S. Student Program Semi-Finalist.

Certificate Committee Report

Dr. Myrtle E.B. Dorsey, Director and Professor of Practice in the Department of Advanced Studies, Leadership, and Policy, and Dr. Ryan Maltese, Associate Vice President of Student Success and Retention, presented on behalf of the Certificate Committee. President Wilson emphasized the importance of preparing graduates for the competitive job market, highlighting Dr. Turner's report on the shifting national policy climate linking financial aid eligibility to graduate earnings which has increased pressure on institutions to provide additional credentials for employability. To address this, Drs. Dorsey and Maltese were appointed to lead a university-wide initiative focused on certificates with the objective being to determine if Morgan should establish a centralized certificate center, explore integrating certificates across disciplines, and assess creating a comprehensive portfolio for degree program integration.

Drs. Dorsey and Maltese provided a comprehensive overview of the ongoing work and future plans to ensure graduates are competitively positioned for employment, considering national trends suggesting financial aid could be tied to income, reinforcing the need for stronger employability pathways. The committee examined certificate offerings, national trends, university comparisons, market trends, and Morgan's existing graduate and professional certificate programs, including graduate-level, accelerated degree programs, external training partnerships and proposed programs. Funding and payment options, such as grants, private funding, employer-sponsored certificates, and potentially pilot programs at Morgan with subsequent funding, were also discussed. Dr. Dorsey commented that the full report is available upon request. Chair Gilliam asked if there were plans to offer programs outside of Morgan. Dr. Dorsey denied. Chair Gilliam also asked if the courses are primarily online. Dr. Dorsey affirmed.

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

Dr. Willie E. May, Vice President of D-RED, presented on its behalf. D-RED enhances Morgan's research capacity, ensures compliance with laws and regulations, coordinates research, facilitates commercialization and intellectual property, and spearheads Morgan's efforts to become a well-recognized, respected, and well-rounded research institution pursuing R-1 status.

FY25 Research Income Summary. Dr. May commented that over the past five years, the number of proposals submitted, and grants awarded has increased substantially and that the return rates on submitted grants have averaged 50-60%, indicating the positive impact of President Wilson's research infrastructure investments. However, there have been approximately 23 terminations of federal grants, with a potential rescission of less than \$4 million. Despite these challenges, the overall impact remains modest.

Update on Progress Toward R-1. Dr. May noted Morgan's goal of R1 designation, requiring a minimum of \$50 million in research expenditures and 70 research PhDs. In 2023, Morgan's research expenditures were \$44 million, projected to reach \$55 million in 2024. Dr. May anticipates \$68 million in expenditures this year and expressed optimism about receiving R1 designation in 2027. In addition to federal funding, Morgan received

\$21.3 million from the State of Maryland to support its research centers, with \$15-\$16 million expected to contribute to research expenditures.

Tech Transfer and Economic Development Update. Dr. May reported that in terms of patents awarded nationally to universities, Morgan ranks among the top 100. In terms of efficiency, the University is number one in the nation. Dr. May added that Morgan's patent portfolio and the number of new start-up companies formed experienced significant growth and that in terms of U.S. utility patents, the University went from zero in 2015 to 41 in 2025. Similarly, in terms of new start-up companies formed, the University went from zero in 2015 to 19 in 2025. Morgan leads among the top 10 HBCUs with 23 U.S. utility patent awards in AY2023-2024, and ranked third in AY2024-2025. Dr. May reported that D-RED is currently in conversation with a group which is considering licensing several of the patents. Dr. May commented that he anticipates being able to provide an updated progress report this Fall.

Laboratory-Based Research Update. Dr. May commented that with respect to research infrastructure expansion, Morgan is actively developing a clean room facility at its CHIP center and that this facility is expected to be completed next Spring 2026, positioning Morgan to become the leading academic research center in the State of Maryland. Dr. May further commented that Morgan's pursuit of R1 status is closely intertwined with building a reputation as a well-rounded and highly esteemed research institution. This involves emphasizing world-class facilities, robust administrative infrastructure to support faculty, and recognizing faculty contributions. Dr. May commented that Morgan aims to strike a harmonious balance between research productivity and dedication to teaching and student success. Dr. May commented on improvements in the progress of project activities of the Patuxent Environmental and Aquatic Research Laboratory (PEARL), and that D-RED is considering a visit to the PEARL by the Board. Dr. May commented that the National Institute of Standards & Technology (NIST) allows NIST researchers to recruit talent from Morgan and Morgan's HBCU sub-awardees to assist in research projects on a contractual basis.

International Student Enrollment Updates. Dr. May reported a successful international student recruitment and enrollment year in AY2024-2025, with a 35% increase over the past year. Regent Sherman commended the report and inquired about grant applications. Dr. May stated that most are federal, and new grants were secured (four from the week prior). Regent Sherman asked about the clean room location and Dr. May responded. Plans for a faculty tour with renderings and video are available. Regent Sherman asked about the Hopkins- Morgan collaboration observed on Dr. May's slides. Dr. May explained that Morgan is a co-partner in the NIST Prep program with Johns Hopkins, managing an HBCU consortium. Morgan students, postdocs, and staff are engaged in research at NIST under this program, with tuition and stipends supported. Chair Gilliam thanked Dr. May for the presentation, which she commented was requested by the Committee.

➤ **Enrollment Management and Student Success (EMASS)**

Dr. Kara Turner, Vice President of Enrollment Management and Student Success, presented on behalf of EMASS.

Enrollment and Graduation Rates. Dr. Turner reported a record freshman enrollment at 2,425, a small increase from 2024 which began at 1,159 in 2015. Overall enrollment is projected at 11,000-11,200 students with the current headcount at 10,500. Graduate enrollment and record CICS enrollment are expected within these totals. The six-year graduation rate of 42% (May 2024) marks 7 consecutive years above 40% which is a historic achievement.

New Scholarship Platform. Dr. Turner discussed ScholarshipUniverse, a new scholarship application and management portal that allows students to apply for multiple institutional awards. It matches students with about 800 external scholarships based on profile information. Unlike prior systems, it integrates both internal and external opportunities. EMASS and the Division of Institutional Advancement jointly manage the platform. Chair Gilliam asked if it's exclusive to Morgan, but Dr. Turner said it is used by multiple institutions and not exclusive to Morgan. Dr. Turner commented that Morgan contributes to database expansion when new scholarships are identified. President Wilson asked about student access, and Dr. Turner responded that access is available to all Morgan students and requires Morgan credentials.

Legislative and Policy Update. Dr. Turner commented that the initial version of the “One Big Beautiful Act” had a devastating impact on Morgan’s students but that the final version is not as detrimental. Dr. Turner added that there are no changes to undergraduate loans or Pell grants. However, there is a cap on Parent PLUS loans. Graduate PLUS loans will be eliminated, effective July 1, 2026, with legacy provisions for current borrowers to complete their program of study. Under a grandfather clause, current borrowers may continue under existing terms. The lifetime borrower cap for all federal loans (excluding Parent PLUS) will be \$257,500.

Tracking Earnings by Programs: Dr. Turner commented that there will be tracking and reporting on earnings by program for undergraduate and graduate students, effective July 1, 2026. Undergraduate programs must show that graduates earn more than high school diploma earners. Graduate programs must show that graduates earn more than those with only an undergraduate degree. Dr. Turner concluded that programs failing these standards for two of three years risk losing federal funding.

➤ **Division of Student Affairs**

Dr. Letitia Williams, Interim Vice President for Student Affairs, presented on behalf of the Division of Student Affairs. Dr. Williams provided a brief overview of initiatives undertaken by Student Affairs over the past year, stating that one of the key areas of focus was the advancement of the housing master plan. This involved modernizing and expanding residential facilities. Dr. Williams commented that in terms of mental health and well-being, the Counseling Center continued to offer students counseling services. Surveys revealed that 92% of counseling clients found their services effective. Dr. Williams presented that student engagement is crucial for leadership and problem-solving, noting support of a large number of student leaders, increased number in Sunday worship attendance, registered student organizations, students in leadership development programs, students in anti-hazing training, and students in civic engagement initiatives. Dr. Williams noted that the Center for Career Development prepares students for the professional world and that a major grant received will enable the center to scale innovative career guidance, expand employer partnerships, and enhance mentorship and leadership programming. Dr. Williams reported on housing assignments to include the addition of the new Enolia Apartments to support an increased demand for housing.

Skills Development. Dr. Williams commented that Student Affairs is also in its first year of launching the BEARprint Co-Curricular Learning framework built around five core pillars that guide students through their time at Morgan and prepare them for success beyond graduation. Dr. Williams further commented that the goals are to improve student success and wellbeing by building essential human and workplace skills, and to equip students for successful careers, meaningful lives and active participation in their communities.

Upcoming events: Dr. Williams mentioned scheduled events to include Move-in (August 16-24), Welcome Week (August 24-September 7); Freshmen Induction Ceremony (August 28) and Bear Family Weekend (September 5-7).

Student Government Association (SGA)

Ms. Tamani Grace (SGA President, AY25-26) and Mr. Shaylen Bougere (SGA Vice President, AY25-26) presented the Student Government Association’s BEAR Bridge Initiative. They emphasized the importance of strengthening connections between undergraduate students and alumni to ensure clear career readiness pathways. The initiative includes a mentorship program for juniors and seniors, networking events, and collaboration with the Alumni Association to increase alumni presence on campus.

Career Development and Alumni Partnerships. Mr. Bougere commented that in response to feedback from students expressing concern that the majority of career fairs are STEM-based, the SGA engaged with the Thurgood Marshall College Fund to help sponsor job fairs with the goal to broaden beyond STEM-focused fairs in order to support students across all disciplines, and that alumni are to be involved in sponsoring opportunities and connections.

Elevating Student Leadership and Organization Support. Mr. Bougere commented that in response to student feedback about needing more performance and practice spaces, the SGA aims to support performance-based

organizations (e.g., modeling, dancing, cultural groups) by holding bi-monthly meetings with student organizations to foster collaboration and advocacy and to build stronger partnerships between the SGA, CAB and student groups through co-hosted events.

Community Connection Initiative. Ms. Grace concluded their presentation with a discussion on strengthening Morgan's impact on Baltimore City through student organization-led service. Ms. Grace commented that the SGA's vision is to leverage Morgan's student organizations to provide tutoring, mentoring and inspiration for local students under a proposal to require part of recognized service hours to support K-12 academic achievement, focused on reading and math proficiency.

Chair Gilliam invited the Committee to offer comments or questions. President Wilson responded by asking Ms. Grace and Mr. Bougere what their majors and hometowns are. Ms. Grace responded that she is from Queens, New York and that she was a senior majoring in Psychology. Mr. Bougere then responded that he is from Fayetteville, North Carolina and that he is an Electrical Engineering major. President Wilson commended them for their community-focused vision and for uniting student organizations in meaningful service. President Wilson commented that Dr. Williams will work with them to establish a schedule of standing monthly meetings with him and leadership to maintain a strong partnership and ensure progress on initiatives.

➤ **Athletics**

Dena Freeman-Patton, Vice President and Director of Athletics, presented updates on behalf of Athletics. Before beginning her presentation, Ms. Freeman-Patton, speaking to Ms. Grace, expressed interest in partnering with the SGA on their community engagement initiative, noting that student-athletes also participate in outreach with you and could align efforts. Ms. Grace responded with thanks to Ms. Freeman-Patton for her comments.

Spring 2025 Athletic Academic Report. Ms. Freeman-Patton commented that the Department maintained an overall GPA >3.0 with 62% of student-athletes recorded GPAs above 3.0, surpassing the 60% goal. To strengthen student-athlete support, the Athletic staff expanded to include two additional academic advisors and an additional compliance officer. Ms. Freeman-Patton commented on the large number of student-athletes graduated this year, noting the significance of graduation as the ultimate measure of success.

Academic Progress Rate (APR) Achievement. Ms. Freeman-Patton reported that student-athletes earned the highest ever NCAA APR scores, with Morgan receiving recognition and a financial award as having the highest APR program in the MEAC, accompanying an NCAA financial reward, and marking this as the first time Morgan received such honors.

Competitive Success. Ms. Freeman-Patton reported on the successes in athletic competition events for volleyball, football (Morgan had the most successful season in 10 years with a student-athlete being signed to an NFL team), men's basketball, track and field, wrestling and men's tennis.

Upcoming events: Ms. Freeman-Patton shared a schedule of upcoming Fall 2025 athletic events to include the Student-Athlete LIIDERship Academy (August 22-24); Football: Morgan v. Towson (Bear Family Day): September 6; Circle City Classic: September 27 (Indianapolis, IN); and Homecoming: October 11.

New Business

No new business was presented.

Meeting Adjourned

With the agenda completed, the Chair declared the meeting adjourned. The meeting adjourned at 2:59 p.m.

Respectfully submitted,

Lesley A. Thompson

Executive Assistant to the Vice President for State and Federal Relations & Chief of Staff

Recorder

POLICY ON FACULTY REDUCED TEACHING LOAD

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Revision of Policy on Reduced Teaching Load, approved by the Board of Regents on November 5, 2018, and shall be effective January 1, 2026.

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION:

This policy currently states that the normal teaching load is defined by undergraduate and graduate courses. The use of teaching “undergraduate course” or “graduate course” for teaching load is not an adequate description because faculty members often teach a mixture of such courses. It also creates inequality for faculty teaching graduate courses versus undergraduate courses, where those teaching graduate courses have a much lighter load than those who teach undergraduate courses with many more students enrolled (such as 45 students versus 120 students). The proposed modified policy defines the teaching load specifically for “full time faculty” and “graduate faculty who also perform their graduate faculty duties.” “Full time faculty” is a general term for all faculty members, including “undergraduate” and “graduate” faculty, tenure-track, tenured, or non-tenure track.

For teaching purposes, undergraduate or graduate courses are not the only factor for teaching load determination. Graduate faculty members who fulfill graduate faculty duties such as supervising/chairing student’s dissertation/thesis research, which is part of the “teaching” duties not captured by a traditional course, will teach three or less courses.

PRESIDENT'S RECOMMENDATION: The President recommends approval.

COMMITTEE ACTION: _____ **DATE:** _____

BOARD ACTION: _____ **DATE:** _____

~~MORGAN STATE UNIVERSITY~~

~~Policy on Reduced Teaching Load~~

~~Approved by Board of Regents on _____, 2024~~

MORGAN STATE UNIVERSITY

POLICY ON FACULTY REDUCED TEACHING ~~LOADS~~LOAD

At Morgan State University (the “University”) t~~he normal normal~~ teaching load for ~~undergraduate courses~~full time faculty is Twelve (12) credit hours per semester. However, the reduced teaching load at the University is~~and~~ Nine (9) credit hours per semester for

designated graduate courses~~faculty performing their graduate faculty duties per academic guidelines.~~ Any modifications shall be recommended by the Dean

and Vice President for Academic Affairs and approved by the President or designee.-

This Morgan State University Policy on Faculty Reduced Teaching Load repeals and replaces the Morgan State University Policy on Faculty Reduced Teaching Load, approved by the Board of Regents on November 5, 2018 and shall be effective on _____, 2025.

~~Approved by the MSU Board of Regents November 5, 2018~~

MORGAN STATE UNIVERSITY

POLICY ON FACULTY REDUCED TEACHING LOAD

At Morgan State University (the “University”) the normal teaching load for full time faculty is Twelve (12) credit hours per semester. However, the reduced teaching load at the University is Nine (9) credit hours per semester for designated graduate faculty performing their graduate faculty duties per academic guidelines. Any modifications shall be recommended by the Dean and Vice President for Academic Affairs and approved by the President or designee.

This Morgan State University Policy on Faculty Reduced Teaching Load repeals and replaces the Morgan State University Policy on Faculty Reduced Teaching Load, approved by the Board of Regents on November 5, 2018 and shall be effective on _____, 2025.

ATHLETICS



MORGAN STATE UNIVERSITY

DEPARTMENT OF ATHLETICS

Board of Regents



Growing The Future • Leading The World

Academic Performance Rate 2024-2025

NCAA Division I 2024 - 2025 Academic Progress Rate Institutional Report

Institution: Morgan State University

Date of Report: 10/17/2025

This report is based on NCAA Division I Academic Progress Rate (APR) data submitted by the institution for the 2021-22, 2022-23, 2023-24 and 2024-25 academic years. Institutions are encouraged to forward this report to appropriate institutional personnel on campus.

[Note: All information contained in this report is for four academic years. Some squads may still have small sample sizes within certain sport groups. In accordance with the Family Educational Rights and Privacy Act's (FERPA's) interpretation of federal privacy regulations, institutions should not disclose statistical data contained in this report for cells made up of three or fewer students without student consent.]

Sport	APR			Eligibility/Graduation		Retention	
	Multiyear Rate (N)	Multiyear Rate Upper Confidence Boundary	2024 - 2025 (N)	Multiyear Rate	2024 - 2025	Multiyear Rate	2024 - 2025
Men's Basketball	963 (55)	N/A	981 (14)	953	1,000	964	990
Men's Cross Country	989 (24)	998	1,000 (5)	978	1,000	1,000	1,000
Football	952 (354)	N/A	944 (99)	918	915	974	963
Men's Tennis	953 (31)	N/A	938 (9)	946	938	960	938
Men's Track	992 (55)	N/A	1,000 (15)	984	1,000	992	1,000
Men's Wrestling	973 (41)	989	952 (22)	962	930	986	975
Women's Basketball	968 (61)	N/A	964 (15)	967	946	959	962
Women's Bowling	1,000 (26)	1,000	1,000 (7)	1,000	1,000	1,000	1,000
Women's Cross Country	1,000 (28)	1,000	1,000 (6)	981	1,000	980	1,000
Women's Softball	979 (86)	N/A	973 (23)	967	975	976	971
Women's Tennis	980 (29)	994	1,000 (7)	982	1,000	977	1,000
Sport	APR			Eligibility/Graduation		Retention	
	Multiyear Rate (N)	Multiyear Rate Upper Confidence Boundary	2024 - 2025 (N)	Multiyear Rate	2024 - 2025	Multiyear Rate	2024 - 2025
Women's Track	993 (81)	N/A	956 (18)	981	946	979	971
Women's Volleyball	988 (45)	N/A	1,000 (12)	988	1,000	988	1,000

LIIDERship Academy

- ❖ LEADERSHIP
- ❖ INTEGRITY
- ❖ INNOVATION
- ❖ DIVERSITY
- ❖ EXCELLENCE
- ❖ RESPECT



AGENDA

FRIDAY, AUGUST 22, 2025

- 3:30 PM Luggage Drop Off
- 4:00 PM Welcome & Introductions
- 5:00 PM "We Are The Bears" Mixer
- 6:00 PM Blue & Orange Volleyball Scrimmage
- 7:15 PM Shuttle Pick-up
- 8:00 PM Closing Announcements

SATURDAY, AUGUST 23, 2025

- 8:00 AM Breakfast
- 9:00 AM (L)EADERSHIP
- 10:15 AM Break
- 10:30 AM (I)nnovation
- 11:45 AM Lunch
- 1:00 PM (I)ntegrity
- 2:15 PM Group Photo Break
- 2:30 PM Headshots
- 3:30 PM Networking Event
- 4:15 PM Break
- 5:30 PM (R)espect
- 7:30 PM Closing Announcements
- 7:45 PM Game Night

SUNDAY, AUGUST 24, 2025

- 8:00 AM Breakfast
- 8:45 AM Opening
- 9:00 AM (D)iversity
- 10:15 AM Break
- 10:30 AM (E)xcellence
- 12:00 PM Closing Remarks
- 12:15 PM Depart for Campus

LIIDERSHIP ACADEMY AUGUST 22 - AUGUST 24, 2025

LIIDERShip Academy Session Presenters:

Leadership: Dena Freeman-Patton

Innovation: Monica Poulard Hawkins

Integrity: Dr. Jana Duckett

Diversity: Dr. Ryan Maltese

Excellence: Greg Barnett

Respect: Cathy Hanson (Etiquette Dinner)





HIRED

AGINA SIMPKINS

ACROBATICS & TUMBLING HEAD COACH



**MORGAN STATE ATHLETICS
BALTIMORE, MD**

2025

COACHES

MORGAN STATE ATHLETICS





HIRED

MELISA SHOCK

SOFTBALL HEAD COACH



MORGAN STATE ATHLETICS
BALTIMORE, MD

2025

COACH MELISA SHOCK

MORGAN STATE ATHLETICS





Thank You!



ACADEMIC AFFAIRS

Division of **ACADEMIC AFFAIRS**

Dr. Hongtao Yu

Provost and Senior Vice President for
Academic Affairs

Accreditations



University Accreditation:
1925 – Present

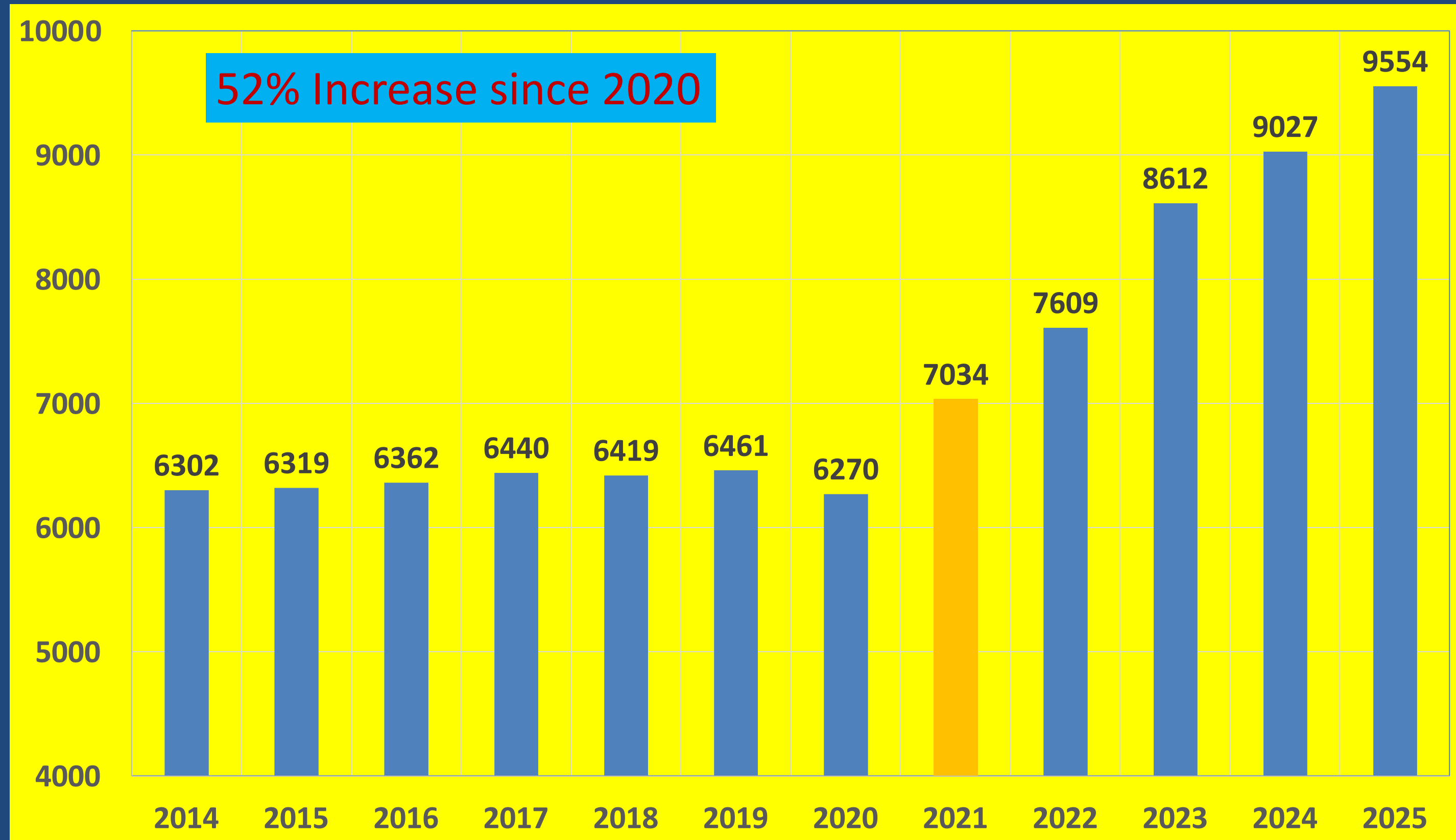
Self-Study Report draft submitted to MSCHE for re-accreditation

Committee Site Visit: March 1-4, 2026

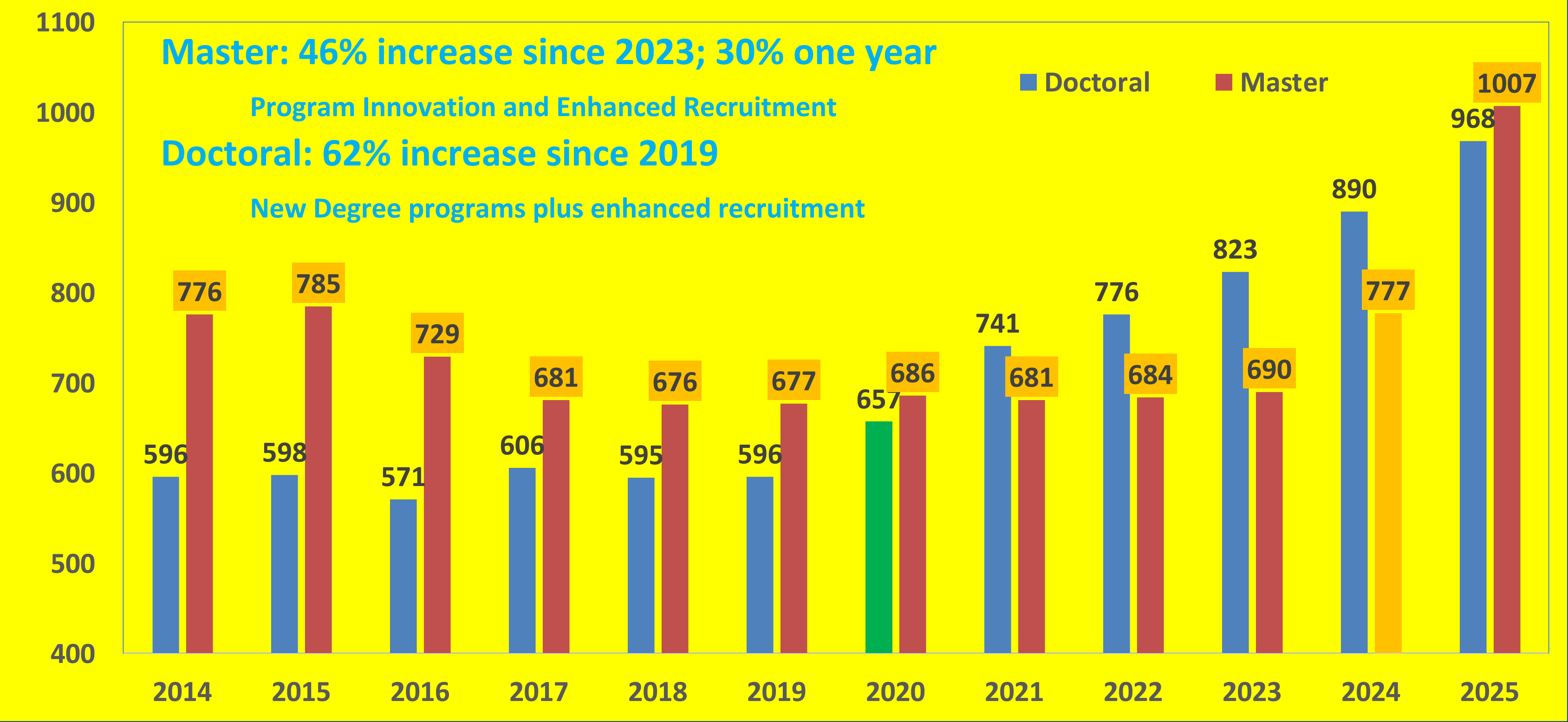
Program Accreditations

Program/Discipline	Accrediting Agency	Initial Accreditation	Current Status	Next Review
Business (B.S., M.B.A.)	AACSB International	1996	Accredited	2026
Accounting (B.S.)	AACSB International	1996	Accredited	2026
Project Management (M.S.)	PMI Global Accreditation Center (GAC)	2020	Accredited	N/A
Engineering (Civil, Electrical, etc.)	ABET (EAC, ANSAC)	1988	Accredited	2025
Architecture (M.Arch.)	National Architectural Accrediting Board (NAAB)	1991	Accredited	2027
Landscape Architecture (M.L.A.)	Landscape Architectural Accreditation Board (LAAB)	1982	Accredited	2028
City & Regional Planning (M.C.R.P.)	Planning Accreditation Board (PAB)	1973	Accredited	2025
Teacher Education (B.S., M.A.T.)	CAEP + Maryland State Dept. of Education	1975	Accredited	2030
Social Work (B.S.W., M.S.W.)	Council on Social Work Education (CSWE)	1975 / 2007	Accredited	2029
Journalism & Communication (B.S.)	Accrediting Council on Education in Journalism and Mass Comm. (ACEJMC)	2020	Accredited	2026
Nursing (B.S.N.)	Commission on Collegiate Nursing Education (CCNE)	2017	Accredited	2033
Public Health (MPH, DrPH)	Council on Education for Public Health (CEPH)	2004	Accredited	2031
Nutrition & Dietetics (B.S.)	Accreditation Council for Education in Nutrition and Dietetics (ACEND)	2002	Accredited	2031
Medical Laboratory Science (B.S.)	National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)	2000	Accredited	2031
Chemistry (B.S.)	American Chemical Society (ACS – Approval)	1980s	Approved	2027
Music (B.A., M.A.)	National Association of Schools of Music (NASM)	1980s	Accredited	2030

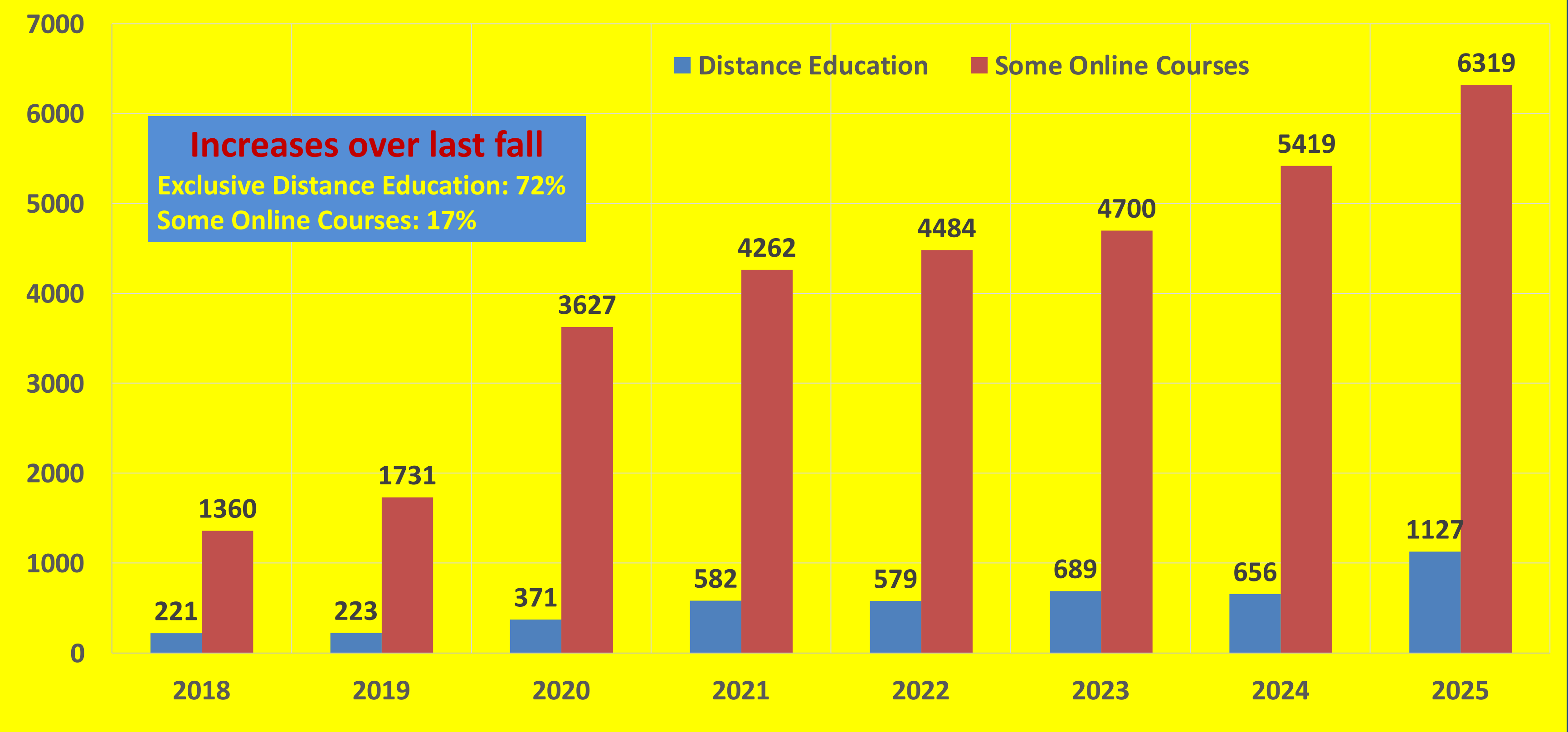
Undergraduate Student Enrollment



Graduate Student Enrollment



Distance Education Enrollment



Notable Enrollment Increases in Undergraduate Programs

Bachelor's Program	2025	2024	Increase	% Increase
Architecture	328	257	71	27
Accounting	151	137	14	10
Information Systems	210	178	32	18
Cybersecurity Intelligence Manag.	274	149	125	84
Sports Administration	111	76	35	46
Health Education	332	274	58	21
Civil Engineering	239	200	39	20
Construction Management	147	121	26	21
Mechatronics Engineering	158	132	26	20
Nursing	1159	924	235	25
Medical Laboratory Science	71	53	18	34
Social Work	316	269	47	17

Innovation and Leadership, Market Demand

Notable Enrollment Increases in Master's Programs

Master Programs	Current	2024	Increase	% Increase
Business Administration	193	124	69	56
Project Management	30	15	15	100
Data Analytics & Visualization	26	14	12	86
Teaching (MAT)	64	18	46	256
Biomedical Sciences	32	3	29	967
Nursing	4	0	4	
Social Work	227	190	37	19
Sociology	20	11	9	82

Reasons for the Increase:

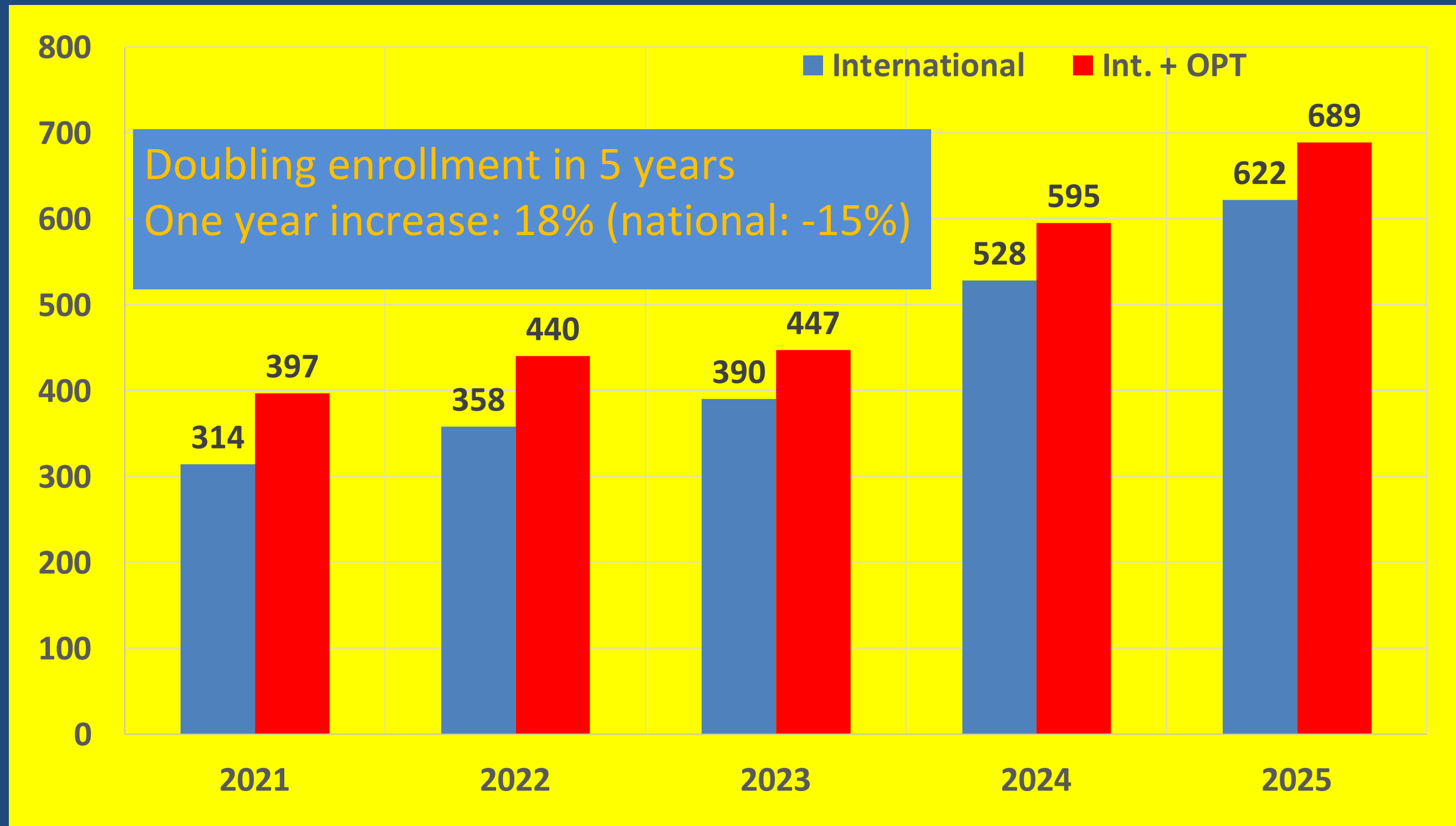
1. Program Innovation (curriculum, career for students, admission)
2. Adult Learner Recruitment with EAB

Notable Enrollment Increases in Doctoral Programs

Doctoral Program	Current	2024	Increase	% Increase
Advanced and Equitable Computing	19	0	19	Infinity
Education PhD	57	24	33	138%
Sustain & Resilient Infrastructure Eng.	29	19	10	53%
Computer & Electrical Systems Eng.	27	17	10	59%
Industrial Engineering	19	12	7	58%
Doctorate Social Work	46	34	12	35%
Integrated Materials Science	14	6	8	133%
Applied Sociology & Social Justice	34	26	8	31%

All these are new programs in their first three years: 1st Year, 2nd Year, 3rd Year

International Student Enrollment



Bloomberg Business News

School of Business and Management (MBA Program) Ranks 54th among Top 70 U.S. Best Business Schools, Only HBCU on the List

Rankings of the Five Components:

Compensation: #67

Learning: #10

Networking: #16

Entrepreneurship: #5

Inclusion: #2

- ☆ 50 Utah (Eccles)
- ☆ 51 Tampa (Sykes)
- ☆ 52 Fordham (Gabelli)
- ☆ 52 Baylor (Hankamer)
- ☆ 54 Morgan State (Graves)
- ☆ 55 Rutgers
- ☆ 56 Michigan State (Broad)
- ☆ 56 George Washington
- ☆ 58 Northeastern (D'Amore-McKim)



Eight Endowed Professors



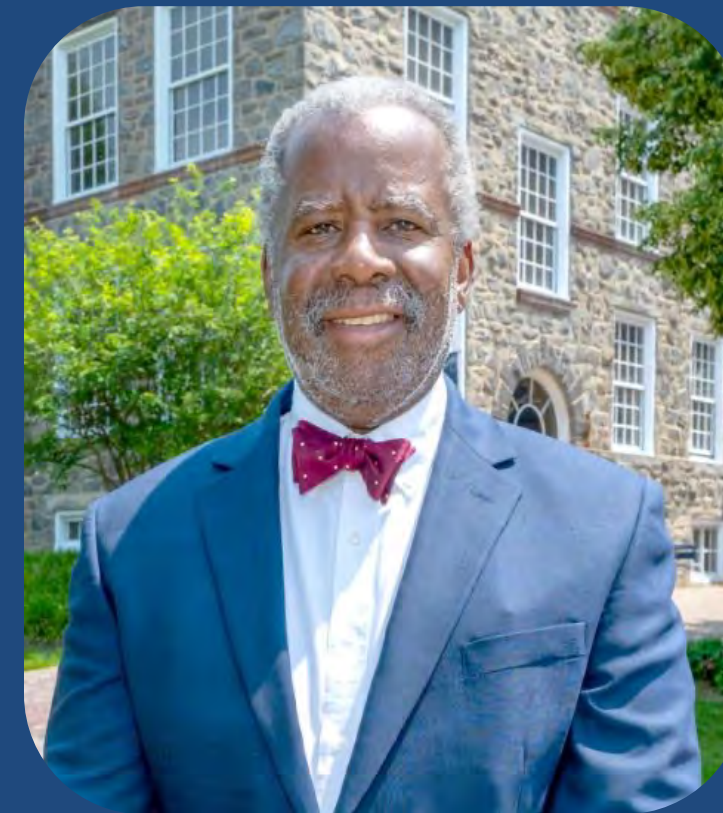
KEVIN KORNEGAY

IoT Security



MICHAEL NETTLES

Psychometrics &
Predictive Analytics



WALTER ROYAL III

Brain Science



FARZAD MOAZZAMI

Wireless, Network & Security

Four Endowed Professors are being appointed/recruited:
Health Equity, Computer Science, Performing Arts, Entrepreneurship

Current National Society and Academy Fellows



RAMESH BUDHANI
APS Fellow



WILLIE ROCKWARD
APS Fellow



SUZANNE FRASIER
AIA Fellow



ABIMBOLA ASOJO
AIA Fellow



ANTHONY SAKA
ASCE Fellow



OSCAR BARTON
ASME Fellow



**JOCELYN
TURNER-MUSA**
APA Fellow



DAVID K. WILSON
AAA&S Elected Member



WILLIE E. MAY
ACS Fellow



MANSOUREH JEIHANI
ITE Fellow



**GASTON
N'GUEREKATA**
AMS/TWAS Fellow

Dr. James Lee, Professor of Music, on World Stages



Dutch Premiere of "Amer'ican" by the Radio Filharmonisch Orkest at the Royal Concertgebouw in Amsterdam, Netherlands, August 22, 2025



European premiere of "Visions of Cahokia" at the BBC Proms at Royal Albert Hall in London, England, September 5, 2025

2025 Fulbright HBCU Institution Leader

MSU Awards July 1, 2024- June 30, 2025

- Two **Fulbright Scholar International Education Administrator Awards:** Dr. Thurman Bridges (Education) and Dean Oscar Barton (Engineering) 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 (Biology) will spend one semester in Kenya to conduct prostate and breast cancer research. Prof. Betty Torrell (SAP) will spend one semester in Latvia to conduct research on a pioneering Latvian-born architect.
- **Fulbright Specialist Award:** Dr. Krishna Bista (Education) 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.



Questions?



Maryland's Preeminent
Public Urban Research University

STUDENT AFFAIRS



MORGAN
STATE UNIVERSITY[™]
DIVISION OF STUDENT AFFAIRS

MORGAN STATE UNIVERSITY

BOARD OF REGENTS
ACADEMIC AND STUDENT AFFAIRS
COMMITTEE REPORT

Dr. Letitia Williams, Interim Vice President for Student Affairs

NOVEMBER 3, 2025



AGENDA

FALL 2025 SEMESTER UPDATE

- **STRATEGIC HOUSING**
- **HEALTH AND WELL-BEING**
- **CAREER DEVELOPMENT**
- **HOMECOMING UPDATE**



STRATEGIC HOUSING PLAN

HARPER-TUBMAN RESIDENCE HALLS

Status: Major renovation in active construction phase

- The majority of the large demolition is completed
- Underground utilities and piping have mostly been installed
- The team is addressing unforeseen structural and roof issues that may delay the project
- Building is scheduled to open Fall 2026



O'CONNELL HALL

The O'Connell project has three components, which are a bridge, a residential facility and potentially a parking garage.

Status: Pre-construction and demolition phase

- Demolition is expected to start the first week of November.
- The Site work for the bridge has begun.
- Building is scheduled to open Fall 2028

HEALTH AND WELLBEING

COUNSELING CENTER

- **Appointments:** 427
- **Clients:** 226

HEALTH CENTER

- **Appointments:** 1,007
- **Students Enrolled in Student Health Insurance Program:**
 - Undergraduates: 1,976
 - Graduates: 70

STUDENT SUPPORT OUTREACH SERVICES

- **Cases** (*since August 2025*): 201
- **Mental Health First Aid Certified**
 - **2024-2025:** 303 Certified
 - **As Fall 2025:** 430 Certified



The poster for "I WILL LISTEN WEEK" features a green header with the title in large white letters. Below the title are logos for Morgan State Office of Student Life & Development, NAMI, Metropolitan Baltimore, Morgan State University, and MSU Chapel. The main body of the poster is blue and lists events for each day of the week from Monday, October 13, 2025, to Sunday, October 19, 2025. A large white graphic of a person's head and shoulders is on the right side. The background of the poster shows a group of people sitting on the ground.

I WILL LISTEN WEEK

MONDAY, OCTOBER 13, 2025
A DAY WITHOUT HEADPHONES

TUESDAY, OCTOBER 14, 2025
A DAY OF WELLNESS
(SPONSORED BY CENTER FOR CAREER DEVELOPMENT & FOOD RESOURCE CENTER)
11:00 PM - 2:00 PM
• USC 316 - MESSAGES
• USC 210 - YOGA

WEDNESDAY, OCTOBER 15, 2025
HEALTHY SNACKS & SMOOTHIES
11:00 AM - 2:00 PM
USC LOBBY & CAMPUS RESIDENCE HALLS

BREATHE & BALANCE
12:00 PM
MORGAN STATE UNIVERSITY
MEMORIAL CHAPEL

#IWILLLISTEN OPEN MIC
7:00 PM - 10:00 PM

THURSDAY, OCTOBER 16, 2025
PLEDGE TO BE A LIFESAVER
(MENTAL HEALTH AWARENESS TABLE)
11:00 AM - 2:00 PM
USC LOBBY

PAWS & REFLECT
7:00 PM - 9:00 PM
USC THEATER

FRIDAY, OCTOBER 17, 2025
MENTAL HEALTH AWARENESS FAIR
(SPONSORED BY AON)
11:00 AM - 2:00 PM
USC FRONT PATIO

SUNDAY, OCTOBER 19, 2025
#IWILLLISTEN CHAPEL SERVICE
2:00 PM
UNIVERSITY MEMORIAL CHAPEL

CENTER FOR CAREER DEVELOPMENT

12TH JCPENNEY SUIT-UP EVENT

Key Outcomes

- 188 students participated
- Top Schools: GSBM, Liberal Arts, Engineering

FALL 2025 NETWORKING MIXER

Key Outcomes

- 180+ students attended
- Top Schools: GSBM, Engineering, Graduate Studies



CENTER FOR CAREER DEVELOPMENT

FALL 2025 CAREER FAIR

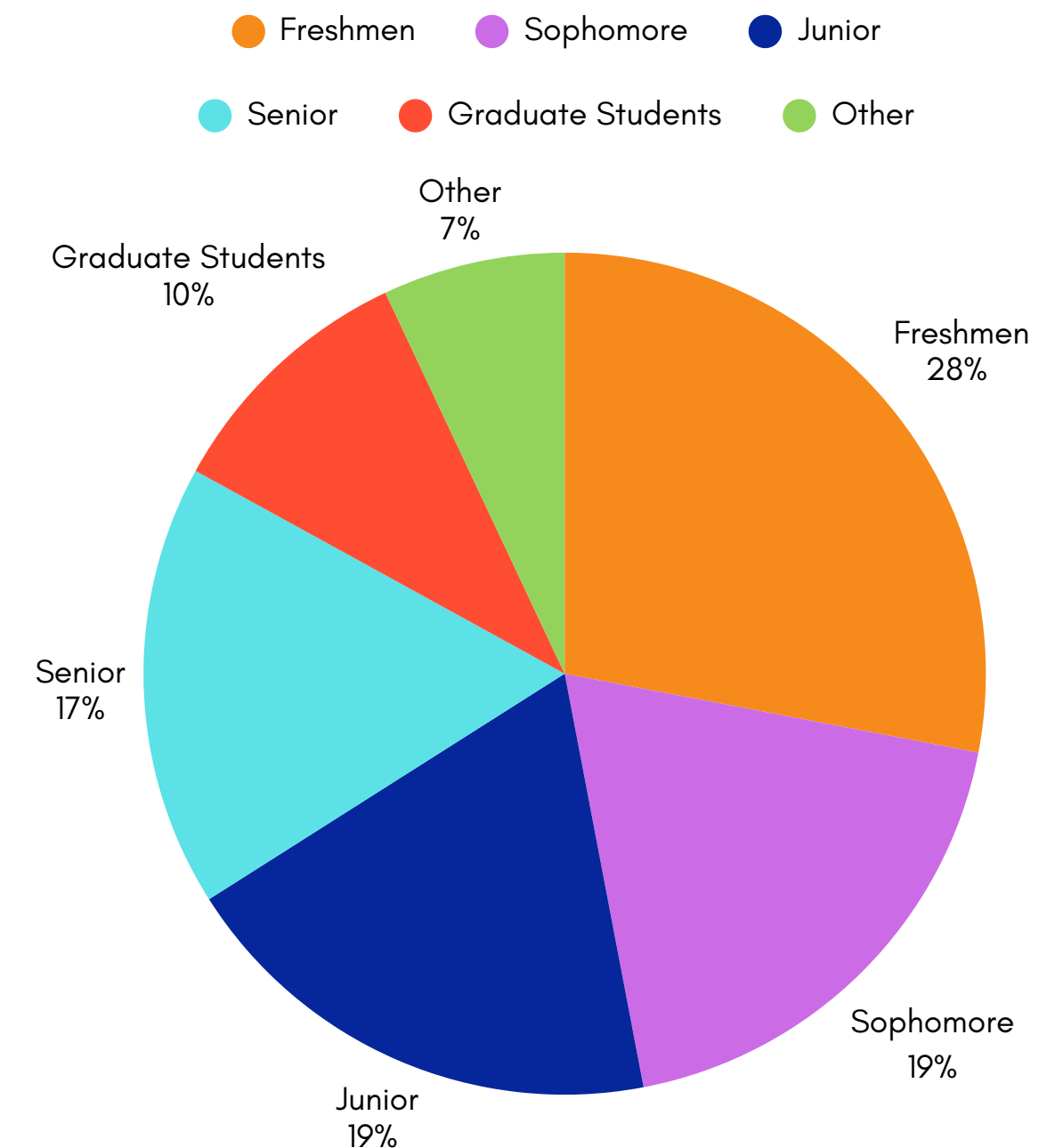
Attendance Trend

- **Fall 2025**– 1, 401 Attendees
- **Fall 2024**– 1, 240 Attendees
- **Fall 2023**– 870 Attendees

Highest Participation

- **GSBM** (School of Business)
- **SOE + SA+P** (Engineering/ Architecture)
- **SCMNS** (Sciences)

ATTENDEES BASED ON CLASSIFICATION



2025 HOMECOMING UPDATE

Events:

- Student Events
- Alumni Events
- Community Outreach
 - Parade Highschool Participation
 - Vendor Village
 - Volunteer Engagement

Homecoming Day Engagement:

- 55 Parade Group Participants
- 39 Volunteers
- 6 Alumni Groups in Tent City
- 21 Vendors

Strategic Partnerships:

- Baltimore City Mayor’s Office
- Baltimore City Police & Fire
- Maryland State Police
- Baltimore Department of Transportation



Homecoming at Morgan State University was a resounding success. Every event sold out, and the week concluded with no incidents. The celebration showcased Bear Pride, strong engagement, and excellent planning across the community.

DATA TREND OF HOMECOMING STUDENT EVENTS

2024	2025
10,630 TICKETS SOLD	12,544 TICKETS SOLD



STUDENT GOVERNMENT ASSOCIATION



STUDENT GOVERNMENT ASSOCIATION

THE OTR ADMINISTRATION

OPPORTUNITIES FOR TRIUMPH AND REDEMPTION

**Tamani Grace
SGA President**

**Shaylen Bougere
SGA Vice President**



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.

Progress Update:

The Student Government Association continues to prioritize relationship-building and support across student organizations. Bi-monthly leadership meetings are held with organization Presidents and Vice Presidents to promote collaboration, share resources, and address campus-wide student needs.

To further strengthen communication, SGA has created a GroupMe Hotline for organization presidents providing a direct, real-time channel to share updates, promote events, and ensure no group feels overlooked or disconnected. This initiative fosters unity and helps elevate student-led programming across campus.

Additionally, a holiday dinner is being planned exclusively for organization Presidents to celebrate their leadership and reinforce a sense of community and collaboration among campus leaders.



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.

HBCU Day of Service 2025 – A Celebration of Collective Impact

Students, faculty, and staff from Morgan State University and Coppin State University came together for the 2025 HBCU Day of Service on Wednesday, October 1.

This annual tradition of leadership, service, and civic engagement saw participants spread across Baltimore City, lending their hands to initiatives that advanced public health, environmental sustainability, and education.



A photograph of a modern, multi-story building with a facade of light-colored panels 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

Finance & Facilities



BOARD OF REGENTS
Finance and Facilities Committee Meeting
Monday, November 3, 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 Enrollment Management and Student Success Update <ul style="list-style-type: none">○ Institutional Aid Allocation Report | Dr. Kara Turner, <i>Senior VP</i>
<i>Enrollment Management & Student Success</i> |
| • Division of Facilities, Design and Construction Management Update | Ms. Kim McCalla, <i>Vice President</i>
<i>Facilities, Design and Construction Mgmt.</i> |
| • Division of Research and Economic Development Update | Dr. Willie May, <i>Vice President</i>
<i>Research and Economic Development</i> |
| • Division of Information Technology Update: IT/AI Initiatives | Dr. Timothy Summers, <i>VP</i>
<i>Information Technology & CIO</i> |
| • Division of Institutional Advancement Update | Ms. Endia DeCordova, <i>Vice President</i>
<i>Institutional Advancement</i> |

ITEMS FOR ACTION

- | | |
|--|---|
| • Approval of Committee Minutes of August 4, 2025 | Chair Shirley Malcom |
| • MEDCO Second Supplemental Letter of Intent for Student Housing Development | Mr. David LaChina, <i>Executive VP</i>
<i>Finance and Administration</i> |
| • Amendments to Hoen Leases | Mr. David LaChina |
| • Washington Avenue Lease | Mr. David LaChina |
| • AT&T Cell Tower Lease Agreement | Mr. David LaChina |
| • Revised Policy on Granting Limited Benefits to Contractual Employees | Mr. David LaChina |

ITEMS FOR INFORMATION

- | | |
|--------------------------|-------------------|
| • Student Housing Update | Mr. David LaChina |
|--------------------------|-------------------|

- Division of Finance and Administration Update

Mr. David LaChina

CLOSED SESSION

- Medical School Update
- Campus Safety Update
- Personnel Matter Update
- Collective Bargaining Update

Dr. David Wilson

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

Mr. David LaChina

Mr. David LaChina

ITEMS FOR INFORMATION



Enrollment Update

Board of Regents Meeting
November 2025

Fall Enrollment Highlights

Based on University records of MHEC data going back to 1977, Morgan is setting records for enrollment and retention and graduation rates



First time above 11,000 students

Fall 2025-record enrollment
(11,559). Previous record:
10,739 (2024)



Highest Graduate Enrollment

Fall 2025-highest graduate
enrollment ever (2,005).
Previous record: 1,712 (2024)

Fall Enrollment Highlights

Based on University records of MHEC data going back to 1977, Morgan is setting records for enrollment and retention and graduation rates



10% Increase in New Transfer Students

From 365 in fall 2024
to 403 in fall 2025



36% Increase in CICS Enrollment

32% increase in undergraduate enrollment (162 to 221); 67% increase in masters enrollment (6 to 10); 57% increase in doctoral enrollment (14 to 22)

Fall Enrollment Highlights

Based on University records of MHEC data going back to 1977, Morgan is setting records for enrollment and retention and graduation rates



10% Increase in Black Male Enrollment

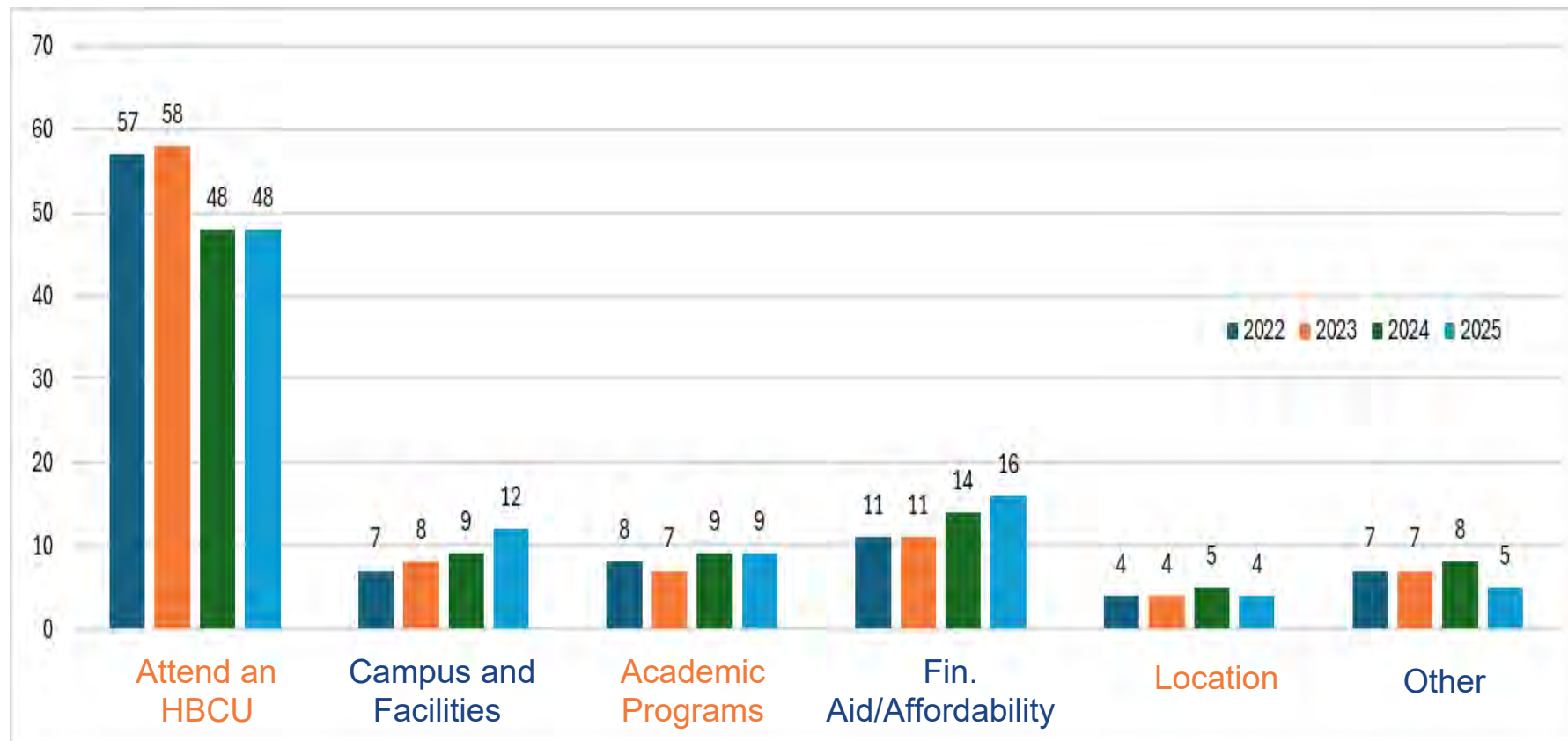
9% increase in undergraduate enrollment (From 2,653 to 2,885) and 24% increase in graduate enrollment (From 314 to 388)



15 Straight Years Above 70% Retention

Prior to current streak, previous record was 9 consecutive years from 1992-2000. Also, highest retention rate since COVID (74%).

Top Reasons New First-time Students Chose Morgan



*Data shown in percent



Thank You!

Contact Us:
emass@morgan.edu

Report on Institutional Aid Allocations

INSTITUTIONAL AID ALLOCATIONS	Current Aid administrator	FY 2025 EXPENDED	# students assisted		FY 2026 ALLOCATION	FY 2026 Paid to date (10/27/25)	# students assisted to date (10/27/25)
Curriculum Honors	O. Adegbola	\$3,000,000	400		\$3,000,000	\$1,653,494.00	357
Fund 41 Honors	O. Adegbola	\$801,062	30		\$1,200,000	\$85,000.00	86
Institutional Scholarships (Incentive)	T. Pettway	\$3,642,256	998		\$1,400,000	\$823,564.00	464
Community College Transfer	T. Wilkerson	\$102,000	31		\$105,000	\$36,000.00	18
Admissions Recruitment Grant	E. Brevard	\$1,500	1		\$0	\$0.00	0
Transfer Incentive Program	K. Campbell/S. Wrenn	\$76,000	20		\$70,000	\$35,000.00	18
J.C.Bozeman Grant	T. Pettway	\$4,692,928	2567		\$4,900,000	\$2,152,385.00	2,202
Troy E. Quinn Grant	T. Pettway	\$15,211,566	5252		\$18,000,000	\$8,600,905.00	5,493
Engineering Scholarship	O. Barton/M. Poindexter	\$87,736	66		\$108,000	\$40,399.00	21
Next Gen Scholarship	J. Jones	\$90,922	11		\$110,000	\$0.00	0
R.O.T.C. Bridge Grant	D. Knauss	\$459,421	64		\$450,000	\$211,181.00	42
I.O.P. Bridge Grant	N. Sims	\$39,932	17		\$40,000	\$17,977.00	14
Newcombe Matching Funds	N. Sims	\$50,000	14		\$50,000	\$0.00	0
Choir Institutional Grant	E. Conway	\$258,918	81		\$260,000	\$129,902.00	77
Band Institutional Grant	J. Reid	\$250,000	35		\$250,000	\$101,180.00	18
Fund 41 Band	J. Reid	\$919,573	78		\$1,000,000	\$459,411.00	88
Reclamation Grant	R. Maltese	\$37,839	21		\$38,000	\$6,790.00	4
Special Assistance Grant	T. Pettway	\$904,046	332		\$450,000	\$256,995.00	131
EMASS Fund 41	T. Wilkerson	\$1,546,134	433		\$500,000	\$224,793	112
Yellow Ribbon Program	S. Prioleau	\$20,699	49		\$30,000	\$8,504.00	21
Summer Scholars Grant	K. Turner	\$0	0		\$11,164	\$0.00	0
Athletics Need-based Grant	D. FreemanPatton	\$745,869	209		\$750,000	\$0.00	0
Graduate Asst. Scholarships	M. Garrison	\$164,131	28		\$200,227	\$87,300.00	24
Graduate Scholarships	M. Garrison	\$1,171,611	237		\$1,238,714	\$416,854.00	143
Diversity Graduate	M. Garrison	\$38,313	10		\$40,227	\$23,280.00	9
MBA Program-IMBAS	R. Burnett	\$353,207	55		\$356,408	\$170,235.00	40
SGS Scholarship-C-41	M. Garrison	\$557,822	107		\$442,260	\$405,070.00	126
		\$35,223,485	10713		\$35,000,000	\$15,946,218.50	9,508

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FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
ROTC Bridge Grant/ MAJ Damon N. Knauss, Professor of Military Science	Merit-based (Academic (GPA), Physical performance (Army Fitness Test & Army Body Composition Program), Attendance (Class Attendance/Participation in ROTC Events), and Leadership (Knowledge, Skills, & Attributes). Bridge Grant is distributed via a 1-N Order of Merit List starting with MSIV, MSIII, MSII, MSI Cadets who are performing in the Top 1/3 of their cohort.	Improving student retention and degree completion and alleviating financial stress of room and board. Goal is to couple Army Scholarship and Richard W. Collins III MD HBCU ROTC Scholarship with Bridge Grant so MSU Cadets Commission and Graduate with very little student loan debt.	The Bridge Grant is awarded to outstanding ROTC students by the Department of Military Science on a merit basis. Students who demonstrate exceptional performance, participation and involvement in ROTC are approved via an Order of Merit List by cohort year group. Full-time only (12 or more credits). Must maintain a cumulative and semester GPA of 2.0 or higher, must pass AFT/ABCP, and be in good standing with the program (attendance). Students must score high Top 1/3 on OML to ensure Bridge Grant is applied fully or partially. Students scoring at the bottom of OML may not receive bridge grant due to exhaustion of funds.	Cadets will be reviewed every semester to ensure academic and program performance standards are met via an Order of Merit List which produces a 1-N list of Cadets by cohort year group who are eligible for Bridge Grant. Award is automatic when the Cadet meets the minimum requirements and renews automatically as long as they maintain these requirements. Bridge Grant eligible MSU ROTC Cadets may receive partial or full funding for Morgan State room and board.	Updated 10/23/18; confirmed still correct as of 10/30/19; Confirmed still accurate correct as of 11/4/2020; confirmed still accurate as of 10/22/21. To be reviewed/updated by new PMS. 10/18/22; Updated by PMS 10/27/23; Updated by PMS 10/23/24; Updated by PMS 10/28/2025
Band Institutional Grant/Jorim Reid, Band Director	Merit (musical talent)/Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Non-traditional/mature student, non-US citizen/non-permanent resident, Graduate	The financial support provided by the scholarship aims to improve retention rates by alleviating financial stress, enabling students to focus on academics and music; By offering scholarships, the university makes the music program more appealing to prospective students, thereby potentially increasing enrollment; Scholarships allow for the nurturing of talented musicians who will contribute to society as artists and scholars, fulfilling the university's role as an "intellectual and creative resource"; With financial support, students can engage in unique learning opportunities like masterclasses, workshops, and international trips, aligning with the University's mission to provide "innovative, inclusive, and distinctive educational experiences."	Audition Requirements: 1-Apply to Morgan State University for eligibility to audition for the MSU Band. 2-Contact the MSU Band Office to schedule your audition. 3-Meet all university admission and financial aid criteria. 4-Audition details will be provided to students seeking financial aid from the band. Scholarship Terms: Scholarship value may not exceed the total cost of attendance. Any excess will be deducted from the scholarship. 1-Renewal: Maintain a cumulative 2.0 GPA. 2-Course Enrollment: Enroll in specified University Band courses (MUSC 161, 261, 361, 461, or 561) each semester. (unless advisor recommends or over credit limit) 3-Financial Aid: Complete the FAFSA for the appropriate academic year. 4-Audience: No unexcused absences or tardiness allowed. 5-Musicianship: Show semesterly improvement in rank/grade. 6-Audition: Re-audition annually for part and ensemble placement. 7-Private Lessons: 15 minutes per week (non-music majors) and attend master classes. 8-Concert Attendance: Attend four non-marching or music ensemble events per semester. 9-Committee Service: Serve on one band committee each semester. 10-Conduct: Scholarship subject to reduction or cancellation for poor performance or behavior.	Instrumentalists: Award based on audition standards and ensemble needs. Mandatory MSU Band Camp attendance; Returning Students: Must participate in both Marching and Concert Bands for award renewal; Non-Instrumentalists: Audition required, judged on skill level; Special Ensembles: Additional funding may be available for special performances.	Correct 10/23/18; confirmed still correct 10/30/19. Confirmed still accurate 11/3/2020. Confirmed still accurate 10/21/21. To be reviewed/updated by new Band Director 10/18/22. Updated by Band Director 10/27/23; Confirmed accurate by Dr. Reid 10/30/24; Confirmed accurate by Dr. Reid, 10/27/25
Admissions Recruitment Grant/Ernest Brevard, AVP for EMASS Operations	Awards are primarily based on academic merit. However, pending availability of funds, students may be considered on the basis of need./Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment	Full-time only (12 or more credits) Minimum GPA to receive and maintain the award: 2.5.	Beginning in fall 2020 new incoming freshmen will no longer receive this grant as they will now be eligible for the Troy Quinn and JC Bozeman grants. However, continuing students currently receiving the grant will continue to be funded as long as they remain eligible. New incoming transfer students will continue to be eligible. Priority consideration is given to transfer students who meet the priority application deadline of November 15; secondary consideration is given to students who meet the regular admission deadline of February 15. Any remaining funds may be awarded to students who applied after these deadlines. There is no separate application process; applicants are considered based on their application to the University. The grant is automatically renewable for a total of four years for continuing students who continue to meet the eligibility requirements and for newly admitted transfer students. The student must maintain a cumulative GPA of a 2.5.	updated 10/24/17; verbally confirmed as still accurate 10/25/18, confirmed still accurate, 10/30/19. Updated 11/3/2020. Updated 10/18/22; Confirmed still accurate per E. Brevard, 10/27/23; Correct per E. Brevard, 10/28/24 (But most funds have been subsumed into Quinn and Bozeman grants. Anticipated that this award will not be offered after 2024-2025 academic year); Per E. Brevard, award has been phased out--funds are being reallocated to other awards, 10/27/25
Undergraduate Diversity Grant//Ernest Brevard, AVP for EMASS Operations	Awards are primarily based on academic merit. However, pending availability of funds, students may be considered on the basis of need./Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Heavy consideration is given to how the applicant will help to enrich and diversify the campus community and learning experience. Full-time only (12 or more credits). Minimum GPA to receive and maintain the award: 2.5	Priority consideration is given to new incoming students who meet the priority application deadline of November 15; secondary consideration is given to students who meet the regular admission deadline of February 15. Any remaining funds may be awarded to students who applied after these deadlines. There is no separate application process; applicants are considered based on their application to the University. The grant is automatically renewable for a total of four years. The student must maintain a cumulative GPA of a 2.5.	updated 10/24/17; verbally confirmed as still accurate 10/25/18; confirmed still accurate 10/30/19. Confirmed still accurate 11/3/2020; confirmed accurate 10/22/21. Updated 10/18/22; Correct per E. Brevard, 10/28/24/Award has not been given in several years--funds are being reallocated to other awards. K. Turner, 10/27/25

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FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
Reclamation Grant/Ryan Maltese, Associate Vice President, Student Success and Retention	Need-based. Students eligible for a Reclamation Grant must complete the FAFSA (if FAFSA eligible) and be packaged by the Office of Financial Aid prior to being offered a Reclamation grant. The Reclamation grant is a "last dollar" grant designed to fill the gap of unmet need for students in their 5th or 6th year of matriculation./Students who entered the University as first-time, full-time freshmen	Improving student retention and degree completion	Either full or part-time students are eligible. Students eligible for a Reclamation grant must: 1) have started Morgan as a first-time, full-time freshman in the cohort year for the 5th or 6th year graduation class; 2) have earned at least 90 credits; 3) have a cumulative GPA of 2.0 or better; 4) obtain an official credit audit from their dean or chairperson indicating their ability to graduate on-time, in six years or less; and, 5) be packaged by the Office of Financial Aid after completing the FAFSA (if eligible for federal aid).	Students are identified by the Office of Student Success and Retention as students who have stopped-out (left the university for one or more semesters), have earned 90 or more credits with a 2.0 GPA or better, and invited to return to the university to finish their degree in six years or less. Letters, emails, and phone calls are utilized to communicate the opportunity to students. After the initial cohort of students has been identified and students confirm their willingness to return to Morgan, remaining available Reclamation funding is used to support students in the graduation cohort who meet all of the same criteria except they are currently registered students instead of stopped-out students. These 2nd tier students are primarily identified from the DROP list every semester.	Correct 10/18/18; confirmed still accurate 10/30/19; Accurate 11/3/2020; Accurate 10/28/21.; Confirmed still accurate 10/14/22; Confirmed accurate per R. Maltese, 10/25/23; Confirmed accurate per R. Maltese, 10/27/25
Special Assistance Grant/Tajah Pettway, Assistant Director, Financial Aid	Need-based-as determined by factors including expected family contribution (EFC), financial profile (e.g., Pell, loans, other external and institutional funding, out-of-pocket payments) and assessment by the Director of Financial Aid or designee. Students eligible for a Special Assistance Grant must complete the FAFSA and be packaged by the Office of Financial Aid prior to being offered a grant (if eligible for federal aid). The Special Assistance Grant is designed to provide one-time "last-dollar" assistance to undergraduate students who have exhausted all other means to fund their education./Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Non-traditional/mature student, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment	Undergraduate only. Must have demonstrated need. First-year international students ineligible for federal aid are typically ineligible. Must complete scholarship requirements. Priority consideration is given to full-time students in good academic standing who impact retention and graduation rates.	Students complete the online MSU Institutional Aid application. Application is reviewed by a member of the Institutional Aid Review Committee. Eligible students are awarded funds, pending availability. Students are notified of award and scholarship requirements by the Institutional Aid Review Committee at their Morgan email account. Award is for the semester; it is not automatically renewed. Exceptions may be made to eligibility requirements, including to international student eligibility.	Updated 10/23/18; still correct as of 10/30/19. Updated 11/3/2020. Confirmed still accurate 10/22/21. TW. Correct 10/17/22 TP; Confirmed still accurate per T. Pettway, 10/24/24; Confirmed still accurate per T. Pettway, 10/28/25
IOP Bridge Grant/Nilajah Nyasuma Sims, Director, Continuing Studies	Based on both need and merit. IOP guidelines, application review, personal statement, and interview/Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Non-traditional/mature student	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Low income as determined by Financial Aid Guidelines for Maryland and meet one of the following: Parent, Job Corp student,Career Academy Student, Foster Care recipient, Unemployed (e.g., downsizing, company closure, reorganization), Pell Grant eligible, enrolled in a minimum of six credits, show satisfactory academic progress.	The academic record is reviewed each year for returning IOP students. Returning students must maintain a 2.0 overall to receive an award. Transcripts for new/potential candidates are reviewed for GPA. New students are also interviewed. They must meet the overall criteria for the IOP Program. IOP students are notified of the award by the IOP Coordinator and Program Director. Final awards are submitted to the Director of Financial Aid to be applied to their accounts.	Correct 10/26/18; confirmed still correct as of 10/30/19. Confirmed still accurate 11/3/2020.; Confirmed still accurate 10/21/21; Confirmed still accurate per N. Sims 10/18/22; Confirmed still accurate per N. Sims, 10/25/23; Updated per N. Sims, 10/17/24; Confirmed still accurate per N. Sims 10/28/25.
Newcombe Matching Funds/Nilajah Nyasuma Sims, Director, Continuing Studies	Based on both need and merit. Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Non-traditional/mature student	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	To be eligible for this scholarship, students must be: age 25 or older pursuing their first bachelor's degree, who have completed at least half the requirements toward their intended degree enrolled full-time or part-time enrollment maintaining a GPA of 2.50 or higher in financial need	To recruit adult students for available scholarships, CCPS collaborates with the Office of Institutional Research to identify a list of eligible students. Targeted emails are sent inviting them to apply for scholarships. CCPS also partners with the Office of Public Relations and Strategic Communication to send several campus-wide emails and announcements on the MSU website publicizing scholarships. Additionally, announcements and a scholarship interest form are posted on The Center's web page promoting the awards for adult students. Email solicitations are also sent to deans and chairpersons to request assistance with spreading the word. Completed applications are delivered, electronically, to all members of the Scholarship Committee for review. and evaluation. Committee members submit feedback using an electronic workflow. Scholars are selected based on the consensus of the Scholarship Committee's qualitative and quantitative rankings of applications.	Correct per N. Sims 10/18/22; Confirmed still accurate per N. Sims, 10/25/23; confirmed still accurate per N. Sims, 10/17/24; confirmed still accurate per N. Sims, 10/28/25
Athletics Need-Based Grant/Dena Freeman-Patton, Vice President/Director of Athletics	Merit (athletic ability)/Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a Maryland from a non Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Nontraditional/mature student, non-US citizen/non-permanent resident	Improving student retention and degree completion, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Student must meet following guidelines: 1) Must be a student athlete 2) Full-time only (12 or more credits)	Selection criteria is based upon the following: 1) Graduation in the subsequent semester/degree completion (must be confirmed by degree audit) 2) Sport Academic Progress Status (APR) 3) Eligibility status and level of need to retain eligibility 4) Attending to "get ahead"	Correct 10/24/18; Revised criteria 10/30/19; Confirmed still accurate 11/3/2020; Confirmed still accurate 10/21/21; Confirmed still accurate per E. Wagner, 10/17/22; Confirmed still accurate per VP/AD, 10/27/23; Confirmed still accurate per VP/AD, 10/17/24; Confirmed still accurate per D. Freeman-Patton, 10/27/25

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FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
Choir Institutional Grant/Eric Conway, Choir Director	Merit (musical talent)/Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, First-time freshman, Re-admitted student, Non-traditional/mature student, non-US citizen/non-permanent resident, Graduate	serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Full-time only (12 or more credits). The Choir Institutional Grant is based on the student's ability to contribute to the corporate sound of the Morgan State University Choir. Upon receipt of the award, the choir member is required to keep a GPA of at least 2.5 per semester. If the GPA drops below 2.5, the grant will be cut in half for the following semester. If the GPA is less than 2.5 for 2 consecutive semesters, the student will lose the grant. Additionally, the student is required to attend rehearsal regularly, attend performances when they are available, and upload videos for virtual performances or student may lose aid.	If the students meet the criteria, the award is automatically renewed. Students do not have to re-apply or make additional requests.	Correct 10/15/18; confirmed correct 10/30/19. Updated 11/3/2020. To be reviewed/updated by Choir Director. 10/18/22. Confirmed accurate by Dr. Conway, 10/23/23; Correct per Dr. Conway, 10/28/24; Confirmed correct per Dr. Conway, 10/28/25
Curriculum Honors Scholarship/Oluwatosin Adegbola, Dean, Clara I. Adams Honors College	Merit (academic)/First-time freshman, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Entering freshmen who have submitted a complete MSU application in the Office of Undergraduate Admission and Recruitment by the posted early deadline, and received an official acceptance from the university are eligible to apply to the CIA-Honors College. Said students who hold a high school grade point average of 3.8 or higher may complete an Honors College application to be submitted by the deadline of January 31st. Eligible freshmen applicants are automatically considered candidates for available scholarships within the College including the prestigious Martin D. Jenkins Scholarship (see description below). Membership in the Honors College DOES NOT guarantee that a student will receive an Honors scholarship. The Martin D. Jenkins Scholarship awards up to the full amount of tuition, fees, approved on-campus room and board, and up to \$500/semester for books, for up to four years. The Jenkins Scholarship is offered to an elite group of freshmen students who enter the University in the fall semester	Prospective students that submit a complete application to the CIA-Honors College by January 31st and meet the minimum criteria will undergo review for admissibility. Application review will begin after the January 31st deadline. Deadline may be extended up to 30 days at Dean's discretion. Awards are merit-based, need-blind and based on the availability of funds. All scholarship recipients receive official award notification from the CIA-Honors College electronically via the email provided at the time of application to the university. Scholarship recipients must review, sign, and return the Scholarship Contract to the Honors College by the stated deadline or the Scholarship offer is null and void. Deadline may be extended up to 30 days at Dean's discretion. Honors Scholarships are renewed on a yearly basis. Scholarships for first-time freshmen can be renewed for up to four years (8 semesters) from the time of initial enrollment at Morgan State University. The CIA-Honors College will, at the end of each semester, review the academic performance of Honors Scholarship recipients and exercise appropriate action with regard to the students' respective scholarship and status within the CIA-Honors College. The Honors College reserves the right to review and revise the terms of the Scholarship Contract as necessary.	Updated 10/23/18; Criteria verified correct as of 10/30/19. Confirmed still accurate as of 11/3/2020. Institutional Aid administrator anticipates making revisions for fall 2021 entering students. Updated 10/21/21 per DLP. To be reviewed/updated by new Executive Director of the CIA Honors College. 10/18/22. Updated per O. Adegbola, 10/21/22. Updated per O. Adegbola, 10/28/23; Correct per O. Adegbola, 10/23/24; Correct per O. Adegbola, 10/28/25
Incentive Grant/Tajah Pettway, Assistant Director, Financial Aid	Based on financial need. The Office of Financial Aid conducts a resource review, First-time freshman, Re-admitted student, Non-traditional/mature student	Improving student retention and degree completion, increasing student enrollment	Undergraduate only. Must have demonstrated need. First-year international students ineligible for federal aid are typically ineligible. Must complete scholarship requirements. Priority consideration is given to full-time students in good academic standing who impact retention and graduation rates.	Typically, students are awarded Incentive Grant funding on a semester basis. Effective FY 21, awards may be made for the academic year. Students are identified for awards based on enrollment, retention and graduation priorities, as determined by the VP for Enrollment Management and Student Success. Exceptions may be made to eligibility requirements, including to international student eligibility.	Updated 4/16/19. Correct -10/29/19. Updated 11/3/2020. Updated 8/21/21 kmt. Updated 10/17/22 TP; Updated per T. Pettway, 10/28/24; Confirmed accurate per T. Pettway, 10/28/25
Community College Transfer Scholarship/Tanya Wilkerson, Director, Financial Aid	Merit (Academic)/Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Non-traditional/mature student, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Full-time only (12 or more credits). Student should have been admitted to Morgan State University by the April 1 "priority scholarship consideration date" in order to qualify for an academic scholarship. Any remaining funds may be awarded to students who applied after this deadline. Student must apply directly from regionally accredited community college. Clayton Stansbury Bridge Grant provides up to \$4,000 per year to students transferring with 24+ credits from a regionally accredited community college with a cumulative GPA of 3.00 or higher	The Director of Financial aid identifies incoming transfer students who meet the eligibility criteria. Scholarship is automatically renewable for up to a TOTAL of 6 consecutive semesters, or graduation from the University, whichever comes first, provided student maintains the following criteria: maintain minimum course load of 12 credit hours per semester; maintain cumulative gpa of 2.5; and complete at least 30 non-development credit hours each academic year.	Updated 10/23/18; Criteria verified correct as of 10/30/19. Confirmed still accurate as of 11/3/2020. Institutional Aid administrator anticipates making revisions for fall 2021 entering students. Updated 10/21/21 per DLP. Updated 10/18/22; Correct per T. Wilkerson, 10/22/24; Correct per T. Wilkerson, 10/38/25.

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FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
Transfer Incentive Program/Keisha Campbell, Executive Director, Enrollment Services & Susan Wrenn, Senior Program Coordinator, Office of Transfer Initiatives	Merit (Academic)/Transfer from Maryland Community College,Transfer from a non-Maryland institution, Non-traditional/mature student, non-US citizen/non-permanent resident	improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Awards up to \$2,000 per semester (\$4,000 per year), for up to five semesters. To qualify, applicants must have graduated from a two-year institution with an associate's degree and select a major in one of the eligible programs . Once enrolled for classes students must: Maintain a semester and cumulative 2.5 grade point average; Remain enrolled in the selected major of study; Be enrolled as a full time student each semester with at least 12 credits; Must successfully complete a minimum of 24 credits per year; Must follow the degree plan provided by the department chairperson or academic advisor. Students who previously attended Morgan and are seeking readmission are not eligible. Award is automatically renewable for up to 5 semesters provided recipient fulfills above criteria. Students in their final semester may be approved to take a reduced course load by the scholarship coordinator. Award is not need-based, but applicants who are eligible for federal financial aid must complete the FAFSA to be considered, and awards may be adjusted to ensure that funds provided do not exceed the cost of attendance. Award may be adjusted based on receipt of other institutional awards. There are a limited number of scholarships. Scholarships are awarded until all funds have been exhausted and all eligible applications may not receive an award.	Applicants in the eligible majors are sent an email to apply. Applications are reviewed to ensure students meet the eligibility requirements. Those who have met all requirements are provided to Financial Aid to ensure all financial aid requirements are met. If so, students are awarded the grant. TIP Scholarships are automatically renewed for up to five (5) semesters, as long as students maintain the gpa and remain in an eligible major.	Correct 10/26/18; revised 10/30/19. Updated 11/3/2020; updated 7/22/21; confirmed accurate 10/22/21. Updated 10/18/22. Updated by K. Campbell 10/28/2025
Yellow Ribbon Award/Shirleene Prioleau, Assistant Registrar, Veterans Engagement Services	Merit (Military service) and need-based/non-resident students being funded at the 100% rate under Chapter 33 who still have financial need	improving student retention and degree completion, increasing student enrollment within the military community, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Must be eligible for the maximum benefit rate under the Post 9/11 GI Bill. Must be deemed a Non-Resident student of Maryland. Eligible students MUST meet at least one of the following criteria to include those who have served at on Active Duty for at least 36 months (with breaks or all at once), Purple Heart recipients who were awarded on or after September 11, 2001, and who were honorably discharged with any amount of service time, or those who have at least 30 continuous days of service (all at once and without any breaks) on or after September 11, 2001, and have been discharged with a service-connected disability after 60 days of service, or a child/dependent using transferred benefits from a service member or veteran who has served on Active Duty for at least 36 months and qualifies for 100% entitlement, or any recipient deemed eligible for the Marine Gunnery Sergeant John David Fry Scholarship. Funds are on a first-come, first-served basis up to the maximum number of individuals allowable in the MSU participation agreement with the Department of Veterans Affairs. Active-duty servicemembers and their spouses are NOT eligible. In the event that all funds are not expended on students who meet these criteria, funds may be used to assist other student veterans with documented needs who do not meet the Yellow Ribbon Program criteria.	Eligible students are sent an application to apply for Yellow Ribbon funding based on their VA benefit and certification on file. Funds are awarded to eligible students on a first-come, first served basis per semester until awards have been offered to the maximum number of individuals stated in VA-MSU participation agreement. MSU must certify student enrollment to VA and provide Yellow Ribbon Program information. Financial Aid is notified of students to be awarded. Pending available funding, students who do not meet Yellow Ribbon criteria may apply for a scholarship on the Office of the Registrar-Veteran Engagement Services webpage.	Updated 10/26/18. Criteria verified correct as of 10/30/19. Updated 11/3/2020; updated 8/1/21 per Ms. Prioleau. Confirmed still accurate 10/22/21; updated 10/14/22 per Ms. Prioleau.; Confirmed still accurate per Ms. Prioleau, 10/23/23; Confirmed still accurate per Ms. Prioleau, 8/22/24; Confirmed still accurate per Ms. Prioleau, 10/28/25
Presidential Merit Scholarship/Ernest Brevard, AVP for EMAS Operations	Merit/Students identified as having truly extraordinary merit in a particular area.	Increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	The Presidential Merit Scholarship will be given from time to time (it will not necessarily be awarded annually) to a student or students with truly extraordinary merit in a particular area. Presidential Merit Scholars may receive up to full tuition and fees each semester for up to eight (8) semesters. Minimum cumulative gpa of 2.5 required for continuation of scholarship.	The President of the University may from time to time nominate a student with extraordinary merit in a particular area to receive the Presidential Merit Scholarship. There is no application process and the scholarship will be awarded at the sole discretion of the President or his designee. It will not necessarily be awarded annually.	Correct 10/23/18. Correct 10/29/19. Correct 11/3/2020. Correct 10/28/21. Correct 10/18/22. Correct per E. Brevard, 10/28/24. Correct per E. Brevard, 10/27/25

Institutional Aid Categories and Criteria.Board Report.Fall 2025

FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
Continuing Students Honors Scholarship/Oluwatosin Adegbola, Dean, Clara I. Adams Honors College	Merit (Academic)/Continuing MSU students with at least 30 non-developmental credits. Transfer students with up to 60 credits are also eligible for consideration. Students who have surpassed the 60-credit limit are not eligible to apply for admission to the Honors College.	Improving student retention and degree completion, increasing student enrollment, building a transformative educational environment enriched by diverse cultural and socio-economic perspectives, supporting extra-curricular programs in the arts & athletics that enhance student success, allow students to perform at the highest levels, supporting, empowering and preparing high-quality, diverse graduates to lead the world, offers innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	<p>Current Morgan State University students who have earned at least thirty (30) college credit hours and no more than 60 credit hours will be eligible to apply to the Honors College. The following criteria must be met: a cumulative grade point average of 3.6 or higher and a complete Honors application to be submitted by deadline published on the CIA-Honors College page. Eligible continuing applicants are automatically considered candidates for available Honors College Scholarships.</p> <p>General Transfer students must apply by the published deadlines. Transfer students who have earned up to, but no more than sixty (60) transferable college credit hours shall be eligible to apply to the Honors College. The following criteria must be met: a minimum college cumulative grade point average of 3.6 or higher and a complete Honors College Application to be submitted by deadline published on the CIA-Honors College page of Morgan State University's website.</p> <p>Community College Partnership Admission: Transfer students from a regionally accredited community college and have at least 50% of their credits from a community college will be eligible under the following criteria:</p> <p>Granville T. Woods Scholar Program with BCCC - The Granville T. Woods Scholarship awards up to the full amount of tuition, fees, approved on-campus room and board, and up to \$500/semester for books, for up to two years. The Granville T. Woods Scholarship is offered specifically to students transferring from Baltimore City Community College (BCCC) with a minimum GPA of 3.5 and will complete an Associate Degree and/or a minimum of 56 undergraduate credits from BCCC.</p>	<p>Applications for continuing and transfer students will be available on the CIA-Honors College website (www.morgan.edu/honorscollege). The applications will be available and open beginning mid-May through the end of June. Application Reviews begin immediately after the deadline. Selected candidates will be admitted into the Clara I. Adam Honors College for the upcoming fall semester. Selected continuing and transfer scholarship recipients will receive an official award notification from the CIA-Honors College electronically via the email provided on their application. Recipients must review, sign, and return the Scholarship Contract to the Honors College by the posted deadline or the Scholarship offer is null and void. Scholarships for continuing and transfer students admitted to the college after the freshman year will be prorated accordingly based upon the student's classification upon admission to the CIA-Honors College. Example: a student admitted to Honors as a sophomore will be eligible for up to three years (6 semesters) of Honors Scholarship funding. The CIA-Honors College will, at the end of each semester, review the academic performance of Honors Scholarship recipients and exercise appropriate action with regard to the students' respective scholarship and status within the CIA-Honors College. The Honors College reserves the right to review and revise the terms of the Scholarship Contract as necessary.</p>	Updated 10/23/18; Criteria verified correct as of 10/30/19. Confirmed still accurate 11/3/2020. Updated 10/28/21. To be reviewed/updated by new Executive Director of the CIA Honors College. 10/18/22. Updated per O. Adegbola, 10/24/22.; Updated per O. Adegbola, 10/23/24; Updated per O. Adegbola, 10/28/25
Summer Scholars Grant/Kara Turner, VP, Enrollment Management and Student Success	Need-based. Need is determined by factors including expected family contribution (EFC), financial profile (e.g., Pell, loans, other external and institutional funding, out-of-pocket payments) and assessment by the Director of Financial Aid or designee. Students eligible for a Summer Scholars Grant must have completed the FAFSA and have been packaged by the Office of Financial Aid for the previous academic year prior to being offered a grant (if eligible for federal aid). The Summer Scholars Grant fund is designed primarily to assist full-time undergraduate students with taking summer classes. Students in retention/graduation cohorts (students who entered the University as first-time, full-time freshmen in a fall semester and are within their six year graduation window) are eligible to apply./First-time freshman/non-US citizen/non-permanent resident	Improving student retention and degree completion	<p>Entered MSU as a first-time freshman, on a full-time (12 credits or more) basis, in a fall semester within their six-year graduation window. Students with financial guarantees from their home country are not eligible to apply. Must not owe past due balance from any previous semester. Must be registered for the course(s) for which funding is being requested at the time of review. Upon request, must be able to document that course(s) being supported is either: a retake of a failing grade in a course needed for degree program (D or F in major or supporting courses, or F in general education/University requirements) or a course needed for degree program that will help student stay on track for timely graduation. Funds are typically only available for courses taking place in summer term I. Pending available funds, aid administrator reserves the right to award undergraduate students who did not enter as a first-time freshman, or who are outside of their six year graduation window, or who owe a past due balance.</p>	<p>Eligible students are invited to apply through an invitation email to their Morgan email account. Students are reviewed to ensure they have met eligibility requirements. Funds are awarded based on retention/graduation priorities, as determined by the SVP for Enrollment Management and Student Success, and are not necessarily first-come, first-served.</p>	Updated 4/16/19. Correct -10/29/19. Updated-11/3/2020; Updated 10/28/21; Updated per Dr. Turner, 10/17/22; Updated per Dr. Turner, 10/27/23; Updated per Dr. Turner, 10/22/24; Correct per Dr. Turner, 10/27/25.

Institutional Aid Categories and Criteria.Board Report.Fall 2025

FUND/Administrator	Merit or Need-Based & Group(s) of students eligible	How do the criteria for the award relate to the University's mission?	List specific criteria and requirements for the award	Outline the procedure for awarding the funds to students	Status
Troy Quinn Award/Tajah Pettway, Assistant Director, Financial Aid	Merit-based. First-time freshman, non-US citizen/non-permanent resident	Improving student retention and degree completion, increasing student enrollment	Must be entering Morgan State University in a fall semester as first-time, full-time degree-seeking freshmen (Fall 2020 and later). For best award consideration, applicants should submit a completed admission application by December 1st. Students applying after December 1st will be considered, pending funding availability. These awards are not available for spring admits, and students who defer from fall.	Beginning with the Fall 2020 entering class, students entering Morgan State University in the fall semester as first-time, full-time degree-seeking freshmen will be automatically considered. For best award consideration, applicants should submit a completed admission application by December 1st. Students applying after December 1st will be considered, pending funding availability. These awards are not available for spring admits. Awards will be given for up to 8 consecutive semesters (fall and spring only), provided students enroll in a minimum of 12 credits per semester and maintain a cumulative gpa of 2.0. Students that fail to meet the gpa requirements after the first year will be placed on an automatic one-year probation. If students are not meeting the requirements after the one-year probation they have the option to appeal. The grant may be reduced if students do not meet the required 8 consecutive semester enrollment requirement. Effective Fall 2026, if a student does not meet the consecutive enrollment requirement, they will be given a one time opportunity to appeal. Students that fail to meet the gpa requirements after the first year will be placed on an automatic one-year probation. If students are not meeting the requirements after the one-year probation they have the option to appeal.	Correct 11/3/2020/ Correct 10/22/21. Correct 10/17/22. TP; Updated per T. Pettway, 10/28/24; Updated per T. Pettway, 10/28/25
J. C. Bozeman Award/Tajah Pettway, Assistant Director, Financial Aid	Need-based. First-time freshman, US citizen/permanent resident (must be FAFSA-eligible)	Improving student retention and degree completion, increasing student enrollment	Must be entering Morgan State University in a fall semester as first-time, full-time degree-seeking freshmen (Fall 2020 and later). For best award consideration, applicants should submit a completed admission application by December 1st. Students applying after December 1st will be considered, pending funding availability. These awards are not available for spring admits, and students who defer from fall.	Beginning with the Fall 2020 entering class, students entering Morgan State University in the fall semester as first-time, full-time degree-seeking freshmen will be automatically considered. For best award consideration, applicants should submit a completed admission application by December 1st. Students applying after December 1st will be considered, pending funding availability. These awards are not available for spring admits. Awards will be given for up to 8 consecutive semesters (fall and spring only), provided students enroll in a minimum of 12 credits per semester and maintain a cumulative gpa of 2.0. (Students approved for SAP would not need to meet the minimum gpa requirement) Must file FAFSA each year, including completing the verification process if required. Amount of the award is subject to change annually based on EFC (expected family contribution).	Correct 11/3/2020/ Correct 10/22/21. Correct 10/17/22. TP; Correct per T. Pettway, 10/28/24; Updated per T. Pettway, 10/28/25
SGJC Institutional Match-Next Generation Scholarship Fund/Jackie Jones, Dean, SGJC	Need-based. New students (freshman or transfer)	Increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Next Generation (NextGen) Scholarships are awarded to incoming SGJC freshmen with an expressed interest in broadcast, business journalism, or to transfer students with special interest in broadcast, business, environmental or sports journalism. Successful candidates will have a demonstrated financial need, and a minimum GPA of 2.5, as well as commitment to the goals of diversity, equity and inclusion in newsrooms and the coverage of diverse communities.	Award recipients are identified through recommendations to the dean from faculty members and department chairs. Funds will be used for University-related expenses such as tuition, fees, textbooks, etc. The renewable scholarship shall not exceed \$10,000 a year. Exceptions to the GPA requirement may be made on a case-by-case basis upon recommendation of the department chair and the dean's approval, if the student agrees to participate in an approved performance improvement plan as prescribed by the department chair. If the scholarship exceeds the amount owed in the semester in which it is awarded, the balance should be applied to the next semester in which the student is enrolled.	New-fall 2021. Updated per J. Jones, 10/18/22; Confirmed accurate per J. Jones, 10/28/24; Confirmed accurate per J. Jones, 10/28/25
Engineering Scholarship/Director of Freshman Programs First Year Experience & Student Support Services (Monica Poindexter) & Dean of School of Engineering (Oscar Barton)	Based on both need and academic merit for traditional and non traditional students. Applicants financial aid records are reviewed: EFC, loans, budget, unmet need, grants and other scholarships/Transfer from Maryland Community College, Transfer from a Maryland four-year public institution, Transfer from a non-Maryland institution, Transfer from a Maryland four-year private institution, Re-admitted student, Non-traditional/mature student, non-US citizen/non-permanent resident school of engineering students	Improving student retention and degree completion, increasing student enrollment, serving 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; offering innovative, inclusive, and distinctive educational experiences to a broad cross-section of the population	Applicants must meet all the following guidelines: 1) Must be an undergraduate student in the School of Engineering seeking a degree in one of the seven degrees offered in the school. 2) Citizenship - students with a citizenship status below can apply: a) United States citizens and U.S. Permanent residents (must attach proof to applications birth certificate, passport, voter card, permanent resident card). 3) Must have a minimum cumulative GPA of 2.5 (unless you are in the CUP program). 4) Other requirements: a) If new to the program, you must have earned at least 12 credits in the previous semester and currently registered for at least 12 credits. b) If currently in the program, must complete at least 15 credits in the current semester to receive full consideration for next semester unless stipulated otherwise by your degree catalog or approved permission from the grant administrator. c) Only students pre-registered for a minimum of 15 credits will be selected for the program unless extenuating circumstances are explained in writing with the application. d) No awards are made to students who earn 2 D's or a F in the current semester (unless you are in a special program). 5) Must attach all required documents (resume, and proof of US citizenship or US permanent residence)	1) All students must apply (the previous semester for consideration) for example in spring to receive a fall award. If awarded in summer/fall, award for following spring is also made, except for December graduates (unless extenuating circumstances are explained in writing with the application). 2) Information is verified each term by the Asst. Dean/Director of First Year Experience and submitted to the Director of Financial Aid. 3) For a student already in the program the following is verified a) Deficient grades - 1 F or 2 Ds in spring semester eliminate ALL applicants unless in the CUP program b) Did program participants comply with program rules and earn 12+ during the spring. If not, they may not be awarded or the award amount will be reduced (unless extenuating circumstances are explained in writing with the application). 4) In exchange for awards, participants perform approved service for a fixed number of hours and are assigned to faculty/staff mentors, primarily to do research and other duties as assigned. 5) Evaluations are submitted from the Faculty/Staff regarding student performance. Students that do not perform well or fail to complete their service hours are placed on probation for a semester. 6) Students with a 2.3 - 3.0 GPA are required to attend weekly Engineering tutoring 7) After each term ends each student is evaluated to determine continuation of the program before the next term starts. For example, fall semester ends, fall participants' academic and rule compliance performance is evaluated during the Winter term and Spring awards are adjusted accordingly.	Updated 10/12/18; confirmed still accurate 10/30/19. Updated 11/3/2020. Updated 8/1/21, per Dr. Poindexter; Updated 10/22/21, per Dr. Poindexter. Confirmed accurate, per Dr. Poindexter, 10/14/22; Updated per Dr. Poindexter, 10/23/23; Confirmed accurate, per Dr. Poindexter 8/22/24; Confirmed accurate, per Dr. Poindexter 10/28/25



CAPITAL PROJECTS UPDATE Aug. – Oct. 2025

Planning, Facilities Management and Design & Construction Management

GENERAL

Collectively, everyone continues to remain busy improving and maintaining the University's physical assets. Work includes continued maintenance and repairs, renovations, new construction, and planning for the next immediate deferred maintenance projects as well as future projects. Staff (particularly the Facilities Department) regularly receive various professional technical training.

Master Planning: Meetings with most groups are completed, and the data collected is being formulated and assessed. A snapshot will be provided during oral presentations.

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 September 30, 2025 is 38.11%. Out of \$299,149,435 paid out in contracts, MBE payments equate to \$113,997,978.

Note: The above MBE calculations do not include the MBE calculations for the MEDCO housing projects. Those numbers are tracked separately.

PLANNING

CAPITAL BUDGET

Discussions with the Department of Budget and Management (DBM) regarding the FY 2027 capital and deferred maintenance budgets are ongoing. DBM advised that they adjusted the inflation rates downward and required us to re-evaluate our capital budget request.

During the FY 2026 budget hearings, a change in funding allocation for the Science Project was stipulated. Morgan must apply to the Maryland Energy Administration (MEA) to request \$9.0 million from the Strategic Energy Investment Fund for energy-related work. We are in the application process.

As a part of our annual summer capital budget meetings, a briefing and tour was provided for staff from the Department of Legislative Services and DBM.

PROGRAMMING

Holmes Hall Exterior Renovation: Part I Program for Holmes Hall is complete and has been submitted to DBM. Part II will follow to include renovating the cupola, replacing the slate roof, replacing/refurbishing

windows and doors, repairing the stone walls, repointing the building, below-grade waterproofing, and correcting the ADA ramp and stairs.

PEARL Lab Expansion: Work continues with PEARL to scale down their project to fit into the \$3 million appropriation. The project will likely need to be phased, with hopes of securing additional funding in the future.

Computing Science and Engineering Building: We continue to work with Engineering and Science to finalize a program for a new Computing Science and Engineering Building. We received feedback regarding Mechatronics, but we still require information from Electrical Engineering. The proposed facility would house Electrical and Computer Engineering, Computer Science, and Mechatronics.

Concrete Lab: Work with Civil Engineering continues to bring closure to the issues raised by DBM on the concrete lab.

Dixon: We are preparing responses to comments from DBM on the program for the renovation and expansion of Dixon.

SPACE GUIDELINES APPLICATION PROGRAM (SGAP) REPORT

The 2024-2034 SGAP Report was submitted to MHEC and DBM. The Human Resources SGAP Group continues to meet, grappling with the numerous known and newly discovered data issues. We are seeking support from the CIO to help us address various issues and identify opportunities to automate specific processes.

An intensive review and update of the space inventory was completed; however, the inventory will remain dynamic as changes are continually made to spaces. We aim to develop a system that links drawings to inventories, ensuring that any change made to a space is automatically reflected in the inventory.

PRIVATE ACTIVITY SURVEY

The Private Activity Survey was submitted to the State Treasurer's Office. The survey aims to determine the level of private activity, if any, that will occur in projects funded through the capital budget and to identify the ownership of that activity.

CAMPUS MASTER PLAN

The Facilities Master Plan is advancing from Phase I (Discovery) to Phase II (Development). Phase II is expected to conclude in mid-January 2026. A status briefing will be provided to the Finance and Facilities Committee.

The academic visioning portion of Phase I culminated with a leadership workshop in August. Key findings related to campus growth, building assessments, and space utilization. Projected space needs were summarized and discussed. The athletics portion of Phase I will conclude with a workshop in late October.

The design team has conducted over 20 leadership interviews with Vice Presidents, Deans, and Chairs across every school and division; 10 engagement sessions with advisory groups and focus groups; four online surveys; one campus-wide town hall; and community workshops with communities surrounding the main campus and Lake Clifton to solicit feedback while building a foundational understanding of the University's mission, vision, and faculty/staff/student life and experience.

Concurrently with building an understanding of the University's culture, the design team is conducting assessments of the University's campus and facilities, including:

- Facility Assessments
- Room Utilization
- Campus Inventory
- Utility Assessments (inclusive of utility plants)
- Food Service Studies
- Athletic Facility Assessments and Peer Benchmarking
- Exterior Accessibility evaluation
- De-carbonization Plan

Much of the data gathered has undergone initial review by university staff to ensure accuracy and provide feedback to ensure that guiding directives are driven by accurate and comprehensive data.

The University is also leveraging the design team's knowledge to create Part I Programs for submission to DBM for capital funding, including network and infrastructure upgrades, Holmes Hall exterior renovation, and Valve House restoration. A program for Truth Hall will be evaluated once occupants are identified as the Master Plan advances.

- Phase I of the academic discovery efforts culminated in a leadership workshop held on August 21
- This workshop summarized the work and findings to date, including:
 - Campus growth and enrollment trends
 - History and evolution of the campus
 - Summary of campus today
 - Building assessments and conditions report summary
 - Space utilization
 - Snapshot of existing inventory and initial projected needs
- Key takeaways discussed in the workshop:
 - The SGAP Report projects growth over the next 10 years in research, enrollment, and lab-based instruction. This growth increases the demand for labs to support students and research activity. More labs and students require more faculty, researchers, and staff, creating a greater need for office space.
 - Athletics and recreation require centralized, co-located facilities to reduce fragmentation and improve access. The on-campus football and track stadium strengthens campus spirit but is underutilized outside of game days. Athletic facilities need to be upgraded to position the University as a regional destination for recruitment, revenue, and brand strength. Clifton Park was identified as a site that needs evaluation. The Health Center, fitness, and recreation spaces are undersized.
 - Dining growth needs to be aligned with enrollment and housing expansion (~3,180 beds projected). In addition, retail needs to be expanded along with convenient dining options (north campus priority, late-night, grab-and-go, and healthier options). Recommendations were made to investigate the reformation of the meal program and improve perceived food quality, flexibility, and participation. The University should diversify offerings via retail partnerships and outsourced brands to decrease menu fatigue and keep interest high.
- Academic deans visioning sessions and interviews summary:
 - Strategic academic program growth
 - Interdisciplinary collaboration and institutional alignment
 - Evolving learning and research environments

- Student success and support systems
- The conversations held with each school were summarized, and a strategic direction was discussed. Enrollment trends were identified. Discussions revolved around rising and falling enrollments.
- Summary of big ideas:
 - Restructuring/decoupling the Graves School of Business and Management into two programs – Accounting and Finance.
 - The School of Engineering will establish an Aerospace Program and expand research focus areas. Expectations to grow Engineering to 2,000.
 - The School of Architecture and Planning will develop an interdisciplinary Sustainability Program.
 - Continued growth of the Music Program.
 - The School of Education and Urban Studies proposed a laboratory school for student teaching, research, and intervention design.
 - Expansion of global online campus.
- Aspirational discussions touched on development and expansion opportunities, academic and research partnerships, internship and workforce preparation, and strengthening research-oriented industrial partnerships.
- Following the August 21st workshop, additional one-on-one interviews were conducted with select Chairs.
- Occupancy data is under review for completeness and accuracy.
- The Athletics Master Plan continued with:
 - Confirmation of space types and usage
 - Peer benchmarking
 - Analysis of deficiencies
- The athletics discovery efforts culminated with a workshop on October 30.

BIG IDEAS

Big ideas are proposed developmental ideas that can continue the University's transformation and ascendancy (*these ideas have yet to be vetted*). Early ideas are:

- Medical School
- Convocation Center
- Engineering – Mechatronics, Electrical Engineering, Computing Science
- Teaching Lab School

Master Plan Team: Perkins and Will MBE: 30.03%

FACILITIES MANAGEMENT – FM (FORMERLY PHYSICAL PLANT)

Facilities Management continues to push for training (all trades/sections), accountability, automation of various systems, maintenance, and preventative maintenance.

Staff-Related

- Currently interviewing for two non-exempt Multi Trades Chiefs and one non-exempt Facilities Supervisor to complete our campus zone maintenance structure. Other positions are two HVAC Mechanic II positions and one non-exempt HVAC Chief position for zone maintenance responsibilities; a non-exempt position for a Scheduler-Planner that will assist with launching the preventative maintenance program; and currently reposting the non-exempt Facilities Supervisor, High Voltage, Environmental Services Supervisor, and Floor Tech Supervisor positions.

- New Environmental Services (EVS – Housekeeping) software ([Core America](#)) workload cards (daily route sheets) for every EVS tech have been delivered and are being reviewed. Planning to introduce the concept to the EVS supervisory team this month.
- EVS Supervisors started training this week on the new inspection process ([Smart Inspect](#)). The goal is to improve training, accountability, and overall cleaning standards.
- Preparing to launch a vendor-supplied inventory program in January 2026 for EVS that will readily provide all materials and supplies as well as vendor-monitored housekeeping closets, diluting stations, training, and green cleaning campus certification.

Various training programs have been and continue to be provided throughout the year:

Safety

- Annual Bloodborne Pathogen Training – 59 Employees
- Heat Stress Training for Trade Team Members – 15 Employees
- Driver Safety Awareness Training – 46 Employees
- Slip, Trip, Fall, and Ladder Safety Training – 57 Employees
- Hearing Conservation Certified Training for Trade Employees – 27 Employees
- The Six Critical Practices Training for Managers and Supervisors – 27 Employees
- Workplace Violence Training - 93 Employees
- Smart Inspect Training for Housekeeping Managers/Supervisors – 8 Employees
- Continuing to enroll employees in virtual reality technical skills training ([Interplay](#)). Programs included HVAC, electric, plumbing, and facilities management.

Professional/Trade-Related

- Customer Service Training for Managers and Supervisors – 27 Employees
- Carpet Care and Equipment Maintenance – 6 Employees
- MSU Procurement Training – 15 Employees
- AIM/GO Training for Grounds Managers and Supervisors – 8 Employees
- MS4 Permit Compliance Training for Grounds – 16 Employees
- Professional Communication for Managers and Supervisors Training – 19 Employees
- MD/DC APPA Supervisor Tool Kit Training – 7 Employees
- Professional Communication Training for Housekeeping and Grounds – 48 Employees
- AIM Refresher Training for all Managers, Supervisors, and Leads in Facilities Management – scheduled for October 21-23, 2025

New/Renewed Initiatives

- Implementing new guidelines for employee driving citations and violations. Working with the Office of Safety, Health and Environment to develop defensive driving training.
- In the process of hiring an off-hours team to provide weekend maintenance coverage. The last four candidates have been selected and are in the hiring phase.
- MEA grant approved for developmental plans of charging stations at the Motor Pool in preparation for electrifying (hybrid) FM fleet. Working with an MEA-referred vendor to conduct a complete assessment.
- Implementation of Phase III of the Integrated Workplace Management System ([AssetWorks](#) – AiM/ReADY) is in progress, including launching a preventative maintenance program and key module.
- Continuing to enroll employees in virtual reality technical skills training.
- Critical asset alarm system ([Virtual Facility](#)) is in test phase and generating real-time work orders in the AiM module. The system sends a notification and a work order to AiM and the response queue when

major assets are offline or need immediate attention. This will enable us to have better oversight of mechanical systems, resulting in less downtime.

- Working on waste and recycling program for the zero-waste initiative.
- Moving forward with autonomous floor cleaning equipment and lawn cutting pilot.
- Processing the Gordian VFA data into the new capital renewal software to build a comprehensive capital renewal plan. Planning to perform the facility condition assessment by the end of the calendar year. Preparing to submit to Procurement.
- Preparing to digitalize building plans, operation and maintenance manuals, and as-builts.
- Launching preventative maintenance program for HVAC and electric for the north campus.

Renovations and Repairs

- Hill Field House shower and bathroom upgrades, basketball floor refinishing, seating repairs (including Hughes Stadium), and main corridor upgrades in procurement.
- Redesigning exterior waste areas for Blount and Rawlings to include paving.
- Asphalt/paving improvements throughout campus. Upcoming parking lots are Science circle, Truth and Tyler Halls.
- Campus water fountain upgrades (ongoing).
- Design completed for independent HVAC for the library conference room. Potentially moving forward with Procurement.
- Working towards upgrading all building back-up power and uninterruptible power supply (UPS) systems, specifically for data centers and current buildings without emergency power.
- Multiple upgrades and repairs to mechanical/electrical/plumbing systems throughout campus.
- Providing Maryland Department of the Environment (MDE) compliance documentation for underground tanks.
- Preparing to submit a new RFP for a more robust scope of work for maintenance and repairs to all emergency generators on campus.

Seasonal

- Winter mitigation efforts for pest control management throughout campus.

DESIGN AND CONSTRUCTION MANAGEMENT (DCM)

CAPITAL PROJECTS

SCIENCE PHASE II (NEW BUILDING)

The project will provide new classrooms, class labs, 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 project has progressed to the construction development (CD) phase of the design. The construction manager and design-assist partners are actively engaged, providing feedback to the design team to improve documentation and advising on material availability and procurement to ensure the project delivers optimal value. The budget remains a concern as prices continue to come in higher than anticipated due to tariffs that are currently being enacted.

Approval from MDE was recently received. The developer's agreement is still being processed through the City of Baltimore.

Board of Public Works (BPW) Approvals:

- GMP-A Relocation of Water Culvert – 75% complete
- GMP-B (Site Utilities): Approved
- GMP-C (Deep Foundations): Approved
- GMP-D (Concrete Structure): Anticipated November BPW Approval

GMP A-D totals \$41.2 million (which equates to 15% of the total construction value of \$270 million) with 32.11% MBE participation, amounting to \$13.23 million.

SCIENCE PHASE II (New Building)			
	Appropriation	Obligations	Balance
Design / CM Pre	27,302,000	21,643,057	5,658,943
Construction	83,196,000	41,938,587	41,257,413
Reverted Funds			0
Capital Equipment			0
Total	\$110,498,000	\$63,581,644	\$46,916,356

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. The schematic design is in progress with the full design expected to be completed in March of 2027. The renovation of CGW will provide new spaces for Graduate Studies and International Affairs. The anticipated opening of the building is scheduled for spring 2030. The construction manager (CM) and commissioning agent will be hired in 2026. The projected cost is \$52,148,000.

Carter Grant Wilson (Renovation)			
	Appropriation	Obligations	Balance
Design	3,228,000	3,506,931	-278,931
Construction	1,432,000		1,432,000
Reverted Funds	2,195,000		2,195,000
Capital Equipment			0
Total	\$6,855,000	\$3,506,931	\$3,348,069

LAKE CLIFTON HIGH SCHOOL

GMP-A was approved by BPW on October 1, 2025. This work involves pre-demolition activities, including the removal of artwork, termination of utility services, and removal of hazardous materials. GMP-B encompasses the balance of demolition and site restoration. It went out to bid by the CM in mid-October. BPW approval is anticipated in early January 2026. The farm has found a new home. They will be off-site before the end of the year.

Design/Build Contractor
 Barton Malow / JLN / KDA: MBE: 40.10%

Lake Clifton High School / Future Valve House			
	Appropriation	Obligations	Balance
Design	1,378,000	1,378,000	0
Construction	15,184,000	3,076,172	12,107,828
Operating Funds	1,055,000	1,055,000	0
Reverted Funds			0
Capital Equipment			0
Total	\$17,617,000	\$5,509,172	\$12,107,828

RESEARCH AT LAKE CLIFTON

The weather station program is ending, and the team will be moving out by the end of the year. Some equipment will remain to continue monitoring and providing information to researchers. An alternate power source is being determined for the remaining equipment. Coordination with the Rocket Program team continues.

DCM is working closely with Engineering to evaluate the site and nearby areas for other research, including testing autonomous vehicles in relation to traffic flow, traffic lights, and pedestrian crossings.

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 enable the campus to continue to grow, provide a path towards energy efficiency, and reduce our carbon footprint.

The project is required, as the campus is currently at its BGE-supplied electric capacity (with no expansion available from the current BGE substation). Each building we bring online or renovate is more energy-efficient than its predecessor. In contrast, the older buildings are tied to the steam boiler plant, which is fueled by gas. The upgrades include the construction of a new 34kV central substation (to be located behind the Student Center Parking Garage), replacement/upgrade of the Cold Spring substation, upgrade of Montebello substation, 34kV feeders and duct banks from BGE Clifton Park 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 connected to the Cold Spring and Montebello substations, enabling the campus to shift power internally according to demand.

Coordination with BGE is complex as BGE is running a new transmission line in a similar pathway to Morgan's route. Communication stays at the forefront.

The schedule for the project, early and key activities, are as follows:

- Continuous discussions with BGE.
- Design/Build RFP was issued in August through Omnia Partners.
- Design bridging documents were completed in July 2025.
- While MEDCO assisted Morgan in procuring the design team and working through the bridging documents, Morgan has taken over the contract to complete the design and the construction.
- Design contract transferred to Morgan in October 2025.
- Duct bank design to be completed by summer 2026.
- Procurement of the duct bank CM to be awarded in December 2026. The bridging documents were necessary to procure the CM, as it demonstrates the design intent.
- Construction contract issued for the campus by the end of 2025.

- Procurement of a capital operator may occur under the design/build procurement.

The estimated cost of the project is \$108 million and is expected to take 36 months to complete. The additional electric power will allow the campus to pursue electrification projects in accordance with Maryland's Climate Solutions Now Act. This project will also include alternate fuel sources, allowing Morgan to create "green" energy on campus while expanding its capacity.

Electric Upgrade			
	Appropriation	Obligations	Balance
Design	7,426,000	938,894	6,487,106
Construction	7,574,000		7,574,000
Operating Funds	500,000		500,000
Reverted Funds			0
Capital Equipment			0
Total	\$15,500,000	\$938,894	\$14,561,106

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

Deferred maintenance funding is typically for projects where maintenance has been deferred, and 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 (complete), water infiltration (substantially complete), and roof replacement/stonework. 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 has put the project out to bid for construction. Award of the project is anticipated for late November.

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. The contractor has been delayed in returning to complete this work. This is the final component to complete the project phase. This will be the last report on this project.

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 included rebuilding Stadium Way and its sidewalks as well as adding lighting and plants. Work nears completion. The sidewalks and roads are complete. The remaining items are streetlights and landscaping. This will be the last report on this project.

Construction: P. Flanigan MBE: 21.01%

MURPHY FINE ARTS

Roof Replacement: Bid documents have been sent to Procurement for review.

Exterior Doors and Electronic Locks: The work includes replacing the exterior doors and adding a security locking system. Bid documents were sent to Procurement for review.

The following projects (fire alarm, heating plant, and stair replacement) remain essential and will be advanced as soon as our current critical projects allow with an anticipated start by the end of 2025.

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. Temporary repairs have been made to ensure the safe operation of the buildings. As a result, the design will be completed in one phase. Additionally, the project's scope of work is being reassessed as a result of the repairs being completed. Construction is anticipated to occur in several phases over a 36-month period.

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.

STAIR REPLACEMENT

The stairs (Y) are located 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, following the completion of the RFPs for the boiler plant and Holmes Hall project.

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 - Substantial 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: 16.37%

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. Security must employ a layered approach; a single method alone is insufficient. In the future, we will develop additional written campus standards and guidelines.

Security Wall: The project is scheduled to go to BPW in November 2025. Work involves extending the Morgan security fence along Argonne Drive from the Blount/Rawlings area to the Baltimore City Police Precinct fence. Cold Spring is also being considered along Lot H to the wooded area past McMechen.

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	663
Harper-Tubman (in progress)	2025	2026	222	236

Future: The renovation schedules for Rawlings and Blount are 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 expected to yield approximately 663 beds, and the renovation of Harper-Tubman is anticipated to add roughly 236 beds. MEDCO is working to achieve a total of 30% MBE participation for both projects.

Harper-Tubman: The building is undergoing comprehensive renovation, leaving only the exterior walls and floor slabs.

Most of the demolition has been completed, and the rebuilding is in process. Most of the underground utilities are in place, and the stabilization of the elevated floor beams has been completed. Drywall studs are being installed, areas of the exterior of the building are being repointed, and window openings are being prepared for the windows. Long lead items, such as electrical and mechanical equipment, have been ordered. A power outage for the building has been coordinated with the O'Connell project, Holmes Hall, and Dixon, as they are on the same electric feeder. Additionally, city water valves are being tested to ensure the water can be shut down, allowing for the necessary water tie-in to the building.

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

O'Connell Hall: The building's demolition will commence the week of November 3, 2025. The new building will include approximately 663 beds, a small dining hall, and a pedestrian bridge connecting to the Academic Quad. The design will take advantage of the serene area along the Herring Run and the woods. Internal meeting/educational, fitness, and other amenity spaces are included. Construction of the bridge will be challenging as all work must remain outside the stream bed proper, and the structural steel must be

in place after the demolition of the residential building and before the construction of the new one. A parking structure is being considered for a location adjacent to the building along Cold Spring. The residential building is to open for the fall semester of 2028.

The CM has started creating access for the bridge construction on the quad side. The interior of the building has been gutted and is awaiting the termination of the gas by BGE and power disconnection. The power shutdown took place on October 26th and was coordinated with the Harper-Tubman project, as they are both on the same feeder. The power outage affected Dixon and Holmes Hall.

AE: HCM
CM: Gilbane

MBE: 26%
MBE: 30% (Anticipated)

MISCELLANEOUS PROJECTS

HOLMES HALL EXTERIOR RENOVATION

The Part I Program was submitted to DBM for approval. The work may be done in phases and includes renovating the cupola, replacing the slate roof, replacing/refurbishing windows and doors, repairing the stone walls, repointing the buildings, and correcting the ADA ramp and stairs. State funds have been requested.

We are in discussions with DBM about the Truth Hall roof, as it is also in poor condition. Since the roofs for Holmes and Truth are similar and both are slate, it is likely to be more cost-effective to address both at the same time.

ENGINEERING CLEAN ROOM

Dr. Michael Spencer, Electrical Engineering Chair, was awarded a Congressional Up Grant to create a new clean room in the Mitchell Engineering facility. The clean room will be equipped with the necessary tools and equipment to support research initiatives focused on designing, manufacturing, packaging, and testing semiconductors.

The design is expected to be completed by the end of 2025. Due to its complexity, the project will be bid out through a CM. The CM RFP is currently out to bid with an award expected in early 2026. Work is anticipated to take about one year once it starts (completion mid/late 2027).

Design: HCM
Construction: TBD

SIGNAGE – GRAVES SCHOOL OF BUSINESS & MANAGEMENT AND PUBLIC SAFETY

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. The project had to extend the bid process to allow for additional bidders. We are awaiting the results.

ATHLETICS

Football Meeting Space: Football will be temporarily relocated to Jenkins over the winter break.

Team Room: The space has undergone several conceptual redesigns and awaits funding for further consideration.

MDE/MS4 PERMIT

Working with a consultant, we submitted our required MDE/MS4 permit on time and in full compliance with MDE. It took them the past year to create the necessary documents. We are now out of hot water with MDE and EPA.

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

In addition to the requirements of new and renovated construction to meet current energy codes and LEED requirements, the University continues to pursue innovative technologies that will position it as a leader in energy conservation while reducing our carbon footprint. In addition to the decarbonization plan that is being created as a part of the Master Plan process, which will guide us, other initiatives that are being researched include, but are not limited to:

- Hydrogen fuel cells to generate reliable power
- Heat capture system for hot water on the quad
- Solar panels
- Building automation and notifications for power failures at buildings, substations, and generators
- Electrification of MEP equipment
- Open blue AI analytics for monitoring and optimization of MEP systems
- Notifications of electrical systems to critical systems managers
- Electrical systems

PROJECT PHOTOS

PHASE II NEW BUILDING



Gateway Entry from Cold Spring @ Stadium Way



Campus Entry, 3rd Level



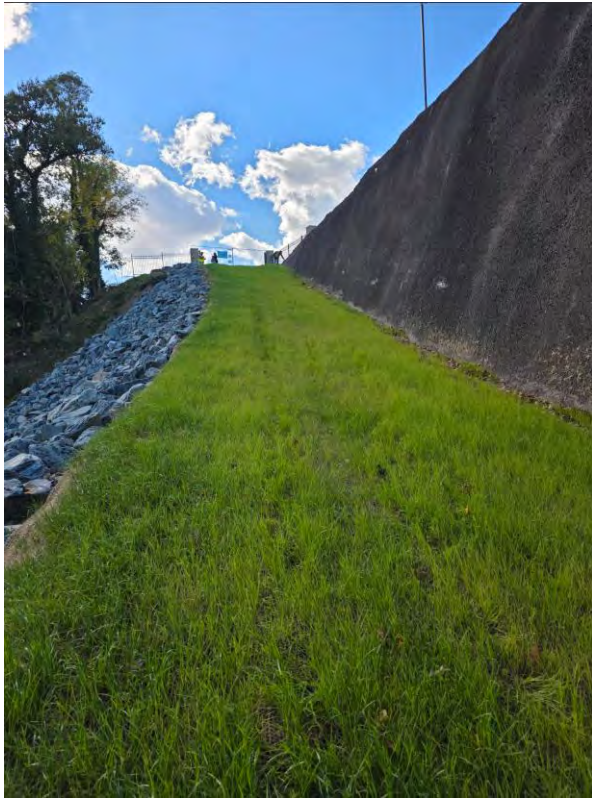
Overall Site



Culvert Sections

Trench Box

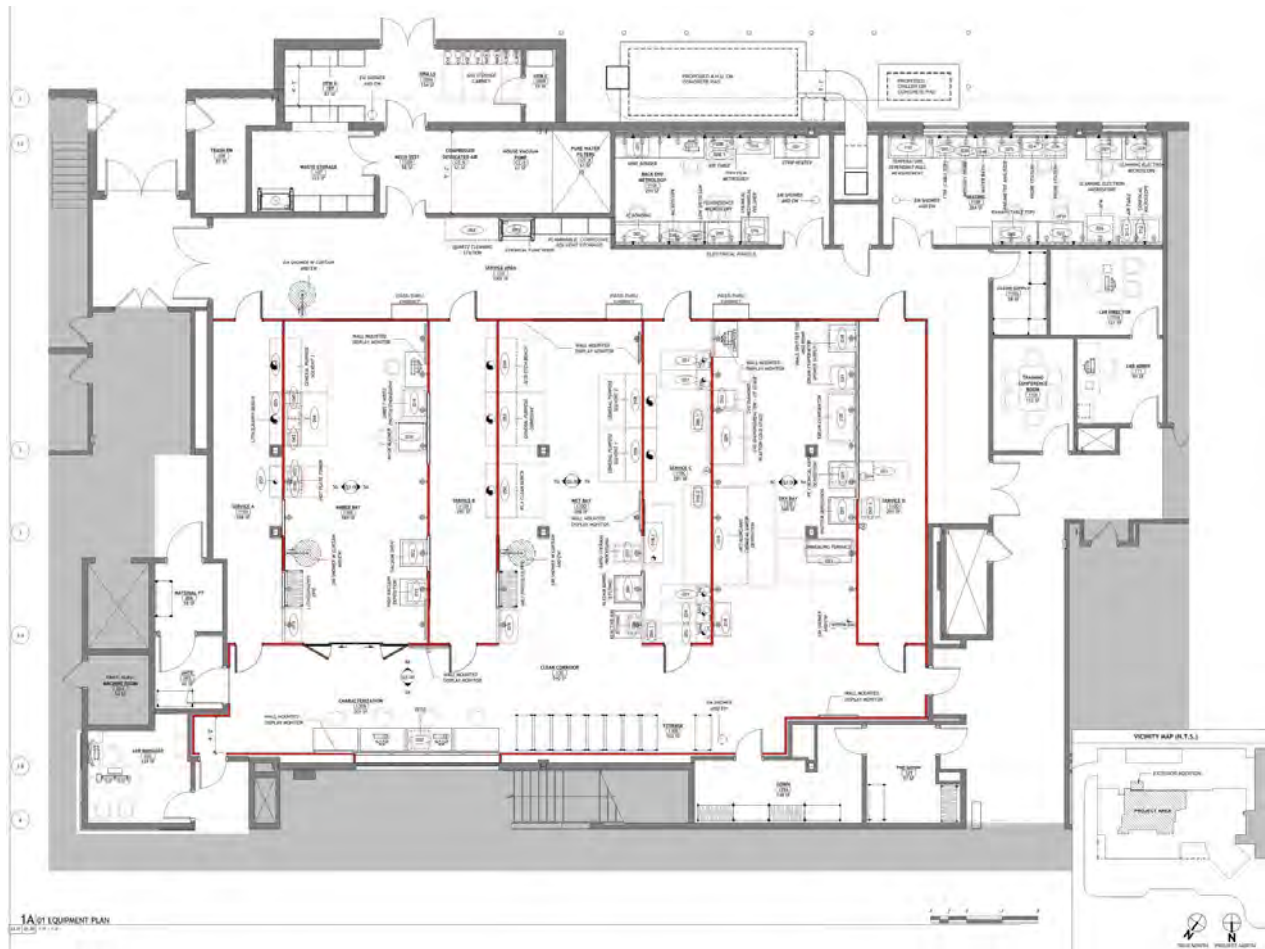
STADIUM WAY SLOPE STABILIZATION



Locating Trees Halfway Down to the Herring Run

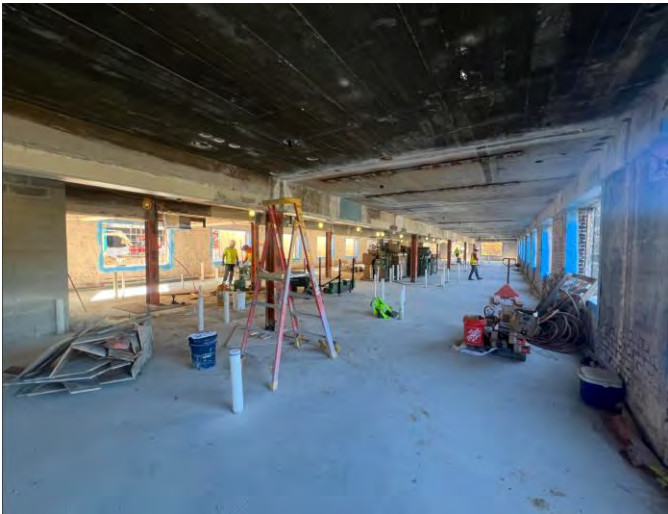


MITCHELL ENGINEERING CLEAN ROOM



HARPER TUBMAN / O'CONNELL

HARPER TUBMAN:



O'CONNELL:



Clearing space at the Building



Clearing Space for the Bridge off North Rd

MASTER PLAN

A presentation will be made at the meeting to provide an update on the current status.

Master Plan Schedule | Tasks and Timeline



Master Plan Engagement Snapshot —



One-on-One Interview Snapshot —



- Provost & Senior Vice President Hongtao Yu
- Executive Vice President David La China of Finance & Administration
- Vice President for Facilities, Design & Construction Management Kim McCalla
- Vice President & Director for Intercollegiate Athletics Dena Freeman-Patten
- Senior Vice President, Enrollment Management and Student Success, Dr. Kara Turner
- Vice President, Research and Economic Development
- School of Business and Management Dean Dr. Royce Burnett
- School of Engineering Dean Dr. Oscar Barton, Jr.
- School of Architecture and Urban Planning Dean Dr. Abimbola Asojo
- College of Liberal Arts Dean Dr. M'bare N'gom
- School of Journalism & Communications Dean Dr. Jacqueline Jones

- School of Education & Urban Studies Dean Dr. Glenda Prime,
- School of Computer, Mathematical & Natural Sciences Dean Dr. Paul Tchounwou
- College of Interdisciplinary & Continuing Studies Dean Dr. Nicole Westrick
- Honors College Dean Dr. Oluwa Tosin Adegbola
- School of Social Work Dean Dr. Anna McPhatter
- School of Graduate Studies Dean Dr. Mark Garrison
- School of Community Health & Policy Dean Dr. Kim Dobson Sydnor
- Department Interviews: Nursing, World Languages, English, Computer Sciences



Report to the Morgan State University Board of Regents – November 10, 2025
Reporting Period: July 1, 2025 – September 30, 2025

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

Division for Research and Economic Development's Q-1 Report to the Morgan State University Board of Regents

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.**



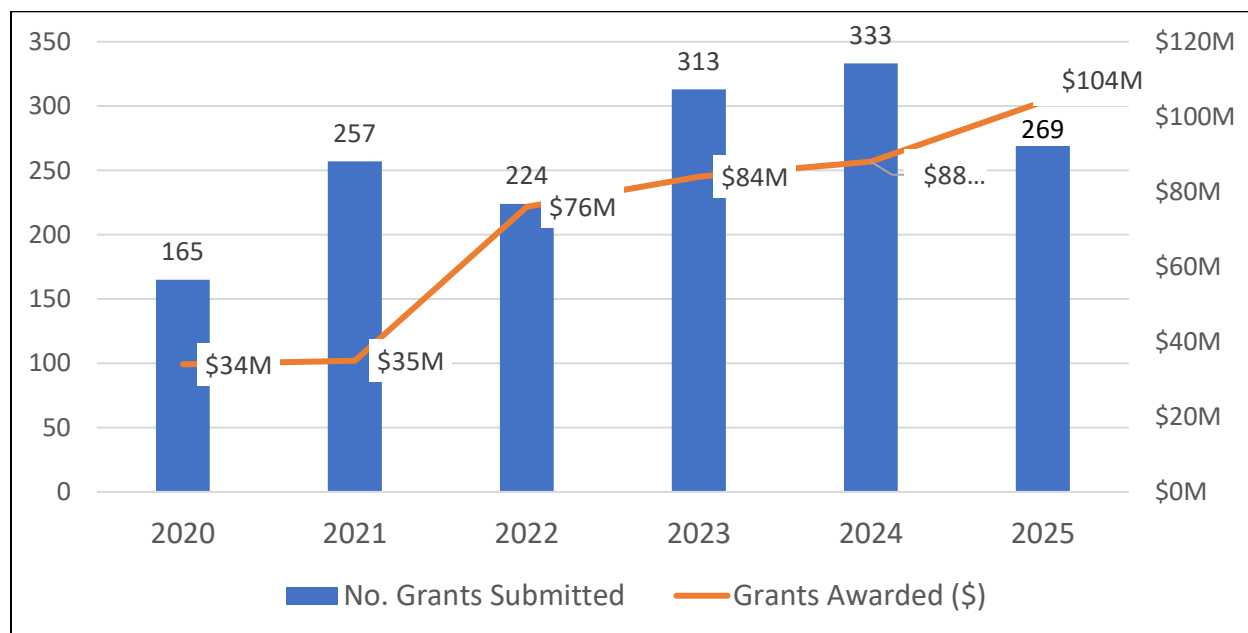
Collectively for our four reports this year, we will attempt to shed some light on the activities and contributions that each of our individual units make to support both D-RED activities and Morgan’s advancement as a **Well-Recognized, Well-Rounded, and Well-Respected** research university.

In FY 2018, Morgan set the goal of receiving a sustainable \$50 million/year in sponsored research income by 2025 -- with at least \$40M in Research Expenditures.

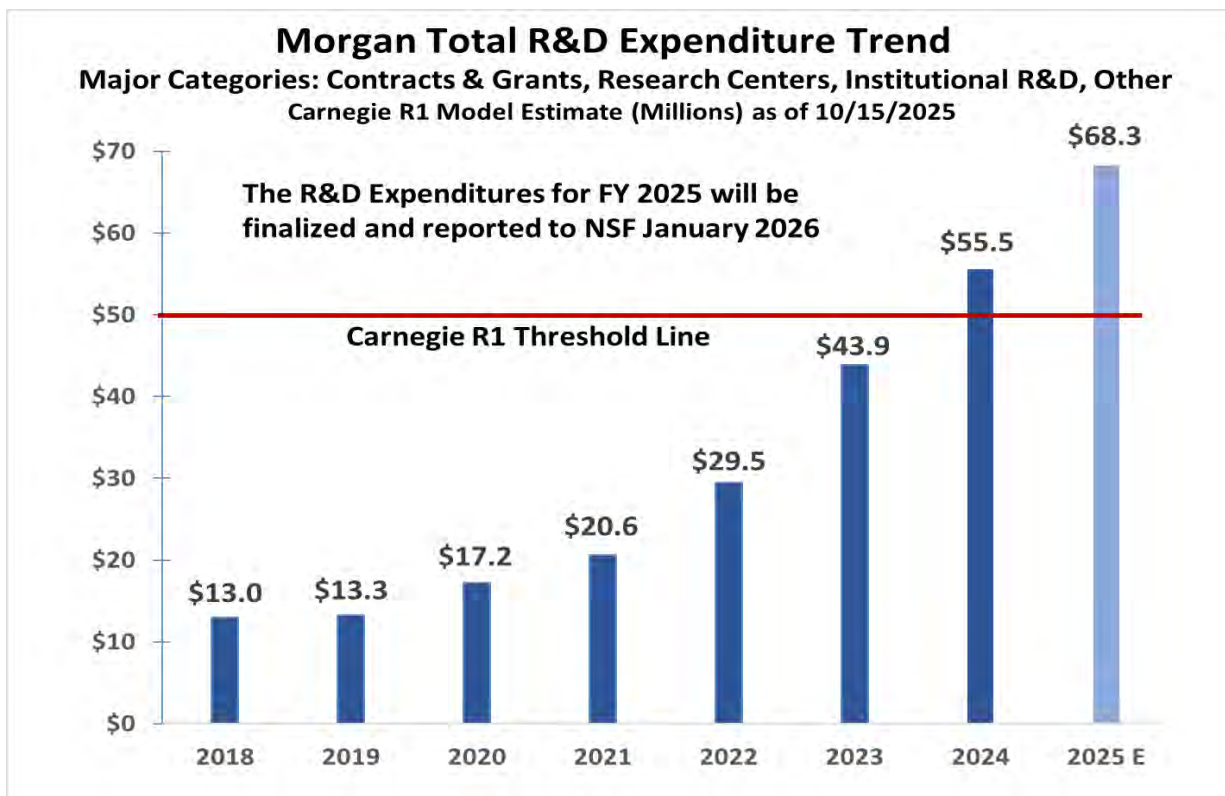
- **For FY 2025** (July 1, 2024–June 30, 2025) **Morgan received \$104.4M** in new research funding commitments, a record high for the university.
- **For the 1st Quarter of FY 2026**, (July 1, 2025–September 30, 2025), **Morgan received \$11.0M** in new research funding commitments. Though down a bit from the recent past, we are optimistic that we still will have a respectable year.

The graph below reflects the dramatic increase that we have experienced in both grant submissions and awards received during the current decade.

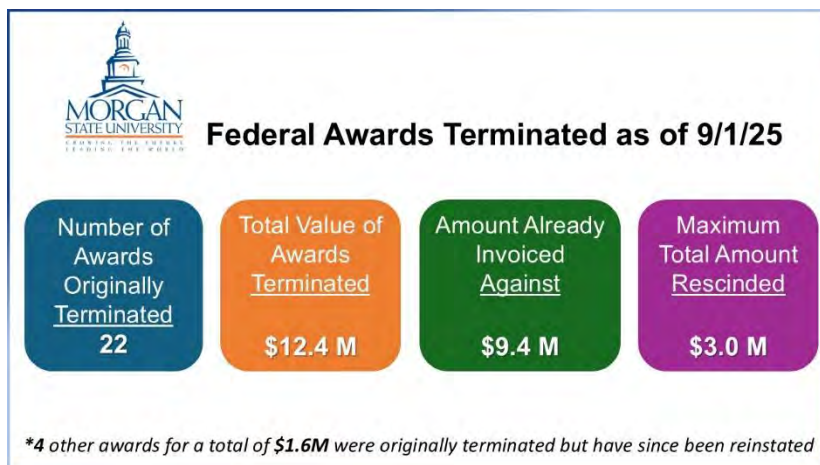
Grant Applications Submitted and Awards (\$) (The Most Recent 6 Years)



In response to and in concert with the increase in Grant Submissions and Awards Received, Morgan's R&D expenditures have risen significantly. **R&D expenditures of \$50M annually is one of the two current criteria required for R-1 status.**



Since January 2025, Morgan has had 23 grants rescinded by various federal funding agencies to comply with executive orders. The original awarded amount for these 23 awards was \$12.4 million. However, we have worked with our Federal Sponsors to mitigate/minimize our losses; at this point no more than \$3.0 million will be forfeited.



Morgan's Pursuit of R1 Status

In November of 2012, President David 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



http



This publicly launched our aspirations to reach R1 status within the next decade.

2025 CARNEGIE RESEARCH DESIGNATIONS



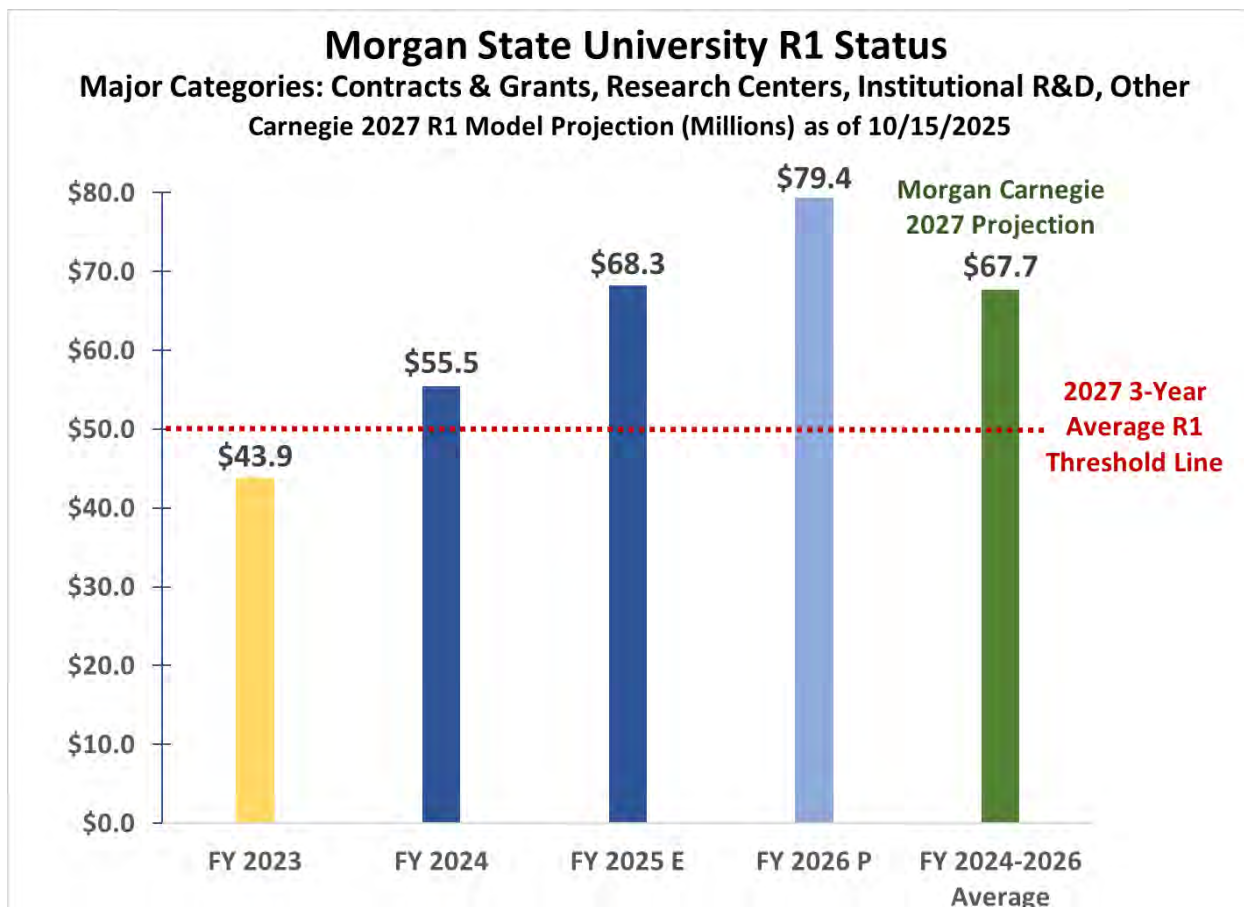
Research 1: Very High Research Spending and Doctorate Production	Research 2: High Research Spending and Doctorate Production	Research Colleges and Universities
<ul style="list-style-type: none">Spent at least \$50 million in total R&D in a year, as reported to the NSF HERD Survey AND <ul style="list-style-type: 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 AND <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)



As shown below, we feel that we are on track to achieve that status a little bit earlier.



Achieving R1 status at the next assessment (2027) will require annual research expenditures exceeding \$50M and the awarding of at least 70 new PhDs annually over the 2024–2026 academic years. Even with the current rollback in federal spending, we feel that Morgan will meet the research expenditure requirement (3-year average of \$50M) with a little to spare.

In addition to expenditures from federal and state research grants, Morgan has a significant amount of “research expenditures” that will be derived from our **State-Supported Research Centers**, where our total allotment from the State of Maryland is **more than \$21M annually**.

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	Dr. M. Sinclair <i>Interim</i>	2022	\$2.0 10 Faculty Lines
National Center for the Elimination of Educational Disparities	Dr. MariaCarstaphen	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	Dr. S. Sherchan <i>Interim</i>	2024	\$3.0 10 Faculty Lines

Mr. Albert Sweets, D-RED's State-Supported Research Centers Operations Coordinator, is continuing his work 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 this area. In addition to these eight, our research enterprise also includes, but is not limited to, Morgan's National Transportation Center and the Morgan Patuxent Environmental and Aquatic Research Laboratory (PEARL). Our next report will include deeper dives into each research center's programs.

Morgan's Recent Formal Economic Impact Study Impact

In May 2018, Econsult Solutions, Inc. (ESI) completed an economic impact study for Morgan State University, which largely covered data from FY 2018. Subsequently, ESI updated these impacts in FY 2021. Morgan requested updated economic impact figures, using more recent financial data (inclusive of FY 2024). Economic impacts were estimated for three distinct geographies: Baltimore City, the Baltimore Metropolitan Area (MSA), and Maryland. Tax revenue impacts were estimated for both the City of Baltimore and State of Maryland governments.

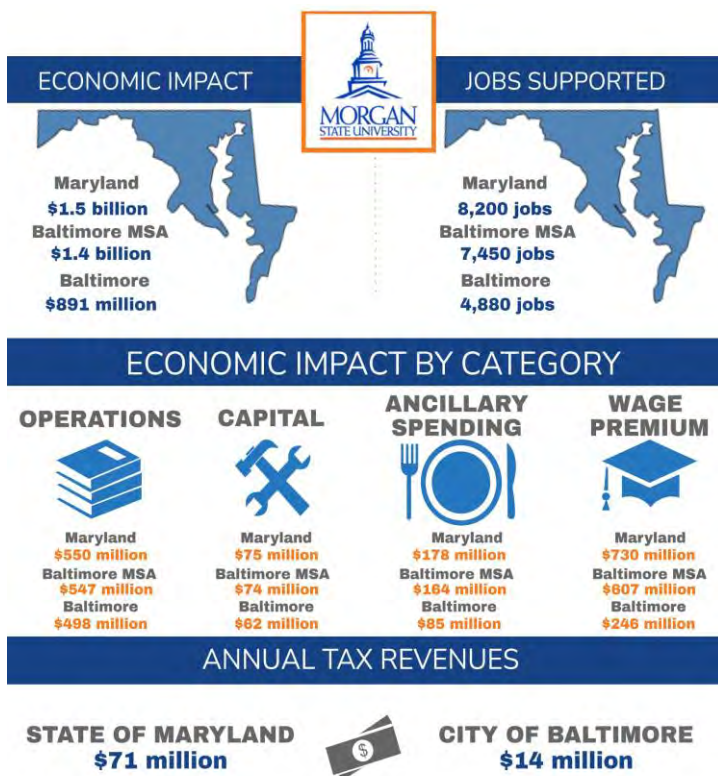
Overall, **Morgan is a significant driver of economic impact for Baltimore, the region, and the State of Maryland:**

- Morgan produces a \$1.5 billion economic impact and directly or indirectly supports almost 8,200 jobs statewide each year.
- Morgan generates over \$71 million in state tax revenues every year.
- Morgan has undertaken almost \$268 million in capital investments over the past 6 years.
- Morgan students and visitors inject an additional \$161 million a year in spending into the state. Of this amount, \$150 million is due to student spending.
- Alumni living and working in Maryland earn about an additional \$700 million a year due to the education and credentials they received from Morgan.

\$1.5 Billion in Annual State Economic Impact

Every \$1.00 in annual State Funding to Morgan generates \$6.00 in Economic Impact to the State.

A 600% Return on Investment (ROI) to the State each year.



Reputation Enhancement: The Well-3R Project

Morgan: A Well-Recognized, Well-Respected, and Well-Rounded, Carnegie Doctoral Research University. A summary of the goals of the Well-3R project are as follows:

- Increase Awareness of Morgan in regional, national and international communities
- Highlight Morgan's Research & Education Programs as an R2 Carnegie Doctoral Research University and provide foundational support ahead of achieving R1 status; and
- Support Long-term Increases in Carnegie Metrics through increased visibility of the institution.

Over the course of the Well-3R campaign's Phase 1, six Science Magazine articles highlighted 10 Major Research Centers and the Institution. The articles were produced by Science Magazine writers, with assistance and management of D-RED's Office of Technology Transfer. The articles were published and distributed in printed form (220,000 total) and online. The online campaign, with email blasts, Morgan Banners, email alerts, podcasts, etc., produced 3.5 million online impressions served to the Science Magazine readership.

We extended Phase 1 of the project through November 2025, with a Juneteenth, one-page back cover summary of Morgan's ascension to R1 in June. Phase 1 is now nearing completion with two additional articles produced by Science Magazine writers with an October issue focused on Education and a November issue on Research.

In Phase 2 of the project, we will expand the project's breadth and depth in FY 2026-2027, and we will provide periodic updates.

Reconvening of the President's Blue-Ribbon Panel on Research Expansion at Morgan

On October 8, 2025, we convened our most recent meeting of the President's esteemed "Blue-Ribbon Panel on STEM Research Program Expansion." Their initial charge was to look across the future landscape and identify a few areas in which, with increased investments and a great deal of effort, Morgan might become considered one of our nation's leaders.



Eugene DeLoatch
Morgan State University,
Retired



Carol Espy-Wilson
UMCP



Rhonda Franklin
Univ. Minnesota



Sylvester J. Gates, Jr.,
University of Maryland



Juan E. Gilbert
Univ. Florida



Craig McLean
NOAA Retired



Mahlet N. Mesfin
U.S. Dept. of State



William D. Phillips
NIST/UMCP



Claudia Rankins
NSF, Retired



Landon Taylor
Bassett Foundation



Hratch G. Semerjian
NIST, Retired



Isiah M. Warner
LSU, Retired

After their initial meeting in September 2022, they recommended the following research areas:

- Equitable AI and Machine Learning
- Climate Science – with a focus on Coastal Science and Policy
- Cybersecurity for IoT Devices
- Brain Science
- Predictive Analytics
- STEM Education

The focus for our most recent meeting was to review the progress that has been made against those recommendations and to consider about how we might expand the President's “Blue-Ribbon Panel/Taskforce for Research Expansion” to include representatives from the Social Sciences, Humanities, and Business areas, as well—in keeping with our desire to be seen as **Well-Recognized, Well -Rounded, and Well-Respected** Research University.

We expect to receive the Panel’s Report within the next month. At the same time, we will also be reaching out for input from our Deans and Faculty before moving forward with the planned expansion.

II. BUSINESS DEVELOPMENT

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

- Review, process, and submit proposals to sponsors;
- Receive and review awards;
- Provide grant-management training for principal investigators and supporting staff;
- 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 output; and
- Assist with programmatic close-out of the awards.

Major Activities

This report summarizes activities for Quarter 1 & Quarter 2 thru Oct 14, 2025 of Fiscal Year 2026 (*July 1st – September 30th & October 1st – 14th*).

FY 2026 Q-1 & Q-2*		
*Oct 1 – Oct 14		
Submissions & Awards		
	Qty (#)	Amt (\$)
Submissions		
new funding requested	63	\$ 54.6 M
Awards		
new funding commitments	38	\$ 36.1 M
FY2026 Q-1/Q-2	34 / 4	\$11.0 M / \$25.1 M
new funding commitments		

During this period, the ORA continued its core activities, including the following:

- **Receipt of awards and contracts:** The ORA processes and administers awards and contracts made to Morgan State University.
- **Grant and contract submissions:** The ORA oversees the submission of externally funded financial awards and contracts.
- **Post-award briefings:** The ORA organized post-award briefings with the principal investigators after the receipt of each award, during which the terms and conditions of new awards were discussed, for the principal investigators to be good stewards of the funds.
- **Providing fiscal oversight:** The ORA reviewed and approved hundreds of grant-sponsored fiscal transactions for compliance with sponsor, state, and university rules.
- **Providing oversight for other matters of 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 research regulations.
- **Providing grant-seeking and grant management training:** ORA provides ad hoc individualized and group training services via email help line, online, Zoom webinars, and in-person.

Initiatives

Over the past three years, the ORA has embarked on several initiatives to improve the management and reporting 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 50 monthly seminars that have been met with substantial enthusiasm. There are approximately 70 to 80 participants from 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 processes, the ORA staff has created 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 then made available on the ORA website and publicized widely.
- **Generating databases for university grant and contract submissions, new commitments, grants, publications, and citations:** These databases are regularly updated by the ORA staff.
- **Elevating and advancing research administration:** 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. 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, ORA staff actively contribute to professional education and growth by leading workshops, seminars, discussions, and presentations at local, regional, national, and international events.

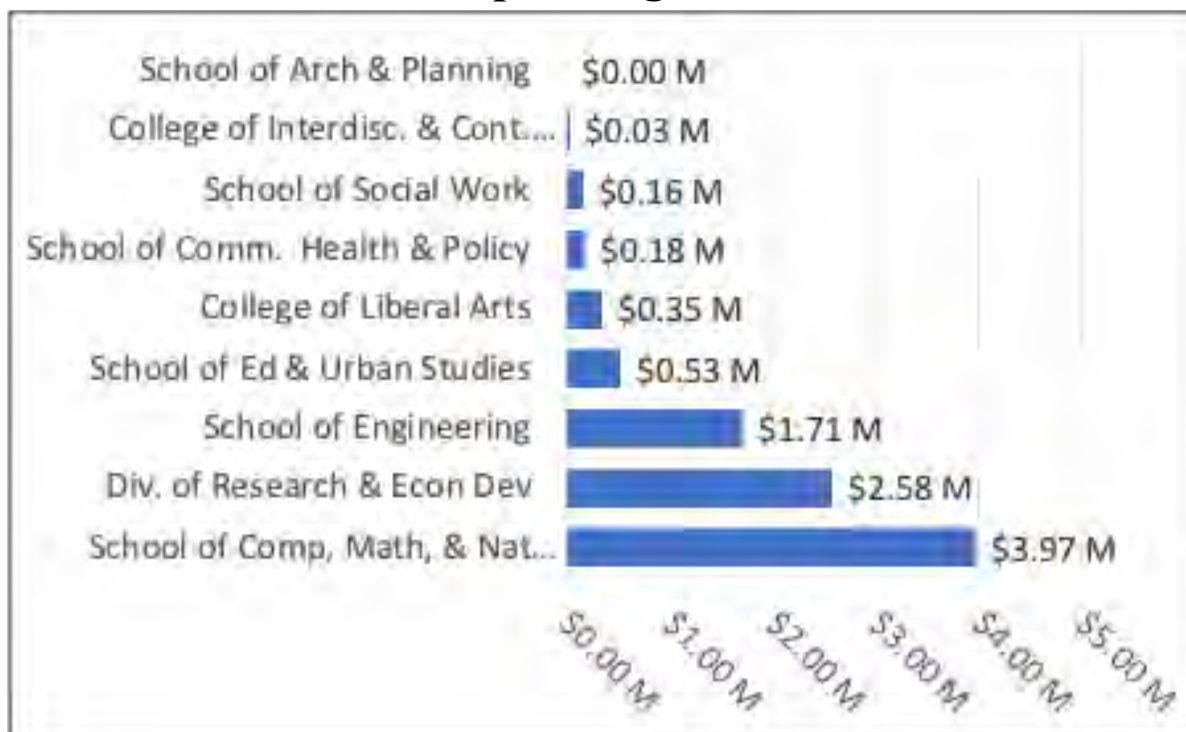
Comparative Quarterly & Annual New Funding Commitments FY 2023 – FY 2026



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

***While FY26 Q-1 was very low compared to recent years, the first few weeks of Q-2 have been extremely fruitful in spite of the Federal Government shutdown. We are hopefully optimistic that we will get back on track after the federal Government Shutdown comes to an end.**

New Funding Commitments for FY 2026 Q-1 by MSU Operating Unit



Largest Awards for Q-1 of FY 2026

PI	Unit	Amount	Duration	Area	Agency
L. Brown	SCMNS	\$2.69 M	5 years	Student Retention in Science	National Science Foundation (NSF)
J. Brandau	D-RED	\$2.00 M	3 years	Measurement Science	Dept of Commerce Nat'l Inst. of Standards & Tech. (NIST)
Y. Liu	SoE	\$1.70 M	1 year	Earth Science	NASA

III. RESEARCH COMPLIANCE

The Office of Research Compliance provides oversight and serves as a resource for policy development, regulatory analysis and interpretation, training and education to ensure compliance with federal research regulations, and to raise awareness of procedures and guidelines designed to support the responsible and ethical conduct of research at Morgan.

Major Accomplishments During Q-1

- Coordinated Internal Review Board (IRB) functions and processed for reviewing 69 human subjects research protocols from faculty and students; of these, 51 were initial or re-submissions, and 18 were renewals or amendments.
- Continued collaboration and consultation of principal investigators (PIs) with UMBC colleagues on the National Science Foundation (NSF)-sponsored initiative: “*Building Capacity to Manage RISC: Investing in Research Integrity, Security, and Compliance*,” funded with a sub-award through UMBC of \$571,813 over five years—the year-two focus is Export Controls and Foreign Travel.
- Managed university-wide research compliance technologies, including the utilization of the Visual Compliance system for automated detection of sanctioned entities or persons involved in research collaborations to mitigate Export Control risks, and CopyLeaks to auto-detect plagiarism in all outgoing research proposals to mitigate research misconduct risk; and
- Reviewed and approved the integration of Financial Conflict of Interest in Research (FCOI) disclosure and management into pre-award research compliance processes.

IV. TECHNOLOGY TRANSFER & ECONOMIC DEVELOPMENT

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

Technology Transfer: Five Quarterly Highlights

1. Documented 13 Morgan innovations from faculty/staff. The rate of Morgan innovations continues to climb and is projected to again set an all-time high in FY 2026.
2. Prepared and filed a total of 10 U.S. Patent Applications; Filed 6 U.S. Utility Patent Applications; and was Awarded 3 U.S. Utility 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 other grants.
4. Two new Tech Transfer Agreements were finalized this quarter, with four in process; four new business start-ups are in development.
5. Continued oversight of the Conflict of Interest (COI) Policy, COI Committee, and submissions of quarterly COI reports to the State Ethics Commission.

Morgan has now recorded over 275 Intellectual Property Disclosures (Innovations). From FY 2021–2025 Morgan averaged a new innovation every 12 days. The current FY 2026 rate of innovation is projected to reach a new record of “a new innovation every 8 days”.

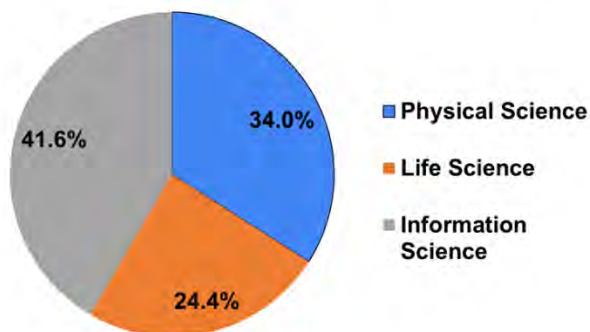
The recent and substantial increases in R&D Expenditures are now, as expected, generating significant increases in Morgan innovations. Innovations are being submitted from all major schools and divisions across the university.

In the past 6 months, Morgan has been awarded 6 U.S. Patents by the USPTO. Morgan's Current Patent Pipeline includes 48 U.S. Utility Patents Pending in the USPTO. With new U.S. Utility Patent Applications being submitted at a rate of more than one per month, and at Morgan's 85% rate of U.S. Patent Applications being awarded a U.S. Patent, we expect our patent portfolio to continue to climb for the foreseeable future.

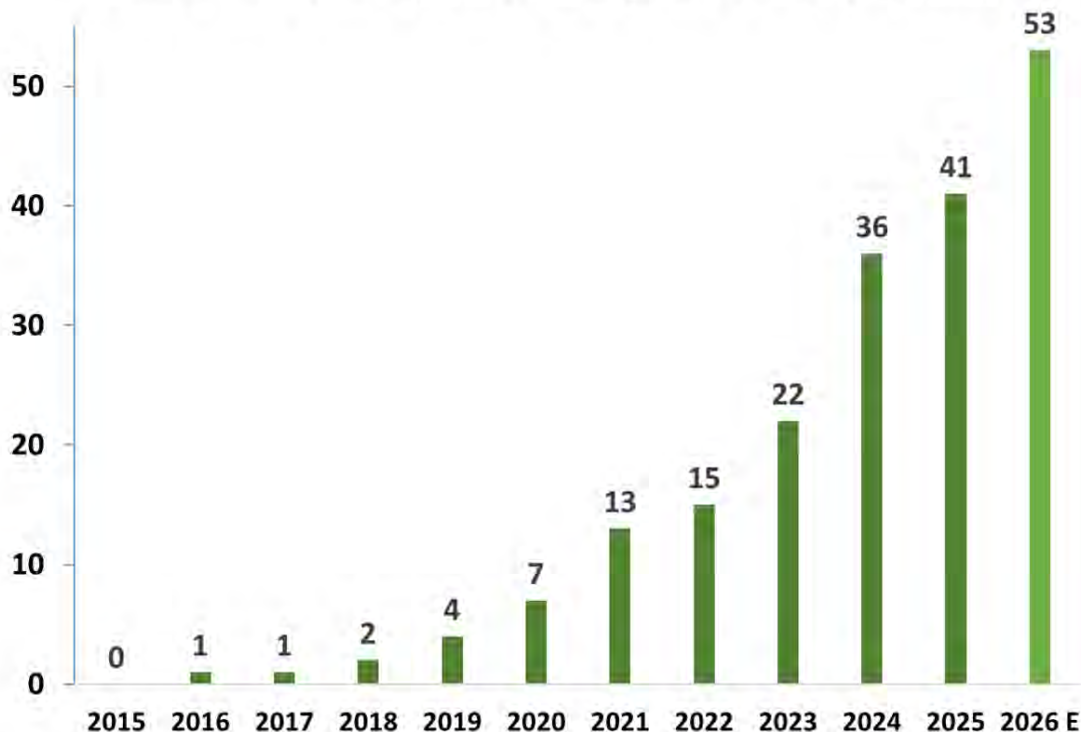
Innovation Portfolio

- 275+ Innovations (IPD)
- One New IPD every <10 days
- >30% Incl. Student Inventor
- >90% Minority Inventor
- 34 Different Dept./Units

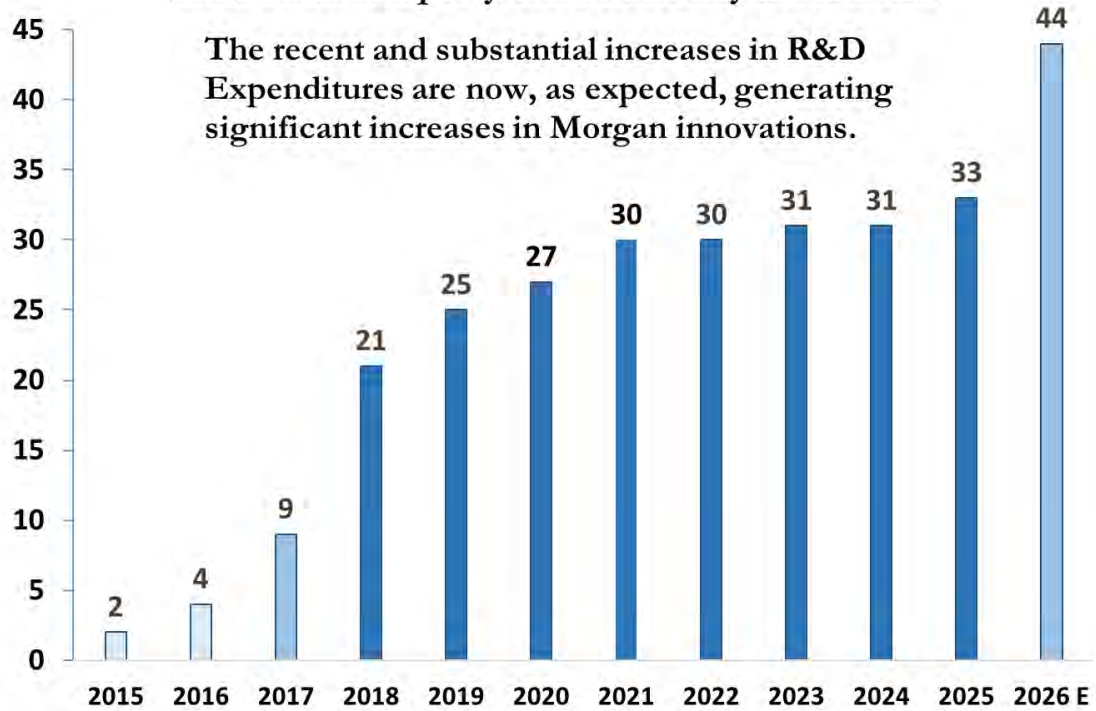
Morgan Intellectual Property Disclosures by Type



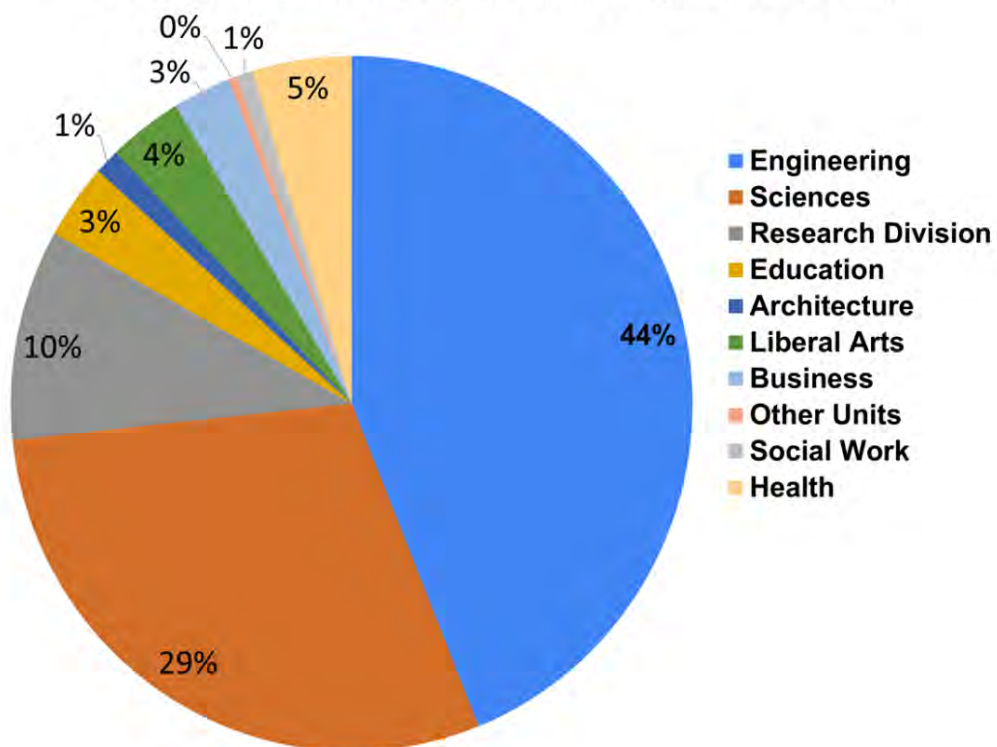
Office of Technology Transfer & Intellectual Property
U.S. Utility Patent Portfolio
Cumulative Totals by Fiscal Year: June 30, 2025 (2026 est.)



**Office of Technology Transfer & Intellectual Property
Morgan State University Annual Output Metric Data
Intellectual Property Disclosures by Fiscal Year**



Morgan Intellectual Property Disclosures by School/Division





Board of Regents Finance and Facilities Committee

Presented by:

Endia M. DeCordova, MBA

Vice President for Institutional Advancement

Executive Director, Morgan State University Foundation

Monday, November 3, 2025

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Morgan State University Foundation, Inc.

Foundation Financial Q1 update

as of 09/30/2025

	FY26	FY25
Contributions (cash/ not including pledges)	\$4,537,609	\$2,311,006
Loss on Investment Gain/(Loss)	\$5,842,076	\$6,460,594
Total Revenue*	\$11,701,780	\$9,448,799



Total Investments: \$140,842,657

(Includes CDs in Black Owned Banks)

Total Assets: \$185,104,337



* 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.

FY26 Q1 Fundraising Activity

\$18.5M
FY26 Fundraising Goal



\$2,041,163
As of 9/30/25

FY26 Q1 Fundraising Metrics

As of 9/30/2025

	FY26 Q1	FY25 Q1	YoY Change
Total Raised	\$2,041,163	\$1,943,964	\$97,199
# of Donors	996	1,579	(583)
Alumni Giving	1.89%	4.03%	(2.14%)
Major Gifts (\$25K+)	6	5	1
Major Gifts Total	\$250,000	\$256,179	(\$6,179)



Key Takeaways

- **5% year-over-year growth** in total dollars raised.
- **Insight:** While total dollars raised increased, fewer donors gave - this is an opportunity to ramp up engagement with alumni donors.

FY26-Q1

Top Donors

Donor	Purpose	Gift Amount
Ford Foundation	Global Journalism & Communication	\$550,000
Robert Wood Johnson Foundation	Liberal Arts	\$192,000
Intel Foundation	Engineering	\$150,000
Anthony B. Clark '90	Endowment	\$100,000
Strada Education Network	Honors College	\$81,200
The Patterson Family Foundation	School of Education	\$75,000
Charlotte W. Newcombe Foundation	Scholarship	\$50,000
Penelope and Steward Taylor	Endowment	\$50,000

Transformational Support for FY26

Received October 2026 (Q2)

- **\$60M** designated for endowment
- **\$3M** designated to achieve University's strategic priorities.
- **MacKenzie Scott** total giving to Morgan since 2020 - **\$103M**



Alumni Giving

Year Over Year Comparison

	FY26 Q1	FY25 Q1	YoY Change
APR*	1.89%	4.03%	(2.14%)
Total # Alumni Donors	647	1,306	(659)
Total Alumni Giving	\$492,708	\$624,092	(\$131,384)
FY26 Alumni Goal	4,550		

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

FY26 Strategic Focus:

We're prioritizing **expanding outreach among alumni**, specifically **educating alumni on participation**; **we are also working with the MSUAA** and aligning with **regional chapters** about fundraising with a strategic focus on campaign messaging to boost participation, deepen alumni connection, and drive sustained philanthropic growth.

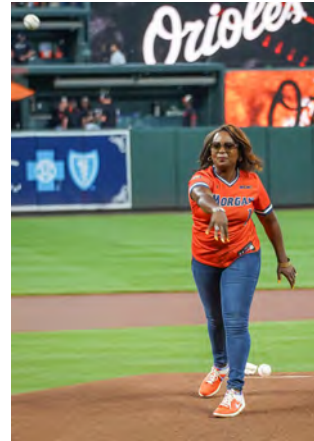


Orioles HBCU & Divine Nine Night

September, 18, 2025

Event Highlights

- Morgan wins ticket sales competition: nearly 400 Tickets Sold
- Awarded with a “*Ceremonial First Pitch*”
- Morgan State Choir performs Black National Anthem and National Anthem
- Magnificent Marching Machine performs prior to game



Circle City Classic

Football Game vs. Miles College in Indianapolis, IN Sept. 2025

Event Highlights

- The first event in this region
- The IA division hosted alumni and donors from Indianapolis, Illinois, Michigan and Ohio for an Alumni Mixer.
- Over 50 Morgan students traveled to support the team including the Royal Court and other student leaders.
- Morgan State took home the victory for the game and the Battle of the Bands.



Homecoming Reimagined:

Live The Legacy: Homecoming Kick-Off

Thursday, October 9, 2025

Event Highlights

- Attracted a new audience of alumni and friends with over 340 attendees.
- Exceeded our initial attendee count—we extended the registration twice
- Showcasing the Magnificent Marching Machine and our Royal Court was a great attraction.
- This event supported a reimagined Homecoming experience



Homecoming Reimagined

41st Annual Homecoming Gala

Friday, October 10, 2025

Event Highlights

- Maintained upgraded aesthetic
- New activations and opportunities for new audiences to engage
- Audience of dedicated supporters have helped to stabilize the event



Gala Revenue:

- **\$363,763** in revenue raised
- **28** Sponsors
- **953** Attendees



Homecoming Reimagined: Homecoming - Alumni Engagement


Walking Tours, Presidential Update and Campus Open Houses

- Events for alumni starting on:
 - Wednesday, October 8 - Sunday, October 12**
- Presidential update was most popular event on Friday among alumni
- Academic unit open house events on Friday, October 10 encouraged alumni to come back and visit their schools and colleges.

University Updates from the President
Dr. David K. Wilson

Roaring into Fiscal Year 2026
Get the latest on what's happening around the university and within the university as we head into Homecoming weekend. Dr. Wilson will share major updates on academic innovation, campus transformation, student success, and more as Morgan boldly charges into FY2026.

Friday, October 10
11:30 AM
University Student Center Theater
Start your Homecoming weekend informed and inspired—because the roar starts here.



HOMEcoming 2025

**BACK WHERE IT BEGAN:
ALUMNI OPEN HOUSE**

OCTOBER 8 - 12, 2025

RETURN. RECONNECT. REDISCOVER.



Wednesday, October 8

MSU Campus Tour (Walking Tour Only)
2:00 - 3:30 PM @ Tyler Hall

Take a guided walking tour and see the latest transformations at Morgan State University (90 minutes, wear comfortable shoes).

Thursday, October 9

MSU Campus Tour – Two Slots Available
11:00 AM - 12:30 PM | 2:00 - 3:30 PM @ Tyler Hall

Take a guided walking tour and see the latest transformations at Morgan State University (90 minutes, wear comfortable shoes).

Friday, October 10

MSU Campus Tour
Two Slots Available
12:00 - 1:30 PM | 2:00 - 3:30 PM
@ Tyler Hall

Take a guided walking tour and see the latest transformations at Morgan State University (90 minutes, wear comfortable shoes).

Gilliam College of Liberal Arts:
Philosophy & Religious Studies
1:00 - 1:30 PM
@ Holmes Hall 110

Engaging discussion with Ms. Ayodélé Le Veau and the esteemed Dr. Harold Morales on the theme "Reflecting on the Good Life: What is it and how do we get there?"

Gilliam College of Liberal Arts:
Psychology
2:00 - 2:00 PM
@ SSC Atrium

Present Research Poster Session
Presenting selected student projects.
Session will be hosted by Dr. Lyn Turner-Musa and Dr. Amber Jones.

Gilliam College of Liberal Arts:
Art
1:00 - 3:00 PM
@ Murphy Fine Arts Center- 3rd Fl

A special Homecoming photo pop-up! Capture a fresh, memorable portrait at your alma mater with three unique backdrops designed by Morgan's talented faculty and students.

WANT TO VIEW FULL SCHEDULE & REGISTER

[/bit.ly/4nbWmaU](https://bit.ly/4nbWmaU)

Click "Schedule" to view the complete list.
Click the blue "Register" button and enter your contact information and the number of guests.
Choose events by clicking "Book" next to each session.



Homecoming Game

Saturday, October 11, 2025

Event Highlights

- Strategic engagement of donors and prospects in President's suite and other special viewing areas.
- Check presentations for ongoing stewardship and to motivate others to think about their own personal contribution.
- Tournament of Roses Parade President, Mark Levans was present to bolster interest around the Magnificent Marching Machine participation in the parade.





Homecoming Reimagined: Alumni Brunch & Class Reunions

- Over 350 alumni attended the MSUAA Homecoming Brunch
- Classes of 1969 & 1970 had reunion events
- AKA's presented a donation in honor of the centennial of Alpha Delta Chapter



Tournament of Roses- January 1, 2026

137TH ANNUAL

Tournament of Roses

01.01.26



- Tickets are on sale for the parade
- A portion of the sale will go to support the Band
- Travel agent will assist with hotel, travel, and transportation to/from Bandfest & Rose Parade
- Targeting key alumni and donors on the west coast to attend and support the Magnificent Marching Machine

Office of Public Relations & Strategic Communications

News Content Production and Story Placement

Overall Volume and Growth

- Total Content Produced in Q1: **24 news releases and newsroom features***
 - Q4 – 30 releases and features
- *Q1, in part, comprises summer months outside of the academic year*

Articles | Online Features

- Total Articles in Q1: **7**

New Releases

- Total News Releases in Q1: **17**
- 54% Increase from Q3**
(which had 11 releases)

Top Media Stories



President Emeritus Earl S. Richardson

A total of **49 news reports across the nation** covered the passing of Morgan's President Emeritus Earl S. Richardson. The news account honoring his legacy accounted for more than **63 million media impressions**



RWJF \$1.75M to Support Medical School Feasibility

Morgan State University and its Foundation announced the Robert Wood Johnson Foundation's grant to support a feasibility plan to establish a public medical school at Morgan. The press generated **44 news stories** totaling **more than 123 million media impressions**

Baltimore Is Latest Airport to Deploy Autonomous Wheelchairs

Researchers from Morgan State University helped to develop the devices, which are controlled by a cellphone app. The pilot is designed to give passengers at Baltimore International Airport better mobility and independence.



BWI Autonomous Wheelchair

Supporting a very successful demonstration at BWI, the post-event release touted the event, showcasing the Morgan-developed autonomous wheelchair. Media, including WJZ-TV, Government Technology Online, and Black Enterprise, were among **14 news stories**, leading to **more than 92 million impressions**

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Never underestimate the power of the bear



The Washington Post

In NCAA's new era of revenue sharing, smaller schools try to keep up

College programs can pay their athletes directly, for the first time. Can schools such as Morgan State avoid being left behind?

August 21, 2020

By Ben ...



By Ben ...

BALTIMORE — There's premiere seating back at Kevin Brochman from the whitestown next to his desk.

On it is the Morgan State University men's basketball team's schedule for the opening season. For some of the games, a number is written in parentheses next to the opponent. These are the big games, in which the team will play a higher-profile opponent for a significant sum of money.

THE BALTIMORE BANNER

Self-driving wheelchairs could someday transport passengers with disabilities to BWI's gates

Daniel Zaretsky
10/22/2019 9:30 a.m. EDT



The self-driving car is a small, self-driving car that is designed to transport passengers with disabilities to BWI's gates. (The Baltimore Banner)



How to Know if It's Time to Quit Your Ph.D. Program

Before deciding to leave or leave your Ph.D. program entirely, reflect on your career goals and talk with an advisor.

August 21, 2020

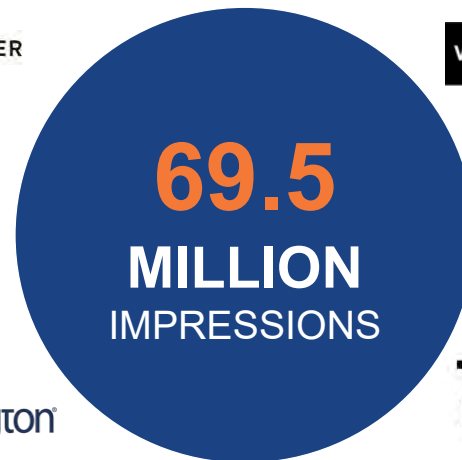
By Ben ...



Consider the warning signs of a Ph.D. program. Ph.D. students complete coursework — about most likely

considered. The majority of a Ph.D. program is spent writing a dissertation or with an advisor (depending on the program). That's why it's important to know if it's time to quit your Ph.D. program. That's why it's important to know if it's time to quit your Ph.D. program. That's why it's important to know if it's time to quit your Ph.D. program.

Key Media Coverage



Advertising: Media Investment = Visibility

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>



**Thank
you.**

ITEMS FOR ACTION

MINUTES OF AUGUST 4, 2025



Committee Meeting Minutes

The quarterly meeting of the Board of Regents Finance and Facilities Committee met on Monday, August 4, 2025, via Zoom. Chair Shirley Malcom called the meeting to order at 9:00 a.m.

BOARD MEMBERS

Present: Chair Shirley Malcom, Regent Harold Carter, Regent Shelonda Stokes, Regent Carl Turnipseed

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. Letitia Williams, Dr. Hongtao Yu

Remarks by the Chair

Chair Malcom opened the meeting with brief remarks, acknowledging the broader climate of uncertainty currently affecting higher education and public institutions. She noted that “these are still uncertain times,” with many variables and challenges continuing to evolve. Despite those circumstances, Chair Malcom expressed confidence and optimism in Morgan State University’s position and direction, stating that she “feels good about where Morgan is” and hopes that all members of the Committee share that same sense of assurance.

Remarks by the President

President Wilson provided remarks to the Committee, expressing appreciation to the Chair and members for their continued focus and engagement during a period of rapid change and heightened external challenges. He emphasized the University’s deliberate approach to leadership—remaining grounded in Morgan’s mission and values while avoiding distraction from transient issues. He reiterated that the University’s leadership team and Board are fully aligned around a shared, long-term vision that prioritizes Morgan’s competitiveness, stability, and continued growth.

In closing, President Wilson reiterated his gratitude to the University’s leadership team for their collaboration, resilience, and shared commitment to advancing Morgan’s mission. He invited Committee members to ask questions and reaffirmed his readiness to provide additional information as needed.

ITEMS FOR INFORMATION

Division of Facilities, Design, and Construction Management Update

Ms. McCalla, VP for Facilities, Design and Construction Management, presented a comprehensive update on the University’s capital projects, campus master planning efforts, facility enhancements, and infrastructure modernization initiatives. She reported that design, planning, and construction activities across the University remain robust, with numerous projects advancing concurrently and on schedule.

Ms. McCalla noted that the University has entered an active phase in developing its new Campus Master Plan, which launched in May with broad stakeholder engagement. The process has involved extensive consultation with internal units, academic departments, and community associations surrounding both the main campus and the Lake Clifton property. Distinct community meetings were held to ensure dialogue tailored to each area's unique development context.

She highlighted continued collaboration with University Police on a comprehensive, "layered" campus security approach. Enhancements include expansion of surveillance coverage, deployment of AI-enabled cameras capable of detecting obstructions and malfunctions, and the integration of visual mapping to identify coverage gaps. Concurrently, improvements to officer mobility—through vehicles, bicycles, Segway, and utility vehicles—remain underway to strengthen campus patrol efficiency.

Ms. McCalla highlighted several major capital projects currently underway across the University. She reported that the Science and Innovation Complex (Phase II) continues to advance through site and utility work as the first phase nears completion. The O'Connell Residence Hall Redevelopment remains in design refinement and will introduce approximately 636 new beds while featuring a pedestrian bridge spanning Herring Run to improve campus connectivity. She noted that the Stadium Way Slope Stabilization project is nearing completion, addressing erosion control and enhancing pedestrian safety in that corridor.

Ms. McCalla further reported that the Murphy Fine Arts Center Roof Replacement is entering the bid phase following the discovery of significant deficiencies requiring full replacement. At the Lake Clifton Redevelopment site, construction fencing has been installed, and demolition will commence upon receiving final approval from the Maryland Historic Trust. The Harper-Tubman Residence Hall reconstruction continues to progress rapidly, with the project incorporating salvaged stone from the original structure to preserve the hall's historic character. She also confirmed that signage work at the Earl G. Graves School of Business and Management pertains strictly to the replacement of exterior signage, clarifying that no name change is planned for the facility.

In closing, Ms. McCalla noted the department's experimentation with robotics and sustainable technologies—such as autonomous lawn mowers and indoor cleaning systems—to enhance operational efficiency.

Chair Malcom inquired about the University's progress in addressing deferred maintenance. Ms. McCalla responded that while measurable progress has been achieved, deferred maintenance is cyclical in nature; new needs arise as existing projects are completed. To date, the University has invested more than \$100 million in mechanical, electrical, and structural improvements through combined University and State support.

President Wilson commended Ms. McCalla's leadership and contextualized the deferred maintenance program within the University's long-term modernization strategy, citing the comprehensive rehabilitations of Carnegie, Baldwin, and Cummings Halls. He also highlighted Morgan's early pilot use of AI-assisted landscaping and invited Dr. Summers, VP for Information Technology and CIO, to provide a brief overview of the University's AI strategy.

Dr. Summers explained that Morgan's AI framework, branded Obsidian, prioritizes ethical, human-centered deployment to improve staff efficiency and access to institutional resources. He emphasized that AI serves to augment—not replace—human work.

President Wilson concluded by noting that the convergence of capital renewal, technological innovation, and workforce development exemplifies Morgan’s institutional transformation.

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

Dr. May, VP for Research and Economic Development, provided an overview of the Division’s performance and strategic direction, highlighting continuing growth in research activity, funding, and national visibility.

He reported that research productivity continues to rise sharply, with grant submissions increasing from approximately 165 to 270 annually, and awards growing from \$35 million to \$104 million over five years. Research expenditures now exceed \$65 million, positioning Morgan well above the \$50 million threshold required for R1 (very high research activity) classification. Based on current trajectories, Morgan anticipates formal R1 recognition by 2027.

Dr. May described several infrastructure projects supporting this growth, including the Clean Room Facility at the Center for Research and Education in Microelectronics (CHiP Center), which will be among the largest of its kind in the region. He also highlighted increased media visibility, including recent features in *Science* magazine and a surge in national name recognition.

On technology transfer, Morgan now ranks among the top 100 U.S. institutions for performance and leads all HBCUs in new patents awarded. Since 2015, the University has secured 41 patents and launched 19 start-up companies, driven by the work of Mr. Wayne Swann’s Technology Transfer team.

Dr. May further highlighted the ongoing success of the GESTAR II Program, a \$130 million, five-year NASA cooperative agreement supporting 43 Morgan-affiliated scientists and described active research at the Patuxent Environmental and Aquatic Research Laboratory (PEARL) focused on environmental challenges in the Chesapeake Bay.

Regent Stokes praised the Division’s achievements and asked how Regents might best advocate for Morgan’s research agenda as it advances toward R1 status. President Wilson emphasized continued advocacy at both State and federal levels, noting that Morgan’s growth directly contributes to Maryland’s competitiveness and workforce pipeline.

Dr. May added that inviting policymakers and potential partners to visit campus remains a powerful advocacy tool, as visitors are often surprised by Morgan’s research capacity. President Wilson cited the University’s autonomous wheelchair project, developed with the State’s transportation agencies and showcased nationally, as a testament to Morgan’s applied research impact.

He also announced that Lieutenant Governor Aruna Miller will lead a delegation—including Morgan’s Dr. May and Dr. Kofi Nyarko—on a State visit to the University of Florida’s AI Research Center, further solidifying Morgan’s role in AI innovation.

Dr. Yu, Provost and Senior Vice President for Academic Affairs, reinforced that achieving and sustaining R1 status will require continued State and federal investment, and encouraged Regents to leverage their networks to advance Morgan’s research narrative.

Chair Malcom thanked Dr. May for his report and urged Regents to continue amplifying Morgan’s research and innovation story across their professional and civic platforms.

Division of Institutional Advancement Update

Ms. DeCordova, VP for Institutional Advancement, reported that Morgan concluded FY 2025 with total endowment investments of \$130.9 million and total assets approaching \$173 million, reflecting a 16% year-over-year increase.

The University surpassed its annual fundraising goal by \$2.8 million, driven by strong growth in major gifts and alumni giving. The average donor gift rose to \$2,000, with a 40% increase in major gifts totaling more than \$811,000. Notable contributions included a \$1.75 million grant from the Robert Wood Johnson Foundation for the new medical school and a \$100,000 gift from alumnus Daryl Graham.

Scholarship giving rose by \$1.6 million, benefiting 2,600 students. The Division implemented new endowment reporting for donors and began reviewing endowed scholarship agreements to ensure continued alignment with student needs.

Ms. DeCordova also highlighted Morgan's strengthened alumni engagement, including Annual Alumni Day gifts totaling \$1.86 million, and previewed upcoming events such as Morgan on the Vineyard, HBCU Night at the Orioles, and Homecoming 2025. She announced that the firm Marts & Lundy has been retained to conduct a feasibility study for Morgan's next comprehensive fundraising campaign.

Chair Malcom commended the success of the Vineyard initiative and its role in cultivating new high-net-worth donors. President Wilson added that sustained engagement from past Vineyard events has led to transformational gifts, including a potential seven-figure prospect now under cultivation. Regent Stokes congratulated the Division on its performance and encouraged Regents' participation in donor cultivation, particularly at high-visibility events.

Division of Enrollment Management and Student Success Update

Dr. Kara Turner, Senior Vice President for Enrollment Management and Student Success, presented a report on enrollment trends, student outcomes, and financial aid policy changes. She reported projected freshman enrollment of 2,425 students for Fall 2025, with total headcount expected between 11,000–11,200, marking continued growth and record enrollment. The University achieved a 42% six-year graduation rate, its seventh consecutive year above 40%.

Dr. Turner introduced the new Scholarship Universe platform, an integrated scholarship-matching tool connecting students to nearly 800 internal and external funding opportunities, improving affordability and access. She outlined recent federal legislation—termed the “One Big, Beautiful Bill”—that introduces new borrowing limits for Parent PLUS and Graduate PLUS loans, which will significantly affect affordability beginning in 2025.

Regent Turnipseed commended the launch of the Scholarship Universe platform and asked about communication plans regarding the new federal loan caps. Dr. Turner explained that her team will initiate a robust education campaign to inform students and families beginning early next year.

When asked about the University's sharp enrollment rise in 2021, Dr. Turner cited multiple converging factors: post-pandemic re-engagement, increased national attention to HBCUs, financial aid optimization, expanded regional recruitment, and visible campus modernization.

President Wilson agreed, underscoring that improved facilities and campus appeal have been central to Morgan's enrollment success. Regents Carter and Malcom also noted that steady tuition rates and campus investments have reinforced Morgan's attractiveness and stability.

The discussion transitioned to housing demand, with Mr. LaChina, EVP for Finance and Administration, reporting that Morgan currently maintains 5,250 beds, fully committed through Fall 2028. Despite 1,000 students on the housing waitlist, the University continues to manage demand through strategic partnerships and planned additions, including the O’Connell redevelopment and Harper-Tubman replacement. President Wilson reiterated that Morgan’s housing challenge is rooted in limited nearby development opportunities, urging potential developers to consider projects proximate to campus.

ITEMS FOR ACTION

Approval of Committee Minutes

Chair Malcom called for a motion to approve the minutes of May 5, 2025. The motion to approve was made by Regent Turnipseed and seconded by Regent Carter. The motion carried. The vote was unanimous.

Third Amendment to the MEDCO Ground Lease

Mr. LaChina explained that this amendment extends the University’s flexibility to manage the timing of lease payments associated with the Thurgood Marshall and Morgan View housing projects. The amendment formalizes a continuation of the temporary payment deferral structure originally approved in the First and Second Amendments, designed to help preserve liquidity for ongoing capital priorities during a period of project delay and market uncertainty.

Mr. LaChina emphasized that MEDCO has confirmed an available project balance of approximately \$4.6 million for distribution to the University, representing accumulated funds from prior deferrals. The amendment also accounts for additional costs related to the Harper-Tubman redevelopment and related infrastructure work. Regents sought clarification on how the deferred payments would be reconciled and whether the modification would affect future lease obligations. Mr. LaChina assured the Committee that the amendment merely adjusts the timing of payments and does not alter the University’s rights or obligations under the lease. It was noted that Regent Stokes would abstain from voting due to a potential conflict of interest with MEDCO.

Chair Malcom called for a motion to approve the Third Amendment to the MEDCO Ground Lease. The motion to approve was made by Regent Turnipseed and seconded by Regent Carter. The motion carried. Chair Malcom also confirmed that the approval includes delegation to President Wilson to authorize future deferments as necessary to support these projects.

Fiscal Year 2027 Tuition, Housing, and Board Rate Adjustments

Mr. LaChina presented the University’s recommendation following review and endorsement by the administration. He noted that the proposed increases balance affordability concerns with the necessity to offset inflationary pressures, maintain competitive compensation for faculty and staff, and fund rising operational and utility costs.

Specifically, the proposal calls for a 2 percent increase in tuition, no increase in mandatory fees, a 5 percent increase in housing rates (adjusted upward from the previously proposed 4 percent due to updated construction and operating costs), and an 8 percent increase in board plan rates to accommodate escalating food service expenses and contractual adjustments.

Mr. LaChina emphasized that Morgan continues to remain among the most affordable doctoral universities in the region and that the University has made substantial investments in financial aid to mitigate the impact of these modest increases on students with the greatest need. Regents discussed the comparative rates of

peer institutions and the relationship between housing costs and planned residential expansions, particularly the O’Connell and Harper-Tubman projects.

Chair Malcom called for a motion to approve the Fiscal Year 2027 tuition, housing, and board adjustments. The motion to approve was made by Regent Turnipseed and seconded by Regent Carter. The motion carried. The vote was unanimous.

ITEMS FOR INFORMATION

Division of Finance and Administration Update

Mr. LaChina provided an overview of the University’s financial outlook, reporting that FY 2025 will close with a modest surplus. He noted the onset of fiscal tightening for FY 2026 amid a \$12 million budget reduction and ongoing State austerity measures. Preliminary discussions for the FY 2027 capital budget are underway with the State.

Chair Malcom thanked Mr. LaChina for his clarity and welcomed Dr. Williams, newly appointed Interim Vice President for Student Affairs. President Wilson shared that he would meet with the Governor in advance of the upcoming legislative session to discuss the University’s FY 2027 priorities and long-term transformational agenda.

Public Session Adjournment

A motion to move into closed session was made by Regent Turnipseed and seconded by Regent Stokes. The motion carried unanimously. The public session adjourned at 11:15 a.m.

Respectfully submitted,

Danielle Baze

Executive Assistant to the EVP of Finance and Administration
Recorder

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

Date: Monday, August 4, 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 Pieninck

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

General Provisions Article, § 3-305 (b)(1)(5)(10):

 X (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;

 X (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;
- 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 the FY 2027 Capital Budget Request.
2. To receive an update on Campus Safety.
3. To discuss a Personnel Matter.

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

This statement is made by 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):

MEDCO 2ND SUPPLEMENTAL LETTER OF INTENT

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Maryland Economic Development Corporation (MEDCO) Second Supplemental Letter of Intent (LOI) for Student Housing Development

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: The University is continuing to move forward with the strategic housing plan. Phases 1, 2 and 3 of the Thurgood Marshall Housing and Dining facility and Legacy Tower have been completed and are operational. These facilities were successfully developed in partnership with MEDCO. Baldwin and Cummings have been renovated directly by the University and are also now operational.

MEDCO has also been assisting the University in developing the revised student housing master plan. Given the continued increases in enrollment and demand for student housing, the University is planning a comprehensive approach to student housing development and renovations over the next 10 years.

In November 2023, the Board approved a request to have MEDCO assist in the feasibility and predevelopment activities to inform the University's campus-wide student housing strategic plan, parking and campus-wide capital planning, and to further assist with student housing development projects including Harper-Tubman and O'Connell.

In line with the University's current housing planning, Harper-Tubman was taken offline in May 2025 for renovations and is scheduled for occupancy in August 2026. Harper-Tubman was successfully funded and the University reimbursed advances under the LOI of approximately \$2.2M.

O'Connell was also taken offline in May 2025 for redevelopment and is scheduled for occupancy in August 2028. Capacity planning is in process to ensure adequate student housing until these projects are ready for occupancy.

Predevelopment costs in the amount of \$3 million were previously approved in November 2023. Additional funding raising the LOI cap to \$9 was approved in November 2024 and is being utilized for extensive project feasibility, analysis and planning for these two important student housing projects. An additional \$3 million (new cap of \$12 million) is now being requested to continue

momentum for development with O’Connell, given that project financing is delayed until March/April 2026. These predevelopment costs (new cap of \$12 million) are expected to be reimbursed by MEDCO to the University as part of any related project financing.

The University makes a request to the Board of Regents for approval of the MEDCO Second Supplemental LOI for Student Housing Development.

FISCAL IMPACT:

Up to \$12M in predevelopment costs, which would be expected to be reimbursed to the University as part of any approved development project.

**PRESIDENT’S
RECOMMENDATION:**

The President recommends approval.

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____



Division of Finance & Administration

November 11, 2025

Maryland Economic Development Corporation
7 St. Paul Street, Suite 940
Baltimore, Maryland 21202

Attention: J. Thomas Sadowski, Executive Director

Re: Maryland Economic Development Corporation undertaking feasibility and predevelopment activities to inform Morgan State University's campus-wide student housing strategic plan, parking and campus wide capital planning

Dear Mr. Sadowski:

As you know, Morgan State University, an agency and instrumentality of the State of Maryland (the "State"), created and established under the laws of the State of Maryland (the "University") desires to continue its relationship with the Maryland Economic Development Corporation, a body corporate and politic and a public instrumentality of the State of Maryland ("MEDCO"), organized pursuant to Sections 10-101 through 10-134, inclusive, of the Economic Development Article of the Annotated Code of Maryland, as amended (the "Act"), and to ask that MEDCO assist the University, either directly or through the engagement of others, in evaluating, informing and executing the next steps in its campus-wide student housing strategic plan ("SHSP") pursuant to a letter of intent dated December 8, 2023 (the "Letter of Intent") and amended pursuant to a letter dated November 12, 2024 (the "2024 Supplemental LOI"), attached hereto as Attachment 1. This letter is meant to further supplement and amend the 2024 Supplemental LOI (the "2025 Supplemental LOI").

As part of the Letter of Intent, the University, among other things, requested MEDCO's assistance with undertaking and performing directly (or obtaining the services of others) to assist with certain feasibility, early design, development approach, predevelopment, and analytical assessment of MEDCO's potential bond financing, design, development, construction, ownership, and management of additional student housing projects as identified in the University's campus-wide student housing strategic plan (the "Services") to be performed on a fee for service basis. The Letter of Intent provided funding not to exceed \$3,000,000 (the "Service Cost Cap"), inclusive of MEDCO's fee (the "MEDCO Fee").

As part of the 2024 Supplemental LOI, the University desired to continue the Project efforts and increase, under the same terms as set forth in the Letter of Intent, the Service Cost Cap by an additional \$6.0 million for a total Service Cost Cap of \$9.0 million inclusive of payment of the MEDCO Services and the MEDCO Fee.

Given the expected delay in the O'Connell project bond financing, currently expected to occur in spring 2026, the University now desires to further continue the Project efforts and to increase, under the same terms as set forth in the Letter of Intent and the 2024 Supplemental LOI, the Service Cost Cap by an additional \$3.0 million for a total Service Cost Cap of \$12.0 million (the "Updated Service Cost Cap") which shall be inclusive of payment of the MEDCO Services and the MEDCO Fee.

In the Letter of Intent, the University and MEDCO agreed MEDCO will invoice the University for cost incurred under the Letter of Intent and the University will promptly remit payment of such invoice directly to MEDCO. It is anticipated that the University be reimbursed for such payments under the Letter of Intent, the 2024 Supplemental LOI and this 2025 Supplemental LOI to the extent such costs are otherwise allowed to be funded with the proceeds of any bonds issued to finance any related approved projects.

As set forth in the Letter of Intent and related 2024 Supplemental LOI, it is expressly agreed and understood that, other than as set forth in this 2025 Supplemental LOI, MEDCO will not incur any liability, direct or indirect, or any cost, direct or indirect, in connection with the Services. Accordingly, if MEDCO incurs any costs or fees with respect to the Services as requested or approved by the University which are outside the Service Cost Cap deposited with MEDCO, the University shall pay all such expenses within thirty (30) days of receipt from MEDCO of an invoice therefor. If MEDCO is not reimbursed within thirty (30) days of receipt of any invoice, MEDCO reserves the right to suspend the Services hereunder until such time as any outstanding invoices are paid in full.

As future student housing projects, parking projects and other campus wide planning initiative feasibility plans under the SHSP are developed and ready for further action, MEDCO and the University agree to enter into further written agreements, which may include one or more interagency agreements (each, an "Interagency Agreement") to formalize roles and responsibilities related to such projects.

Nothing contained in this 2025 Supplemental LOI shall be deemed to constitute an undertaking by MEDCO to expend any of its own funds to affect any or all of the transactions contemplated by the Letter of Intent, the 2024 Supplemental LOI or this 2025 Supplemental LOI.

If at any time the University determines not to proceed with pursuing the feasibility of future student housing projects, parking or other campus wide planning initiatives on campus, the University will promptly advise the Executive Director of MEDCO, in writing, of such determination, stating the reasons therefor and shall pay all necessary expenses incurred by or on behalf of MEDCO in connection with the Services and the MEDCO Fee incurred to the date that such determination is made.

The Letter of Intent, the 2024 Supplemental LOI and this 2025 Supplemental LOI may be further supplemented, modified, or amended from time to time upon written agreement of both parties.

Very truly yours,

MORGAN STATE UNIVERSITY

By: _____
Name: David LaChina
Title: EVP for Finance and Administration

Accepted:

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

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

ATTACHMENT 1 – 2024 SUPPLEMENTAL LOI DATED NOVEMBER 12, 2024
(INCLUDING THE LETTER OF INTENT DATED DECEMBER 8, 2023)



Division of Finance & Administration

November 12, 2024

Maryland Economic Development Corporation
7 St. Paul Street, Suite 940
Baltimore, Maryland 21202

Attention: J. Thomas Sadowski, Executive Director

Re: Maryland Economic Development Corporation undertaking feasibility and predevelopment activities to inform Morgan State University's campus-wide student housing strategic plan, parking and campus wide capital planning

Dear Mr. Sadowski:

As you know, Morgan State University, an agency of the State of Maryland (the "State"), created and established under the laws of the State of Maryland (the "University") desires to continue its relationship with the Maryland Economic Development Corporation, a body corporate and politic and a public instrumentality of the State of Maryland ("MEDCO"), organized pursuant to Sections 10-101 through 10-134, inclusive, of the Economic Development Article of the Annotated Code of Maryland, as amended (the "Act"), and to ask that MEDCO assist the University, either directly or through the engagement of others, in evaluating, informing and executing the next steps in its campus-wide student housing strategic plan ("SHSP") pursuant to a letter of intent dated December 8, 2023 (the "Letter of Intent"), attached hereto as Attachment 1. This letter is meant to further supplement and amend the original Letter of Intent (the "Supplemental LOI").

As part of the Letter of Intent, the University, among other things, requested MEDCO's assistance with undertaking and performing directly (or obtaining the services of others) to assist with certain feasibility, early design, development approach, predevelopment, and analytical assessment of MEDCO's potential bond financing, design, development, construction, ownership, and management of additional student housing projects as identified in the University's campus-wide student housing strategic plan (the "Services") to be performed on a fee for service basis. The Letter of Intent provided funding not to exceed \$3,000,000 (the "Service Cost Cap"), inclusive of MEDCO's fee (the "MEDCO Fee").

The University desires to continue the Project efforts and to increase, under the same terms as set forth in the Letter of Intent, the Service Cost Cap by an additional \$6.0 million for a total Service Cost Cap of \$9.0 million (the "Updated Service Cost Cap") which shall be inclusive of payment of the MEDCO Services and the MEDCO Fee.

In the Letter of Intent, the University and MEDCO agreed MEDCO will invoice the University for cost incurred under the Letter of Intent and the University will promptly remit payment of such invoice directly to MEDCO. It is anticipated that the University be reimbursed for such payments under the Letter of Intent and this Supplemental LOI to the extent such costs are otherwise allowed to be funded with the proceeds of any bonds issued to finance any related approved projects.

As set forth in the Letter of Intent, it is expressly agreed and understood that, other than as set forth in this Supplemental LOI, MEDCO will not incur any liability, direct or indirect, or any cost, direct or indirect, in connection with the Services. Accordingly, if MEDCO incurs any costs or fees with respect to the Services as requested or approved by the University which are outside the Service Cost Cap deposited with MEDCO, the University shall pay all such expenses within thirty (30) days of receipt from MEDCO of an invoice therefor. If MEDCO is not reimbursed within thirty (30) days of receipt of any invoice, MEDCO reserves the right to suspend the Services hereunder until such time as any outstanding invoices are paid in full.

As future student housing projects, parking projects and other campus wide planning initiative feasibility plans under the SHSP are developed and ready for further action, MEDCO and the University agree to enter into further written agreements, which may include one or more interagency agreements (each, an "Interagency Agreement") to formalize roles and responsibilities related to such projects.


Nothing contained in this Supplemental LOI shall be deemed to constitute an undertaking by MEDCO to expend any of its own funds to affect any or all of the transactions contemplated by the Letter of Intent or this Supplemental LOI.

If at any time the University determines not to proceed with pursuing the feasibility of future student housing projects, parking or other campus wide planning initiatives on campus, the University will promptly advise the Executive Director of MEDCO, in writing, of such determination, stating the reasons therefor and shall pay all necessary expenses incurred by or on behalf of MEDCO in connection with the Services and the MEDCO Fee incurred to the date that such determination is made.

The Letter of Intent and this Supplemental LOI may be further supplemented, modified, or amended from time to time upon written agreement of both parties.

Very truly yours,

MORGAN STATE UNIVERSITY

By: 

Name: David LaChina

Title: EVP for Finance and Administration

Accepted:

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

By: 

Name: J. Thomas Sadowski, Jr.

Title: Executive Director

ATTACHMENT 1 – LETTER OF INTENT DATED DECEMBER 8, 2023



Division of Finance & Administration

December 08, 2023

Maryland Economic Development Corporation
7 St. Paul Street, Suite 940
Baltimore, MD 21202
Attention: J. Thomas Sadowski, Executive Director

RE: Maryland Economic Development Corporation undertaking feasibility and predevelopment activities to inform Morgan State University's campus-wide student housing strategic plan, parking and campus wide capital planning

Dear Mr. Sadowski,

Morgan State University, an agency of the State of Maryland (the "State"), created and established under the laws of the State of Maryland (the "University") desires to continue its relationship with the Maryland Economic Development Corporation, a body corporate and politic and a public instrumentality of the State of Maryland ("MEDCO"), organized pursuant to Sections 10-101 through 10-132, inclusive, of the Economic Development Article of the Annotated Code of Maryland, as amended (the "Act"), and to ask that MEDCO assist the University, either directly or through the engagement of others, in evaluating, informing and executing the next steps in its campus-wide student housing strategic plan.

In the fall of 2019, the University requested, through a letter of intent, the assistance of MEDCO with several efforts, including, but not limited to, the procurement of resources and the provision of services to advise and inform the University's campus-wide student housing strategic plan ("SHSP").

In 2020, supported and informed by demand study information performed in conjunction with the SHSP, and at the request of the University, MEDCO issued its non-recourse, limited obligation revenue bonds for the purpose of financing a portion of the cost of the Thurgood Marshall Hall Phase 1 ("TMH1") student residential housing project to provide residential housing for 670 University students, and related facilities under the terms of an air rights lease (the "Lease") made to MEDCO by the State of Maryland for the use of the University at 1800 Argonne Drive, Baltimore, MD. MEDCO procured certain furnishings, machinery and equipment to be located in, and used in connection with TMH1, provided or procured consulting services to for the development and construction of TMH1, and MEDCO owns and

operates TMH1 for the purpose of providing housing for University students. Construction of TMH1 was completed in August 2022.

In 2022, supported and informed by the SHSP, and at the request of the University, MEDCO issued MEDCO's non-recourse, limited obligation revenue bonds for the purpose of financing all or part of the cost of the Legacy Hall student residential housing project to provide residential housing for 600+ University students, and related facilities on land adjacent to TMH1 at 1800 Argonne Drive, Baltimore, MD pursuant to an amendment to the Lease. MEDCO procured certain furnishings, machinery and equipment to be located in, and used in connection with Legacy Hall; and is providing or procuring consulting services to for the development and construction of Legacy Hall. Legacy Hall is scheduled to open for operations the summer of 2024.

As the University continues to experience record breaking enrollment numbers, there is an increasing demand for additional student housing, increased parking, and a corresponding need for campus wide capital planning initiatives for future expansion.

The University therefore now requests MEDCO's assistance with undertaking and performing directly (or obtaining the services of others) to assist with certain feasibility, early design, development approach, predevelopment, and analytical assessment of MEDCO's potential bond financing, design, development, construction, ownership, and management of additional student housing projects as identified in the SHSP (the "Services"). The University will, from time to time, provide an addendum to this letter of intent (the "LOI") outlining specific items with the Services to be performed by MEDCO.

The Services hereunder will be performed on a fee for service basis. The University has approved funding not to exceed \$3,000,000 (the "Service Cost Cap"), which shall be inclusive of MEDCO's fee (the "MEDCO Fee"), which Service Cost Cap may be increased by the University by submission of an addenda hereto. MEDCO will invoice the University for cost incurred under this LOI and the University will promptly remit payment of such invoice directly to MEDCO. It is anticipated that the University be reimbursed for such payments under this LOI to the extent such costs are otherwise allowed to be funded with the proceeds of any bonds issued to finance any related approved projects.

It is expressly agreed and understood that, other than as set forth in this LOI, MEDCO will not incur any liability, direct or indirect, or any cost, direct or indirect, in connection with the Services. Accordingly, if MEDCO incurs any costs or fees with respect to the Services as requested or approved by the University which are outside the Service Cost Cap deposited with MEDCO, the University shall pay all such expenses within thirty (30) days of receipt from MEDCO of an invoice therefor. If MEDCO is not reimbursed within 30 days of receipt of any invoice, MEDCO reserves the right to suspend the Services hereunder until such time as any outstanding invoices are paid in full.

As future student housing projects, parking projects and other campus wide planning initiative feasibility plans under the SHSP are developed and ready for further action, MEDCO and the University agree to enter into further written agreements, which may include one or more interagency agreements (each, an "Interagency Agreement") to formalize roles and responsibilities related to such projects.


Nothing contained in this LOI shall be deemed to constitute an undertaking by MEDCO to expend any of its own funds to affect any or all of the transactions contemplated herein.

If at any time the University determines not to proceed with pursuing the feasibility of future student housing projects, parking or other campus wide planning initiatives on campus, the University will promptly advise the Executive Director of MEDCO, in writing, of such determination, stating the reasons therefor and shall pay all necessary expenses incurred by or on behalf of MEDCO in connection with the Services and the MEDCO Fee incurred to the date that such determination is made.

This LOI may be further supplemented, modified, or amended from time to time upon written agreement of both parties.

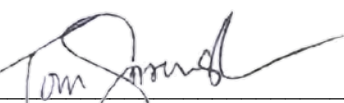
Very truly yours,

MORGAN STATE UNIVERSITY

By: 
Name: David LaChina
Title: Interim EVP for Finance and Administration

Accepted:

MARYLAND ECONOMIC DEVELOPMENT CORPORATION

By: 
Name: J. Thomas Sadowski
Title: Executive Director

AMENDMENTS TO HOEN LEASES

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Amendment to the Original Hoen Lithograph Building Lease

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: In August 2020, the University obtained approval to obtain critical surge space to move individuals out of old buildings slated for either renovation or demolition. Morgan's campus development is ongoing and continues to require the current leased space for at the Hoen Lithograph Building to supplement staffing and departmental space needs. The original Hoen lease is to expire in November 30, 2025.

This amendment would extend the lease term for an additional five years, expiring on November 30, 2030 on all the same terms and conditions as the original Lease and update the billing period from monthly to quarterly billing and payment in an effort to reduce administrative effort and assist in timely processing.

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

FISCAL IMPACT: Base rent is currently \$110,000 per year, with a 3% annual escalator, plus Common Area Maintenance (CAM) and shared facilities, for 8,620 square feet over a term of 60 months (5 years).

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

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

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

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: Amendment to the Hoen Lithograph Building Lease for Morgan Community-Based Research Centers

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: In August 2023, the University obtained approval to expand its community-based research programs at the historic Hoen Lithograph Building. The lease remains active through August 2030 with one five-year option to extend with 18-months' notice.

This amendment would update the billing period from monthly to quarterly billing and payment in an effort to reduce administrative effort and assist in timely processing.

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

FISCAL IMPACT: Base rent is currently \$600,000 per year, with a 3% annual escalator, plus Common Area Maintenance (CAM) and shared facilities, for 34,721 square feet over an original term of 84 months (7 years) with one five-year option to extend with 18-months' notice.

PRESIDENT'S RECOMMENDATION: The President recommends approval.

COMMITTEE ACTION: _____ **DATE:** _____

BOARD ACTION: _____ **DATE:** _____

WASHINGTON AVENUE LEASE

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Washington Avenue Lease for the Johns Hopkins University/Morgan State University Federal Grant

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: AI for Materials and Manufacturing Workforce Development Academy (AIMM) is a collaborative initiative by Johns Hopkins University (JHU) and Morgan State University to address manufacturing supply chain issues facing the state and the nation. This program will invest heavily in capabilities in generational AI design, 3D printing of metals, and advanced robotic and autonomous manufacturing systems.

The core elements of AIMM are:

- Increase high school and trade school exposure to emerging technologies.
- Provide training and certification programs for technicians in systems operation and maintenance to address current labor shortages and to train the next generation of the labor force.
- Deliver career path training for people transitioning into the workforce
- Develop and implement complementary design and manufacturing coursework and training for community colleges in the region.
- Launch a maker space for providing 3D printing and AI-generated metal parts and subsystems for local small businesses.

Morgan is expected to receive approximately \$12.5M over five years from the \$85M Department of Defense grant expected to be awarded to JHU. The lease is contingent upon the grant award, as well as Morgan Board of Regents, and the Board of Public Works approval. All costs associated with the facility, including any fit-out costs, are to be borne by the grant.

The lease provides the necessary facilities to execute the grant objectives. The Washington Avenue facility is approximately 21k square feet and is in close proximity to the MSU Hoen Lithograph facility. The term of the lease is to be 60-months from when the facility is ready for occupancy, which is expected to be January 1, 2027, with two 3-year options to extend the lease. Rent escalates at 3% per year. The lease may be terminated in the event the Award and related funding is terminated or cancelled.

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

FISCAL IMPACT: The lease is attached with the economics summarized in the table below:

Facility	Base Cost per Sq. Ft.	Est. Annual Cost	Monthly
Washington Avenue	\$25	\$521k	\$43.5k

Insurance and taxes are not included in the estimated costs presented above and are to be billed separately when known.

PRESIDENT'S

RECOMMENDATION: The President recommends approval.

COMMITTEE

ACTION: _____ **DATE:** _____

BOARD

ACTION: _____ **DATE:** _____

AT&T CELL TOWER LEASE AGREEMENT

BOARD OF REGENTS
MORGAN STATE UNIVERSITY
SUMMARY OF ITEM FOR ACTION

TOPIC: AT&T Cell Tower Lease Agreement

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: The cell tower lease from AT&T, as well as the other cell service providers, provides critical access to mobile services to the campus and surrounding community and is a critical component to providing enhanced safety for students, faculty and staff.

The Reinstatement and Ratification of and Third Amendment to Agreement of Lease between MSU and AT&T calls for the expiration of the agreement on December 31, 2025. This fourth (4th) amendment provides that commencing January 1, 2026, the term of the lease will be automatically renewed for five (5) additional 60-month terms unless MSU notifies AT&T in writing of its intention not to renew 60 days prior to the then current expiration.

The University makes a request for the approval of the 4th amendment to agreement of lease.

FISCAL IMPACT: \$33,700 per year rental paid by AT&T to the University with a 3% annual escalator.

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

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

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

Cell Site No.: 57123
Cell Site Name: LAKE MONTEBELLO
Fixed Asset No.: 10004819
Market: WASHINGTON D.C./MARYLAND
Address: 4530 PORTAGE AVENUE, BALTIMORE, MD 21239

FOURTH AMENDMENT TO AGREEMENT OF LEASE

THIS FOURTH AMENDMENT TO AGREEMENT OF LEASE (“Fourth Amendment”) dated as of the later date below is by and between the State of Maryland to the use of a certain Radio Tower at Morgan State University, an agency and instrumentality of the State, having a mailing address at 1700 E. Cold Spring Lane, Truth Hall, Baltimore, Maryland 21251 (hereinafter referred to as “Lessor”) and New Cingular Wireless PCS, LLC, a Delaware limited liability company, having a mailing address at 1025 Lenox Park Blvd NE 3rd Floor Atlanta, GA 30319 (hereinafter referred to as “Lessee”).

WHEREAS, Lessor and Lessee (or their predecessors in interest) entered into an Agreement of Lease dated September 5, 1990, as amended by Amendment to Agreement of Lease dated as of December 8, 2005, as amended by Second Amendment to Agreement dated as of December, 16, 2009, and as amended by Reinstatement and Ratification of and Third Amendment to Agreement of Lease dated as of April 7, 2021 (hereinafter, collectively, the "Lease"), whereby Lessor leased to Lessee certain Premises, therein described, that are a portion of the Property located at 4530 Portage Avenue, Baltimore, MD 21239.

WHEREAS, the term of the Lease will expire on December 31, 2025, and the parties mutually desire to renew the Lease, memorialize such renewal period, and modify the Lease in certain other respects, all on the terms and conditions contained herein; and

WHEREAS, Lessor and Lessee desire to extend the term of the Lease; and

WHEREAS, Lessor and Lessee desire to modify, as set forth herein, the Rent (as defined below) payable under the Lease; and

WHEREAS, Lessor and Lessee desire to amend the Lease to clarify the scope of Lessee's permitted use of the Premises; and

WHEREAS, Lessor and Lessee, in their mutual interest, further wish to amend the Lease as set forth below.

NOW THEREFORE, in consideration of the foregoing and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Lessor and Lessee agree as follows:

- 1. Term.** The Term of the Lease shall be amended to provide that commencing on January 1, 2026, will be automatically renewed, upon the same terms and conditions of the Lease, for five (5) additional sixty (60) month terms (each an “Extension Term”). Hereafter, “Term” shall include the Current Term and any applicable Extension Term. The Terms will automatically renew without further action by Lessee, unless Lessee notifies Lessor in writing of Lessee’s intention not to renew the Lease at least sixty (60) days prior to the expiration of the Current Term or any Extension Term. Lessor agrees and acknowledges that, except as such permitted

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Cell Site Name: LAKE MONTEBELLO
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Address: 4530 PORTAGE AVENUE, BALTIMORE, MD 21239

use or other rights may be amended herein, Lessee may continue to use and exercise its rights under the Lease as permitted prior to the first Extension Term.

2. **Acknowledgement.** Lessor acknowledges that: 1) this Fourth Amendment is entered into of the Lessor's free will and volition; 2) Lessor has read and understands this Fourth Amendment and the underlying Lease and, prior to execution of the Fourth Amendment, was free to consult with counsel of its choosing regarding Lessor's decision to enter into this Fourth Amendment and to have counsel review the terms and conditions of the Fourth Amendment; 3) Lessor has been advised and is informed that should Lessor not enter into this Fourth Amendment, the underlying Lease between Lessor and Lessee, including any termination or non-renewal provision therein, would remain in full force and effect.
3. **Modification of Rent.** Commencing on January 1, 2026, the current Rent payable under the Lease shall be Thirty-Three Thousand Six Hundred Sixty-Seven and 32/100 Dollars (\$33,667.32) per year, and shall continue during the Term, subject to adjustment as provided herein. In the event of any overpayment of Rent prior to or after the Effective Date, Tenant shall have the right to deduct from any future Rent payments an amount equal to the overpayment amount.
4. **Future Rent Increase.** The Lease is amended to provide that commencing on January 1, 2027, Rent shall increase by three percent (3%) over the Rent paid during the previous year.
5. **Notices.** Section 12 of the Lease is hereby deleted in its entirety and replaced with the following:

All notices, requests, payments of Rent, demands, and other communications required or permitted hereunder shall be given as follows:

For Notices of Default to Tenant:

- a) To Tenant's Lease Administration Department at NoticeIntake@att.com; and
- b) To Tenant's Law Department via First Class certified or registered mail, return receipt requested, or by a nationally recognized overnight courier, postage prepaid:

New Cingular Wireless PCS, LLC
Attn.: Legal Dept – Network Operations
Site No. 57123; Cell Site Name: Lake Montebello, MD
Fixed Asset: 10004819
208 S. Akard Street
Dallas, TX 75202-4206

Cell Site No.: 57123
Cell Site Name: LAKE MONTEBELLO
Fixed Asset No.: 10004819
Market: WASHINGTON D.C./MARYLAND
Address: 4530 PORTAGE AVENUE, BALTIMORE, MD 21239

For Notices of Default to Landlord:

- a) To Landlord at cfo@morgan.edu; and
- b) To Landlord's Law Department via First Class certified or registered mail, return receipt requested, or by a nationally recognized overnight courier, postage prepaid:

As to Lessor:
Morgan State University
1700 E. Cold Spring Lane
Baltimore, MD 21251
Attention: Vice President, Finance and Management

With a copy to:
Newbridge Wireless LLC
11820 West Market Place, Suite J
Fulton, Maryland 20759
Attention: Legal

- 6. **Termination.** In addition to any rights that may exist in the Lease, Lessee may terminate the Lease at any time with 90 days prior written notice to Lessor for any or no reason.
- 7. **Permitted Use.** Lessee, its personnel, invitees, contractors, agents, subtenant/licensors, or its authorized sub Lessee, or assigns may use the Premises, at no additional cost or expense, for the transmission and reception of any and all communications signals and to add, modify, supplement, replace, upgrade, expand, including but not limited to the number and type(s) of antennas, or refurbish the equipment and/or improvements thereon, or relocate the same within the Premises at any time during the term of this Lease for any reason, or in order to be in compliance with any current or future federal, state or local mandated application, including but not limited to emergency 911 communication services or for any other reason. Lessor shall reasonably cooperate in obtaining governmental and other use permits or approvals necessary or desirable for the foregoing permitted use. If Lessor does not comply with the terms of this section, in addition to any other rights it may have at law, Lessee may terminate this Lease and shall have no further liability to Lessor. If Lessor does not comply with the terms of this section, Lessee will have the right to exercise any and all rights available to it under law and equity, including the right to cure Lessor's default and to deduct the costs of such cure from any monies due to Lessor from Lessee.

[NO MORE TEXT ON THIS PAGE - SIGNATURES TO FOLLOW ON NEXT PAGE]

Cell Site No.: 57123
Cell Site Name: LAKE MONTEBELLO
Fixed Asset No.: 10004819
Market: WASHINGTON D.C./MARYLAND
Address: 4530 PORTAGE AVENUE, BALTIMORE, MD 21239

IN WITNESS WHEREOF, the parties have caused their properly authorized representatives to execute and seal this Fourth Amendment on the date and year below.

LESSOR:
State of Maryland to the use of
Morgan State University

LESSEE:
New Cingular Wireless PCS, LLC,
a Delaware limited liability company

By: AT&T Mobility Corporation
Its: Manager

By: _____

By: _____

Print Name: _____

Print Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

**REVISED POLICY ON GRANTING
LIMITED BENEFITS TO
CONTRACTUAL EMPLOYEES**

BOARD OF REGENTS

MORGAN STATE UNIVERSITY

SUMMARY OF ITEM FOR ACTION

TOPIC: Revised Policy on Granting Limited Benefits to Contractual Employees

COMMITTEE: Finance and Facilities

DATE OF MEETING: November 3, 2025

BRIEF EXPLANATION: This policy is being updated to include the Juneteenth Holiday as declared both nationally (Fed) and by the state of Maryland, increasing approved MSU contractual holidays from 8 to 9 days.

FISCAL IMPACT: Estimated to be between \$40k - \$65k annually based on prior year actual contractual payroll.

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

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

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

Approved by Board of
Regents on
November , 2025

~~August 2, 2011~~

POLICY ON GRANTING LIMITED BENEFITS TO CONTRACTUAL EMPLOYEES

- I. **Purpose and Applicability.** To establish a policy for granting contractual employees certain leave benefits at Morgan State University.

General.

- A. Under certain defined circumstances contractual employees at Morgan State University are eligible for limited compensated leave benefits, including:
1. Holiday - ~~nine~~eight (98) days
 2. Annual leave - six (6) days
 3. Personal/Sick Leave - three (3) days
 4. Administrative leave under circumstances approved by the President.
- B. Benefits for part-time employees shall be earned at a rate of 50% of full-time contractual employees.

- II. **Terms Defined.** The following terms have the meaning indicated:

- A. "Contractual employee" means a person who under a written agreement provides personal services to the University for remuneration, for a specific period of time and is not employed in a budgeted position. Faculty, full-time students, consultants, and independent contractors are excluded from this definition.
- B. "Full-time" means a person who has a University employment contract for a term of six (6) months or more in duration, and that contract provides for a 40 hour or more work week.

- C. "Part-time" means a person who has a University employment contract for a term of six (6) months or more in duration, and that contract provides for less than 40 hours but 20 hours or more.
- D. "Student" means a person who matriculates full-time at Morgan State University and who has a part-time contract.

III. Holiday Leave.

- A. Rates of Earning Holiday Leave. Holiday leave will be earned based on the date of employment. Contractual employees must have been employed on or prior to the date the holiday leave was earned in order to use the leave on that date. The holidays to be observed and the dates of their observances shall be determined by the President or designee.
 - 1. Full-time contractual employees are eligible to receive compensation for a maximum of nineeight (98) holidays per annum.
 - 2. Part-time contractual employees are eligible to receive compensation at a rate of four (4) hours per day earned for a maximum of nineeight (98) holidays per annum.
- B. Unused Holidays. Contractual employees shall be afforded an opportunity to use all holiday leave which they have earned. A contractual employee, who is required to work on a scheduled holiday, may request to use the earned holiday leave on an alternative date prior to the termination of their contract term. The holiday leave request may be granted by the supervisor unless the supervisor determines that the day off will unduly interfere with the conduct of University business. Unused holidays shall be forfeited upon the employee's separation from University service. Contractual employees shall not receive a cash payment for working a holiday.

IV. Annual Leave.

- A. Rates of Earning Annual Leave.
 - 1. Full-time contractual employees are eligible to receive the following compensation:
 - a. Per Annum - 6 days (48 hours) of annual leave.
 - b. Accrual Rate - .5 days per month commencing on the date of employment.

2. Part-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 3 days (24 hours) of annual leave.
- b. Accrual Rate - .25 days per month commencing on the date of employment

B. Availability. Leave must be approved in advance by the supervisor or designee in accordance with guidelines established by the supervisor.

C. Unused Annual Leave. All unused annual leave shall be forfeited upon the employee's separation from University service.

V. Personal/ Sick Leave.

A. Rates of Earning Personal/Sick Leave.

1. Full-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 3 days (24 hours) of personal/sick leave.
- b. Accrual Rate - 2 hours per month multiplied by the number of months in the contract term.

2. Part-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 1.5 days (12 hours) of personal/sick leave.
- b. Accrual Rate - 1 hour per month multiplied by the number of months in the contract term.

B. Availability. Personal leave must be approved in accordance with guidelines established by the supervisor.

C. Unused Personal/Sick Leave. Any unused personal/sick leave shall be forfeited upon the employee's separation from the University service.

VI. Administrative Leave

A. When the University is closed, has a delayed opening or an early closing due to emergency situations or weather related conditions, contractual employees may be granted administrative leave for the period of time or a portion of the time, if approved by the President or his designee. An

employee who has been designated as vital to the operation of the University, whose presence is required regardless of the existence of an emergency condition, shall be designated as an "essential employee." Essential employees are required to report to work during their regularly scheduled work hours, even if the University is closed, unless otherwise notified. If there are extenuating circumstances, an essential employee may, at the reasonable discretion of their supervisor, be excused from reporting during an emergency. If notified, essential employees may be required to report for duty or return to duty during non-scheduled work time. If an essential employee fails to report for duty, the employee may be subject to disciplinary action and will not be paid for the time that the employee failed to report for duty.

VII. Miscellaneous Provisions

- A. Leave benefits shall not be carried over from one contract period to another.
- B. Contractual employees are not eligible to receive credit from Morgan State University for leave earned by the employee for service at another Maryland agency.
- C. Contractual employees whose contracts are funded by external sources (e.g., grants) may be eligible for greater benefits in accordance with the grant documents.

VIII. Policy Amendments

This Policy on Granting Limited Benefits to Contractual Employees approved by the Board of Regents on November , 2025 amends and supersedes all prior Board of Regents approved versions of this policy. ~~□ Addition of Administrative Leave provisions—August 2, 2011~~

Approved by Board of
Regents on
November __, 2025

POLICY ON GRANTING LIMITED BENEFITS TO CONTRACTUAL EMPLOYEES

- I. **Purpose and Applicability.** To establish a policy for granting contractual employees certain leave benefits at Morgan State University.

General.

- A. Under certain defined circumstances contractual employees at Morgan State University are eligible for limited compensated leave benefits, including:
1. Holiday - nine (9) days
 2. Annual leave - six (6) days
 3. Personal/Sick Leave - three (3) days
 4. Administrative leave under circumstances approved by the President.
- B. Benefits for part-time employees shall be earned at a rate of 50% of full-time contractual employees.

- II. **Terms Defined.** The following terms have the meaning indicated:

- A. "Contractual employee" means a person who under a written agreement provides personal services to the University for remuneration, for a specific period of time and is not employed in a budgeted position. Faculty, full-time students, consultants, and independent contractors are excluded from this definition.
- B. "Full-time" means a person who has a University employment contract for a term of six (6) months or more in duration, and that contract provides for a 40 hour or more work week.

- C. "Part-time" means a person who has a University employment contract for a term of six (6) months or more in duration, and that contract provides for less than 40 hours but 20 hours or more.
- D. "Student" means a person who matriculates full-time at Morgan State University and who has a part-time contract.

III. Holiday Leave.

- A. Rates of Earning Holiday Leave. Holiday leave will be earned based on the date of employment. Contractual employees must have been employed on or prior to the date the holiday leave was earned in order to use the leave on that date. The holidays to be observed and the dates of their observances shall be determined by the President or designee.
 - 1. Full-time contractual employees are eligible to receive compensation for a maximum of nine (9) holidays per annum.
 - 2. Part-time contractual employees are eligible to receive compensation at a rate of four (4) hours per day earned for a maximum of nine (9) holidays per annum.
- B. Unused Holidays. Contractual employees shall be afforded an opportunity to use all holiday leave which they have earned. A contractual employee, who is required to work on a scheduled holiday, may request to use the earned holiday leave on an alternative date prior to the termination of their contract term. The holiday leave request may be granted by the supervisor unless the supervisor determines that the day off will unduly interfere with the conduct of University business. Unused holidays shall be forfeited upon the employee's separation from University service. Contractual employees shall not receive a cash payment for working a holiday.

IV. Annual Leave.

- A. Rates of Earning Annual Leave.
 - 1. Full-time contractual employees are eligible to receive the following compensation:
 - a. Per Annum - 6 days (48 hours) of annual leave.
 - b. Accrual Rate - .5 days per month commencing on the date of employment.

2. Part-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 3 days (24 hours) of annual leave.
- b. Accrual Rate - .25 days per month commencing on the date of employment

B. Availability. Leave must be approved in advance by the supervisor or designee in accordance with guidelines established by the supervisor.

C. Unused Annual Leave. All unused annual leave shall be forfeited upon the employee's separation from University service.

V. Personal/ Sick Leave.

A. Rates of Earning Personal/Sick Leave.

1. Full-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 3 days (24 hours) of personal/sick leave.
- b. Accrual Rate - 2 hours per month multiplied by the number of months in the contract term.

2. Part-time contractual employees are eligible to receive the following compensation:

- a. Per Annum - 1.5 days (12 hours) of personal/sick leave.
- b. Accrual Rate - 1 hour per month multiplied by the number of months in the contract term.

B. Availability. Personal leave must be approved in accordance with guidelines established by the supervisor.

C. Unused Personal/Sick Leave. Any unused personal/sick leave shall be forfeited upon the employee's separation from the University service.

VI. Administrative Leave

A. When the University is closed, has a delayed opening or an early closing due to emergency situations or weather related conditions, contractual employees may be granted administrative leave for the period of time or a portion of the time, if approved by the President or his designee. An

employee who has been designated as vital to the operation of the University, whose presence is required regardless of the existence of an emergency condition, shall be designated as an "essential employee." Essential employees are required to report to work during their regularly scheduled work hours, even if the University is closed, unless otherwise notified. If there are extenuating circumstances, an essential employee may, at the reasonable discretion of their supervisor, be excused from reporting during an emergency. If notified, essential employees may be required to report for duty or return to duty during non-scheduled work time. If an essential employee fails to report for duty, the employee may be subject to disciplinary action and will not be paid for the time that the employee failed to report for duty.

VII. Miscellaneous Provisions

- A. Leave benefits shall not be carried over from one contract period to another.
- B. Contractual employees are not eligible to receive credit from Morgan State University for leave earned by the employee for service at another Maryland agency.
- C. Contractual employees whose contracts are funded by external sources (e.g., grants) may be eligible for greater benefits in accordance with the grant documents.

VIII. Policy Amendments

This Policy on Granting Limited Benefits to Contractual Employees approved by the Board of Regents on November __, 2025 amends and supersedes all prior Board of Regents approved versions of this policy.

ITEMS FOR INFORMATION

**MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
November 3, 2025**

FY 2026 FINANCIAL STATUS UPDATE

First quarter ending September 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 and impacting resources available to the institution. While the future may still hold considerable challenges, FY 2026 started off well with the University's final fall 2025 enrollment headcount reaching 11,559, an increase of 820 students or 7.6% as compared to FY 2025, and once again resulting in the largest enrollment in the University's history. In fact, prior to the drop, the University hosted nearly 12,000 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 have increased pressure on the University while enrollment growth continues, even if at a slower pace.

As shown in Attachment I, the University realized \$184.9 million in operating revenues as of September 30, 2025. This represents 35.5 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 \$117.7 million, representing 22.6 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 for the foreseeable future.

FY26 revised operating budget, resulting mostly from better-than-expected fall enrollment results and other activity and adjustments, is summarized below:

FY 2026 Budget - Revised 10/25	Revenues	Expenditures	Net
STATE - SUPPORTED PROGRAMS:	328,955,000	328,955,000	-
SELF - SUPPORTED PROGRAMS:			
Auxiliary	72,350,000	72,350,000	-
Research	119,125,000	119,125,000	-
TOTAL UNIVERSITY OPERATING	520,430,000	520,430,000	-

Note that additional adjustments will be required pending expected budget amendments from the State relating to current fiscal year salary adjustments.

STATE SUPPORT

Per Attachment I, the University realized \$117.6 million of revenues or 35.7 percent of the operating budget while the University expended \$69.1 million or 21.0 percent of the 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 \$67.3 million of revenues or 35.2 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 \$48.6 million or 25.4 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. All of which is being managed with a reduction in operating resources provided by the State.

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, 164 for fall 2024 and 221 for fall 2025. **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 has also supported 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 as of 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 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 on 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 2026 OPERATING BUDGET

The FY 2026 budget reflects \$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 and includes the net reductions from the State. The FY26 base general fund allocation includes FY25 COLA and

increment annualizations as well as statutory changes and other changes implemented by the Office of Budget and Analysis; however, FY26 salary adjustments have not been included pending expected budget amendments from the State.

**MORGAN STATE UNIVERSITY
WORKING BUDGET VS. REVENUE REALIZED
FISCAL YEAR 2026**

Actual for the Period Ending Sept 30, 2025

	FUNDING SOURCE	WORKING BUDGET	REVENUES	BALANCE	PERCENT REALIZED
STATE - SUPPORTED PROGRAMS:					
Tuition and Fees	State	105,755,000	62,078,200	43,676,800	58.7%
State Appropriations	State	197,600,000	51,655,634	145,944,366	26.1%
Grants and Contracts	State	13,500,000	2,678,035	10,821,965	19.8%
Other Sources	State	12,100,000	1,175,539	10,924,461	9.7%
TOTAL STATE - SUPPORTED PROGRAMS		328,955,000	117,587,407	211,367,593	35.7%
SELF - SUPPORTED PROGRAMS:					
Sales and Services - Auxiliary Enterprises	Auxiliary	72,350,000	35,597,711	36,752,289	49.2%
Federal Grants and Contracts	Restricted Funds	111,125,000	30,135,315	80,989,685	27.1%
State Grants and Contracts	Restricted Funds	3,000,000	820,940	2,179,060	27.4%
Private Grants and Contracts	Restricted Funds	5,000,000	792,095	4,207,905	15.8%
TOTAL SELF - SUPPORTED PROGRAM		191,475,000	67,346,060	124,128,940	35.2%
TOTAL UNIVERSITY		520,430,000	184,933,468	335,496,532	35.5%

**MORGAN STATE UNIVERSITY
WORKING BUDGET VS. EXPENDITURE
FISCAL YEAR 2026**

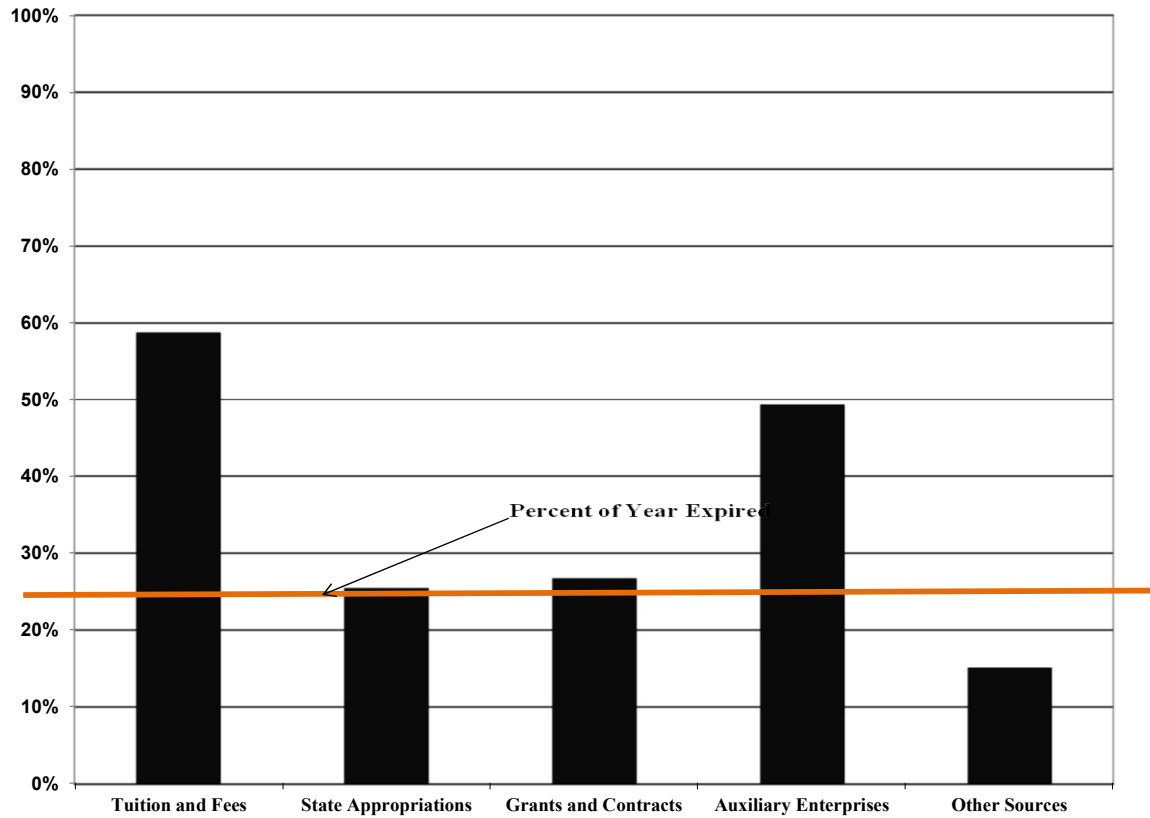
Actual for the Period Ending Sept. 30, 2025

	FUNDING SOURCE	WORKING BUDGET	EXPENDITURES	BALANCE	PERCENT EXPENDED
STATE - SUPPORTED PROGRAMS:					
Instruction	State	85,220,000	13,547,869	71,672,131	15.9%
Research	State	22,000,000	3,441,472	18,558,528	15.6%
Public Service	State	320,000	59,539	260,461	18.6%
Academic Support	State	42,465,000	7,830,690	34,634,310	18.4%
Student Services	State	14,465,000	3,050,960	11,414,040	21.1%
Institutional Support	State	80,550,000	16,297,645	64,252,355	20.2%
Plant Operations and Maintenance	State	41,115,000	8,421,251	32,693,749	20.5%
Scholarships and Fellowships	State	42,820,000	16,414,396	26,405,604	38.3%
TOTAL STATE - SUPPORTED PROGRAM		328,955,000	69,063,823	259,891,177	21.0%
SELF-SUPPORTED PROGRAMS:					
Auxiliary Enterprises	Auxiliary	72,350,000	16,884,048	55,465,952	23.3%
Research	Restricted Funds	87,000,000	16,195,755	70,804,245	18.6%
Restricted Scholarships and Fellowships	Restricted Funds	32,125,000	15,552,595	16,572,405	48.4%
TOTAL SELF-SUPPORTED PROGRAM		191,475,000	48,632,398	142,842,602	25.4%
TOTAL UNIVERSITY		520,430,000	117,696,221	402,733,779	22.6%

WORKING BUDGET VS. REVENUE REALIZED

FISCAL YEAR 2026

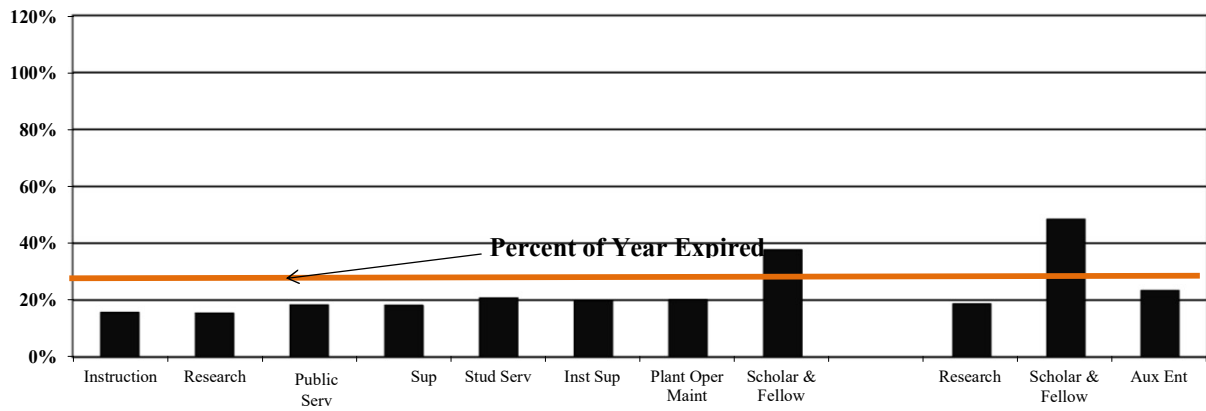
Actual for the Period Ending Sept 30, 2025



PERCENT OF BUDGET EXPENDED BY PROGRAM

FISCAL YEAR 2026

Actual for the Period Sept 30, 2025



STATE SUPPORT

SELF SUPPORT

MORGAN STATE UNIVERSITY
BOARD OF REGENTS
Finance and Facilities Committee
November 3, 2025

LEGISLATIVE DECISION – FY 2026 OPERATING BUDGET

As per the legislative/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	(.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	(11.0)
One Time Funding- AI Center	.05
TOTAL	<u>\$(7.7M)</u>

Please note that funding for FY26 salary enhancements of approximately \$5.9M is currently in DBM's budget and is scheduled to be appropriated to the University later in the fiscal year. Once funded, the general fund operating budget would increase to \$203.5M for FY 2026.

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 the 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.*

Audit & Institutional Assessment



Board of Regents
Audit and Institutional Assessment Committee Meeting
Richardson Library - Blount Room 120C
Monday, November 10, 2025
9:00 - 11:00 a.m.

Agenda

OPEN SESSION

- **Chairman's** Opening Remarks Regent Larry Ellis
- **President's Remarks** Dr. David Wilson
- Approval of Committee Minutes of August 19, 2025 Regent Larry Ellis
- Vote to go into Closed Session Regent Larry Ellis

CLOSED SESSION

- Office of Enterprise Risk Management Update Mr. James Curbeam, *Director*
 - Discussion and Feedback on Governance Risk
 - Project Management Committee Update
- Office of Internal Audit Update Mr. Abraham Mauer, *Director*
 - OLA Update
 - Progress on Internal Audits and Investigations
- Closing Remarks Regent Larry Ellis

Public Session Minutes

BOARD MEMBERS

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

Absent: Regent Swati Agrawal

STAFF MEMBERS

Present: Dr. David Wilson, Mr. Marcos Collins, Mr. James Curbeam, Mr. Thomas Faulk, Mrs. Deborah Flavin, Ms. Julie Goodwin, Mrs. Kassandra Grogan, Mr. Shinil Hong, Mr. Dwayne Jackson, Mr. Vinnie John, Mr. David LaChina, Mr. Jonathan Luckett, Mr. Abraham Mauer, Dr. Cynthia Mendoza, Ms. Twilla Taylor, Dr. Don-Terry Veal

Committee Chair Ellis called the meeting to order at 9:02 **a.m.** He welcomed all in attendance. We are at the beginning of another academic year and all the excitement that comes with a new semester. He reminded everyone about the annual Board Retreat, which **was** pushed back and will now be held on campus on September 13th. He encouraged Committee members to attend, noting that it is an opportunity for the Board to focus on substantive issues. He then yielded the floor to President Wilson for brief remarks.

Dr. Wilson provided an overview of the items that will be discussed in closed session to include updates on Enterprise Risk Management (great work in moving the project management project along), Continuity of Operations Plan (COOP), and Internal Audit (current audit underway). He stated that the Legislature did release the funding (\$250,000) that was being withheld in connection with a finding by the Office of Legislative Audits (OLA) from the previous audit cycle. It was noted that another \$250,000 is on hold from our current appropriation for a different reason – a strategic economic development plan for the Northeast side of Baltimore (a build out of Lake Clifton).

Minutes

Chair Ellis 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.

Chair Ellis stated that the Audit Committee would convene in Closed Session to consider items specifically exempted from public consideration under § 3-305(b)(7)(10)(15) of the Open Meetings Act. In Closed Session, the Audit Committee will receive updates on the Continuity of Operations Plan, Enterprise Risk Management and Internal Audit. 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 9:15 a.m.

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

Date: Tuesday, August 19, 2025

Time: 9:00 a.m.

Location: Richardson Library 120C

Motion to close meeting made by: Regent Turnipseed

Seconded by: Regent Pieninck

Members voting in favor: All Regents in attendance

Opposed:

Abstaining:

Absent: Regent Agrawal

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

General Provisions Article, § 3-305 (b)(7)(10)(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;
- ☒ (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.

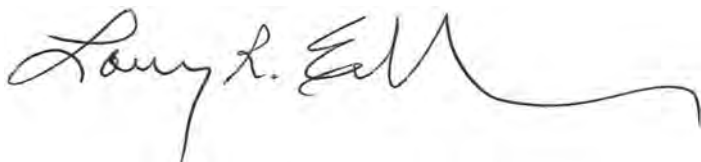
FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

1. To receive an update on the Continuity of Operations Plan (COOP).
2. To receive an update from the Office of Enterprise Risk Management.
3. To receive an update from the Office of Internal Audit.

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

This statement is made by Larry R. Ellis
Chair of the Audit and Institutional Assessment Committee

SIGNATURE:

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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